

- services, facilities, and other inputs to be provided by the borrowing country;
- outputs, e.g., reports, drawings, etc., required from the consultants.

The Terms of Reference may also contain some or all of the following:

- a list of attachments, which can include a draft contract, a sample curriculum vitae, and supplementary information on what the borrowing country expects to find in the proposal;
- site visits that must be made and the names of key officials that consultants should contact when visiting the project country;
- details of the selection procedures to be followed. These will specify whether price will be considered in the technical evaluation or not;
- an estimate of the consultant person-months required, or the budget for the assignment, or the estimated cost of the facility to be designed;

- details and status of any relevant external financing or cofinancing;
- the number of other firms being invited to submit proposals (names are sometimes provided);
- the nature of the financial or other information that the selected firm must provide during contract negotiations;
- information on relevant local laws affecting the consultant contract;
- the method for submitting the proposal, i.e., whether a two-envelope system is being used;
- information on how to respond to the RFP, the time allowed for submission of proposals, and the period for which the consultants' proposals (including personnel and price) are to remain valid; and
- a statement concerning potential conflict of interest. For example, consulting firms that are hired on a particular project cannot supply their own equipment or construction services to the same project.

Evaluation of Proposals

Two types of approaches are used by borrowing countries when evaluating proposals from consultants: technical evaluation, and technical evaluation with price consideration. With either approach, quality, both of the key personnel and of the work to be provided by the consulting firm, is the most important factor in consultant selection.

Technical Evaluation

If this approach is followed, three aspects of a proposal are generally considered:

- the qualifications and competence of the proposed personnel;
- the firm's experience in relation to the assignment; and
- how adequate the proposed work plan and approach are in relation to the Terms of Reference.

The relative importance of each of

these factors varies with the type of assignment. Each is typically given a numerical rating. For most assignments, personnel considerations are a key factor.

When the proposed personnel are evaluated, three areas of each curriculum vitae are examined closely:

- general qualifications: This includes education, training, types of positions held, publications, memberships, etc.;
- qualifications specific to the project: This involves a detailed consideration of past experience as it relates to the current assignment; and
- experience in the region: This includes linguistic ability and experience in similar developing countries.