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ASIAN DEVELOPMENT BANK BUSINESS OPPORTUNITIES FAIR 2026

21-24 SEPTEMBER 2026 | ADB HEADQUARTERS, MANILA

VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE

Evaluating for Excellence Merit Point Criteria

**Dharmesh Dawda – Senior Procurement
Specialist**



Merit Point Criteria

Required for internationally advertised works, non-consulting services and specific goods to advance quality, sustainability and value for money.

Evaluating bids using MPC

Focuses on value for money and fit for purpose procurement by evaluating bids on technical merit as well as cost.

Rewards quality and innovation, encouraging stronger, more competitive bids.

Establishes well-defined and consistent quality standards that level the playing field.



YouTube

Maximizing Procurement Impact with Merit Point Crit

As part of ADB's commitment to quality, sustainability, and value for money in its projects, ADB is implementing changes in its procurement approach effective 1 January 2026 that ensures

❏ MPC does not apply to pharmaceuticals, vaccines, commodities, and low-value off-the-shelf goods.



Benefits of MPC



- Prioritizes quality
- Focuses on long-term value
- Encourages differentiated solutions
- Applies structured evaluation consistently
- Supports fair competition
- Promotes transparency
- Strengthens defensibility of decisions
- Links technical commitments to performance



What to expect in this session

MPC changes both how bidding documents are designed and how bids are prepared.

Consultants supporting EAs/IAs

- Translate project outcomes and material risks into relevant, distinct, and measurable criteria.
- Specify narrative for each criterion (sub) and any bidder evidence needed for consistent evaluation.
- Set appropriate weightings and confirm scoring rubric.
- Do the sensitivity analysis to test the design.

Contractors preparing bids

- Read each criterion together with its sub-criteria, weighting, and submission requirements.
- respond with contract-specific methodology supported by credible evidence as applicable.
- Explain implementation, resources, risks controls, and measurable outcomes.
- Treat scored commitments as potential contractual obligations.

Clear criteria + credible evidence + deliverable commitments = a strong MPC outcome

