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Scoring, Evaluation



Recommended that Evaluators have some Flexibility in Scoring

- Based on past project experience, developing rigid scoring criteria can make the evaluation process more difficult and less fair
- Borrowers should consider some flexibility in the scoring criteria

% of Maximum Score	
Range	Description of Services
Excellent submission (91%–100%)	Significantly exceeds the requirements. Exceptional demonstration of the bidder's ability, understanding, skills, and resources required to properly deliver the project on time. Response identifies factors that could offer potential added value. Excellent supporting evidence is provided.
Good submission (81%–90%)	Marginally exceeds the requirements. Above average demonstration of the bidder's ability, understanding, skills, and resources required to deliver the project on time. Good supporting evidence is provided.
Acceptable submission (61%–80%)	Satisfies the requirements. The bidder has demonstrated that it has the ability, understanding, skills, and resources required to deliver the project on time. Sufficient supporting evidence is provided.
Some reservations (41%–60%)	The submission does not fully meet the requirements and the bidder has not sufficiently demonstrated that it has the ability, understanding, skills, and resources necessary to deliver the project on time. Insufficient supporting evidence is provided.
Serious reservations (21%–40%)	Significantly below the requirements. There are major reservations concerning the bidder's ability, understanding, skills, and resources required to properly deliver the project on time. Little supporting evidence is provided.
Unacceptable submission (0%–20%)	Does not comply with requirements. Provides scarce information to demonstrate that the bidder has the ability, understanding, experience, skills, and resources required to deliver the project on time.

Evaluator's Guide (Narrative Evaluation Criteria)

It is recommended to develop an evaluators guide to help the evaluators;

- Consistency
- Fairness

Criteria and Scoring Matrix	Evaluator's Guide
1.3 Personnel	
Demonstrate how the proposed project team identified in bidder's response to 1.2 will deliver the relevant key skills and competencies, qualifications, and experience required to provide the works.	• CVs that demonstrate the staff identified in the delivery team organization responsible for the delivery of the project possess relevant key skills, competencies, qualifications, and experience and can operate in a collaborative environment • Competency and experience matrix demonstrating that relevant competencies, qualifications, experience, affiliations, and licenses are available to support the delivery of these works • Evidence of how the organization assesses competency for the key roles and throughout the course of the works

1.4 Succession Planning	
Demonstrate the methodology, which provides the mechanism for changing or replacing staff and provision for project management in accordance with the conditions of the contract.	• A methodology that provides an outline of the mechanism for changing or replacing staff and provision for the employer's approval • A competency matrix demonstrating that all the necessary skills are available to deliver the project • A communication and orientation plan that any risk of disruption to the project is negated

2 Methodology

2.1 Project Execution Plan

Provide an outline of bidder's project execution plan to describe how bidder proposes to safely manage and execute this contract efficiently and in line with the contract.

Note: The project execution plan may include by cross-reference any constituent elements required to be submitted, evaluated, and scored in other criteria sections, such as Design, Logistics, Supply Chain, etc.

- An outline project execution plan that provides sufficient detail to explain the proposed methodology for the delivery of the obligations under the contract, including but not limited to
 - Mobilization
 - Design management summary
 - Design development and assurance
 - Stakeholder engagement
 - Interface management
 - Community relations
 - Environment, health, and safety
 - Construction
 - Testing and commissioning
 - Handover
 - Project controls
 - Change management
 - Cost management
 - Knowledge/information management
 - Systems integration

Evaluator's Guide (Narrative Evaluation Criteria)

example

2.2 Design Methodology

Describe your approach to design, including your design management process and expected deliverables provided throughout the life cycle of the project. This should include an explanation of how you will provide an integrated solution that delivers the employer's requirements.

Provide examples of where the proposed or similar approach/techniques described within the response have been used effectively elsewhere to provide confidence to the employer that the proposals will be successful.

