

BUSINESS OPPORTUNITIES UNDER WORLD BANK-FUNDED INVESTMENT PROJECTS

Quamrul Hasan, Lead Procurement Specialist
Antonia Viyachka, Procurement Specialist
Europe and Central Asia



THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP



CONTEXT

FY19 Top Ten Supplier Countries in WB Portfolio

(For Prior Review Contracts)

RANK	SUPPLIER COUNTRY	CONTRACT VALUE (USD)	NUMBER OF CONTRACTS	% OF TOTAL VALUE
1	China	2,798,664,447	152	27.8%
2	India	959,655,325	132	9.5%
3	Turkey	752,106,551	49	7.5%
4	Afghanistan	655,692,578	85	6.5%
5	Spain	346,556,246	51	3.4%
6	France	362,740,814	66	3.6%
7	Brazil	264,611,132	86	2.6%
8	Vietnam	225,255,673	90	2.2%
9	Italy	195,859,448	35	1.9%
10	Portugal	194,702,529	27	1.9%

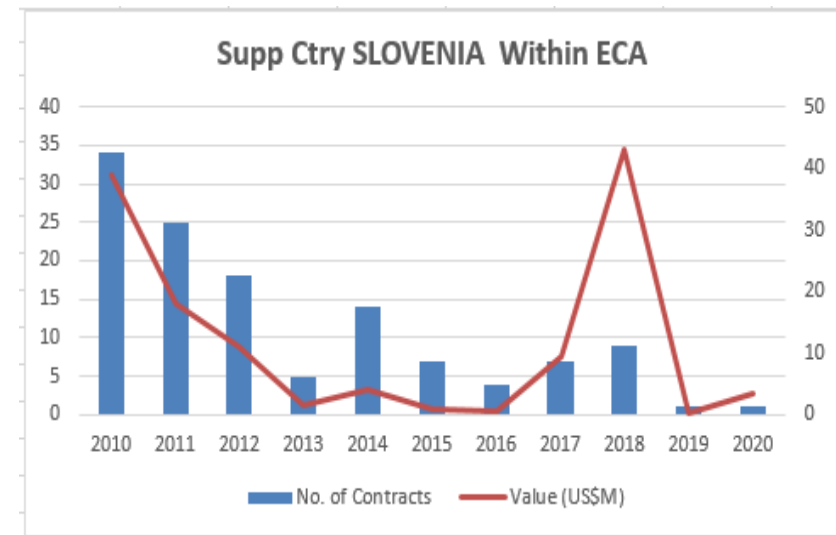
Note: This data is based on funding for Investment Project Financing (IPF) contracts only.

FY19 Top Ten Civil Works Contractor Countries in WB Portfolio

RANK	CONTRACTOR COUNTRY	CONTRACT VALUE (USD)	NUMBER OF CONTRACTS	% OF TOTAL VALUE
1	China	2,014,622,155	46	35.9%
2	India	681,112,270	18	12.1%
3	Spain	301,903,384	7	5.4%
4	France	271,037,903	8	4.8%
5	Brazil	226,210,370	8	4.1%
6	Portugal	166,601,607	1	2.9%
7	Vietnam	165,947,455	9	2.9%
8	South Africa	154,654,844	1	2.7%
9	Turkey	142,067,812	8	2.6%
10	Italy	140,043,144	2	2.5%

Trend with Slovenian Firms in ECA in the Last 10 Years under WB Portfolio

Supp Ctry SLOVENIA Within ECA		
Fiscal year	No. of Contracts	Value (US\$M)
2010	34	38.9
2011	25	18
2012	18	11
2013	5	1.7
2014	14	4
2015	7	1
2016	4	0.7
2017	7	9.4
2018	9	43
2019	1	0.2
2020	1	3.6
Grand Total	125	131.5



Trend with Slovenian Firms Globally in the Last 10 Years under WB Portfolio

Supplier Country SLOVENIA Won the Contracts In Countries By Fiscal Year & Nb of Contracts



