

Program offices that want to purchase consulting services must follow World Bank procedures when they expect to pay with World Bank funds. The Bank allows borrowers such as the GoB to use several different methods for selecting consultants;⁴ however, this guide discusses the Bank's preferred consultant selection method: Quality- and Cost-Based Selection (QCBS).⁵ This method is based on competition among consultants and satisfies the Bank's requirement for economy, efficiency, fairness, and transparency.

The spiral diagram on the left shows the major activities associated with the QCBS method. The time required to complete the cycle can run from several months to several years, depending upon the complexity of the assignment.

By acquiring an understanding of QCBS under World Bank requirements, consultants will be better prepared to compete for the service opportunities that arise.

⁴ The term consultant as used in this document represents individual consultants or consulting firms.

⁵ For summary information on the other consultant-selection methods allowed by the Bank, see Annex 4.

SERVICES

General Procurement Notice



United Nations Development Business

dgMarket website

Request for Expression of Interest

Local newspapers

International publications

*United Nations
Development Business*

dgMarket website



Information on Service Contract Opportunities

There are several points during development and implementation of a World Bank-financed project when information on consultant service opportunities becomes available.

Advance Information: The General Procurement Notice (GPN)

For each project funded by the Bank, the Bank requires the GoB to submit a General Procurement Notice (GPN) for publication in *United Nations Development Business*, a publication of the United Nations Department of Public Information, and Development Gateway's dgMarket website.⁶ This notice provides information about the borrower (that is, the GoB), the amount and purpose of the loan or credit, the scope of procurement, and the name and address of the agency responsible for procurement. The notice includes a brief description of the consultant services needed by the project and directs consultants interested in performing the services to submit an Expression of Interest (EOI). The GPN is updated annually for all outstanding procurement. Consultants can contact the agency identified in the GPN to obtain more information on the opportunities.

Advertisements and Specific Notice

As the need for a specific consultant service approaches, the client advertises a Request for Expression of Interest (REI) in local newspapers, Development Gateway's dgMarket website, and the *United Nations Development Business* (if the contract amount will likely exceed US\$200,000). An REI may also appear in international publications for large-value or specialized service needs.

The REI invites interested consultants to submit information so that the client can assess the consultant's overall capabilities in the field of the assignment. It includes a brief description of the services required, the implementation period for the service, and the date by which the Expression of Interest (EOI) must be submitted. It also provides information on who is issuing the REI, the source of funding, and how to obtain more information. Consultants who expressed interest in response to the GPN are provided with a copy of the REI.

Proposal
Opening

Technical Proposal
Evaluation

Financial Proposal,
Public Opening,
and Evaluation

Negotiation,
Award, and Signing
of Contract

Performance

⁶Development Gateway Market is an online resource for World Bank-financed contract opportunities.

What expertise and resources does this assignment require?



- Personnel
- Experience
- Organization



Should I Submit an Expression of Interest?

The purpose of the Request for Expression of Interest (REI) is to allow the “client” (in this case, the GoB) to establish a short list of consultants it considers qualified to provide the services requested. Consultants should carefully review the REI to assess whether they have the expertise and resources needed to perform the assignment. Consultants responding to an REI demonstrate their ability to complete the assignment by submitting relevant information on their personnel, experience, and organization. The response should address the general requirements of the assignment, but it should not be over-specific or lengthy given the large number of submissions the client must review.

Criteria Used to Select Consultants for the Short List

The client uses the following World Bank standard criteria to select consultants for the short list:

- Eligibility – Consultants must be from an eligible source country.
- Qualifications – Consultants must have the expertise, personnel, and infrastructure needed to complete the assignment.
- Geographic diversity – No more than two consultants from one country are short-listed.
- At least one consultant is from a developing country (unless qualified consultants from developing countries are not identified).

Eligibility of Consultants

Only consultants who are registered or incorporated in Bank-member countries and individuals who are nationals of Bank-member countries are eligible to compete for World Bank-financed consulting contracts.⁷ Consultants from a Bank-member country are not eligible for Bank-financed contracts in Bangladesh if:

⁷ The Bank may drop this requirement in the near future (sometime after 2003).

- The GoB prohibits commercial relations with that country.
- The GoB prohibits any payments to persons or entities in that country as an act of compliance with a decision of the United Nations Security Council.
- The Bank has declared a consultant ineligible based on corrupt or fraudulent practices in competing for or in executing a Bank-financed contract.

