



MINISTRY OF PLANNING
AND INVESTMENT

PROJECT PREPARATION TECHNICAL ASSISTANCE FACILITY (PPTAF)



WORLD BANK

EVALUATION OF PROPOSALS - QCBS

Objectives for the workshop

- To familiarize the Evaluating Committee (EC) and Approving Authority (AA) with the evaluation procedures
- To familiarize the EC and AA with the evaluation criteria
- To familiarize the EC and AA with the various work sheets and forms to be used to produce the Technical Evaluation Report

General Considerations

- The Evaluation Committee (EC) is a committee of experts appointed by the Borrower to carry out the evaluation of technical and financial proposals.
- The EC is not authorized to change, amend, or modify the TOR.
- The EC cannot modify the evaluation criteria and subcriteria set out in the Data Sheet

Recommended Criteria for the Selection of the EC Members

Consultants' technical proposals are an intellectual product; their evaluation must be based on the professional judgment of competent and impartial evaluators. The judgment has to be technically sound and objective, strictly complying with the procedures and evaluation criteria indicated in the RFP, and capable of providing an adequate explanation for each evaluation and the points assigned to it.

Recommended Criteria for the Selection of the EC Members

- Professional experience
- Familiarity with selection and evaluation
- Impartiality

Receipt and Opening of Proposals

- Under QCBS, both technical and financial proposals must be submitted at the same time
- Proposals must be submitted to a designated place (exact address, office, and room number, to avoid any ambiguity) no later than the date and time indicated in the RFP.
- When submission of both technical and financial proposals is required, officials appointed by the Borrower open the technical proposals immediately after the deadline.

Receipt and Opening of Proposals (cont'd)

- They verify that the financial envelopes are sealed and deposit them in a safe place under the custody of a designated officer (auditor, legal counsel).
- The Borrower should record the date and time that each technical proposal was received and the date on which the technical proposals were made available to the Evaluation Committee.

Receipt and Opening of Proposals (cont'd)

- Minutes of the technical-proposal-opening event are kept, including lists of the firms that submitted proposals. The technical proposals are handed over to the Evaluation Committee for evaluation

Evaluation Procedure for Technical Proposals

- After the Evaluation Committee has been appointed, the Borrower shall instruct the EC to familiarize themselves with the characteristics and requirements of the assignment, the selection procedures, and the evaluation criteria and subcriteria.
- Usually familiarization with the RFP takes one to two days, and the review meeting takes three to six hours, depending on the complexity of the assignment

Evaluation Procedure for Technical Proposals (con't.)

- After the review meeting, the EC meets again to define the grades of the rating system to be adopted for scoring the technical proposals.
- The grading system must be defined before the technical proposals are opened to prevent bias (or perceived bias) occurring

Before starting the evaluation, the EC members should ensure that they

- have no conflicts of interest,
- understand the rating and scoring system,
- have been provided with evaluation worksheets, and
- agree on how to evaluate the proposals

Evaluation of Proposals

- Members of the EC should not engage in any communication with short-listed firms from the date of their appointment to the date on which the contract is awarded.
- Each member of the EC should first read all proposals, without scoring them.
- Next, EC members shall begin their evaluation process by applying the criteria and subcriteria set forth in the Data Sheet

Evaluation of Proposals (con't)

- A comparative evaluation would single out the best proposal on a relative scale, but still could leave the Borrower with a poor proposal. Instead, the evaluation should measure absolute quality scored against predefined criteria and subcriteria.

Evaluation of Proposals (con't.)

- The EC must conform to the evaluation process, based on RFP instructions and the predetermined rating system.
- Under no circumstances can the EC request information or clarifications that may change the proposals.
- After each member has independently rated all criteria and subcriteria, it is good practice to read each proposal again to ensure that scores reliably reflect the quality of the proposal.

Evaluation of Proposals (con't.)

- Next, the EC should conduct a joint review and discuss the merits of individual evaluations and scores.
- Large differences should be reviewed and explained.
- Reconciling differences that are considered too large by the EC may result in members revising some of their ratings and scores. As such, any changes should be recorded. If a discussion is needed to reach a final decision, an independent party should prepare minutes.

Evaluation of Proposals (con't.)

- During the meeting, the EC should also comment on the strengths and weaknesses of all proposals.
- Eventually, for each of the technical proposals, the EC should calculate the average of the scores allocated to each criterion by all members, establish the technical ranking of the proposals, identify the best, and propose it for award.

Evaluation of Proposals (con't.)

- Individual evaluators' results are recorded on preestablished worksheets.

Recommended Criteria for the Selection of the EC Members

- The Evaluation Committee (EC) is a committee of experts appointed by the Borrower to carry out the evaluation of technical and financial proposals.
- The EC is not authorized to change, amend, or modify the TOR.
- The EC cannot modify the evaluation criteria and subcriteria set out in the Data Sheet.

Recommended Criteria for the Selection of the EC Members

- Whenever possible, the EC should include one or more members of the team who drafted the TOR
- The experience of EC members in the disciplines related to the assignment and their familiarity with evaluation techniques of consultants' proposals are both important.