- An explanation of the principles used in the development, delivery, and assurance of the design
- A description of the technical organization, including the subject matter experts required to deliver the design and management process
- A scope, including mobilization, day-to-day activities, change control, phased outputs and approvals, interface with the design of others, assurance, and handover
- An explanation of what means and methods will be used to ensure continued compliance to processes and assessment of best practice to ensure continued improvement both on- and off-site
- Proposals for how the architectural, civils, MEP, communications, fire, systems, and all other design disciplines/elements will be delivered, controlled, and coordinated
- An explanation of how the organization will coordinate, develop, conduct gap analysis, document, communicate, and manage processes and procedures to ensure compliance with the specification
- How the design process will identify and deliver innovation, economy, efficiency, and integrate the principles of whole life cost management into the design and construction
- Proposals for how competence, quality, assurance, and approvals requirements will be achieved, including how these will be controlled throughout the supply chain, resulting in "right first time" design submissions
- Delivery of best practice in sustainable design
- Processes/tools that ensure the design is properly coordinated across all disciplines as well as with the existing infrastructure
- Consideration of the construction sequence, ensuring buildability is at the heart of design
- Design as an element of and its interrelation with BIM execution
- Examples of how asset management and the future maintenance of the assets are being facilitated safely and efficiently through the design and construction methodology, including the approach to whole life costing
- How the requirements of the end user are integrated into the design process and validated against the requirements of the specifications and applicable standards
- Provide an outline design schedule and delivery plan for achieving all design deliverables, including summary details of the components to the design packages

Narrative of Evaluation Criteria/ Evaluators Guide

E.g: Site Organization

the technical proposal will be scored in terms of the **quality of the site organization proposed by the bidder**. The understanding should cover the complete scope of works including all sub-components: 1) Construction of Concrete bridge, 2) Construction of approach roads to new bridges inclusive of all earthworks, pavement and drainage, footpaths and safety features, 3) **any other works in the Specification**, 4) Construction of temporary works.....

The bidder is expected to prepare and submit a comprehensive site plan indicating a good understanding of the constraints that may arise during construction at each of the sites and any other critical issues that may adversely affect construction works.

The bidder must **demonstrate understanding of logistical challenges of working in remote locations** including mobilizing manpower, machinery & plants and materials and provide suitable management strategies to address those challenges.

Narrative of Evaluation Criteria/ Evaluators Guide

E.g: Site Organization

The bidder is requested to propose a site organization considering these and other elements such as staff accommodation, storage of project materials, waste (spoil and road material removal) and equipment, access control to the construction site, etc.

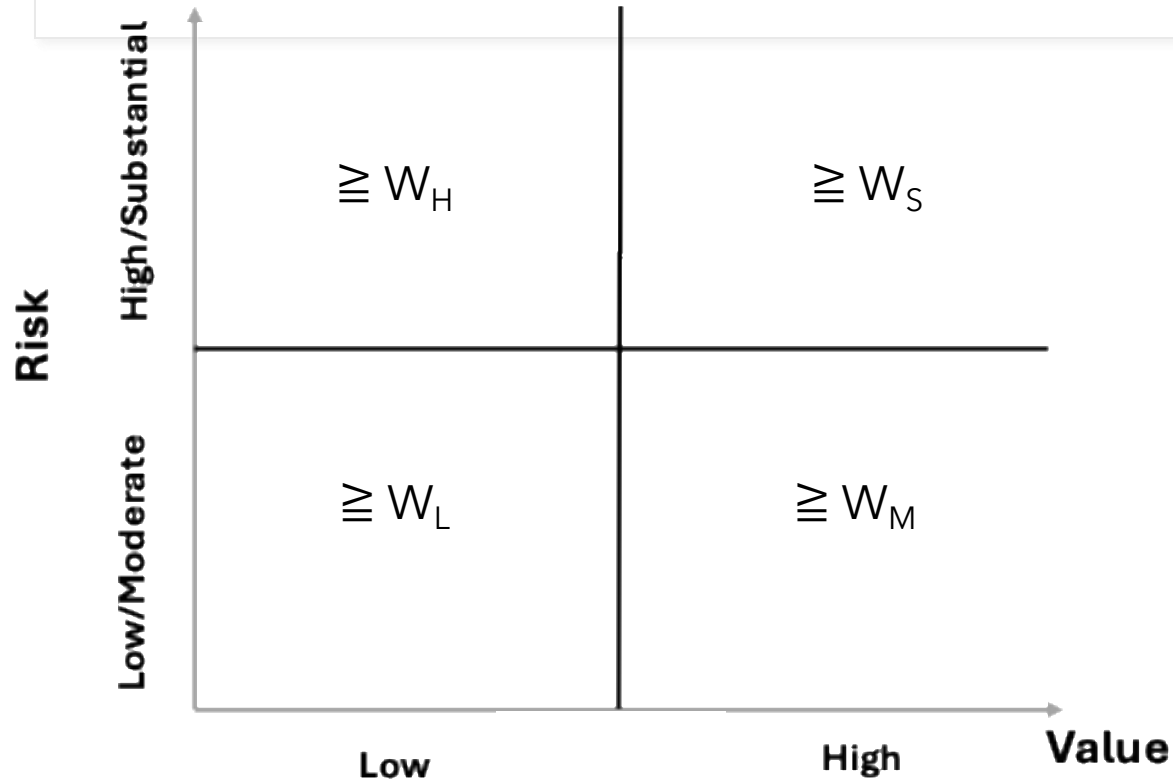
The bidder needs to show a sound understanding of setting up and management of the site in relation to frequent use for neighbor properties, traffic control on the existing road network, and weather (cyclone and storm) management and shall provide proposed mitigation measures for coping with the wet (cyclone) season.

