



Rated Criteria Playbook

**A Practitioners Guide for the
Use of Rated Criteria in Procurement**

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This Playbook provides context for the use of rated criteria in the Proposal evaluation process. It is a practical guide for Borrowers who are implementing Investment Projects Financed (IPF) by the World Bank.

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Introduction

What are Rated Criteria?

Rated criteria, also referred to as merit point criteria (MPC), are non-price factors that are considered when evaluating Proposals. These factors assess the non-price aspects of a Proposal. Rated criteria are designed to address the specific risks, opportunities, issues, and quality factors in a procurement. Contracts are awarded based on the optimal balance of quality and cost that represent the best value for money (VfM). Examples of non-price factors include:

- Quality of methodology and work plan
- Performance, capacity, and functionality
- Key personnel
- Environmental and social risks and impacts
- Capacity building
- Supply chain assurance

Rated criteria may be considered for use in circumstances which may include the following:

- i. Where **price cannot or should not be the sole determining factor** for award (e.g., the assessment of the balance between cost and quality is desired to achieve VfM);
- ii. When the **scope of the contract is complex** (e.g., information and communication technology, textbooks, custom-designed equipment or plant, or sophisticated infrastructure such as water supply tunnel, elevated railway, and desalination plant);
- iii. To **enable the ranking of technical Bids** (e.g., for purposes of comparing and identifying the differences between technical Proposals);
- iv. When **there is a need to evaluate solutions that exceed the requirements** or when **alternative or innovative solutions are allowed**;
- v. Where **certain aspects of Bids are not quantifiable** or cannot be expressed in monetary terms;
- vi. Where the Borrower has identified **value-add in using rated criteria over lowest evaluated Bid**; and
- vii. For certain **non-routine, Non-consulting Services** (e.g., delivery of health care services that are best procured through a procedure similar to the quality- and cost-based selection procedure used for the recruitment of consulting firms).

Effective use of rated criteria may generate many benefits, including:

- **Increased efficiency and reduction in procurement time** – Use of rated criteria increases the likelihood of participation by and award of contracts to reputable contractors and suppliers, contributing to the efficient implementation of the contract.

- **Reduction in risk and improvement in quality** – Rated criteria place greater emphasis on quality and successful procurement outcomes which increases the level of attractiveness to reputable contractors and suppliers. Use of rated criteria that are suitable to the specifications will reduce contract implementation risks.
- **Delivery of value for money** – Use of rated criteria that are well designed and fit-for-purpose will deliver better VfM. Rated criteria allow better consideration of (i) trade-offs between costs and quality, (ii) sustainability, including environmental and social factors, and (iii) a healthy supply chain.
- **To improve fit-for-purpose** – Rated criteria should be designed and implemented to reflect the specific needs of the contract to be procured. The process of developing rated criteria facilitates a better understanding of key aspects to consider in the evaluation process that are needed for the success of the project. These aspects include personnel experience and qualifications, materials and systems, construction, sustainability, and operations and maintenance.
- **Improvement in fairness and transparency** – Use of clearly defined rated criteria that are appropriate to the complexity of the procurement give reputable contractors and suppliers confidence that they will be treated fairly and transparently.

Rated Criteria Within the Pacific

Based on the analysis of EAP Region future procurement activities, the following five (5) subsectors and category combinations are likely to be early adopters of rated criteria.

1. Road Construction – Works
2. Water Supply – Works
3. ICT – Goods and Non-consulting Services
4. Facilities Construction – Works
5. Renewable Energy (Solar) – Works

Rated Criteria Best Practices

This section of the Playbook provides key information and best practices for the use of rated criteria within The World Bank's procurement process. Practical guidance is also provided within the framework of The World Bank and EAP Region strategies and focus areas in terms of sectors, subsectors, and categories.

In the case of an RFP process, an initial selection step, which includes the evaluation of both qualification and rated criteria, is used to determine which Contractors will be invited to submit an RFP. Once submitted, the most advantageous Proposal is determined to be that which is substantially responsive and has the highest combined technical and financial evaluation scores. The figure below summarizes the steps to determine the most advantageous Proposal using rated criteria.



Figure 1: Example of the Evaluation of RFPs Using Rated Criteria

For international competitive procurements, Borrowers are required to use The World Bank's SPD templates. This range of templates covers the most common selection methods (e.g. RFB, RFP) and procurement categories (Goods, Works, Non-consulting and Consulting Services).

Rated Criteria Considerations and Selection

In order to properly select rated criteria, a complete understanding of the procurement requirements, knowledge of the market landscape of available technical solutions, and knowledge of best procurement practices in the particular sector / subsector / category are required. Effort should be made to keep the number of selected rated criteria at a minimum and criterion should be identified and drafted in a manner that is as objective as possible.

To achieve VfM, rated criteria may include a range of factors including:

- i. **Quality** – Evaluation of quality using a methodology to determine the degree to which the Goods, Works, Non-consulting Services or Consulting Services meet or exceed the requirements;
- ii. **Risk** – Criteria that mitigate the relevant assessed risk;
- iii. **Sustainability** – Criteria that take into account stated economic, environmental, and social benefits in support of the project objectives, and may include the flexibility of the Proposal to adapt to possible changes over the life-cycle; and / or
- iv. **Innovation** – Criteria that allow assessment of innovation in the design and / or delivery of the Goods, Works, Non-consulting Services, or Consulting Services and that give Bidders the opportunity to include, when appropriate, in their Bids / Proposals, solutions that exceed the requirements or alternative solutions that could deliver better VfM.

The context of the procurement activity will also contribute to which criteria are important and should be prioritized and weighted in the evaluation.

- **Country Context** – Understanding the operational environment in the Borrowing country can provide useful context for procurement activities. For example, geographic supply chain constraints, sustainability policies or capacity building needs.
- **Project Development Objective (PDO)** – The PDO provides a clear and concise statement of the intended results that a project is expected to achieve, and it serves as a guiding framework for project design, implementation, and evaluation.
- **Project Procurement Strategy for Development (PPSD)** – The PSD will identify risks and issues that may be addressed through the use of rated criteria including the market and supply chain risks, the operational context or previous experience.
- **Environmental and Social Impact Assessment (ESIA)** – ESIA identifies social and environmental risks and mitigation measures that must be included in project design and in contracts.

After gaining a complete understanding the context of the procurement, rated criteria and other evaluation criteria can be developed. The subsections below provide examples of rated criteria that can be used as a starting point for consideration when developing criteria for Goods, Works, and Non-consulting Services. Borrowers should tailor the selected criteria to the specific requirements of each individual procurement.