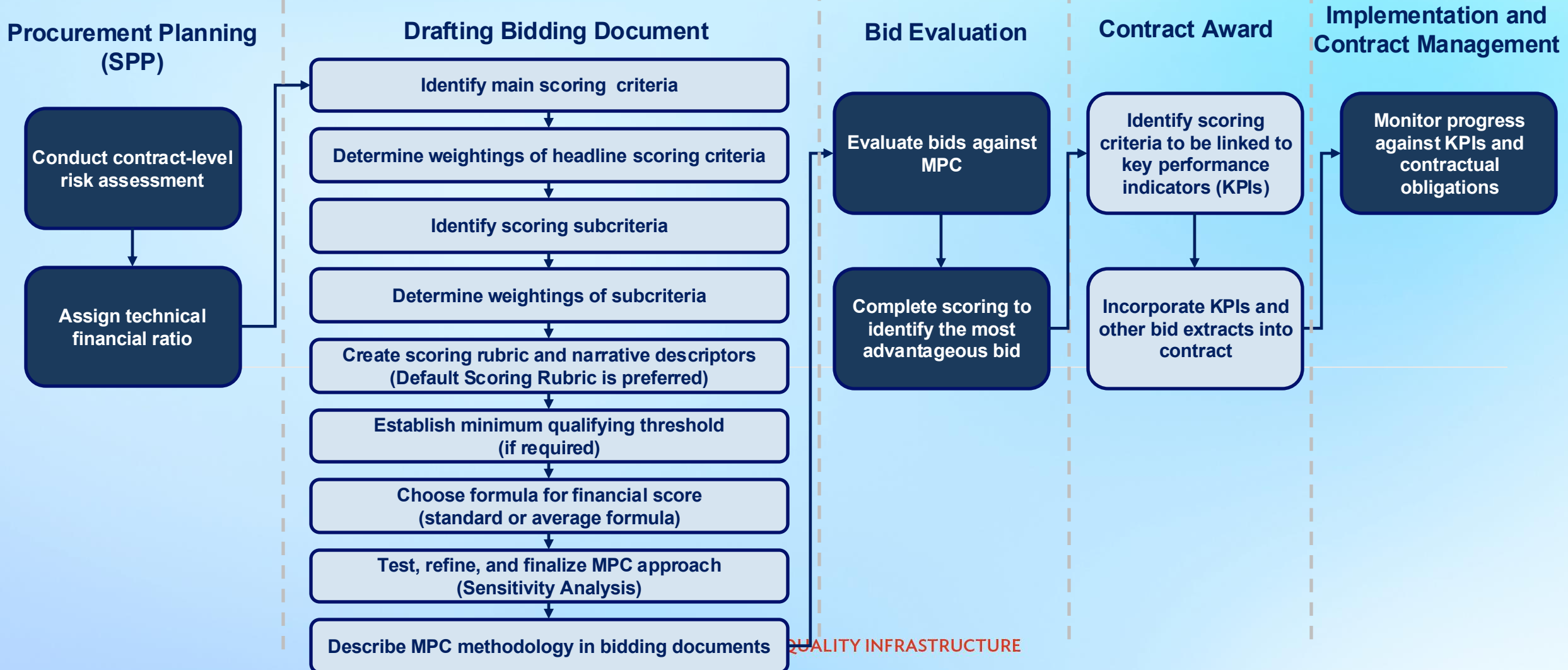


Designing MPC





MPC in Procurement Cycle



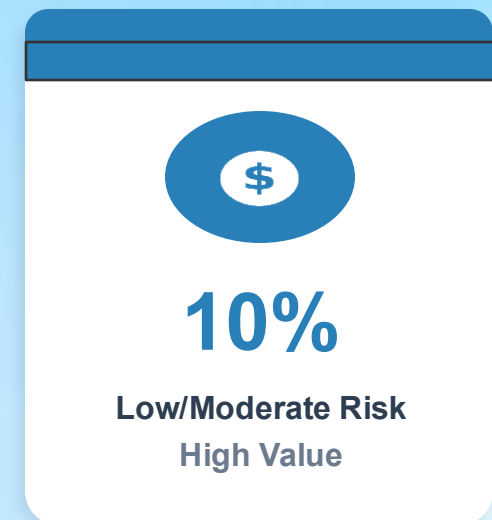
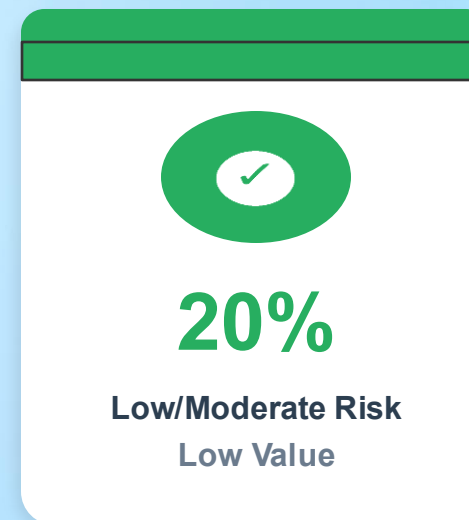
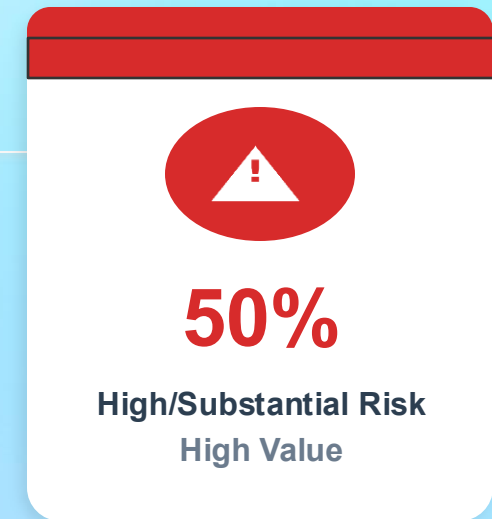
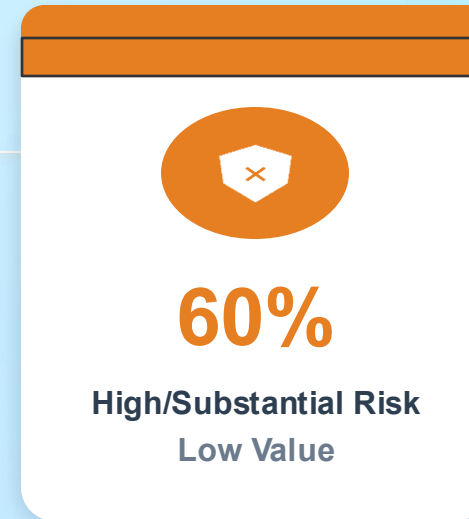


Minimum Technical Weight



[Refer Technical Instruction for Borrowers for Procurement Risk Classification](#)

Contract valued at \$10M and above is considered as High Value for weighting purposes





Procurement Risk Assessment

Water Supply System | 8-Year Duration (incl. 5 yrs O&M)

