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Selection of Consultant

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Islamabad, February 2024

Topics

1. Preparation and Shortlisting
2. Request for Proposal
3. Evaluation of Proposals
4. Prior Review by ADB

1. Preparation and Shortlisting



Consulting Services



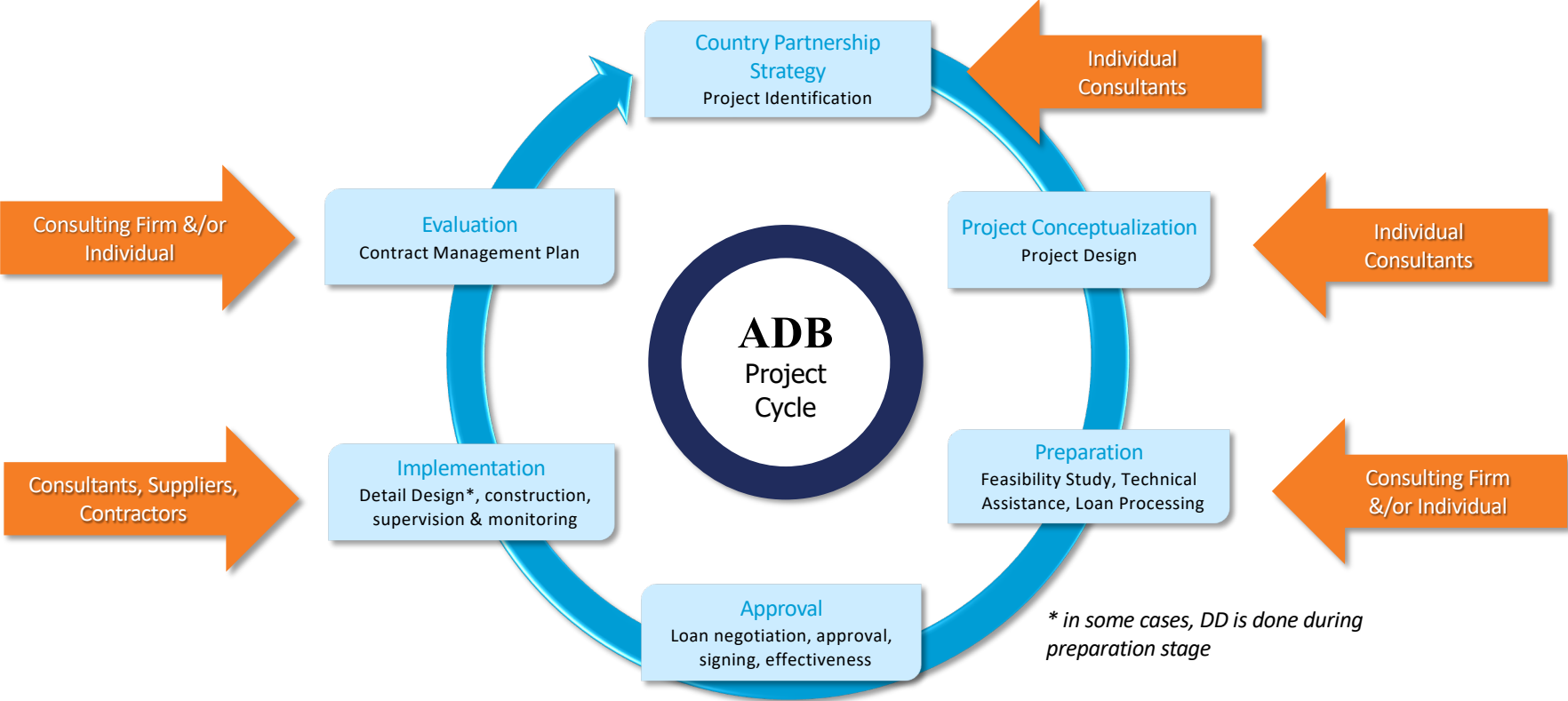
What are Consulting Services?

- Services that are intellectual and advisory nature

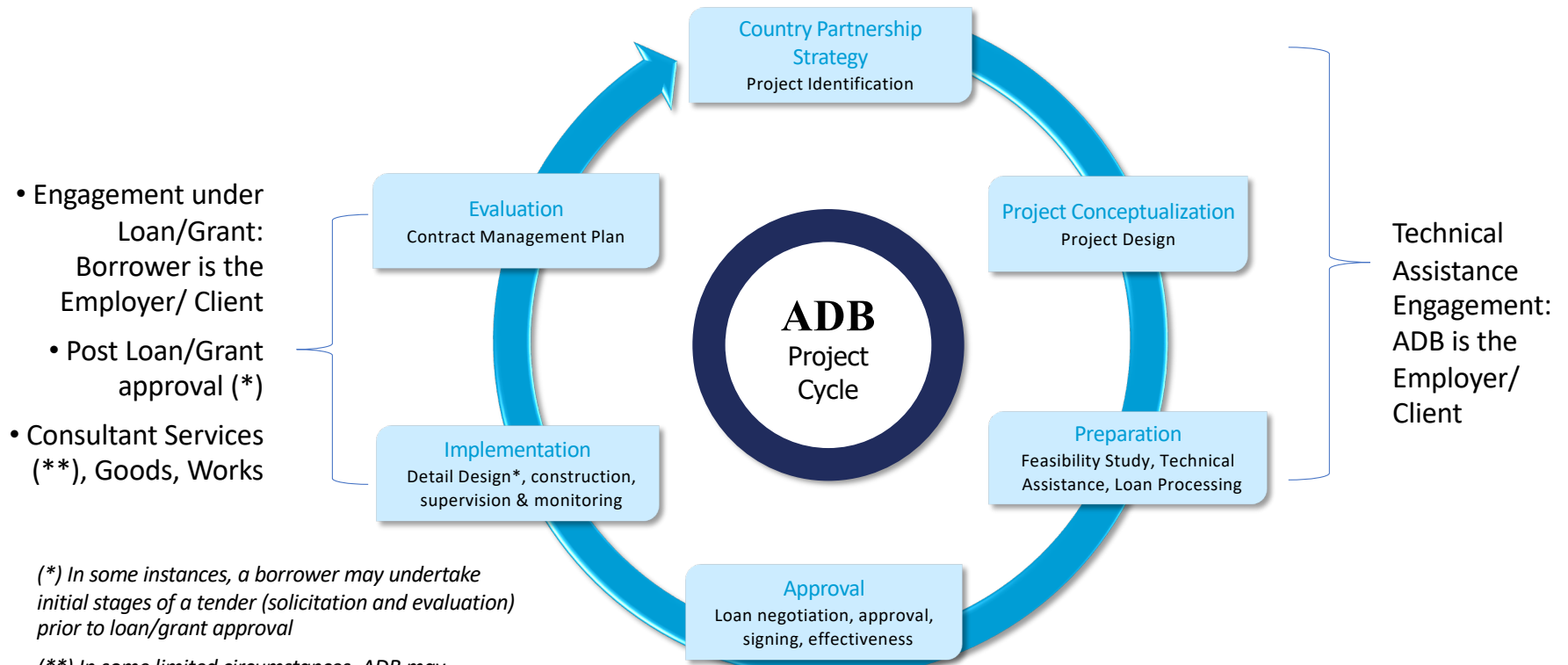
Why do we need Consulting Services?