Works

Water / Sanit / Waste – Water Supply

Rated Criteria	Measure
Pipeline design	Distribution pipeline location and routing
Pipe laying	Quality of proposed plan to lay pipes
Pipe construction	Pipe welding and joining
Household connections	Methodology of household connections
Meter box design	Quality of proposed meter box construction and installation techniques
Meter box features	Quality of instrumentation, control, and automation
Disposal of non-hazardous materials	Quality of plan to handle and dispose of non-hazardous pipe materials
Disposal of hazardous materials	Quality of plan to handle and dispose of hazardous pipe materials (e.g. asbestos cement)
Disposal of disturbed soil	Quality of plan to handle and dispose of soil material from excavations
Traffic management	Quality of traffic management plans during pipe removal and laying activities

Table 1: Potential Rated Criteria for the Procurement of Water / Sanit / Waste – Water Supply (Works)

Goods

ICT – Information Systems

Rated Criteria	Measure
Client interface	Quality of direct entry interface (e.g., access through standard web browser or application)
Presentation style	Quality of user experience (UX) and user interface (UI)
Presentation language	Number of languages that can be selected for presentation of information
Currency support	Range of currencies in which the system can facilitate transactions
Operational simplicity	Simplicity of the system for average users (minimal resources and skills are needed)
Ease of use	Ability to navigate the system with simple clicks
Export features	Variety of ways and file types that can be exported (e.g., Microsoft Office documents, Excel spreadsheets, csv files, etc.)
Customization	Ability for individual users to customize layout and appearance
Workflow toolset	Quality of workflow within the system
Reliability	System downtime for maintenance or unexpected failures
Performance	Quality of technical infrastructure;
Intrusion prevention/ anti-hacking	Approach to internet security, anti-virus protection, etc.

Table 2: Potential Rated Criteria for the Procurement of ICT – Information Systems (Goods)

Transportation – Ships / Vessels

Rated Criteria	Measure
Construction conditions	Quality of shipyard for vessel construction
Vessel range	Vessel fuel efficiency and speed capabilities
Passenger comfort	Quality of passenger facilities and voyage comfort
Cabin design	Quality of cabin design and size of cabins
Shipboard systems	Extent of Capacities of shipboard systems
Passenger safety	Safety and operability of passenger to workboat transfer method
Crane design	Suitability of crane design
Physical space for passenger movement	Extent of corridor widths and quality of passenger access
Vessel delivery	Quality of vessel delivery options
Crew training	Quality and accessibility of training for vessel crew

Table 3: Potential Rated Criteria for the Procurement of Transportation – Ships / Vessels (Goods)

Non-consulting Services

Transportation – Transportation Services

Rated Criteria	Measure
Safety record	Number of accidents in the past 5 years
Communication	Number of languages that drivers speak
Diversity of staff	Percentage of staff who are diverse, women, and/or disabled
Size of vehicle fleet	Number of vehicles available for service
Quality of vehicle fleet	Count of vehicle fleet by types (sedan, van, SUV) and vehicle age
Sustainability	Percentage of vehicles in the fleet that are electric vehicles

Table 4: Potential Rated Criteria for the Procurement of Transportation – Transportation Services (Non-consulting Services)

Sustainable Public Procurement (SPP)

Pacific countries will each have their own priority focus areas for SPP. The use of rated criteria enables these SPP priorities to be assessed in the evaluation process. Criteria relating to SPP may include environmental factors (e.g. green, greenhouse gasses [GHG], life cycle costing [LCC], carbon taxes, pollution penalties, etc.), economic factors (e.g. development of small and medium sized enterprises (SMEs), use of local labor and materials, etc.), and social factors (e.g. gender inclusion and non-discrimination etc.). Below are some SPP examples that may be considered for rated criteria in a procurement.

Rated Criteria	Measure
Prevention of pollution	<ul style="list-style-type: none"> • Corporate environmental policy or an environmental management system (ISO 14001 or equivalent). • Proper use, storage, movement and disposal of environmentally hazardous materials and chemicals. • Air emissions generated from operations to be characterized, monitored, controlled or/and treated (e.g., volatile organic compounds, aerosols, corrosives, particulates, and ozone depleting substances, etc.). • Solid waste management strategy and reporting on waste generated/recycled/etc. • Waste water management and prevention.
Sustainable resource use	<ul style="list-style-type: none"> • Commitment to use of officially recognized eco-labels or equivalent schemes that promote sustainable resource use. • Design and production to use recycled, recyclable, biodegradable, re-used, reusable, renewable or compostable materials.
Climate change mitigation and adaptation	<ul style="list-style-type: none"> • Regular and public reporting on greenhouse gas emissions. • Use of low-carbon/energy-efficient technologies, minimum energy performance, and low power mode equipment. • Degree that Bidder commits to energy-efficient and clean transportation and logistics arrangements. • Degree that Bidder commits to carbon offsetting of emissions during production.
Human rights and labor issues	<ul style="list-style-type: none"> • Adherence to the Universal Declaration of Human Rights and the fundamental principles and rights at work as referred to in ILO's core conventions. • Bidder will abide by relevant industry's collective labour agreements. • Health and safety management system (e.g., ISO 18001 or equivalent). • Certifications that verify adherence to socially acceptable working conditions (e.g., SA8000 certification or equivalent). • Ethically or fairly traded goods (e.g., Fairtrade certification or equivalent).
Social inclusion of persons with disabilities	<ul style="list-style-type: none"> • Ensure accessibility for persons with disabilities. • Requirements for vendors to be disability inclusive.
Gender issues	<ul style="list-style-type: none"> • Reserved minimum portion of contracted labour opportunities for women. • Demonstrated commitment to integrate gender mainstreaming in the project's approach and personnel structure.
Local communities, MSMEs and supplier diversity	<ul style="list-style-type: none"> • Reserved minimum portion of contracted labor opportunities for local communities. • Source the main elements for the product or service locally. • Reserved procurement opportunity (lot, subcontract, or entire tender) open only to vendors qualifying as a local MSME.
Promoting sustainability throughout the supply chain	<ul style="list-style-type: none"> • Degree to which all sustainability requirements of the Bidder flow to its tier 2 suppliers. • Degree to which Bidder's subcontractors are identified pre-engagement; subcontracts can be approved by the Borrower.

Table 5: SPP Requirements for Consideration as Rated Criteria

Prioritization of Rated Criteria

Rated criteria should be prioritized and weighted according to their relative importance in meeting the requirements of the procurement. The importance of the rated criteria can be determined based on their relevance to the PDO and the country context. It is typical for the criteria to be prioritized and weighted in such a manner that the total weight / maximum score of all criteria is 100 points or 100%. An example of criteria prioritization and weighting for a Works road construction procurement is shown in the table below.