Risk Factor	Assessment	Risk	Score
Procurement Capacity	Low	Substantial	3
Market Conditions	Limited contractors	Substantial	3
Contract Complexity	DBO SBD – Gold Book	Substantial	3
Contract Size	\$40 Mn; 20% of the project cost	Substantial	3
Implementation Environment	- Difficult Geotech conditions - Complex design - Water treatment, pump stations, transmission & distribution lines - Multiple Permits/Licenses	High	4

RISK SUMMARY



Overall Risk Score

SUBSTANTIAL

Rating Scale

Low

Moderate

Substantial

High

Overall Score

5 - 8

9-12

13-16

17-20



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ADB

Criteria Development



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Typical Criteria

Key Principles

- Clear
- Conscious
- Relevant
- Ideally 3-5 main criteria with several sub-criteria
- Consistent with Section 4 and Section 6

Site Organization

Programme

Design Methodology

Construction Methodology

- Construction techniques
- Health and Safety
- Risk Management
- Quality Management
- Materials, Equipment, and Logistics
- Testing, Commissioning, and Handover

Sustainability

- Environment
- Carbon Management
- Community and Social value
- Local Participation – Skills Development



Example for Pipeline Contract

Narrative Effective Criteria

No.	Criteria
1	Site Organization
2	Overall Program
3	Design Methodology
3a	Pipe route selection and long section
3b	Determination of pipe diameter
4	Construction Methodology
4a	Pipeline Installation
4b	Railway Track and River crossings using trenchless technique
4c	Logistics Plan for importation of pipes and storage
5	Environment, Social, Health & Safety Plan
5a	Traffic Management Plan
5b	Consents/Permits/Licenses
5c	Local Job Creation and Skills Development
5d	Approach to H&S management

Methodology – Construction (to be included in Section 4 of BD)

4a Pipeline Installation:

- a description of trench support system, where trench depth exceeds 1.5 m, with typical schematic diagram
- a description of butt fusion welding of HDPE pipes, including manufacturer's brochures for welding
- equipment to be used, tests and inspection program to certify weld quality

4b Railway Track & River Crossings using trenchless technique

- description of trenchless construction technique with manufacturer data sheet and brochures
- schematic layout of contractor's working area at a typical rail crossing, showing space for plant and machinery, fill and spoils handling, vehicle access, and worker welfare facilities
- procedure to monitor and correct ground settlement under rail tracks
- typical ground support system
- typical dewatering and ground water control plans
- assessment of key risks.



Writing Effective Narrative Criteria

Example: Site Organization criterion — comparing vague vs. specific language

Weak / Vague Criteria

"Quality of the site organization proposed by the bidder"

Too generic — no measurable standard, open to subjective interpretation

"Any other works in the Specification"

Catch-all language gives evaluators no concrete basis for scoring

"Demonstrate understanding of logistical challenges"

No specifics on what challenges or what constitutes adequate understanding

- Scope is overly broad — lists sub-components without linking them to evaluation metrics
- No scoring guidance — evaluators must guess what 'good' looks like

Vague criteria lead to inconsistent scoring and are harder to defend during debriefing or complaints.

Specific / Measurable Criteria

"Propose site organization considering staff accommodation, material storage, waste management, and access control"

Lists concrete elements the evaluator can check against

"Demonstrate understanding of site setup and management for traffic control, neighbor impact, and cyclone season mitigation"

Specifies exact context factors and requires mitigation measures

"Submit organization chart(s) showing key internal and external roles, interactions, and reporting channels"

Defines a deliverable (org chart) with clear content requirements

- Links criteria to project-specific risks (remote locations, weather) that bidders must address
- Each element is scorable — evaluators can assess presence and quality objectively

Specific criteria ensure fair, consistent evaluation and provide clear basis for debriefing.



What good response looks like

Answer the requirement

- Address every criterion and sub-criterion directly.
- Consider contract-specific assumptions and constraints.
- Follow requested formats, limits, and deliverables.

Demonstrate delivery

- Describe method, sequencing, resources, and interfaces.
- Identify key risks and practical controls.
- Show how the approach will be implemented and can be monitored.

Support with evidence

- Provide the evidence expressly requested in the bidding document.
- Use verifiable examples, calculations, schedules, or data.
- Keep technical commitments consistent with staffing, program, and price.

