

## APPENDIX 1

### Terms of Reference for Lot I: Southeast Asia and Pacific Region

#### 1. Objectives of Procurement Assistance

##### (1) Countries and Projects to be covered by the Assistance;

Under this lot, 26 projects in 8 countries are listed in the beginning of the fiscal year 2011.  
Indonesia (8), East Timor (1), Malaysia (1), Philippines (6), Vanuatu (1), Thailand (1), Cambodia (2), Vietnam (6)

It has been described in the contract under this lot that countries and projects listed in the beginning may be added, changed and deleted by JICA when necessary.

##### (2) Selection Criteria of Projects necessary for the Assistance

Projects necessary for procurement assistance under this lot were selected by the following criteria;

- a) Consulting contracts of which amount is estimated more than 500 million yen
- b) Consulting contracts applicable for Special Term for Economic Partnership (STEP)
- c) Other consulting contracts which JICA considers the Assistance necessary.

#### 2. Independent Status of the Procurement Specialist

The Procurement Specialist(s) shall be requested to carry out the necessary assistance to the Executing Agencies as an independent third person who has good experiences and knowledge about procurement. Therefore, the role of the Procurement Specialist is not to provide the Executing Agencies with assistance such as to make the documents regarding the selection of consultant or to evaluate the technical proposals in place of the Executing Agencies, but to provide the Executing Agencies, based on his experiences and knowledge, with advice and guidance for standardizing the selection process of the consultant.

#### 3. TOR for the Procurement Specialist

The terms of reference for the Procurement Specialist are considered as follows:

- 1) The Procurement Specialist provides the Executing Agencies with advice and guidance necessary for the selection of consulting services from the view point of the rectification to the procurement procedure in compliance with L/A and the guidelines for the employment of consultant;
- 2) The Procurement Specialist provides the Executing Agencies with advice and guidance in preparation of documents necessary for the selection of consultant such as preparation of Short Listing, RFP and TOR, etc. from the view point of the compliance with the JICA's standard documents and justifiable selection procedures i.e. maintaining of fairness, transparency and non-discrimination among bidders.  
For projects under the STEP scheme, the Procurement Specialist provides the Executing Agencies, in addition to the above, with advice and guidance regarding specific description on RFP and specific qualification of consultant required for STEP;
- 3) The Procurement Specialist provides the Executing Agencies with advice and guidance in preparing the evaluation criteria and procedures which should follow the JICA's guidelines before the evaluation of technical proposals. Also, the Procurement Specialist provides the Executing Agencies with advice and guidance necessary for making the evaluation report of the technical proposals;

- 4) The Procurement Specialist is requested to reply immediately to the Executing Agencies for their inquiries on the selection of consultant by phone or email till the end of each assignment;
- 5) The Procurement Specialist is required to adjust, in consultation with JICA, the period of the assistance and program contents of the seminar considering the complexity of the selection of consultant and the familiarity of the Executing Agencies with the procurement procedures;
- 6) The Procurement Specialist conducts the seminar regarding the procurement to the Executing Agencies and staff members of JICA office for strengthening the management ability of the procurement when requested by JICA office;
- 7) The Procurement Specialist is requested to submit following reports to JICA:
  - a. Inception Report (Before every mission)
  - b. Field Operation Report (After every mission)
  - c. Final Report (At the end of every fiscal year)
- 8) The Procurement Specialist provides the Executing Agencies with proper advice and guidance to prevent corruption and fraudulence in yen loan projects whenever necessary. The Procurement Specialist is also requested to report immediately to JICA when the Procurement Specialist should come across fraudulent activity or to observe some indication on the corruption.

(2) Work Flow for the Procurement Specialist

- 1) Preparation Work in Japan (ca. 3days)
  - Making Inception Report and questionnaire
  - Preparation for trip and seminar
- 2) Field Operation Work (ca. 5 days per mission) including advice and guidance with the following areas:
  - Selection of consultant
  - Making Short List, RFP and draft of Contract
  - Evaluation of Technical Proposal (Evaluation procedure, evaluation criteria, evaluation report)
 and
  - Conducting Seminar to Executing Agency and JICA staff
- 3) Follow-up Work (ca. 4days)
  - Submission of the field operation report
  - Supporting works to Executing Agencies over telephone or e-mail
- 4) Submission of Final Report (At the end of every fiscal year)

## **APPENDIX 2**

### **Sample Training Materials on the Employment of Consultants**

**Module 2: Preparation of Consultant Selection Documents**

**Module 4: Consultant Proposal Evaluation and Ranking for QCBS**

**Module 5: Analysis of Financial Proposals for QBS**

## Procurement Support Workshop Day 2

### Module 2 Preparation of Consultant Selection Documents

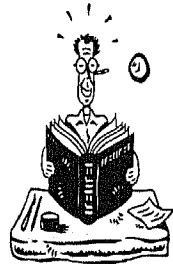
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## Consultant Selection Documents

- Terms of Reference
- Cost Estimates and Budget
- Request for Proposal
- Shortlist (see Module 3)
- Technical Proposal Evaluation Criteria (see Module 4)

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## Preparation of Terms of Reference



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## Function of TOR

- TOR is to provide information to the consultants of the scope of consulting services to achieve the assignment objectives.
- TOR is one of the yardsticks for evaluating the consultants' proposals
- TOR is an integral part of the contract between the EA and the consultant
- TOR is dynamic tools that are used to monitor and evaluate the performance of and outcome.

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## How Should TOR be Prepared?

- The TOR must be "SMART"
  - Specific
  - Measurable
  - Achievable
  - Results orientated
  - Time bound

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## Contents of TOR

- The Background Information
- The Scope of the Services (nature of and limit to the responsibilities which the consultants assume)
- The Institutional Arrangements including data, counterpart staff and facilities to be provided by the EA.
- The Time Schedule and Duration
- The Reports, Documents and other Deliverables
- The specifications and other standards to be used
- The conditions under which the work shall be performed

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### The Background

- Overall description of the Project
- Overall objectives of the consulting assignment
- Sub-sector information
- Relevant work previously undertaken



### The Scope of the Services

- **Activity-based or Position-based TOR**
  - Detailed objectives
  - Detailed scope of works and tasks to be undertaken
  - Required expertise and estimated inputs



### The Institutional Arrangements

- Define the institutional arrangements at the central, provincial and district levels
- Identify EA, implementing agency and counterpart staff, including a steering committee, the private sector, NGOs, etc.
- Define Roles and responsibilities of all the concerned institutions
- Define the counterpart facilities



### The Time Schedule, Duration and Phasing

- Define the overall duration and the timing of the assignment (starting and ending dates).
- Define each phase and the expected timing/duration of each phase, if a phased approach is used.
- Define a clear milestone for the outputs and activities to be delivered (review, detailed design, bidding documents, workshops, construction works, etc.)