Technical Factors	Max Score
A. Proposed Works	15
1. To what extent the Proposed Works meet the Employer’s Requirement	15
B. Value Addition	10
2. To what extent the Proposal adds value in terms of performance, functionality and/or O&M costs	10
C. Approach and Methodology	75
3. Design Methodology	10
4. Construction Management Strategy	10
5. Method Statement for Key Construction Activities	8
6. Code of Conduct	5
7. Work Program	8
8. Contract personnel Organization Chart	5
9. Key Personnel Qualifications and Resource Schedule	8
10. Risk Assessment	5
11. Key Equipment Strategy	8
12. Mobilization Schedule	8
Total	100

Table 6: Example Criteria Prioritization and Weighting for a Works Road Construction Procurement

A prioritization matrix is a tool that can help Borrowers with prioritization and weighting. An example of a prioritization matrix is shown in the figure below. The World Bank’s Procurement Guidance on Evaluation Criteria should be referenced for more information on use of the prioritization matrix.

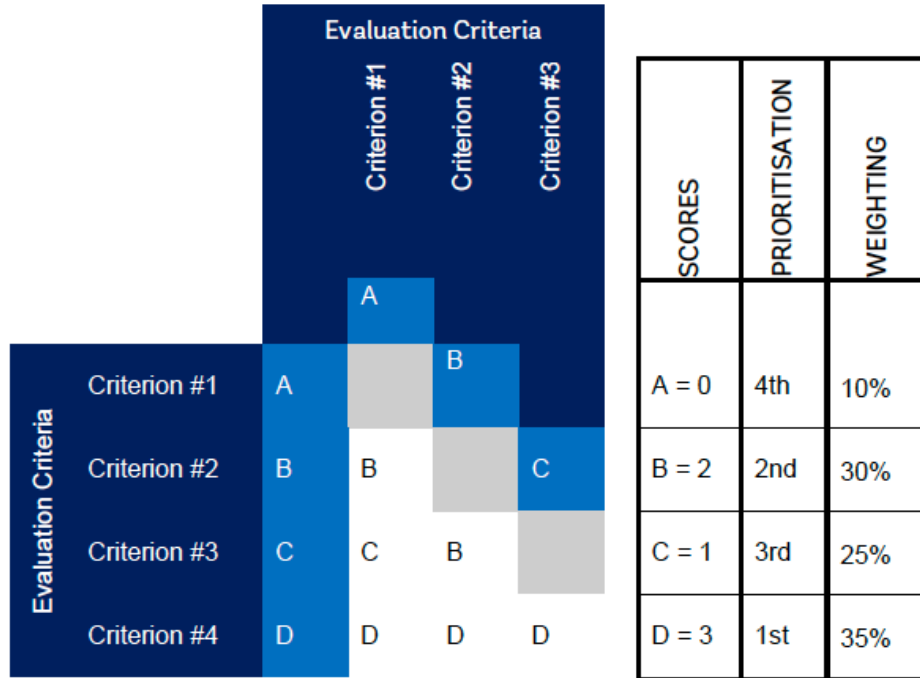


Figure 2: Example of a Prioritization Matrix

Evaluation and Scoring

Technical to Price Ratio

The appropriate technical to price ratio depends on the weight that Borrowers place on technical requirements versus price. Some general considerations for determining the ratio are described below.

- i. Higher technical to price ratio (e.g. 90:10 to 60:40)
 - a. The borrower puts more premium on quality rather than price.
 - b. Bidders are likely to propose solutions that exceed the Borrower’s technical requirements.
 - c. Generally, applies to complex and higher cost procurements.
- ii. Lower technical to price ratio (50:50 to 10:90)
 - a. The Borrower puts an equal or higher premium on price over quality.
 - b. The Borrower’s national legislation mandates contract award to the lowest evaluated Bidder.
 - c. Bidders are likely to structure their Bid to meet the minimum requirements.
 - d. Generally, applies to basic / non-complex and lower cost procurements.

The Supply positioning model provides a tool to categorize individual procurements based on their relative supply risk and value within the project. Activities should be assessed in terms of the following supply risk factors:

1. Borrower skills and previous experience in procuring and managing this type of contract;
2. Difficulty of specifying, or the uniqueness of the contract requirements;
3. Competitiveness of the market and the number of potential suppliers in the market;
4. Contract implementation risks; and
5. Criticality of the contract to project delivery and PDOs.

The combined assessment of these supply risk factors should be categorized, rated (from low to high) and ranked. Next, the relative cost estimate of each contract should be calculated as a percentage of the total project cost. A relative cost of 1% or greater is generally considered to separate ‘Tactical Acquisition’ and ‘Tactical Advantage’. The Supply positioning matrix is shown in the figure below.

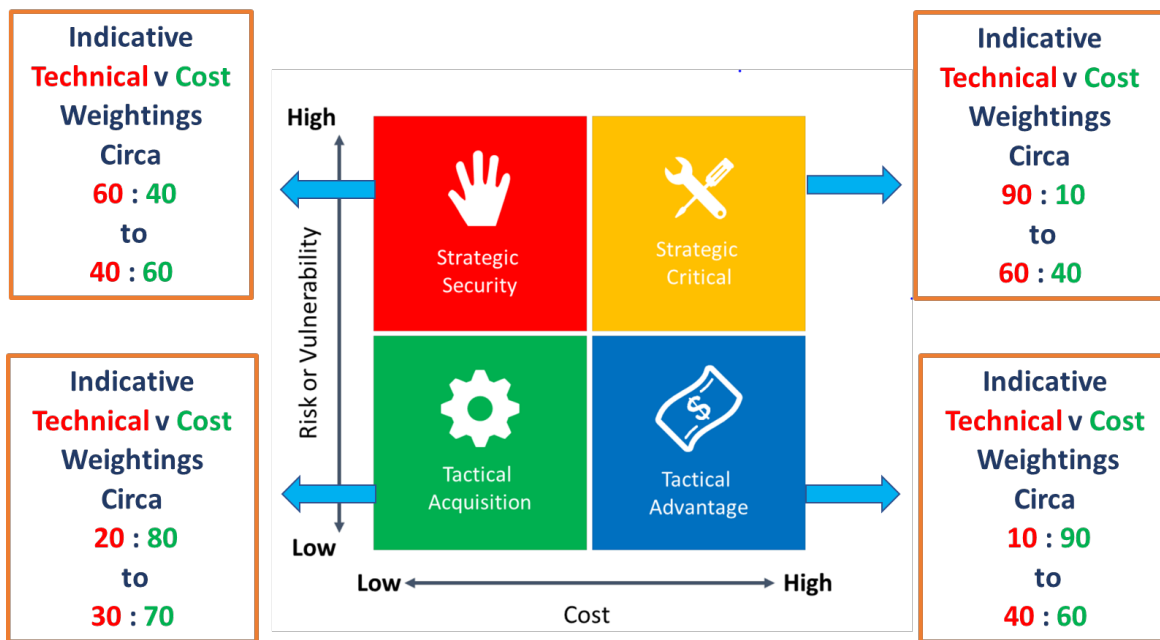


Figure 3: Supplier Positioning Matrix

Mapping contracts in the Supply positioning matrix will place the contract in one of the four named quadrants. Contracts that fall into the ‘Tactical Acquisition’ or ‘Tactical Advantage’ quadrants have a relatively low level of supply risk and therefore require proportionately less effort relating to managing risk. Contracts that fall into the ‘Strategic Security’ or ‘Strategic Critical’ quadrants have a relatively high level of supply risk and therefore require a greater level of risk management through the procurement process. The table below presents the range of technical to price ratios for each quadrant in the supply positioning matrix.