- Do not own the expertise
- Have shortage of in-house resources which are *temporarily* required

Consultant Services throughout ADB Project Cycle



Consultant Services throughout ADB Project Cycle



(*) In some instances, a borrower may undertake initial stages of a tender (solicitation and evaluation) prior to loan/grant approval

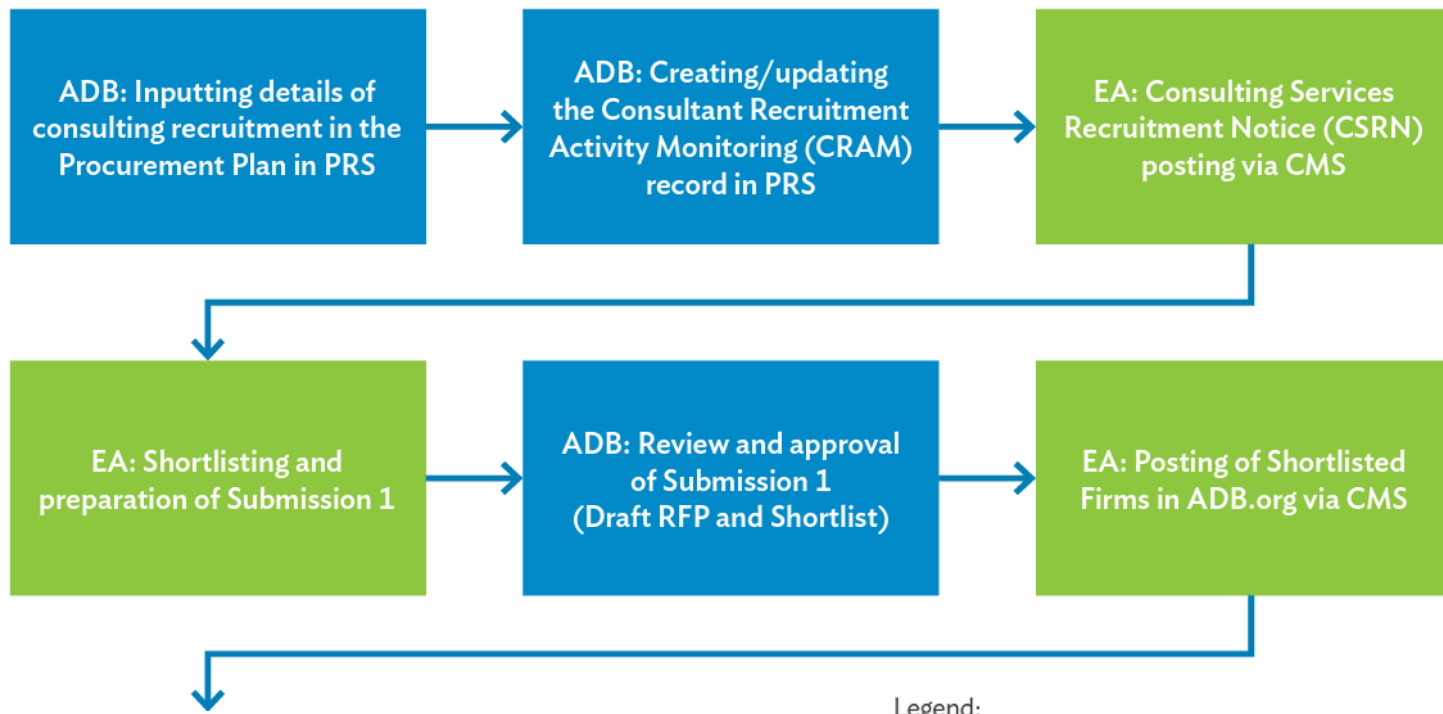
(**) In some limited circumstances, ADB may support a borrower in tendering and evaluating consulting services RFPs



Steps in Selection and Recruitment of Consultant



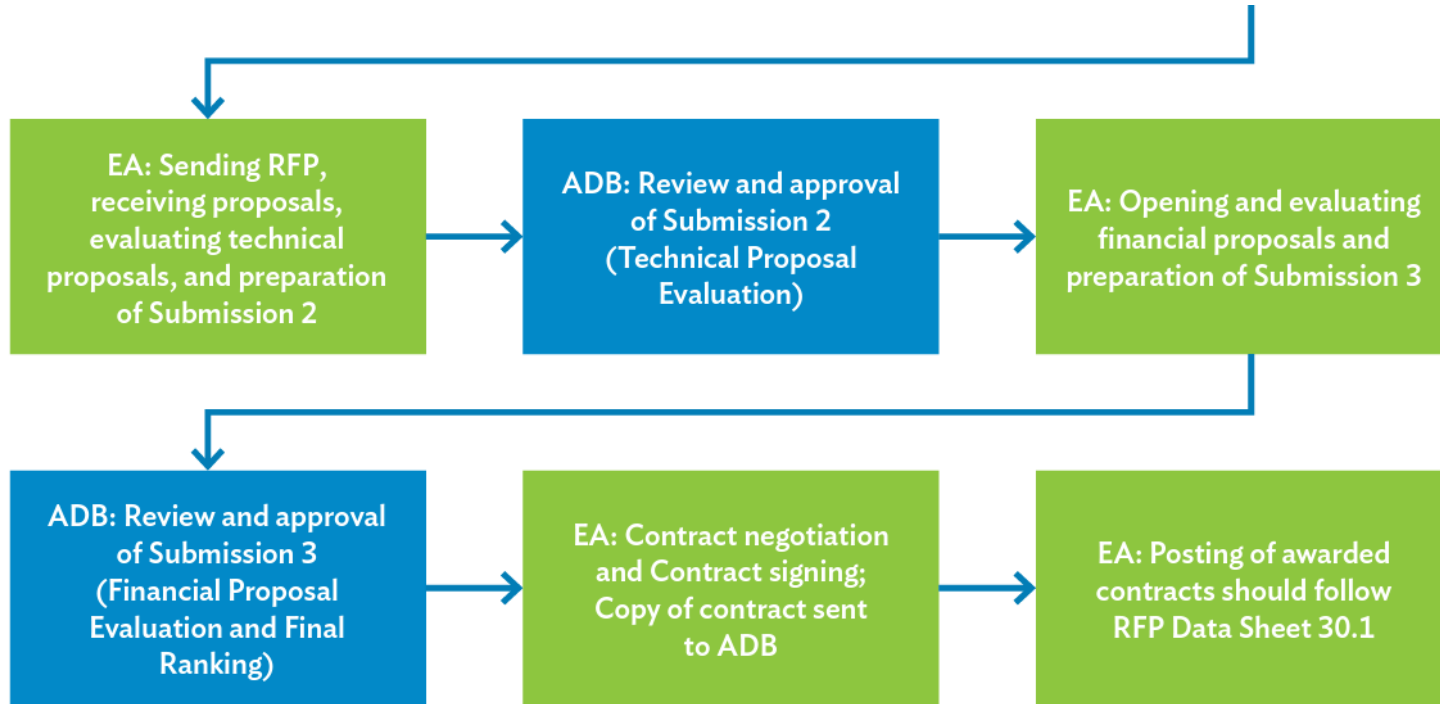
Steps in Selection and Recruitment of Consultant



Legend:



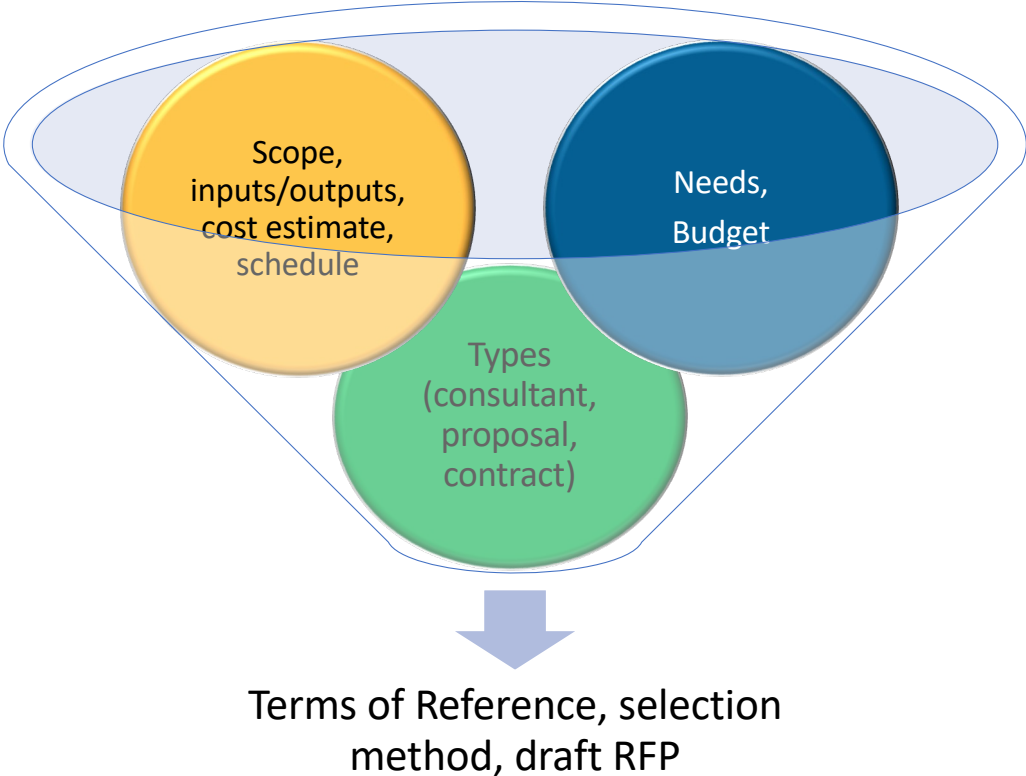
Steps in Selection and Recruitment of Consultant