Requirements + proposed approach + evidence + implementation plan + measurable outcome



Criteria Weighting

Identification of Criteria	Understanding Stakeholder Perspectives (Engineering, Safeguards, Finance)	Weighting
List the relevant criteria (as discussed in the previous section) All criteria shall be assigned weight	Gather inputs from stakeholders involved in the project. Different stakeholders might have varying perspectives on the importance of criteria based on their roles and interests.	Rank or rate the criteria based on their relative importance. Methods: 1. Rating Scale/ Fixed Weighting Method – Weights are assigned based on experience and professional judgement of the team 2. Rank Sum Weight method – The criteria is ranked based on relative importance and weights are calculated based on formula 3. Pairwise comparison – every criterion is compared with every other criterion in pairs and assigned the rank based on degree of importance and weights are calculated using formula.
Why Calculation Method	• Applied logically • Reduces Bias • Improves Compliance and stand up to scrutiny • Consistent approach	





Scoring Rubric

Score	Rating	Description of Submission
10	Outstanding	Submission exceeds expectations and requirements in all aspects of the criterion. Exceptional understanding of the criterion is demonstrated through superior methodology supported by clear and credible evidence. Submission includes major innovation and value-added features with a clear implementation plan for proposed features.
9	Excellent	Submission exceeds expectations and requirements in most aspects of the criterion. Excellent understanding of the criterion is demonstrated through well-articulated methodology supported by strong evidence. Submission includes major innovation and value-added features but lacks an implementation plan for proposed features.
8	Good	Submission exceeds expectations and requirements in some aspects of the criterion. Good understanding of the criterion is demonstrated through structured and well-developed methodology supported by reasonable and verifiable evidence. Submission includes minor innovation and value-added features with an implementation plan for proposed features.
7	Above average	Submission meets expectations and requirements in all aspects of the criteria. Sound understanding of the criterion is demonstrated through a thorough methodology with no weakness and supported by reasonable evidence but is difficult to verify. Submission includes minor innovation and value-added features but lacks an implementation plan for proposed features.
6	Average	Submission meets expectations and requirements in most aspects of the criterion. Adequate understanding of the criterion is demonstrated through a competent methodology with negligible weakness . Submission includes no innovation or value-added features.

Score	Rating	Description of Submission
5	Below average	Submission meets requirements in some aspects of the criterion. Understanding of the criterion is below average , and methodology contains minor weaknesses. Submission provides sufficient assurance of ability to deliver the criterion .
4	Marginal	Submission marginally meets requirements of the criterion. Methodology demonstrates some understanding of the criterion with some weakness. Submission provides moderate assurance of ability to deliver the criterion .
3	Poor	Submission fails to meet most requirements of the criterion. Methodology has major weakness and/or discrepant information. Submission provides little assurance of ability to deliver the criterion.
2	Very poor	Submission fails to meet major requirements of the criterion. Methodology has substantial weaknesses and/or irrelevant information. Submission provides no assurance of ability to deliver the criterion.
1	Unacceptable	Submission fails to meet all requirements of the criterion. Methodology has significant omissions or irrelevant information.



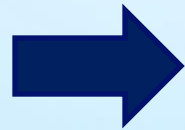
Scoring

Technical Scoring

$$T_{ws} = T * T_{weight}$$

Where:

- T_{ws} = Technical weighted score;
 T = Total technical score given to the bid;
 T_{weight} = Technical weight assigned to package

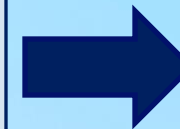


Financial Scoring (Standard Formula)

$$F_{ws} = \frac{P_{low}}{P} * F_{weight} * 100$$

Where:

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



Combined Scoring

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



Financial Scoring – Average Formula

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

- F_{ws} = Financial weighted score;
- P_{avg} = Average price of all substantially responsive bids
- P_{bid} = Price of each individual bid;
- P_{max} = upper end of predefined price range; calculated as
= $(1+n) \times P_{avg}$
- P_{min} = lower end of predefined price range; calculated as
= $(1-n) \times P_{avg}$
- n = predefined price range in %, applied to P_{avg}
- F_{weight} = Financial weight assigned to package

Default, $n = 15\%$. The different value of n if justified must be agreed with ADB at planning stage

$P_{bid} \geq P_{max} \longrightarrow$ Financial Score is 0

$P_{bid} \leq P_{min} \longrightarrow$ Financial Score is 100

$P_{min} < P_{bid} < P_{max} \longrightarrow$ Financial score is calculated using formula



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Contractual Enforcement



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Making the Winning Bidder's Commitments Enforceable

1 Identify

- Select aspects/commitments of proposal contributed to the winning score.
- Ensure the commitments are clear, feasible and consistent with the proposal to be included in contract

2 Meeting Minutes

- Document all pre-award clarification discussions
- Record outcomes and agreed modifications
- Capture technical commitments and timelines

3 Incorporate and Monitor

- Translate commitments into specifications, deliverables, milestones, or KPIs.
- Apply only the monitoring and remedies stated in the signed contract.