Finalizing the Short List

The client evaluates the Expressions of Interest to identify consultants that meet the eligibility requirements and possess qualifications for the assignment. From this pool of qualified candidates the client then selects three to six consultants it considers to be best qualified to complete the assignment. The client submits the short list to the appropriate officials at the MOHFW and the World Bank for approval.

**3 to 6 firms selected
for the short list**





Selection for the short list is based on:

- Eligibility

- Qualifications

- Geographic diversity

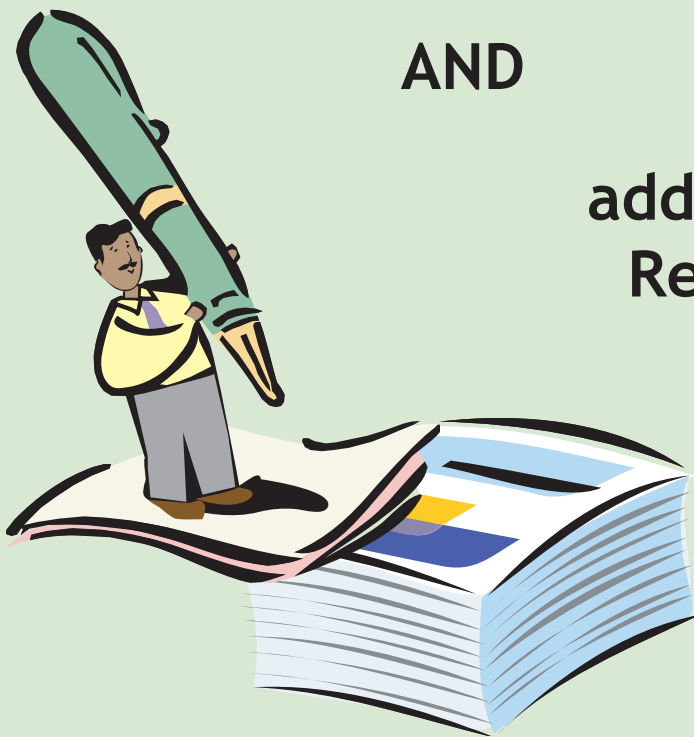
- Economic diversity

**Client modifies
clauses written
by the Bank
to suit the assignment**



AND

**adds Terms of
Reference.**

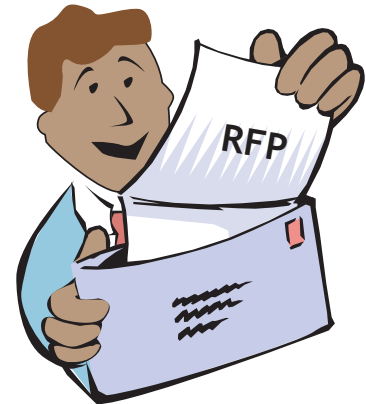


World Bank Request for Proposal

Consultants selected for the short list receive a Request for Proposal (RFP). The client (MOHFW) must use the World Bank's standard RFP document, *Standard Request for Proposals – Selection of Consultants*, when the contract will be Bank-financed. The client modifies the World Bank document to suit the assignment and adds Terms of Reference identifying the specific services required.

The RFP should include all information that short-listed consultants need to prepare and submit responsive proposals. The RFP typically includes:

- Services required (Terms of Reference)
- Names of short-listed consultants
- Consultant-selection method to be used
- Information on how to submit proposals
- Information on how and when proposals will be opened
- Criteria for evaluation of proposals
- Procedures for contract negotiation
- Terms and conditions of the future contract



Contents of the Document

The World Bank's standard RFP is designed to facilitate a fair and transparent public-sector procurement process. It contains the information, instructions, forms, and contract conditions for ensuring an equitable and effective selection process. As a result, the RFP is long and may seem confusing to consultants not familiar with its contents and structure.

World Bank Standard RFP



- | | |
|-------------------------------|------------------------------|
| 1. Letter of Invitation | 4. Financial Proposal Forms |
| 2. Information to Consultants | 5. Terms of Reference |
| 3. Technical Proposal Forms | 6. Standard Form of Contract |

There are six main sections in the World Bank's standard RFP:

Letter of Invitation

The Letter of Invitation invites consultants to participate in the selection process, reveals the names of all short-listed consultants, provides a brief description of the assignment, identifies the method of selection, and provides the list of documents included in the RFP.