In addition, bidders shall submit an organization chart (s) and provide an explanation of what they perceive to be the key internal and external roles and interactions relating to this contract including communication and reporting channels.

Combined Technical and Financial Score



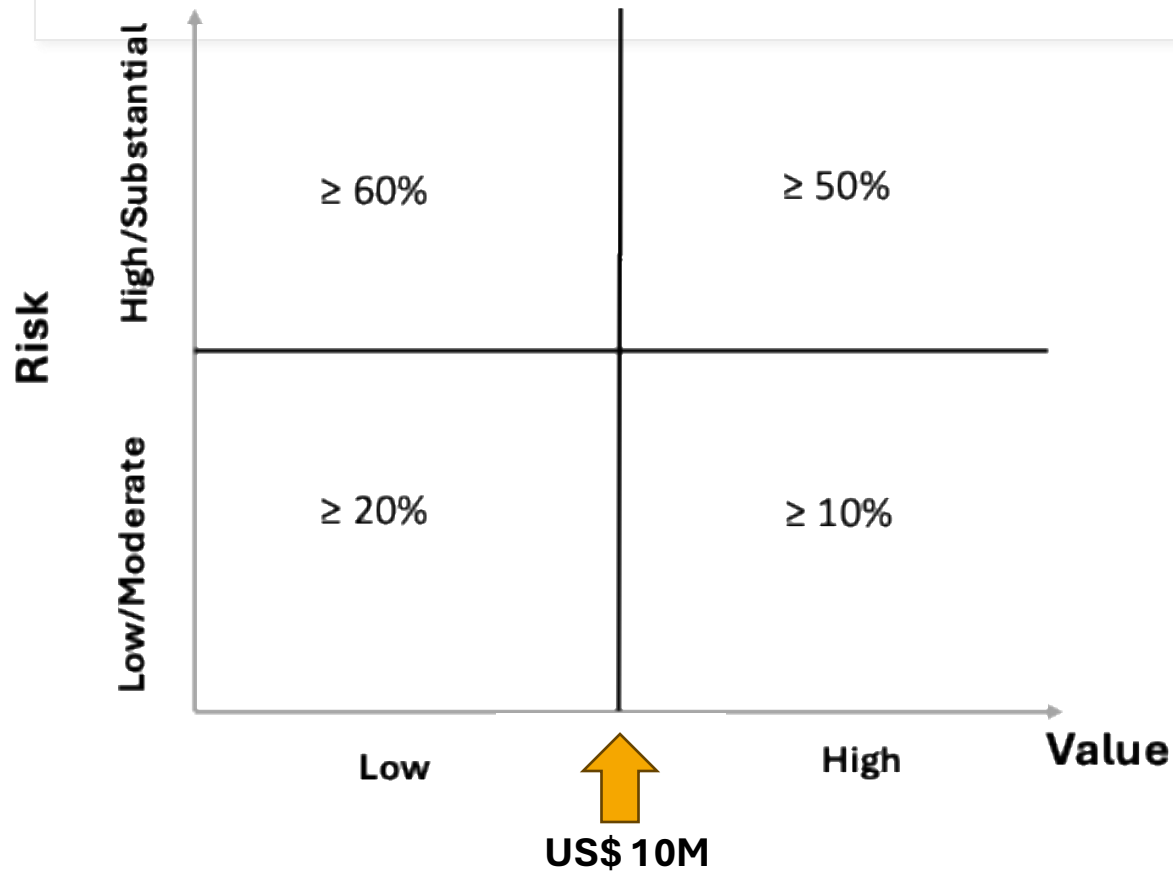
Technical and Financial Weights



$$T_{\text{weight}} + F_{\text{weight}} = 100\%$$

$$S = T_{ws} + F_{ws}$$

Technical and Financial Weights



- Minimum Threshold is based on Procurement Risk and Value
- Contract valued at **\$10M** and above is considered as **High Value** for weighting purposes
- Procurement Risk is assessed based on **Procurement Risk Framework**.