Legend:



Preparation



Terms of Reference – Purposes

- Nature & scope of the assignment
- Expression of Interests
- Selection process
- Contract: Guides the work
- Performance measures



Two Types of Terms of Reference

Conformance- or input-based

- Inputs can be well-estimated
- Variation in approaches and methodologies not expected

Performance- or output-based

- Output can be well-defined
- Innovation expected
- Approaches and methodologies expected to vary

Terms of Reference – Structure

Structure

Background

Objectives

Scope of Services, Tasks and Deliverables

Teams Composition

Reporting Requirement

Client inputs



Cost Estimate

Competitive

- Remuneration
 - ✓ Key experts
 - ✓ Non-key experts
- Reimbursable (OPE) Expenses
 - ✓ Per diem
 - ✓ Travel
 - ✓ Transport
 - ✓ Communication
 - ✓ Office operations
 - ✓ Report
 - ✓ Administrative assistance
 - ✓ Other: security, insurance, translation

Non-competitive

- Provisional sums
 - ✓ Workshops, seminars, conferences, surveys, equipment
- Contingencies
 - ✓ 5-10% cost estimate
- Not paid unless utilized

Selection Methods for Consultant

Considerations

- Complexities, value, impact, solutions, budget, urgency

Guiding Principles

- Quality, record, knowledge-base, market practice, integrity, ethics

Difference in Characteristics

Services vs. Goods and Works; Consulting- vs. Non-consulting Services

General Approaches

- OCB, short list, 1S2E, scoring, weighting, professional liability

Selection Methods for Consultant

| | |
|--|--|
| QCBS Quality- and Cost-Based Selection | Well defined TOR, highest combined scores |
| LCS Least-Cost Selection | Small value, standard assignment, lowest cost |
| FBS Fixed-Budget Selection | Well-defined TOR, highest technical scores within budget |
| QBS Quality-Based Selection | Complex TOR, varied solution, highest technical scores |
| CQS Consultants' Qualification Selection | Amplified EOI, small value, specialized, highest qualified |
| SSS Single-Source Selection | Specific justifications, small value assignment |

Selection Methods for Consultant

| Selection Method | Technical Proposal Evaluation | Financial Proposal | Selection procedure |
|--|---|--|--|
| QCBS – Quality and Cost based selection | >= 750 out of 1000 | Competitive Default Quality-cost ratio is 80:20. Can be changed to 70:30; 90:10 or 50:50 (audit)) | Firm representing the best combination of quality and price wins |
| LCS – Least Cost Selection | >= 750 out of 1000 | Lowest priced | Firm with lowest priced responsive proposal wins |
| FBS – Fixed Budget Selection | >= 750 out of 1000 And Highest Technical Score | <= budget | Firm with the best technical proposal and the financial proposal within the budget wins |
| QBS – Quality Based Selection | >= 750 out of 1000 and Highest Technical Score | Supporting documents to prove financial position of the firm, remuneration of experts, social and overhead charges | Negotiations are conducted with the firm that presented the best technical proposal |
| CQS – Consultants' Qualification Selection | Amplified Expression of Interest (EOI) Structured EOI submission >= 750 out of 1000 | | Negotiations are conducted with the firm that presented the best expression of interest |
| SSS – Single Source Selection | >= 750 out of 1000 | Supporting documents to prove financial position of the firm, remuneration of experts, social and overhead charges | Negotiations are conducted with the firm that is selected without benefit of competition |

Types of Proposal and Contract

Proposal Types

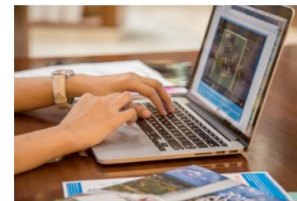
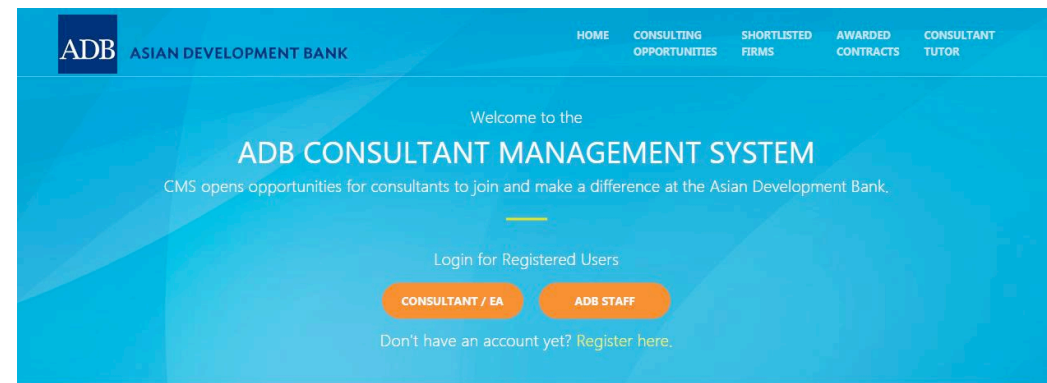
- Full Technical Proposal (FTP)
- Simplified Technical Proposal (STP)
- Biodata Technical Proposal (BTP)

Contract Types

- Time-based
- Lumpsum
- Performance based
- Framework Agreement
- Fixed rate
- Retainer/contingency fee
- Hybrid

Advertisement

- ADB website:
 - ❖ Consultant Management System (cms.adb.org)
 - ❖ E-mail to csr@adb.org
- Other websites with free access, journal, newspaper, professional association, etc.



Search Consulting Opportunities

Get detailed information on consulting services requirements and send expression of interests (EOIs) for ADB-financed or administered projects.



View Shortlisted Firms

ADB publishes the names and contact details of firms invited to submit proposals. This is for the information of consultants who wish to associate with them. Interested consultants should contact the firms directly.



View Awarded Contracts

ADB Project contracts that are awarded to consulting firms are disclosed to the public. Visit the page to view the list of contracts awarded to consulting firms, along with associated contract details.



2023

Shortlisting

Expression of Interest

- EOI ≠ 'proposal'
- Scoring – use with cautions:
 - ✓ Long List
 - ✓ Relevant technical aspects
- Eligibility, COI, Integrity, RWE
- Joint Venture

Association of Firms

- Joint Venture or sub-consultancy
- Forced JV not allowed
- Association among short listed firms – RFP



ADB Policies

Eligibility

- Nationals of ADB Member Countries
- Not-sanctioned by ADB and UN
- Civil servants and Government-owned Enterprise may be eligible

Integrity

- Highest ethics during selection and contract execution
- Specific definitions on corrupt, coercive fraudulent, collusive, obstructive practices, abuse
- Right to inspect

Conflict of Interests (COI)

- Consulting activities
- Consulting assignments
- Relationships, ownerships, legal representatives
- More than one proposal

Respectful Working Environment (RWE)

- Highest ethical standards
- Specific prohibition on bullying, discrimination, harassment, misconduct, retaliation, harassment

Shortlisting

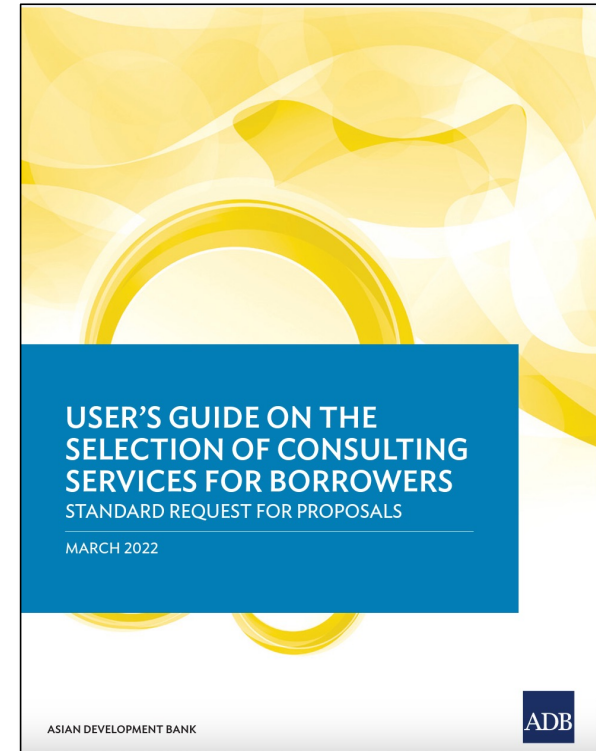
- The critical aspect in selection of consultant
- Different from “prequalification”
- Be careful when evaluating the EOI:
 - ❖ EOI is prepared in response to an advertisement and TOR, not an RFP, hence should be evaluated accordingly
 - ❖ Do not give credit to aspect unrelated to the firm’s qualification and capability to carry out the assignment.
 - ❖ Do not “punish” a firm based on what is perceived as incomplete information in the EOI.
- Do not short list a barely qualified or non-reputable consultant.
- ADB does not require a specific minimum number of firms in the short list.