Information to Consultants (ITC)

Information to Consultants (ITC) gives instructions for submitting proposals and information on proposal opening and evaluation. The ITC consists of two parts:

- The ITC standard clauses identify standard requirements for proposal submission, opening, evaluation, and award of contract. They contain World Bank wording that cannot be changed under any circumstances.
- The Data Sheet is where the client inserts information specific to the RFP. The Data Sheet modifies and expands on the ITC standard clauses, so consultants must study the two sections together to clearly understand the rules and procedures for submitting proposals, what needs to be included in a proposal, and how a winning proposal will be selected.

Technical Proposal—Standard Forms

These forms must be completed by the consultant and submitted for the technical proposal. They are discussed in more detail in the How To Prepare a Proposal section.



Financial Proposal—Standard Forms

These forms must be completed by the consultant and submitted for the financial proposal. They are discussed in more detail in the How to Prepare a Proposal section.

Terms of Reference (TOR)

The Terms of Reference provide a complete description of the services required to fulfill the assignment. This part of the RFP traditionally includes:

- Background information that will help a consultant prepare a realistic proposal.
- Objectives of the assignment.
- Scope of services describing the tasks to be performed.
- Training requirements (when needed).
- Reports and time schedule.
- Any data, local service, personnel, or facilities that the client will provide.

Standard Form of Contract

This form is a sample document that becomes the contract between the client and the consultant. It consists of two parts:

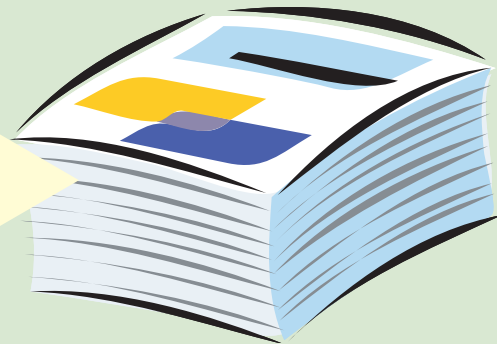
- The General Conditions of Contract (GCC) are clauses pertaining to payments, obligations, risks, rights, and performance. The World Bank establishes these clauses, and the client inserts them into the proposal document without making any changes.
- Special Conditions of Contract (SCC) are clauses that work like the Data Sheet in that they modify or add to the Bank's standard clauses—in this case the GCC clauses. Consultants should read the two sections together to understand the applicable contract terms and conditions.

The Standard Form of Contract will also include appendices and annexes, which will vary with each RFP, depending upon the type and estimated value of the contract. Annex 5 has a list of contract appendices and annexes that are included with the RFP. After negotiations with the selected consultant, the completed appendices and annexes become part of the contract.



Can we meet the requirements and conditions mentioned in the RFP?

Eligibility
Performance
Contract
Procedures



Should I Submit a Proposal?

Before deciding whether to prepare a proposal, the consultant should thoroughly review the RFP to determine if he or his firm can meet the technical, commercial, and contractual conditions identified in the RFP. Key questions for the consultant to ask during the decision process are:

- Do we meet the eligibility requirements identified in the Information to Consultants section?
- Can we meet the performance requirements and delivery schedules identified in the Terms of Reference section?
- Can we accept the contract terms identified in the General and Special Conditions of Contract sections?
- Do we understand the procedures and rules for submitting proposals as identified in the Information to Consultants and Data Sheet sections?

The World Bank RFP document is elaborate, and it is necessary to understand how it is organized. It is important, therefore, for the consultant to read the RFP in its entirety before preparing a proposal. A consultant who does not read the Information to Consultants and Data Sheet in conjunction with one another might conclude that they are in conflict and not know how to proceed. This is also true for the General and Special Conditions of Contract.

Clarification of RFP Document

After studying the RFP, the consultants may request in writing clarification from the client if they find:

- Any ambiguity, omission, or internal contradiction.
- Any feature of the Terms of Reference or other conditions is unclear.
- Any feature of the Terms of Reference or other conditions appears discriminatory or restrictive.
- The criteria and method for selecting the winning consultant are not clear.

If **one**
short-listed
consultant asks...



all short-listed
consultants receive
an explanation.

The client will respond in writing to a request for clarification it receives no later than 30 days before the deadline for submission of proposals. The client sends written copies of the response (including an explanation of the inquiry that does not identify the inquirer) to all short-listed consultants.

