

EBRD Rated Criteria Library

Purpose

The Rated Criteria Library is a practical companion to the *EBRD Rated Criteria Guidance*. It provides illustrative examples of Rated Criteria that Clients can select and tailor when preparing Procurement Documents.

The Library is intended to support the design of Rated Criteria across Goods, Works and Services. Illustrative examples have been included for each procurement type where the nature of the criteria differs materially.

The Library is intended as a **living resource** and will be updated periodically by EBRD to reflect implementation experience, emerging good practice, sector-specific examples and feedback and future developments in procurement policy. Updates are anticipated to be undertaken on an annual basis, or sooner where warranted by significant implementation experience or policy developments, and will be informed by consultation with relevant EBRD technical specialists

Rated Criteria Categories

The Library is organised into the following categories:

1. **Technical Solution and Design**
2. **Methodology and Delivery Approach**
3. **Project Management and Team Structure**
4. **Risk Management**
5. **Environmental and Social Management**
6. **Quality Management and Assurance**
7. **Health and Safety Management**
8. **Supply Chain Management**
9. **Asset Management and Operational Performance**
10. **Information Security and Cybersecurity**
11. **Local Labour**

Using the Library

Rated Criteria should not merely reward more detailed proposals or better-written submissions. They should enable Participants to differentiate themselves by demonstrating superior capability, better project outcomes, innovation, reduced delivery risk or enhanced long-term value where these support the procurement objectives. The Library provides potential options, not a recommended set of criteria for every procurement. Examples should be selected and tailored to reflect the objectives, risks, market conditions and delivery requirements of the specific procurement. Not every Rated Criteria is suitable for every procurement. Clients should select criteria that reflect the procurement type, delivery model, market capability and project objectives. Many examples are specific to Works procurements, while others are more applicable to Goods, Plant, Services or Consultancy Services

Less is more. Clients should focus on a small number of distinct, high-impact Rated Criteria that are capable of **meaningfully differentiating between Proposals**. Criteria should focus on areas where differences in quality, approach or performance are expected and should be specific, measurable and proportionate. They should avoid duplicating Qualification Criteria, pass/fail requirements or Economic Criteria.

Where appropriate, Clients should use Early Market Engagement to test the suitability of proposed Rated Criteria, understand market capability, confirm proportionality and refine the evaluation approach before launching the procurement, consistent with the EBRD Early Market Engagement Guidance.

References within the Library to specific certifications, standards or management systems are illustrative only. Equivalent evidence demonstrating comparable capability, arrangements or outcomes may also be appropriate, where justified, and Clients should avoid treating illustrative certifications or standards as mandatory requirements unless specifically justified by the procurement.

Each Rated Criteria category is accompanied by Illustrative Contract Management Considerations guidance. This highlights how commitments evaluated during procurement may subsequently be reflected in the Contract through Key Performance Indicators (KPIs), Contractual Milestones, Contractual Mechanisms, Reporting Requirements and Verification activities. These examples are illustrative only and should be tailored to reflect the procurement, market and contract being undertaken.

Each Library entry contains:

Field	Purpose
Procurement Type / Sector	Indicates where the example is most likely to be relevant.
Sub-Criteria (<i>Participant-facing</i>)	The specific aspect of the Proposal that may be evaluated.
Participant Submission Requirements (<i>Participant-facing</i>)	Illustrative information Participants may be required to provide.
Illustrative Supporting Evidence (<i>Participant-facing</i>)	Examples of evidence that may support the Participant's submission.
Evaluation Considerations (<i>Internal</i>)	Practical prompts to support evaluation of the Proposal and supporting evidence.

Using the Library in Procurement Documents

Information describing the **Rated Criteria**, **Participant Submission Requirements**, and any associated **Illustrative Supporting Evidence** may be adapted, as appropriate, for inclusion in Procurement Documents, as it is intended to support the Client's internal evaluation and contract management processes.

Information contained within the **Evaluation Considerations**, **Illustrative Contract Management Considerations**, and other internal guidance sections is intended primarily to support Clients and Evaluation Committees during procurement planning, evaluation and contract management and would not normally be disclosed to Participants.

Evaluation Considerations are intended solely to support the consistent and objective application of the Rated Criteria and scoring descriptors disclosed to Participants. They should not introduce additional or undisclosed evaluation criteria, sub-criteria or factors, and must not be applied by Evaluation Committees in a manner that alters the published evaluation methodology

For further guidance on selecting and weighting Rated Criteria, scoring methodologies and descriptors, minimum quality thresholds, evaluation arrangements and moderation, refer to the EBRD Rated Criteria Guidance, including the illustrative scoring scales and criteria-specific scoring descriptors in **Annex 3**.

Document Control

Item	Details
Version	Version 1.0
Date	August 2026
Status	Initial Release
Owner	EBRD Procurement Policy Department
Purpose	First iteration of a living Rated Criteria Library to support 1 Sept 2026 implementation of the PPR 2026
Next Review	As determined by EBRD

It is anticipated that the Library will be reviewed and updated on an annual basis, or sooner where warranted by significant implementation experience, user feedback or changes to the EBRD Rated Criteria Guidance or Procurement Policies and Rules. Updates will be informed by consultation with relevant EBRD technical specialists and procurement practitioners to ensure that new and revised examples remain fit for purpose

Revision History

Version	Date	Summary of Changes
1.0	August 2026	Initial release.

1. Technical Solution and Design

Purpose

Technical Solution and Design criteria assess the quality, suitability and value of the proposed technical solution, including the Participant's ability to demonstrate improved outcomes, innovation, operational performance and long-term value beyond the minimum specification.

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Achievement of specified technical performance levels; compliance with agreed design parameters; reliability or availability targets; energy or resource efficiency; durability or design-life performance; completion of design reviews and approvals within agreed timeframes.
Contractual Milestones	Design submissions completed and accepted; key design reviews completed; required technical approvals obtained; prototypes or trials completed where applicable; testing and commissioning completed against agreed performance requirements.
Contractual Mechanisms	Evaluated technical and design commitments incorporated into the Contract; defined performance and acceptance requirements; approval requirements for material design changes; performance guarantees or remedies where appropriate.
Reporting Requirements	Design development and approval status; technical performance against agreed requirements; design changes and departures; testing and verification results; outstanding technical issues and corrective actions.
Verification	Design reviews; technical calculations; drawings and models; material and equipment data; inspections; testing and commissioning records; performance testing; independent verification where required.

Illustrative Rated Criteria- Technical Solution and Design

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works / Plant	General	Technical Solution and Fitness-for-Purpose	Proposed technical solution, including key design features, systems and components, and how the solution will achieve the specified technical,	Technical proposal; drawings; calculations; specifications; equipment data; technical schedules; relevant performance information.	• Solution responds directly to the specified requirements and project objectives. • Key systems and components are clearly defined and technically compatible. • Technical assumptions are reasonable and supported. • Solution is practical and suited to the intended

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
			functional and operational requirements.		operating environment and constraints. • Claimed capabilities are supported by appropriate technical information or evidence. • Key technical dependencies and limitations are identified.
Works / Plant	General	Design Approach and Development	Proposed approach to developing and managing the design, including design stages and sequencing, responsibilities, multidisciplinary coordination, design reviews and checks, interfaces, approvals and management of design changes.	Design Management Plan; design programme; responsibility matrix; design review and checking procedures; interface register; design change/control procedures; proposed design deliverables.	• Design approach is appropriate to the scope, complexity and programme of the Contract. • Design stages and activities are clearly defined and appropriately sequenced. • Design responsibilities and interfaces are clearly allocated. • Effective arrangements are proposed for coordination across disciplines and with relevant third parties. • Appropriate checking, review and approval arrangements are provided. • Design changes are subject to clear control, review and approval arrangements. • Design development is appropriately integrated with procurement, construction, testing and commissioning.
Works / Plant	General	Technical Performance and Functionality	Proposed approach to achieving the specified performance and functional requirements of the completed Works, plant or systems, including any proposed performance commitments.	Performance calculations; technical schedules; equipment data; modelling; test results; performance guarantees; comparable operating data.	• Proposed performance meets or exceeds the specified requirements. • Performance claims are supported by credible calculations, testing or operating evidence. • Key assumptions and operating conditions affecting performance are clearly identified. • Proposed equipment and systems are capable of achieving the stated performance. • Performance commitments are measurable and capable of verification. • Dependencies or limitations affecting achievement of performance are clearly identified.
Goods	Plant, Equipment, ICT	Systems Integration & Compatibility (Goods)	Proposed approach to integrating the solution with existing systems, interfaces,	Integration plans, interface drawings, compatibility certificates, technical architecture.	• The proposed solution demonstrates compatibility with existing systems and infrastructure. • The Proposal minimises integration and implementation risks.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
			software and operational environments.		• The proposed interfaces are practical, scalable and support future operational requirements. • The integration approach is supported by appropriate evidence and experience.
Works / Plant	Energy – Transmission and Distribution	Transmission and Distribution System Design	Proposed technical design of the transmission or distribution system, including substation configuration, conductor and equipment selection, protection and control philosophy, and the approach to achieving the required capacity, reliability and integration with the existing network.	Single-line diagrams; load-flow and fault-level studies; protection and control philosophy; equipment specifications; substation layouts; network integration studies.	• Proposed design achieves the required transmission or distribution capacity and voltage performance. • Protection and control philosophy is appropriate to the configuration and required system reliability. • Selection of major equipment is technically compatible with the existing network and future load growth. • Load-flow, fault-level and stability studies support the proposed design. • Interfaces with the existing network, substations and connected assets are clearly identified and addressed. • Proposed design supports the required system availability and outage performance.
Goods	Water and Wastewater – Process Equipment	Water Treatment Process Equipment Performance (Goods)	Proposed process equipment (such as pumps, membranes, dosing or filtration systems) and the approach to achieving the required treatment performance, capacity and operating flexibility across anticipated influent and operating conditions.	Equipment data sheets; performance curves; process design calculations; reference installations; material compatibility data; manufacturer test data.	• Proposed equipment is capable of achieving the required treatment performance and capacity across anticipated operating conditions. • Equipment selection is compatible with the specified process and influent characteristics. • Performance claims are supported by credible manufacturer data, testing or comparable operating experience. • Equipment provides adequate operating flexibility and turndown for varying flow or load conditions. • Maintenance, replacement and spare-parts implications of the proposed equipment are appropriately addressed.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
					Proposed performance is measurable and capable of verification during commissioning and operation.
Goods / Plant	Energy / Water / Transport – SCADA and Control Systems	SCADA and Control Systems Functional Design	Proposed functional design of the SCADA or control system, including system architecture, control philosophy, alarm management, data acquisition and the approach to achieving reliable monitoring and control of the relevant assets.	System architecture diagrams; functional design specification; control philosophy; alarm and event management proposals; hardware and software schedules; interface and communications design.	- Proposed system architecture is appropriate to the scale, criticality and geographic distribution of the assets being monitored and controlled. - Control philosophy supports safe, reliable and efficient operation of the relevant assets. - Alarm management approach avoids alarm overload and supports timely operator response. - Proposed system is compatible with existing control systems, communications infrastructure and data requirements. - System design supports required data availability, historian and reporting functions. - Design supports future expansion and integration of additional assets or functions.
Works / Plant	Transport – Metro / Light Rail	Metro and Light Rail Systems Design and Integration	Proposed technical design and integration approach for metro or light rail systems, including trackwork, traction power, signalling, platform systems and their interfaces, and the approach to achieving the required capacity, headway and operational performance.	System design drawings; interface register; signalling and control system design; traction power studies; headway and capacity modelling; systems integration and testing strategy.	- Proposed design achieves the required operational capacity, headway and service performance. - Interfaces between trackwork, traction power, signalling and platform systems are clearly identified and coordinated. - Signalling and control system design supports the required safety and operational performance. - System integration and testing arrangements are sufficient to demonstrate reliable end-to-end operation. - Design considers interfaces with existing operational systems and infrastructure. - Key technical dependencies and constraints affecting system performance are identified.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works / Plant	General	Durability and Design Life	Proposed approach to achieving the required design life and durability of the Works, including material selection, protection measures and response to relevant environmental and operating conditions.	Durability assessment; material specifications; design calculations; exposure assessments; protection proposals; manufacturer data; relevant test results.	- Proposed materials and design details are appropriate to the required design life. - Relevant deterioration mechanisms and exposure conditions are identified. - Appropriate protection measures are incorporated into the design. - Durability assumptions are supported by recognised design methods, testing or performance evidence. - Components with shorter service lives are identified and can be maintained or replaced. - Design choices do not create avoidable long-term maintenance or performance risks.
Works / Plant	General	Resilience and Robustness	Proposed design measures to maintain required functionality and performance under foreseeable adverse conditions, disruptions or changes in operating conditions.	Resilience assessment; design calculations; redundancy proposals; failure analysis; contingency arrangements; relevant design standards.	- Relevant adverse conditions and failure scenarios are identified. - Design incorporates appropriate robustness, redundancy or protection for critical functions. - Single points of failure are identified and addressed where appropriate. - Proposed measures are proportionate to the criticality of the asset or system. - Recovery or continued operation following credible disruption has been considered. - Resilience measures are integrated into the overall technical solution. - Design takes appropriate account of foreseeable future climate conditions and extreme weather relevant to the asset's operating life
Works / Plant	General	Constructability	Proposed design approach to ensuring that the Works can be constructed safely and efficiently within the physical, programme and site constraints of the project.	Constructability review; design drawings; construction methodology; temporary works concepts; sequencing analysis; access and logistics assessment.	- Design reflects the proposed construction methodology and sequencing. - Site access, working space, existing infrastructure and other physical constraints are addressed. - Interfaces between permanent and temporary Works are understood. - Difficult or high-risk construction activities have been considered in the design. - Proposed solution avoids unnecessary construction complexity.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
					• Design can realistically be delivered within the proposed programme and site conditions.
Works / Plant	General	Technical Interfaces and Integration	Proposed approach to identifying, designing and managing interfaces between disciplines, systems, existing assets and third-party infrastructure.	Interface Management Plan; interface register; system architecture; drawings; responsibility matrix; integration and testing strategy.	• Critical technical interfaces are comprehensively identified. • Responsibilities for interfaces are clearly allocated. • Physical, functional and operational interface requirements are defined. • Compatibility with existing assets and third-party systems is demonstrated where relevant. • Interface dependencies are reflected in the design and programme. • Integration and testing arrangements are sufficient to demonstrate successful operation of the combined systems.
Works / Plant	General	Maintainability in Design	Proposed design features that facilitate safe and efficient inspection, maintenance, repair and replacement of equipment and components during the asset's operating life.	Maintainability assessment; access drawings; maintenance strategy; equipment layouts; component replacement proposals; lifting and access arrangements.	• Routine inspection and maintenance points are safely accessible. • Adequate space is provided for maintenance and component removal or replacement. • Equipment layout supports practical maintenance activities. • Requirements for specialist access or lifting equipment are identified. • Components requiring more frequent maintenance are appropriately located. • Design choices support efficient maintenance without unnecessary disruption to operations.
Works/Plant	General	Innovation and Value Engineering	Proposed innovations or value-engineering measures that improve the technical solution or project outcomes beyond the minimum requirements, including the expected benefits, basis for the proposed improvement, implications for delivery and any associated risks or dependencies.	Value-engineering or innovation proposals; technical assessments or calculations; comparative analysis against the baseline solution; evidence from comparable applications; drawings or technical documentation; quantified benefits where appropriate.	• Proposed innovations or value-engineering measures are relevant to the procurement objectives and provide demonstrable added value beyond the minimum requirements. • Expected benefits are credible and supported by appropriate technical evidence. • Proposals improve relevant outcomes such as performance, constructability, efficiency, durability, maintainability, resilience, sustainability or whole-life value. • Implications for cost, programme, interfaces,