### Reports, Documents and Other Deliverables

- Inception report - timing, format, function, contents, number of copies, etc.
- Progress reports - the frequency, format, contents, number of copies, etc.
- Interim reports - the timing, format, contents, number of copies, etc.
- Final report - need of draft final report, the timing, format, contents, number of copies, etc.
- Other reports and documents - design reports, bidding documents, bid evaluation reports, etc.



### Other Considerations (1)

- Environmental consideration for a project classified into specific categories in accordance with the JICA environmental guidelines such as evaluation of potential environmental impact, environmental management, monitoring and audit.
- Safety measures for the implementation of all type of project loans.
- Alternative solutions and/or training the consultant is expected to explore in the course of its works.
- Level of authority to be delegated to act on the Borrower's behalf.

### Other Considerations (2)

- TOR shall states the provision for Responsibilities of Consultants (Guidelines Section 2.02) as follows:  
 “In case of a difference of opinion between the Borrower and the consultant on any important matters involving professional judgement that might affect the proper evaluation or execution of the project, the Borrower shall allow the consultant to submit promptly to the Borrower a written report and simultaneously submit a copy to JICA. The Borrower shall forward the report to JICA with its comments in time to allow JICA to study it and .....”

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### Good TOR (1)

- Provide sufficient guidance on the assignment, including a clear basis for discussions and action
  - Comprehensive and clearly structured;
  - The scope of services are detailed and easily understandable;
  - Clearly define the outputs required, by when, by what methods, and to what standard.

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### Good TOR (2)

- is Specific
  - Determine the appropriate level of direction.
  - Describe specifically either in terms of specifics of outputs, or how work should be undertaken, which will decrease the risk of disputes, failure to achieve desired outcomes, and potentially limit innovation and competition.
  - Focus on specifying required outcomes, where specific methodology is required for a certain technical areas of speciality.

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### Bad TOR (1)

- Incomplete or unclear TOR will:
  - Cause delays in starting the assignment
  - Require additional internal discussions, negotiations and re-writing the TOR before the procurement process can begin.
  - Cause the consultant not to prepare proposals that address the Borrower's needs, leading to the possibility of having to re-tender.
  - Cause delays in executing a contract involving financial implications and impact to the implementation.

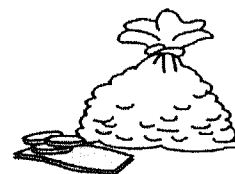
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### Bad TOR (2)

- Poorly Scoped and Written TOR will
  - Cause different understanding of the assignment resulting in not achieving the desired outcomes.
  - Result in a consultant underestimating the work required.
  - Create a risk that the consultant is not able to deliver work on time, or the contact be extended, if the work is more complex and challenging than the consultant expected.
  - Delays have serious flow-on effects for programme delivery and Borrower/consultant relationships.

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### Cost Estimates and Budget



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### Cost Estimates and Budget

- The budget is an estimated cost prepared by the EA based on the result of JICA's appraisal.
- Costs are built up by computing staff time (per unit of time - e.g. day, month) and reimbursable expenses.
- Comprehensive/well designed TOR will help make the cost estimates more accurate. A mismatch between the cost estimates and the TOR may cause problems during project implementation.
- The estimated cost should not be disclosed before the completion of proposal evaluation. The EA may inform the estimated cost to the consultant invited for contract negotiations.

### Components of Cost Estimates

- Foreign and local costs
  - Remuneration
  - reimbursable expenses
  - Provisional sums
  - Contingencies



### Components of Cost Estimates (2)

- Foreign costs
  - International experts' Remuneration
  - reimbursable expenses such as international travel, per diem for international experts, imported equipment, communications, contingencies, etc.

### Components of Cost Estimates (2)

- Local costs
  - National consultants' remuneration
  - reimbursable expenses such as domestic travel, per diem for national experts, report production, office rental, communications, administrative staff, contingencies, etc.
  - Local taxes and duties (Personal Income tax, Corporate tax, and VAT)

### Preparation of Request for Proposals (RFP)

- JICA's *Sample Request for Proposals* under Japanese ODA Loans - Selection of Consultants September 2009

### Purpose of RFP

- Provides information for shortlisted firms on how to prepare proposals according to the requirements.
- Request consultants to cover the points specifically mentioned in the TOR.
- Stipulate the details of the selection procedure to be followed, including the technical evaluation categories and an indication of the weight to be given to each.



### Contents of RFP

1. Letter of Invitation
2. Instructions to Consultants and Data Sheet
3. Technical Proposal - Sample Forms
4. Financial Proposal - Sample Forms
5. Terms of Reference
6. Sample Form of Contract
7. List of Eligible Source Countries

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### Modifications to Sample RFP

- No Modification to:
  - ❖ Instructions to Consultants (ITC)
  - ❖ General Conditions of Contract
  - ❖ Standard Forms
- All procurement specific requirements and amendments should be made through:
  - ✓ Letter of Invitation
  - ✓ Data Sheet
  - ✓ Terms of Reference
  - ✓ Special Conditions of Contract

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### Factors to Consider in Preparation of RFP (1)

- Sample RFPs is encouraged for use basically for all the selection method, i.e. QCBC, QBS and SSS, as it reflects international practice and complies with Japanese ODA Loans procurement policy and rules.
- Check selection method
- Check type of technical proposal to be used, i.e. full or simplified proposal
- Check form of contract, i.e. Time-based or lump sum contract

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### Factors to Consider in Preparation of RFP (2)

- In case of QCBS - minimum man-month for both international consultants and local consultants shall be specified in the RFP
- In case of QBS - estimated man-months should be stated by the Borrower for international and local consultants; should not be stated as a minimum

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### Factors to Consider in Preparation of RFP (3)

- QCBS - firms to submit technical and financial bids in separate sealed envelopes at the same time - financial bids to remain sealed until technical evaluation is completed
- QBS - only highest-ranked consultant (following proposal evaluation) can be required to submit a financial proposal

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### Factors to Consider in Preparation of RFP (4)

- Normally 45-60 days are allowed from the date of issuance of the RFPs to the deadline for submission of proposals. Namely, the first 15-20 days for clarification, followed by another 25-30 days for visiting the site and preparing the proposal.
- Communication methods include fax, e-mail, etc. indicated in the RFP

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## Section 1. Letter of Invitation (LOI)

Pages 1-2 of Sample RFP

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## Main features of LOI

- Informs the Consultants:
  - Contact details of the Borrower
  - Whether the loan is effective or not
  - Titles of project and assignment
  - Number of shortlisted consultants, and (*optional*) their names
  - selection method (QCBS, QBS or SSS)
- Reminds the Consultants of JICA provisions regarding conflicts of interest, and corrupt and fraudulent practice
- Requests the Consultants to acknowledge receipt of RFP and advises if they intend to submit a proposal