Technical Score (Sample)

$$T_{ws} = \frac{T_{bid}}{T_{max}} * T_{weight}$$

Where:

- T_{ws} = Technical weighted score
- T_{bid} = Technical score given to the bid
- T_{max} = Technical score maximum (e.g., 100 points)
- T_{weight} = Technical weight assigned to the package

Financial Scoring (sample)

Option 1: Standard Formula

$$F_{ws} = \frac{P_{low}}{P_{bid}} * F_{weight}$$

Where:

- F_{ws} = Financial weighted score
- P_{low} = the lowest of all evaluated bid price among substantially responsive bids
- P_{bid} = Evaluated price of the bid
- F_{weight} = Financial weight assigned to the package

- Commonly used formula
- The lowest price receives the max financial score
- All other financial offers receive a score based on their proximity from the lowest score.
- **However, no protection against *abnormally high bid* or *abnormally low bid***

Financial Scoring (sample)

Option 2: Average Formula

$$F_{ws} = \frac{P_{max} - P_{bid}}{P_{max} - P_{min}} * 100 * F_{weight}$$

Where:

F_{ws} = financial weighted score

P_{avg} = average price of all substantially responsive bids

n = predefined price range applied to P_{avg} , generally, 15%.

P_{max} = $(1 + n) \times P_{avg}$ – upper end of predefined price range

P_{min} = $(1 - n) \times P_{avg}$ – lower end of predefined price range

P_{bid} = Evaluated price of the bid

F_{weight} = Financial weight assigned to the package

- Compares the bid prices to the price range. It checks how far the bid is from the maximum and minimum price

- **If $P_{bid} \geq P_{max}$ then $P_{bid} = P_{max}$**

resulting in zero score – it protects against *the Abnormally High Bid*

- **If $P_{bid} \leq P_{min}$ then $P_{bid} = P_{min}$**

resulting in **full score** ($= F_{weight}$) – it does not reward *the Abnormally Low Bid*



Contractual Enforcement



How to ensure the promises are kept?

- Incorporation of the bidder's proposal to the contract.
- Implement KPIs with a financial penalty attached to it.
- Update the Specification including important technical promises.
- Minutes of contract clarification/negotiations.
- Signed declarations.

Enforcing the winning bidder's proposal – potential areas

Section 6: Specification including important technical promises.

Implementation of the Actions Items Proposed in the Technical Proposal Plan

Notes

1. The Contractor shall ensure full compliance with technical requirements proposed with the Bid in the execution of the Works. The Works shall be carried out in a manner that reflects the technical requirements indicated Annex xx. *[Note to the EA: annex may include the bidder's proposal selected items at the time of contract formation]*
2. The Contractor shall include the technical proposal requirements in its method statements and submit to the Engineer for review before commencement of the works including followings.

[describe the bidder's proposal scope filtered from the Technical Proposal]
 - *[.....]*
3. The contractor shall provide with his progress reports frequent updates about the compliance. The contractor must ensure compliance with requirements throughout the execution of the works. Any modifications or additional elements require prior approval from the engineer.

Enforcing the winning bidder's proposal – potential areas

Section 8 or 6

Declaration of Compliance with Technical Proposal MPC criteria

To: [Procuring Entity Name]

Tender/Contract No: [Insert Tender Number]

Project Title: [Insert Project Title]

We, the undersigned, declare that:

1. We hereby undertake that, we shall fully comply with all the terms, specifications, commitments, and conditions stated in our proposal throughout the duration of the contract.
2. We further confirm that we shall not modify or withdraw any part of our technical proposal during the execution of the project.
3. We acknowledge that any deviation from the submitted technical proposal without prior written approval from the Procuring Entity may lead to penalties or termination of the contract.

