



**User's Guide on Selection of  
Consultants under IsDB Procurement  
Guideline**

# Foreword

The purpose of this User Guide is to explain the process in a simplified manner. It also provides a checklist and a standard template for use of the Bank staff including Operations Team Leader (OTL)/ Project Management Specialist (PMS) / Project Officer (PO).

This document can also be used by the Executing Agencies (EAs) and Project Management Units (PMUs) in member countries on how to undertake the process and prepare a short list for recruiting of consultant based on the Guidelines for the Procurement of Consultant Services under IsDB Project Financing.

An important feature of the User Guide is a description of step-by-step process and explaining of key steps required in the process. This document includes the Selection Process, Request for Expression of Interest (REOI), and Request for Proposals (RfP).

This User Guide will clarify number of issues frequently encountered by staff of the Bank and Beneficiaries in recipient countries and organizations when procuring services of consultants for various activities under IsDB financing.

The Islamic Development Bank (IsDB) welcomes any feedback from users of this Document for its further enhancement.

For information on procurement under the Bank-financed projects, contact:

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## Common Abbreviations and Defined Terms

Abbreviation / term	Full terminology / definition
<b>Bid</b>	An offer, by a Bidder venture, in response to a Request for Bids to provide the required Goods, and/or Works and/or related services
<b>Bidder</b>	A Firm that submits a Bid for the provision of Goods and/or Works and/or related Services
<b>Beneficiary</b>	A Beneficiary is the recipient of IsDB Project Financing. The term includes any entity involved in the implementation of an IsDB financed project on behalf of the Beneficiary.
<b>CMC</b>	Consultancy Monitoring Committee
<b>CSC</b>	Construction Supervision Consultant
<b>COI</b>	Conflict of Interest
<b>Consultant</b>	A Consultant Firm or Individual Consultant that provides Consultant Services. A Consultant is independent of both the Beneficiary and IsDB.
<b>Consulting Services</b>	Consultant Services are those intellectual services delivered by a Consultant Firm or an Individual Consultant. Consultant Services are normally of a professional, expert or advisory nature. Consultant Services are governed by IsDB's Guidelines for the Procurement of Consultant Services under IsDB Project Financing.
<b>CQS</b>	Consultant's Qualification Selection
<b>DACON:</b>	Database on Consultants
<b>EOI</b>	Expressions of Interest
<b>FBS</b>	Fixed Budget Selection
<b>Fraud and Corruption</b>	The sanctionable practices of corruption, fraud, collusion, coercion and obstruction defined in IsDB's Guidelines on Combating Fraud and Corruption and in IsDB Group Anti-Corruption Guidelines on Preventing and Combating Fraud and Corruption in IsDB Group- Financed Projects
<b>Guidelines</b>	Guidelines for Procurement of Consultant Services under IsDB Project Financing (April 2019)
<b>Goods</b>	A category of Procurement that includes for example consumables, equipment, machinery, vehicles, commodities, raw material or industrial Plant. The term may also include related services, such as: transportation, insurance, installation, commissioning, training, and initial maintenance.
<b>GPN</b>	General Procurement Notice
<b>IsDB</b>	Islamic Development Bank
<b>ITC</b>	Instructions to Consultant
<b>JV</b>	Joint Ventures
<b>LCS</b>	Least Cost Selection
<b>LOI</b>	Letter of Invitation
<b>MC</b>	Member Country
<b>MDBs</b>	Multi-Lateral Development Banks
<b>NGO</b>	Non-Governmental Organizations
<b>Non-Consulting Services:</b>	Services which are not Consulting Services. Non-Consulting Services are normally Bid and contracted based on performance of measurable outputs,