Score only matters that can be translated into clear, monitorable, and contractually enforceable commitments.



Well-Defined KPIs



Well-designed KPIs promote accountability and help ensure that value-for-money outcomes are achieved.



How KPIs are Defined

Employer-Defined KPIs

KPIs predefined by the employer

Priorities identified during bidding

Stated in bid documents:

- Performance targets
- Required evidence
- Measurement methods
- Consequences of nonperformance

Bidders Proposal

Performance framework defined in bid documents

Consequences of nonperformance included

Baseline established in winning proposal:

- Milestones
- Target dates

“Who sets the target and when” distinguishes one approach from the other.



KPI Framework & Consequences

KPIs Appended to Particular Conditions

KPI Area	Measurement	Implication
Compliance with method statement (e.g., tunnel boring)	Proposed in bid vs. Actual performance Reviewed by Engineer monthly via progress reports or interim payments	• Proportionate reduction from BOQ item • Withholding payments • Apply consequences expressly provided in the contract

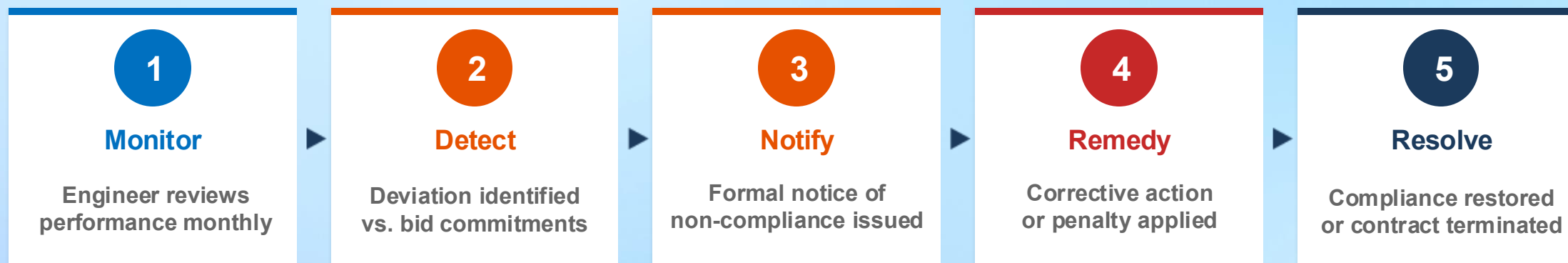
When KPIs Are Not Met

Section 8 — Contract Remedies

(per ADB Standard Bidding Documents)

- Issue formal notice of non-compliance
- Apply contractual remedies where the relevant conditions are met
- Apply payment-related remedies if permitted
- corrective action plan within set timeframe
- Escalate persistent breach in accordance with the signed contract

Enforcement Process



* KPI framework aligned with ADB Standard Bidding Documents — Particular Conditions of Contract, Section 8.

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Before you finalize

A practical readiness check for both sides.

Consultant / EA–IA checklist

- Each criterion links to an important contract outcome or risk.
- Criteria are relevant, distinct, proportionate, and concise.
- Required bidder evidence and scoring expectations are clear.
- No Overlaps or double counting.
- Weightings and scoring have been tested for unintended outcomes.
- Winning commitments can be monitored under the contract.

Contractor checklist

- Every criterion and sub-criterion is responded.
- The response is contract-specific and implementation-focused.
- Claims are supported by requested, verifiable evidence if required.
- Staffing, equipment, method, program, and price are consistent.
- Innovations include a credible implementation plan.
- Every scored commitment can be delivered if incorporated in the contract.

What is rewarded during evaluation should remain relevant, measurable, and deliverable during implementation.



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Resources





MPC Resources and Support

Dec 2025

MPC Guidance Note

[Procurement guidance note for Merit Point Criteria](#)



Mar 2026

Technical Assistance

[TA approved to support MPC rollout across borrower countries](#)



Q3 2026

E-learning Course

[Online training on MPC Essentials](#)



Jan 2026

Standard Bidding Documents

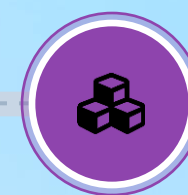
[SBDs updated per Procurement Directive for ADB Borrowers \(2026\)](#)



Apr 2026

MPC Builder & Criteria Library

[Digital tool supports MPC Design](#)





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Thank You