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## Conflicts of Interest

- LOI must include the provision of Section 2.05 (paragraph 2) of the *Guidelines*, which states:
  - Consulting firms providing consulting services for the preparation related to procurement for or implementation of a project, and any of their associates/affiliates (inclusive of parent firms), shall be disqualified from working in any other capacity on the same project, other than a continuation of the firm's earlier consulting services.
  - This provision also applies to Contractors who lend or temporarily second, their personnel to firms which are engaged in consulting services for the preparation related to procurement for or implementation of the project, if the personnel would be involved in any capacity on the same project

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## Corrupt or Fraudulent Practice

- Consultants and Borrowers must observe highest standard of ethics during the procurement and execution of contracts financed by Japanese ODA Loans and other Japanese ODA
- If JICA determines that the highest-ranked consultant has engaged in corrupt or fraudulent practice in competing for the contract, it will:
  - reject the proposal evaluation results
  - recognise a consultant as ineligible (for a determined period) to be awarded contracts funded with Japanese ODA Loans
- This provision to be included in Letter of Invitation and any resulting contract

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## Competence/Impartiality

- The consultant shall possess enough competence to ensure efficient and proper execution of the project
- The consultant shall be impartial to ensure that goods, works and services delivered are suitable and their costs reasonable and that their designs and specifications in no way limit competitive bidding for subsequent procurement under the project.

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## Section 2. Instructions to Consultants (ITC)

Pages 3-20 of Sample RFP

- ITC should not be modified
- Any necessary changes to address specific country and project issues should be made only through the Data Sheet

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### Main subjects covered by ITC

- Definitions of terminology
- Introduction (Conflict of Interest, Fraud and Corruption, Eligibility, Proposal Validity)
- Clarification and Amendment of RFP Documents
- Preparation of Proposals (Technical Proposal Format and Content, Financial Proposals, Taxes and Currency)
- Submission, Receipt and Opening of Proposals



### Main subjects covered by ITC (continued)

- Proposal Evaluation (Evaluation of Technical Proposals, Financial Proposals for QBS, Public Opening of Financial Proposals for QCBS, Evaluation of Financial Proposals for QCBS)
- Negotiations (Technical, Financial, Availability of Personnel, Conclusion of Negotiations)
- Award of Contract
- Publication
- Confidentiality



### Section 2. Instructions to Consultants (Data Sheet)

*Pages 21-25 of Sample RFP*



### Information provided in Data Sheet

- Details about the Loan Agreement
- Name of the Client and Method of Selection
- Whether or not Financial Proposal is required along with Technical Proposal
- Pre-Proposal Conference (time and place)
- Inputs and facilities which will be provided by the Client
- Validity of Technical Proposals
- Price Adjustment Factors for price and fixed portion of Financial Proposals



### Information provided in Data Sheet (continued)

- Deadline for clarifications and contact details
- Language of Proposals
- Minimum or Estimated Number of Man-Months
- If Training is required or not
- Applicable reimbursable expenses
- Amounts for provisional sums and contingency amount
- Local taxation status of contract
- Number of copies of Technical Proposal required



### Information provided in Data Sheet (continued)

- Mailing address to submit proposals and date and time for receipt
- Evaluation criteria, sub-criteria and point system
- Expected date of public opening of Financial Proposals (QCBS)
- Single currency for price conversion
- Quality-Cost Ratio (QCBS) - normally 80:20
- Expected date and address for contract negotiations
- Expected date for commencement of services



### Provisional sum and Contingencies

details and exact amount of provisional sum items for inclusion in the Contract will be determined during contract negotiations



### Section 3. Technical Proposal - Sample Forms

*Pages 27-38 of Sample RFP*

- These forms are designed to ensure Consultants submit their proposals in a standardised format.
- They make it easier to carry out proposal evaluation.



### Forms of Technical Proposal

- TECH 1: Technical Proposal Submission Form
- TECH-2: Consultant's Organization and Experience
- TECH 3: Comments and Suggestions on Terms of Reference and on Counterpart Staff and Facilities to be Provided by the Client
- TECH 4: Description of Approach, Work Plan and Methodology
- TECH 5: Team Composition, Task Assignments and CV Summaries
- TECH 6: CV Format
- TECH 7: Personnel Schedule
- TECH 8: Work Schedule



### Section 4. Financial Proposal - Sample Forms

*Pages 39-53 of Sample RFP*

- These forms are designed to ensure Consultants submit their proposals in a standardised format



### Forms of Financial Proposal

- FIN 1: Financial Proposal Submission Form
- FIN 2: Summary of Costs
- FIN 3: Remuneration
- FIN 4: Breakdown of Remuneration - (QBS and SSS only)
- FIN 5: Breakdown of Reimbursable Expenses
- FIN 6: Declaration (Compliance with JICA Guidelines)
- Sample Forms A and B (Breakdown of Social Charges and Overhead Costs) - (QBS and SSS only)



### Section 5. Terms of Reference

*Page 55 of Sample RFP*

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## Section 6. Sample Forms of Contract

*Pages 57-154 of Sample Document*

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## Sample Forms of Contract

- TWO sample forms of contract are included in the JICA document:
  - Time-Based Contract to be used when:
    - scope of services cannot be established with sufficient precision, or
    - duration and quantity of services depends on variables that are beyond the control of the Consultant, e.g. construction supervision
  - Lump Sum Contract to be used when:
    - definition of the tasks to be performed is clear and unambiguous
    - commercial risks taken by the Consultant are relatively low, e.g. preparation of manuals, reports.

*Time-Based contract is generally recommended*

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## Contents of Contract

- Both sample forms consist of the following sections:
  - I. Form of Contract defining the contracting parties, composition of the contract, mutual rights and obligations and is signed by both parties) to be completed
  - II. General Conditions of Contract covering general provisions, commencement/completion/modification and termination of contract, obligations of the consultant, consultants' personnel and sub-consultants, obligations of the client, payments to the consultant, fairness and good faith, settlement of disputes - not to be modified
  - III. Specific Conditions of Contract covering amendments of, and supplements to, clauses in the General Conditions of Contract - to be modified

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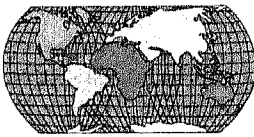
## Appendices to Forms of Contract

- Both sample forms contain the following Appendices:
  - A. Description of Services
  - B. Reporting Requirements
  - C. Personnel Schedule
  - D. Cost Estimates in Foreign Currency
  - E. Cost Estimates in Local Currency (if applicable)
  - F. Summary of Cost Estimates
  - G. Services, Facilities and Equipment to be Provided by the Client
  - H. Form of Advance Payment Security and Bank Guarantee for Advance Payment (if applicable)
  - I. Acknowledgment of Compliance with JICA Guidelines

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## Section 7. List of Eligible Source Countries of Japanese ODA Loans



*See Page 155 of Sample RFP*

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## Section 7. List of Eligible Source Countries

- If Japanese ODA Loan is untied, then all countries are currently eligible
- If the Loan is under the Special Term for Economic Partnership (STEP) scheme, then eligibility will be as defined in the Loan Agreement, usually
  - prime consultants are tied to Japanese firms
  - joint ventures with recipient countries are permitted as long as a Japanese firm is the lead partner
  - sub-consultants are untied and open to all countries