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
					operation and maintenance are appropriately considered. • Associated technical and delivery risks are identified and appropriately managed. • Proposed measures are sufficiently developed, practical and capable of implementation. • Claimed benefits are measurable and, where appropriate, capable of contractual verification
Works / Plant	Energy – Solar	Solar Plant Technical Design and Performance	Proposed technical design of the solar facility, including major equipment selection, plant configuration and approach to achieving the required generation and performance outcomes.	Plant layout; energy-yield assessment; equipment data; design calculations; system architecture; performance modelling; manufacturer information.	• Plant layout and configuration are appropriate to the site conditions and constraints. • Energy-yield assumptions are clearly stated and supported by credible modelling. • Proposed modules, inverters and other major equipment are technically compatible. • Relevant losses and performance assumptions are appropriately addressed. • Design considers equipment reliability, replacement and maintenance requirements. • Proposed performance commitments are measurable and capable of verification.
Works / Plant	Transport – Tunnels	Tunnel Design Solution	Proposed technical approach to the tunnel design, including response to ground conditions, structural requirements, water management and relevant tunnel systems.	Design concept; geological and geotechnical interpretation; structural calculations; groundwater assessment; drawings; proposed monitoring arrangements.	• Design responds appropriately to the available ground and groundwater information. • Proposed structural solution is suited to anticipated ground conditions and loading. • Groundwater ingress and water-pressure risks are appropriately addressed. • Interfaces between tunnel structure, construction method and permanent systems are understood. • Design assumptions and areas of uncertainty are clearly identified. • Monitoring arrangements are appropriate to verify design assumptions during construction.
Works / Plant	Wastewater	Process Design and Treatment Performance	Proposed process design and approach to achieving the required wastewater treatment and discharge performance across	Process calculations; process flow diagrams; equipment schedules; treatment modelling; performance data;	• Proposed treatment process is appropriate to the influent characteristics and required effluent standards. • Design addresses expected variations in flow and load.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
			anticipated operating conditions.	reference installations; performance guarantees.	• Process calculations and equipment sizing support the claimed performance. • Key process dependencies and operational constraints are identified. • Relevant operating evidence supports the proposed process or technology. • Treatment performance is measurable and capable of verification during commissioning and operation.
Works / Plant	Energy Efficiency	Energy Efficiency Technical Solution	Proposed technical solution for achieving the required energy-efficiency improvements while maintaining required functionality, output or service performance.	Energy assessment; baseline information; energy modelling; equipment data; calculations; proposed efficiency measures; measurement methodology.	• Proposed measures respond to the principal sources of energy consumption. • Energy-saving assumptions are clearly defined and technically supported. • Interaction between proposed measures and existing systems is understood. • Required functionality and service levels are maintained. • Claimed efficiency improvements are measurable against an appropriate baseline. • Proposed solution allows performance to be verified following implementation.
Works / Plant	Energy	Technical Design	Proposed technical design for the energy infrastructure, including key design assumptions, equipment selection, system configuration, interfaces with existing infrastructure and measures to achieve the required capacity, reliability and operational performance.	Design drawings; single-line diagrams; design calculations; equipment schedules; technical specifications; system studies and modelling; interface diagrams; manufacturer data; performance guarantees	• Technical solution appropriate to the required capacity, operating conditions and performance requirements. • Key design assumptions clearly identified and technically justified. • Appropriate selection and configuration of principal equipment and systems. • Significant interfaces with existing or planned infrastructure identified and addressed. • Appropriate provision for reliability, redundancy and operational resilience. • Evidence that the proposed design can achieve the required technical and operational performance. • Consistency between proposed equipment, design calculations, drawings and stated performance.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works	Water/Hydraulic Infrastructure	Technical Design	Proposed technical design for the hydraulic infrastructure, including key hydraulic and structural design assumptions, interfaces with existing water systems and measures to achieve the required capacity, resilience and operational performance.	Design drawings; hydraulic calculations and modelling; structural calculations; hydraulic profiles; design reports; equipment schedules; technical specifications; performance data.	• Technical solution appropriate to the required hydraulic function and performance requirements. • Key hydraulic and structural assumptions clearly identified and justified. • Appropriate consideration of water levels, flows, hydraulic loads and relevant operating conditions. • Significant interfaces with existing or associated hydraulic infrastructure identified and addressed. • Appropriate provision for resilience under anticipated operating and extreme conditions. • Evidence that the proposed solution can achieve the required capacity and performance. • Consistency between calculations, modelling, drawings and the proposed technical solution.
Plant / Goods / Works	Energy / Transport / Water and Wastewater	Systems Integration	Proposed approach to integrating new digital, control and monitoring systems with existing and planned infrastructure and operational systems, including system architecture, interfaces, communication protocols, data exchange, interoperability and testing arrangements.	System architecture; interface diagrams; interface register; communication architecture; data-flow diagrams; equipment and software specifications; integration strategy; testing and commissioning plan.	• All significant physical, electrical, communications, software and data interfaces identified, as applicable. • Compatibility and interoperability with existing and planned systems clearly demonstrated. • Appropriate communication protocols, data formats and interface standards proposed. • Clear allocation of responsibilities for managing system interfaces. • Integration dependencies and associated risks identified and addressed. • Practical arrangements for interface, functional and end-to-end testing. • Evidence that the integrated solution can achieve the required operational functionality and performance.

2. Methodology and Delivery Approach

Purpose

Methodology and Delivery Approach criteria assess how the Participant proposes to plan, mobilise, sequence and deliver the Contract, including how the proposed approach responds to project-specific constraints, interfaces and delivery requirements.

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Achievement of key milestones; progress against the accepted programme; mobilisation completed by agreed dates; completion of testing and commissioning activities by planned dates.
Contractual Milestones	Site mobilisation; commencement and completion of key work packages; completion of critical interfaces; readiness for testing and commissioning; completion and handover.
Contractual Mechanisms	Accepted programme and key delivery commitments incorporated into the Contract; milestone payments linked to defined deliverables; requirements for recovery plans where progress falls behind; approval requirements for material changes to committed delivery arrangements.
Reporting Requirements	Regular progress reporting against the accepted programme and milestones; updated programmes and look-ahead schedules; reporting of actual against planned progress; early notification of actual or anticipated delays.
Verification	Site inspections; programme and progress records; milestone completion records; mobilisation records; testing and commissioning records; evidence supporting reported progress.

Illustrative Rated Criteria- Methodology and Delivery Approach

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works	General	Construction Methodology and Sequencing	Proposed methodology for delivery of the Works, including principal construction methods, sequencing of key activities and response to project-specific conditions and constraints.	Construction methodology; method statements; sequencing diagrams; site layouts; construction programme; plant and resource schedules.	• Construction methods appropriate to the Works and site conditions. • Logical sequencing of key construction activities. • Treatment of project-specific technical, logistical and physical constraints. • Alignment between methodology, sequencing, programme and proposed resources. • Identification and management of significant construction interfaces and dependencies. • Specific methodology for critical or complex activities.
Works	General	Construction Programme	Proposed programme showing the sequence and duration of key activities, dependencies, critical path, contractual milestones, interfaces, testing, commissioning and handover.	Construction programme; critical path analysis; milestone schedule; programme narrative; interface schedule; testing and commissioning schedule.	• Logical relationships and dependencies between activities. • Identification of the critical path and activities affecting completion. • Inclusion of contractual milestones and interim completion requirements. • Allowance for approvals, interfaces, testing, commissioning and handover. • Consistency with the proposed construction methodology and resource deployment. • Identification of key assumptions and constraints affecting the programme.
Works	General	Mobilisation and Site Establishment	Proposed arrangements for mobilisation and establishment of the Works, including personnel, plant, temporary facilities, site access and activities required before principal construction begins.	Mobilisation plan; mobilisation schedule; site establishment plan; site layout; personnel and equipment mobilisation schedules; temporary facilities plan.	• Realistic timing and sequencing of mobilisation activities. • Availability and deployment of required personnel, plant and equipment. • Arrangements for site access and establishment of temporary facilities. • Identification of permits, approvals and other prerequisites to commencement. • Alignment of mobilisation with the construction programme. • Treatment of project-specific mobilisation constraints.
Works	General	Construction Logistics and Site Management	Proposed arrangements for managing site logistics, including access, movement and storage of materials, equipment deployment, deliveries, temporary	Logistics plan; site layout; access plan; delivery schedule; material storage arrangements; equipment deployment plan.	• Practical arrangements for site access and movement of personnel, materials and equipment. • Location and management of storage, laydown and temporary facilities. • Coordination and scheduling of deliveries with construction activities. • Management of competing site activities and interfaces.

			facilities and site interfaces.		• Treatment of restricted access, constrained working areas and other site-specific limitations. • Contingency arrangements for significant logistical constraints.
Works	General	Plant and Equipment Deployment	Proposed plant and equipment required to deliver the Works, including deployment, availability and arrangements for specialist equipment where required.	Plant and equipment schedule; deployment programme; equipment specifications; mobilisation arrangements; maintenance and replacement arrangements.	• Alignment of proposed plant and equipment with the construction methodology and programme. • Availability of equipment when required by the programme. • Suitability and capacity of equipment for the proposed activities and site conditions. • Justification for specialist or non-standard equipment. • Arrangements for mobilisation, operation and maintenance of critical equipment. • Contingency arrangements for equipment downtime or failure.
Works	Transport / Urban Infrastructure	Traffic and Access Management	Proposed approach to maintaining safe traffic, pedestrian and stakeholder access during the Works, including diversions, construction traffic, deliveries and measures to minimise disruption.	Traffic Management Plan; diversion plans; access plans; traffic staging diagrams; delivery arrangements; stakeholder communication arrangements.	• Safe and practical arrangements for vehicles, pedestrians, cyclists and public transport, as applicable. • Maintenance of access to properties, businesses and emergency services. • Practicality of proposed diversions and traffic staging. • Measures to minimise congestion and disruption, including local traffic patterns and peak periods. • Safe entry and exit of construction vehicles and separation from public traffic. • Coordination of traffic arrangements with construction sequencing and deliveries.
Works	Transport – Roads	Road Pavement Construction Methodology	Proposed construction methodology for road pavement works, including subgrade preparation, pavement layer construction, paving sequence, plant deployment and the approach to managing traffic, weather and other site-specific constraints affecting pavement quality.	Construction methodology; paving sequence plan; plant and resource schedules; trial section proposals; weather and seasonal work plan; traffic-phased construction plan.	• Construction methodology is appropriate to the specified pavement design and site conditions. • Paving sequence and staging are coordinated with traffic management and construction programme. • Plant and resources proposed are appropriate to the scale and quality requirements of the works. • Approach to weather-sensitive activities protects pavement quality and construction programme. • Use of trial sections or similar measures supports confidence in achieving specified requirements. • Methodology is coordinated with proposed quality control and testing arrangements.
Works	General	Innovative Delivery Methods and	Proposed innovative delivery methods, digital construction tools or offsite/modular techniques	Description of proposed methods or tools; comparative analysis against conventional	• Proposed methods are relevant to the Works and provide demonstrable improvement in delivery outcomes. • Expected benefits are credible and supported by appropriate evidence or comparable experience.

