European Bank
for Reconstruction and Development

Application of Rated Criteria

Guidance note

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Guidance Notes: Application of Rated Criteria

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Five Bank Street
London E14 4BG
United Kingdom
www.ebrd.com

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1. PURPOSE

This note provides guidance to Clients on the use of Rated Criteria pursuant to Section III, Article 3.42 of the PPR, to support the evaluation of Proposals based on a combination of Rated Criteria and Economic Criteria, achieve Value for Money, and identify the most economically advantageous Proposal.

2. DEFINITIONS

Terms used in this Guidance have the following meanings. Terms not defined in this Guidance have the same meaning as set out in the PPR.

Bank	means the European Bank for Reconstruction and Development.
Early Market Engagement or EME	means the structured, transparent, and non-binding interactions between a Client and potential Market Participants, undertaken before the formal launch of a Procurement Process with the purpose to solely gather market intelligence and test assumptions, not to negotiate or select suppliers.
EME Guidance	means the Bank's Guidance on Early Market Engagement, as amended from time to time.
Economic Criteria	means evaluation factors, expressed in monetary terms, used to assess the financial or economic aspects of Proposals.
KPIs	means key performance indicators.
MDBs	means multilateral development banks.
Open Competitive Procedure	means an Open Tendering Procedure or a Competitive Selection Procedure.
PPR	means the Bank's Procurement Policies and Rules, as amended from time to time.
Proposal	means a tender, a proposal, an offer or a quotation submitted by a Participant in a Procurement Process for a Bank Operation.
Rated Criteria	means non-price evaluation factors used to assess qualitative aspects of Proposals.
Value for Money or VFM	means the achievement of optimal outcomes over the life cycle of an investment, taking into account cost, quality, performance, risk, sustainability, and timing.
Value for Money Guidance	means the Bank's Value for Money in Public Procurement Guidance, as amended from time to time.

3. SCOPE

3.1 Introduction

3.1.1 Background

Rated Criteria are used to evaluate the non-price aspects of a Proposal, such as technical quality, methodology, capability, and risk management. Combined with Economic Criteria, they enable a balanced assessment of Value for Money, ensuring that contract awards are not based simply on lowest price, but on the Participant best positioned to deliver the required outcomes.

The use of Rated Criteria is recognised good practice in public procurement. Their broader and more consistent application enables Clients to assess Proposals in a manner that reflects the complexity, risk profile, and strategic importance of each contract.

Reflecting the increasing emphasis on VfM in public procurement, MDBs are increasingly making greater use of Rated Criteria for larger and more complex procurements alongside other VfM approaches such as lifecycle costs.

3.1.2 Benefits and risks of Rated Criteria

In practice, the effective use of Rated Criteria delivers several key benefits:

- **Improved project outcomes** – by enabling selection of Participants with stronger technical capability, more credible methodologies, and better risk management approaches
- **Better VfM** – by supporting identification of the most economically advantageous Proposal through consideration of both quality and cost factors, particularly for complex or high-risk procurements
- **Stronger market participation** – by signalling that quality will be meaningfully assessed, encouraging capable and high-performing suppliers to participate
- **Greater differentiation between Proposals** – by enabling Clients to distinguish between competing approaches and identify the solution best suited to project needs
- **Support for innovation and improved solutions** – by allowing alternative approaches and added value to be evaluated and rewarded

While Rated Criteria can strengthen VfM outcomes, they also introduce implementation risks if not designed and applied carefully. Common risks include subjectivity, inconsistent scoring, inadvertent bias, heightened conflicts of interest threat, unclear or non-measurable criteria and failure to translate evaluated commitments into enforceable contractual obligations. These risks can be compounded by weak governance of the evaluation process, poor documentation and effective contract management arrangements.

These risks can be mitigated through clear and evidence-based criteria, defined scoring descriptors, appropriate governance arrangements, proactive management of conflicts of interest, early calibration of evaluators, structured moderation, incorporation of evaluated commitments into the contract, and maintenance of a robust audit trail.

Further guidance on designing Rated Criteria, managing the evaluation process, and translating evaluated commitments into effective contract management arrangements is provided throughout this Guidance.

3.1.3 Scope of Guidance

This Guidance supports the application of Rated Criteria in accordance with the PPR. It should be read alongside the Value for Money Guidance. While the Value for Money Guidance focuses on the assessment of value at the project level, this Guidance provides practical guidance on the evaluation of quality and other non-price aspects of Proposals at the procurement stage. Together, the two guidance's support the Client in achieving VfM through effective procurement design and evaluation.

This Guidance sets out the Bank's approach to the design and application of Rated Criteria in Public Sector Operations, including:

- developing evaluation approaches aligned with project objectives and risks;
- designing criteria that capture meaningful the differences between competing Proposals;
- prioritising and weighting criteria to support VfM;
- structuring evaluation methodologies that support consistent, transparent, and defensible decision-making;
- managing the evaluation process in a manner that ensures integrity, fairness, equality, and transparency.

This Guidance applies to the procurement of Works, Goods, Services or Consultancy Services, particularly where quality, delivery approach and participant capability are key determinants of successful contract performance.

3.2 Policy context

3.2.1 Role of Rated Criteria under the PPR

The PPR establish that the Proposal, which is determined to be the most economically advantageous, but not necessarily the lowest submitted Proposal price, shall be recommended for contract award provided that it was submitted by an eligible and qualified Participant and none of the rejection grounds set out in Section III, Article 2.8 apply (Section III, Article 3.44 PPR).

For the purposes of the PPR, the most economically advantageous Proposal is the Proposal that achieves the highest overall result when assessed against the disclosed evaluation methodology, taking into account both quality and cost considerations. It does not necessarily mean the Proposal with the lowest submitted price, nor the Proposal achieving the highest quality score in isolation. Rather, it reflects the Proposal that offers the best overall combination of quality, cost and other relevant evaluation factors in accordance with the procurement documents.

Within this framework, Rated Criteria perform a distinct and critical function. They enable Clients to evaluate dimensions of a Proposal that:

- are not appropriately assessed through pass/fail requirements alone;
- cannot be meaningfully reduced to price or cost;
- are nonetheless fundamental to successful delivery and VfM.

The selection of Rated Criteria and associated weightings should be documented within the Client's project delivery strategy and reflected in the procurement documents, including the evaluation methodology. Consistent with the PPR, these documents are subject to the Bank's prior review and no-objection, helping to ensure that the proposed evaluation approach is objective, proportionate and aligned with the requirements of the procurement.

3.2.2 PPR requirement for mandatory use of Rated Criteria

In accordance with Section III, Article 3.42 PPR, unless otherwise agreed with the Bank, for contracts procured under Open Competitive Procedures as set out in Section III, Articles 3.16-3.24 PPR and with their estimated value exceeding the threshold value of:

Procurement	Threshold
Goods	€10 million
Works or Services	€35 million
Consultancy Services (excluding VAT)	€100,000

the Client shall evaluate Proposals by using a combination of Rated Criteria and Economic Criteria.

All criteria shall be objective, measurable, and relevant to the scope of the contract. The weightings assigned to the Rated Criteria shall be proportionate to the scale and complexity of the Bank-financed Contract and aligned with its specific risk profile. Unless otherwise agreed with the Bank, Rated Criteria shall represent a minimum of fifty percent (50%) of the total score.

The mandatory requirement for Rated Criteria applies only to procurements conducted under Open Competitive Procedures in accordance with Section III, Articles 3.16–3.24 PPR. Thus, this requirement does not apply to procurements of Commodities, Direct Contracting, procurement under national laws, or procurements conducted under the rules of another multilateral development bank under a mutual reliance arrangement.

For procurements otherwise subject to these mandatory requirements, the Bank may agree specific exemptions or tailored approaches on a case-by-case basis. Such exemptions may be appropriate for certain standardised procurements, such as low-value off-the-shelf Goods.

In agreement with the Bank, Clients may apply Rated Criteria for contracts below the applicable PPR thresholds provided this is justified by the nature, complexity, risk profile, strategic importance, or delivery requirements of the Bank-financed Contract. In such cases, the extent and weighting of Rated Criteria shall remain proportionate to the specific characteristics of the procurement.

In most cases, project implementation support consultants will be engaged and will typically support the Client in the development and application of Rated Criteria, including the design of evaluation criteria, weighting methodologies, and scoring approaches. Where such a consultant has not yet been engaged, or where it has been agreed with the Bank that such support is not required, the Client shall consult with the Bank to determine whether alternative support arrangements are needed to assist in the development of Rated Criteria and the overall evaluation framework.