Quadrant of Supply Positioning Matrix	Description	Technical to Price Ratio Range
Strategic Critical	High Risk / High Value	60:40 to 90:10
Strategic Security	High Risk / Low Value	40:60 to 60:40
Tactical Advantage	Low Risk / High Value	10:90 to 40:60
Tactical Acquisition	Low Risk / Low Value	20:80 to 30:70

Table 7: Supplier Positioning Matrix Technical to Price Ratio Ranges by Quadrant

Technical Evaluation and Scoring

Evaluation and scoring of technical criteria should be conducted to assess factors such as technical merit, quality, risk, and other relevant factors. Objective comparison of the Proposals will be improved by the creation of a scoring system that uses score descriptors that provide a benchmark for evaluators to consistently score Proposals. The table below provides an example scoring scale from 1 to 5, and correspondingly, 20% to 100%.

Rating	Score or Rank	Description of Rating of Scores
Excellent Submission (100%)	5	Significantly exceeds the requirements. Exceptional demonstration by the Bidder showing it has the relevant experience, the 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 (80%)	4	Marginally exceeds the requirements. Above average demonstration by the Bidder showing that it has the relevant experience, the ability, understanding, skills, and resources required to deliver the project on time. Good supporting evidence is provided.
Satisfactory Submission (60%)	3	Satisfies the requirements. The Bidder has demonstrated that it has the relevant experience, the ability, understanding, skills, and resources required to deliver the project on time. Sufficient supporting evidence is provided.
Poor Submission (40%)	2	The submission does not fully meet the requirements and the Bidder has not sufficiently demonstrated that it has the relevant experience, ability, understanding, skills, and resources necessary to deliver the project on time. Insufficient supporting evidence is provided.
Unacceptable Submission (20%)	1	Feature is absent and/or omitted. Does not comply and/or provides scarce information to demonstrate that the Bidder has the ability, understanding, experience, skills, and resources required to deliver the project on time.

Table 8: Example Scoring Scale and Descriptors

The table below shows an example of scoring of a road construction procurement with Proposals from three (3) Bidders. Scoring should be conducted independently by each evaluator with individual scores being averaged to obtain the reported scores for each Bidder. Note that the table below contains only a subset of all technical factors that should be evaluated and scored.

Technical Factors	Max Score	Bidder A Score	Bidder B Score	Bidder C Score	High Score
A. Proposed Works	15	4	3	5	5
1. To what extent the Proposed Works meet the Employer’s Requirement	15	4	3	5	5
B. Value Addition	10	4	4	3	4
2. To what extent the Proposal adds value in terms of performance, functionality and/or O&M costs	10	4	4	3	4

Table 9: Example Scoring for a Road Construction – Works Procurement

After all technical criteria have been scored across all Proposals, a weighted score for each criterion can be calculated using the following formula.

$$\text{Weighted Technical Score} = \frac{T}{T_{high}}w$$

Where:

T = Technical score awarded

T_{high} = Technical score achieved by the Proposal with the highest score

w = Assigned weight or maximum score for the criteria

The following table shows weighted scoring for the example road construction – Works procurement.

Technical Factors	Max Score	Bidder A Score	Bidder B Score	Bidder C Score	High Score
A. Proposed Works	15	12	9	15	5
1. To what extent the Proposed Works meet the Employer’s Requirement	15	$\frac{4}{5} * 15 = 12$	$\frac{3}{5} * 15 = 9$	$\frac{5}{5} * 15 = 15$	5
B. Value Addition	10	10	10	7.5	4
2. To what extent the Proposal adds value in terms of performance, functionality and/or O&M costs	10	$\frac{4}{4} * 10 = 10$	$\frac{4}{4} * 10 = 10$	$\frac{3}{4} * 10 = 7.5$	4
Subtotal	25	22	19	22.5	---

Table 10: Example Weighted Technical Scoring for a Road Construction – Works Procurement

Price Evaluation and Scoring

Any Proposal that scores higher than the minimum technical score for financial evaluation should then have a price evaluation per the equation below.

$$Price\ Score = \frac{C_{low}}{C} w$$

Where:

C = Proposal cost

C_{low} = Value of Proposal with the lowest cost

w = Assigned weight of cost

The table below shows price scores for the example road construction – Works procurement. For this example, the technical to price ratio is **50:50**.

Price Factor	Bidder A	Bidder B	Bidder C	Low Score
Total Price	10M	12.5M	11M	10M
Price Score	$10M/10M * 50\% = 50\%$ or 50	$10M/12.5M * 50\% = 40\%$ or 40	$10M/11M * 50\% = 45\%$ or 45	---

Table 11: Example Weighted Price Scoring for a Road Construction – Works Procurement

Combined Technical and Price Scores

The Proposal with the highest combined technical and price score will be assessed as the most advantageous Proposal. The combined score is calculated per the equation below.

$$B \equiv \frac{C_{low}}{C} X + \frac{T}{T_{high}} (1 - X)$$

Where:

C = Evaluated Proposal price

C_{low} = Lowest of all evaluated Proposal prices

T = Total technical score awarded for Proposal

T_{high} = Highest technical score achieved by all Proposals

X = Weight of the price per the technical to price ratio

Returning to our example procurement, the combined score calculation is shown in the table below. For this example, the technical to price ratio is **50:50**.

	Bidder A	Bidder B	Bidder C
Technical Score	88	90	92
Weighted Technical Score	88*50% = 44	90*50% = 45	92*50% = 46
Price Score	10M/10M*50% = 50% or 50	10M/12.5M*50%= 40% or 40	10M/11M*50% = 45% or 45
Total Score	94	85	91

Table 12: Example Weighted Price Scoring for a Road Construction – Works Procurement

After technical and price evaluations, Bidder A has submitted the most advantageous Proposal.

