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# Selection of Consultant

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# Topics

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

# 1. Preparation and Shortlisting

# Consulting Services



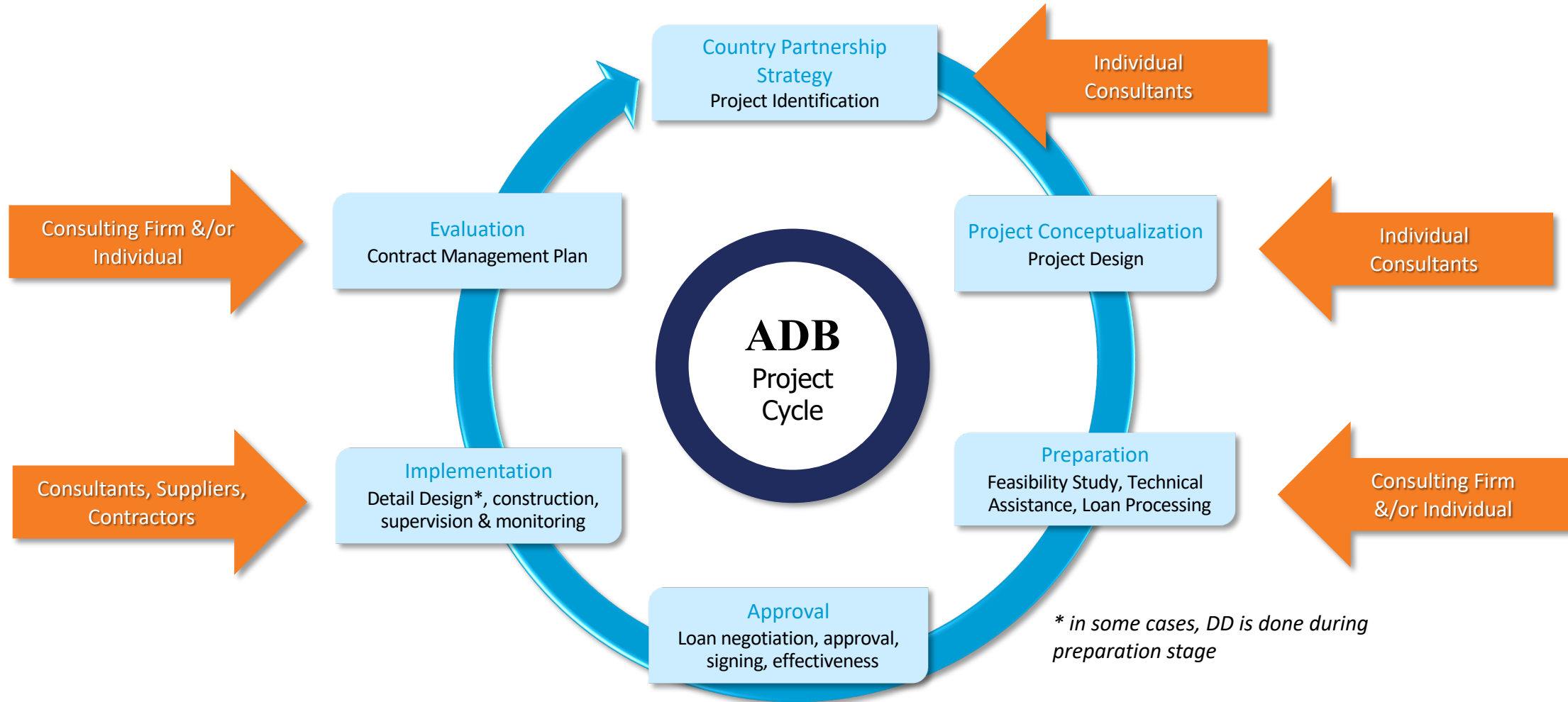
## *What are Consulting Services?*

- Services that are intellectual and advisory nature

## *Why do we need Consulting Services?*

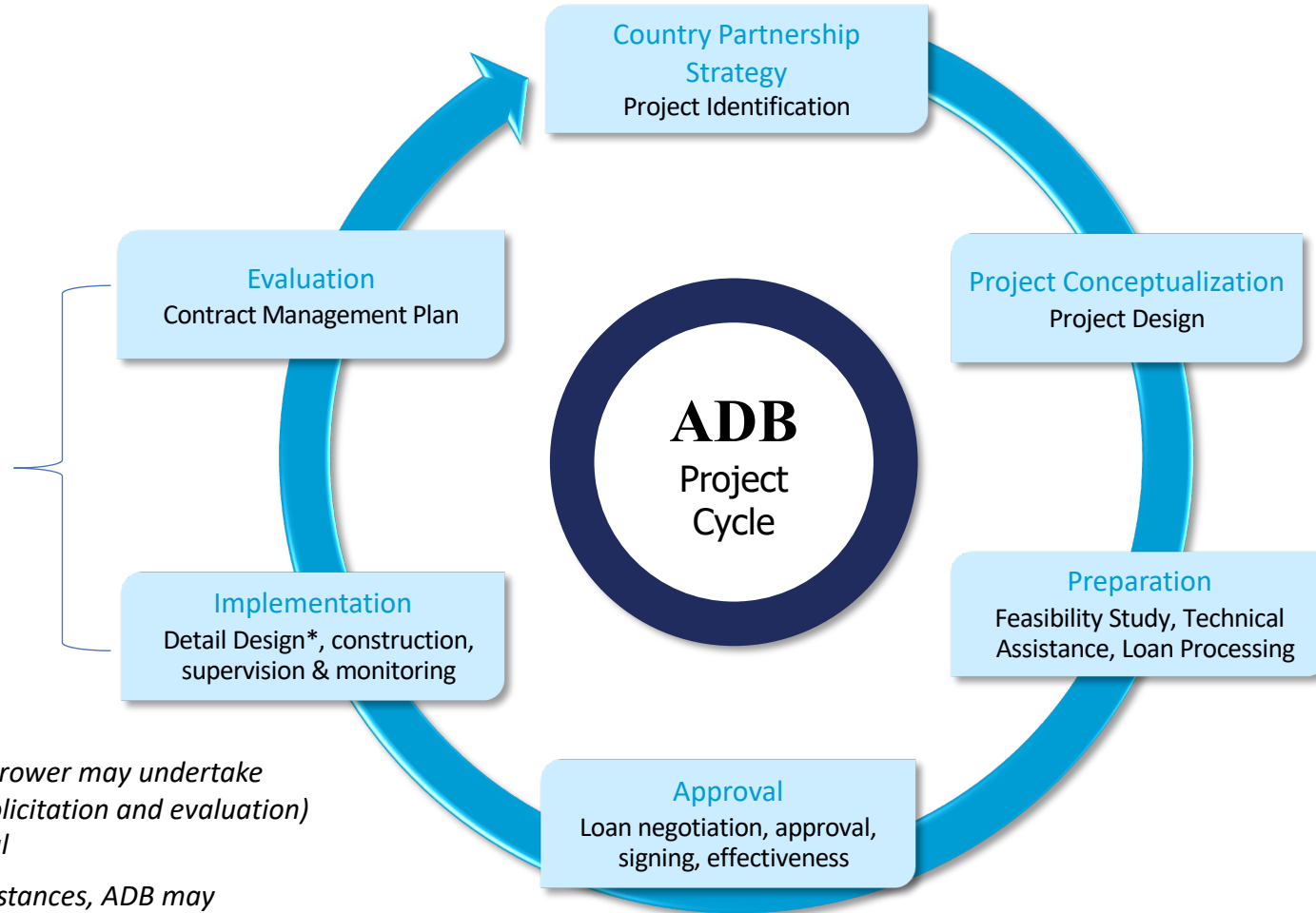