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## ***Case Study Documents Preparation***

- Terms of Reference
- Shortlisting (Module 3)
- Letter of Invitation
- Data Sheet
- Special Conditions of Contract
- Appendixes to Contract

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## ***Case Study (1) Preparation of TOR***

- ▣ Draft TOR
- ▣ Sample TOR

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## ***Case Study (2) Preparation of RFP***

- Letter of Invitation
- ITC-Data Sheet
- Special Conditions
- Appendixes

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Procurement Support Workshop  
Day 4

**Module 4**  
Consultant Proposal Evaluation  
and Ranking for QCBS

1

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**Objective of Technical Proposals Evaluation**

To determine a firm who submitted the most suitable technical proposal based on the predetermined evaluation criteria

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**Process of Evaluation of Proposals**

- Establishment of CSC or Evaluation Committee
- Preparation of Evaluation Criteria and Subcriteria
- Defining the Grades and Determining the Scoring System
- Evaluation of Technical Proposals
- Evaluation of Financial Proposals
- Combined Evaluation and Final Score
- Preparation of the Evaluation Report

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**Establishment of Evaluation Committee**

- Crucial to ensure a fair and objective evaluation of proposals
- Evaluation Committee is established before receipt of proposals (the members shall be familiar with TOR and evaluation criteria);
- The members will be at least three;
- Need not be experts, but should at least have some knowledge of areas related to project;
- Independent observer should be allowed to participate in Evaluation Committee meetings - if Borrower lacks expertise to carry out evaluation.

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**Role of the Evaluation Committee**

- Establish evaluation criteria and subcriteria for the technical proposals, which will be specified in the RFP.
- Meet to arrive at a common understanding of the evaluation process and method for technical proposals (including technical criteria, subcriteria, definition of the rating system and the grade) before the deadline for submission of proposals.
- Conduct proposal evaluation and ranking
- Prepare the evaluation reports of both technical and financial proposals and ranking for submission to higher authority (CSC)

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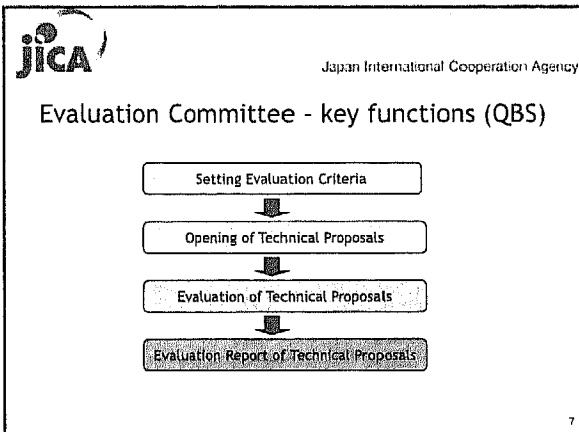
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**Evaluation Committee: key functions (QCBS)**