Supplier Country SLOVENIA Won the Contracts In Countries By Fiscal Year & Value of Contracts





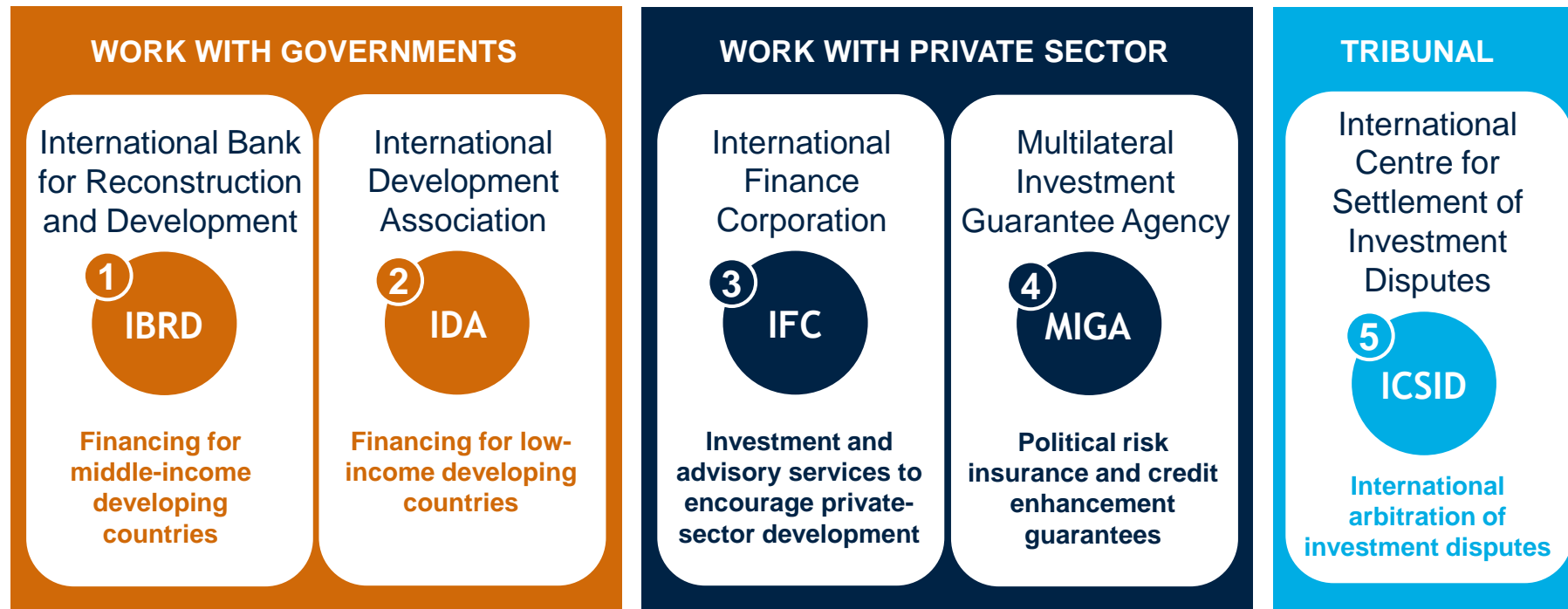
INTRODUCTION TO THE WORLD BANK

The World Bank Group operating model



WORLD BANK GROUP

- Comprises 5 institutions
- Collectively, all 5 institutions are known as the “World Bank Group”



Together **IBRD** and **IDA** are known as the “**World Bank**”

World Bank scope and reach

World Bank Goals

- 1 End extreme poverty
- 2 Promote shared prosperity

\$ 205 billion Loan commitments (FY 20)

IPF WHAT DOES IT DO?

Provides IBRD loans, IDA credits and grants and guarantee financing to governments

1626 projects

IPF WHAT DOES IT FUND?