Rated Criteria Case Studies

The following case studies were assembled and developed to illustrate how rated can be implemented across sectors, subsectors, and categories. These case studies serve as high-level examples of how rated criteria can be determined and prioritized.

Case Study #1: Road Construction – Works

Project Name: Southeastern Corridor Road Project

Project Development Objective

The project aims to support the Recipient’s efforts to enhance road connectivity for residents living along selected sections of the Road Corridor, and to improve institutional capacity to manage the road sector.

Total Project Value: US\$ 101.23M

Activity Cost Estimate: US\$ 53.77M

Activity Description

Rehabilitation of 61km section of road using Design Build and Transfer (DBT) Contract.

Description of Procurement

The 61km section of the road corridor is being developed under the Design Build and Transfer model and involves development of two-lane highway with paved shoulders, several cross-drainage structures (culverts, bridges over streams and rivers) and one rail over bridge. The project extends the recently constructed road on that route that used an Output and Performance-Based Road Contract (OPRC). The difference between these two contracts is that the maintenance phase is not included in the current contract.

Procurement Strategy

1. International competitive bidding using single-stage two envelope RFP, with Initial Selection.
2. Market competition is well understood from the previous OPRC contract and international firms from Asia, Europe, and North America are expected to compete.
3. Key Environmental and Social Impact Assessment risks that are within the control of the contractor will be factored into the rated evaluation criteria.
4. Engagement with the local contractors will be encouraged to promote domestic market development for follow-on works and maintenance activities.

PPSD Considerations

The key risk areas identified in the PPSD to be addressed through the selection criteria are as follows:

1. **Market Complexity and Competitiveness** – The road construction market is capable and competitive with international bidders throughout the world who serve the

- African market. Market outreach prior to publication of the Specific Procurement Notices (SPN) will ensure the market is briefed prior to bidding to optimize participation. JV or subcontracting with local firms will be encouraged to build local market capacity.
2. **Delivery and Supply Security** – Security of materials supply to ensure programme delays are avoided; E&S site security considerations are a concern for Government, and the client will aim to minimize the impact on the local community and environment.
 3. **Borrower Experience, Capacity and Capability** – The Implementing Agency (Ministry of Public Works) has relatively low capacity, inexperience on Bank-financed projects and has not used rated criteria before. Rated criteria are not within the national procurement regulations.
 4. **Sustainability (Environment, Economic, Social)** – The country is highly vulnerable to environmental degradation and the effects of climate change. Gender inequality compounds the country's larger socio-economic disparities, as women from poor households and vulnerable communities face severely limited economic opportunities and endure worse human development outcomes.

Environmental and Social Impact Assessment Considerations

- Avoid damage to any part of the environment (soil, plants, animals, human resources and settlements) as far as possible; if damage cannot be avoided, then mitigate or compensate for the damage.
- Pollution to air, soil or water and danger (illness or injury) from the delivery and handling of hazardous materials (including bitumen, mixed asphalt, fuels, lubricants and cement) at project camps, workshops, plants and construction sites.
- Operate a waste management strategy based on principles of reduction, recovery, recycle and reuse.
- Monitor and control the habitats of malaria vectors.
- Issue and enforce policy statements on adherence to the country's law regarding sexual exploitation (including minors and prostitution) and gender-based violence.
- Give priority to local men and women in labor crews, and those who used to earn livelihoods on land in the right of way.
- Ensure full physical separation of the public from working sites.

Other Relevant Information

- Residents, businesses, and transport service companies located along the rehabilitated corridor and in adjacent areas will benefit from access to a climate-resilient all-weather paved road.
- The project implementation is expected to generate local employment for mostly unskilled laborers, and on-the-job training opportunities for construction workers at a variety of skill levels.

Technical to Price Ratio

The risk factors from the PPSD were rated as follows. The overall procurement risk rating is considered **HIGH**.

#	Risk Factors	Risk Rating
1	Market Complexity and Competitiveness	High
2	Delivery and Supply Security	High
3	Borrower Experience, Capacity and Capability	Medium
4	Sustainability (Environment, Economic, Social)	High
Overall Risk Rating		High

Table 13: Risk Factors and Ratings

The relative value of the procurement with respect to the overall project is:

$$\frac{US\$ 53.77M}{US\$ 101.23M} = 53\%$$

Based on the risk, the value profile of the activity Supply Positioning is considered **Strategic Critical**. Therefore, the suggested technical to price ratio for this procurement is **60:40 (Technical: Price)**.

Potential Project-Specific Rated Criteria

The following table presents potential rated criteria and corresponding weights based on identified areas of high procurement risk and key findings from the ESIA that are within the bidder’s control to manage. Within the 60% technical weighting, the weighting for rated criteria is 30% while other categories of technical criteria (Skills and experience of key experts, Proposed methodology, Value engineering, etc.) which are not rated, account for the remaining 30% of the total criteria weighting.

Technical Factors	Measure	Type of Criteria	Weight
A. Proposed Works	See SPD	See SPD	10
B. Value Addition	See SPD	See SPD	10
C. Approach and Methodology	See SPD	See SPD	10
D. Project Specific Rated Criteria			30
1. Use of local firms for skilled & unskilled labor and to build local capacity for follow-on work	% of labor cost from local market	Performance	6
2. Participation of women in the local workforce	% of local workforce that are women	Performance	5
3. Environmental strategy that minimizes disturbance of existing plants, animals, and settlements	<ul style="list-style-type: none"> Quality of strategy and degree to which environmental concerns are addressed Total acreage of land that will be disturbed for construction 	Performance	5
4. Waste management strategy based on principles of reduction, recovery, recycle and reuse	<ul style="list-style-type: none"> % of contract value with zero waste % of contract value to be recycled or removed 	Performance	4
5. Strategy for handling hazardous materials	Quality of plans to deal with hazardous materials and minimize environmental impacts	Performance	4
6. Site security plans	<ul style="list-style-type: none"> Degree to which site security concerns are addressed Time that materials sit unused in work areas 	Performance	3
7. Worker health and safety plan	Quality of health and safety plan that addresses local health (e.g. malaria) and gender (e.g. gender-based violence) issues	Performance	3
Total			60

Table 14: Potential Project Specific Rated Criteria

Case Study #2: Energy Transmission and Distribution – Works

Project Name: National Transmission Modernization Project

Project Development Objective

The project aims to increase the availability, reliability and efficiency of selected segments of the national transmission system.

Total Project Value: US\$ 536.33M

Activity Cost Estimate: US\$ 42.08M

Activity Description

Design, Supply, Installation, Testing and Commissioning of a 500kV power substation.