3.3 When to apply Rated Criteria?

3.3.1 Determining whether to use Rated Criteria

Notwithstanding the mandatory use of Rated Criteria in certain procurements, the decision to apply Rated Criteria should be made during procurement planning. The extent to which Rated Criteria are applied should be proportionate to the nature, complexity, risk profile, strategic importance, and delivery requirements of the procurement.

In determining whether Rated Criteria are appropriate, the Client should consider:

- the project objectives and intended delivery outcomes;
- the complexity, risk profile, and strategic importance of the procurement;
- the extent to which successful contract performance depends on qualitative aspects of the Proposal, such as methodology, delivery approach, capability, innovation, sustainability, or risk management;
- whether meaningful differences between Participants' Proposals are expected and can be evaluated objectively;
- market conditions, including the capability and maturity of the supplier market; and
- the findings of any EME, particularly where EME indicates that placing greater emphasis on Rated Criteria, enabling Participants to compete more on quality and delivery outcomes rather than predominantly on price, is likely to strengthen competition, encourage greater market participation, or improve VfM.

Early Market Engagement plays a critical role in informing when and how to apply Rated Criteria. EME helps identify what matters most to the market, where participants can differentiate themselves, and which aspects of delivery should be assessed through Rated Criteria.

The decision to apply Rated Criteria, together with the proposed evaluation approach, should be documented in the project delivery strategy. Where Rated Criteria are used, their scope and weighting should reflect the specific characteristics of the procurement and remain proportionate to the procurement's complexity, risk profile, and strategic importance.

3.3.2 Rated Criteria in Multi-Stage Procurement Processes

In multi-stage procurement procedures, initial Proposals (submitted at the first stage of the procurement and not including a financial Proposal) are not normally evaluated using Rated Criteria. Instead, the Client evaluates whether the initial Proposals are substantially responsive and suitable to proceed to the final Proposal stage. Participants are then invited to submit final Proposals (submitted following the evaluation of Initial Proposals and any clarification meetings, comprising the Participant's final technical Proposal and financial Proposal).

Rated Criteria and associated weightings are then applied during evaluation of the final Proposals. This stage is conducted as a two-envelop process. The technical aspects of the final Proposals are first evaluated against the disclosed Rated Criteria and any applicable minimum quality thresholds. Only final Proposals that meet the minimum quality thresholds, where applicable, shall proceed to detailed financial evaluation. The most economically advantageous Proposal shall then be determined in accordance with the methodology and weightings specified in the applicable procurement documents.

3.3.3 Rated Criteria and Alternative Proposals

Where alternative Proposals are permitted, the evaluation methodology should enable fair and transparent comparison between different technical, design, implementation, or commercial approaches proposed by Participants.

In such cases, Rated Criteria should focus on assessing the extent to which the alternative Proposal improves achievement of the Client's objectives and delivers additional value beyond the base requirements. Depending on the procurement, Rated Criteria may be used to assess aspects such as technical performance, methodology and delivery approach, innovation, sustainability and lifecycle performance, operational efficiency, implementation period, and risk mitigation.

For example, in a wastewater treatment plant procurement, the Client may permit alternative process technologies provided that the minimum treatment output and environmental performance requirements are achieved. Rated Criteria may then be used to assess comparative advantages between technical solutions, such as energy efficiency, operational resilience, implementation methodology, lifecycle performance, and operational sustainability.

The evaluation methodology and any requirements relating to alternative Proposals should be clearly defined in the procurement documents.

3.4 Developing the evaluation approach

3.4.1 Evaluation Methodology

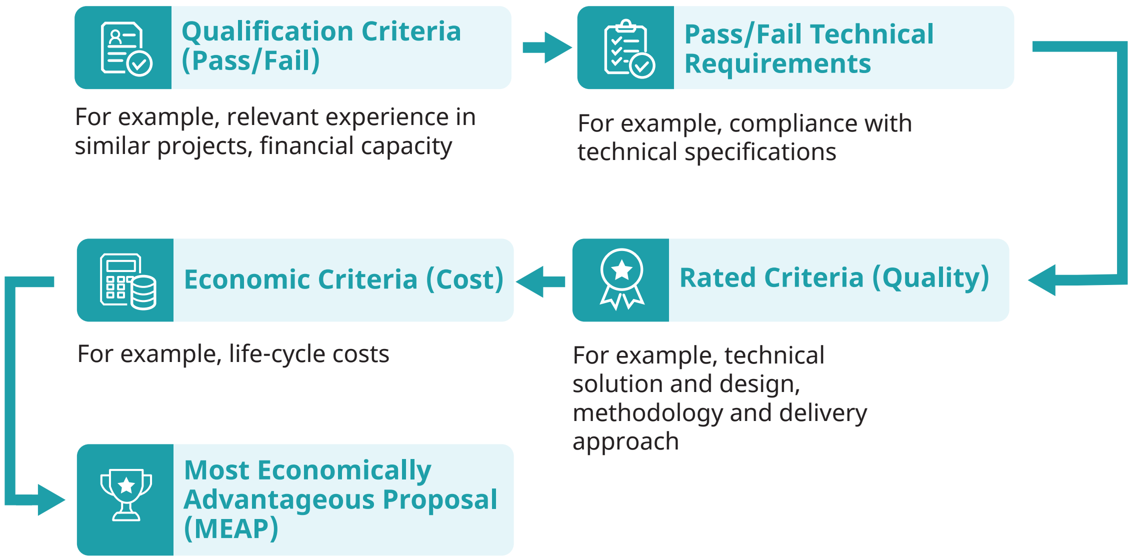
Clients use different types of evaluation criteria at different stages of the procurement process. Together, these form the overall evaluation approach used to identify the most economically advantageous Proposal.

The evaluation approach establishes a structured methodology for assessing Proposals through a combination of:

- **Qualification criteria**, assessed on a pass/fail basis, such as minimum experience in similar projects, required licenses and certificates, financial capacity (e.g. liquidity and average annual turnover), and availability of key personnel and equipment.
- **Pass/fail technical requirements**, such as minimum compliance with technical specifications, mandatory standards, and other baseline technical requirements.
- **Rated Criteria**, used to assess the quality and value of Proposals, such as methodology, risk management approach, design arrangements, environmental and social management, proposed personnel, and equipment (including involvement of local resources), delivery arrangements, sustainability and resilience measures, and cybersecurity considerations.
- **Economic Criteria**, such as lowest evaluated price or, where appropriate, life-cycle cost.

These components are normally applied sequentially, with Qualification Criteria and pass/fail technical requirements used to establish compliance, followed by Rated and Economic Criteria to differentiate between compliant Proposals and determine the most economically advantageous Proposal.

Rated Criteria shall not assess elements already evaluated under Qualification Criteria or pass/fail technical requirements. Any overlap should be exceptional, objectively justified by project-specific risk or complexity, and clearly documented in the project delivery strategy.



3.4.2 Documenting the evaluation approach

The evaluation approach must be clearly described in the procurement documents and finalised before the procurement documents are issued. This is essential to ensure transparency, equal treatment, and a consistent and defensible evaluation process.

Where Rated Criteria are used, the evaluation methodology shall clearly and explicitly set out, as applicable:

- The applicable Rated Criteria and any sub-criteria;
- the weighting assigned to each Rated Criteria and sub-criteria;
- the overall weighting between Rated Criteria and Economic Criteria;
- the scoring methodology and scoring scale, including any qualitative descriptors;
- any minimum quality thresholds, including the minimum score required, whether the threshold applies to the overall Rated Criteria score or to specific criteria, and the consequences of not meeting it;
- the methodology for calculating Rated Criteria scores, Economic scores, and the final combined score;
- the Proposal sections, evidence, and supporting information that will be evaluated for each Rated Criteria;
- any requirements relating to alternative Proposals and the methodology for evaluating them, where applicable;
- for multi-stage procurement processes, clarify how Rated Criteria will be applied at the Final Proposal stage (i.e. two-envelop process); and
- the basis on which the most economically advantageous Proposal will be determined.

The procurement documents shall provide enough clarity for Participants to understand how Proposals will be assessed and compared, while also supporting a transparent, consistent, and defensible evaluation process.