Activities that create the physical & social infrastructure necessary to reduce poverty and create sustainable development

132 countries

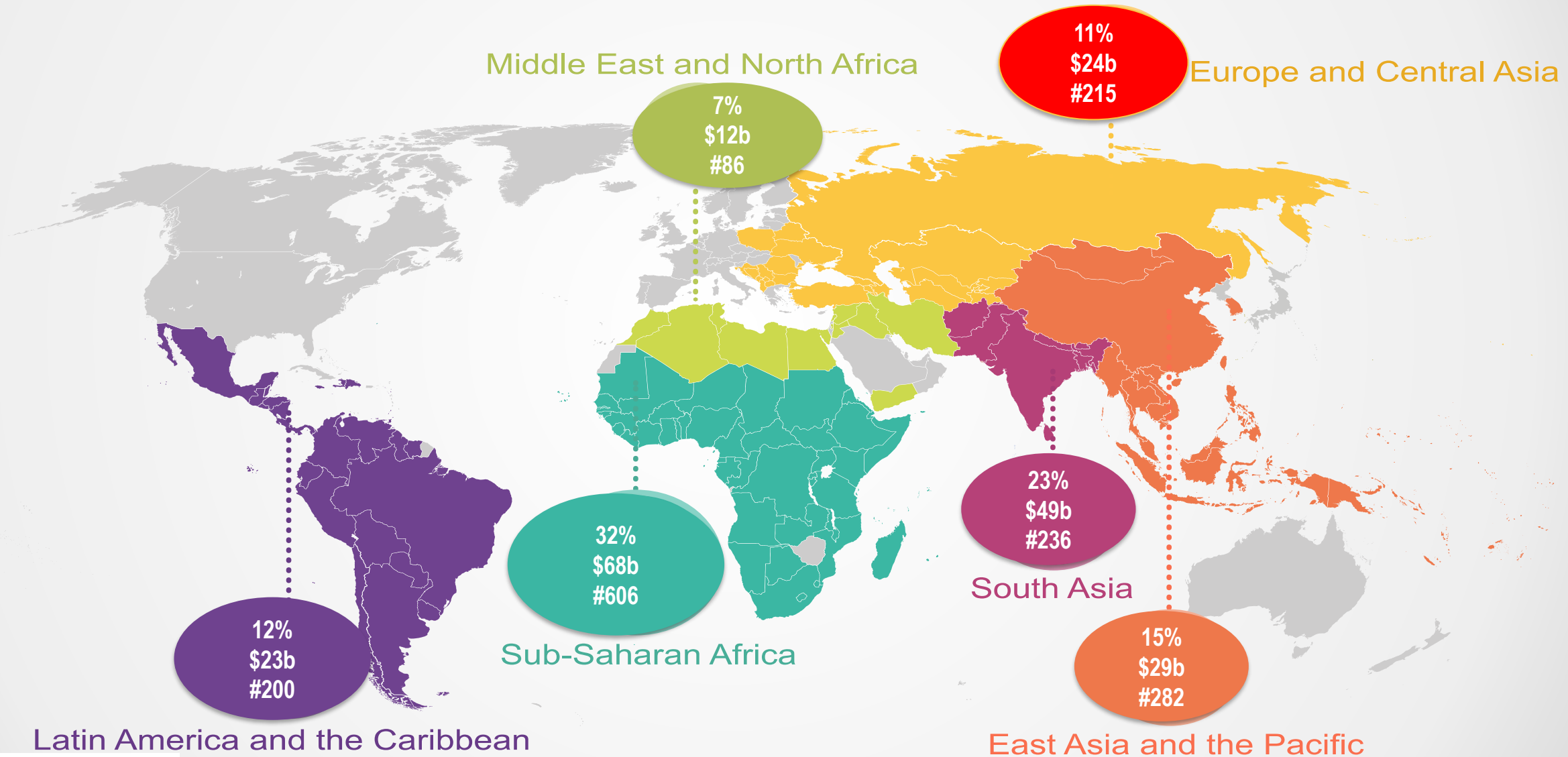


273 million