Description of Procurement

The proposed power substation will be constructed in a remote village. The facilities to be developed are a converter station to convert incoming power to an alternating current and a grid station for further dispersal of power to the national grid. The facilities will be built in an area of 145 acres (about 59 ha), which is currently under agriculture use, and the 9 km transmission lines associated with the grid station will also be built in agriculture land.

Procurement Strategy

1. International competitive bidding using single-stage two envelope RFP.
2. The market is competitive with international firms from Asia and Europe expected to compete. The global market for Supply and Installation (S&I) and Engineering, Procurement and Construction (EPC) contracts is growing in emerging markets.
3. Key Environmental and Social Impact Assessment risks that are within the control of the contractor will be factored into the rated evaluation criteria.

PPSD Considerations

Key risk areas are included in the list below with corresponding findings.

1. **Project Management and Decision Making** – Complex internal processes and coordination among departments inhibit streamlined decision-making on design and the procurement process.
2. **Transformer Supply** – Delivery reliability is impacted by transportation, compliance with specifications, quality, testing, raw materials, and major global events (e.g., hurricanes, earthquakes). Lead times could extend beyond 20 months and up to five years in extreme cases if the manufacturer has difficulties obtaining any key material inputs.
3. **Equipment Repair** – Vendors may have difficulty securing personnel or facilities to repair damaged power transformers within the country.
4. **Quality Inspections** – It is expensive to travel overseas for quality inspections and to witness factory acceptance testing.
5. **Local Workforce** – Challenge of maintaining experienced, well-trained in-house workforce that is able to address power transformer procurement and maintenance

issues. Lack of investment in health and education creates and under skilled domestic labor market.

Environmental and Social Impact Assessment Considerations

- Concerns for air quality from emissions of construction related traffic and machinery; clearing of these trees and crops from agriculture land is expected to release greenhouse gases.
- Lack of proper drainage for rainwater/liquid harms the environment in terms of water and soil contamination and mosquito growth.
- Audible noise and exposure to electromagnetic fields can harm local communities.
- There are opportunities for local residents to apply for employment as unskilled and skilled construction workers. Contractor will be recommended to employ local workers and technicians to the extent possible.

Other Relevant Information

- The Implementing Agency has experience managing projects funded by the donor community.
- The energy sector in the country lacks commercial discipline, operational effectiveness, and sufficient investment.

Technical to Price Ratio

The risk factors from the PPSD were rated as follows. The overall procurement risk rating is considered **HIGH**.

#	Risk Factors	Risk Rating
1	Project Management and Decision Making	High
2	Transformer Supply	High
3	Equipment Repair	Medium
4	Quality Inspections	Low
5	Local Workforce	High
Overall Risk Rating		High

Table 15: Risk Factors and Ratings

The relative value of the procurement with respect to the overall project is:

$$\frac{US\$ 42.08M}{US\$ 536.33M} = 8\%$$

Based on the risk, the value profile of the activity Supply Positioning is considered as **Strategic Critical**. Therefore, the suggested technical to price ratio for this procurement is **60:40 (Technical: Price)**.

Potential Rated Criteria

The following table presents potential rated criteria and corresponding weights based on identified areas of high procurement risk and key findings from the Environment and Social Impact Assessment that are within the bidder’s control to manage. Within the 60% technical weighting, the weighting for rated criteria is 40% while other categories of technical criteria (Skills and experience of key experts, Proposed methodology, etc.) which are not rated, account for the remaining 20% of the total criteria weighting.

Technical Factors	Measure	Type of Criteria	Weight
A. Other Criteria			20
B. Project Specific Rated Criteria			40
1. Transformer sourcing	Quality of plan to source transformers	Performance	7
2. Equipment quality, deficiencies, and repair	<ul style="list-style-type: none"> Quality of plan to address any quality deficiencies # of days to repair/replace deficient equipment 	Performance	6
3. Ability to use local workforce for capacity development	<ul style="list-style-type: none"> % of labor cost from local market Number of laborers who will receive skills/trade training during the project 	Performance	6
4. Waste management strategy based on principles of reduction, recovery, recycle and reuse	<ul style="list-style-type: none"> % of contract value with zero waste % of contract value to be recycled or removed 	Performance	6
5. Environmental strategy that minimizes disturbance of existing plants, animals, and settlements	Quality of strategy and degree to which environmental concerns are addressed	Performance	5
6. Greenhouse gas emissions	<ul style="list-style-type: none"> Quantity of greenhouse gases released Quality of plan to minimize the release of greenhouse gases 	Performance	5
7. Drainage and runoff of water	Quality of drainage control plans including engineering design	Performance	3
8. Noise and electromagnetic fields	Quality of design to minimize audible noise and exposure to electromagnetic fields	Performance	2
Total			60

Table 16: Potential Project Specific Rated Criteria

Case Study #3: Information and Communications Technology – Goods

Project Name: Customs Modernization Project

Project Development Objective

The project aims improve the efficiency of the Bureau of Customs and reduce trade costs.

Total Project Value: US\$ 104.38M

Activity Cost Estimate: US\$ 48M

Activity Description

Development and implementation of a core Customs Processing System (CPS) by appointing a turnkey supplier.

Description of Procurement

Development and implementation of a core CPS by appointing a turnkey supplier. The CPS system will be largely built on commercial off the shelf software (COTS) solutions to provide a robust platform on which to develop the core functionality customized to the specific operating environment in country. The CPS will include the following features: trade management and registration; declaration creation, submission and processing; cargo inspection; duty suspense regimes; duty payment and accounting; clearance & release; integrated tariff management; risk management, including the use of big data analytics; and periodic and on-demand reporting. The development of the CPS will include the ability to receive, process and reconcile information (e.g. licenses and permits) from other agencies.

Procurement Strategy

1. International competitive bidding using two-stage two-envelope RFP process.
2. The supplier market for CPS is global and robust with turnkey suppliers who can supply COTS solutions.
3. Engagement with the supply market early and often in the procurement process to encourage market leader participation and to solicit feedback on technical and functional requirements.

PPSD Considerations

The key risk areas identified in the PPSD to be addressed through the selection criteria are as follows:

1. **Project Management and Decision Making** – Complex project with numerous components across BOC divisions could inhibit design and implementation.
2. **Institutional Capacity and Sustainability** – Institution does not have the sustained capacity to implement and manage project and perform key functions such as bid evaluation.
3. **Market Solution Risk** – Complex procurement with many high-value components may confuse and limit markets ability to provide optimal solutions.

4. **System Compatibility** – The CPS must be compatible with other systems including the Back-Office System.
5. **System Development Timeline** – Procurements of systems can take nine (9) to eighteen (18) months to complete.