3.4.3 Establishing a fit-for-purpose approach

In developing the evaluation approach, Clients should ensure that:

- **Project objectives drive evaluation:** the approach focuses on what matters most for delivery (e.g. reliability of service, construction quality, operational performance).
- **Risks are appropriately reflected**: key risks are addressed through:
  - Qualification criteria (e.g. minimum track record in similar conditions);
  - Technical requirements (e.g. safety or environmental compliance);
  - Rated Criteria (e.g. approach to managing interface risks or complex sequencing).
- **Market conditions are taken into account**: the approach reflects supplier capacity and competition (e.g. avoiding overly complex criteria in less mature markets).
- **Innovation and sustainability is enabled where relevant**: the approach allows assessment of improved and sustainable solutions (e.g. more efficient construction methods, enhanced sustainability outcomes).
- **Complexity is appropriately reflected:** greater use of Rated Criteria for complex procurements (e.g. design-build methodology, programme, resourcing), while simpler procurements rely more on pass/fail and price.

Case study: Evaluation approach for design and construction of a wastewater treatment plant (design-build) in a capital city.

Key considerations:

- High technical complexity and performance requirements
- Interface risks with existing infrastructure
- Moderate to strong market capacity

Evaluation approach:

- **Qualification Criteria**: Relevant experience in similar wastewater projects and adequate financial capacity (pass/fail)
- **Pass/Fail Requirements**: Compliance with environmental standards, design codes, and safety requirements
- **Rated Criteria**: Technical solution and process design; approach to interface risks; construction methodology and programme; commissioning and operational performance
- **Economic Criteria**: Capital cost plus operation and maintenance (O&M) and other lifecycle costs

Rationale:

- Emphasis on Rated Criteria reflects technical complexity and performance risks, while inclusion of O&M supports a lifecycle, value-for-money assessment.

3.4.4 Identifying Rated Criteria

Rated Criteria should be derived directly from project objectives, risks, and delivery requirements. Clients shall translate these into measurable evaluation factors that enable meaningful comparison between Proposals.

The design of Rated Criteria shall be guided by the Client's project delivery strategy market analysis and, where undertaken, EME. These help identify which aspects of delivery are most important and where Proposals are likely to differ in meaningful ways. The project delivery strategy shall also ensure that Rated Criteria reflect the intended delivery model, key interfaces, and allocation of roles and responsibilities.

To be effective, Rated Criteria shall be:

- **Linked to objectives of the Bank-financed Contract:** focusing on the outcomes the contract is intended to achieve.
- **Relevant to the contract scope:** reflecting key delivery requirements and risks.
- **Specific, objective, and measurable:** enabling objective evidence-based scoring.
- **Proportionate:** aligned with the complexity and risk profile of the Bank-financed Contract.

3.4.5 Core design principles

Clients should apply the following principles when designing effective Rated Criteria:

3.4.5.1 Enable meaningful differentiation

Rated Criteria should enable evaluators to meaningfully differentiate between stronger and weaker Proposals. Where most Participants receive similar scores, this may indicate that the Rated Criteria are not providing sufficient differentiation, or that the evaluation committee has not applied the scoring methodology consistently. In such circumstances, the evaluation committee should first review and validate its scoring before concluding whether refinements to the Rated Criteria are necessary for future procurements.

3.4.5.2 Focus on critical delivery factors

Limit the number of criteria to the key factors that materially affect delivery, performance, or risk. A small number of high-impact criteria is more effective than many marginal ones.

3.4.5.3 Assess delivery capability

Rated Criteria should assess how well the Participant will deliver the contract, including the credibility and robustness of their proposed approach, not simply whether minimum requirements are met.

The Rated Criteria shall not duplicate:

- Pass/Fail Qualification Criteria (minimum capability);
- Pass/Fail technical requirements (minimum compliance); or
- Economic Criteria (price or monetised economic benefits such as life cycle cost or similar elements)

Criteria that simply restate requirements or reward basic compliance do not provide meaningful differentiation and shall be avoided.

3.4.5.4 Reflect risks and complexity

Rated Criteria shall target the areas of greatest uncertainty or delivery risk (e.g. technical complexity, interfaces, environmental constraints), with greater emphasis applied in higher-risk procurements.

3.4.5.5 Translate into contractual commitments

Where Rated Criteria assess specific commitments (e.g. methodology, staffing, delivery approach, sustainability or job creation), these should not remain as evaluation statements only. To ensure VfM is realised in practice, such commitments should be translated into contractual obligations and monitored during contract implementation.

This may include:

- incorporating key elements of the successful Proposal into the Bank-financed contract (e.g. method statements, work plans, staffing arrangements);
- defining measurable performance requirements or KPIs linked to evaluated criteria throughout the full project life cycle;
- including reporting and monitoring requirements to track delivery against commitments;
- linking performance to payment mechanisms or contractual remedies where appropriate.

3.4.5.6 Avoid overly subjective or non-measurable criteria

Rated Criteria should be defined in a manner that enables objective and evidence-based assessment. Criteria that are overly broad or subjective, such as “quality of the Proposal”, “overall approach”, or “understanding of the project”, should be avoided unless they are broken down into specific and measurable elements.

When developing Rated Criteria, Clients should clearly identify:

- what aspect of delivery is being assessed;
- what evidence Participants are required to provide;
- how differences between stronger and weaker Proposals will be distinguished; and
- how evaluated commitments can be translated into contractual obligations where appropriate.

Well-designed Rated Criteria focus on specific aspects of delivery, such as methodology, risk management, commissioning arrangements, environmental performance, operational resilience, or team capability, rather than broad subjective assessments.

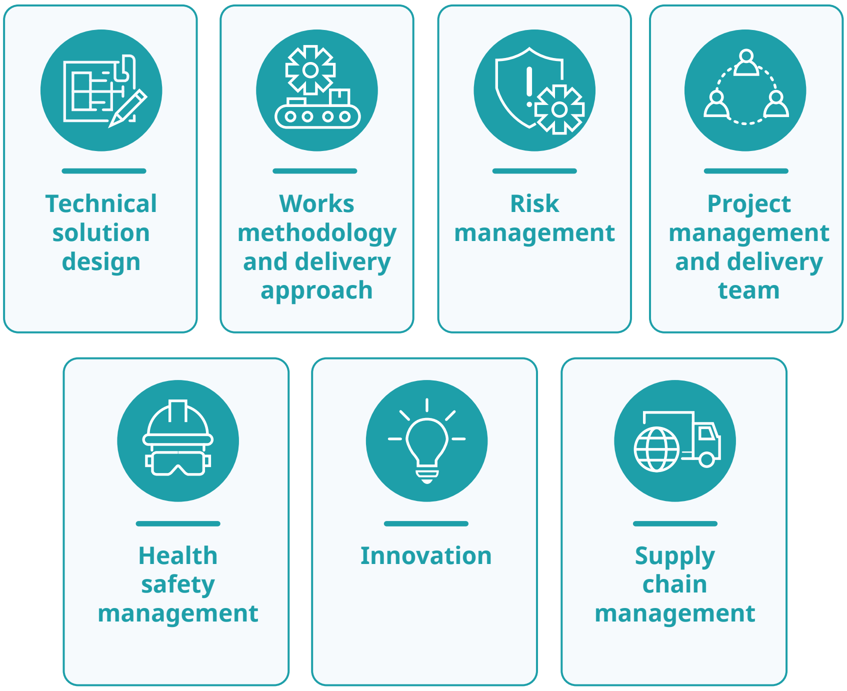
A practical checklist for designing Rated Criteria is provided in **Annex 1.**

3.4.6 Illustrative examples and the Rated Criteria Library

The types of Rated Criteria used in practice vary depending on the nature of the procurement and continue to evolve over time. While this Guidance includes illustrative examples of commonly used Rated Criteria in **Annex 4**, these examples are not intended to be exhaustive

To support implementation, the Bank has developed and will maintain a **Rated Criteria Library** containing sector-specific examples that Clients may use as a starting point when developing Rated Criteria. The library is available on the EBRD website.

The examples included in this Guidance and those contained in the Rated Criteria Library are illustrative only and should be tailored to reflect the specific objectives, risks, market conditions, delivery model, and requirements of each procurement.



3.4.7 Prioritising Rated Criteria and determining weighting

Once Rated Criteria have been identified, Clients should prioritise them based on their relative importance to successful project delivery and expected benefits and assign weightings accordingly. This ensures the evaluation focuses on what matters most and supports selection of the most economically advantageous Proposal.