		Digital Construction	that improve delivery outcomes such as programme certainty, quality, safety or productivity, including the basis for the proposed improvement and any associated implications or risks.	delivery; evidence from comparable applications; implementation plan; quantified benefits where appropriate.	• Proposed approach improves outcomes such as programme certainty, quality, safety, productivity or reduced disruption, rather than simply demonstrating novelty. • Implications for interfaces, resourcing, quality control and site logistics are appropriately addressed. • Associated implementation risks are identified and appropriately managed. • Claimed benefits are measurable and, where appropriate, capable of verification during delivery.
Works	Rail / Transport / Utilities	Interface and Possession Management	Proposed approach to managing interfaces with existing infrastructure, operations, other contractors and stakeholders, including access restrictions, shutdowns or possessions required to deliver the Works.	Interface management plan; interface register; possession or shutdown schedule; coordination plan; access schedule; sequencing diagrams.	• Identification of critical interfaces with existing infrastructure, operations and other contracts. • Sequencing and coordination of interface activities. • Alignment of possessions, shutdowns or restricted access periods with the construction programme. • Clear allocation and coordination of interface responsibilities. • Measures to minimise disruption to existing operations. • Contingency arrangements where planned access or possessions are delayed or unavailable.
Works	Energy / Utilities	Outage and Continuity Management	Proposed approach to delivering the Works while maintaining required continuity of existing services, including planned outages, temporary arrangements and restoration of services.	Outage plan; sequencing plan; temporary service arrangements; switching or isolation plan; interface schedule; contingency arrangements.	• Identification of activities requiring interruption or restriction of existing services. • Sequencing of outages or service interruptions with construction activities. • Measures to minimise the duration and impact of service disruption. • Practicality of temporary service or bypass arrangements where required. • Coordination with the Client, operators and other affected parties. • Contingency and restoration arrangements in the event of delays or failures.
Works	Water / Hydraulic Infrastructure	Water Management During Construction	Proposed methodology for managing water flows and hydraulic conditions during construction, including temporary diversion or drainage arrangements, sequencing of works, protection of existing and partially completed works	Construction methodology; temporary works designs; diversion or drainage plans; hydraulic assessments; sequencing diagrams; monitoring arrangements; contingency plans.	• Clear understanding of water-flow and hydraulic conditions affecting construction. • Practical temporary diversion, drainage or water-management arrangements appropriate to the Works. • Construction sequencing aligned with anticipated flows, seasonal conditions and critical hydraulic activities. • Measures to protect existing infrastructure, partially completed Works and downstream areas. • Appropriate monitoring of water levels, flows and relevant weather conditions.

			and response to changing flow or weather conditions.		• Clear triggers and contingency arrangements for high-flow or other significant events. • Alignment between water-management arrangements, construction methodology and programme.
Works / Plant	Energy / Linear Infrastructure	Access and Logistics	Proposed approach to access and logistics across geographically dispersed work sites, including mobilisation and movement of personnel, plant, equipment and materials; establishment and coordination of work fronts; and management of site-specific access and logistical constraints.	Logistics plan; access plan; route assessments; work-front plan; mobilisation schedule; equipment and material delivery schedules; site layouts; contingency arrangements.	• Practical approach to access across geographically dispersed work sites. • Identification and treatment of significant route, terrain, seasonal and site-access constraints. • Effective coordination of personnel, equipment, materials and multiple work fronts. • Appropriate arrangements for storage, laydown and temporary facilities. • Alignment of logistics arrangements with construction sequencing and programme. • Appropriate consideration of access permissions and interfaces with landowners or other affected parties. • Credible contingency arrangements for significant access or logistics disruption.
Works / Plant	Complex / Multi-Package Infrastructure	Interface Management	Proposed approach to managing delivery interfaces and dependencies with other contracts, work packages, existing infrastructure, utilities, systems and stakeholders, including coordination, information exchange, sequencing and resolution of interface issues.	Interface management plan; interface register; responsibility matrix; coordination procedures; interface schedule; information exchange protocols; sequencing diagrams.	• Comprehensive identification of significant delivery interfaces and dependencies. • Clear allocation of responsibility for individual interfaces. • Practical coordination and information-exchange arrangements between relevant parties. • Alignment of interface activities and dependencies with the proposed programme and sequencing. • Appropriate arrangements for identifying, tracking and resolving interface issues. • Clear escalation arrangements where interface issues cannot be resolved at working level. • Evidence that critical interfaces have been incorporated into the overall delivery methodology.
Services	Facilities Management, O&M, Cleaning, Security	Service Delivery Methodology	Proposed methodology for delivering the contracted service, including mobilisation, day-to-day delivery, continuous improvement and customer interface arrangements.	Service methodology, operating procedures, workflow diagrams, mobilisation plans.	• Proposed methodology demonstrates a clear understanding of the service requirements. • Service delivery approach is practical, efficient and achievable. • The Proposal supports consistent delivery of the required service outcomes. • Methodology incorporates appropriate quality management and continuous improvement processes.
Services	Facilities Management,	Transition & Mobilisation (Services)	Proposed transition and mobilisation approach, including arrangements to	Transition plans, mobilisation schedules,	• Mobilisation and transition approach minimises service disruption. • Proposed programme demonstrates readiness to commence service delivery.

	O&M, ICT Services		minimise service disruption.	resource plans, risk assessments.	• Key transition risks have been appropriately identified and managed. • Mobilisation approach is practical and achievable within the proposed timeframe.
Consultancy Services	General	Assignment Methodology and Approach	Proposed methodology and approach for delivering the assignment, including understanding of the objectives and Terms of Reference, key activities, methods, sequencing, dependencies and approach to achieving the required outputs and outcomes.	Technical methodology; assignment approach; activity and deliverables schedule; process diagrams; proposed analytical methods, tools or techniques where relevant	• Demonstrates a clear understanding of the assignment objectives, requirements and key challenges. • Methodology is tailored to the assignment rather than generic. • Proposed methods and activities are appropriate to achieving the required outputs and outcomes. • Key activities are logically structured and sequenced. • Significant dependencies, assumptions and constraints are identified and addressed. • Methodology is practical and achievable within the proposed timeframe and resources.
Consultancy Services	General	Work Plan and Deliverables	Proposed work plan setting out key activities, milestones, deliverables, review and approval points, dependencies and timing for delivery of the assignment.	Work plan; assignment schedule; milestone and deliverables schedule; Gantt chart; deliverables matrix.	• Work plan is consistent with the proposed methodology and Terms of Reference. • Activities and deliverables are logically sequenced. • Proposed timeframes are realistic and achievable. • Key milestones, dependencies and review or approval points are appropriately reflected. • Sufficient time is allowed for Client inputs, consultation and review where relevant. • Work plan provides a credible basis for timely completion of the assignment.
Consultancy Services	General	Stakeholder Engagement and Consultation Approach	Proposed approach to identifying and engaging relevant stakeholders and incorporating stakeholder inputs into delivery of the assignment, including consultation methods, sequencing, responsibilities and communication arrangements.	Stakeholder engagement approach; stakeholder mapping; consultation plan; communication arrangements; proposed consultation schedule.	• Relevant stakeholders and their roles or interests are appropriately understood. • Proposed engagement methods are appropriate to the assignment and stakeholder groups. • Consultation is appropriately integrated with the methodology and work plan. • Responsibilities for stakeholder engagement and communication are clear. • Approach provides a credible mechanism for capturing and responding to stakeholder inputs. • Proposed engagement is proportionate to the nature and complexity of the assignment.

3. Project Management and Team Structure

Purpose

Project Management and Team Structure criteria assess the suitability of the proposed governance, project organisation, key personnel, allocation of responsibilities and management arrangements for delivery of the Contract

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Key personnel maintained in agreed roles; required management reports submitted on time; management actions closed within agreed timeframes; timely resolution of escalated issues.
Contractual Milestones	Project management team mobilised; management systems established; governance arrangements operational; key management plans submitted and accepted.
Contractual Mechanisms	Named key personnel and committed level of input incorporated into the Contract; Client approval required for replacement of key personnel; agreed governance and reporting arrangements incorporated into contract management requirements.
Reporting Requirements	Project management reports; personnel deployment and resource updates; governance and decision logs; action tracking; reporting of proposed changes to key personnel or management arrangements.
Verification	Personnel records and timesheets; meeting records; organisation charts; management reports; action logs; evidence of key personnel participation.

Illustrative Criteria- Project Management and Team Structure

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works, Services	General	Project Organisation and Governance	Proposed project organisation and governance arrangements, including reporting lines, decision-making authority, responsibilities and interfaces between key functions.	Project organisation chart; governance structure; responsibility matrix; reporting lines; decision and escalation arrangements.	• Organisational structure tailored to the scope and complexity of the Contract. • Clear reporting lines, authority and accountability. • Clear allocation of responsibilities between key functions and team members. • Effective coordination between design, construction, commercial and other relevant functions. • Clear decision-making and escalation arrangements.

					• Identification and management of organisational interfaces.
Works, Services	General	Key Personnel and Team Structure	Proposed key personnel and wider project team, including roles, responsibilities, relevant experience, planned level of input and period of involvement in the Contract.	Organisation chart; curricula vitae; role descriptions; personnel schedules; availability or commitment statements; relevant project experience.	• Key roles appropriate to the scope, complexity and principal delivery risks of the Contract. • Relevant experience of proposed personnel in comparable roles and projects. • Clear responsibilities and interfaces between key personnel. • Proposed level and timing of input appropriate to assigned responsibilities. • Evidence of availability and commitment of key personnel. • Alignment of the proposed team with the methodology and delivery approach.
Consultancy Services	General	Key Experts and Team Composition	Proposed key experts and wider consultancy team, including roles and responsibilities, relevant qualifications and experience, proposed level of input and period of involvement in the assignment.	Curricula vitae; team organisation chart; role descriptions; personnel input schedule; availability or commitment statements; relevant assignment experience.	• Proposed key experts have qualifications and experience relevant to their assigned roles. • Experience is directly relevant to the nature, complexity and requirements of the assignment. • Team composition provides an appropriate and complementary mix of expertise. • Roles and responsibilities of key experts are clearly defined and appropriately allocated. • Proposed level and timing of input are appropriate to the methodology, work plan and assigned responsibilities. • Key experts demonstrate credible availability and commitment for the required periods.
Works, Services	General	Personnel Deployment and Resourcing	Proposed deployment of key personnel and other project resources throughout the Contract, including mobilisation, level of input and changes in resource requirements during key delivery stages.	Personnel deployment plan; resource histogram; staffing schedule; mobilisation plan; programme-linked resource schedule.	• Staffing levels aligned with the proposed programme and methodology. • Appropriate deployment of personnel during mobilisation, peak construction, testing, commissioning and handover. • Adequate resource coverage for critical activities and interfaces. • Realistic level of input from key personnel. • Identification and management of resource peaks or potential gaps. • Consistency between the personnel deployment plan, construction programme and organisation structure.
Works, Services	General	Key Personnel Continuity and Replacement	Proposed arrangements for maintaining continuity of key personnel (including commitments not to change such personnel for minimum	Personnel continuity plan; succession arrangements; handover procedures; onboarding arrangements; proposed replacement process.	• Measures to maintain continuity in critical management and technical roles. • Identification of roles where loss or replacement would create significant delivery risk. • Clear handover and knowledge-transfer arrangements. • Suitable arrangements for identifying and mobilising

			time periods) and managing any necessary replacement, handover or onboarding during Contract delivery.		replacement personnel. • Measures to minimise disruption where personnel changes occur. • Appropriate onboarding arrangements for replacement or additional personnel.
Works, Services	General	Project Management Systems and Controls	Proposed systems and controls for managing delivery of the Contract, including programme, cost, documentation, reporting, actions and changes.	Project Management Plan; management system descriptions; reporting templates; document control procedures; change control procedures; action tracking arrangements.	• Management systems appropriate to the scale and complexity of the Contract. • Integration of programme, cost, change and document controls. • Clear processes for monitoring progress and identifying emerging issues. • Effective change control and approval arrangements. • Clear management reporting and action-tracking processes. • Systems capable of providing timely and reliable information for management decision-making.
Works, Services	General	Client and Contractor Governance	Proposed arrangements for coordination, communication, decision-making and escalation between the Participant, Client and other relevant parties during Contract delivery.	Governance plan; meeting structure; communication protocols; responsibility matrix; escalation process; reporting arrangements.	• Clear interfaces between Client and Contractor governance structures. • Appropriate meeting and reporting arrangements for different management levels. • Clear authority for decisions and approvals. • Defined escalation routes for unresolved or urgent issues. • Arrangements for tracking decisions, actions and commitments. • Coordination with other contractors, operators or stakeholders where relevant.
Works, Services	Complex / Multidisciplinary	Technical and Management Interface Coordination	Proposed arrangements for coordinating key technical and management interfaces between disciplines, work packages, subcontractors and other parties involved in delivery.	Interface management plan; interface register; responsibility matrix; coordination procedures; meeting structure; interface schedule.	• Identification of significant organisational and technical interfaces. • Clear ownership and accountability for individual interfaces. • Coordination arrangements between disciplines, work packages and subcontractors. • Processes for identifying and resolving interface issues. • Alignment of interface responsibilities with the project organisation and programme. • Effective escalation arrangements for unresolved interface matters

4. Risk Management

Purpose

Risk Management criteria assess the Participant's identification and understanding of key risks to successful delivery of the Contract and the suitability of proposed mitigation, monitoring, contingency and management arrangements.