- Do not own the expertise
- Have shortage of in-house resources which are *temporarily* required

# Consultant Services throughout ADB Project Cycle



# Consultant Services throughout ADB Project Cycle

- Engagement under Loan/Grant: Borrower is the Employer/ Client
- Post Loan/Grant approval (\*)
- Consultant Services (\*\*), Goods, Works



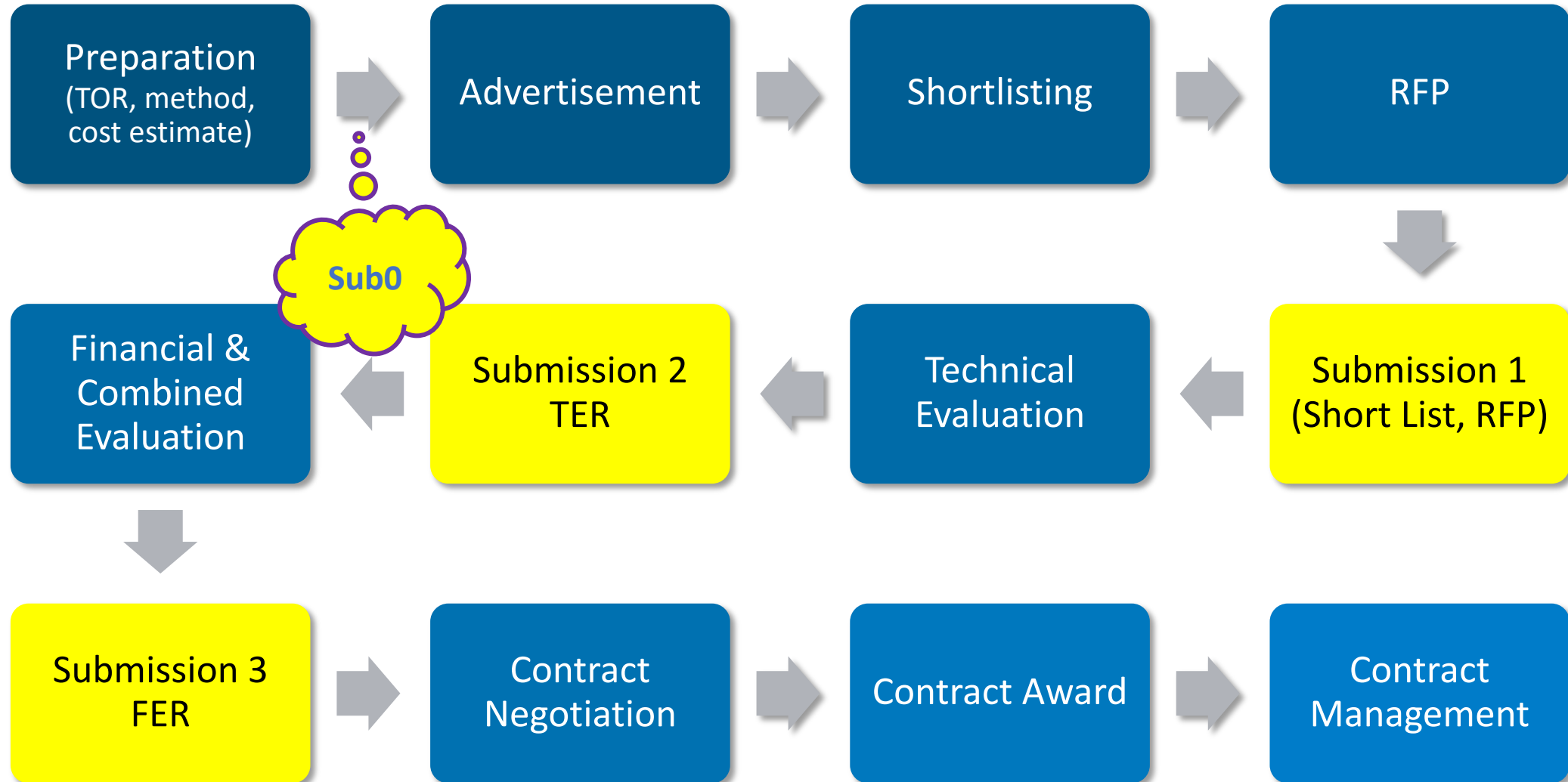
Technical Assistance Engagement: ADB is the Employer/ Client