Not all criteria are equally important. Limiting Rated Criteria to the essential few and clearly prioritising them helps avoid dilution and strengthens differentiation between Proposals.

3.4.8 Tools prioritising Rated Criteria

The Client can use several tools to support prioritisation and inform weighting discussions. A simple prioritisation approach is a pairwise comparison. Clients may use alternative approaches (e.g. facilitated workshops, risk-based prioritisation, or reference to the project delivery strategy) to agree final weightings.

In all cases, the approach and level of detail should be proportionate to the relevant contract's complexity, value, and risk profile.

Example of pairwise comparison

Steps:

1. List each Rated Criteria (A, B, C, etc.).
2. Compare each pair and select the more important criteria of the two
3. Count how often each criteria is selected.
4. Rank criteria from highest to lowest count.
5. Use this ranking to guide weighting discussions.

	Criteria A	Criteria B	Criteria C	Criteria D
Criteria A				
Criteria B	B			
Criteria C	C	B		
Criteria D	D	D	D	

Assigning weightings:

1. Translate priority into percentage weightings reflecting relative importance to delivery.
2. Consider how much more important one criteria is than another (not just the order).
3. Test whether the proposed weightings align with key risks and project objectives.
4. Ensure all Rated Criteria weightings sum to 100%.

Criteria	Count	Priority	Example weightings
A	0	4th	10%
B	2	2nd	30%
C	1	3rd	20%
D	3	1st	40%
		Total	**100%**

3.4.9 Setting final weighting

The evaluation approach should conclude with determining the overall balance between Rated Criteria and Economic Criteria weightings.

The final weighting should reflect the appropriate balance between quality and cost, having regard to the specific characteristics of the Bank-financed Contract

In general:

- higher-risk or more complex procurements are likely to place greater emphasis on Rated Criteria to better assess factors such as delivery capability, methodology, technical complexity, interface management, implementation approach, supply chain resilience, innovation, sustainability, and risk management capability relevant to successful implementation;
- greater emphasis on Rated Criteria may also be appropriate where EME indicates that higher qualitative weightings, enabling suppliers to compete more on quality and delivery outcomes rather than predominantly on price, are likely to strengthen supplier participation, competition, or market interest; and
- lower-risk and more standardised procurements may place greater emphasis on Economic Criteria, particularly where requirements are well defined and market competition is strong.

In determining the final weighting, Clients should also consider:

- market conditions and Participants' capacity;
- the extent to which meaningful differentiation between Proposals is expected;
- the extent to which innovation is sought or encouraged through the procurement;
- the potential consequences of poor contract performance;
- the level of technical, operational, environmental and social, supply chain, or implementation risks associated with the procurement; and
- the extent to which requirements can be adequately assessed through pass/fail requirements alone.

The final weighting is ultimately a matter of procurement judgement and should be clearly justified and documented in the project delivery strategy.

However, unless otherwise agreed with the Bank, and in accordance with the PPR, for contracts procured under Open Competitive Procedures as set out in Section III, Articles 3.16-3.24 PPR with an estimated value exceeding:

- €10 million for Goods;
- €35 million for Works or Services; and
- €100,000 for Consultancy Services (excluding VAT),

Rated Criteria shall represent a minimum of 50% of the total evaluation score.

Specific exemptions may apply for standard, low-value off-the-shelf items Goods. Other exemptions or tailored approaches may be agreed with the Bank during development of the project delivery strategy.

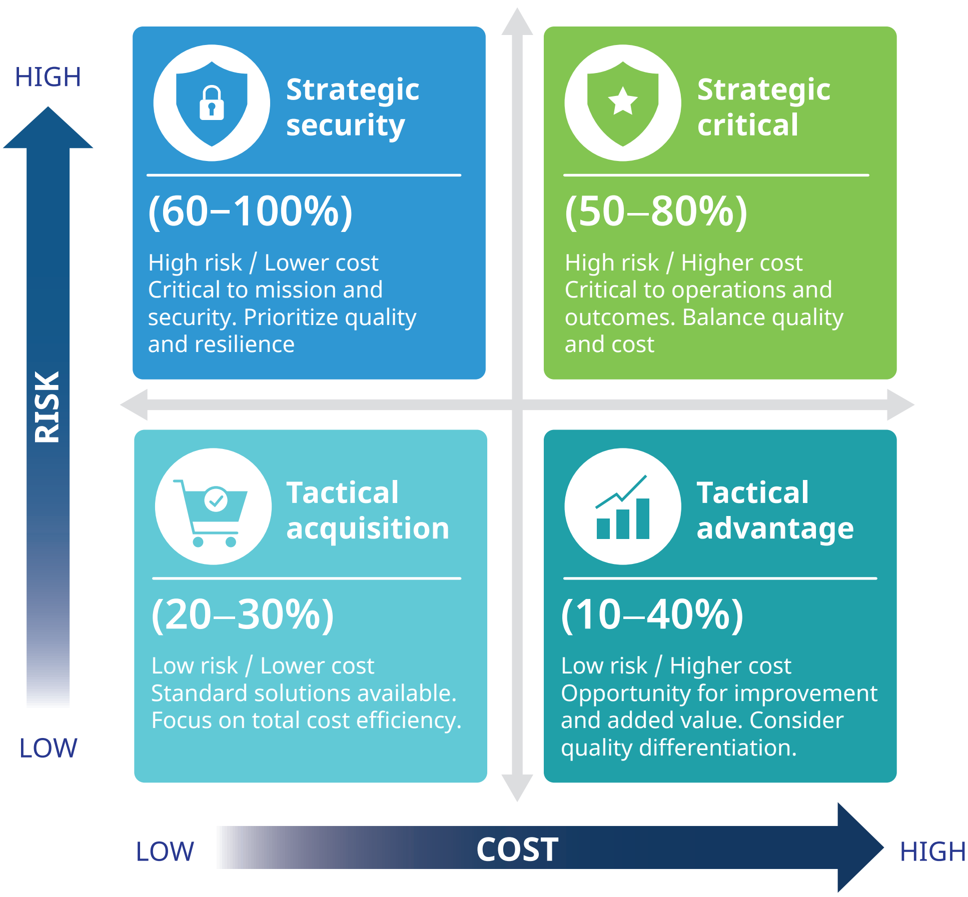
3.4.10 Supply Positioning Matrix

The Supply Positioning Matrix is a supporting tool that may assist Clients in considering the appropriate balance between Rated Criteria and Economic Criteria. The matrix is intended to support procurement judgement and should be applied together with the contract risk assessment, market analysis, EME findings, and the specific characteristics of the Bank-financed Contract.

For the purposes of applying the Supply Positioning Matrix and determining the appropriate balance between Rated Criteria and Economic Criteria, contracts with an estimated value of €10 million or greater would generally be regarded as higher-cost Procurements.

In general:

- Procurements positioned within the Strategic critical and Strategic security quadrants are more likely to justify greater emphasis on Rated Criteria due to higher delivery risks, technical complexity, strategic importance, limited supplier availability, or greater reliance on supplier capability and methodology;
- Procurements positioned within the Tactical advantage and Tactical acquisition quadrants are more likely to justify greater emphasis on Economic Criteria where requirements are more standardised, delivery risks are lower, and market competition is strong;
- contracts assessed as high or medium-high risk under the contract risk framework would typically align more closely with the Strategic Critical or Strategic Security quadrants; and
- contracts assessed as low or medium-low risk would typically align more closely with the Tactical advantage or Tactical acquisition quadrants.



estimated value of €10 million

EME findings may also influence positioning within the matrix, particularly where suppliers indicate that higher qualitative weightings, enabling competition more on quality and delivery outcomes rather than predominantly on price, are likely to strengthen supplier participation or market interest.

For contracts subject to the mandatory PPR thresholds for Rated Criteria, the matrix does not override the requirement for Rated Criteria to represent a minimum of 50% of the total evaluation score, unless otherwise agreed with the Bank. Accordingly, the matrix should be applied and interpreted consistently with the requirements of the PPR.

Indicative weighting ranges shown in the matrix are illustrative only and should not be applied mechanically.

The following simplified examples illustrate the applicability of the Supply Positioning Matrix in practice.

The examples are indicative only. The appropriate use and weighting of Rated Criteria should reflect the specific characteristics of the Procurement, including its complexity, risks, market conditions, strategic importance, and the contract risk.