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	High-priority risks with agreed mitigation actions in place; risk mitigation actions completed by agreed dates; emerging risks reported within required timeframes; corrective actions closed within agreed timeframes.
Contractual Milestones	Contract risk register established; key mitigation measures implemented before relevant activities commence; contingency arrangements established for critical delivery risks.
Contractual Mechanisms	Evaluated risk-management commitments incorporated into the Contract; requirements to maintain and update the risk register; early-warning and escalation requirements; agreed mitigation and contingency measures incorporated into relevant management plans.
Reporting Requirements	Updated risk register; status of key risks and mitigation actions; emerging risks; overdue actions; changes in risk ratings; reporting through regular progress and management reports.
Verification	Risk registers and review records; evidence of completed mitigation actions; site inspections; meeting records; early-warning notices; contingency tests or exercises where applicable.

Illustrative Rated Criteria- Risk Management

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works	General	Project Risk Identification and Mitigation	Proposed approach to identifying, assessing and managing the principal risks to successful delivery of the Contract, including proposed mitigation and controls.	Draft risk register; risk assessment; proposed mitigation measures; risk-management approach; relevant management plans.	• Identification of risks specific to the Works rather than generic construction risks. • Coverage of significant technical, programme, cost, quality, environmental, social, health and safety and interface risks, as relevant. • Clear assessment of the potential consequences of each principal risk. • Mitigation measures that address the causes and

					consequences of identified risks. • Mitigation measures that are practical and proportionate to the level of risk. • Alignment between proposed mitigation, methodology, programme and management arrangements.
Works	General	Risk Register	Draft project-specific risk register identifying principal delivery risks, their potential impacts, risk ratings, proposed controls and mitigation measures, and responsible risk owners.	Draft risk register; risk-rating methodology; supporting risk assessments; proposed controls and mitigation measures.	• Risks clearly defined and linked to specific aspects of Contract delivery. • Risk ratings supported by a logical assessment of likelihood and impact. • Principal risks appropriately prioritised. • Specific and actionable mitigation measures for significant risks. • Clear ownership of principal risks and mitigation actions. • Residual risk appropriately recognised following proposed mitigation.
Works	General	Risk Monitoring and Reporting	Proposed arrangements for monitoring, reviewing and reporting known and emerging risks throughout Contract delivery, including escalation and corrective-action arrangements.	Risk-management procedures; review cycle; reporting arrangements; escalation procedures; sample risk reports; corrective-action process.	• Regular and clearly defined risk review arrangements. • Processes for identifying emerging risks arising from changes in site conditions, design, interfaces, programme or external factors. • Clear responsibility for monitoring individual risks and mitigation actions. • Appropriate escalation thresholds and decision-making arrangements. • Integration of risk information with programme, cost and performance management. • Processes for tracking mitigation and corrective actions through to closure.
Works	General	Contingency and Recovery Planning	Proposed contingency and recovery arrangements for significant risks that could materially affect programme, cost, performance or continuity of delivery.	Contingency plans; recovery strategies; alternative delivery arrangements; programme recovery scenarios; emergency or continuity plans where relevant.	• Contingency measures focused on the most significant delivery risks. • Clear triggers for activating contingency or recovery arrangements. • Practical alternative resources, methods or sequencing where relevant. • Defined responsibilities and decision-making arrangements during recovery. • Realistic timeframes for restoring planned delivery or performance. • Alignment of contingency arrangements with the risk register and programme.
Consultancy Services	General	Assignment Risk Management	Proposed approach to identifying and managing the principal risks,	Assignment risk register; risk assessment; mitigation measures;	• Principal risks specific to successful delivery of the assignment are identified. • Key assumptions, constraints and dependencies are

			constraints, assumptions and dependencies that could affect successful delivery of the assignment, including proposed mitigation and escalation measures.	dependency and assumptions log; escalation arrangements.	appropriately recognised. - Proposed mitigation measures are practical, proportionate and within the Consultant's control where applicable. - Dependencies on Client inputs, information, approvals, stakeholders or third parties are appropriately addressed. - Responsibilities for managing and escalating significant risks are clear. - Risk management approach is consistent with the proposed methodology and work plan
Works	Complex / Multidisciplinary	Interface Risk Management	Proposed approach to identifying and managing risks arising from interfaces between designs, systems, work packages, contractors, existing infrastructure and operations.	Interface risk register; interface matrix; responsibility matrix; interface management plan; coordination arrangements.	- Identification of interfaces capable of materially affecting delivery or performance. - Clear ownership and responsibility for managing individual interface risks. - Identification of dependencies between contractors, systems and work packages. - Specific controls and mitigation for critical interfaces. - Appropriate coordination, information exchange and escalation arrangements. - Alignment of interface risks with the programme and delivery methodology.
Works	Energy / Utilities / Transport	Operational Continuity and Business Continuity	Proposed arrangements for managing delivery risks that could disrupt existing operations or essential services, including continuity, response and recovery arrangements.	Business continuity plan; operational continuity plan; emergency response arrangements; recovery procedures; contingency resource arrangements.	- Identification of activities and events capable of disrupting existing operations or services. - Measures to maintain critical operations during the Works. - Clear response and recovery arrangements for significant disruption. - Availability of alternative resources, systems or temporary arrangements where required. - Coordination with the Client, operator and other affected parties. - Arrangements for testing, reviewing and updating continuity measures.
Works	Climate-Sensitive Infrastructure	Climate and Extreme Weather Delivery Risk	Proposed approach to managing construction and delivery risks arising from foreseeable climate and extreme weather events relevant to the project location and programme.	Climate and weather risk assessment; seasonal work plan; contingency arrangements; programme allowances; site protection measures.	- Identification of climate and weather risks relevant to the location, Works and construction period. - Appropriate allowance for seasonal or foreseeable weather conditions in the programme. - Measures to protect Works, materials, equipment and temporary facilities. - Practical arrangements for maintaining or recovering critical activities following disruption. - Appropriate triggers for activating weather-related contingency measures.

					• Alignment of proposed measures with the construction methodology and programme.
Works	Water / Hydraulic Infrastructure	Hydraulic and Water-Related Risk	Proposed approach to identifying and managing significant water-related risks affecting delivery of the Works, including changes in water levels or flows, flooding, groundwater conditions, erosion and other hydraulic risks relevant to the project.	Risk register; hydraulic risk assessment; flood or flow assessments; monitoring plan; emergency response arrangements; contingency plans; programme allowances.	• Identification of the principal water-related risks relevant to the Works and site conditions. • Appropriate assessment of the potential consequences for construction, programme and performance. • Practical mitigation measures proportionate to the significance of identified risks. • Appropriate monitoring of relevant water levels, flows, groundwater or other hydraulic conditions. • Clear thresholds or triggers for intervention and contingency measures. • Defined responsibilities for managing and responding to significant water-related events. • Alignment of mitigation and contingency measures with the construction methodology and programme.

5. Environmental and Social Management

Purpose

Environmental and Social Management criteria assess the credibility and deliverability of the Participant's approach to managing environmental and social risks, impacts and commitments during Contract delivery.

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Environmental and social incidents; corrective actions closed within agreed timeframes; grievances resolved within required timeframes; waste recovery or recycling rates; compliance with agreed environmental and social monitoring requirements.
Contractual Milestones	Environmental and Social Management Plan accepted before commencement of relevant Works; required permits and approvals obtained; stakeholder and grievance mechanisms operational; required environmental controls established before relevant activities commence.

Area	Illustrative Examples
Contractual Mechanisms	Evaluated environmental and social commitments incorporated into the Contract and relevant management plans; specified environmental and social performance requirements; corrective-action requirements; contractual remedies for failure to deliver material commitments where appropriate.
Reporting Requirements	Environmental and social performance reports; incidents and corrective actions; stakeholder engagement and grievances; waste and resource use; compliance with permits and monitoring requirements.
Verification	Site inspections; environmental monitoring records; incident records; grievance registers; waste records; permits and compliance records; audit reports where required.

Illustrative Rated Criteria- Environmental and Social Management

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works	General	Environmental and Social Management Approach	Proposed approach to managing the principal environmental and social risks and impacts associated with delivery of the Works, including implementation, monitoring, reporting and corrective action.	Draft Environmental and Social Management Plan; environmental and social risk assessment; proposed mitigation measures; monitoring plan; roles and responsibilities.	• Identification of environmental and social risks specific to the Works and site. • Practical measures to avoid, minimise and mitigate identified impacts. • Clear responsibilities for implementation and oversight. • Integration of environmental and social measures with the construction methodology and programme. • Effective monitoring, reporting and corrective-action arrangements. • Appropriate arrangements for managing environmental and social performance of subcontractors.
Works	General	Environmental Impact Management	Proposed measures for managing significant construction-related environmental impacts, tailored to the environmental sensitivities and requirements of the project.	Environmental Management Plan; site-specific environmental controls; monitoring arrangements; pollution-prevention procedures; relevant method statements.	• Controls targeted to the significant environmental impacts of the Works. • Appropriate measures for pollution prevention and control. • Measures addressing noise, dust, water, soil and other relevant impacts. • Protection of sensitive environmental receptors and resources. • Clear monitoring arrangements and performance thresholds where applicable. • Practical response and corrective-action arrangements where requirements are not achieved.

Works	General	Community and Stakeholder Engagement	Proposed approach to engagement with project-affected communities and other stakeholders during Contract delivery, including consultation, communications, grievance management and response to stakeholder concerns.	Stakeholder Engagement Plan; stakeholder mapping; consultation programme; communication plan; grievance mechanism; stakeholder and grievance registers.	• Identification of relevant project-affected groups and stakeholders. • Engagement tailored to the needs and impacts of different stakeholder groups. • Meaningful two-way consultation rather than one-way communication. • Accessible and appropriate communication channels. • Clear arrangements for recording, responding to and closing grievances. • Evidence that stakeholder feedback can inform delivery decisions where appropriate.
Works	General	Community Health and Safety	Proposed measures to protect communities and members of the public from health and safety risks arising from the Works.	Community Health and Safety Plan; public protection measures; access controls; emergency arrangements; community communication procedures.	• Identification of community health and safety risks specific to the Works. • Effective segregation of the public from hazardous construction activities. • Appropriate fencing, barriers, signage, lighting and access controls. • Measures addressing construction traffic and changes to public access where relevant. • Advance communication of significant hazards or disruptions. • Coordination with emergency services and relevant authorities where required.
Works	General	Worker Welfare and Code of Conduct	Proposed arrangements for worker welfare and responsible conduct, including implementation and enforcement of workforce standards, Codes of Conduct, worker grievance arrangements and management of relevant social risks.	Code of Conduct; worker welfare plan; worker grievance mechanism; induction and training materials; monitoring and disciplinary procedures.	• Code of Conduct tailored to relevant workforce and community risks. • Clear communication and acknowledgement of expected standards by workers and subcontractors. • Accessible and confidential worker grievance arrangements. • Appropriate arrangements for monitoring compliance and addressing breaches. • Training and induction covering expected behaviours and relevant social risks. • Clear accountability across the Contractor and subcontractor workforce.
Works	General	Waste and Resource Management	Proposed approach to reducing, managing, reusing, recycling and disposing of waste and using materials and resources efficiently during delivery of the Works.	Waste Management Plan; waste forecasts; material-efficiency measures; reuse and recycling proposals; disposal arrangements;	• Identification of principal waste streams generated by the Works. • Practical measures to avoid and reduce waste at source. • Credible opportunities for reuse, recovery and recycling. • Appropriate arrangements for handling, storage and disposal of hazardous and non-hazardous waste. • Measures to improve efficient use of materials and