2. Request for Proposal



Request for Proposal (RFP) – Structure

| | | | |
|--|---|--|---|
| Section 1 Letter of Invitation (LOI) | Section 2 Instructions to Consultants (ITC) and Data Sheet (DS) | Section 3 Standard Forms (SF) for Technical Proposals (TP) | Section 4 Standard Forms (SF) for Financial Proposal (FP) |
| Section 5 Eligible Countries | Section 6 Banks' Policy Corrupt and Fraudulent Practice | Section 7 Terms of Reference (TOR) | Section 8 Standard Forms of Contract |



Structure of RFP

Sec 1. Letter of Invitation (LOI)

- Sent only to short-listed firms.
- Non-transferable.
- Changes in JV shall be prior-approved by EA (if allowed).

Sec 2. Instruction to Consultants

- A. General Provisions
- B. Preparation of Proposals
- C. Submission, Opening, Evaluation
- D. Negotiations and Award
- E. Data Sheet
 - Summary- and Personnel Evaluation Sheet (SES/PES)
- F. Disqualification of an Expert

Data Sheet (Sec 2.E)

- Selection Method
- Submission of Technical and Financial Proposals
- Pre-proposal conference
- Proposal validity
- Taxes (indicate the official reference on consultant's tax obligations)
- Clarifications
- Estimated or minimum total person-months input of international and national Key Experts
- Estimated or maximum budget
- Provisional sums with breakdowns
- Contingency (about 5%-10% of budget)
- Evaluation criteria
- Proposal submission time and date
- Formula for combined evaluation (QCBS)
- Contract negotiation and commencement
- Submission of complaint

Weighting Distribution by Proposal Type

| | FTP | STP | BTP |
|---|-----------|-----|--|
| Experience of the Firm | 100 – 200 | - | - |
| Methodology Work Program Personnel Schedule | 200 – 400 | 300 | 50 proposal presentation 100 personnel schedule |
| Personnel | 500 – 700 | 700 | 850 |

Sec 2.F. Disqualification of an Expert

| Zero (0%) rating resulting in disqualification will be given to a nominated expert in the following circumstances | | Reference |
|---|--|------------------------------------|
| 1. | The expert is proposed for a national position but is not a citizen of that country | ITC 6.2 |
| 2. | The expert failed to state his citizenship on the CV. | ITC 6.1/2, Section 6, TECH-6 |
| 3. | The expert is a current employee of the Client. | ITC 6.2/6.3.4, TECH-6 |
| 4. | The Consultant and the expert failed to disclose any situation of an actual or potential conflict of interest, sanctions, criminal records, or other information that would make the expert ineligible under Section 5 and 6 about the expert. | ITC 3/6.2, Section 5, 6 |

Section 3. Technical Proposal – Standard Forms

[Notes to Consultant shown in brackets throughout Section 3 provide guidance to the Consultant to prepare the Technical Proposal; they should be deleted in the final proposal to be submitted.]

CHECKLIST OF REQUIRED FORMS

| Required for FTP, STP or BTP | | | FORM | DESCRIPTION | Page Limit |
|---------------------------------|-----|-----|-------------------|---|------------|
| FTP | STP | BTP | | | |
| √ | √ | √ | TECH-1 | Technical Proposal Submission Form. | |
| √ | √ | √ | TECH-1 Attachment | Proof of legal status and eligibility | |
| “√” <u>If</u> applicable | | | TECH-1 Attachment | If the Proposal is submitted by a Joint Venture (JV), attach a letter of intent or a copy of an existing agreement. | |
| “√” If applicable | | | Power of Attorney | No pre-set format/form. In the case of a JV, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members | |

| FTP | STP | BTP | | | FTP | STP | BTP |
|-----|-----|-----|---------|---|---|----------|----------|
| √ | | | TECH-2 | Consultant's Organization and Experience. | | | |
| √ | | | TECH-2A | A. Consultant's Organization | 2 | n/a | n/a |
| √ | | | TECH-2B | B. Consultant's Experience | 20 | n/a | n/a |
| √ | | | TECH-3 | Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client. | <i>For the FTP, the total number of pages for combined forms TECH-3 (FTP) and TECH-4 (FTP) should not exceed 50. A page is defined as one printed side of A4 or letter-sized paper.</i> | | |
| √ | | | TECH-3A | A. On the Terms of Reference | n/a | n/a | n/a |
| √ | | | TECH-3B | B. On the Counterpart Staff and Facilities | 2 | n/a | n/a |
| √ | √ | | TECH-4 | Description of the Approach, Methodology, and Work Plan for Performing the Assignment | 50 | 10 | 1 |
| √ | √ | √ | TECH-5 | Work Schedule and Planning for Deliverables | n/a | n/a | n/a |
| √ | √ | √ | TECH-6A | Team Composition, Key Experts Inputs, | n/a | n/a | n/a |
| √ | √ | √ | TECH 6B | Attached Curriculum Vitae (CV) | 5 per CV | 5 per CV | 5 per CV |

Evaluation Criteria By Proposal Type

| | FTP | STP | BTP |
|---|-------------------------|--------------------------|--|
| Experience of the Firm | Yes | No | No |
| Methodology Work Program Personnel Schedule | Yes maximum 50 pages | Yes, maximum 10 pages | Only work schedule and planning for deliverables |
| Personnel | Yes | Yes | Yes |
| Comments on TOR | Yes | No | No |
| Comments on Counterpart Support | Yes | No | No |

Narrative Evaluation Criteria (NEC)

- Guidance for CSC members on how to rate the TP
- Facilitate discussions in order to reach consensus in scoring
- Rating by average is discouraged, aim at reaching a consensus
- Should be consistent with the SES /PES
- Avoid simplified descriptions that will likely result in similar rating
e.g. Has experience in the following number of projects – 8 or more (100 points), 5 to 7 (90 points), less than 5 (0 points)
- Avoid pass/fail rule. Use ‘below average’.
- For internal use, do not attach in the RFP

Section 4. Financial Proposal - Standard Forms

[Notes to Consultant shown in brackets and italics provide guidance to the Consultant to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.]

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

NOTE: The authorized representative of the Consultant who signs the Proposal is advised to initial all pages of the original Financial Proposal.

FIN-1 Financial Proposal Submission Form

FIN-2 Summary of Costs

FIN-3 Breakdown of Remuneration

FIN-4 Other Expenses, Provisional Sums and Contingency



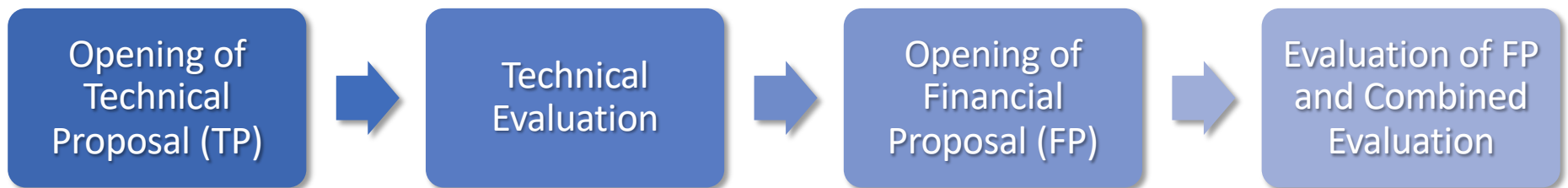
Amendments

- ADB's prior approval is required for any amendments to the RFP
- Copies of any clarifications/amendments to the RFP and minutes of pre-proposal conference; evidence of its transmission to the shortlisted firms; and the firm's acknowledgment should be provided by the EA to ADB

3. Evaluation of Proposals



Opening and Evaluation of Proposals



Opening of Technical Proposal

- Public opening
- Information at opening (ITC 19.2):
 - ✓ Name and country of the Consultant and all members (if JV)
 - ✓ Presence (or absence) of Financial Proposal (duly sealed)
 - ✓ Any modifications to the Proposal prior to submission deadline
 - ✓ Other information indicated in Data Sheet