Example 1 – Low-risk, standardised procurement (Tactical acquisition)

A €250,000 procurement for standard office consumables with well-defined specifications, limited delivery risk, and strong supplier competition may not justify the use of Rated Criteria or may justify only limited Rated Criteria with a low overall weighting.

Indicative characteristics:

- Low or Low-Medium contract risk rating
- Standardised requirements
- Multiple available suppliers
- Limited implementation risk

Indicative approach:

- Economic Criteria dominant
- Rated Criteria limited or not applied

Example 2 – Lower-value but high-risk procurement (Strategic security)

A €2 million procurement for specialist cybersecurity monitoring systems supporting critical infrastructure may fall below the mandatory PPR threshold for Rated Criteria but still justify extensive use of Rated Criteria due to the high consequences of delivery failure, limited supplier availability, and reliance on specialist technical capability.

Indicative characteristics:

- High contract risk rating
- Low contract value but strategically critical
- Specialist or niche supplier market
- Significant operational and security risks

Indicative approach:

- Rated Criteria may still be appropriate despite the procurement falling below the mandatory threshold
- Very high Rated Criteria weighting (for example up to 80%)
- Strong emphasis on technical capability, methodology, cybersecurity arrangements, risk management, and service continuity

Example 3 – High-risk, complex procurement (Strategic Critical)

A €120 million Design-Build wastewater treatment plant involving significant technical complexity, environmental risks, operational performance requirements, and major interfaces with existing infrastructure may justify a higher Rated Criteria weighting.

Indicative characteristics:

- High or Medium-High contract risk rating
- Significant delivery and operational risks
- Strong reliance on supplier capability and methodology

Indicative approach:

- Rated Criteria weighting approximately 50–70%
- Strong emphasis on technical solution, methodology, risk management, environmental and social management, and operational performance
- Economic Criteria remain an important consideration given the scale and whole-life cost implications of the Procurement]

3.5 Evaluation methodology

This section provides guidance on establishing and applying the evaluation methodology for Rated Criteria. It covers the establishment of the evaluation methodology and evaluation committee, the evaluation process, calculation of scores, governance, integrity, documentation and the implementation of evaluated commitments.

3.5.1 Establishing the evaluation methodology

The evaluation methodology establishes how Proposals will be assessed against the Rated Criteria and Economic Criteria and how the results will be combined to determine the most economically advantageous Proposal.

The requirements for documenting the evaluation methodology in the procurement documents are set out in Section 3.4.2. The evaluation methodology should be finalised before the procurement documents are issued and should provide Participants with sufficient information to understand how their Proposals will be evaluated and compared.

Once the submission deadline has passed and Proposals have been opened, the evaluation shall be conducted strictly in accordance with the disclosed evaluation methodology. The evaluation criteria, sub-criteria, weightings, scoring methodology and any minimum quality thresholds shall not be changed during the evaluation.

The Client may prepare internal evaluation instructions or an evaluation plan to support the conduct of the evaluation. These documents may provide additional procedural guidance to the evaluation committee but shall remain fully consistent with the procurement documents and shall not introduce new evaluation criteria, sub-criteria, weightings or evaluation considerations.

3.5.2 Establishing the evaluation committee

The Client should establish an evaluation committee before the evaluation of Proposals commences. The evaluation committee should comprise members with the appropriate technical, commercial and procurement expertise to evaluate the Proposals in accordance with the published evaluation methodology.

The composition of the evaluation committee should reflect the nature, complexity and risk of the procurement. Members should collectively possess the knowledge and experience necessary to assess all aspects of the Proposals, including the Rated Criteria and Economic Criteria, where applicable.

A Chair should be appointed to manage the evaluation process, facilitate discussions and ensure the evaluation is conducted in accordance with the published evaluation methodology.

Prior to commencing the evaluation, members of the evaluation committee should:

- be briefed on the evaluation methodology, scoring methodology and moderation process;
- understand their roles and responsibilities;
- declare any actual, potential or perceived conflicts of interest; and
- maintain the confidentiality of the evaluation process.

The evaluation committee should conduct the evaluation objectively, consistently and solely based on the information contained in the Proposals and the published evaluation methodology.

3.5.3 Scoring Rated Criteria

Each Rated Criteria shall be evaluated independently in accordance with the published evaluation methodology using the scoring scale and descriptors set out in the procurement documents.

Scoring scales should provide sufficient differentiation to enable evaluators to distinguish meaningfully between stronger and weaker Proposals. The scoring descriptors should clearly describe the characteristics expected at each score level and be tailored to the specific Rated Criteria being assessed.

An illustrative evaluation matrix is provided in **Annex 2**. Illustrative examples of scoring scales and criteria-specific scoring descriptors are provided in **Annex 3**.

3.5.3.1 Independent scoring by evaluators

Each evaluator should initially assess and score each Proposal independently before any discussion with other members of the evaluation committee.

Scoring Proposals can involve a sequential process of absolute and relative assessments to determine the ultimate score. This means that each Proposal may initially be assessed against the Rated Criteria (absolute). Following the initial assessment, evaluators may review scores across all Proposals to ensure meaningful differentiation based on their relative merits and deficiencies (relative).

Each evaluator should record the reasons for their scores, including the key strengths, weaknesses and supporting evidence from the Proposal. These records should form the basis of the subsequent moderation process.

3.5.4 Moderation

Following completion of the independent evaluation, the evaluation committee should undertake a structured moderation process before calculating the final evaluation committee score.

A key consideration in the evaluation process is the method used to derive a single overall committee score from the individual scores assigned by evaluators. The selected approach shall promote consistency, transparency and fairness, and shall be defined before evaluation commences.

As a matter of good practice, Clients shall generally adopt a focused moderation combined with mathematical averaging approach. This approach preserves the benefits of independent scoring while providing a mechanism to identify and address significant scoring variances before final scores are calculated. It provides an appropriate balance between evaluator judgement, consistency and transparency.

The purpose of moderation is to ensure that the evaluation methodology has been applied consistently across all evaluators. Moderation is not intended to negotiate scores or equalise outcomes, but to ensure that differences in scoring are justified, evidence-based and consistently applied in accordance with the published evaluation methodology.

Moderation discussions should focus on the evidence contained in the Proposal and the application of the published scoring descriptors. Evaluators should explain the rationale for their scores by reference to the Proposal and the published scoring descriptors. Where significant differences in scoring arise, the evaluation committee should determine whether they reflect legitimate differences in professional judgement or inconsistent application of the evaluation methodology.

The Chair should facilitate moderation discussions to ensure they remain objective, evidence-based and focused on the published evaluation methodology. The Chair should encourage constructive discussion and ensure that all evaluators have an opportunity to explain the rationale for their scores.

3.5.4.1 Focused moderation

A targeted moderation is undertaken to review scores identified as outliers, which are scores falling outside a predetermined tolerance range (for example, ±2 points from the mean or median). The purpose of this focused discussion is to identify and address potential inconsistencies in the application of the scoring criteria, including overly lenient or overly strict scoring, or misinterpretation of the evaluation requirements. This helps ensure a more balanced and consistent scoring outcome across the panel.

3.5.4.2 Mathematical averaging

Following moderation, the final overall committee score is calculated using a mathematical average of the individual evaluator scores, taking into account any changes to individual scores resulting from the moderation process.

A clear and auditable record of the moderation process, including the rationale for any agreed score adjustments, should be maintained.

3.5.5 Calculating the technical score

Once the final evaluation committee score has been determined for each Rated Criteria, the combined technical score is calculated by applying the agreed weightings to each Rated Criteria score and summing the weighted scores, in accordance with the methodology set out in the procurement documents.

The calculation is undertaken as follows:

- each Rated Criteria score is multiplied by the weighting assigned to that Rated Criteria;
- the resulting weighted scores are then summed across all Rated Criteria; and
- this produces the Participant's combined technical score.

The combined technical score reflects the overall quality of the Proposal, taking into account the relative importance of each Rated Criteria.

A worked example illustrating the calculation of the combined technical score is provided in **Annex 5.**

3.5.6 Use of minimum quality thresholds

To ensure only Proposals that meet the required level of quality are considered for contract award, Clients may apply minimum quality thresholds where appropriate. A quality threshold defines the minimum score a Proposal must achieve to remain valid. Proposals that do not meet the threshold are rejected.

Minimum quality thresholds should be used with caution. They must be realistic, reflect market capacity, and not be anti-competitive or discriminatory.