Preproposal Conference

The client may arrange a preproposal conference at which short-listed consultants meet to seek clarifications on the RFP and procedures. The client will send minutes of the conference and any information, clarification, correction of errors, or modifications of the RFP generated during the conference to those who attend and to any short-listed consultant not attending the conference. The client must send the information in time for consultants to modify and submit their proposals before the deadline for receipt of proposals.

The opportunity for
short-listed consultants
to ask questions



Amendment of the RFP

The RFP may need to be amended after being issued (but before proposal opening). Most amendments are the result of:

- Questions from short-listed consultants that indicate a general misunderstanding on a topic.
- Mistakes discovered in the original documents, such as inconsistency between sections of the RFP.
- Revisions to an original plan—for example, a modification to the Terms of Reference.



To correct or clarify information, the client sends an official amendment to all short-listed consultants. The proposal submission deadline might be extended to allow consultants time to address the amendments.

Conflict of Interest

The consultant must ensure that submitting a proposal does not create the possibility of a conflict of interest, which in general terms is a situation in which a consultant provides biased professional advice to a client to obtain an undue benefit for himself.

Paragraph 1.9 of the World Bank's *Guidelines: Selection and Employment of Consultants by World Bank Borrowers* (January 1999) states, "Consultants shall not be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out their assignment in the best interest of the Borrower." An example would be manipulating an initial study so that the next phase of the assignment requires skills only the consultant can provide, which would deprive the client of the benefit of competition.



Technical

Forms 3A – 3H

Financial

Forms 4A – 4F



How to Prepare a Proposal

If review of the RFP determines that the consultant has the experience, personnel, and infrastructure needed to complete the assignment, the consultant prepares a formal proposal response. Key issues in proposal preparation follow.

Can I Submit an Alternative Solution?

Depending upon the nature of the assignment, consultants have flexibility to propose creative solutions that they believe will best meet the Terms of Reference requirements and the client's overall needs. However, if the proposal does not respond to the important aspects of the Terms of Reference, the client will consider it unsuitable and reject it.

**Creative solutions
are OK!**



Language of the Proposal

Proposals and all other correspondence and key documents relating to the proposal must be written in the language specified in the Information to Consultants Data Sheet. Printed literature and supporting documents may be provided in another language if the relevant passages have been translated into the language specified in the Data Sheet.

Period of Validity

Proposals must be valid for the period specified in the RFP. The time period is based on the client's need to evaluate the proposals, review the award recommendation with the Bank, and obtain the necessary GoB approvals.

When the client is unable to complete this process within the validity period, it must request in writing the consultant's consent for an extension. If a consultant grants the extension request, it cannot be required, nor permitted, to modify its proposal in any other way.

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Documents Constituting the Proposal

The RFP provides standard forms for the technical and financial proposals that the consultant must complete. These completed forms, described below, constitute the consultant's technical and financial proposals, which are submitted to the client.

Technical Proposal—Standard Form

Form 3A. Technical Proposal Submission Forms

This cover letter for the technical proposal confirms that, if selected, the consultant will negotiate on the basis of the staff proposed and that the proposal will be binding, subject to any changes made during contract negotiation. This form is submitted on the consultant's letterhead and is signed by an authorized officer of the consultant firm.

Form 3B. Firm References

The consultant provides a brief description of related services performed for a different client and contact information for the client.

Form 3C. Comments and Suggestions by Consultants on Terms of Reference and Data, Services, and Facilities to be provided by the Client.

The consultant identifies any potential problems or suggests revisions to the proposed Terms of Reference and support provided by the client.

Form 3D. Description of Methodology and Work Plan for Performing the Assignment

The consultant describes the approach it will take to completing the Terms of Reference.

Form 3E. Team Composition and Task Assignments

The consultant identifies the key individuals who will work on the assignment.



Form 3F. Format for Curricula Vitae (CV) for Proposed Professional Staff

The consult uses these forms to provide information (qualifications, education, and experience) on the key personnel proposed for the assignment.

Form 3G. Time Schedule for Professional Personnel

The consultant identifies the number of months key personnel will work on specific activities.

Form 3H. Activity (Work) Schedule

The consultant identifies the length of time required to complete each major activity.