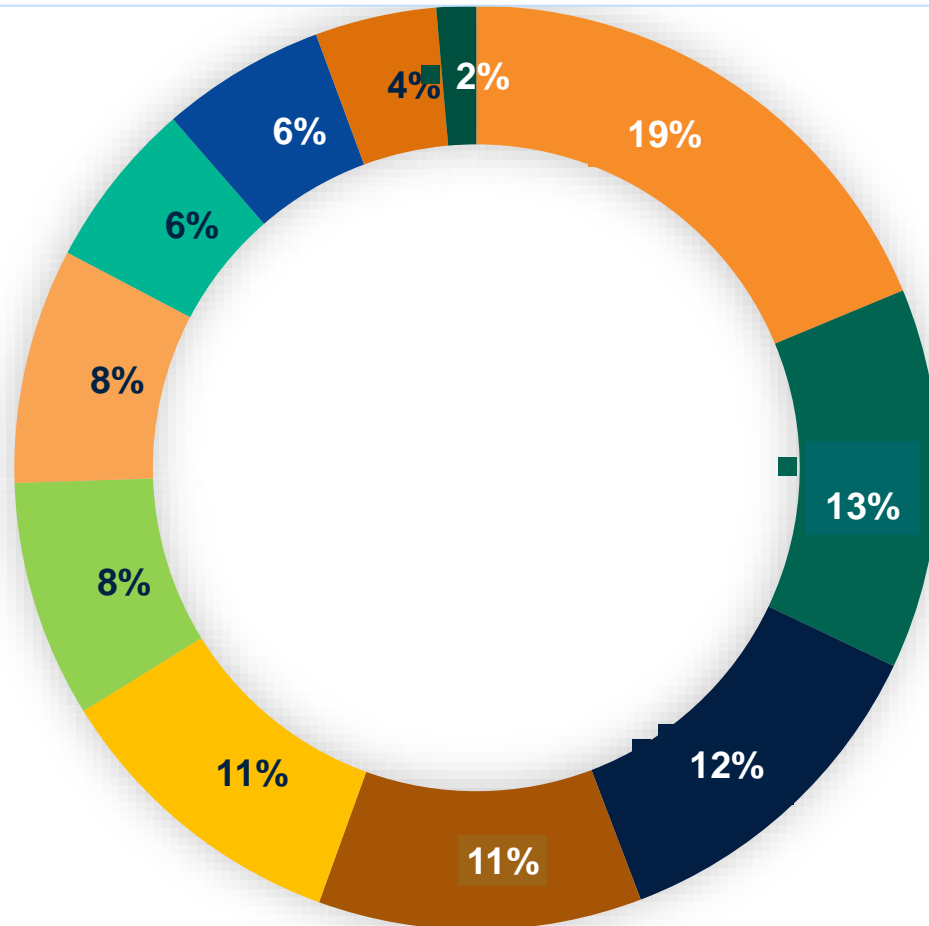
People provided with essential health, nutrition and population services



FY20 Global Loan Commitments by Region



Areas of Spend Worldwide (FY19)