Signed:

Name: _____

Designation: _____

Enforcing the winning bidder's proposal – potential areas

Meeting Minutes

- (ii) Contract Agreement: add a new line item.
 -
 - (a) Letter of Price Bid;
 - (b) the Particular Conditions – Part A – Contract Data;
 - (c) the Particular Conditions – Part B – Special Provisions;
 - (d) the Particular Conditions – Part C – Corrupt and Fraudulent Practices;
 - (e) the Particular Conditions – Part D – Environmental, Health, and Safety (EHS) Metrics for Progress Reports;
 - (f) List of Eligible Countries as defined by the Bank;
 - (g) General Conditions of Contract;
[add: Memorandum of understanding, a Memorandum of pre-award clarifications, Minutes of clarifications/confirmations. This includes technical details relevant to MPC items.]
 - (h) the Specifications;
 - (i) the Drawings;
 - (j) completed Schedules including Bill of Quantities;
 - (k) Environment, Health, and Safety Code of Conduct for Contractor's Personnel;
 -

Enforcing the winning bidder's proposal – potential areas

Bidder's proposal

2. The following documents shall be deemed to form and be read and construed as part of this Contract Agreement. This Contract Agreement shall prevail over all other Contract documents.
 - (a) the Contract Agreement;
 - (b) Letter of Acceptance;
 - (c) Letter of Technical Bid;
 - (d) Letter of Price Bid;
 - (e) the Particular Conditions – Part A – Contract Data;
 - (f) the Particular Conditions – Part B – Special Provisions;
 - (g) the Particular Conditions – Part C – Corrupt and Fraudulent Practices;
 - (h) the Particular Conditions – Part D – Environmental, Health, and Safety (EHS) Metrics for Progress Reports;
 - (i) List of Eligible Countries as defined by the Bank;
 - (j) General Conditions of Contract;
 - (k) the Specifications;
 - (l) the Drawings;
 - (m) completed Schedules including Bill of Quantities;
 - (n) Environment, Health, and Safety Code of Conduct for Contractor's Personnel;
 - (o) Environment, Health, and Safety Management Plan (EHSMP);
 - (p) the Joint Venture Undertaking (If Contract is a Joint Venture); and
 - (q) any other documents shall be added here.²³

Enforcing the winning bidder's proposal – potential areas

KPIs

KPI	Implication	
	Measurement / Deviation	Implication (options)
Compliance with the method statement on tunnel boring with	Proposed in bid vs Actual (*actual proposed by the bidder and reviewed by the Engineer monthly basis as part of review of progress reports or interim payments)	• Proportionate reduction from the BOQ item • Withholding payments • Fixed penalties defined in the bid documents

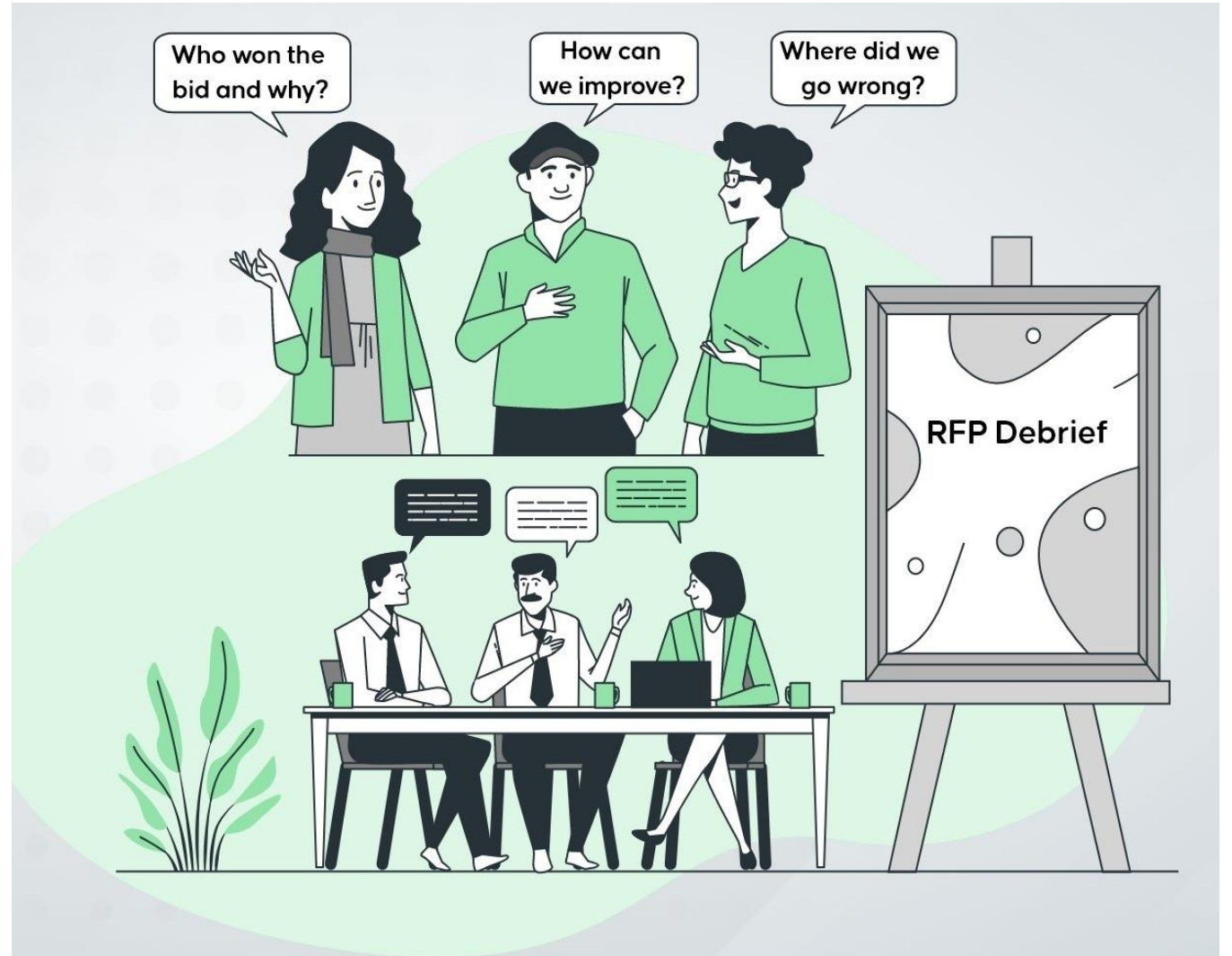
Enforcing the winning bidder's proposal – potential areas