Abbreviation / term	Full terminology / definition
	and for which performance standards can be clearly identified and consistently applied. Examples include drilling, aerial photography, satellite imagery, mapping, and similar operations.
<b>NOL</b>	No Objection Letter
<b>Post Review</b>	The process of IsDB reviewing the Beneficiary's Bidding Documents and Procurement activities following the award of the contract.
<b>PP</b>	Procurement Plan
<b>PS</b>	Procurement Strategy
<b>PCN</b>	Project Concept Note
<b>Prequalification</b>	The shortlisting process which can be used prior to inviting request for Bids in the Procurement of Goods, Works or Non-Consulting Services.
<b>Prior Review</b>	The process of IsDB reviewing the Beneficiary's Bidding Documents and Procurement activities before the award of the contract.
<b>Procurement</b>	The function of planning for, and sourcing Goods, Works, Non-Consulting Services, and/or Consulting Services to meet required objectives.
<b>Procurement Documents</b>	A generic term used in these Guidelines to cover all Procurement Documents issued by the Beneficiary. It includes: GPN, SPN, EOI, REOI, Prequalification document, RFB and RFP, including any addenda.
<b>Proposal</b>	An offer, by a Proposer, in response to a Request for Proposal to provide required Consultant Services
<b>Proposer</b>	A firm that submits a Proposal for the supply of the required Consultant Services
<b>REOI</b>	Request for Expression of Interest
<b>QCBS</b>	Quality and Cost Based Selection
<b>QBS</b>	Quality Based Selection
<b>RFP</b>	Request for Proposal
<b>TOR</b>	Terms of Reference
<b>VFM</b>	Value for Money
<b>Works</b>	A category of Procurement that refers to construction, repair, rehabilitation, demolition, restoration, maintenance of civil work structures, and related services such as transportation, insurance, installation, commissioning, and training.
<b>UN</b>	United Nations
<b>UN Agencies</b>	United Nations specialized agencies

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## STEPS

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### 1. Prepare Draft Request for Expression of Interests (REOI)

- Once IsDB No-Objection for the Procurement Plan (PP) and Project Strategy (PS) has been given and before the beginning of any procurement activity under a project, the Beneficiary shall issue a General Procurement Notice (GPN) (paragraph 2.15). The main purpose of GPN is to alert qualified firms on the business opportunities introduced by the project.

The Beneficiary shall issue a GPN as follows:

- a. for international Consultant shortlists, the GPN must be shared with IsDB to advertise this on the IsDB website and on either the UNDB Online or DgMarket website;
- b. for MC Consultant shortlists, the GPN must be advertised on the IsDB website and on either the UNDB Online or DgMarket website as well as on the Beneficiary's website (or the project portal of the MC); and
- c. for domestic Consultant shortlists, the GPN must be advertised on the Beneficiary's website and, where available, in other appropriate publicly accessible media with wide distribution in the Beneficiary's country.

The Beneficiary should keep record of firms who respond to the GPN for future use.

#### **Request for Expression of Interest (REOI)**

- During project implementation and for each or a group of similar and specific assignment(s) the Beneficiary should publish a Request for Expression of Interest (REOI) following the attached template (Annex 1). The Beneficiary should also contact and inform the potentially qualified firms who have responded to the GPN to send their Expression of Interest (EOIs).
- The objective of launching REOI is to identify firms that are
  - i. Reasonably qualified for the assignment (based on experiences, technical qualification and capacity), and
  - ii. Interested in the assignment (to ensure that they will submit a proposal, hence increasing the competition).
- A draft TOR must be available prior to preparing an REOI.

### 2. Publish REOI

- The Beneficiary should publish a REOI in IsDB's Website, in local media, and in compliance with paragraph 2.16 (if short list is also open to firms from non-MCs).
- Normally, no less than 14 days shall be allowed to receive responses before preparing a short list (paragraph 2.17).
- If the Beneficiary does not receive sufficient number of EOIs, they should consider inviting potentially qualified firms from other sources such as the associations, embassies, or internet (DgMarket/UNDB, DACON, development executives, etc.) to ensure that the final short list meets the requirements specified in the Guidelines.
- The publication should be based on the nature of the shortlist as follows (para 2.16):
  - a. For international Consultant shortlists and MC Consultant shortlists, the Request for Expression of Interest (REOI) shall be advertised on the IsDB website, on either UNDB Online or DgMarket and in at least one (1) newspaper with national circulation in the Beneficiary's country.
  - b. For domestic Consultant shortlists, the REOI shall be advertised on the Beneficiary's website and, where available, in other appropriate publicly accessible media with wide distribution in the Beneficiary's country

### 3. Identify A Long list.

The eligibility and conflict of interest should be checked to identify the Long list.

- The firms are substantially qualified for the assignment. The main evaluation criteria first and foremost should be each company's technical qualification, expertise, and experience rather than administrative or other factors.