				waste tracking procedures.	resources. • Measurable monitoring and reporting arrangements.
Works	General / Carbon-Intensive Works	Construction Carbon and Emissions Management	Proposed measures to reduce greenhouse gas emissions associated with construction activities, materials, plant, transport and other significant sources within the Participant's control.	Carbon or Emissions Reduction Plan; emissions baseline or estimates; proposed reduction measures; material and plant proposals; monitoring methodology.	• Identification of the principal sources of construction-related greenhouse gas emissions relevant to the Works. • Credible measures to reduce emissions from construction plant, equipment and site operations. • Appropriate measures to reduce emissions associated with construction materials, including material selection and efficient use where relevant. • Practical measures to reduce emissions associated with transport, logistics and movement of materials. • Clear basis for estimating or establishing the emissions baseline against which reductions will be assessed. • Proposed reduction measures are specific, deliverable and within the Participant's control. • Clear methodology for monitoring, measuring and reporting emissions and achieved reductions during Contract delivery. • Evidence that proposed emissions-reduction commitments can be translated into measurable and verifiable contractual requirements
Works	Water / Environmental Infrastructure	Biodiversity and Ecological Restoration	Proposed approach to protecting biodiversity and sensitive habitats during construction and achieving required ecological restoration outcomes, including measures to avoid and minimise disturbance, restore affected areas and establish and monitor restored habitats.	Biodiversity Management Plan; ecological restoration plan; habitat protection measures; restoration methodology; planting or revegetation plan; ecological monitoring plan; drawings and sequencing plans; proposed performance indicators.	• Identification of habitats, species and ecological receptors requiring protection. • Practical measures to avoid and minimise disturbance to sensitive habitats during construction. • Restoration methodology appropriate to the ecological characteristics and intended function of the site. • Appropriate sequencing and integration of civil works and ecological restoration activities. • Measures to establish and protect restored vegetation, habitats and ecological features. • Clear and measurable indicators for assessing restoration success. • Appropriate monitoring periods, responsibilities and corrective measures where restoration outcomes are not achieved. • Evidence that the approach supports the project's required biodiversity and ecological outcomes rather than focusing only on construction-impact mitigation.

6. Quality Management and Assurance

Purpose

Quality Management and Assurance criteria assess the Participant's proposed arrangements for ensuring that the Works, materials and outputs meet the specified quality, performance and durability requirements throughout Contract delivery.

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Inspection and testing completed as planned; non-conformities closed within agreed timeframes; first-time acceptance rates; defects identified at completion; quality audit findings closed within agreed timeframes.
Contractual Milestones	Quality Management Plan accepted; inspection and testing arrangements established; required material approvals completed; testing and commissioning completed; quality records provided before handover.
Contractual Mechanisms	Evaluated quality commitments incorporated into the Contract and Quality Management Plan; defined inspection, testing and acceptance requirements; hold and witness points; requirements for corrective action and rectification of non-conforming work.
Reporting Requirements	Inspection and testing results; non-conformities and corrective actions; material approvals; quality audits; defects and rectification; quality performance against agreed requirements.
Verification	Inspection and test records; material certificates and test results; quality audits; non-conformance records; site inspections; acceptance and commissioning records.

Illustrative Rated Criteria- Quality Management and Assurance

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works	General	Quality Management Approach	Proposed approach to quality management throughout delivery of the Works, including quality assurance, quality control, responsibilities, monitoring and continuous improvement.	Draft Quality Management Plan; quality organisation chart; quality procedures; inspection and testing arrangements; sample quality records.	• Quality arrangements tailored to the scope, complexity and risks of the Works. • Clear quality roles, responsibilities and authority. • Integration of quality management with construction methodology and programme. • Clear quality assurance and quality control processes. • Effective monitoring, audit and corrective-action arrangements.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
					• Appropriate control of quality across subcontractors and suppliers.
Consultancy Services	General	Deliverable Quality Assurance and Review	Proposed approach to assuring the quality, accuracy and consistency of consultancy outputs and deliverables, including internal review, technical oversight, verification and approval arrangements before submission to the Client.	Quality assurance procedures; deliverable review and approval process; peer or technical review arrangements; responsibility matrix; sample quality checklists or review records.	• Quality assurance arrangements are appropriate to the nature and complexity of the assignment. • Clear responsibilities are established for preparation, review and approval of deliverables. • Appropriate independent, senior or specialist review is provided for significant or technically complex outputs. • Processes are capable of identifying errors, inconsistencies and omissions before submission to the Client. • Quality review is integrated with the work plan and allows sufficient time for effective review. • Clear arrangements exist for addressing review comments and controlling revisions to deliverables.
Goods	Manufactured Goods, Plant, Equipment	Manufacturing Quality Assurance (Goods)	Proposed manufacturing quality management arrangements, including production controls, traceability and inspection processes.	ISO certifications, QA manuals, inspection plans, manufacturing procedures.	• Manufacturing quality management arrangements are robust and appropriate. • Production controls and inspection processes provide confidence in consistent product quality. • Quality management systems are supported by recognised standards and certifications. • Traceability arrangements support effective quality assurance throughout production.
Goods	Manufactured Goods, Plant, Equipment	Factory Acceptance Testing (Goods)	Proposed Factory Acceptance Testing methodology, including acceptance criteria and witnessing arrangements.	FAT procedures, testing schedules, sample reports.	• The proposed Factory Acceptance Testing regime adequately demonstrates compliance before delivery. • Testing procedures are appropriate for the complexity and risk profile of the procurement. • Acceptance criteria are clearly defined and measurable. • The proposed witnessing and reporting arrangements provide confidence in the test results.
Works	General	Inspection and Testing Approach	Proposed approach to inspection and testing of the Works, including inspection stages, testing requirements, responsibilities, hold and	Draft Inspection and Test Plans; inspection procedures; testing schedules; hold and witness point schedules;	• Inspection and testing activities aligned with the Works and specified requirements. • Appropriate inspection stages and testing frequencies. • Clear identification of hold and witness points. • Appropriate responsibilities for inspection, testing, review and acceptance.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
			witness points and recording of results.	sample inspection and test records.	• Alignment of inspection and testing activities with the construction programme. • Clear arrangements for recording, reviewing and retaining results.
Works	General	Materials Quality and Control	Proposed approach to ensuring the quality and conformity of materials incorporated into the Works, including approval, testing, traceability, storage and handling.	Material approval procedures; proposed material sources; certificates; testing arrangements; material control procedures; traceability records.	• Materials appropriately matched to specified performance and durability requirements. • Robust arrangements for material approval before use. • Appropriate testing and verification of material properties. • Traceability from source through delivery and incorporation into the Works. • Appropriate storage, handling and protection arrangements. • Controls over material quality from suppliers and subcontractors.
Works	General	Non-Conformance and Corrective Action	Proposed arrangements for identifying, recording, investigating and resolving non-conforming work, materials or outputs and preventing recurrence.	Non-conformance procedure; sample non-conformance report; corrective-action procedure; root-cause analysis process; action-tracking arrangements.	• Clear process for identifying and recording non-conformities. • Appropriate authority for acceptance, rejection or rectification decisions. • Root-cause analysis proportionate to the significance of the issue. • Clear corrective and preventive actions. • Tracking of actions through to verified closure. • Processes for identifying and addressing recurring quality issues.
Works	General	Quality Records and Traceability	Proposed arrangements for creating, controlling and maintaining quality records sufficient to demonstrate conformity of the completed Works.	Quality records procedure; document control arrangements; traceability system; sample inspection, testing and approval records; handover documentation plan.	• Clear linkage between materials, work activities, inspections, tests and approvals. • Records capable of demonstrating conformity with specified requirements. • Effective document identification, version control and approval arrangements. • Records readily retrievable for audit and verification. • Appropriate retention and handover arrangements. • Integration of quality records with completion and acceptance documentation.
Works	Transport – Roads	Pavement Materials and	Proposed approach to controlling the quality and	Material source information; mix	• Controls over consistency and quality of pavement materials.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
		Workmanship Quality	consistency of pavement materials and workmanship, including production, placement, testing and acceptance.	designs; testing plan; production and placement controls; trial arrangements; inspection and test records.	• Appropriate verification of material sources and mix designs. • Testing aligned with specified properties and acceptance requirements. • Controls over production, transport, placement and compaction. • Appropriate use of trials or test sections where required. • Traceability of test results to locations and completed Works.
Works	Complex Systems / Rail / Energy	Testing, Commissioning and Acceptance Assurance	Proposed quality assurance arrangements for testing, commissioning and demonstrating that completed systems and Works satisfy specified requirements before acceptance.	Testing and commissioning plan; test procedures; acceptance criteria; system test schedules; commissioning records; defect and punch-list procedures.	• Testing sequence covers relevant component, system and integrated performance requirements. • Clear acceptance criteria linked to contractual requirements. • Appropriate responsibilities for conducting, witnessing and accepting tests. • Management of interfaces during integrated testing. • Clear arrangements for recording failures, rectification and retesting. • Evidence required to demonstrate readiness for acceptance and handover.
Works	Water/Hydraulic Infrastructure	Quality Control of Critical Works	Proposed approach to quality control and assurance for critical hydraulic and structural Works, including materials, construction processes, inspection and testing, hold and witness points, traceability and management of non-conforming work	Project Quality Plan; Inspection and Test Plans; material control procedures; testing schedules; hold and witness point schedule; quality records; traceability arrangements; non-conformance procedures.	• Identification of construction activities and components where quality is critical to structural integrity, hydraulic performance or durability. • Appropriate quality controls for critical materials and construction processes. • Inspection and testing requirements aligned with specified technical and performance requirements. • Clear and appropriately located hold and witness points for critical activities. • Appropriate traceability of materials, inspections, tests and completed Works. • Clear responsibilities for inspection, testing, review and acceptance. • Effective arrangements for identifying, rectifying and retesting non-conforming work. • Quality controls integrated with the proposed construction methodology and sequencing.

7. Health and Safety Management

Purpose

Health and Safety Management criteria assess the credibility and effectiveness of the Participant's proposed arrangements for identifying, controlling and monitoring health and safety risks during delivery of the Contract.

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Lost-time injuries; recordable incidents; high-potential near misses; safety inspections completed as planned; corrective actions closed within agreed timeframes; workforce induction and required training completed.
Contractual Milestones	Health and Safety Management Plan accepted before commencement of relevant Works; safety personnel mobilised; workforce induction completed; emergency arrangements established and tested.
Contractual Mechanisms	Evaluated health and safety commitments incorporated into the Contract and Health and Safety Management Plan; defined safety inspection and training requirements; corrective-action requirements; stop-work and escalation arrangements where required.
Reporting Requirements	Health and safety performance statistics; incidents and near misses; corrective actions; inspections and audits; training and induction records; emerging health and safety risks.
Verification	Site inspections; incident and investigation records; training records; risk assessments and work procedures; audit records; emergency drills; corrective-action records.