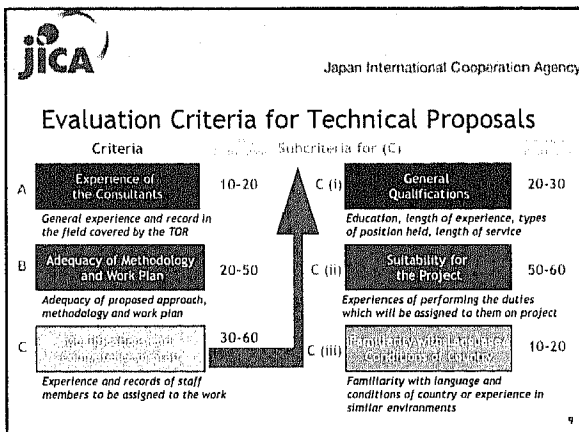
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graph TD
    A[Setting Evaluation Criteria] --> B[Opening of Technical Proposals]
    B --> C[Evaluation of Technical Proposals]
    C --> D[Evaluation Report of Technical Proposals]
    D --> E[Public Opening of Financial Proposals]
    E --> F[Evaluation of Financial Proposals & Ranking of Proposals]
    F --> G[Final Evaluation Report]
  
```

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- ### Preparation of Evaluation Criteria
- Setting Weight (point) for main criteria
  - Setting weight for subcriteria
  - Determine rating and scoring method/system to each item of technical proposal
- 8



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- ### Optional Evaluation Criteria
- Additional criteria may be applied depending on the nature of the assignment, such as:
- |   | Points (weights) |
|---|------------------|
| ▫ Suitability of transfer of knowledge                | 1-10             |
| – Suitability of training programs                    |                  |
| ▫ Support facilities and organisation                 | 1-10             |
| – Including support resources at Head Office          |                  |
| ▫ Proposal presentation                               | 1-10             |
| – Overall quality of the presentation of the proposal |                  |
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- ### Evaluation Criteria - Experience of the Consultants
- No more than 20 points in total, as experience was taken into account when drawing up the Short List
  - Importance will vary according to the type of consulting services. Higher weight is given to the services:
    - Services to be provided in challenging and risky environments, whereby the consultant needs to have proven experience in similar environments;
    - Services for a complex project whereby the consultant needs to have proven experience in successful implementation of similar projects
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- ### Evaluation Criteria - Adequacy of Methodology and Work Plan
- This criterion needs to be carefully evaluated - it is key factor
  - 20-50 points
  - Distribute the point among subcriteria that will include the following:
    - Technical Approach and Methodology
    - Work Plan
    - Organisation and Staffing
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## Evaluation Criteria - Qualifications and Competence of Staff

- Weight/percentage of points depends on role and responsibility, expertise and inputs required in assignment
- International personnel are given more weight as the international firm is normally the lead firm
- Team Leader/Project Manager should be given more weight than the others

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## Scoring/Rating System


- Recommended that a rating scale of the level of responsiveness is divided into discrete grades and agreed by the Evaluation Committee prior to evaluation:

Grade	Percentage rating
Poor	0%
Below Average	40%
Average	70%
Good	90%
Excellent	100%

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## Evaluate Proposals



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## Evaluation Process

- Technical evaluation to be carried out independently, but not collectively, by each member of the Evaluation Committee;
- After the completion of evaluation by the members, the EC meets to review all the evaluation results;
- The EC calculates the average of the scores and ranks;
- The EC members must maintain highest standards of integrity during process - no communications with shortlisted consultants until contract

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## Technical and Financial Proposals

- QCBS - both technical and financial proposals are submitted in separate sealed envelopes at the same time - financial proposals to remain sealed until technical evaluation is completed
- QBS - only the highest-ranked consultant (in technical proposal evaluation) is asked to submit a financial proposal

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## Preparation of Detailed Evaluation Criteria

RFP, Section 2 Data Sheet provides:

- main Criteria/subcriteria and point distribution


Detailed Evaluation Criteria will:

- Provide the grading and rating methods to each factor of the technical proposal, and guide ways to rate the proposals against the predetermined main and subcriteria.

(see JICA Guide for Evaluation Procedures for Employment of Consultants)

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### Purpose of Detailed EV Criteria

Detailed evaluation criteria facilitate the evaluators to conduct the evaluation:

- in an objective not subjective manner;
- in a quantitative and mathematical manner;
- simple and straight-forward; and
- minimize evaluation gaps among the evaluators

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### CSC Meeting before Proposal Evaluation

- Carefully review the indicative definitions for the grades stated in the detailed evaluation criteria;
- Understand the definitions for the grades to be used for actual evaluation process;
- Arrive at the consensus on the approach and methodology of the evaluation among the CSC members.

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### Sequence of Proposal Evaluation

- Examine the compliance with major administrative and document requirements of RFP;
- Evaluate personnel (CVs), first;
- Then, evaluate other factors such as approach and methodology, staffing schedule, work plan, etc.;
- Firm's experience is less important as they are determined qualified in shortlisting;
- Enter the rated score into the evaluation sheets.

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### Evaluation of Personnel

- Experience and record of staff members proposed, based on qualifications and experience stated in their curriculum vitae (CVs) should be evaluated
- Recommended that:
  - Only “key” staff members (those conducting essential elements of the assignment) are included in the evaluation
  - Staff members with relatively minor roles are not be included in the evaluation, as the relative importance of the “key” staff members will be diminished

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### Evaluation of Approach and Methodology

- Understanding the objectives - responds to TOR objectives
- Quality of methodology - covers all the TOR requirements and is logical
- Innovativeness - state-of-art
- Work plan - the timing of activities is logical to complete the services
- Staffing schedule - shows the inputs of experts in a logical manner

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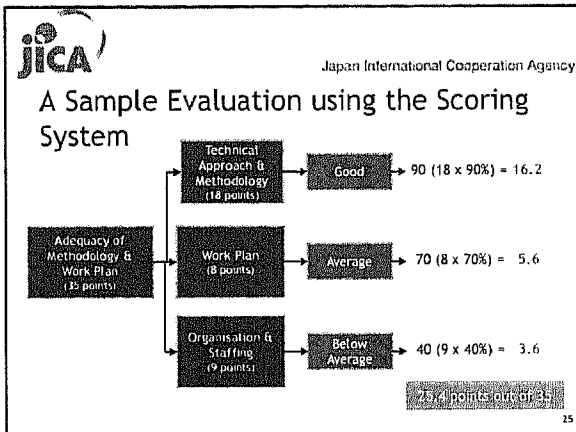


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### Evaluation of Firm's Qualification

- define “similar” projects and assignments to be considered, i.e. similarity in work component, contract amount, inputs of personnel, duration, etc.;
- determine the factor for rating, whether the number of projects, the value, etc.
- Define the developing countries under comparable conditions.
- Determine the number of projects against each rating point, if the number is used for rating.

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### Completion of Technical Proposal Evaluation

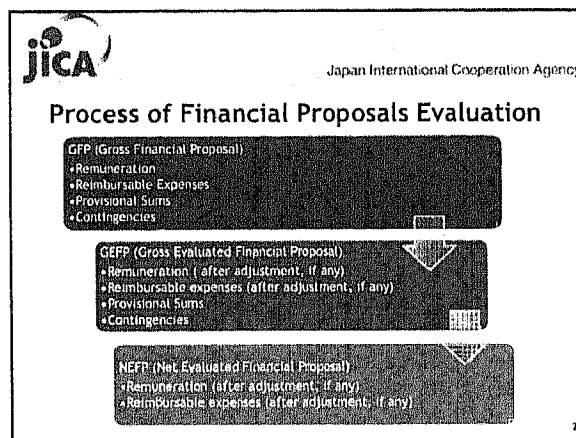
- Results are detailed in an evaluation report, including:
  - Summary technical evaluation sheet
  - Evaluation sheets for staff members of each consultant

Consultant	No 1			No 2	
Evaluation Criteria	Points (P)	Rating (R)	Score (P x R)	Rating (R)	Score (P x R)
II Adequacy of the proposed approach, methodology and work plan	35		25.4	23.9	
(i) Technical Approach and Methodology	18	90	16.2	70	12.6
(ii) Work Plan	8	70	5.6	40	3.2
(iii) Organisation and Staffing	9	40	3.6	90	8.1