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

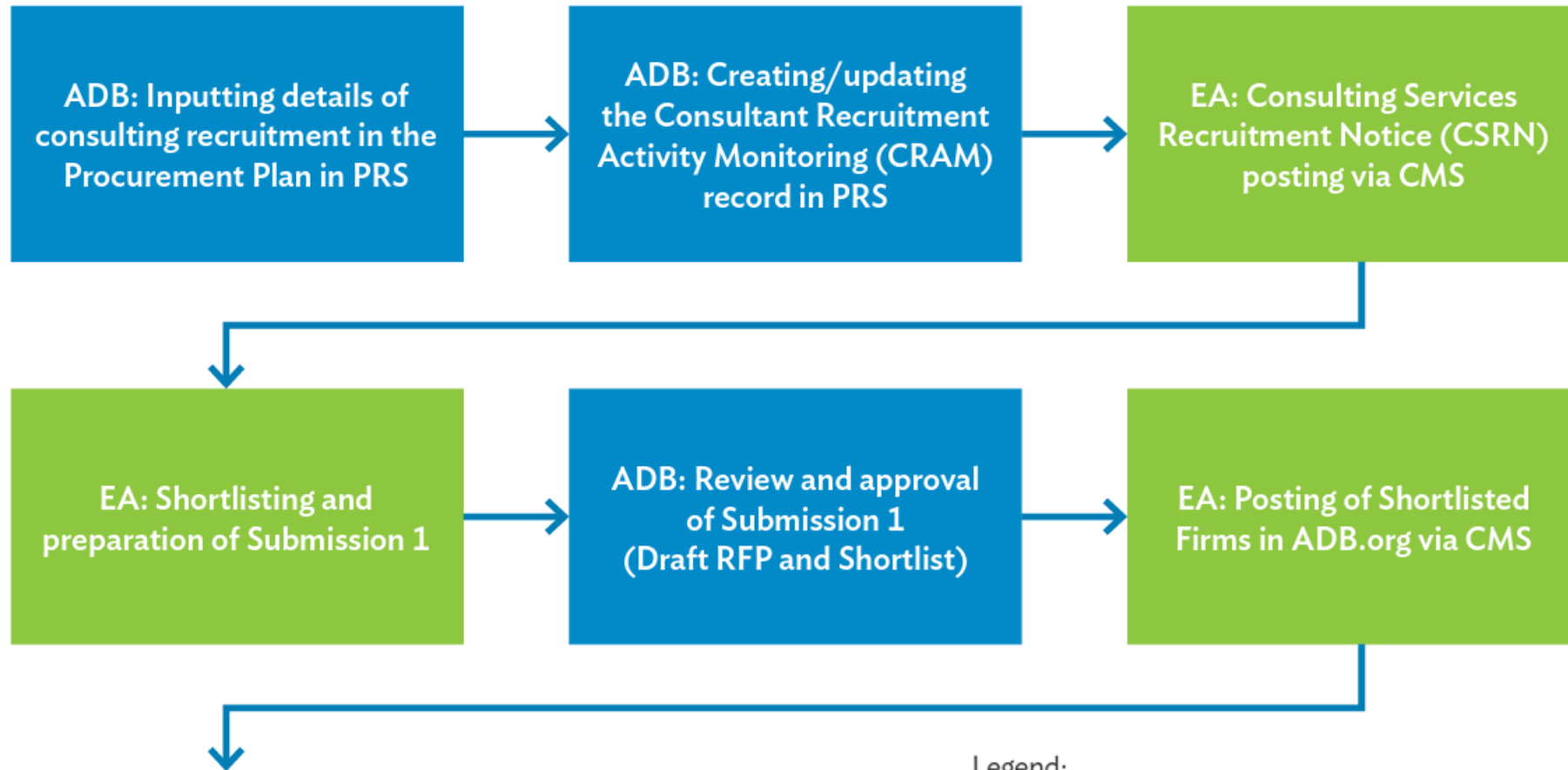
(\*\*) In some limited circumstances, ADB may support a borrower in tendering and evaluating consulting services RFPs