Section 8

e.g.

14.3	Application for Interim Payment Certificates	Add the following paragraph after existing paragraph (e) and renumber the remaining paragraphs. (f) assessment of the Contractor's compliance with Technical requirements measured based on the Key Performance Indicators stated in Section 6: Works Requirements;
14.6	Issue of Interim Payment Certificates	Add the following paragraph after existing paragraph (a) and renumber the remaining paragraphs. “(b) if the Contractor was, or is, failing to meet any Technical Requirements as stated in the Section 6: Works Requirements, the value of this failure, as determined by the Engineer , may be withheld until obligation has been performed; and/or

Debriefing



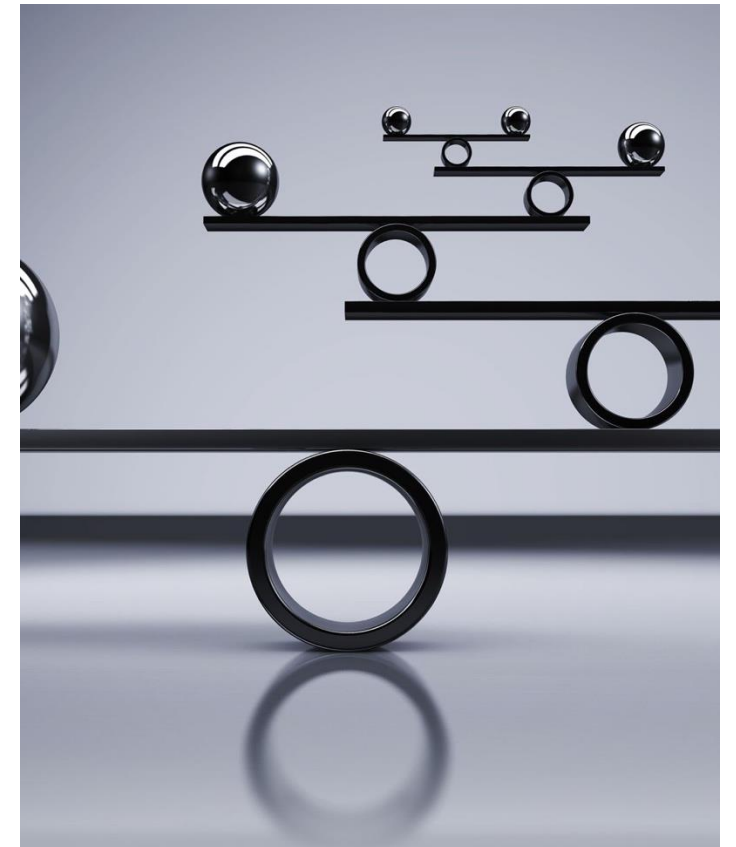
Debriefing Process

Debriefing

99. In the notification of contract award, the borrower shall specify that any bidder who wishes to ascertain the grounds on which its bid was not selected should request an explanation from the borrower.
- The borrower shall promptly, in writing and/or in a debriefing meeting, and in any event before the end of the standstill period if it applies, provide an explanation of why such bid was not selected. If the bidder is not satisfied with the explanation provided by the borrower or if the borrower fails to provide such debriefing, the bidder may write directly to ADB. The requesting bidder shall bear all the costs of attending a debriefing.