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- ### Public Opening of Financial Proposals
- Firms which have secured the minimum qualifying technical score will be advised of the location, date and time for opening of the financial proposals
  - Financial proposals are opened publicly in the presence of firms' representatives who choose to attend
  - The following details are announced and recorded:
    - Name of the firms
    - Technical quality score
    - Proposed total price
- 27

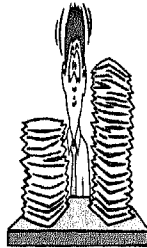
- jica** Japan International Cooperation Agency
- ### PRO-FORMA SHEETS (QCBS)
- FORM FIN1: financial proposal submission form
  - FORM FIN2: summary of costs
  - FORM FIN3: remuneration
  - FORM FIN4: breakdown of remuneration (Not required)
  - FORM FIN5: breakdown of reimbursable expenses
  - FORM FIN6: declaration-acknowledgement of compliance with Guidelines
- 28



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- ### Commercial Compliance
- does the Financial Proposal contain any special "comments" and if so do these conditions make the Financial Proposal "conditional or restrictive?"
  - is the validity of the proposal in accordance with Data Sheet requirements?
  - are there any deviations to the RFP or Data Sheet requirements?
- 30

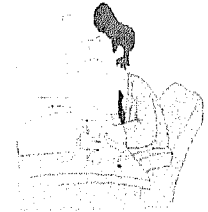
### Evaluation of Financial Proposals

- Local taxes and duties shall be excluded
- Correct arithmetical errors
- Review the compatibility of technical and financial proposals and adjust the prices as appropriate
- Omitted experts, if any, should be adjusted using the highest rate of remuneration among all the financial proposals.



### Check Calculation Sheets (1) Forms FIN-2~5

- arithmetical check
  - check multiplication
  - check sub totals and totals
  - are provisional sums and contingency in accordance with Data Sheet requirements?
  - make corrections as necessary



### Check Calculation Sheets (2) forms FIN-2~5



- check compatibility with technical proposal content
  - do experts' inputs match?
  - do number of trips match?
  - do number of per diems match?
  - make corrections as necessary

### Summary of Evaluated Prices (NEFP)

- adjustments and corrections shall be made in the manner described in the RFP
- factors not mentioned in the RFP shall not be introduced during financial evaluation
- The Evaluation Committee is responsible for performing the financial evaluation

### Determining Financial Score

- The Lowest NEFP is the given a maximum score of 100 points
  - This is used as a basis to calculate the scores of the other financial proposals
- The financial score for each proposal is inversely proportional to its NEFP
  - The higher the NEFP, the lower the financial score

### Financial Scores

- The financial scores are computed as follows:  
For the lowest NEFP : 100 points  
For the Other NEFP:  
$$100 \text{ points} \times \frac{\text{the lowest NEFP}}{\text{NEFP of the proposal}}$$

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### Financial Score: Example

- The lowest NEFP = JPY 102 million
- 2nd lowest NEFP = JPY 107.5 million
- Financial score of the lowest NEFP = 100 points
- Financial score of the 2<sup>nd</sup> lowest NEFP =

$$100 \text{ points} \times \frac{\text{JPY } 102 \text{ million}}{\text{JPY } 107.5 \text{ million}} = 94.884 \text{ points}$$

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### Computation of Final Scores


- Quality-cost ratio is determined, taking into account:
  - The complexity of the assignment
  - The relative importance of quality
- Normally, 80% for quality and 20% for cost. 90:10 may be chosen when quality is of primary importance.
- The ratio will be agreed between JICA and the Borrower during the appraisal

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### Ranking of Proposals

- Calculate financial score, and then total score with predetermined weight between technical and financial proposals (quality-cost ratio).
- Total score is a sum of technical and financial scores, which determines the ranking of the proposals.



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### Ranking of Proposals: Example

Weight for quality: 80%      Weight for cost: 20%

Technical Score

Consultant No 1: (T) 85.320 points      (NEFP) JPY 107.5 million  
 Consultant No 2: (T) 80.780 points      (NEFP) JPY 102.0 million

Financial Score

Consultant No 1: (F) 94.884 points  
 Consultant No 2: (F) 100.000 points

Total Score

Consultant No 1: 85.320 points x 80% + 94.884 points x 20% = 87.233 points  
 Consultant No 2: 80.780 points x 80% + 100.000 points x 20% = 84.624 points

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### PROPOSAL RANKING SHEET

EXAMPLE SUMMARY RANKING SHEET  
 QUALITY AND COST BASED SELECTION METHOD (QCBS)

LOAN 8000-002  
 Consultancy Services Package Title: Institutional and Management Strengthening of the AAA Electrical

FIRM	TECHNICAL EVALUATION			FINANCIAL EVALUATION				COMBINED EVALUATION
	TECHNICAL SCORE	TECHNICAL WT. FACTOR	POINTS	FINANCIAL SCORE	FINANCIAL WT. FACTOR	POINTS	POINTS	
A	81.0	12.0	97.2	97.360	1.000 00	97.360	94.560	
B*	80.0	12.0	96.0	-	-	-	-	
C	80.0	12.0	96.0	97.824	0.8	78.259	84.259	
D	80.0	12.0	96.0	93.000	0.2	18.600	81.600	
E	81.0	0.0	81.0	94.000	0.2	18.800	72.200	

NOTE: \* Weighted Technical Proposal = 80%  
 \* Weighted Financial Proposal = 20%  
 \* Combined Total Ranking Points

1. This technical proposal failed to meet the minimum required price of JPY 100,000,000. Therefore, this technical proposal is not ranked.

2. The price of financial proposal under consideration.

refer to Guide table 6.1

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### Preparation of Evaluation Report

- Why is this report necessary?
  - Provides the complete record of evaluation process;
  - Enables the authorities to review the evaluation to confirm it was carried out efficiently, transparently and without discrimination;
  - Serves to dissolve any dispute over evaluation result, as it gives a full record of process.
- Sample Structure
  - JICA has no standard format, but let's review a sample structure to see common elements.

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Procurement Support Workshop  
Day 3  
Module 5  
Analysis of Financial Proposals  
for QBS

PRO-FORMA SHEETS (QBS)

- FORM 1 financial proposal submission form
- FORM 2 summary of costs
- FORM 3 remuneration
- FORM 4 breakdown of remuneration
- FORM 5 breakdown of reimbursable expenses
- FORM 6 declaration-acknowledgement of compliance with Guidelines
- FORM A breakdown of social charges
- FORM B breakdown of overhead costs

Form FIN-4: Breakdown of Remuneration

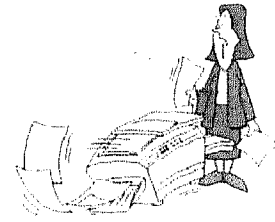
**BREAKDOWN OF RATES OF REMUNERATION**

TA NO./TITLE:

Item	Rate	Unit	Rate	Unit	Rate	Unit	Rate	Unit	Rate	Unit	Rate	Unit
Basic Salary	1,000	per month	1,000	per month	1,000	per month	1,000	per month	1,000	per month	1,000	per month
...	...	...	...	...	...	...	...	...	...	...	...	...

Form FIN 5: Breakdown of Reimbursable Expenses (QBS)

- out-of-pocket expenses
- items covered could include
  - per diem, travel expenses, office equipment, communications, report production, secretarial assistance etc.



Form A: Breakdown of Social Costs (QBS and SSS)

**BREAKDOWN OF SOCIAL CHARGES**  
(As shown in Form 1, Column 2 and Shown as a Percentage of Total Salary Cost of Firm's Regular Professional Staff)

Item Description	Reference	Amount (Currency)	As % of Total Basic Salary	Comments
Statutory Holidays	n/a	n/a	3.64%	
Vacation & Leave	n/a	n/a	7.69%	
Sick Leave	n/a	n/a	1.62%	
13 <sup>th</sup> month pay	IS (1)	1,605	0.74%	
Incentive pay	IS (2)	1,350	0.62%	
Retirement/Super-Annuity Fund	IS (3)	5,958	2.76%	
Social Security Contribution	IS (4)	3,070	1.70%	
Health and Medical Expense	IS (5)	2,025	0.94%	
Meal Allowance	IS (6)	1,820	0.84%	
Education/Training Benefits	IS (7)	1,875	0.77%	