Financial Proposal—Standard Forms

Form 4A. Financial Proposal Submission Form

This cover letter for the financial proposal states the total cost of the proposal and confirms that the financial proposal will be binding, subject to any changes made during contract negotiation. It also discloses any commissions or gratuities paid or promised to agents in connection with the proposal or contract execution. This form is submitted on the consultant's letterhead and is signed by an authorized officer of the consultant firm.

Form 4B. Summary of Costs

The consultant identifies the proposal's subtotal costs, local taxes, and any different currencies that are part of the financial proposal.

Form 4C. Breakdown of Price per Activity

The consultant breaks out the cost for each major activity into separate summary categories for remuneration, reimbursables, and miscellaneous expenses.

Form 4D. Breakdown of Remuneration per Activity

The consultant further breaks down the remuneration per activity by providing the rate and level of effort for regular staff, local staff, and consultants.

Form 4E. Reimbursables per Activity

The consultant identifies the proposed reimbursable expenses per activity, including travel, subsistence allowances, and local transportation costs.

Form 4F. Miscellaneous Expenses

The consultant identifies the miscellaneous expenses (communication, equipment, software) projected for each activity.

Appendices and Annexes

The consultant completes, as required, the appendices or annexes included with the RFP. Annex 5 of this document has information on appendices and annexes required for each Standard Form of Contract.

Signatures and Copies

The consultant must prepare an original and the number of copies of the proposal indicated in the Data Sheet, clearly marking each “original” or “copy” as appropriate. The original and the copy or copies must be typed or written in indelible ink and signed by the consultant or another person or persons duly authorized to bind the consultant to the contract. Except for unattended printed literature, all pages of the proposal must be initialed by the person (or persons) who signed the proposal.



Originals and copies of the proposal

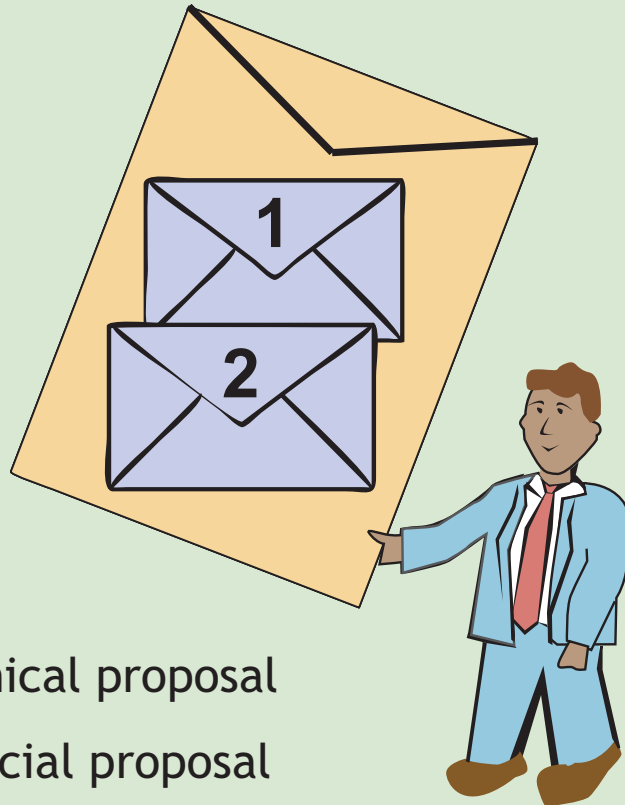


must be signed by the consultant!

Frequent Mistakes Reported on Proposal Preparation

The MOHFW procurement personnel and World Bank procurement staff in Dhaka have reported that many proposals they receive for World Bank-financed consulting contracts are improperly prepared. Annex 6 contains information on common mistakes consultants make in preparing proposals.

Two-Envelope System



1. Technical proposal
2. Financial proposal

How to Submit a Proposal

Sealing and Marking Proposals

The procedure for submitting proposals will depend upon the consultant-selection method the client has chosen. The Quality- and Cost-Based (QCBS) method uses a “two-envelope” system in which separate technical and financial proposals are required. Under this selection method the consultant submits proposals in separate, sealed envelopes – one marked “Technical Proposal” the other marked “Financial Proposal: Do not open with Technical Proposal.” The consultant seals these individual envelopes in a single outer envelope marked “Do not open, except in presence of evaluation committee” and forwards the packet to the agency designated in the RFP.

Deadline for Proposal Submission

Proposals received by the client are stored, unopened, in a secure location until the date and time announced in the RFP document. Proposals received after the submission deadline are disqualified and returned to the consultant unopened.