According to Clause 2.19 of the Guidelines, "Eligibility" and "Conflict of Interest" are the shortlisting criteria for the consultant or firm are as follows:

- i. Not subject to the Boycott Regulation of the Organization of the Islamic Cooperation, the League of Arab States and the African Union (paragraph 1.14).

Consultants from a country may be excluded if:

- a. as a matter of law or official regulation, the Beneficiary's country prohibits commercial relations with that country;
  - b. by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Beneficiary's country prohibits any payment to a particular country, person or entity; or
  - c. in accordance with the IsDB Cross-Debarment Agreement
- ii. for short-list limited to firms from Member Countries (MCs):
    - ▷ established or incorporated in an IsDB-MC;
    - ▷ principal place of business is in IsDB-MC;
    - ▷ its chief officer is a National of an IsDB-MC;
    - ▷ majority of managerial and professional staff of firms are nationals of IsDB-MC;
  - iii. meet conditions for the following special cases: state-owned universities, research center, university professors, research staffs (paragraph 1.20); government officials, civil servants (paragraph 1.21);
  - iv. is not declared as ineligible due to fraud and corruption cases (paragraph 1.38 ref. sub- paragraph d of paragraph 1.38);
  - v. is not in any potential conflict of interest (COI) situation (paragraph 1.23-1.24), such as:
    - a. conflicting activities, e.g.: involve in procurement of goods and/or works which is connected to the assignment;
    - b. conflicting assignment, e.g.: assessing activities which the company has implemented, involve in preparation of TOR for the assignment being competed;
    - c. conflicting relationship, e.g.: related to party involved in decision making for the assignment being competed.

### 4. Establish A Short list.

- Starting from the long list, the Beneficiary reduces the number of firms into a short-list of 5- 6 consultant firms based on the following evaluation criteria (paragraph 2.19)
  - i. Qualified firms who have submitted EOIs /proposal after being longlisted (paragraph 2.20);
  - ii. Reputation in terms of technical and client- consultant relationship;
  - iii. Past experience and performance;
  - iv. Financial capacity (if required);
  - v. For shortlist comprising international firms and shortlist comprising member countries (MC), there should be not more than two firms from any one country, unless such condition is waived in the Financing Agreement (paragraph 2.22);

- The Beneficiary should simultaneously prepare a report summarizing the long-listing and short-listing process following the attached template (Annex 2) as well as a draft Request for Proposal (RFP) for the assignment;
- For prior review contract, the Beneficiary shall send the short-list evaluation report-once finished-and draft RFP to the Bank its 'No Objection'.
- Other factors to consider:
  - i. The short list should normally comprise consultants of the same category with similar business objectives, corporate capacity, experience and field of expertise, and that have undertaken assignments of a similar nature and complexity;
  - ii. for selection methods which treat price as a factor in the evaluation (e.g. Quality and Cost based Selection (QCBS), Fixed Budget Selection (FBS), Least Cost Selection (LCS) methods) Government-owned enterprises or institutions and not-for-profit organizations (NGOs, Universities, UN Agencies, etc.) should not be mixed with private sector firms, unless they operate as commercial entities;
  - iii. The shortlist shall not include individual consultants;
  - iv. If a group of consultants send their EOIs in the form of an association, the Beneficiary should have clear understanding on the type or form of associations as well as the roles and responsibilities of lead, each member of the association or sub-consultant.

### **The following are acceptable types of association:**

There are three types of shortlist namely:

- a. International shortlists, which may include Consultant Firms from any country, including MCs;
- b. MC shortlists, which include only Consultants from MCs; and
- c. Domestic shortlists, which include only Consultants from the Beneficiary country
  - i. In the case of shortlisting international Firms and MC Firms, association of MC with non-MC Firms may be accepted. Association of non-domestic Consultants with a domestic Firm is also encouraged (paragraph 1.28).
  - ii. In the case of shortlisting MC Firms, association with non-MC Firms may be accepted. For MC Firms, in the case of a JV, the MC Firm shall retain the leadership of the JV and shall provide more than 50 percent of the key professional staff-month inputs through its own permanent staff. The other non-lead JV partners shall intervene mainly through their permanent staff (paragraph 1.29).
  - iii. In all cases of sub-consulting, the lead Firm is solely responsible for ensuring the execution to the required standard. It shall retain the leadership of the association and shall provide more than 50 per cent of the key professional staff-month inputs through its own permanent staff. The associated Firm shall intervene mainly through its permanent staff (paragraph 1.26 and 1.30).
  - iv. if the same company is considered for inclusion in short lists for concurrent assignments, the Beneficiary shall assess the company's overall capacity to perform multiple contracts before including it in the shortlist of more than one assignment;

Once IsDB has given its No-Objection to the shortlist, the Beneficiary shall not modify the shortlist without IsDB's prior No-Objection (paragraph 1.27 and 2.21).