Illustrative Rated Criteria- Health & Safety

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works	General	Health and Safety Management Approach	Proposed approach to managing health and safety throughout delivery of the Works, including responsibilities, hazard identification, risk controls,	Draft Health and Safety Management Plan; organisation chart; risk assessments; procedures; inspection and audit programme; reporting arrangements.	• Health and safety arrangements tailored to the Works, site and proposed methodology. • Clear responsibilities and authority for health and safety management. • Systematic identification and assessment of project-specific hazards. • Controls that follow an appropriate hierarchy,

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
			monitoring, reporting and continuous improvement.		prioritising elimination and engineering controls where practicable. • Effective inspection, monitoring and audit arrangements. • Clear processes for corrective action and continuous improvement.
Works	General	Site Safety Arrangements	Proposed arrangements for establishing and maintaining a safe construction site, including access, segregation, welfare facilities, emergency equipment, signage and control of hazardous work areas.	Site safety layout; access and segregation plan; welfare arrangements; emergency equipment locations; site security arrangements; inspection procedures.	• Safe access and egress for workers and authorised visitors. • Appropriate segregation of hazardous work areas from worker and public circulation routes. • Suitable locations for first aid, emergency equipment and muster points. • Adequate welfare, sanitation, lighting and potable water arrangements. • Effective controls to prevent unauthorised access. • Site arrangements consistent with the construction methodology and site constraints.
Works	General	Hazard Identification and Safe Systems of Work	Proposed approach to identifying and controlling significant hazards associated with key construction activities and developing safe systems of work.	Hazard assessments; activity risk assessments; method statements; permit-to-work procedures; control measures; safety inspection checklists.	• Identification of hazards specific to critical or high-risk activities. • Controls proportionate to the nature and severity of the identified risks. • Clear linkage between risk assessments, method statements and actual work activities. • Use of appropriate permit or authorisation systems for higher-risk activities. • Clear responsibilities for approving and supervising safe systems of work. • Arrangements for reviewing controls where conditions or work methods change.
Works	General	Health and Safety Training and Competence	Proposed arrangements for induction, role-specific training, refresher training and verification of workforce competence for relevant health and safety risks.	Training plan; induction programme; competency matrix; training schedule; toolbox talk programme; training and competency records.	• Mandatory induction covering site-specific hazards, rules and emergency procedures. • Specialist training aligned with higher-risk activities. • Clear identification of competency requirements for relevant roles. • Refresher training and toolbox talks linked to

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
					changing risks and work activities. • Arrangements for verifying understanding and competence rather than attendance alone. • Coverage of subcontractor personnel as well as the Contractor's own workforce.
Works	General	Incident, Near-Miss and Corrective Action Management	Proposed arrangements for reporting, investigating and learning from health and safety incidents and near misses, including corrective and preventive actions.	Incident-response procedure; notification process; investigation methodology; sample incident report; corrective-action register; lessons-learned process.	• Clear thresholds and timeframes for incident and near-miss reporting. • Appropriate arrangements for immediate response and preservation of relevant information. • Investigation proportionate to the seriousness or potential consequence of the event. • Identification of underlying and root causes, not only immediate causes. • Corrective and preventive actions with clear ownership and deadlines. • Arrangements for communicating lessons learned and updating procedures or controls.
Works	General	Emergency Preparedness and Response	Proposed arrangements for preventing, preparing for and responding to foreseeable emergency events associated with delivery of the Works.	Emergency Response Plan; emergency scenarios; evacuation arrangements; response organisation; contact lists; drill and exercise programme.	• Emergency scenarios based on credible project-specific hazards. • Clear roles, responsibilities and command arrangements during emergencies. • Practical evacuation, first-aid and emergency-response procedures. • Availability and location of required emergency equipment and resources. • Coordination with emergency services and other relevant parties. • Arrangements for drills, review and improvement of emergency procedures.
Works	Transport – Tunnels	Tunnel Construction Safety	Proposed approach to managing significant health and safety risks associated with tunnel construction, including underground access, ventilation, fire, ground	Tunnel Safety Plan; ventilation plan; emergency and evacuation plan; ground-control procedures; monitoring arrangements; underground traffic management plan.	• Controls addressing ground instability and changing ground conditions. • Adequate ventilation and monitoring of underground atmospheric conditions. • Safe separation and management of personnel, plant and vehicle movements. • Fire prevention, detection and response

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
			instability, plant movements and emergency response.		arrangements suited to underground Works. • Practical emergency access, evacuation and rescue arrangements. • Monitoring and escalation arrangements for changing underground conditions.
Works	Transport – Rail	Safety in an Operational Rail Environment	Proposed arrangements for protecting workers and railway operations where Works are undertaken on or adjacent to an operational railway, including access, isolation, possessions and interface controls.	Rail safety plan; access and possession procedures; isolation arrangements; worksite protection plan; communication protocols; emergency procedures.	• Clear controls for access to operational railway areas. • Appropriate worksite protection and separation from live railway operations. • Safe isolation and reinstatement procedures for relevant systems. • Coordination of safety responsibilities between the Contractor, operator and other parties. • Clear communication and authorisation arrangements during possessions or restricted access periods. • Contingency and emergency procedures appropriate to the operational railway environment.
Works/Plant	Major / Complex Infrastructure	High-Risk Construction Activities	Proposed approach to identifying, planning and controlling high-risk construction activities relevant to the Works, including activity-specific controls, competency requirements, supervision, permit arrangements and emergency response.	High-risk activity register; risk assessments; method statements; permit-to-work procedures; competency requirements; supervision arrangements; lifting or temporary works plans where relevant; emergency procedures.	• High-risk activities specific to the proposed Works and methodology are clearly identified. • Controls are proportionate to the nature and severity of the identified hazards. • Appropriate use of engineered controls, safe systems of work and permit-to-work arrangements. • Clear competency and authorisation requirements for personnel undertaking or supervising high-risk activities. • Appropriate planning, review and approval of activity-specific method statements and risk assessments. • Clear supervision, inspection and monitoring arrangements during high-risk activities. • Interfaces between simultaneous or interacting high-risk activities are identified and effectively managed.

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
					• Appropriate emergency and rescue arrangements for the identified high-risk activities.

8. Supply Chain Management

Purpose

Supply Chain Management criteria assess the credibility and resilience of the Participant's proposed arrangements for sourcing, managing and delivering critical materials, equipment and specialist inputs required for successful Contract delivery.

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Critical materials delivered by required dates; long-lead items ordered by agreed dates; supplier performance against delivery commitments; proportion of critical items with approved contingency sources; material traceability records complete.
Contractual Milestones	Critical suppliers confirmed; long-lead items ordered; manufacturing commenced; factory inspections completed; critical materials delivered to site.
Contractual Mechanisms	Evaluated sourcing and supply-chain commitments incorporated into the Contract; approval requirements for changes to critical suppliers; requirements for alternative suppliers or contingency arrangements; defined inspection and traceability requirements for critical items.
Reporting Requirements	Procurement status of critical items; supplier and manufacturing progress; logistics status; emerging supply-chain risks; changes to suppliers or sources; contingency actions.
Verification	Purchase orders; supplier agreements; manufacturing records; factory inspection reports; shipping and delivery records; material certificates; supply-chain maps; traceability records.

Illustrative Rated Criteria- Supply Chain Management

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
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Works	General	Supply Chain Strategy	Proposed approach to sourcing and managing the principal materials, equipment and specialist inputs required for the Works, including key suppliers, lead times, coordination and delivery arrangements.	Supply Chain Management Plan; procurement schedule; supplier list; sourcing strategy; supply-chain map; delivery schedule.	• Identification of critical materials, equipment and specialist inputs. • Clear sourcing strategy aligned with the construction programme. • Credible suppliers and manufacturing sources for critical items. • Lead times that are realistic and consistent with required delivery dates. • Clear coordination between procurement, manufacturing, transport and site delivery. • Particular attention to items capable of affecting the critical path.
Works	General	Critical Materials and Long-Lead Items	Proposed arrangements for identifying, procuring and monitoring materials and equipment with long manufacturing or delivery periods or other characteristics capable of affecting the programme.	Long-lead item register; procurement schedule; manufacturing schedule; supplier commitments; delivery programme; contingency arrangements.	• Critical and long-lead items identified early and comprehensively. • Procurement dates aligned with required-on-site dates and construction sequencing. • Evidence that proposed suppliers can meet required quantities and lead times. • Appropriate allowance for manufacturing, testing, transport, customs and approvals. • Clear monitoring of progress from order through manufacture and delivery. • Contingency arrangements for delay or supplier underperformance.
Works	General	Supplier and Manufacturer Management	Proposed approach to selecting, coordinating, monitoring and managing suppliers and manufacturers of critical materials and equipment.	Supplier assessment procedures; proposed supplier list; supplier performance criteria; audit arrangements; manufacturing oversight plan; corrective-action procedures.	• Supplier selection based on relevant technical capability, capacity and performance. • Clear responsibilities for supplier and manufacturer oversight. • Monitoring arrangements proportionate to the criticality of supplied items. • Appropriate factory inspection, testing or audit arrangements where relevant. • Effective management of supplier non-performance and corrective actions. • Clear control over changes to critical suppliers or manufacturers. • Quality controls for off-site manufactured components and factory production processes are appropriate and clearly defined
Works	General	Supply Chain Resilience and Contingency	Proposed measures to maintain continuity of supply in the event of	Supply-chain risk assessment; alternative supplier arrangements;	• Identification of the supply-chain elements most vulnerable to disruption. • Credible alternative or backup sources for critical

			supplier failure, shortages, logistics disruption or other supply-chain constraints.	contingency sourcing plan; strategic stock proposals; alternative logistics routes; recovery procedures.	items where practicable. • Appropriate use of contingency stock or other continuity measures. • Alternative transport or sourcing routes where relevant. • Clear triggers for activating contingency arrangements. • Contingency measures capable of protecting key programme commitments.
Goods	Plant, Equipment, ICT	Logistics & Commissioning (Goods)	Proposed logistics, delivery, installation and commissioning arrangements.	Logistics plans, commissioning programmes, delivery schedules.	• The logistics and delivery approach supports timely and efficient implementation. • Commissioning arrangements provide confidence that the asset will achieve the required operational performance. • Delivery sequencing and installation arrangements minimise implementation risk. • The proposed approach demonstrates effective planning and coordination.
Works	General	Supply Chain Traceability	Proposed arrangements for tracking critical materials and equipment from source or manufacture through transportation, delivery and incorporation into the Works.	Supply-chain map; traceability procedures; certificates; batch or serial-number controls; transport records; receipt and inspection records.	• Clear identification of the origin and route of critical materials and equipment. • Traceability from manufacture or source through delivery to the Works. • Appropriate use of certificates, batch numbers, serial numbers or equivalent controls. • Alignment between traceability arrangements and quality-control requirements. • Controls to identify unauthorised substitution or changes in source. • Records capable of supporting audit and verification. • Supply chain visibility and monitoring arrangements support early identification of strategic supply-chain security or continuity risks
Works	General	Subcontractor and Specialist Supplier Management	Proposed arrangements for managing subcontractors and specialist suppliers that are material to successful delivery of the Works, including coordination,	Subcontracting strategy; proposed subcontractor list; management procedures; interface arrangements; performance monitoring plan; supplier/subcontractor reporting arrangements.	• Critical subcontracted scopes clearly identified. • Proposed subcontractors or specialist suppliers suited to the assigned scope. • Clear coordination and interface arrangements with the main Works. • Appropriate performance monitoring and reporting arrangements. • Integration with quality, environmental, social and health and safety requirements.

			performance monitoring and interfaces.		• Clear measures for addressing subcontractor underperformance or failure.
Works / Goods	General	Logistics, Transport and Delivery	Proposed approach to transporting, handling, storing and delivering critical materials and equipment to the Site, including management of logistical constraints.	Logistics plan; transport routes; delivery schedule; storage plan; import/customs arrangements; handling procedures.	• Logistics routes and delivery arrangements appropriate to the size, weight, sensitivity and timing of critical items. • Identification of transport, customs, permitting and access constraints. • Appropriate packaging, handling and storage arrangements. • Delivery sequencing aligned with construction needs and available site storage. • Controls for damaged, delayed or non-conforming items. • Practical contingencies for significant logistics disruption.
Works / Goods	Energy – Solar / Rail Systems / Complex Equipment	Critical Equipment Supply and Manufacturing Assurance	Proposed approach to securing, manufacturing, inspecting and delivering critical equipment or systems where timely and reliable supply is fundamental to Contract delivery.	Manufacturing programme; supplier/manufacturer commitments; factory inspection and testing plan; production status reporting; logistics plan; contingency arrangements.	• Manufacturing capacity sufficient to meet required production volumes and dates. • Clear production milestones and factory oversight arrangements. • Appropriate factory testing and acceptance before shipment. • Coordination between manufacture, shipping, site readiness and installation. • Identification of components with limited alternative sources or extended lead times. • Credible contingency arrangements for manufacturing or delivery delay.
Works / Plant	Energy / Transport / Water and Hydraulic Infrastructure	Critical Equipment and Materials	Proposed approach to securing and managing critical or long-lead equipment and materials required for the Works, including sourcing, manufacture, inspection,	Critical equipment and materials schedule; sourcing strategy; supplier information; procurement and manufacturing schedule; inspection and expediting plan; logistics plan; lead-time information;	• Critical and long-lead equipment and materials capable of affecting delivery are clearly identified. • Credible sourcing arrangements and realistic lead times aligned with the delivery programme. • Significant dependencies on specialist, limited-source or geographically concentrated suppliers are identified. • Appropriate arrangements for monitoring manufacturing and supplier performance.

			transportation, delivery and management of significant supply-chain dependencies and disruption risks.	supply-chain risk assessment; contingency arrangements.	• Clear inspection, testing and acceptance arrangements before shipment or delivery where relevant. • Practical transportation, importation and delivery arrangements reflecting project and site constraints. • Significant supply-chain disruption risks are identified and appropriately mitigated. • Credible contingency or alternative sourcing arrangements for critical supply-chain failures or delays.
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9. Asset Management and Operational Performance

Purpose

Asset Management and Operational Performance criteria assess the Participant's approach to ensuring that the completed asset can be operated, maintained and managed effectively and can reliably achieve the required performance over its intended life.