# Steps in Selection and Recruitment of Consultant



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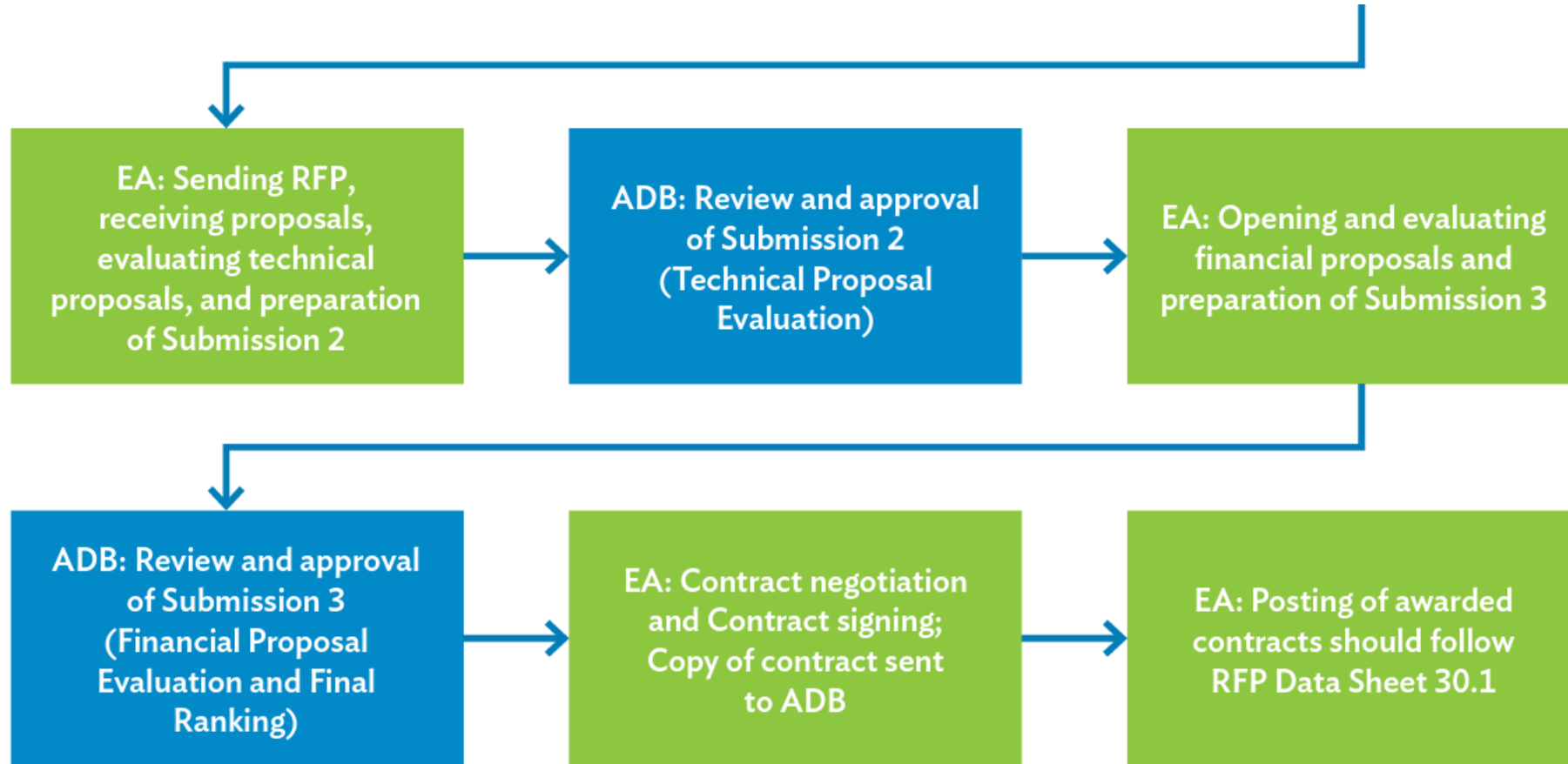
Legend:

ADB Responsible

EA Responsible



# Steps in Selection and Recruitment of Consultant

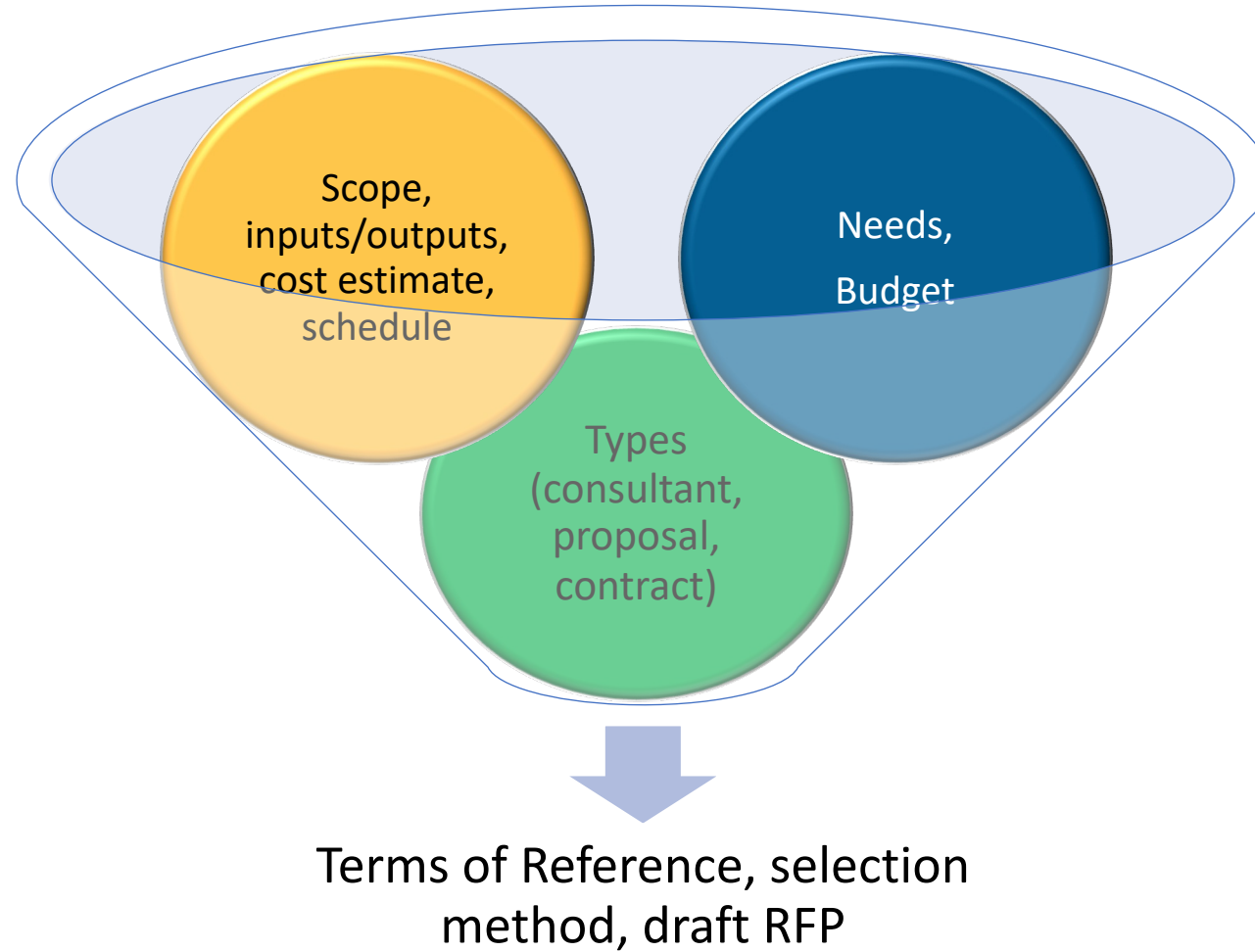


Legend:

ADB Responsible

EA Responsible

# 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

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*Structure*

Background

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Objectives

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Scope of Services, Tasks and Deliverables

---

Teams Composition

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Reporting Requirement

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Client inputs

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# 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

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

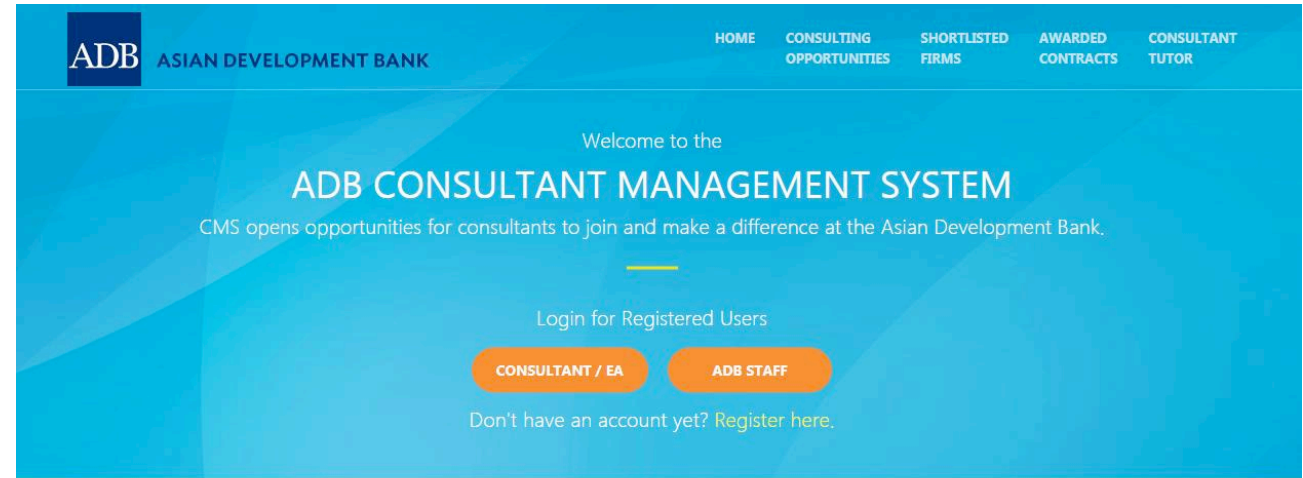
- Full Technical Proposal (FTP)
- Simplified Technical Proposal (STP)
- Biodata Technical Proposal (BTP)

## Contract Types

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

# Advertisement

- ADB website:
  - ❖ Consultant Management System ([cms.adb.org](https://cms.adb.org))
  - ❖ E-mail to [csr@adb.org](mailto: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.