Scoring is not recommended and may be used only with precaution since less qualified companies can be 'accidentally' included in the short-list if non-relevant criteria is used with a scoring approach. Shortlist evaluation report should provide narrative description of strength and weakness for each firm, including lead and member of JV in the case of JV to justify the selection of shortlisted firms.<sup>1</sup>

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<sup>1</sup>The ranking/scoring is only for purpose of the beneficiary/executing agency to rank and shortlist firm where as IsDB review it only ensure that the shortlisted firms are reasonably qualified to perform the assignment

## 5. Issue the RFP:

- For prior review, the Bank will check the proposed short-list and draft RFP for consistency with the provisions in the Financing Agreement and the Guidelines and issue a no objection letter upon a satisfactory review.
- Upon receiving the No Objection Letter (NOL), the Beneficiary should proceed with sending the final RFP, incorporating Bank's comments, if any, to the short-listed firms.
- The Beneficiary should immediately seek written confirmation that the firms will submit a proposal by the assigned deadline.

## 6. Evaluation of Technical Proposals.

In order to avoid bias, add transparency and fairness, maintain consistency as well as justify the score of each evaluator, it is a good practice that the evaluators establish the grading system and agree on the definition of poor, satisfactory, good and very good for each sub-criterion before opening the technical proposals.

Below is sample of grades definitions for criteria for firm's experience (definitions may differ from case to case, depending on the characteristics of the assignment). As sub-criteria are usually not provided for criteria firm's experience, therefore such criteria be evaluated as a whole.