Examples of Non-Responsive Proposals

- No statement on conflict of interest
- Not registered in an ADB member country (unless waived)
- Wrong type of technical proposal (FTP/STP/BTP)
- Price information included in the Technical Proposal [QCBS]

PERSONNEL EVALUATION SHEET

Name of Firm:

| POSITION/AREA OF EXPERTISE | | NAME | A | | B | | C | | TOTAL SCORE (A+B+C) |
|-----------------------------|-------------------|------|------------------------|-------|----------------------------|-------|-----------------------------|-------|---------------------|
| | | | General Qualifications | | Project-Related Experience | | Overseas/Country Experience | | |
| | | | 15% | | 70% | | 15% | | |
| Key Experts (International) | | NAME | Rating | Score | Rating | Score | Rating | Score | |
| a. | Team Leadership * | | | 0 | | 0 | | 0 | |
| b. | Expert 1 | | | 0 | | 0 | | 0 | |
| c. | Expert 2 | | | 0 | | 0 | | 0 | |
| d. | Expert 3 | | | 0 | | 0 | | 0 | |
| e. | Expert 4 | | | 0 | | 0 | | 0 | |
| f. | Expert 5 | | | 0 | | 0 | | 0 | |
| g. | Expert 6 | | | 0 | | 0 | | 0 | |
| h. | Expert 7 | | | 0 | | 0 | | 0 | |
| i. | Expert 8 | | | 0 | | 0 | | 0 | |
| j. | Expert 9 | | | 0 | | 0 | | 0 | |
| k. | Expert 10 | | | 0 | | 0 | | 0 | |
| Key Experts (National) | | NAME | A | | B | | C | | TOTAL SCORE (A+B+C) |
| | | | General Qualifications | | Project-Related Experience | | Experience w/ Intl. Org. | | |
| | | | 15% | | 70% | | 15% | | |
| | | NAME | Rating | Score | Rating | Score | Rating | Score | |
| a. | Expert 1 | | | 0 | | 0 | | 0 | |
| b. | Expert 2 | | | 0 | | 0 | | 0 | |

A

| | | | | | | | | | | | |
|--|-------------------|-------------|------------------------|-------|----------------------------|-------|--------------------------|-------|----------------------------|--|--|
| a. | Team Leadership * | | | 0 | | 0 | | 0 | | | |
| b. | Expert 1 | | | 0 | | 0 | | 0 | | | |
| c. | Expert 2 | | | 0 | | 0 | | 0 | | | |
| d. | Expert 3 | | | 0 | | 0 | | 0 | | | |
| e. | Expert 4 | | | 0 | | 0 | | 0 | | | |
| f. | Expert 5 | | | 0 | | 0 | | 0 | | | |
| g. | Expert 6 | | | 0 | | 0 | | 0 | | | |
| h. | Expert 7 | | | 0 | | 0 | | 0 | | | |
| i. | Expert 8 | | | 0 | | 0 | | 0 | | | |
| j. | Expert 9 | | | 0 | | 0 | | 0 | | | |
| k. | Expert 10 | | | 0 | | 0 | | 0 | | | |
| Key Experts (National) | | 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 1 | | 0 | | 0 | | 0 | | | | |
| b. | Expert 2 | | 0 | | 0 | | 0 | | | | |
| c. | Expert 3 | | 0 | | 0 | | 0 | | | | |
| d. | Expert 4 | | 0 | | 0 | | 0 | | | | |
| e. | Expert 5 | | 0 | | 0 | | 0 | | | | |
| f. | Expert 6 | | 0 | | 0 | | 0 | | | | |
| g. | Expert 7 | | 0 | | 0 | | 0 | | | | |
| h. | Expert 8 | | 0 | | 0 | | 0 | | | | |
| i. | Expert 9 | | 0 | | 0 | | 0 | | | | |
| j. | Expert 10 | | 0 | | 0 | | 0 | | | | |
| k. | Expert 11 | | 0 | | 0 | | 0 | | | | |
| Rating: Excellent: 100% Very Good: 90 – 99% Above Average: 80 – 89% Average: 70 – 79% Below Average: 1 – 69% Non-complying: 0% | | | | | | | | | | | |
| Please refer to F. Disqualification of an Expert, Section 2, RFP. | | | | | | | | | | | |
| Score: Rating x percentage assigned to criterion * The Team Leader must be identified among the experts. | | | | | | | | | | | |

SUMMARY EVALUATION SHEET FOR FULL TECHNICAL PROPOSALS

[ALL SELECTION METHODS]

Loan/Grant No.-Country: Title

| EVALUATION CRITERIA | Max. Weight | Firm 1 | | Firm 2 | | Firm 3 | | Firm 4 | | Firm 5 | | Firm 6 | |
|--|----------------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|
| | | 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 | 30 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| c. Innovativeness/Comments on TOR | 30 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| d. Work Program | 30 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| e. Personnel Schedule | 30 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| f. Counterpart Personnel & Facilities | 30 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| g. Proposal Presentation | 10 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| III. Personnel (Areas of Expertise) | 700 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Key Experts (International) | 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 | 60 | 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 | 40 | 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 |
| Key Experts (National) | 200 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |

| | | | | | | | | | | | | | | |
|--|-------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| g. Proposal Presentation | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| III. Personnel (Areas of Expertise) | 700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Key Experts (International) | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| a. Team Leadership * | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| b. Expert 1 | 60 | 0 | 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 | 0 |
| d. Expert 3 | 50 | 0 | 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 | 0 |
| f. Expert 5 | 40 | 0 | 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 | 0 |
| h. Expert 7 | 40 | 0 | 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 | 0 |
| j. Expert 9 | 40 | 0 | 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 | 0 |
| Key Experts (National) | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| a. Expert 1/Deputy Team Leader | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| b. Expert 2 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| c. Expert 3 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| d. Expert 4 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| e. Expert 5 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| f. Expert 6 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| g. Expert 7 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| h. Expert 8 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| i. Expert 9 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| j. Expert 10 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| k. Expert 11 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 1000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Rating: Excellent: 100% Very Good: 90 – 99% Above Average: 80 – 89% Average: 70 – 79% Below Average: 1 – 69% Non-complying: 0%

Please refer to F. Disqualification of an Expert, Section 2, RFP.

Score: Maximum Weight x Rating / 100

*** The Team Leader must be identified among the experts.**

| | | | |
|-----------------------|----------------|---------------------|-----------------|
| Criteria Approved by: | Date Approved: | Evaluation Done by: | Date Evaluated: |
| CHAIRPERSON | | CHAIRPERSON | |

Evaluation of Expert

- Zero ratings for experts may be given in accordance with Sec 2.F. Disqualification of an Expert (refer to slide 31)
- Same experts proposed by different consultants for the same position can be given different rating unless same CV is used
- If 2 or more experts proposed for 1 position – the least rating is used