# Shortlisting

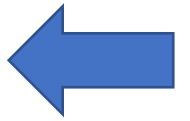
## Expression of Interest

- 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

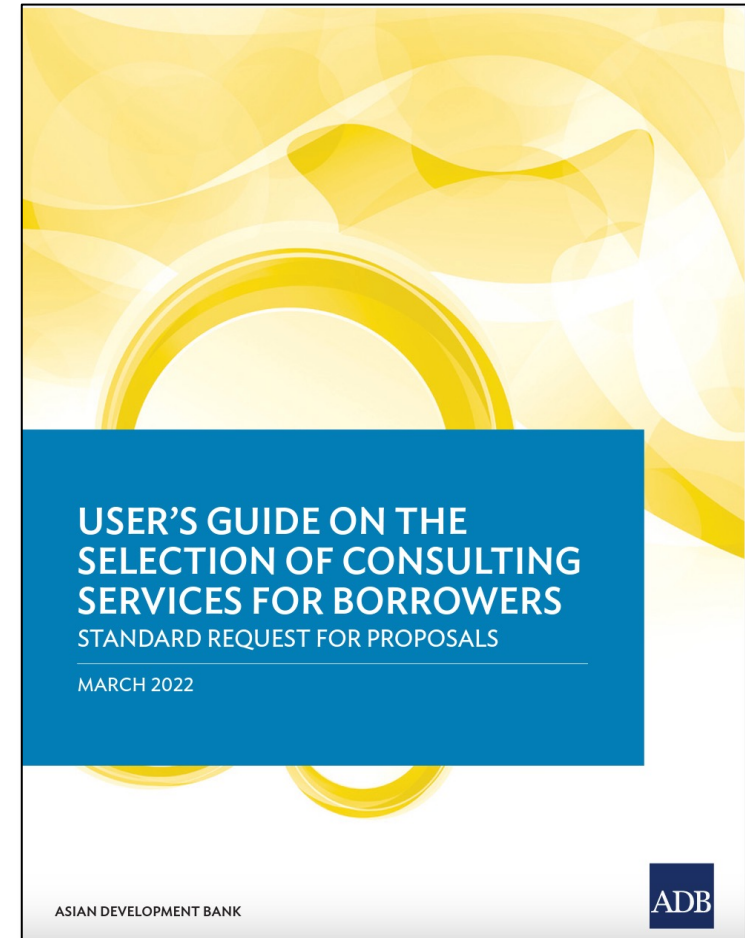
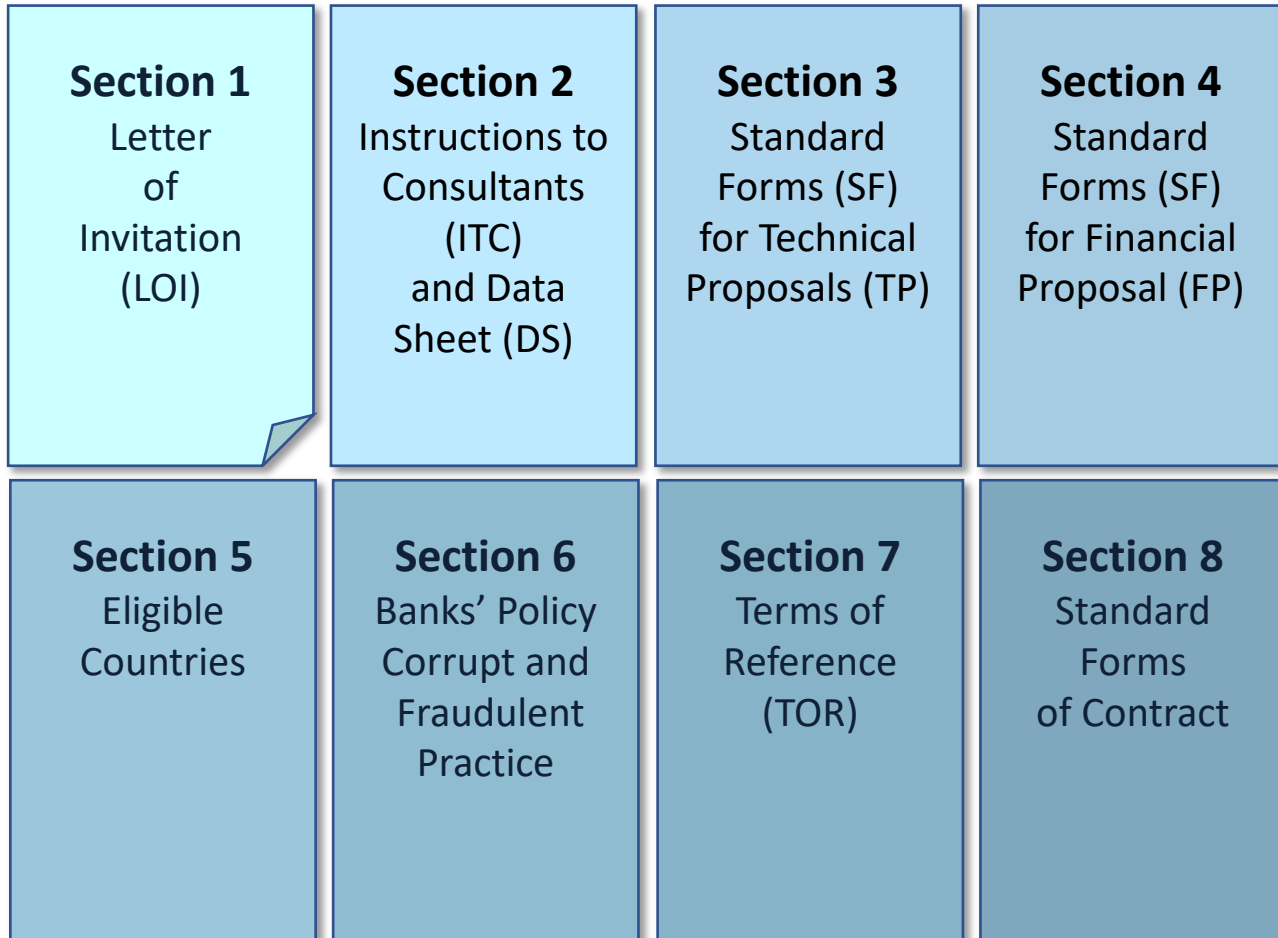
# Shortlisting

- 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





# 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	200 – 400	300	50
Work Program			proposal presentation
Personnel Schedule			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 applicable</u>			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

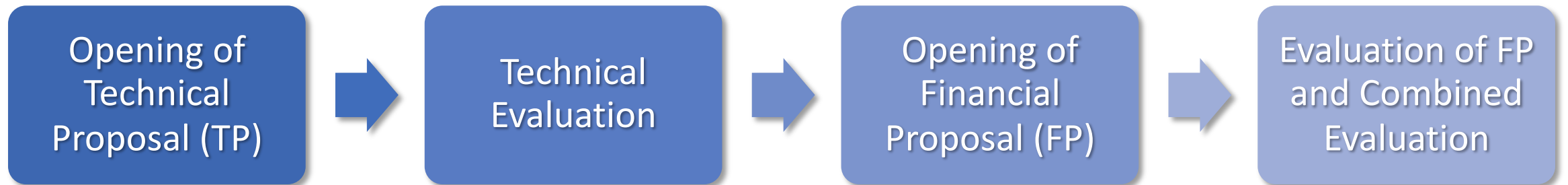
# Amendments

- 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.	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
<b>I. Qualification</b>		<b>100</b>		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
<b>II. Approach and Methodology</b>		<b>200</b>		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
<b>III. Personnel (Areas of Expertise)</b>		<b>700</b>		0		0		0		0		0		0
<b>Key Experts (International)</b>		<b>500</b>		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
<b>Key Experts (National)</b>		<b>200</b>		0		0		0		0		0		0