The EBRD Guidance is clear that Rated Criteria in this area should focus on qualitative factors such as operational resilience, maintainability, asset management arrangements, commissioning methodology and the credibility of the operating approach, while operating costs that can be reliably quantified should generally be assessed through Economic Criteria

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Asset availability; reliability; planned maintenance completed on time; unplanned outages; response and restoration times; achievement of specified operational performance levels.
Contractual Milestones	Asset Management Plan accepted; maintenance arrangements established; commissioning completed; operational procedures and manuals delivered; operator training completed; asset information handed over.
Contractual Mechanisms	Evaluated operational and asset-management commitments incorporated into the Contract; defined availability, reliability or service requirements; maintenance obligations; performance-based mechanisms or contractual remedies where appropriate.
Reporting Requirements	Asset condition and performance; planned and corrective maintenance; failures and outages; operational performance; outstanding defects; asset-management actions.
Verification	Performance records; maintenance records; asset registers; inspections; commissioning and operational tests; failure records; maintenance audits; handover documentation.

Illustrative Rated Criteria- Asset Management and Operational Performance

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works / Plant	General	Asset Management Approach	Proposed approach to managing the completed asset to maintain required condition, performance and service levels throughout the relevant operational period.	Draft Asset Management Plan; asset-management procedures; proposed asset hierarchy or register; performance-monitoring arrangements; roles and responsibilities.	• Approach appropriate to the nature and criticality of the asset. • Clear responsibilities for asset management and performance. • Systematic arrangements for monitoring asset condition and performance. • Clear linkage between condition information, maintenance and operational decisions. • Appropriate management of critical assets and components. • Arrangements capable of supporting sustained performance over the required period.
Works / Plant	General	Maintenance Strategy	Proposed approach to planned, preventive and corrective maintenance of the completed asset, including maintenance intervals, resources, responsibilities and management of failures.	Draft Maintenance Plan; maintenance schedules; maintenance procedures; resource plan; proposed maintenance management system; manufacturer recommendations.	• Maintenance strategy tailored to the equipment and asset being provided. • Appropriate balance between preventive, condition-based and corrective maintenance. • Maintenance frequencies supported by asset requirements and manufacturer recommendations. • Clear arrangements for prioritising and responding to failures. • Adequate maintenance resources, skills, tools and facilities. • Maintenance activities coordinated to minimise disruption to operations.
Works / Plant	General	Maintainability and Access	Proposed approach to ensuring that equipment, systems and components can be safely and efficiently inspected, serviced, repaired and replaced during operation.	Maintainability assessment; maintenance access drawings; component replacement strategy; lifting and access arrangements; maintenance procedures.	• Safe and practical access to components requiring routine inspection or maintenance. • Adequate space and arrangements for removal and replacement of significant components. • Maintenance activities can be undertaken without unnecessary disruption to operations. • Requirements for specialist equipment or access clearly identified. • Consideration of maintenance personnel safety and working conditions. • Design and equipment choices support efficient long-term maintenance.

Works / Plant	General	Operational Reliability and Availability	Proposed approach to achieving and maintaining the required reliability and availability of the completed asset or system, including management of failures and service interruptions.	Reliability assessment; availability calculations; redundancy strategy; failure analysis; operational performance commitments; recovery procedures.	• Reliability and availability assumptions supported by credible evidence. • Identification of components or systems capable of causing significant service interruption. • Appropriate redundancy for critical functions where required. • Practical arrangements for responding to and recovering from failures. • Proposed solution supports the required service or operational availability. • Performance commitments are measurable and capable of contractual verification.
Works / Plant	General	Commissioning and Operational Readiness	Proposed approach to commissioning, testing and preparing the asset, systems, operator and supporting arrangements for safe and effective operation.	Commissioning Plan; testing and commissioning schedule; operational readiness plan; acceptance criteria; handover procedures; defect close-out arrangements.	• Commissioning sequence is complete and aligned with the delivery programme. • Appropriate component, system and integrated testing before operation. • Clear acceptance criteria linked to contractual performance requirements. • Operational procedures, resources and support arrangements are in place before handover. • Defects and commissioning failures are tracked, rectified and retested. • Clear transition from construction and commissioning into normal operation.
Services	Facilities Management, O&M	Continuous Service Improvement (Services)	Proposed approach to continuous service improvement throughout the contract term.	Continuous improvement framework, innovation register, improvement programme.	• The Proposal demonstrates a structured approach to continuous improvement throughout the contract term. • Improvement initiatives are practical, measurable and aligned with the contract objectives. • Processes exist for identifying, implementing and monitoring service improvements. • The proposed approach supports long-term value for money.
Works / Plant	General	Spare Parts and Consumables Strategy	Proposed arrangements for identifying, supplying and managing critical spare parts and consumables required to support reliable operation and maintenance.	Recommended spare-parts list; critical-spares assessment; inventory strategy; lead-time information; storage requirements; replenishment arrangements.	• Critical spares identified based on failure consequence and replacement lead time. • Initial spare-parts holdings appropriate to operational needs. • Credible availability of replacement parts over the relevant asset life. • Appropriate storage and preservation requirements. • Clear arrangements for inventory control and replenishment.

					• Particular attention to proprietary or long-lead components.
Works / Plant	General	Asset Information, Manuals and Handover	Proposed approach to providing complete and usable asset information required for operation, maintenance and future asset management.	Asset information requirements; operation and maintenance manual structure; asset register; final drawings; maintenance schedules; handover plan.	• Asset information sufficiently detailed to support operation and maintenance. • Clear identification of equipment, components and associated maintenance requirements. • Accurate final drawings and records reflecting the completed Works. • Manuals structured for practical use by the operator. • Asset data provided in required formats and systems. • Clear process for verification and acceptance of information before handover.
Works / Plant	General	Operations and Maintenance Training and Knowledge Transfer	Proposed arrangements for transferring the knowledge and skills required for the Client or operator to safely and effectively operate and maintain the completed asset.	Training plan; competency requirements; training materials; practical training programme; trainer qualifications; competency assessment arrangements.	• Training aligned with the actual systems and equipment being delivered. • Appropriate balance of classroom and practical instruction. • Coverage of normal operation, maintenance, fault response and emergency procedures. • Training provided by personnel with appropriate technical knowledge. • Competency assessed rather than attendance alone. • Timing allows operators to gain sufficient familiarity before taking responsibility for the asset.
Works / Plant	Energy / Wastewater / Energy Efficiency	Operational Performance and Efficiency	Proposed approach to achieving and sustaining specified operational performance and efficiency requirements throughout the relevant operating period.	Performance calculations; operational strategy; performance guarantees; monitoring methodology; operating procedures; relevant performance data from comparable applications.	• Performance assumptions supported by calculations, testing or relevant operating evidence. • Proposed operating approach capable of achieving specified output and efficiency requirements. • Clear identification of conditions affecting operational performance. • Appropriate monitoring and measurement of actual performance. • Practical measures for identifying and correcting deterioration in performance. • Commitments are measurable and capable of verification during operation.
Works / Plant	Energy	Reliability and Maintainability	Proposed approach to achieving reliable and maintainable operation of the completed assets, including equipment	Reliability and availability analysis; equipment configuration; maintenance strategy; failure-mode analysis; equipment	• Proposed solution supports the required levels of reliability and operational availability. • Critical equipment and potential failure points are appropriately identified and addressed. • Appropriate redundancy or resilience is provided

			configuration, maintainability, failure management and measures to minimise operational outages and maintenance requirement	reliability data; proposed maintenance intervals; redundancy arrangements.	where justified by operational requirements. • Equipment and systems are configured to facilitate safe and efficient inspection, maintenance and replacement. • Maintenance requirements and intervals are realistic and supported by equipment information. • Proposed arrangements minimise unnecessary operational outages and disruption during maintenance. • Reliability and maintainability considerations are integrated into the proposed technical solution rather than addressed only after design.
Works / Plant	Water / Hydraulic Infrastructure	Operational Performance and Maintainability	Proposed approach to ensuring that the completed hydraulic infrastructure achieves and sustains the required operational performance, including accessibility for inspection and maintenance, management of sediment, debris or other operational constraints where relevant, and maintainability of key assets and equipment.	O&M strategy; maintenance access drawings; inspection arrangements; asset-maintenance schedules; hydraulic performance information; equipment data; proposed operational procedures.	• Proposed solution is capable of achieving the required hydraulic and operational performance. • Appropriate access is provided for inspection, cleaning, maintenance and repair of critical assets. • Relevant operational constraints such as sediment, debris, blockage or deterioration are identified and appropriately addressed. • Maintenance requirements are practical having regard to the operating environment and Client capability. • Critical components can be inspected, maintained and replaced without disproportionate operational disruption. • Proposed arrangements support safe and efficient operation over the intended asset life. • Operational and maintainability considerations are appropriately reflected in the proposed technical solution.
Goods	Plant, Equipment, ICT, Medical Equipment	After-sales Support & Warranty (Goods)	Proposed warranty, after-sales support, spare parts availability and technical support arrangements.	Warranty schedules, service network details, spare parts strategy.	• Warranty and after-sales support arrangements provide confidence in long-term asset performance. • Service response times and technical support arrangements are appropriate. • Spare parts availability supports ongoing operational continuity. • The proposed support arrangements provide good whole-of-life value.
Goods	Transport – Rolling Stock /	Rolling Stock Reliability, Availability and Whole-Life	Proposed approach to achieving and sustaining the required reliability, availability and whole-life	Reliability and availability calculations; maintenance strategy; spare-parts and consumables strategy;	• Proposed reliability and availability commitments are supported by credible calculations or comparable operating data.

	Bus / Tram	Performance (Goods)	performance of the rolling stock or vehicles, including maintenance strategy, spare-parts provision and measures to minimise unplanned downtime.	failure-mode analysis; fleet performance data from comparable applications; warranty and support arrangements.	• Maintenance strategy is appropriate to the proposed vehicle technology and operating profile. • Spare-parts and consumables provision supports sustained fleet availability over the required period. • Measures to minimise unplanned downtime and service disruption are practical and proportionate. • Whole-life performance and support arrangements provide confidence in long-term fleet reliability. • Proposed performance commitments are measurable and capable of verification during operation.
Works / Plant	General	Whole-of-Life Value and Future Adaptability	Proposed measures that enhance whole-of-life value or future adaptability of the completed asset beyond the minimum requirements, including the ability to accommodate foreseeable future operational, capacity, technology or climate-related requirements.	Whole-of-life cost or value assessment; adaptability or future-proofing analysis; design provisions supporting future expansion or upgrade; evidence from comparable applications; quantified benefits where appropriate.	• Proposed measures provide demonstrable whole-of-life value beyond the minimum specified requirements. • Approach to future adaptability is credible and proportionate to foreseeable future requirements. • Design provisions for future expansion, upgrade or changing operational requirements are practical and clearly explained. • Proposed measures are relevant to the project objectives rather than generic statements of flexibility. • Implications for capital cost, operation and maintenance are appropriately addressed. • Claimed benefits are measurable and, where appropriate, capable of verification over the asset's operating life.
Services	Facilities Management, Maintenance, Security, Cleaning, Fleet Operations	Service Level and KPI Performance Management (Non-Consulting Services)	Proposed approach to managing and achieving the required service levels and Key Performance Indicators throughout the contract term, including monitoring methodology, reporting arrangements and measures for	Performance management framework; proposed monitoring and measurement methodology; reporting templates; escalation and corrective-action procedures; examples from comparable service contracts.	• Proposed approach demonstrates a clear understanding of the required service levels and performance requirements. • Monitoring and measurement methodology is practical and capable of consistent application. • Reporting arrangements provide timely and reliable visibility of performance against agreed service levels.

			addressing underperformance.		• Proposed measures for addressing underperformance are proportionate and capable of restoring required performance. • Approach supports sustained service performance throughout the contract term rather than short-term compliance.
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10. Information Security and Cybersecurity

Purpose

Information Security and Cybersecurity criteria assess the Participant's proposed arrangements for protecting information, digital systems and operational technology from cyber threats and maintaining the security and resilience of relevant systems during Contract delivery and operation.

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Critical security vulnerabilities addressed within agreed timeframes; security incidents reported and resolved within required timeframes; security testing completed as planned; required security updates applied within agreed timeframes; achievement of specified system availability or recovery requirements.
Contractual Milestones	Cybersecurity Management Plan accepted; security architecture approved; security testing completed; identified critical vulnerabilities resolved before commissioning; operational security arrangements established before handover.
Contractual Mechanisms	Evaluated cybersecurity commitments incorporated into the Contract; defined security requirements and acceptance criteria; requirements for vulnerability management and security updates; incident notification and response obligations; requirements applying to relevant subcontractors and technology suppliers.
Reporting Requirements	Security incidents; identified vulnerabilities and remediation status; security testing results; changes affecting security; software and security update status; cybersecurity performance against agreed requirements.
Verification	Security assessments; vulnerability and penetration test results; configuration reviews; access records; incident records; security audit reports; commissioning and acceptance testing.