Environmental and Social Impact Assessment Considerations

- Potential environmental impacts are classified as Category B; the occupational health and safety hazards and level of waste generated from construction are relatively low.

Other Relevant Information

- The CPS should facilitate business continuity under a reduced workforce, so that the country can continue to trade under restrictions such as the ones faced under COVID-19.
- The procurement authority has engaged the market over the past five (5) years including a prior procurement attempt to procure a CPS in 2015 that failed.

Technical to Price Ratio

The risk factors from the PPSD were rated as follows. The overall procurement risk rating is considered **HIGH**.

#	Risk Factors	Risk Rating
1	Project Management and Decision Making	High
2	Institutional Capacity and Sustainability	High
3	Market Solution Risk	Medium
4	System Compatibility	Medium
5	System Development Timeline	High
Overall Risk Rating		High

Table 17: Risk Factors and Ratings

The relative value of the procurement with respect to the overall project is:

$$\frac{US\$ 48M}{US\$ 104.38M} = 46\%$$

Based on the risk, the value profile of the activity Supply Positioning is considered **Strategic Critical**. Therefore, the suggested technical to price ratio for this procurement is **70:30 (Technical: Price)**.

Potential Rated Criteria

The following table presents potential rated criteria and corresponding weights based on identified areas of high procurement risk and key findings from the ESIA that are within the bidder’s control to manage.

Technical Factors	Measure	Type of Criteria	Weight
A. Project Specific Rated Criteria			70
1. Project management capabilities	Quality of the project management plan / Program Management Office (PMO) to address country capacity limitations	Performance	15
2. Ability to meet CPS requirements	<ul style="list-style-type: none"> • Number of system requirements that can be met by the COTS system • Number of system requirements that can be met by system with modifications 	Performance	15
3. Suitability of proposed product to CPS requirements	% of total cost required for system customization	Performance	10
4. CPS compatibility	Extent to which the CPS is compatible with existing systems or those in development	Performance	10
5. Implementation schedule	Number of months from for system design and implementation	Performance	5
6. Customization	Number of features/modules that are customizable	Performance	5
7. CPS efficiency	<ul style="list-style-type: none"> • Estimated length of time to process a customs transaction • Number of clicks/steps necessary to process a customs transaction • Number of staff required to run and manage the system 	Performance	5
8. Training	Suitability and timeline of training program	Performance	5
Total			70

Table 18: Potential Project Specific Rated Criteria

Case Study #4: Renewable Energy Hydro – Works

Project Name: Extension Hydropower Project

Project Development Objective

The project aims to facilitate a sustainable expansion of the Borrower 's electricity generation capacity.

Total Project Value: US\$ 914M

Activity Cost Estimate: US\$ 369M

Activity Description

Modification of tunnel intake, Construction of power house, Supply, Installation and Commissioning of penstocks including execution of related Civil Works.

Description of Procurement

This procurement primarily covers civil works required for the Project, including constructing the power house that would house the power plant, and a penstock connecting an existing tunnel to the power units. It would also include modifications to the tunnel intake by constructing a raised intake on the upstream side of the dam that would connect to the existing tunnel. The intake of a nearby tunnel is of similar shape. Therefore, modifications to the nearby tunnel's intake would be carried out concurrently due to ease in construction and economy of scale in building intake modification structures for both tunnels at the same time. The construction of the raised intake would prolong the life of the power house operation and safeguard against intake closure because of sudden movement of sediment.

Procurement Strategy

1. International competitive bidding using two-stage two envelope RFP, with Initial Selection.
2. Market competition is well understood with international firms expected to compete.
3. Key Environmental and Social Impact Assessment risks that are within the control of the contractor will be factored into the rated evaluation criteria.
4. The Procuring Authority has experience with acquisitions of similar size, scope, and complexity.

PPSD Considerations

The key risk areas identified in the PPSD to be addressed through the selection criteria are as follows:

1. **Project Size** – Due to the large size of the contracts to be awarded under this Project, efficiency and transparency in procurement and financial management is considered to be a challenge, as in most projects of similar size and complexity.
2. **Asset Management Plan** – Up to 2,500 workers and a large fleet of construction vehicles and equipment are necessary to complete this project. Coordination of these assets is critical.
3. **Ability to Meet Project Schedule** – A critical challenge is to execute the construction

works according to the planned schedule without any impact on the operation of the dam.

4. **Insufficient Release of Irrigation Water** – Potential impact of insufficient release of irrigation water, especially during the critical period of May- June could be shortages of irrigation water in agriculture further downstream with reduced crop yields and risk of soil salinity and other problems.

Environmental and Social Impact Assessment Considerations

- The hydropower plant will be installed on an existing dam with an existing tunnel, which reduces the exposure to the many social and environmental challenges often associated with large dam projects.
- Environmental impacts are primarily limited to the construction period, and they would be temporary and reversible in nature.
- A high level of excavated material will be generated by the Project. In addition, high levels of solid and sewage waste may be generated per day at the workers camps during the peak construction period.
- Water safety concerns exist as chemicals, cement, and solids used in construction activities in the tunnels might accidentally be spilled in the reservoir and/or the water downstream of the dam and affect aquatic flora and fauna.
- The project implementation is expected to generate local employment for mostly unskilled laborers, and on-the-job training opportunities for construction workers at a variety of skill levels.

Other Relevant Information

- From a technical point of view, the Works included in this Project are not overly complex or extraordinarily challenging. A similar undertaking was previously completed at the dam.

Technical to Price Ratio

The risk factors from the PPSD were rated as follows. The overall procurement risk rating is considered **HIGH**.

#	Risk Factors	Risk Rating
1	Project Size	High
2	Project Management Plan	Medium
3	Ability to Meet Project Schedule	High
4	Insufficient Release of Irrigation Water	Medium
Overall Risk Rating		High

Table 19: Risk Factors and Ratings

The relative value of the procurement with respect to the overall project is:

$$\frac{US\$ 369M}{US\$ 914M} = 40\%$$

Based on the risk, the value profile of the activity Supply Positioning is considered **Strategic Critical**. Therefore, the suggested technical to price ratio for this procurement is **60:40 (Technical: Price)**.

Potential Project-Specific Rated Criteria

The following table presents potential rated criteria and corresponding weights based on identified areas of high procurement risk and key findings from the ESIA that are within the bidder’s control to manage. Within the 60% technical weighting, the weighting for rated criteria is 30% while other categories of technical criteria (Skills and experience of key experts, Proposed methodology, Value engineering, etc.) which are not rated, account for the remaining 30% of the total criteria weighting.