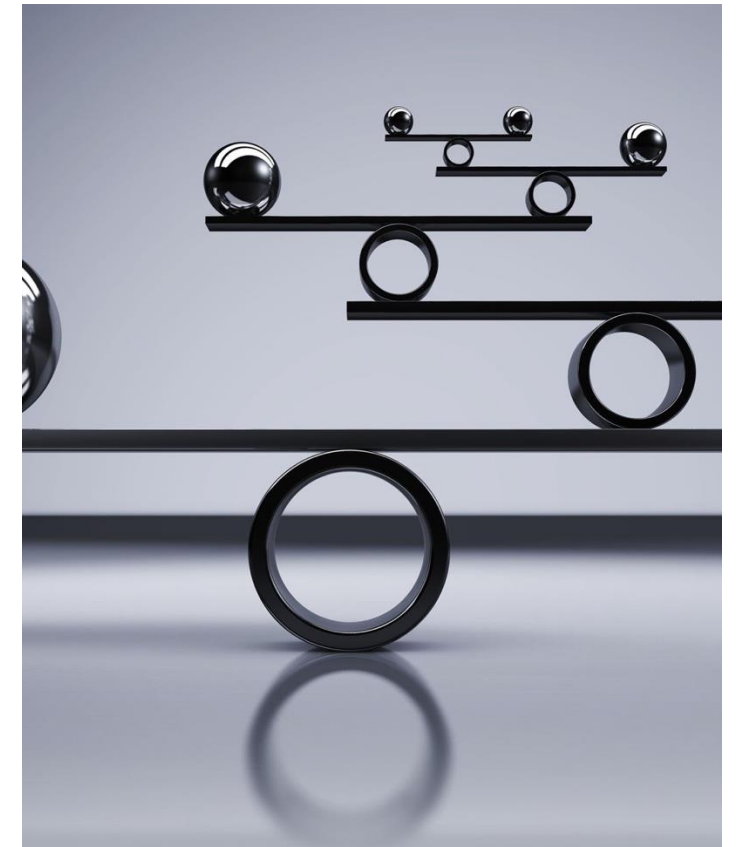
What to disclose during debriefing?

- **Do not disclose information about other bidders (pricing, technical approaches, etc.).**
- **Focus only on the unsuccessful bidder's own submission and performance.**
- **General explanation with the successful bidder highlighting the areas lacked.**

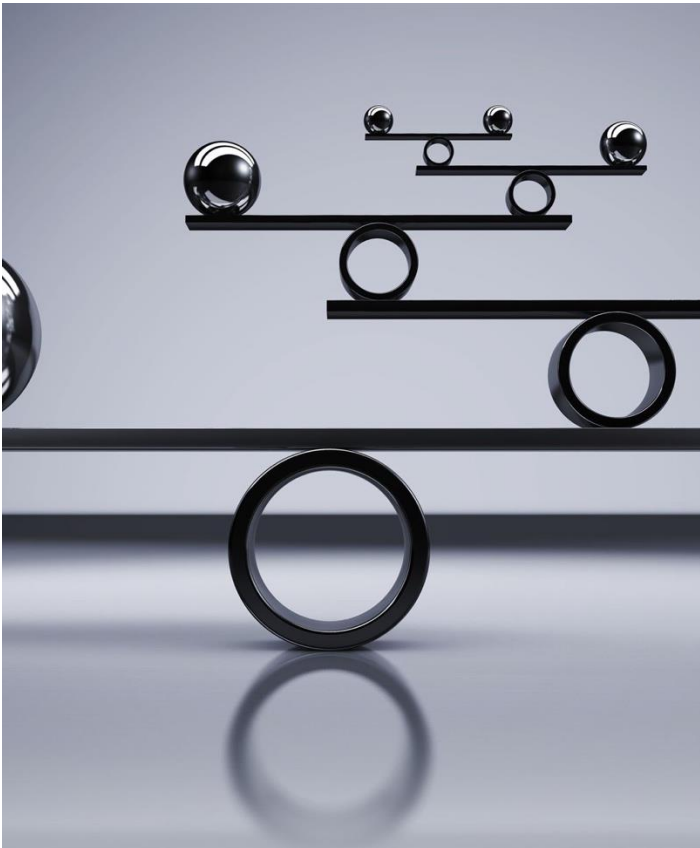


What to disclose during debriefing?