	IS (1)	Total	21.62%	

\* Certified correct by an independent auditor.  
 † IS = income statement (see page 14).  
 ‡ IS reference (†) = 216,131.  
 § Example: 2 weeks/52 weeks = 3.84%.  
 ¶ Example: 4 weeks/52 weeks = 7.69%.  
 \*\* Example: 1 week/52 weeks = 1.92%.  
 †† Corresponds to the total percentage for social charges statement in Form 1 Column 2 for the experts shown.

Form B: Breakdown of Overhead Costs (QBS and SSS)

**ILLUSTRATIVE EXAMPLE OF COMPUTING OVERHEAD COSTS (FORM B)**

**BREAKDOWN OF OVERHEAD COSTS**  
(As shown in Form 1, Column 3 and Shown as a Percentage of Total Salary Cost of Firm's Regular Professional Staff)

Item Description	Reference	Amount (Currency)	As % of Total Basic Salary	Comments
Amortization of office	IS (A)	15,167	6.98%	
Depreciation Expense	IS (B)	22,222	9.80%	
Rent	IS (C)	24,000	10.88%	
Insurance Expense	IS (D)	9,385	4.28%	
Professional Fees	IS (E)	16,062	7.22%	
Light, Power and Water	IS (F)	16,531	7.43%	
Telephone/Communication Facilities	IS (G)	9,312	4.21%	
Travel and Transportation	IS (H)	17,726	7.97%	
Post Processing Costs	IS (I)	12,725	5.80%	
Charitable Taxes and Licenses	IS (J)	1,514	0.68%	
Representation	IS (K)	12,583	5.70%	
Office Supplies	IS (L)	12,468	5.65%	
Advertising and Promotion	IS (M)	16,715	7.51%	
Repairs and Maintenance	IS (N)	7,481	3.36%	
Personnel Training and Development	IS (O)	5,145	2.31%	
Research and Development	IS (P)	8,175	3.69%	
Subscription Fees	IS (Q)	1,278	0.56%	
Membership Dues	IS (R)	4,600	2.08%	
Bonus - Non-Beneficiary/Retiree Staff	IS (S)	41,443	18.51%	
	IS (T)	Total	115.53%	

\* Certified correct by an independent auditor.  
 † IS = income statement (see page 14).  
 ‡ Reference (†) = 216,131.  
 †† Corresponds to the total percentage for overhead cost statement in Form 1 Column 3 for the experts shown.

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### FOREIGN CURRENCY COSTS (QBS)

- shows foreign currency cost components
  - remuneration
  - out of pocket expenses
    - international travel
    - miscellaneous travel expense
    - per diem allowance
    - communications
    - production and shipment of tender documents, reports, etc.
    - equipment and other items

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### LOCAL CURRENCY COSTS (QBS)


- shows costs to be incurred locally and to be paid in local currency
  - remunerations of local consultants
  - per diem allowances of local consultants
  - local travel
  - transport
  - communications

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### QBS ANALYSIS OF FINANCIAL PROPOSALS 1

- ensure “additional items” are not included in the basic salary
- ensure proper documentation is provided to support claimed basic salaries
- for independent experts previous contracts should be provided



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### QBS ANALYSIS OF FINANCIAL PROPOSALS 2

- check for possible double counting in social costs and overheads
- if support documentation is missing, request the consultant to provide it
- question social cost and overhead components that appear to be excessive

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### QBS ANALYSIS OF FINANCIAL PROPOSALS 3



- examine other out-of-pocket expenditures for completeness
- check that proposed per diem rates are appropriate
- examine out-of-pocket expenses to ensure they are reasonable

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### Case Study

#### Technical Proposal Evaluation

- Experience of the Firm
- Comments on TOR
- Approach and Methodology
- Personnel
- Others (Optional)
  - Transfer of knowledge
  - Support facilities and organization
  - Proposal Presentation

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### Case Study 1 How to Evaluate Firm's Experience

- Examine Form TECH-2: B-Consultant's Experience
- How many numbers of projects are proposed?
- Identify the projects which are similar to the Project?
- Determine the similar projects in accordance with the predetermined subcriteria, namely, they are similar in scale, work components, duration, monetary value, etc.
- Give the rating, either Excellent (100%), Good (90%), Average (70%), Below Average (40%) or Poor (0%)

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### Case Study 2 How to Evaluate CVs

- General Qualification: academic qualification and experience
- Suitability for the Project: experience in similar projects, position and services
- Familiarity with the language of the country: experience in the country of the Project or countries of similar geographical location and culture

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### Case Study 3 Preparation of Evaluation Reports

- Sample Report on technical proposal evaluation
- Sample Report on financial proposal evaluation and ranking

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**APPENDIX 3: UPDATED LIST OF PROJECTS AND MISSION SCHEDULE FOR FY 2012**

as of March 2012

No.	Country	Project Name	L/A (P:Planned)	Nos of mission requested	schedule	1st Mission	2nd Mission	3rd Mission
1	Indonesia	ジャワ南線複線化事業(III)	IP-548	TBD	TBD	TBD	TBD	TBD
2	Indonesia	チタルム川上流支川流域洪水対策セクター ーン	2012.3(P)	1	June or July 2012	done	June or July 2012	
3	Indonesia	バンドン市内有料道路事業	2012.6-7(P)	1	TBD	done	June or July 2012	
4	Indonesia	ルムット・バライ地熱発電事業(II)	2012.6-7(P)	1	TBD	done	June or July 2012	
5	Indonesia	フルライス地熱発電事業	2012.6-12(P)	2	TBD	done	TBD	TBD
6	Indonesia	メラピ山・ブロゴ川流域緊急防災事業(2)	2012.6-7(P)	2	June or July 2012	June or July 2012	TBD	
7	Indonesia	ウオノギリ多目的ダム・貯水池堆砂対策事業 (2)	(P)	2	June or July 2012	June or July 2012	TBD	
8	Indonesia	高等人材開発事業(IV)	(P)	2	TBD	June or July 2012	TBD	
9	Indonesia	貧困削減地方インフラ開発事業(II)	(P)	2	TBD	June or July 2012	TBD	
10	Indonesia	ジャカルタ首都圏幹線道路改善事業	(P)	1	June to Oct 2012	June to Oct 2012		
11	Indonesia	ジャワ島中・西部基幹送電線事業	(P)	TBD	TBD	TBD	TBD	TBD
12	Vietnam	ホアラック科学技術都市振興事業	2012.3(P)	1~2	Apr-12			
13	Vietnam	宇宙センター事業	2012.3(P)	1~2	after July 2012			
14	Vietnam	保全林造林・持続的管理事業	2012.3(P)	1~2	after July 2012			
15	Vietnam	北ゲアン灌漑リハビリ事業	2012.9(P)	1~2	October 2012			
16	Laos	南部地域電力系統整備事業	2012.3(P)	1~2		Apr-12	May-12	TBD



**APPENIDX 4**

**SAMPLE FORMAT**

**OF**

**THE TERMS OF REFERENCE FOR CONSULTING SERVICES**

**1. The Background**

This section should provide a briefing on the country and sector profile, background, and rationale or necessity of the Project.

**2. The Project Summary**

This section should describe the goals/objectives and scope of the Project. It should describe all project components including outputs and inputs of the Project, thus providing a good understanding what the Project will deliver during the implementation and at the completion of the Project. Procurement packages will also be provided, if appropriate. The names of the agencies (the borrower or recipient entity and funding agency) should be stated.

**3. The Consulting Services**

**3.1 The Objective of the Assignment**

The title of the assignment should be described first. Irrespective of whether the consultant is a firm or an individual, the TOR should describe the objective of the assignment to make sure this is clear to the consultant. The objective of the assignment vary widely depending of the stage of the project cycle, however, it is usually possible to identify one clear objective for an assignment.

**3.2 The Scope of the Work**

This section describes the outputs required from the consulting firm or individuals, the required activities, the required inputs and the time frame for implementation. It should be noted that consultants usually respond better to a more detailed definition of their assignments. The TOR should therefore provide the clearly defined outputs and the envisaged activities of the consultants. They includes the following:

- Defined specific outputs required. In defining the output, consider how they relate to the purpose;
- For each output, define the inputs or envisaged activities;