Minimum quality thresholds may be applied in different ways, including:

- **Overall threshold (all Rated Criteria combined):** Ensures that a low-priced Proposal cannot be awarded if it fails to meet minimum quality expectations. *Example:* A Participant must achieve at least 70% across all Rated Criteria combined. A Participant scoring 65% will be disqualified.
- **Threshold for selected Rated Criteria:** Prevents Participants from disregarding specific criteria, even where these carry relatively low weightings. *Example:* A Participant must achieve at least 60% of the available points for the methodology and work plan Rated Criteria. Failure to meet this threshold results in disqualification.

The use of quality thresholds can also encourage stronger participation by signalling that low-quality or purely price-driven Proposals are unlikely to succeed.

Where applied, the methodology for using minimum quality thresholds shall be agreed before the evaluation commences and reflected in the procurement documents. The procurement documents shall:

- clearly state that a minimum quality threshold applies;
- describe the methodology;
- specify the minimum score required;
- identify any Rated Criteria to which the threshold applies; and
- clearly state that failure to meet the threshold will result in rejection of the Proposal.

3.5.7 Calculating the final combined score

Where a combined technical and financial evaluation methodology is used, award should be based on the final combined score, calculated by applying the defined weightings to the combined technical score and the Economic Score and then summing the weighted scores.

The combined-score methodology should be distinguished from a threshold-based approach where Proposals that achieve the minimum technical score are then ranked solely on price. While minimum quality thresholds may be used as an appropriate safeguard, they do not replace the requirement to determine the most economically advantageous Proposal using the published weighted technical and financial evaluation methodology.

The final combined score shall be calculated strictly in accordance with the methodology disclosed in the procurement documents.

A worked example illustrating the calculation of the final combined score is provided in **Annex 5.**

3.5.8 Governance, integrity and documentation

The evaluation process should be managed in a manner that ensures the outcome can be clearly explained, justified and withstand scrutiny.

A disciplined approach, combining independent scoring, structured moderation and a robust audit trail, provides assurance that the selected Proposal represents the most economically advantageous outcome.

3.5.8.1 Conflict of interest

Maintaining integrity throughout the evaluation process is fundamental. All evaluators shall declare any actual, potential or perceived conflicts of interest prior to participating in the evaluation. Conflicts shall be formally recorded and appropriately managed, including exclusion where necessary. Evaluators shall confirm their impartiality throughout the evaluation process.

3.5.8.2 Integrity, transparency and fairness

The evaluation shall be conducted in a manner that is fair, transparent, objective and consistent with the published evaluation methodology.

Throughout the evaluation process, the Client and the evaluation committee shall ensure that:

- scoring is applied consistently across all Proposals using the defined evaluation criteria, scoring descriptors and evaluation methodology;
- moderation identifies and resolves inconsistencies or misinterpretations in the application of the evaluation methodology;
- scores are evidence-based and capable of justification;
- all evaluation decisions are based solely on the information contained in the Proposal and do not rely on external knowledge unless explicitly permitted;

- all Proposals are evaluated strictly in accordance with the evaluation criteria, sub-criteria, weightings, thresholds and evaluation methodology disclosed in the procurement documents;
- no new evaluation criteria or considerations are introduced during the evaluation; and
- all Participants are treated fairly and equally, without bias or preferential treatment.

3.5.8.3 Documentation and audit trail

The evaluation committee shall maintain a clear and comprehensive record of the evaluation process. Evaluation records should demonstrate how the published evaluation methodology was applied and provide sufficient information to support and justify the evaluation outcome.

Each evaluator should record the reasons for the scores awarded, including the principal strengths and weaknesses of each Proposal and references to the relevant information contained in the Proposal. Score justifications should be concise, objective and evidence-based.

The evaluation committee should maintain an appropriate audit trail throughout the evaluation process. This should include, as a minimum:

- individual evaluator score sheets and supporting notes;
- records of moderation discussions and decisions;
- any deviations from the defined evaluation methodology or evaluation plan, together with the justification;
- the final evaluation committee scores;
- the rationale supporting the final evaluation committee scores; and
- the tender evaluation report.

The tender evaluation report should clearly explain how the evaluation methodology was applied, summarise the evaluation outcome and provide sufficient justification to support the recommendation for contract award.

Evaluation records should be retained in accordance with the Client's record management requirements and be sufficient to support any subsequent review, audit or challenge of the procurement process.

Documentation should clearly demonstrate how the evaluation criteria and evaluation methodology were applied in practice.

A robust audit trail:

- supports audit and review processes;
- provides transparency and accountability; and
- enables clear and credible debriefing to unsuccessful Participants

3.5.9 Reflecting evaluated commitments in the contract

The evaluation process does not conclude with the recommendation for contract award. Where commitments made by the successful Participant contributed to the evaluation outcome, Clients should ensure that those commitments are appropriately reflected in the Contract and subsequently monitored during contract implementation. This helps ensure that the benefits identified during evaluation are realised in practice and supports the achievement of VfM.

Depending on the nature of the commitment, this may include incorporating the commitment into the Employer's Requirements, Scope of Services, implementation programme, performance standards or other contractual provisions. Clients should also consider the most appropriate contractual mechanism for securing delivery, including milestone dates, payment milestones, KPIs, reporting obligations, performance incentives or contractual remedies, where appropriate.

Examples may include:

- **Construction programme:** Where the successful Participant commits to an accelerated construction programme or key delivery milestones, these commitments may be reflected through contractual milestone dates, payment milestones and, where appropriate, incentives for early completion or liquidated damages for failure to achieve the agreed completion or milestone dates.
- **Local labour and skills development:** Where the successful Participant commits to local employment, apprenticeships, workforce training or supplier development, these commitments may be reflected through measurable contractual obligations, reporting requirements, Key Performance Indicators (KPIs) and regular performance reviews.
- **Operational performance:** Where the successful Participant commits to specified operational or environmental performance outcomes (for example, reduced energy consumption, improved treated water quality or asset availability), these commitments may be reflected through performance standards, acceptance testing, KPIs and, where appropriate, performance-based payment mechanisms or other contractual remedies.

3.6 Challenges with Rated Criteria

Rated Criteria are a key tool for assessing quality and supporting VfM. However, their effectiveness depends on how well they are designed, applied, and carried through into contract delivery.

In practice, most challenges arise not from the use of Rated Criteria itself, but from weaknesses in:

- how criteria are defined
- how scoring is applied
- and whether commitments assessed during evaluation are actually delivered in practice

Addressing these areas is essential to ensure that evaluation outcomes are robust, transparent, and defensible.

Experience shows that risks in applying Rated Criteria tend to arise across three stages of the procurement lifecycle:

- **Design** – criteria are not clearly defined, biased, not measurable, or do not enable differentiation
- **Evaluation** – scoring is applied inconsistently or lacks a clear evidence base
- **Delivery** – commitments assessed during evaluation are not reflected in contract implementation

Ensuring alignment across these stages is critical to achieving VfM and maintaining confidence in the procurement process.

In the table below common risks and practical mitigation measures are set out.

Risk/Issue	Description	Recommended mitigation
Poorly defined or non-differentiating criteria	Criteria are unclear, too generic, or not linked to objectives, resulting in limited differentiation	Define criteria that are specific, measurable, and linked to key project risks and outcomes; focus on high-impact areas
Too many or overlapping Rated Criteria	Excessive or duplicated criteria dilute focus and complicate evaluation	Limit to a small number of distinct, high-value criteria; avoid overlap with other requirements
Misalignment with project objectives or market capacity	Criteria do not reflect delivery needs or are unrealistic for the market	Align criteria with project objectives, risks, and market analysis. Test through EME.
Mixing qualification, pass/fail, and rated criteria	Incorrect structuring creates confusion and undermines evaluation	Clearly separate and apply each type of criteria at the correct stage
Scoring systems allow excessive subjectivity	Lack of clear structure leads to inconsistent interpretation	Use clear scoring scales with defined, criteria-specific descriptors and specify the evidence required in the Proposal; brief and calibrate evaluators before scoring; apply independent scoring and structured moderation; maintain a clear written justification for each score
Inconsistent scoring by evaluators	Different interpretations of criteria lead to uneven scoring	Provide briefing and calibration; apply independent scoring and structured moderation
Limited evaluator capacity	Evaluators lack sufficient expertise to assess Proposals effectively	Select appropriately qualified evaluators; include technical specialists where required
Weak documentation and audit trail	Insufficient justification undermines defensibility of decisions	Maintain clear records of scoring, moderation, and rationale for decisions
Supplier complaints or challenges	Lack of transparency or inconsistency leads to disputes	Clearly define and disclose methodology; apply consistently; provide structured debriefing
Commitments in Proposals are not reflected in delivery	Evaluated commitments are not implemented during contract execution	Incorporate commitments into contract terms through KPIs etc and monitor delivery through contract management

Annex 1: Checklist for Designing Rated Criteria

This checklist supports the development of Rated Criteria that are focused, clear, and capable of differentiating between Proposals.