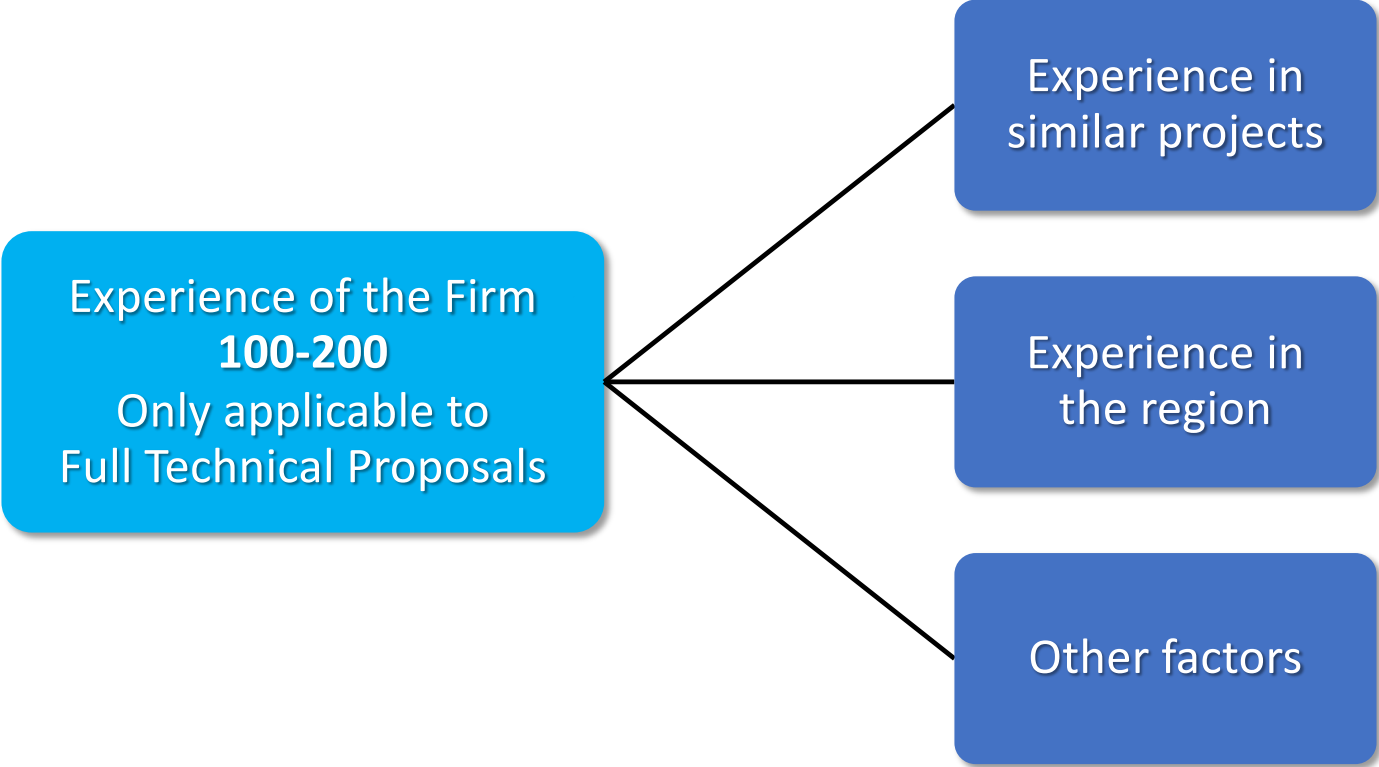
Rating of Technical Proposals

| Rating | Description | Explanation |
|--------|---------------|--|
| 100% | Excellent | Substantially exceeds requirements |
| 90-99% | Very Good | Exceeds requirements |
| 80-89% | Above Average | Fully meets requirements |
| 70-79% | Average | Adequately meets requirements, with minor deficiencies |
| 1-69% | Below Average | Significant deficiencies, impacting negatively on implementation |
| 0% | Non-complying | Does not comply |

Notes on Evaluation of Technical Proposal

- Avoid mechanical approach in scoring
 - ❖ TOR requires a bachelor degree – how to score in specific or related fields, how to score expert with additional trainings, how to score advance degrees.
- Ensure rating is given in line with the requirement in the TOR – proposal that meets the requirement in the TOR should at least get a “passing” rating

Experience of the Firm



Experience of The Firm (And Members of the JV)

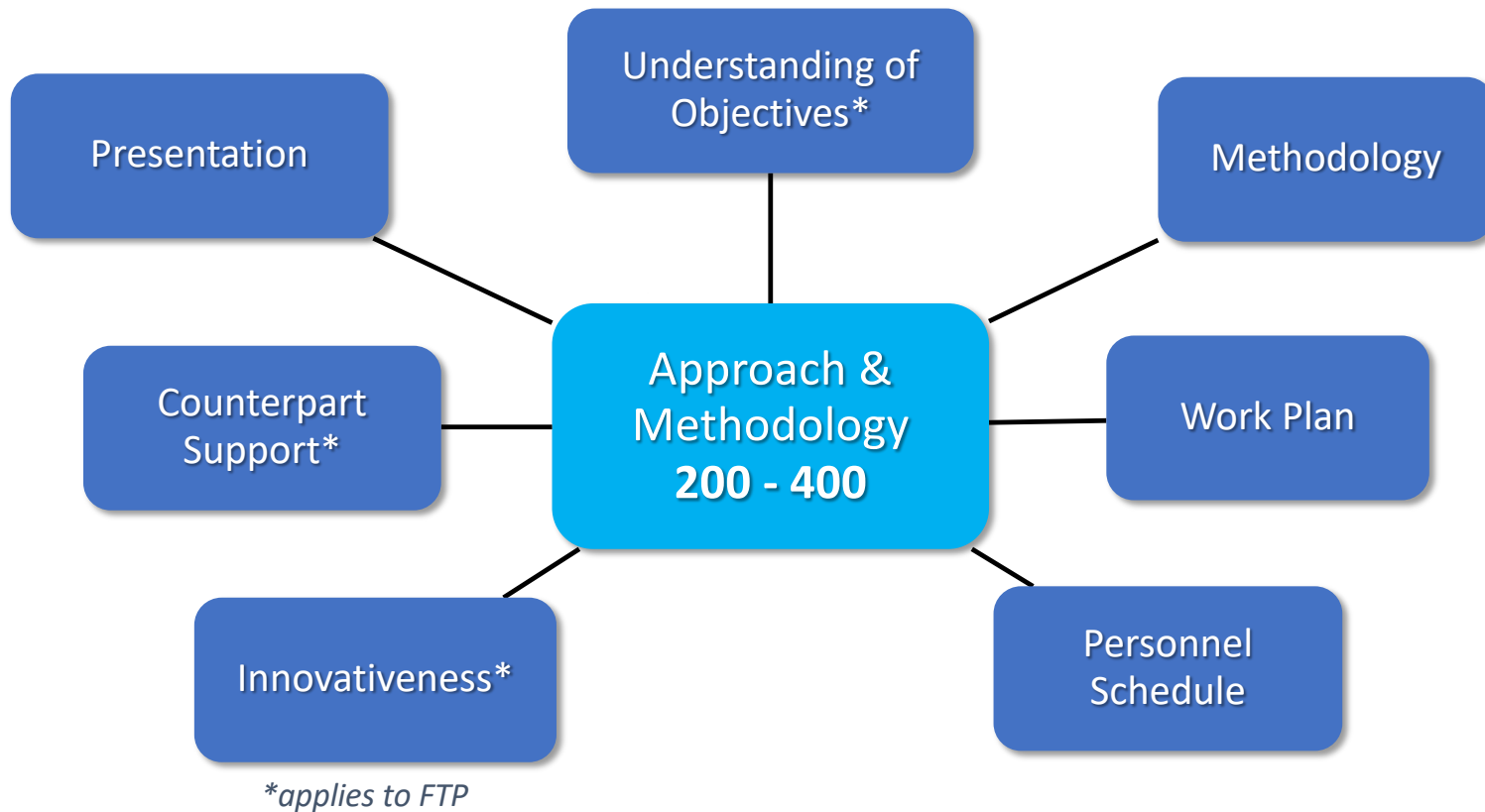
Similar Projects

- Number, size and value of relevant projects.
- Specific roles and inputs in these projects.

Similar Geographic Areas

- Country-specific rules and regulations, language, socio-cultural

Approach and Methodology



Approach and Methodology

Understanding of objectives

- Has the firm done a site visit? (*not mandatory, but preferred*)
- Does the proposal respond to all the TOR objectives, or does it fail to address some requirements?
- Does it include analysis of issues and constraints

Quality of Methodology

- Is it consistent with Work Plan?
- How does it address the TOR's requirements?
(comprehensive/clear, accurate, practical/logical, innovative)
- Does it demonstrate up-to-date knowledge and understanding of TOR?

Approach and Methodology

Work Program/Schedule

- Consistency with Methodology?
- Based on Deliverables?
- Clear and adequately described all important activities?
- Timing of activities appropriate & sequence is logical?
- Demonstrates understanding of TOR?
- Shown in bar chart?

Personnel Schedule

- Is it consistent with Work Program/Schedule?
- Is it related to deliverables?
- Is there appropriate timing and allocation of inputs?
- Is home input not excessive?
- Is the number of trips appropriate?

Personnel Qualification

| | International Key Experts | Local Key Experts |
|---|--|--|
| General Qualifications and Experience | Relevant B.Sc./ BA 5 years relevant work experience | |
| Project Experience | Number of relevant projects? Relevance of projects? | |
| Overseas/Country Experience (International) | Country or regional experience | Overseas experience and English capability |
| Experience with International Organization (National) | Not applicable | Experience with Int'l Org., Agencies, or Firms |

International Experts and National Experts

- International experts
- National experts

Appropriate international experience
may be considered to qualify for international experts

Technical Evaluation Report

Narrative Comments on TP Evaluation

- Provide comments to the following ratings
Excellent, Below Average and Non-complying
- Ensure consistency between narrative comments and ratings
- Provide specific strengths and weaknesses of the Technical Proposal

Examples of Narrative Comments

For 'Excellent' Rating (100%) of an International Expert

“The expert possess the strongest qualifications to manage a river basin improvement project”

“The expert demonstrated the most considerable experience in river management and water security, being involved as subject matter expert in 3 major projects in the last 5 years.”