Recommended Criteria for the Selection of the EC Members

- Ten years of professional experience (very complex assignments may require more)
- Three to five years of experience in the specialized field or discipline required by the assignment
- A good command of the language in which the proposals are written

Recommended Criteria for the Selection of the EC Members

- Familiarity with selection and evaluation
Familiarity of the EC members with selection methods and evaluation procedures for consultant proposals is important to ensure a correct evaluation of not only the level of responsiveness of each proposal to the evaluation criteria established in the RFP but also compliance with the RFP instructions.

Recommended Criteria for the Selection of the EC Members

- Evaluators' impartiality is as important as their professional expertise and mastery of evaluation techniques.
- EC members must exhibit the highest standards of integrity, which preclude any questionable affiliation with the short-listed consultants, including as an employee, consultant, relative, or political or business affiliate.

Recommended Criteria for the Selection of the EC Members

- EC members should be appointed shortly before the deadline for submission of proposals to reduce the risk of questionable contacts with shortlisted firms before the submission of proposals.

Steps in appointing the EC

- First, the Borrower decides on the number of members (3 – 5).
- Second, the Borrower decides whether to select EC members from its own staff or to employ independent consultants.

Steps in appointing the EC

- Whenever possible, the first option should be preferred because it allows the Borrower to better assess (i) the integrity of the candidates, (ii) their professional background and competence, and (iii) their familiarity with proposal evaluation techniques.

Steps in appointing the EC

- If the Borrower cannot form a sufficiently competent and reliable EC, it should appoint an independent consultant to assist the EC in the process of understanding the selection procedures; defining the grades of the rating system and carrying out the evaluation, including drafting of the technical evaluation report.

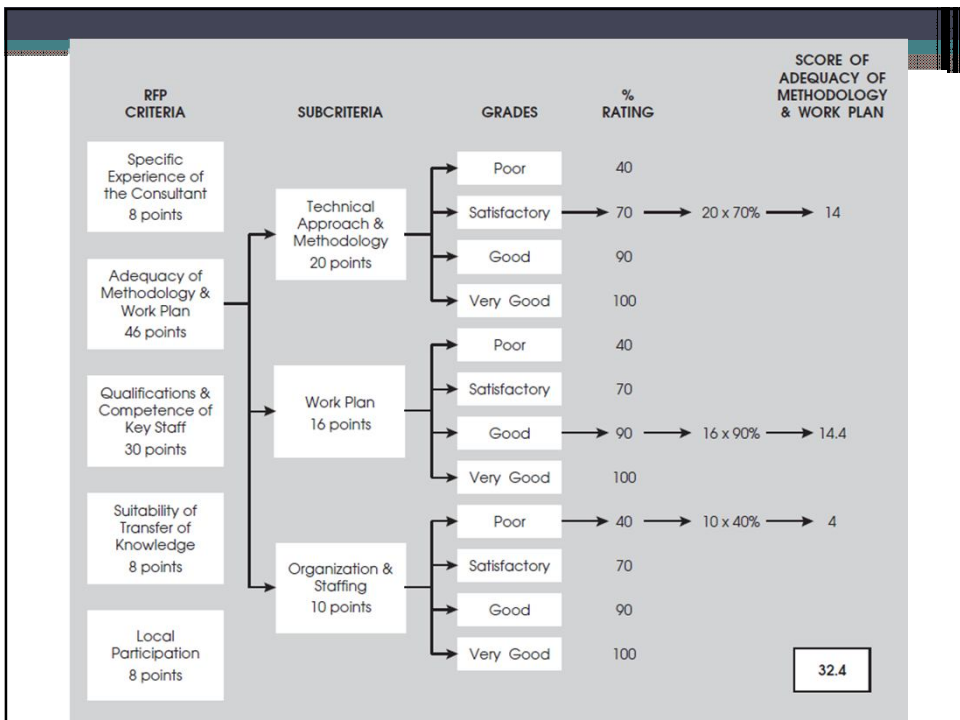
Evaluation of Technical Proposals

- Refer to handout:

CHAPTER 17 Evaluation Practices of Technical Proposals

Technical proposals for consulting services are an intellectual product; their evaluation must be based on the individual professional judgment of competent evaluators and should not be reduced to a purely arithmetical exercise. The difficulty is to ensure that this judgment is not exercised in an unreasonable or arbitrary manner. Evaluators may, either consciously or unconsciously, manipulate the points awarded to specific aspects in the evaluation for a number of reasons, including inadequate experience in the field of the assignment or in evaluating proposals of this nature.

- For the Full Technical Proposal (FTP), the criteria include the following:
- Specific experience of the consultants relevant to the assignment
 - Adequacy of the proposed methodology and work plan in responding to the TOR
 - Key professional staff qualifications and competence for the assignment
 - Suitability of the transfer-of-knowledge (capacity-building) program
 - Participation by national consultants among pro-



SAMPLE FORM OF EVALUATION REPORT

SELECTION OF CONSULTANTS



The World Bank
Washington, D.C.

October 1999