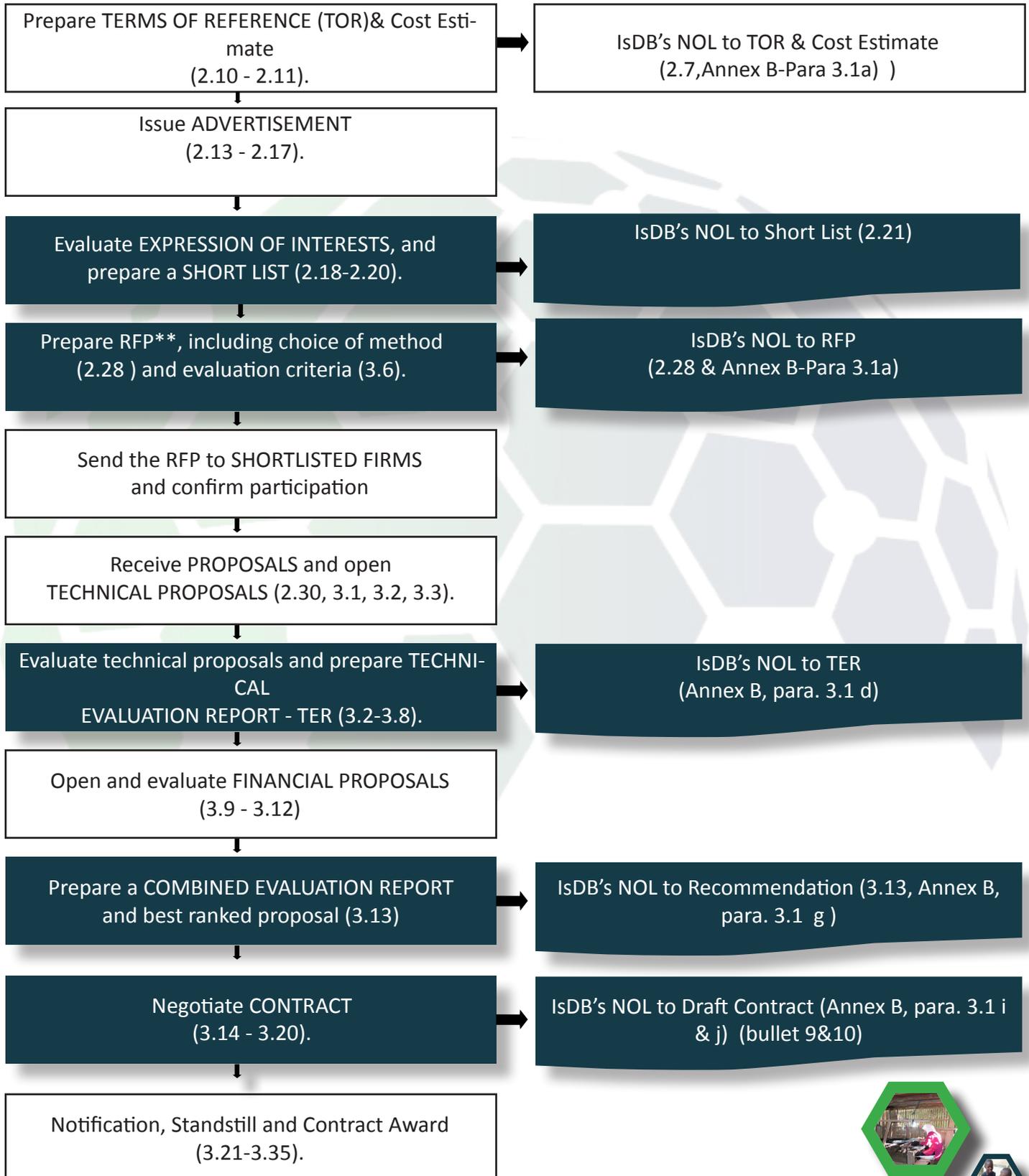
- Poor (40%) shall not be given for criteria firm's experience because the firm has been considered qualified as the firm is shortlisted.
- Satisfactory (70%). The consultants have experience in the field of assignments similar to the one being considered, but have not dealt with critical issues specific to it (such as, for instance, delicate social or environmental issues). The consultants are experienced in the use of standard approaches and methodologies required for the assignment. The consultants' permanent staff are adequate.
- Good (90%). The consultants have extensive experience in the field of the assignment and have worked in countries with similar physical and institutional conditions, including similar critical issues. Permanent staff are adequate and highly qualified to cover the requirements of the assignment. The consultants have experience with advanced approaches and methodologies for dealing with the specific requirements of the assignment.
- Very Good (100%). The consultants have outstanding, advanced expertise in specific problem areas of the assignment that can promise an excellent execution of the assignment. The consultants' staff include top experts in the field of the assignment. The consultants are considered world-class specialists in the approaches and methodologies dealing with specific issues in the assignment. The consultants operate according to well-established QM procedures.

However, grades definition for poor, satisfactory, good and very good under criteria "Adequacy of the proposed work plan and methodology in responding to the Terms of Reference" shall be provided for each sub-criteria as indicated in the Data Sheet 21.1 of RFP that may comprise of: (a) Technical Approach and Methodology; (b) Work plan, (c) Organization and Staffing:

## Workflows For Selection of Consultant for IsDB Financed Projects

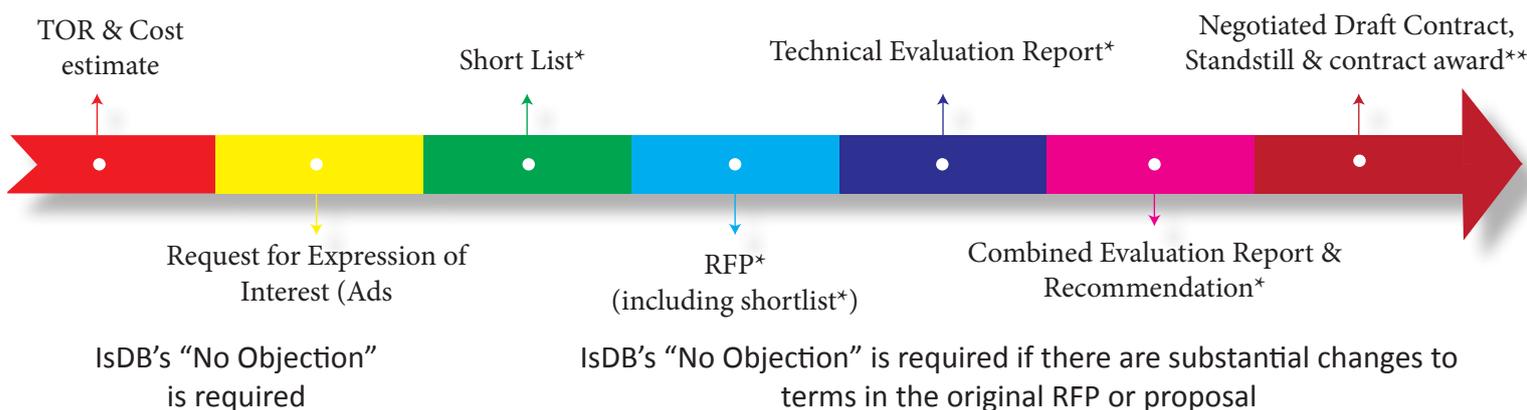
### 1. Work-flow for Selection of Consultant Firm (QCBS Method) by the Beneficiary