Technical Factors	Measure	Type of Criteria	Weight
A. Other Criteria			30
B. Project Specific Rated Criteria			30
1. Project schedule	Project schedule facilitates on time delivery of the Project	Qualification	---
2. Asset management plan	Quality of asset management plan which coordinates: <ul style="list-style-type: none"> • Migration and utilization of workers • Import and use of construction vehicles and equipment 	Performance	8
3. Water safety during construction	Quality of plan to: <ul style="list-style-type: none"> • Ensure sufficient flow of irrigation water • Minimize contamination of water in reservoir and downstream of dam 	Performance	8
4. Waste management strategy based on principles of reduction, recovery, recycle and reuse	<ul style="list-style-type: none"> • % of contract value with zero waste • % of contract value to be recycled or removed 	Performance	5
5. Use of local firms for skilled & unskilled labor and to build local capacity for follow-on work	% of labor cost from local market	Performance	5
6. Strategy for handling hazardous materials	Quality of plans to deal with hazardous materials and minimize environmental impacts	Performance	4
Total			60

Table 20: Potential Project Specific Rated Criteria

Case Study #5: Renewable Energy Solar – Goods

Project Name: Regional Solar Energy Project

Project Development Objective

The project aims to increase solar power generation and access to electricity in a particular region of the country.

Total Project Value: US\$ 105M

Activity Cost Estimate: US\$ 10.8M

Activity Description

Reduce the country's carbon footprint through the development of solar energy. Support independent power producers to develop 400 MW of new solar power capacity. Help gain knowledge and experience in developing solar photovoltaic (PV) schemes on and around public buildings.

Description of Procurement

Procurement and installation of 20 MW of distributed solar PV systems and associated energy management systems on rooftops and other available space on and around public sector buildings.

Procurement Strategy

1. International competitive bidding using single-stage two envelope RFP.
2. Market competition is robust with solar panel manufacturers and installers located locally and throughout Asia, Europe, and North America.
3. Key Environmental and Social Impact Assessment risks that are within the control of the contractor will be factored into the rated evaluation criteria.

PPSD Considerations

The key risk areas identified in the PPSD to be addressed through the selection criteria are as follows:

1. **Capacity Constraints** – There is limited capacity to manage the installation of solar panels and associated systems.
2. **Supply Constraints** – Global trade and supply-chain frictions have resulted in an acute shortage of solar PV equipment across the world, abruptly slowing the rate of solar PV installation.
3. **Supply Security** – Security of materials supply in country to ensure programme delays are avoided.
4. **Warranty Provisions** – Equipment must come with warranties that cover the cost of repairs or replacement. The range of coverage should include manufacturer's equipment warranty, power production warranty, and labor warranty.

Environmental and Social Impact Assessment Considerations

- Activities can cause air, soil, and water contamination, noise generation, and blockage of building access routes.
- Many of the government buildings are old, so solar panel installation on rooftops can

potentially damage the buildings. Appropriate construction design and methodology will be employed to ensure that the building, its roof, its water pipes, and its electric wiring are not damaged.

- Rooftop solar power generation will result in permanent loss of roof space. This loss could be important for some government buildings where the rooftop is sometimes used for miscellaneous uses such as living shacks for guards and other employees.
- Key health and safety risks include injuries caused by moving machinery and vehicles, falling objects, falling from heights, and electrocution.

Technical to Price Ratio

The risk factors from the PPSD were rated as follows. The overall procurement risk rating is considered **HIGH**.

#	Risk Factors	Risk Rating
1	Capacity Constraints	High
2	Supply Constraints	High
3	Supply Security	Medium
4	Warranty Provisions	Medium
Overall Risk Rating		High

Table 21: Risk Factors and Ratings

The relative value of the procurement with respect to the overall project is:

$$\frac{US\$ 10.8M}{US\$ 105M} = 10\%$$

Based on the risk, the value profile of the activity Supply Positioning is considered **Strategic Critical**. Therefore, the suggested technical to price ratio for this procurement is **60:40 (Technical: Price)**.

Potential Project-Specific Rated Criteria

The following table presents potential rated criteria and corresponding weights based on identified areas of high procurement risk and key findings from the ESIA that are within the bidder’s control to manage. Within the 60% technical weighting, the weighting for rated criteria is 40% while other categories of technical criteria (Skills and experience of key experts, Proposed methodology, Value engineering, etc.) which are not rated, account for the remaining 20% of the total criteria weighting.

Technical Factors	Measure	Type of Criteria	Weight
A. Other Criteria			20
B. Project Specific Rated Criteria			40
1. Project management capabilities	Quality of the project management plan) to address country capacity limitations	Performance	7
2. Acquisition / production schedule	Number of days to acquire / produce PV equipment	Performance	7
3. Design of solar panels and energy management system	Quality of design that minimizes building damage and space constraints including: <ul style="list-style-type: none"> • Footprint of panel arrangement • Weight • How they are attached to buildings • Aesthetic / ability to blend into surroundings 	Performance	7
4. Installation schedule	Number of months to complete installations	Performance	5
5. Warranty provisions	<ul style="list-style-type: none"> • Length of the warranty • Response time to warranty issues 	Performance	5
6. Safety plan	Quality of approach to safe installation	Performance	3
7. Employment opportunity for local community	% of labor cost from local market	Performance	3
8. Equipment security plans	Quality of plans to ensure that equipment is secure prior to and during installation	Performance	3
Total			60

Table 22: Potential Project Specific Rated Criteria

Criteria Evaluation and Scoring Model

A dynamic model that can be used to facilitate the criteria evaluation and scoring process has been created for use by Borrowers. This model should be available as a supplement to this document.

Conclusions

Rated criteria are designed to address the specific risks, opportunities, issues, and quality factors in a procurement. The use of rated criteria provides several substantial benefits including:

- Facilitates the award of contracts based on the optimal balance of quality and cost and not strictly based on price, which represents the best VfM;
- Increases Borrowers' flexibility to procure Works, Goods and Non-consulting Services that are best suited to their specific situation and provide a more fit-for-purpose approach; and
- Increases the willingness of the best suppliers to bid and participate in World Bank-financed projects.

To maximize the benefits of the use of rated criteria, there are several key considerations and steps that Borrowers must consider and complete to determine the most advantageous Bid or Proposal.

- Borrowers must understand their capacity to manage projects and the procurement process; the use of consultants can alleviate any capacity constraints.
- Evaluators must understand the context of a procurement. Documents such as the PPSD and ESIA should be reviewed in detail.
- Criteria and associated weights should be developed to highlight the differences in quality between Bids and Proposals.
- Project and procurement risks and costs must be understood.
- Supply positioning should be used to determine technical to price ratios.
- Bids and Proposals should be evaluated individually with the results compiled to determine the most advantageous Bid / Proposal.