- **Overall score (technical and financial components).**
- **Technical evaluation summary: Highlight strengths and weaknesses of their proposal based on the predefined criteria (e.g., methodology, staffing, experience).**
- **Financial score: Indicate whether their price was competitive and how it affected the combined score.**
- **Final ranking: Inform them of their position (e.g., 2nd out of 5 bidders) without revealing identities of other bidders.**



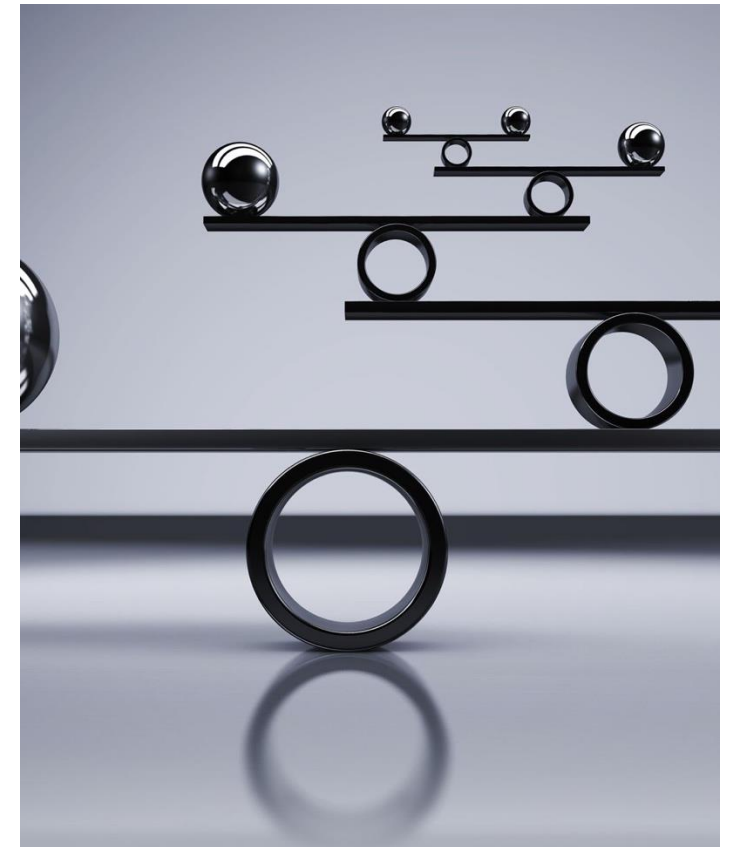
What to disclose during debriefing?



- **Avoid subjective or opinion-based language.**
- **Use the exact wording of the evaluation criteria to explain shortcomings.**
- **Refer to documented evaluation records if necessary.**

What to disclose during debriefing?

- Acknowledge the bidder's effort in preparing the proposal.
- Offer suggestions for improvement in future bids.
- Maintain a professional, courteous tone.
- Encourage the bidder to ask questions and clarify concerns.
- Answer within the boundaries of confidentiality and procurement policy.



Complaints



- **Addressed to the EA/IA.**
- **If a complaint sent to ADB in a borrower administered project? What will ADB do?**

Complaint

4. A complaint is a communication recorded in written form, including mail, e-mail, fax, or communication through an electronic procurement system (hereafter referred to as communication) submitted by an interested party to the borrower and/or ADB arising out of or relating to a specific bidding process that alleges a misapplication, or omission in application, of ADB's Procurement Policy and/or any of these Regulations amounting to a breach thereof. An interested party for this purpose is an applicant for prequalification; a party interested in bidding or expressing interest; or a bidder bidding for, proposing to bid for, or being notified of award of (including notification of intention to award) a contract.
5. In a bidding process subject to ADB's prior review, complaints shall be promptly shared by the borrower with ADB to determine an appropriate course of action. In such cases, the borrower shall provide ADB with all relevant information and documentation, including a draft response to the interested party concerned, for ADB review, and any additional information that may be requested by ADB.
6. Procurement documentation as evidence or to substantiate a complaint includes, among other things, an invitation for bid; a specific procurement notice; an invitation for prequalification; a prequalification application; an expression of interest; any and all documentation constituting a bid or proposal, including but not limited to instructions to bidders; and related forms, templates, correspondence, notice of rejection of bid or proposal, notice of technical and/or financial score or evaluated bid price, and debriefing-related minutes or communications from the borrower or ADB to the bidder.



Questions