“The expert is very familiar with South Asia region, in addition to his home country (Pakistan) the expert has worked as a key expert in countries such as Bangladesh and Nepal.”

Examples of Narrative Comments

For 'Below Average' Rating (<70%) for an International Expert

“The expert failed to demonstrate adequate experience in road design which is the core requirement for this position.”

“The expert has no sufficient overseas exposure outside the expert’s home country.”

“The expert's listed experience was not relevant to road safety and structural engineering requirements of the position.”

Evaluation of Financial Proposal

- To verify that the costs itemized in the FP adequately cover the services offered in the Consultants' TP.
- To produce the evaluated FP to be considered for scoring, may involve: arithmetic correction and price adjustment,
- ADB published “Guidance Note on Financial Proposal Evaluation” which provides procedures to be followed for evaluation of FP.

Evaluation of Financial Proposal

Commercial Compliance

- Proposal validity period?
- Does it contain restriction or conditionality (*)

Arithmetic Check

- Correctness in terms of multiplication and summation

Provisional Sums & Contingency

- Same in currency and amount with the one in RFP (*)

Relevant Clauses

Clause 14: Preparation of Proposals – Specific Considerations

- 14.1.2: The Client may indicate in the Data Sheet **the estimated Key Experts' time input** (expressed in person-month) and **the Client's estimated total cost of the assignment**. This estimate is indicative, and the Proposal shall be based on the Consultant's own estimates for the same.
- 14.1.3: If stated in the Data Sheet, the Consultant shall include in its Proposal **at least the same time input** (in the same unit as indicated in the Data Sheet) of Key Experts, failing which the Financial Proposal **will be adjusted** for the purpose of comparison of proposals and decision for award in accordance with the procedure in the Data Sheet.

Clause 21: Evaluation of Technical Proposals

- 21.1 The Client's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the Data Sheet and Evaluation Sheets. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the Data Sheet.

Clause 24: Correction of Errors

- 24.1: Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.
 - a. Time-Based Contract (24.1.1)
 - b. Lump-Sum Contract (24.1)

Evaluation of Financial Proposal

Remuneration

- As per the RFP requirements
- Example Minimum expert inputs specified (ITC 14.1.3) (*see examples*)
 - ✓ load if less than minimum
 - ✓ Adjust as per TP
- “Director’s” input (not required in the TOR) – evaluated, but subject to negotiation

Example

| No | RFP-DS | TP | FP | Rate |
|----|--------|----|----|-------------|
| 1 | 10 | 10 | 8 | 20,000 |
| 2 | 10 | 8 | 8 | 20,000 |
| 3 | 10 | 8 | 6 | 20,000 |
| 4 | 10 | 0 | 0 | No rate (*) |
| 5 | 10 | 12 | 10 | 20,000 |
| 6 | 10 | 10 | 12 | 20,000 |
| 7 | 10 | 12 | 14 | 20,000 |

OPE

- DS specifies OPE to be included in FP. If not included, shall be covered by other cost items in the FP.
- Other OPE items may be included in FP – will be evaluated but subject to negotiation.
- Deficit in budgets will not be taken into account during evaluation, but shall be covered by other cost items in the FP.
- All notes with regards to the above should be negotiated and included in invitation to contract negotiations.

Validity of Proposals

- Selection should be completed, and contract should be awarded within proposal validity period
- Extension of proposal validity may be approved with adequate justification
- Request for extension of proposal validity should be sent to all firms submitting a proposal with confirmation of availability of all key experts

Rejection of All Proposals


- All proposals are non-responsive due to major deficiencies in complying with the TOR
- All proposals involve costs substantially higher than the original estimate
- ADB's 'no objection' required before rejecting all proposals, cancelling a selection process, and starting a new selection process

4. Prior Review by ADB




Prior Review – Submissions to ADB

Submission: Borrowers submit a set of documents to ADB at specific steps of a selection process. There are 3 submissions in a selection process

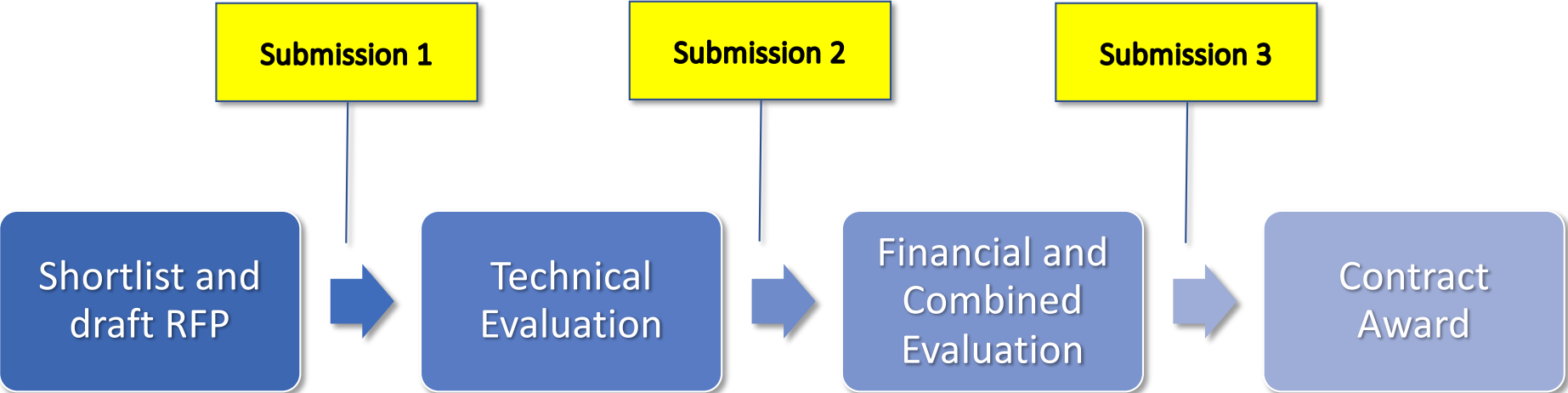


Prior Review: ADB review the submissions to ensure that it is in line with provisions in Financing Agreement regarding procurement



No Objection Letter: ADB issues a NOL

Steps in Selection of Consultant and Prior Review Process



Submission Forms

| Selection Method | Submission 1 | Submission 2 | Submission 3 |
|---|--------------|--------------------------|--------------|
| Quality- and Cost-Based Selection (QCBS) | ✓ | ✓ | ✓ |
| Quality-Based Selection (QBS) | ✓ | ✓ | ✓ |
| Fixed Budget Selection (FBS) | ✓ | ✓ | ✓ |
| Least-Cost Selection (LCS) | ✓ | ✓ | ✓ |
| Consultants' Qualification Selection (CQS) | ✓ | ✓ (TP and FP Evaluation) | |
| Single Source Selection (SSS) / Direct Contracting | ✓ | ✓ (TP and FP Evaluation) | |

Submission 1 Attachments

1. Cost Estimate/Budget – must not exceed the budget in the approved procurement plan
2. Minutes of the Executing Agency’s CSC-Shortlisting meeting – minimum information required in the minutes are listed in the Submission form.
 - ❖ Statement on Ethical Conduct signed by all CSC members should be attached as Appendix 1 to the minutes
 - ❖ Proposed shortlist should not be in ADB’s Complete Sanction List
3. Complete Draft Request for Proposal (RFP)
 - ❖ ITC and GCC must not be modified
 - ❖ All applicable fields and clauses in the Data Sheet and SCC must be filled out/adapted to the requirements of the RFP
4. Narrative Evaluation Criteria (NEC) – use the template provided in ADB website
 - ❖ For CSC and SSS method: Copy of Approval for CQS or SSS Method, *if not stated in the RRP/Procurement Plan*

Submission 2 Attachments

1. RFPs (*as issued*)
2. Copy of all requests for clarifications, answers provided, and amendments to RFP (if any), with acknowledgements of receipt from shortlisted consultants
3. Scanned copy of *original* Record of Opening Technical Proposals
4. Minutes of the CSC-Technical Evaluation Committee
5. Filled out Summary and Personnel Evaluation Sheets
6. Copy of the confirmation of withdrawal who did not submit a proposal
 - ❖ For CQS and SSS method: Notes on Financial Evaluation