A

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

**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

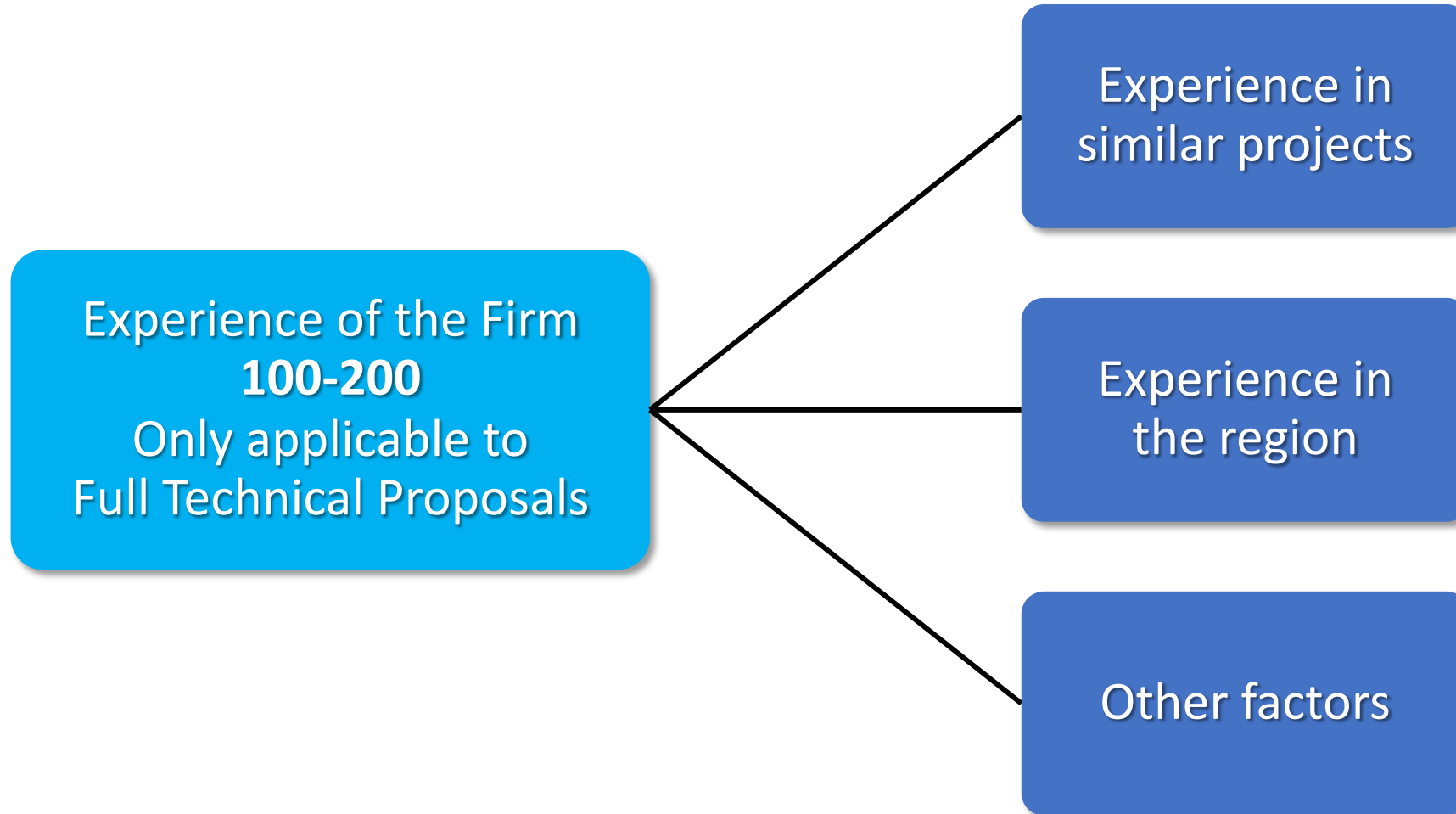
# Rating of Technical Proposals

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)