Proposals received after the submission deadline are rejected and returned unopened to the consultant.

Modifying and Withdrawing Proposals

Consultants may modify or withdraw proposals before the submission deadline. No proposal can be modified after the deadline. Envelopes containing a modification or withdrawal must be submitted to the client appropriately marked – that is, “WITHDRAWAL” or “MODIFICATION.”

Cost of Preparing Proposals

Consultants bear all costs associated with preparing and submitting their proposals.

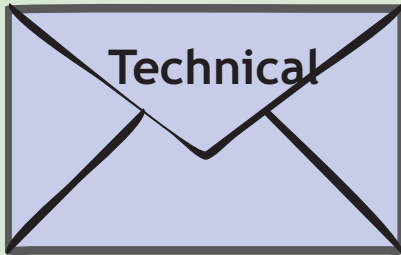
Proposal
Opening

Technical Proposal
Evaluation

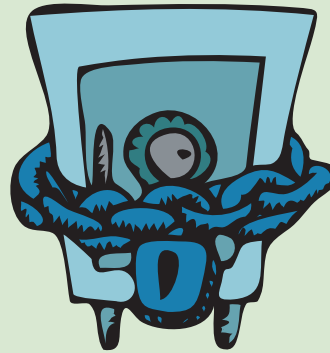
Financial Proposal,
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Performance



Technical proposal
forwarded for technical
evaluation



Financial proposal stored
in secure location for
later public opening

Proposal Opening

At the time and place designated in the RFP, the client opens the outer envelopes submitted by the short-listed consultants. Each envelope contains separate, sealed technical and financial proposals. The opening committee records the submissions and confirms that both technical and financial proposals are present. Next, it arranges for the financial proposals to be stored in a secure location for a later public opening. A technical evaluation committee proceeds to evaluate the technical proposals.

Communication after Proposal Opening

Consultant

From the time of proposal opening to the time of contract negotiation, any consultant that wishes to contact the client on any matter related to its proposal should do so in writing. Any effort by a consultant to influence the proposal evaluation or contract award decisions may result in the rejection of the consultant's proposal.

Client

During the technical and financial evaluation period, the client may ask the consultant for a clarification of its proposal. Both the request and the response must be in writing. No change in price or substance of the proposal will be sought, nor can it be offered or permitted, except to address arithmetic errors identified by the client.

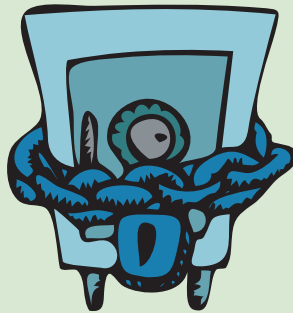
Confidentiality

Information relating to the examination, clarification, and evaluation of proposals will not be disclosed to consultants or any other persons not officially involved with the process.

Technical Committee Evaluates Proposals for:



- Experience
- Workplan
- Key staff
- Training
- Participation of nationals



**No access to
financial proposals!**



Technical Proposal Evaluation

A technical evaluation committee evaluates the technical proposals without access to corresponding financial proposals. The committee is appointed by the MOHFW and includes some members with expertise in the service being requested.

Evaluation Criteria

In compliance with World Bank requirements, technical proposals are evaluated against the following criteria:

- Consultant's experience
- Quality of the workplan
- Qualifications of key staff
- Training of local staff (when required)
- Participation by nationals in the assignment

The World Bank has established a scoring system for proposals in which the client allocates 100 points among each of the above criteria based on the criteria's importance to the successful outcome of the assignment. Evaluation criteria and allocated points are identified in the RFP Data Sheet. The Data Sheet also identifies the minimum number of points required to pass the technical evaluation.

Evaluation Process

The technical evaluation process consists of each committee member separately evaluating technical proposals and assigning points based on how well he thinks the proposal meets the criteria established in the RFP. A final technical score for each proposal is established by averaging the scores from the reviewers.