Total value of FY19 spend = US\$20.7 Billion

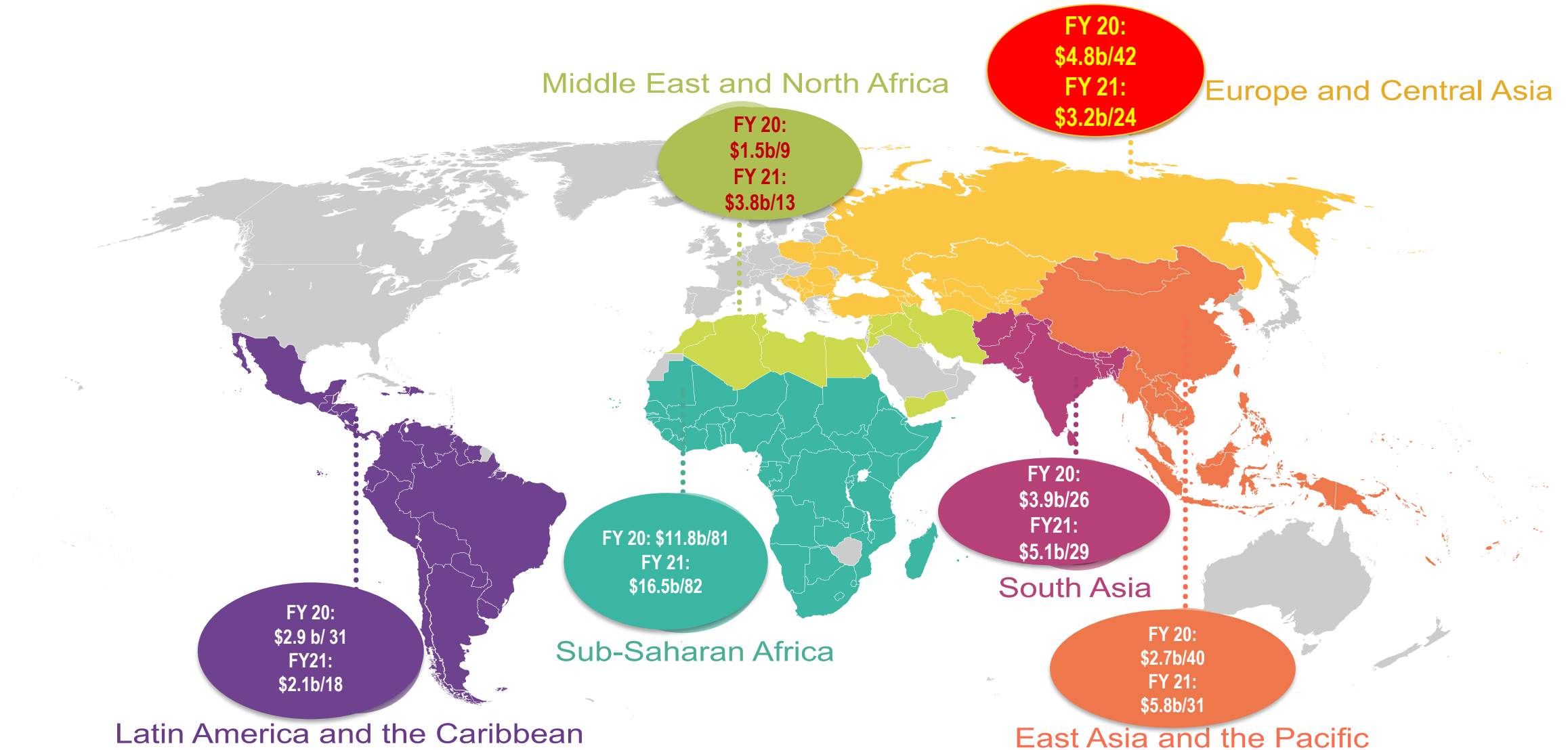
Why bid on Bank-funded contracts?





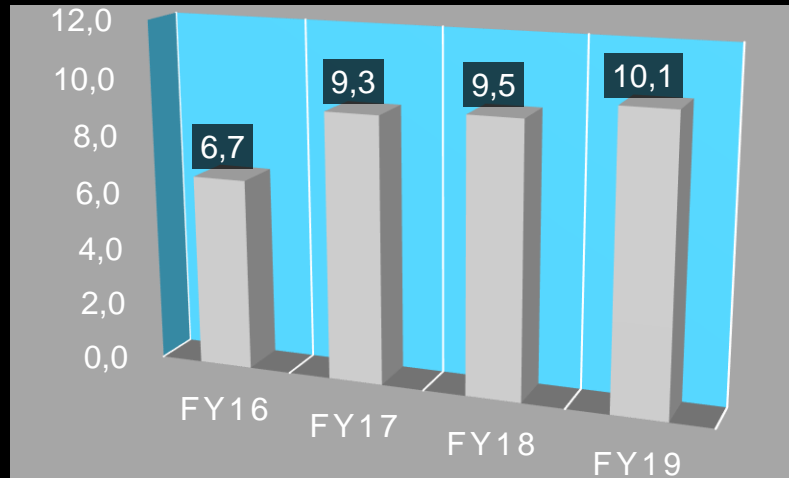
INFORMATION ON PROJECTS AND PROCUREMENTS