Notes: (i) For full compliance check, please refer to paragraphs in "the Guidelines for The Use of Consultants under IsDB Financing" ("Guidelines") which are provided within the brackets;  
(ii) the workflow is based on QCBS method and prior review, which is the 'default' method; other selection methods are available in the Guidelines to suit different type of assignments.



## 2. Information Check List by The Operations Team Leader/Project Management Specialist/Project Officer

Note: the list is NOT intended for a compliance check, in which case information in relevant paragraphs in the Guidelines (included in the workflow above), should be referred to.



Items	Check List
<b>Terms of Reference (TOR) and cost estimate-NOL required</b>	
<ul style="list-style-type: none"> <li>Contract package is consistent with Procurement Plan in Appraisal Documents.</li> <li>TOR provides appropriate information to help with preparation of a good proposal (2.6) – for complex assignment, TOR is not too detailed and inflexible so as to leave room for expert’s inputs and approaches (2.7).</li> <li>A minimum man-month for key expertise is specified to ensure quality input. It should be optional. Referring to ITC 14.1.2 “The Client may indicate in the Data Sheet the estimated Key Experts’ time input (expressed in person-month) or the Client’s estimated total cost of the assignment, but not both.”</li> <li>Key experts and their input should be verified by OTL. The unit rates used for the cost estimates shall be appropriate based on the market and historical data. For example, if international shortlist is proposed the unit rates should reflect international prices. Unit rates for domestic or MC Consultants can in some instances be lower than international rates.</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Request for Expression of Interest (REOI)</b>	
<ul style="list-style-type: none"> <li>Advertised in well-known media as per sample template (Annex 1).</li> <li>Sent to firms that responded to the General Procurement Notice1 (GPN).</li> <li>Published on IsDB Website and DG-Market/ UNDB etc.</li> <li>Sent to MC’s embassies (for international short-listing).</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Short List – NOL Required</b>	
<ul style="list-style-type: none"> <li>EOI evaluation includes essential elements in the sample template (Annex 2).</li> <li>Proposed short list consists of 5-6 qualified consultant firms with similar experiences, and who have confirmed their interests in the assignment (2.19).</li> <li>EOI evaluation report and proposed short list are reviewed and provided no objection by IsDB.</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Request for Proposal (RFP) – NOL Required</b>	
<ul style="list-style-type: none"> <li>Draft RFP follows Bank’s standard template2.</li> <li>No change is made to the standard texts of the Instructions to Consultant (ITC) and General Conditions of Contract (GCC).</li> <li>Modifications to provisions of the ITC and GCC, as per the assignment, are made through the Data Sheet (for ITC) and Special Conditions of Contract (for GCC).</li> <li>Score allocation for each technical criteria complies with specified range (3.6).</li> <li>Breakdown of technical scores for each evaluation criteria, if any, is disclosed in the RFP (otherwise it should not be later introduced at the evaluation stage).</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Technical Evaluation Report – NOL Required</b>	
<ul style="list-style-type: none"> <li>Includes a copy of official RFP which is consistent with the one cleared by IsDB.</li> </ul>	<input type="checkbox"/>