Proposal
Opening

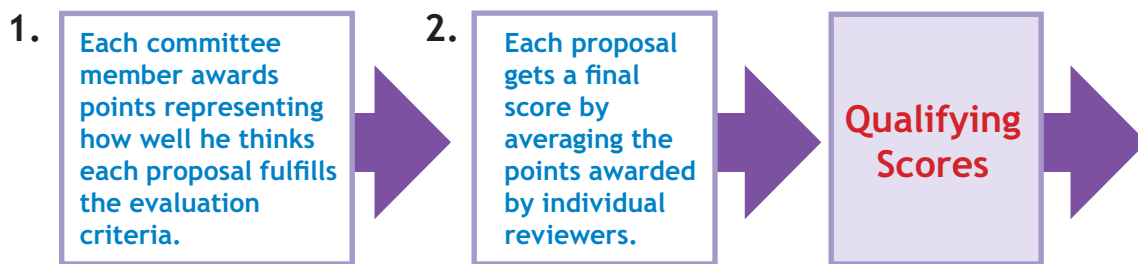
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The committee rejects any technical proposal that fails to meet the minimum qualifying technical score identified in the Data Sheet. It also rejects any proposal considered to be nonresponsive to the important aspects and requirements of the Terms of Reference.



Approval of Technical Evaluation

After completing the technical evaluation, the committee prepares a technical evaluation report that ranks the technical proposals and summarizes the selection process. The report is submitted to the World Bank for review if necessary. If the Bank finds that the technical evaluation report is satisfactory, it provides its “no objection.” Following this, the client arranges a public opening of financial proposals from consultants whose technical proposals met the minimum qualifying technical score.

Major Criteria for Technical Proposal Evaluation (and Suggested Point Range)

Consultant's relevant experience for the assignment
(5-10 points)

Quality of the methodology proposed (workplan)
(20-50 points)

Qualifications of the key staff proposed
(30-60 points)

Transfer of knowledge (training)
(0-10 points)

Participation by nationals in assignment
(0-10 points)

Committee Announces



- Name of the consultant
- Score from technical evaluation
- Price offered

Committee Calculates

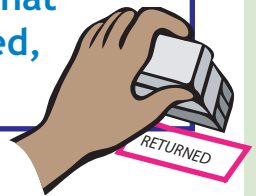


- Financial score
- Total score

Financial Proposal, Public Opening, and Evaluation

The client notifies consultants whose technical proposals received qualifying scores of the date, time, and place for the public opening of their financial proposals. Those consultants not receiving a qualifying technical score are informed that their financial proposals will be returned, unopened, upon completion of the selection process. The MOHFW appoints a committee to open and evaluate the financial proposals. At the public opening, a committee member reads aloud the name of the consultant, the consultant's technical score, and the proposed price. This information is recorded in the meeting minutes, which are signed by committee members and any consultants present.

Consultants whose technical proposals do not meet the minimum qualifying technical score are notified that their financial proposals will be returned, unopened, after the selection process is completed.



Financial Evaluation

The financial evaluation committee calculates an “evaluated cost” for each proposal. The “evaluated cost” is not necessarily the submitted price; other factors are considered and assigned a value, if necessary. The committee corrects any mathematical errors, estimates the cost of items that were omitted, and converts the price to a common currency, if necessary.

Once evaluated costs are established, the committee calculates a financial score for each proposal using the formula identified in the Data Sheet section of the RFP. Most often, the proposal with lowest evaluated financial cost receives the highest numerical score for the financial evaluation. The proposal with the next lowest evaluated cost receives the second highest score, and so forth.

Combining Technical and Financial Evaluations

Proposal
Opening

Technical Proposal
Evaluation

Financial Proposal,
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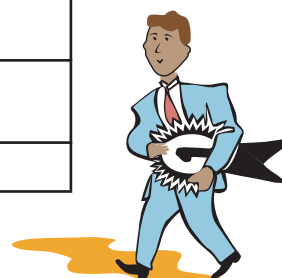
Performance

The client adjusts, or “weights,” technical and financial scores based on the technical complexity of the assignment and the importance of quality in performing the assignment. The relative weights assigned to the technical and financial proposals are identified in the Data Sheet.

The financial evaluation committee combines the weighted technical and financial evaluation scores to determine the total weighted score for each proposal. The proposal receiving the highest weighted combined score is recommended for the contract award.