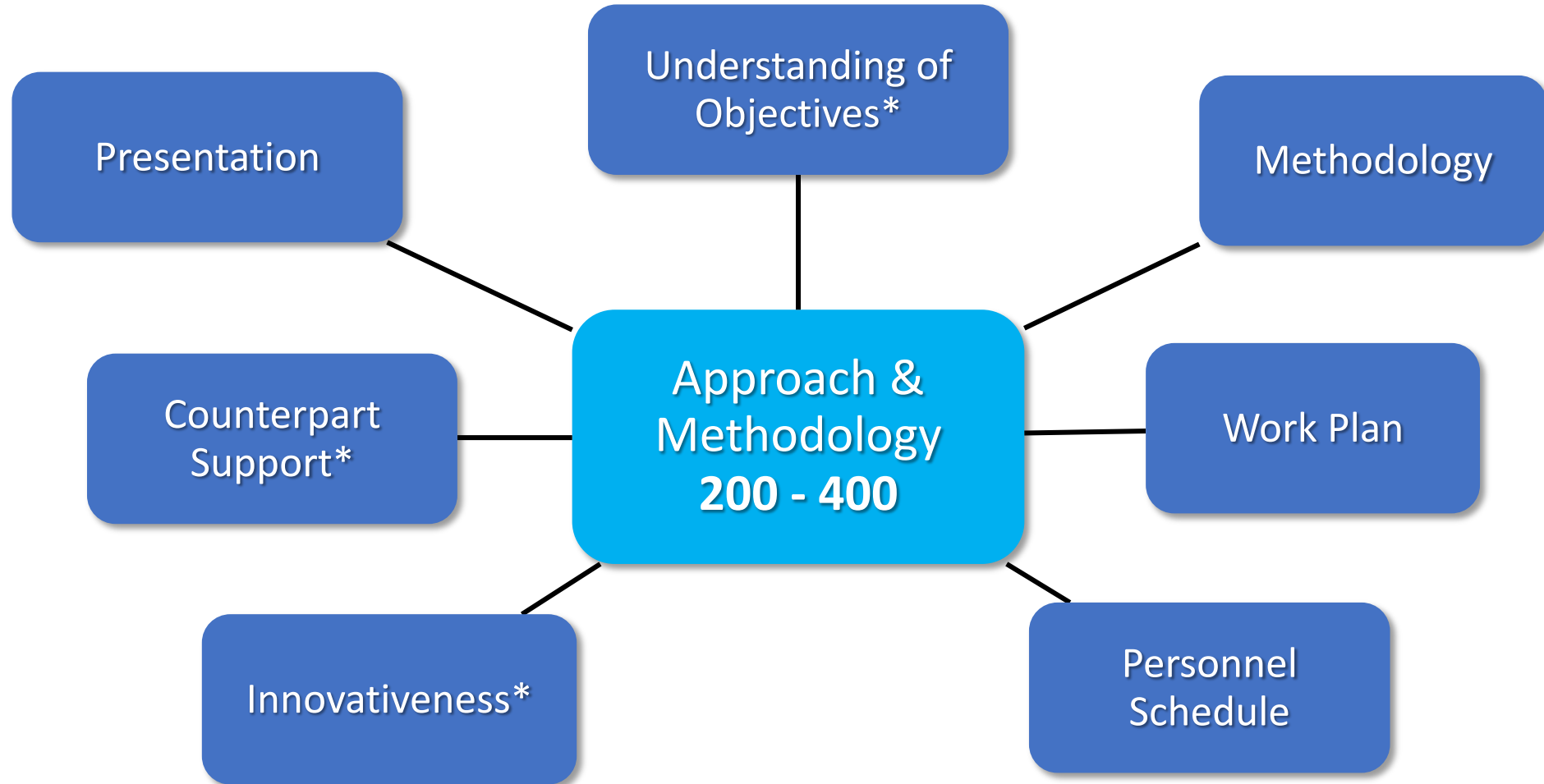
## Similar Projects

- 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



*\*applies to FTP*



# 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

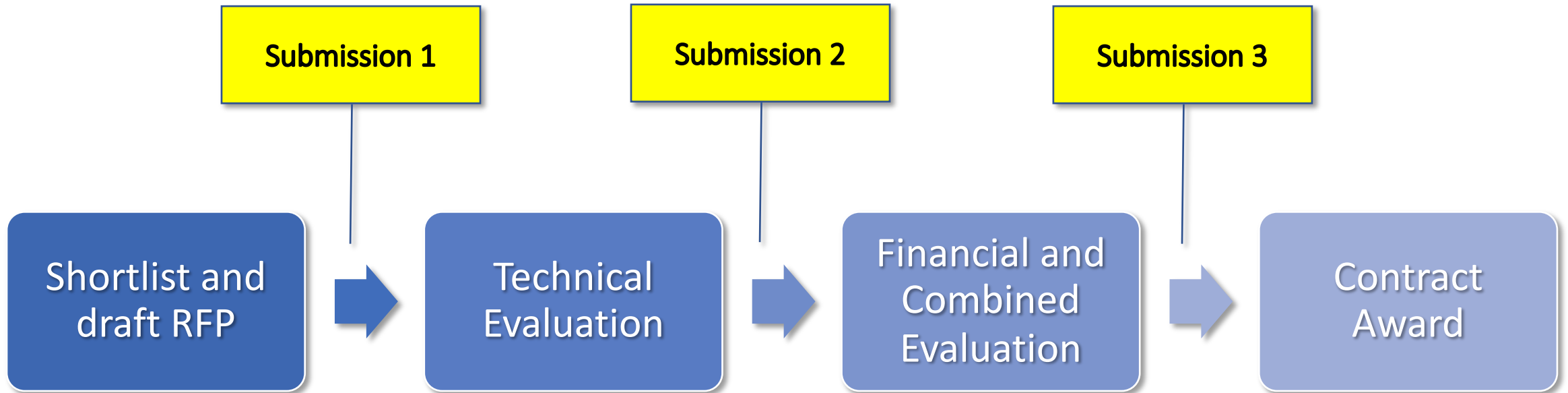


***Prior Review:*** ADB review the submissions to ensure that it is in line with provisions in Financing Agreement regarding procurement



***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'

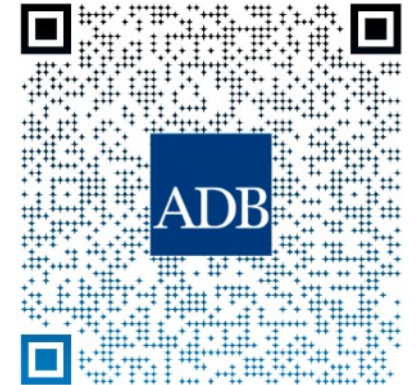


# Complaints

- Integrity related: refer to ADB project officer and email to [integrity@adb.org](mailto: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



## 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.