- Determine whether surveys, special analyses or modeling will be required. If they are required, should they be done in advance and should they be a condition of the borrower;
- Identify the key issues that need to be addressed, including specific crosscutting issues in participation, poverty, gender, environment, safety, governance, institutional, financial, economic, cultural and social perspectives;
- Use “phase” headings to itemize the outputs, for example, inception phase, research and analysis phase, design phase, implementation phase, post-implementation phase, etc.
- Based on the envisaged outputs and activities, describe the key consulting inputs by discipline, individually;
- Assess the strength of the domestic consulting industry and its ability to provide firms to undertake the work. Then define what work can be performed best by domestic consultants;
- Assign the outputs and activities, individually to domestic and international consultants; and
- Estimate the time required for the inputs, either collectively or individually.

### **3.3 Detailed Scope of Works by Position/Expert**

This section should describe the specific responsibility or assigned works for each of key personnel, if not given in Section 3.2 above. It will describe in detail the specific outputs and corresponding activities individually with reference to the scope of work for the consulting firm described in Section 3.2.

### **4. The Institutional Arrangements**

This section describes the institutional situation for the assignment, indicating the roles and responsibilities of all the concerned institutions. It will include the EA, implementing agencies and counterpart staff. Because of the need for more inclusive coordination and participatory approaches, the list of the concerned institutions should also include a steering committee, bids and awards committee, the private sector, NGO, community groups, project beneficiaries, etc., when appropriate.

This section should also describe the assistance the EA will provide to the consultant. The assistance could include providing counterpart staff, office space, transportation, communication facilities (telephone, access to internet services), computers, survey equipment and relevant documents at the central, provincial and district level. Check to make sure that counterpart funds are available to finance the EA's counterpart contribution.

### **5. The Timing, Duration and Phasing**

This section specifies the time frame for the assignment, clearly stating the deadlines and defining the phases, if appropriate. It will describe the starting date and the duration of consulting services, the amount of consultation and participation expected, whether with government officials at the local level, beneficiary communities and NGO, the number of different locations to visit, the availability of transport and the existing infrastructure, etc. The section also provide information on the assignment divided into phases, if the phasing approach considers an effective way to structure and monitor project implementation. Defining phases is particularly useful if the scope cannot be precisely defined when the TOR are first drafted. The TOR should show the estimated duration of each phase and should define the milestones, e.g. a report, a workshop, or analysis of a survey. A common approach is to require a report at the end of each phase

### **6. The Reports and Documents**

The TOR describe the reports and documents and when the consultants must submit them. The reports can include:

- Inception report
- Progress report
- Interim report
- Draft final report
- Final report
- Special survey or study reports

The requirements for progress reports should be sufficient to keep the project officer and the EA informed of the progress of the Project and services of the consultants, but should not force the consultants to spend excessive time preparing minor reports. In addition to these reports, the consultants will be required the preparation of bidding documents, bid evaluation reports, O&M reports, etc., depending on the type of services.

### **7. Particular Responsibilities of the Consultants**

This Section will describe particular responsibilities as stipulated in the JICA's Guidelines for the Employment of Consultants (Section 2.02) and others that will be stated in the minutes of

discussion (M/D) and/or loan agreements signed between the Borrower and JICA missions.

**8. Annexes to the TOR**

The TOR should include a project location map and an organization chart. When it is difficult to incorporate them in the text, they can be included as annexes. The project implementation schedule may also be included, but the breakdown project cost estimates will not normally be provided.



**APPENDIX 5: Consultant Recruitment Activity Monitoring (CRAM) Sheet**

No	ACTIVITY	Norm (Calendar Days)	Time Schedule		Responsible Party
			Planned	Actual	
<b>I</b>	<b>Short-listing and RFP Preparation Stage</b>				
1	EA to make advertisement for EOIs for shortlisting in local newspapers, PhilGEPS and DAR websites	14			
2	Opening of EOIs	1			
3	EA to evaluate EOIs and prepare a shortlist	14			EA
4	<b>EA to submit draft RFP including TOR and a shortlist to JICA for concurrence</b>	1			EA
5	JICA to make primary check and send comments to EA	20			JICA
6	EA to revise and submit the revised RFP to JICA	7			EA
7	<b>JICA to review and concur the revised RFP</b>	7			JICA
8	EA to announce the name of shortlisted firms at its website	1			EA
<b>II</b>	<b>Proposal Stage</b>				
9	<b>EA to issue RFP to the shortlisted consultants</b>	1			EA
10	EA to hold pre-proposal conference	1			EA
11	EA to receive proposals (technical and financial proposals) from the consultants	45-60			Short-listed Consultants
12	EA to evaluate technical proposals	30			EA
13	<b>EA to submit the technical proposal evaluation report to JICA</b>	1			EA
14	JICA' to conduct primary check of the evaluation report and send the primary comments to EA	20			JICA
15	EA to revise the technical evaluation report	7			EA

No	ACTIVITY	Norm (Calendar Days)	Time Schedule		Responsible Party
			Planned	Actual	
16	JICA' to review and concur the revised technical proposal evaluation	7			JICA
17	EA to invite the consultants for opening of financial proposal	5			EA
18	EA to conduct public opening of financial proposals	1			EA
19	EA to conduct financial proposal evaluation and ranking	10			EA
20	EA to receive government approval	10			EA
21	EA to submit a report on financial proposal evaluation and ranking to JICA for concurrence	1			EA
22	JICA to conduct the primary check and send the primary comments to EA	14			JICA
23	EA to revise the final evaluation report	7			EA
24	EA to submit the revised final evaluation report to JICA	3			EA
25	JICA to review and concur the revised final evaluation report and concur it	14			JICA
III	Contract Negotiations and Signing Stage				
26	EA to invite the first ranked consultant to contract negotiation	5			EA
27	EA to hold contract negotiation and initial the negotiated contract document with the consultant	7			EA and Consultant
28	EA to receive government approval of the negotiated contract document	7			EA
29	EA to submit the negotiated contract to JICA (not mandatory)	1			EA
30	JICA to review and comment to E/A (not mandatory)	7			JICA
31	EA to revise the negotiated contract and resubmit it to JICA (not mandatory)	7			EA



No	ACTIVITY	Norm (Calendar Days)	Time Schedule		Responsible Party
			Planned	Actual	
32	JICA to review and concur (not mandatory)	5			JICA
33	EA to sign the contract with the consultant and submit it to JICA for its concurrence	5			EA and Consultant
34	JICA to review and concur the signed contract	7			JICA
35	EA to issue a notice to proceed to the consultant	1			EA
3	Commencement of services	14			Consultant



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