And the winner is...

| | Score | Weight | Weighted Score |
|-------------------------|-------|--------|----------------|
| Technical Proposal | 90 | 70% | 63 |
| Financial Proposal | 100 | 30% | 30 |
| Combined Weighted Score | | | 93 |



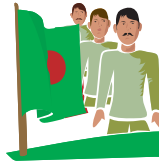
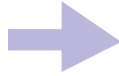
Approval of Award Recommendation

The purchasing office prepares a report recommending a contract award and submits it to appropriate GoB officials for approval. Both the first- and second-ranked consultants are usually approved in case negotiations with the first-ranked consultant fail to reach agreement on a contract. When the estimated contract price is over the Bank’s prior review threshold, the final evaluation and award recommendation report is also submitted to the World Bank for its “no objection.”

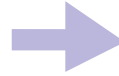
Consultant Evaluation Report Review



**Financial Evaluation
Committee**



**MOHFW
Evaluation Committee
or appropriate
GoB officials**



World Bank

Proposal
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Technical Proposal
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Performance



Contract Negotiation

Recommended consultant
and client address:

Terms of Reference

Work plan

Staffing

Contract terms and
conditions



Negotiation, Award, and Signing of Contract

Contract Negotiation

The client invites the consultant recommended by the evaluation committee and approved by the GoB authority to participate in contract negotiations. During negotiations, the parties discuss and clarify Terms of Reference, methodology and proposed staffing, and terms and conditions of the contract. The Terms of Reference are often revised during negotiations, although substantial revisions are not allowed because they could affect the quality of the final product, the cost of the assignment, and the relevance of the evaluation process. When both parties agree to the Terms of Reference, methodology, and staffing, the agreements are incorporated into a Description of Services, which becomes part of the contract.

Negotiations usually produce some revision to the original Terms Of Reference; however, substantial alterations are not allowed because that could affect the quality of the final product, the cost, and the relevance of the evaluation process.

Negotiation of financial matters depends upon the consultant selection method and proposed contract type. For example, when price is a factor in the selection process, as it is in the Quality- and Cost-Based Selection (QCBS) methods, there may be no negotiation of unit rates. If negotiations with the selected consultant fail, the client notifies the Bank of the situation and of its intention to begin negotiating with the second-ranked consultant.

Financial Arrangements

Depending upon the scope of work, the level of complexity of the assignment, and the proposed contract type, payments to consultants can be made at regular intervals or upon receipt of agreed outputs. The client and consultant agree on payment terms and amounts, schedule of payments, and procedures during negotiations. For an advance payment, the consultant must usually provide the government with a bank guarantee for an amount equal to or slightly greater than the advance.

Client and consultant agree upon:

- Payment terms and amounts

- Schedule of payments

- Payment procedures

Contract Approval

The appropriate GoB committee must review and approve negotiated contracts, and when requested, the World Bank provides its “no objection.” After the World Bank gives its no objection, the authorized representatives of the GoB and the consultant jointly sign the contract. The contract binds both parties to the activities in the negotiated Terms of Reference and the contract terms and conditions. Following contract signature, the client notifies the other consultants who submitted proposals in writing that they were unsuccessful and returns their financial proposals unopened.

Both parties sign approved contract.



Consultant



GoB
Representative

Proposal
Opening

Technical Proposal
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Public Opening,
and Evaluation

Negotiation,
Award, and Signing
of Contract

Performance

Consultant Responsibilities



Contract tasks

Milestones

Deliverables

Performance

The consultant implements the assignment according to the workplan, timeline, and other requirements agreed to in the contract. The client monitors the progress of work and the schedule for deliverables. The client also monitors performance to determine when changes to the scope of work, permitted within the contract, might be needed.

Consultants must strive to meet scheduled milestones or other contract requirements for performance. When a consultant does not meet contract requirements, the client notifies the consultant and requests corrective measures in writing. The consultant must respond in writing, providing the reason for its failure to perform and the steps it will take to comply with the request. A consultant that does not respond may be subject to disciplinary measures by the client. For example, the client can withhold payment until the deficiencies are corrected, start legal proceedings against the consultant, place the consultant on probationary status, or exclude it from consideration for future service contracts. Mistakes or incomplete work on the consultant's part must be remedied at no cost to the client according to the terms and conditions of the contract.

Completing the Assignment

Upon completing the assignment, the consultant prepares a draft final report identifying its conclusions and recommendations. The consultant is responsible for the technical integrity and objectivity of its recommendations. The draft report is submitted to relevant parties for comment, including the Bank, if asked for. The consultant collects and addresses these comments in the final report. When the consultant has completed the assignment and provided all deliverables, and the client has acknowledged completion and receipt and approval of deliverables, the client releases final payment to the consultant.