Investment Projects in Pipeline (FY 20 & 21) – by Region (\$/# of projects)

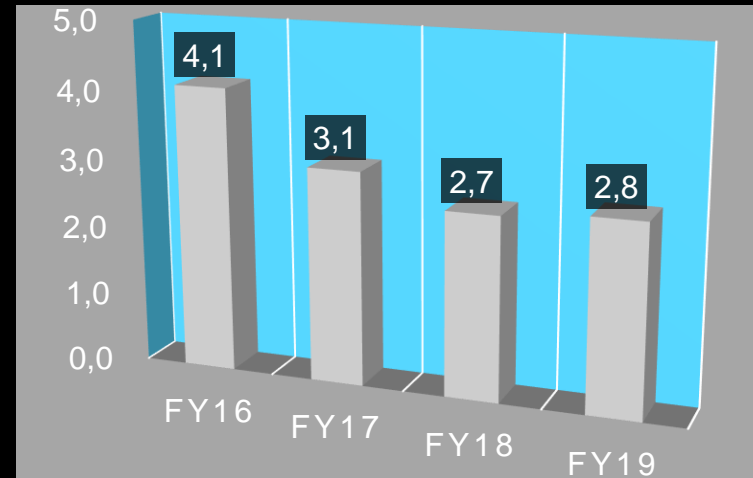


Trends in Investment Lending in the Regions Over the Last Four Years (\$billions)