Submission 3 Attachments

1. Data Entry Page
 - ❖ Fill-up data fields (yellow highlighted)
 - ❖ Data will automatically populate FEV 1, FEV 2 and FEV 3 worksheets
 - ✓ FEV 1 – ready for signing
 - ✓ FEV 2 – input adjustments
 - ✓ FEV 3 – ready for signing
2. Record of Opening of Financial Proposals (Form EV 1)
3. Financial Proposal Price Adjustments (Form FEV 2)
4. Summary Evaluation Sheet and Final Ranking (Form FEV 3)
5. Minutes of the CSC-Financial Evaluation Committee (CSC-FEV)

Contract Negotiation Coverage

- Experience and qualifications of the personnel
- Adjustment of workplan, approach, methodology
- Scheduling of personnel inputs
- *(does engagement follow the original schedule? Have there been delays? Are experts still available? Are there any requested or proposed substitutions?)*
- Schedule of any workshops or seminars
- Content and timing of key outputs (inception, mid-term, draft final and final reports)
- Due diligence as per applicable policy or regulations (safeguard, governance, gender, procurement, tax, and fiscal capacity)



Contract Negotiation Particulars



Addressing issues identified in the proposal or during evaluation:

- Non-qualified experts
- Weaknesses in methodology, approach, scheduling, inputs
- Inconsistencies between scheduling and inputs;
- Adjustment on consultant and/or borrower provided supports
- Response to comments on the TOR

Form of Contract – Time-Based

- I. Form of Contract
- II. General Condition of Contract
Attachment 1: Anticorruption Policy; Standard of Conduct
- III. Special Conditions of Contract
- IV. Appendices
 - Appendix A: Terms of Reference
 - Appendix B: Key Experts
 - Appendix C: Remuneration Cost Estimates
 - Appendix D: Other Expenses and Provisional Sums
 - Appendix E: Form of Advance Payment Guarantee

Debriefing

- Opportunity for a debriefing is stated in the publication of award of contract the borrower
- For any consultant to ascertain the reasons why its proposal was not selected and to improve in future selection opportunities
- Only discuss own proposal, not others/competitors'

Complaints

- Integrity related: refer to ADB project officer and email to integrity@adb.org
- Process related – refer to the Instructions to Consultants of RFP. If in doubt, consult ADB

Documents for Recruitment of Firms and Individual Consultants by Executing Agencies, April 2022

- Expression of Interest (EOI) – template and samples
- Sample EOI template
- Standard Request for Proposal (SRFP)
 - ❖ Summary Evaluation Sheets (SES) & Personnel Evaluation Sheets (PES)
 - ❖ Full Technical Proposal (FTP), Simplified Technical Proposal (STP), Biodata Technical Proposal (BTP)
 - ❖ Guide and model Narrative Evaluation Criteria (NEC) for FTP, STP, BTP evaluation
 - ❖ Template for small assignment contracts (below threshold)
- Submission 1, Submission 2, Submission 3 (or Submission 2 & 3)
- Financial Evaluation Form (FEV)
- Consultant Recruitment Activity Monitoring (CRAM)
- Due diligence check form
- Statement of Ethical Conduct



2023

ADB Procurement



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Question

During evaluation stage, the CSC was not able to fully verify if a JV associate SOE is a dependent agency of the borrower. Should the borrower seek formal confirmation about this issue through a report for clarification from the lead firm?

Select one:

- a. Yes, during evaluation.
- b. No, since no clarifications are allowed after proposals are submitted and being evaluated.
- c. No, since SOE is not the lead firm, so it is irrelevant.
- d. Yes, prior to negotiations, but only if the consortium is first ranked.

Question

Does ADB's Standard RFP allow for experts from Non-Member countries in proposals to be evaluated?

Select one:

- a. Yes, they may be evaluated but before contract negotiation, the EA must request the firm to replace the expert by an equal or better candidate from a member country.
- b. Yes, this is permitted if the firm is from a member country.
- c. No, experts from non-member countries proposed by firms are given a zero score and if the firm is ranked No.1, the EA must request a replacement from a member country.
- d. No, and the proposal shall be rejected.

Question

Why is the use of a detailed, typically numeric, scoring methodology, particularly in evaluation of personnel under technical proposals, discouraged?

Select one:

- a. CSC members need an element of reasonable flexibility to assess the quality and relevance of an expert's experience, qualifications, projects etc.
- b. It defeats the purpose of having a CSC if scores must be calculated quantitatively based exclusively on an expert's years of experience, number of projects etc.
- c. Too detailed quantitative specification can heavily distort the personnel selection process, particularly if such quantified parameters (e.g. minimum number of years of experience) are not disclosed as personnel-evaluation criteria for personnel to shortlisted firms.
- d. All of the above.
- e. None of the above.

Question

If there is an expert proposed by multiple firms for the same position, the CSC should evaluate the expert. Does this approach comply with ADB Procurement Regulations?

Select one:

- a. No. The proposals of the concerned firms should be disqualified.
- b. No, the expert proposed by multiple firms for the same position will be scored zero for that position.
- c. Yes, based on the CV included in each technical proposal, and if different CVs are used the ratings should be different accordingly.
- d. Yes, and same score should always be given across all technical proposals accordingly.

Question

If a firm nominates more than one expert for a position, can the CSC evaluate such proposal? If so, what would be the approach and why?

Select one:

- a. Yes, the CSC evaluates all candidates and applies the average rating to get the overall technical score.
- b. Yes, the CSC evaluates all candidates and applies the highest rating to get the overall technical score.
- c. Yes, the CSC evaluates all candidates and consider only the lowest rating for the technical scoring.
- d. No, zero score should be given for the position, as it is irregular to propose more than one expert for a position.
- e. No, the proposal shall be rejected and the firm shall be debarred.

Question

If any Key Expert nominated in the Consultant's Proposal was actually not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, what action should the Borrower take?

Select one:

- a. Convene a Consultant Selection Committee (CSC) meeting to discuss the issue and arrive at a solution.
- b. CV of the key expert will be given zero rating when evaluating the proposals.
- c. The proposal shall be disqualified and rejected from further evaluation or consideration.
- d. If the firm is ranked number one, request the firm to propose an alternate candidate with equal or better qualification.
- e. None of the above.

Question

The TOR for an assignment under QBS requires a specialist qualified in financial management and procurement. The first ranked firm had indicated in its technical proposal under 'comments on TOR' that this combination is uncommon and had proposed to use part of the person months (PM) proposed for this position to hire a qualified financial management specialist. The proposal however included a procurement cum financial management specialist as required in the TOR but with stronger emphasis on procurement. If you agree with the comments on the TOR, how will you address this comment?

Select one:

- A. The TOR has to be revised and re-invite proposals from the same shortlisted firms.
- B. The TOR is firm, and the project will have to manage with the candidate proposed in the proposal.
- C. Consider the suggestion of the firm, reduce the PM in the proposed position and use the savings to hire an individual consultant with financial expertise.
- D. When inviting the firm for contract negotiation, draw the attention of the firm to its comments on the TOR and request the firm to propose a suitable candidate for financial management for consideration at contract negotiation.

Question

If negotiations take place within the proposal validity period, what are the circumstances under which a replacement of a team member can be acceptable?

Select one:

- A. The originally proposed team member has resigned from the firm.(*)
- B. The technical score for the member is below average or non-complying.
- C. The team member has been certified as sick.
- D. The team member has suffered an accident or has died.
- E. Any one of the above.

Question

A loan consulting assignment has a planned implementation duration of 4 years and the RFP is silent on price adjustment. During contract negotiation, the first ranked firm insists on the price adjustment clause for remuneration be included in the contract. What should be applied as per the ADB Procurement Regulations?

Select one:

- A. Nothing, leave the matter to the negotiating parties.
- B. Exclude the price adjustment clause from the Contract.
- C. Split the 4-year contract into 4 different one-year contracts and renegotiate every year for price adjustment and continuation of the services.
- D. Include price adjustment clause in the Contract as ADB Procurement Regulations specifically requires to do so for contracts with duration beyond 18 months.

Question

Which type of assignment can benefit from a Framework Agreement for Consultant?

Select the best answer:

- a. Technically and thematically similar and require similar expertise.
- b. Repeatable.
- c. Can be described by a generic Terms of Reference.
- d. Needed for a pre-defined period.
- e. All of the above.

Question

Can the evaluation criteria be changed after the issuance of the RFP?

Select the best answer:

- a. No, the ongoing selection must be cancelled first.
- b. Yes, anytime before deadline of proposal submission.
- c. No, as it can cause reputational risks.
- d. Yes, with sufficient time before deadline of proposal submission.