

# Project Administration Instructions

PAI 2.02, Part G  
Revised January 2008  
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## RECRUITING CONSULTING FIRMS PART G: FOR IN-HOUSE TRAINING ASSIGNMENTS UNDER THE ADMINISTRATIVE BUDGET

### A. Introduction

1. This part of project administration instruction (PAI) 2.02 provides policies and procedures for recruiting consulting firms for training assignments. Read it in conjunction with PAI 2.01, which provides general guidelines on recruiting consultants, and the other parts of PAI 2.02.

### B. Policies

2. The Human Resources Division (BPHR) recruits consultants to conduct in-house training and development programs for Asian Development Bank (ADB) staff. When the consultants are firms, BPHR selects them using quality- and cost-based selection (QCBS) or single-source selection (SSS). BPHR supervises the consultants during the assignments. The Central Operations Services Office (COSO) is responsible for discussing remuneration and for negotiating and administering contracts with consultants. Consultants for such training assignments are funded from ADB's administrative budget

### C. Training Concept Paper

3. BPHR first identifies potential training needs and analyzes them to clarify what training is required. Then BPHR prepares a training concept paper that identifies the target audience and their training needs, and recommends a program to meet those needs. The Director, BPHR approves the concept paper if the assignment budget is \$100,000 or less, and the Director General, Budget, Personnel, and Management Systems Department (BPMS) approves it if the assignment budget is more than \$100,000.

### D. Terms of Reference

4. BPHR forms working groups to design most training programs and to select the consultants. The working groups include staff from the target departments and technical specialists, with professional training staff from BPHR acting as chairpersons. The groups first develop the content of the programs and prepare the terms of reference (TOR), which include the following information:

- the purpose of the training program;
- the scope of work;
- the expertise required;
- whether a firm or individual training consultant will be engaged;
- if a firm will be engaged, whether it will be selected using QCBS or directly selected;
- if a firm will be selected using QCBS, the evaluation criteria for the technical proposals;
- the recruitment and assignment schedule;
- the deliverables and reports required;
- the facilities ADB will provide; and
- details of other implementation arrangements.

5. The Director, BPHR approves the TOR if the assignment budget is \$100,000 or less. The Director General, BPMS approves the TOR if the assignment budget is more than \$100,000 or if the consultant will be selected using SSS.

#### **E. Short List**

6. When the assignment budget is more than \$100,000, BPHR posts the training program in the business opportunities section of ADB's website for at least 30 days before preparing a short list. When a program is urgent, the Director General, BPMS may approve waiving the posting.

7. The working group then prepares a short list of at least three technically qualified consulting firms. The group identifies qualified firms from their expressions of interest and by searching the DACON, the Internet, and databases of professional associations, and by asking training companies and educational institutions for nominations. The consultants on the short list must represent ADB's member countries in a reasonably geographically balanced manner. The list normally does not contain more than one consultant from any member country, but in special cases when not enough consultants can be identified with the required experience, the Director, BPHR may approve including two consultants from one country on the list. BPHR prepares minutes of the short-listing meeting.

8. BPHR sends the short list and minutes through the Director, BPHR to COSO for concurrence. After COSO concurs with the short list and minutes, the Director, BPHR approves them.

#### **F. Using QCBS to Select Consulting Firms**

9. Appendix 1 outlines the procedures BPHR follows when it uses QCBS to select consulting firms for training assignments. BPHR invites the consultants on the shortlist to submit technical and financial proposals. The information in the request for proposals (RFP) includes the

- TOR and the arrangements for the program;
- description of ADB's procedures for recruiting training consultants;
- statement that BPHR is responsible for evaluating the technical proposals and supervising the training program, while COSO is responsible for evaluating the financial proposals and negotiating and administering the contract;
- weightings for quality and cost;
- instructions on preparing the technical proposal, including the standard format for biodata;
- summary of the criteria that the working group will use to evaluate the technical proposals; and
- instructions on preparing the financial proposal.

10. The technical evaluation criteria explained in the RFP comprise a total of 1,000 points allocated on a fixed basis:

• consultant's experience in similar training programs	150 points
• approach and methodology	250 points
• experts' qualifications	600 points
<b>Total</b>	<b>1,000 points</b>

The criteria sometimes give preference to experience delivering similar training programs in ADB's developing member countries. The length of the technical proposals is limited to five pages for the approach and methodology and five pages for each expert's biodata.

11. When BPHR receives the proposals, it retains the technical proposals for evaluation and forwards the sealed financial proposals to COSO to evaluate.

12. The working group evaluates and ranks the technical proposals, and prepares a report on its evaluations. At least three members must attend the evaluation meeting to make a quorum. If fewer members attend, the meeting is rescheduled. The working group checks the performance records of all the proposed experts in consultation with COSO. The Director, BPHR approves the technical evaluation report, and BPHR sends a copy to COSO.

13. COSO evaluates and ranks the financial proposals. Then, COSO combines the technical and financial scores, normally adding 80% of the technical score to 20% of the financial score. COSO then prepares a report on the evaluation and sends a copy to BPHR.

14. The Director BPHR endorses COSO's evaluation report and clears any experts proposed by the first-ranked firm who were formerly ADB staff and who are working as consultants for the first time. BPHR sends a copy of the endorsement through the Director General, BPMS to COSO at least 10 working days before the proposed start of the assignment.

15. COSO negotiates a contract with the first-ranked consultant and sends a copy to BPHR and the Controller's Department (CTL). If COSO cannot reach a satisfactory agreement with the first-ranked consultant, COSO advises BPHR and starts negotiations with the next-ranked consultant, in turn, until it reaches an agreement. BPHR advises the other consultants that submitted proposals that they were unsuccessful.

16. BPHR supervises the consultant while the assignment is being completed.

17. After the training program is finished, BPHR evaluates the consultant's performance and sends a report to COSO. The report includes a summary of the evaluations made by the participants in the training program and the post evaluation report submitted by the consultant.

18. When BPHR proposes to terminate a contract with a consultant on a training assignment, it first consults COSO and the Office of the General Counsel. If BPHR decides after the consultation to

terminate the contract, it notifies the consultant in writing and asks COSO to send a written notice to the consultant in accordance with the provisions in the contract.

19. BPHR retains in its records the approved training concept papers, TOR, short lists, minutes of short-listing meetings, the RFP, technical proposals, evaluation reports, contracts, program evaluations, and consultants' performance evaluation reports.

**G. Using Single-Source Selection to Select Consulting Firms**

20. BPHR uses SSS to select consulting firms for training assignments in exceptional circumstances, when it has adequate justification. SSS may be appropriate when

- a consultant is clearly more qualified than any other for the assignment, because the consultant previously conducted the same program or a related program and performed well;
- only one consultant is qualified for the assignment; or
- a consultant must be engaged quickly, and not enough time is available to select one competitively.

RECRUITING FIRMS AS TRAINING CONSULTANTS USING QCBS