Items	Check List
<ul style="list-style-type: none"> <li>Prepared as per Bank’s standard template for consultant evaluation3.</li> <li>Provides both quantitative- (scores) as well as qualitative (narration) assessment of each proposal, highlighting its strengths and weaknesses as per evaluation criteria.</li> <li>Includes sufficient explanation to substantiate the following (absence thereof IsDB may request the proposals to be reviewed by experts acceptable to the Bank or by the Bank): (i) exceptionally high or low scores (as per each evaluation criteria and/or total scores), (ii) significant differences in scoring (among individual evaluators and/or among proposals), and (iii) cases of failed proposals (marked below passing grade).</li> <li>Provides assessment of each proposed key staff by names.</li> <li>Attaches copy of signed score sheet of each individual evaluator.</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Combined Evaluation Report and Recommendation for Award – NOL Required</b>	
<ul style="list-style-type: none"> <li>Prepared as per Bank’s standard template for consultant evaluation4.</li> <li>The financial proposal evaluation shall follow ITC 24.</li> </ul>	<input type="checkbox"/> <input type="checkbox"/>
<b>Draft Negotiated Contract</b>	
<ul style="list-style-type: none"> <li>Includes minutes of contract negotiation which record changes, if any, with the one contained in the RFP and consultant’s proposal.</li> <li>Is consistent with information in the Consultant Evaluation Report especially on key staffs, schedules, deliverables, and costs.</li> </ul>	<input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> <li>Notification of Intention to Award, Standstill Period, Debriefing, and Procurement-related complaint during the Standstill Period.</li> <li>Contract Award and Publication of Contract Award</li> </ul>	<input type="checkbox"/> <input type="checkbox"/>



## ANNEX 1

### REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTANT SERVICES)

[insert: COUNTRY] [insert: NAME OF PROJECT]

[insert: SECTOR] CONSULTING SERVICES

Mode of Financing: [insert: Mode of Shari'ah Financing]

Financing No. [insert: Financing No.]

The [insert: name of Beneficiary] [select: has received/has applied for/intends to apply for] financing from the Islamic Development Bank toward the cost of the [insert: name of project], and intends to apply part of the proceeds for consultant services. The services include [insert brief description, implementation period, estimated level of effort (professional staff-months), implementation period, expected start date of assignment, etc. ensuring full consistency with the TOR attached or referred to in this REOI].

The detailed Terms of Reference (TOR) for the assignment [insert one of the following: are attached to this request for expressions of interest.

Or

can be found at the following website: (insert name of the website and URL address or link).

or

can be obtained at the address given below.]

Please refer to the General Procurement Notice (GPN) for this project that appeared in [insert: the media where GPN is published], dated [insert date of the publication of GPN].

The [insert name of executing agency] now invites eligible consulting firms ("Consultants") to indicate their interest in providing the services. Interested consultants must provide specific information which demonstrate that they are fully qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.).

- The shortlisting criteria are: [insert criteria related to required qualifications and experience of the firm; such as core business and years in business, relevant experience, technical and managerial capability of the firm. The Qualifications and Experience of Key Experts shall not be included in the shortlisting criteria]. Key Experts will not be evaluated at the shortlisting stage
- The attention of interested Consultants is drawn to Paragraphs, 1.23, and 1.24 of the Guidelines for Procurement of Consultant Services under Islamic Development Bank Project Financing (the "Procurement Guidelines"), setting forth IsDB's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint-venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected

A consultant will be selected in accordance with [insert approved selection method] method set out in the Procurement Guidelines.

Interested consultants may obtain further information at the address below during office hours [insert: office hours if applicable, i.e. 0900 to 1700 hours] (local time).

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax, or by e-mail) by [insert: date (must be 14 days or more after the date of this advertisement)].

[insert: NAME OF OFFICE]

Attention: [insert: name of authorized officer & title]

[insert: postal address and/or street address, and building and floor number] [insert: postal code, city and country]

Tel: [insert telephone number, including country and city code] Fax: [insert fax number, including country and city code]

E-mail: [insert official email address used by the Committee for the selection] Web site: [insert website of the office or the project]



# ANNEX 2: EOI Evaluation Report-EXAMPLE



Package's Name (Procurement Plan's ID):  
 Estimated Cost  
 Selection Method:  
 Request of Expression of Interest:  
 Short-Listed Firms or Joint-Ventures

Detail Design of Bridge (#####)  
 \$\$\$\$  
 QCBS – Short List MC  
 Media XXXX, dated #####  
 Five (5) to Six (6)