1. **Alignment with objectives and risks**

- Are the Rated Criteria directly linked to project objectives and intended outcomes?
- Do they address key delivery risks identified (e.g. through EME, Project Delivery Strategy)?
- Do they focus on aspects where quality will materially impact success?

2. **Focus and prioritisation**

- Have the Rated Criteria been limited to a **small number of critical factors**?
- Do they enable **meaningful differentiation** between Proposals?
- Have non-differentiating or generic criteria been avoided?
  - » **Good practice:** Fewer, high-impact criteria are more effective than many marginal ones.

3. **Clarity and scorability**

- Are the criteria clearly defined and unambiguous?
- Can they be scored based on evidence provided in the Proposal?
- Do they allow evaluators to justify differences in scoring?

4. **Structure and separation**

- Are Rated Criteria clearly distinct from:
  - » Qualification Criteria?
  - » Pass/fail technical requirements?

- Is each applied at the correct stage of evaluation?

5. **Weighting and balance**

- Do the weightings reflect the relative importance of each criteria?
- Are higher-risk or higher-impact areas prioritised?
- Is the balance between technical and economic score aligned with:
  - » complexity
  - » risk
  - » market conditions

6. **Market considerations**

- Are the criteria realistic given market capacity?
- Will the approach encourage strong participation?
- Has EME informed the criteria (where applicable)?

7. **Proportionality**

- Is the approach proportionate to the procurement's complexity and value?
- Does it avoid unnecessary complexity for low-risk procurements?

Annex 2: Example evaluation matrix

The evaluation matrix provides a structured framework for applying Rated Criteria consistently and transparently.

Rated Criteria	Weighting	Score (0-5)	Weighted score	Key strengths/ weaknesses
Technical approach and methodology	40%			
Key personnel and team structure	25%			
Delivery programme and risk management	20%			
Environmental and social approach	15%			
Combined Technical Score	100%			

Guidance for use

- Scores should be assigned **independently by evaluators**
- Each score must be supported by **clear written justification**
- Evaluators should record **strengths and weaknesses**
- The matrix forms part of the **audit trail**

Annex 3: Sample scoring scales and descriptors

Standard 0-5 Scoring Scale

Score	Descriptor	Description
5	Excellent	Fully meets requirements; highly credible, detailed, and demonstrates added value
4	Good	Meets requirements with minor weaknesses
3	Adequate	Meets minimum requirements but lacks depth or detail
2	Weak	Partially meets requirements; significant gaps
1	Poor	Does not meet requirements
0	Non-compliant	No response or fails to meet minimum requirements

Note: A low score against an individual Rated Criteria does not automatically result in disqualification. However, where a minimum quality threshold applies to a specific Rated Criteria, failure to achieve the required score may result in rejection of the Proposal. For example, where a minimum threshold of 60% applies to a criteria assessed using a 0–5 scale, a score of 2 would not meet the threshold and the Proposal may be rejected.

Subjectivity risks can be reduced by using criteria-specific scoring descriptors that specify what each score means and the evidence expected. The table below uses "quality of proposed delivery team" as an example, but the same approach can be applied to other Rated Criteria (e.g. methodology, risk management, environmental and social management).

Objective scoring example: Quality of proposed delivery team (criteria-specific scoring descriptors)

This example illustrates how to reduce subjectivity by defining what each score means for specific criteria. The Procurement Documents should also state the evidence expected (e.g. CVs in the specified format; role descriptions; organisational chart; allocation of time/input; availability/commitment letters where relevant) and any minimum requirements.

Score	Descriptor (delivery team quality)
5	Excellent – The Participant's proposed delivery team roles and key individuals are fully aligned to the delivery risks and requirements; CVs demonstrate strong, directly relevant experience in comparable assignments; responsibilities and reporting lines are clear; allocation of effort is realistic and fully justified; availability/commitment is credible and well evidenced; no material gaps.
4	Good – The Participant's proposed delivery team structure and roles are appropriate; proposed key individuals have relevant experience with minor weaknesses (e.g. fewer directly comparable references or limited detail on responsibilities); allocation of effort is broadly credible; availability is evidenced; any gaps are minor and unlikely to affect delivery.
3	Adequate – The Participant's proposed delivery team meets minimum expectations but lacks detail or robustness; some roles are not clearly defined; experience is generally relevant but not well evidenced for the specific assignment; allocation of effort is generic or only partly justified; availability evidence is limited; gaps are manageable but create delivery risk.

Score	Descriptor (delivery team quality)
2	Weak – The Participant's proposed delivery team structure is unclear or does not match delivery needs; key roles are missing or under-resourced; relevant experience is insufficient or poorly evidenced; allocation of effort appears unrealistic; availability/commitment is unclear; material gaps are likely to affect delivery.
1	Poor – The Participant's proposed delivery team does not meet minimum expectations; roles and responsibilities are largely unclear; evidence of relevant experience is minimal; allocation of effort is not credible; availability is not evidenced; major gaps indicate a high likelihood of poor performance.
0	Non-compliant / no response.

Annex 4: Illustrative Rated Criteria and evaluation approaches

This Annex provides illustrative examples to support the practical application of Rated Criteria.

The examples are intended to assist Clients in developing evaluation approaches that are proportionate to the nature, complexity, risk profile and objectives of the procurement. They demonstrate both commonly used Rated Criteria and how different evaluation approaches may be applied across a range of procurement types.

The examples are illustrative only and should be tailored to reflect the specific characteristics of each procurement, including the project objectives, delivery model, risks, market conditions and findings of any EME

Common examples of Rated Criteria

Rated Criteria	What it assesses
Technical solution and design	Suitability, functionality, operational performance, maintainability, and fitness-for-purpose of the proposed design, including alignment with site conditions and project requirements.
Works methodology and delivery approach	Credibility, completeness and practicality of proposed construction methodologies
Innovation	Degree to which the Proposal introduces credible and demonstrable innovations that improve delivery, performance, sustainability, operational efficiency, or risk management
Sustainability	Reducing upfront emissions at the construction phase and/or whole-life carbon emissions within a defined project lifecycle
Project management and team structure	Suitability of team structure, resourcing, and allocation of responsibilities
Key personnel and expertise	Experience, qualifications, and appropriateness of the Project Manager and key experts
Risk management	Identification of key risks and the robustness of proposed mitigation measures
Environmental and social management	Credibility, completeness and deliverability of Environmental and Social Management strategies, implementation arrangements, monitoring measures and performance commitments. Degree to which the Proposal introduces verifiable environmental and social benefits for the Client, Environment and/or Community.
Use of local subcontractors and suppliers	Credibility and extent of proposed engagement of local subcontractors, suppliers, and service providers, including integration into delivery arrangements and support for local market participation and capacity development
Health and safety management	Measures to ensure safety, prevent accidents, and manage site risks
Supply chain management	Effectiveness of sourcing strategy, supplier arrangements, and ability to manage supply risk
Code of conduct and social responsibility	Quality and robustness of measures to address social risks and promote responsible conduct, supported by appropriate evidence (e.g. management systems, international certifications, policies, audit results or equivalent evidence where relevant).

Rated Criteria	What it assesses
Infrastructure cybersecurity (where relevant)	Approach to identifying and managing cybersecurity risks associated with infrastructure
Operational efficiency and lifecycle performance	Extent to which the proposed solution supports efficient operation, maintenance and long-term performance outcomes where these aspects are not otherwise evaluated through Economic Criteria.

Example 1- Infrastructure Works contract (design-bid-build)

Element	Illustrative example
Context	Rehabilitation and expansion of an urban water supply network in a live operating environment.
Key characteristics	• Moderate technical complexity • High interface risks with existing infrastructure • Strong emphasis on delivery planning and risk management
Illustrative Rated Criteria	• Construction methodology and sequencing • Traffic and stakeholder management • Quality assurance and materials approach • Health, safety and environmental management
Indicative evaluation weighting	**Rated Criteria**: 50% **Economic Criteria**: 50%
Rationale	Although the design is largely prescribed by the Client under a Design–Bid–Build approach, the live operating environment and interface risks mean that how the works are delivered remains a significant determinant of successful project outcomes. A balanced weighting between Rated Criteria and Economic Criteria enables the Client to assess both the quality of the proposed delivery approach and the overall cost of the works.