Illustrative Rated Criteria- Information Security and Cybersecurity

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works / Plant / Goods	General	Cybersecurity Management Approach	Proposed approach to identifying, managing and monitoring cybersecurity risks associated with the systems, equipment and services provided under the Contract.	Cybersecurity Management Plan; cybersecurity risk assessment; roles and responsibilities; security procedures; monitoring and reporting arrangements.	• Cybersecurity risks specific to the proposed solution and operating environment are identified. • Security responsibilities are clearly allocated across the Participant, suppliers and subcontractors. • Proposed controls are proportionate to the criticality and risks of relevant systems. • Cybersecurity is integrated into design, implementation, testing and commissioning. • Arrangements address both prevention and

					detection of security events. • Clear monitoring, reporting and corrective-action arrangements are provided.
Goods	ICT, Supervisory Control and Data Acquisition (SCADA), Operational Technology	Operational Technology Security (Goods/Plant)	Proposed Operational Technology security arrangements, including controls to protect connected equipment and operational systems from cyber threats.	Cyber architecture, security certifications, penetration testing results.	• Operational Technology security arrangements appropriately protect the proposed solution throughout its lifecycle. • Cybersecurity controls are proportionate to the operational risks. • Security measures align with recognised industry standards and good practice. • Incident management and ongoing monitoring arrangements provide confidence in operational resilience.
Works / Plant / Goods	General	Secure System Design and Architecture	Proposed approach to designing and configuring digital systems and networks to protect against unauthorised access, compromise and disruption.	Security architecture; network diagrams; design principles; security controls; system segmentation arrangements; design review procedures.	• Security is incorporated into the proposed architecture rather than added after design. • Appropriate separation or segmentation of critical systems and networks. • Interfaces and external connections are identified and appropriately controlled. • Unnecessary access, services and connections are minimised. • Security controls reflect the criticality of systems and information. • Architecture supports secure operation, maintenance and future updates.
Works / Plant / Goods	General	Access Control and Information Protection	Proposed arrangements for controlling access to systems and information and protecting relevant data from unauthorised access, alteration, loss or disclosure.	Access-control arrangements; user and privilege management procedures; authentication requirements; information-protection measures; logging arrangements.	• Access privileges limited according to defined roles and operational requirements. • Appropriate controls over privileged and administrative access. • Strong authentication arrangements for critical systems where appropriate. • Protection of sensitive information during storage and transmission. • Appropriate logging and traceability of significant user and administrative activity. • Clear arrangements for granting, reviewing and removing access.
Works / Plant / Goods	General	Cybersecurity Testing and Vulnerability Management	Proposed approach to identifying, testing, assessing and resolving security vulnerabilities before acceptance and	Security testing plan; vulnerability assessment methodology; penetration-testing approach; remediation procedures;	• Testing appropriate to the nature and criticality of the systems being supplied. • Security testing undertaken at appropriate stages of design, implementation and commissioning. • Clear process for classifying and prioritising

			throughout the relevant Contract period.	update and patch management arrangements.	identified vulnerabilities. • Defined timeframes and responsibilities for remediation. • Retesting to confirm that significant vulnerabilities have been effectively addressed. • Practical arrangements for managing vulnerabilities and security updates after commissioning.
Works / Plant / Goods	General	Cybersecurity Incident Response and Recovery	Proposed arrangements for detecting, responding to and recovering from cybersecurity incidents affecting systems or information provided under the Contract.	Incident Response Plan; detection and escalation procedures; recovery arrangements; communication protocols; incident reporting procedures.	• Clear arrangements for identifying and escalating potential security incidents. • Defined roles and responsibilities for incident response. • Appropriate containment and recovery procedures for credible incident scenarios. • Clear notification and communication arrangements with the Client or operator. • Recovery arrangements support required continuity of critical systems and services. • Processes for investigating incidents and implementing corrective actions.
Works / Plant / Goods	General	Cybersecurity Supply Chain and Third-Party Management	Proposed approach to managing cybersecurity risks arising from technology suppliers, subcontractors, software, components and third-party services used in the proposed solution.	Supplier security requirements; supplier assessment procedures; component and software inventories; third-party access arrangements; supply-chain risk assessment.	• Critical technology suppliers and third-party dependencies are identified. • Appropriate cybersecurity requirements flow down to relevant suppliers and subcontractors. • Security risks associated with third-party access and remote support are addressed. • Clear visibility of significant software, hardware and system dependencies. • Arrangements for managing security vulnerabilities originating from suppliers or components. • Controls over changes to critical suppliers, components or software.
Works / Plant	Rail / Energy / Wastewater	Operational Technology Cybersecurity	Proposed approach to protecting operational technology and control systems against cyber threats while maintaining required safety, availability and operational performance.	Operational technology security architecture; network diagrams; security risk assessment; access-control arrangements; monitoring strategy; recovery procedures.	• Critical operational technology assets, interfaces and dependencies clearly identified. • Appropriate separation between operational technology and other networks. • Remote access and maintenance connections appropriately controlled. • Security measures account for operational availability and safety requirements. • Monitoring arrangements capable of identifying abnormal or unauthorised activity.

					• Recovery arrangements support safe restoration of critical operational functions.
Services	General	Information Security and Data Protection	Proposed approach to protecting Client information and data accessed, processed, stored or transmitted during delivery of the Services, including access controls, information handling, security monitoring, incident management and management of relevant third parties.	Information Security Management Plan; information-handling procedures; access-control arrangements; security policies; incident response procedures; relevant certifications; third-party security arrangements.	• Information and data security risks relevant to the Services are appropriately identified. • Controls are proportionate to the sensitivity and criticality of information being handled. • Access to Client information and systems is appropriately restricted and managed. • Appropriate arrangements exist for secure storage, transmission, retention and disposal of information. • Security incidents are subject to clear identification, escalation, notification and response arrangements. • Relevant security requirements are appropriately applied to subcontractors and other third parties. • Proposed arrangements provide confidence that information security can be maintained throughout delivery of the Services.

11. Local Labour

Purpose

Local Labour Rated Criteria assess the credibility and added value of a Participant's proposed Local Labour approach beyond the minimum Local Labour requirements.

Where Local Labour Rated Criteria are used, they should be applied separately from the pass/fail assessment of the minimum requirement. Elements assessed for compliance should not be re-evaluated or scored.

The criteria may assess enhanced Local Labour participation, training and skills development, workforce capability, integration with delivery, and arrangements for monitoring and implementation.

Illustrative Contract Management Considerations

Illustrative examples of Contract Translation and Verification are provided below to demonstrate how evaluated commitments may be reflected in contract management arrangements following award.

Area	Illustrative Examples
KPIs	Local Labour as a percentage of Total Labour; delivery of any Local Labour commitment above the minimum requirement; number of workers completing agreed training; achievement of agreed skills-development outcomes; participation of target or underrepresented groups where applicable; delivery against Local Labour Plan commitments.
Contractual Milestones	Local Labour Plan confirmed or updated at mobilisation; agreed recruitment and mobilisation measures implemented; training and skills-development activities commenced and completed in accordance with agreed commitments; periodic performance reviews completed.
Contractual Mechanisms	Successful Participant's evaluated Local Labour commitments translated into measurable contractual obligations; implementation of agreed Local Labour Plan commitments; corrective action requirements for underperformance; linkage to interim payment certification where appropriate; proportionate contractual remedies for persistent or material non-compliance.
Reporting Requirements	Regular reporting of planned and actual Local Labour utilisation; workforce composition; training and skills-development activities; performance against agreed targets and commitments; implementation issues and corrective actions.
Verification	Payroll and employment records; timesheets; site records; evidence of nationality; training attendance and completion records; qualifications or competency records where relevant; subcontractor records; site inspections; worker interviews where appropriate.

Illustrative Rated Criteria- Local Labour

Procurement Type	Sector	Sub-Criteria	Participant Submission Requirements	Illustrative Supporting Evidence	Evaluation Considerations
Works	General	Local Labour Approach and Additional Participation	Enhanced Local Labour approach beyond the minimum requirement, including any proposed additional Local Labour participation; how the approach reflects local market capacity; recruitment and mobilisation arrangements; key risks and mitigation; and relevant experience delivering similar outcomes.	Indicative workforce profile by activity and phase; Local Labour percentage above the minimum, where proposed; recruitment and mobilisation plan; labour-market evidence; proposed use of local subcontractors or labour providers; examples and evidence from comparable contracts.	• Any increase above the minimum is realistic and supported by local market capacity. • Proposed labour mix is appropriate to the scope and nature of the Works. • Approach is project-specific rather than a generic commitment. • Recruitment and mobilisation arrangements are credible and aligned with the programme. • Local Labour is identified against relevant work activities and phases. • Key labour availability, mobilisation and productivity risks are identified with credible mitigation. • Evidence from previous contracts supports the Participant's ability to deliver the proposed outcomes.
Works	General	Training and Skills Development	Enhanced training and workforce-development measures, including proposed training activities, target workers, expected skills or competencies developed, measurable outputs and how the measures support delivery of the Works.	Training and skills-development plan; proposed training programmes; apprenticeship arrangements; training schedules; competency requirements; proposed training providers; examples of comparable programmes and outcomes.	• Training goes beyond basic induction or mandatory compliance training. • Training responds to identified skills gaps relevant to delivery of the Works. • Target workers and skills to be developed are clearly identified. • Proposed training is practical and timed to support workforce deployment. • Outputs and intended outcomes are measurable, such as workers trained or competencies achieved. • Delivery arrangements, trainers or training providers are credible. • Opportunities for disadvantaged or underrepresented groups are appropriately addressed where relevant to the procurement.
Works	General	Local Supplier Development	Proposed approach to developing and integrating local suppliers, subcontractors and	Supplier development plans, mentoring programmes, subcontracting strategy.	• The Proposal demonstrates a credible approach to developing local suppliers and subcontractors. • The proposed activities are likely to strengthen local capability and market participation. • Commitments are practical, measurable and capable of effective implementation.

			SMEs into contract delivery.		• The proposed approach supports sustainable local economic outcomes.
Works	General	Labour Mix and Workforce Capability	Proposed approach to enhancing the capability of the Local Labour workforce, including development of skilled Local Labour, supervision, knowledge transfer and management of productivity and delivery requirements.	Workforce profile by skill level and project phase; skills matrix; supervision arrangements; knowledge-transfer plan; workforce-development measures; proposed progression pathways.	• Credible increase in the use and capability of skilled Local Labour, rather than reliance principally on unskilled roles. • Labour mix is consistent with the technical and delivery requirements of the Works. • Appropriate supervision is provided for less experienced workers. • Knowledge transfer from specialist or experienced personnel is practical and clearly structured. • Proposed workforce development supports delivery rather than creating unmanaged productivity or programme risks. • Balance between Local Labour participation, workforce capability and delivery efficiency is credible. • Participation of disadvantaged or underrepresented groups is appropriately considered where relevant.
Works	General	Integration into Delivery and Programme	Proposed approach to integrating enhanced Local Labour commitments into the construction methodology, programme, sequencing, work packages and subcontracting arrangements.	Construction programme identifying labour requirements; workforce mobilisation schedule; labour deployment by activity or work package; subcontracting strategy; Local Labour Plan; risk register.	• Local Labour requirements are aligned with the construction methodology and sequencing of the Works. • Labour requirements are realistically matched to work packages, activities and project phases. • Mobilisation timing reflects when different skills and workforce numbers will actually be required. • Local Labour commitments are aligned with proposed subcontracting arrangements. • Responsibilities between the Contractor, subcontractors and other delivery partners are clear. • Dependencies on specialist or non-local personnel are identified. • Labour-related delivery and interface risks are identified and addressed.
Works	General	Monitoring, Reporting and Accountability	Proposed arrangements for measuring, monitoring and reporting enhanced Local Labour commitments during implementation, including indicators, measurement methodology,	Proposed KPIs and performance indicators; reporting template; measurement methodology; roles and responsibilities; workforce-recording arrangements; verification procedures; corrective-action arrangements.	• Indicators directly measure the enhanced commitments being evaluated. • Measurement methodology is clearly defined and capable of consistent application. • Proposed data can be supported by verifiable workforce and training records. • Reporting allows planned and actual performance to be compared over time. • Responsibility for collecting, checking and reporting information is clearly assigned.

			responsibilities and arrangements for addressing underperformance.		• Arrangements cover Local Labour engaged through subcontractors as well as directly employed labour. • Underperformance can be identified early and triggers practical corrective action. • Evaluated commitments can be monitored and enforced during Contract implementation.
Services / Consultancy Services	General	Local Skills Development and Knowledge Transfer	Proposed approach to developing the skills and capability of Local Labour involved in delivery of the Contract, including opportunities for increased responsibility, structured skills development and knowledge transfer from specialist or experienced personnel.	Workforce or team structure; roles and responsibilities; skills-development plan; knowledge-transfer plan; mentoring or coaching arrangements; training and professional-development activities.	• Local personnel are provided meaningful opportunities to develop relevant skills and experience. • Skills-development activities are relevant to the roles and capabilities required for Contract delivery. • Knowledge transfer from specialist or experienced personnel is practical, structured and integrated into delivery. • Mentoring, coaching or other development arrangements are credible and appropriately targeted. • Proposed activities support sustainable development of local capability beyond basic participation. • Commitments are practical, measurable and capable of verification during Contract delivery.