1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
No.	Name of Firm	Source (ads, data- base, direct invitation)	Type of Association (*)	Jointly and severally liable (**)	Country Of Registration	Core Expertise	Range of Contract Size (if available)	Minimum technical qualification and experiences (***)			Eligible? [Yes / No] (****)	Qualified/ Long-listed? [Yes / No]	Short-listed? [Yes/No]	Remarks (*****)
								Qualification 1	Qualification 2	Qualification 3				
1	Firm A	Ads	JVL	Yes	MC1	...	...	...	...	...	Yes	Yes	Yes (1)	Short-listed as JV A, B, and C from MC1 ...
	Firm B		JVP	Yes	MC2	...	...	...	...	...	Yes	Yes		
	Firm C		JVP	Yes	MC3	...	...	...	...	...	Yes	Yes		
	Firm D		Sub		MC3									Not evaluated (sub-consultant)
2	Firm E	Ads	JVL	Yes,	MC4	...	...	...	...	...	Yes, Yes Yes ...	Yes Yes Not fully ...	Reserve	Not evaluated (sub-consultant) Not evaluated (sub-consultant)
	Firm F		JVP	Yes	MC2	...	...	...	...	...				
	Firm.G		JVP	Yes	MC2	...	...	...	...	none				
	Firm H		Sub	N/A	MC2	...	...	...	...	...				
	Firm I		Sub	N/A	MC2	...	...	...	...	...	...	...		
3	Firm J	Ads		N/A	MC2	...	...	...	...	...	Yes	Yes	Yes (2)	Short-listed as firm J from MC2
4	Firm K	Ads	JVL	Yes	MC2	...	...	...	...	...	Yes Yes	Yes Yes	Yes (3)	Short-listed as JV K and L from MC2 ...
	Firm L		JVL	Yes	MC5	...	...	...	...	...				
5	Firm M	Database		N/A	MC3	...	...	...	...	...	Yes	Yes	Reserve	May be short-listed if expresses interest
6	Firm N	Ads	JVL	Yes	MC5	...	...	...	...	...	Yes	Yes	Yes (4)	Short-listed as JV N and O from MC5 ...
	Firm O		JVP	Yes	MC2	...	...	...	...	...				
7	Firm P	Ads	JVL	Yes	MC3	...	...	...	...	...	Yes Yes Yes	Yes Yes Yes	Yes (5)	Short-listed as JV P, Q, and R from MC3 ...
	Firm Q		JVP	Yes	MC2	...	...	...	...	...				
	Firm R		JVP	Yes	MC2	...	...	...	...	...				
8	Firm S	Invitation	JVL	Yes	MC6	...	...	...	...	...	Yes Yes No	Yes Yes Yes	Yes (6)	Short-listed as JV S, T, and U from MC6 ... U is Non-MC and can join in with certain conditions
	Firm T		JVP	Yes	MC7	...	...	...	...	...				
	Firm U		JVP	Yes	Non-MC1	...	...	...	...	...				
9	Firm V	Ads	JVL	Yes	Non-MC2	...	...	...	...	...	No No			Non Member Countries
	Firm W		JVP	Yes	Non-MC1	...	...	...	...	...				
10	Firm X	Invitation	JVL	Yes	MC2	...	...	...	...	...	Yes Yes No	Yes Yes Yes	Reserve	Already two short-listed firms from MC2. ... Z is Non-MC and can join in with certain conditions
	Firm Y		JVP	Yes	MC2	...	...	...	...	...				
	Firm Z		JVP	Yes	Non-MC3	...	...	...	...	...				

**Notes:**

(\*) JVL: Joint-Venture Lead Firm, JVP: Joint-Venture Partner. Qualifications of JVL and each JVP should ALL be evaluated. To be considered for the assignment, the JV should meet the qualification and experience required in the TOR. Sub-consultant will not be evaluated. (\*\*) The JV Agreement shall clearly state that all association members are jointly and severally responsible and liable for the assignment.

(\*\*\*) Shall be consistent with the advertisement and the TOR.

(\*\*\*\*) Eligibility criteria is based on country of registration, principal place of business, potential conflict of interest situation, involvement in fraud and corruption case, past performance, and compliance to boycott regulations.

Please refer to relevant paragraphs in the Guidelines. (\*\*\*\*\* Provide also comments on strengths and weaknesses of the firms

<sup>1</sup> Attach additional pages for further explanations or support documents as required.



For any additional information, Please see

[www.isdb.org/procurement](http://www.isdb.org/procurement)

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