Example 2 - Design-build / EPC project

Element	Illustrative example
Context	Design and construction of a wastewater treatment plant with defined performance outputs.
Key characteristics	• High technical complexity • Significant performance and lifecycle risks • Opportunity for innovation in design and process
Illustrative Rated Criteria	• Technical solution and process design • Approach to meeting performance requirements • Construction methodology and programme • Commissioning and operational readiness • Key personnel and team structure
Indicative evaluation weighting	**Rated Criteria**: 60-80% **Economic Criteria**:20-40%
Rationale	Greater weighting is placed on technical quality and performance, reflecting the importance of long-term reliability and operational outcomes.

Example 3 - Consultancy Services

Element	Illustrative example
Context	Integrated design and supervision consultancy for a multi-package infrastructure programme.
Key characteristics	• High dependence on expertise and judgement • Critical role in coordination and risk management • Outputs less easily defined through specifications alone
Illustrative Rated Criteria	• Technical approach and methodology • Understanding of project context and risks • Key experts and team composition • Experience in similar assignments
Indicative evaluation weighting	**Rated Criteria**: 70-90% **Economic Criteria**:10-30%
Rationale	Consultancy outcomes depend primarily on the quality of expertise and approach, with price playing a secondary role.

Example 4 - Complex ICT system/platform

Element	Illustrative example
Context	Procurement of a complex ICT system (e.g. e-government platform or utility management system), including system design, development, integration and support.
Key characteristics	• High technical complexity and integration requirement • Rapidly evolving technology and potential for innovation • Significant implementation and change management risks • Strong dependency on supplier capability and delivery approach
Illustrative Rated Criteria	• Technical architecture and system design • Functional and performance capability (including scalability and security) • Implementation methodology and delivery approach • System integration and interoperability • Cybersecurity and data protection approach • Key personnel and team capability Support, maintenance and knowledge transfer
Indicative evaluation weighting	**Rated Criteria**: 60-80% **Economic Criteria**:20-40%
Rationale	The success of ICT procurements depends heavily on the robustness of the proposed solution and delivery approach, which cannot be adequately assessed through price alone.

Example 5 - Combined heat and power (CHP) plant with seven year operation maintenance period

Element	Illustrative example
Context	Design, construction, commissioning and seven-year operation and maintenance of a combined heat and power plant where long-term operational efficiency, reliability, fuel consumption and asset performance are significant drivers of VfM.
Key characteristics	• Significant lifecycle cost implications, including fuel, maintenance and operating costs • Defined energy generation, efficiency and availability requirements • Seven-year operation and maintenance obligation following commissioning • Multiple technical solutions may be available to achieve the required outputs • Long-term performance and reliability are critical to project success
Illustrative evaluation approach	**Rated Criteria** • Technical Solution • Operational reliability • Maintainability • Commissioning approach • Asset management • Risk management **Economic Criteria** • Capital cost together with lifecycle cost considerations associated with the seven-year operation and maintenance period, including guaranteed efficiency, fuel consumption, plant availability, maintenance requirements, operating costs and other factors influencing the total cost of ownership.
Indicative evaluation weighting	**Rated Criteria**: 50-70% **Economic Criteria**:30-50%
Rationale	The long-term operation and maintenance obligations mean that both the quality of the technical solution and the whole-life cost of operating the facility are important determinants of VfM. Where operating costs can be reliably quantified, they should generally be evaluated through Economic Criteria as part of a lifecycle cost assessment. Rated Criteria should focus on qualitative factors that are not readily captured through financial evaluation, such as technical robustness, operational resilience, maintainability, asset management arrangements, commissioning methodology and the credibility of the proposed operating approach.

Annex 5: Worked example – evaluation and scoring of Rated Criteria

Purpose

This Annex provides an illustrative example of how Rated Criteria scores are calculated and combined with Economic Criteria to determine the most economically advantageous Proposal. The example is illustrative only and is intended to demonstrate the evaluation methodology described in Section 3.5.

Step 1 – Score each Rated Criteria

Assume the procurement uses the following Rated Criteria and weightings.

Rated Criteria	Weighting	Score (0–5)	Weighted score
Technical approach and methodology	40%	4	160
Key personnel and team structure	25%	3	75
Delivery programme and risk management	20%	4	80
Environmental and social approach	15%	2	30
Combined Technical Score	100%		345

Calculation

Each Rated Criteria score is multiplied by its weighting factor. The weighted scores are then summed to produce the Participant's Combined Technical Score.

Note: For illustrative purposes, percentage weightings have been converted into weighting factors (e.g. 40% = 40). Alternative calculation approaches may be used provided they produce an equivalent outcome.

Step 2 – Calculate the comparative technical score

Assume the Combined Technical Scores for all Participants are as follows.

Participant	Combined technical score
A	345
B	360
C	380
D	315

The highest Combined Technical Score is 380.

Each Participant's comparative technical score is calculated as:

$$\text{Comparative technical score} = \frac{\text{Participant's combined technical score}}{\text{highest combined technical score}} \times 100$$

Participant	Comparative technical score
A	90.79
B	94.74
C	100.00
D	82.89

Step 3 – Calculate the final technical score

Assume Rated Criteria represent 80% of the overall evaluation.

The comparative technical score is multiplied by the Rated Criteria weighting.

Participant	Comparative technical score	Rated Criteria Weighting	Final technical score
A	90.79	80%	72.63
B	94.74	80%	75.79
C	100.00	80%	80.00
D	82.89	80%	66.31

Step 4 – Calculate the final combined score

Assume the Economic Criteria represent 20% of the overall evaluation.

Following calculation of the Economic Score in accordance with the methodology disclosed in the Procurement Documents, the technical and economic scores are combined.

Participant	Final technical score (80%)	Final economic score (20%)	Final combined score
A	72.63	18.50	91.13
B	75.79	20.00	95.79
C	80.00	17.27	97.27
D	66.31	19.39	85.70

Step 5 – Determine the Most Economically Advantageous Proposal

The Participant with the highest Final Combined Score is ranked first and recommended for contract award.

Rank	Participant	Final Combined Score
1	Participant C	97.27
2	Participant B	95.79
3	Participant A	91.13
4	Participant D	85.70

Outcome

Participant C achieves the highest Final Combined Score and is therefore identified as the most economically advantageous Proposal.

Key Points

- Scores are assigned independently against each Rated Criteria.
- Individual Rated Criteria scores are weighted to determine the Combined Technical Score.
- Combined Technical Scores are normalised to produce Comparative Technical Scores.
- The Comparative Technical Score is multiplied by the Rated Criteria weighting to determine the Final Technical Score.
- The Final Technical Score and Final Economic Score are combined using the disclosed weightings.
- The Proposal with the highest Final Combined Score is recommended for contract award.

4. DISCLOSURE

This Guidance will be disclosed on Bank's website.

5. EFFECTIVE DATE

This Guidance is effective from 1 September 2026.

6. DECISION MAKING FRAMEWORK

Director, Project Procurement Department is accountable for this Guidance.

Associate Director, Procurement Policy Adviser, Operations, Project Procurement Department is responsible for this Guidance.

7. RELATED DOCUMENTS

The Procurement Polices and Rules, 1 September 2026

Early Market Engagement Guidance, 1 September 2026

Value for Money in Public Procurement Guidance, 1 September 2026

Rated Criteria Library.

EBRD contacts

European Bank for Reconstruction and Development
Five Bank Street, London
E14 4BG
United Kingdom

Switchboard/central contact
Tel: +44 20 7338 6000

Information requests
For requests and enquiries, please go to
www.ebrd.com/inforequest

Environmental and social enquiries
Tel: +44 20 7338 7158
Email: environmentandsocial@ebrd.com

Civil Society Engagement Unit
Tel: +44 20 7338 7912
Email: cso@ebrd.com

Project Complaint Mechanism
Tel: +44 20 7338 7813
Email: pcm@ebrd.com

Project enquiries
Tel: +44 20 7338 7168
Email: projectenquiries@ebrd.com

Project Procurement Department
+44 20 7338 6000
Email: procurement@ebrd.com

www.ebrd.com