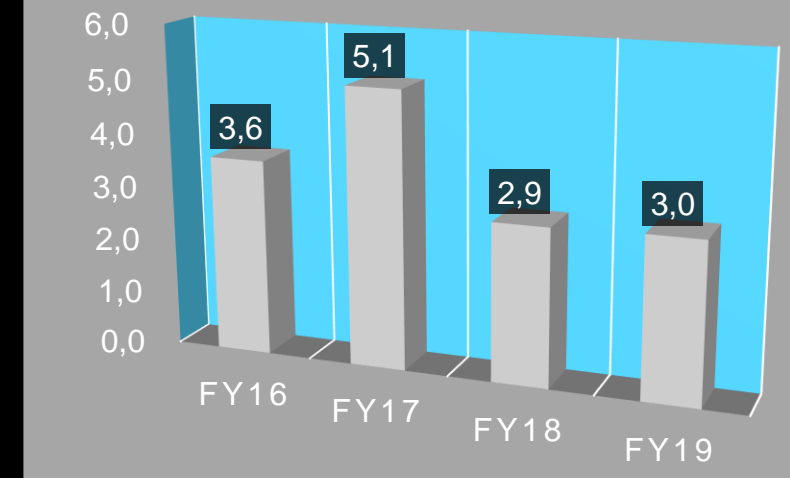
AFRICA REGION



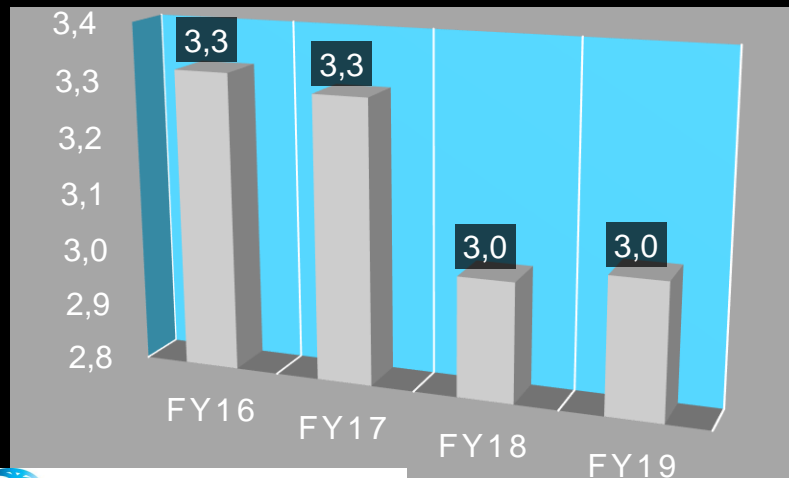
EUROPE AND CENTRAL ASIA



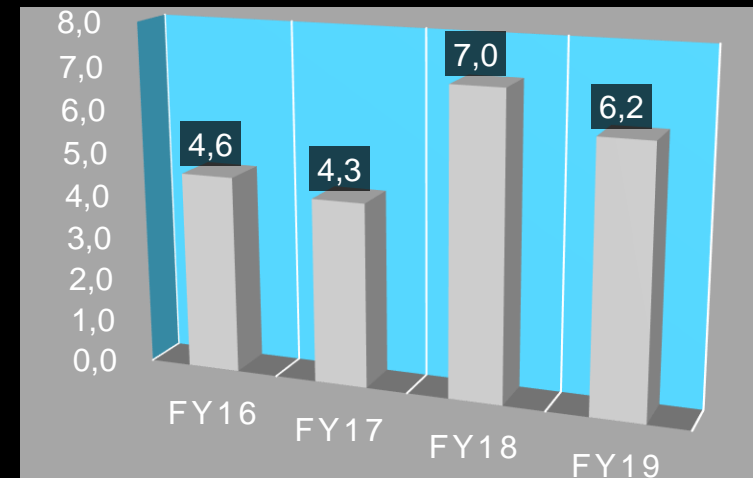
EAST ASIA PACIFIC



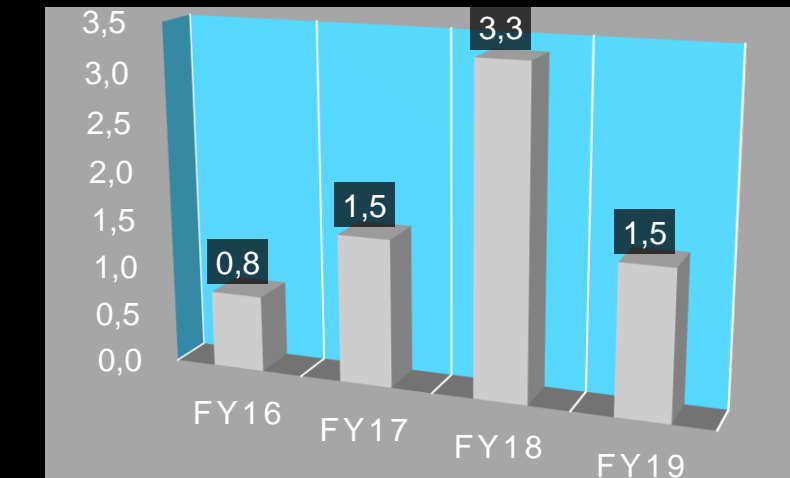
LATIN AMERICA AND CARIBBEAN



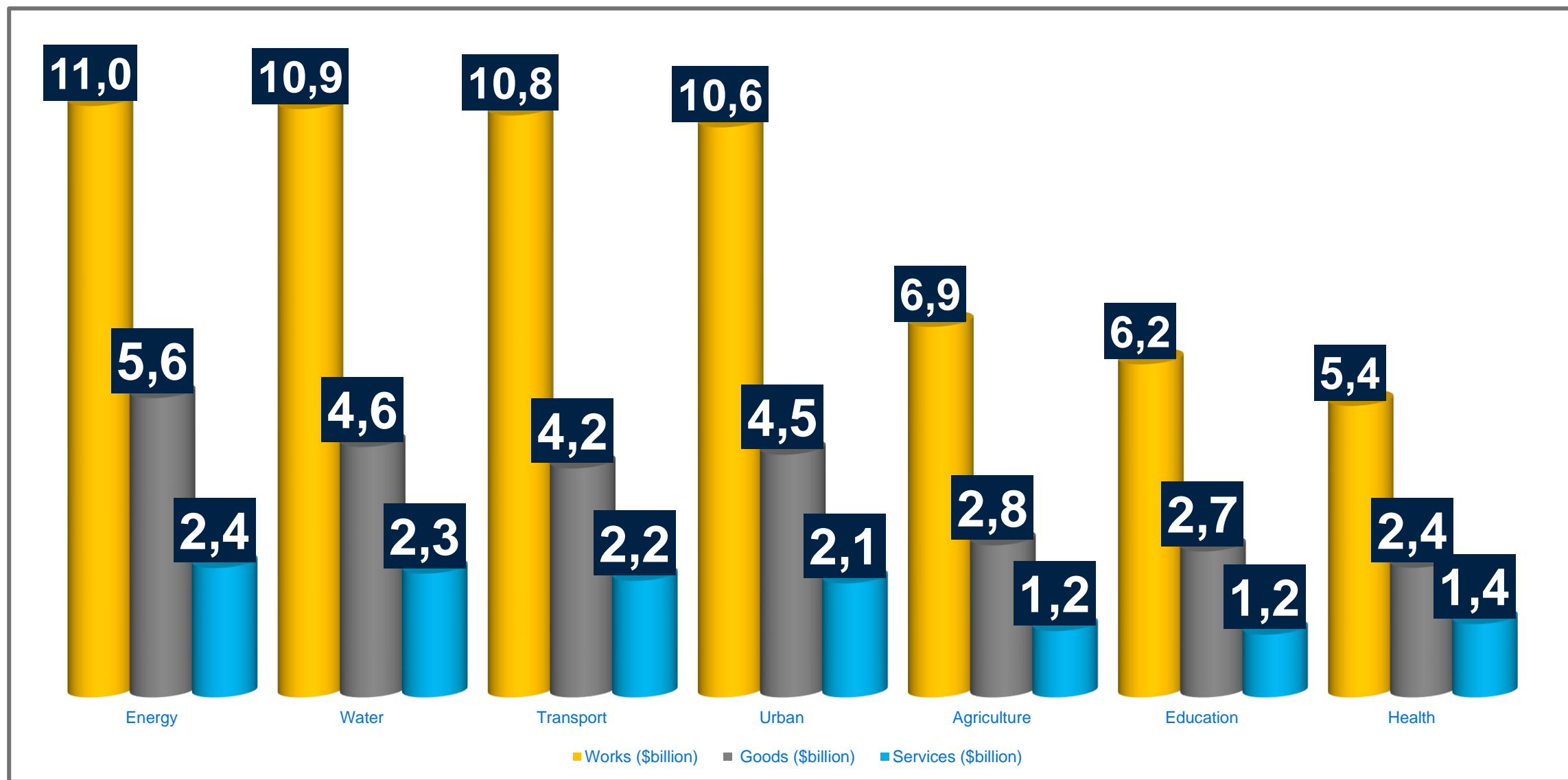
SOUTH ASIA



MIDDLE EAST AND NORTH AFRICA



Business Opportunities in the Next 1-4 Years Across All Regions (\$billion)



Sector Priorities under Future Operations

Sector	Priorities
Agriculture	Agricultural Extension, Fisheries, Forestry, Irrigation and Drainage, Livestock,
Education	Adult/Basic/Continuing Education, Primary/Secondary/Tertiary Education, Workforce Development/Skills
Energy & Extractives	Energy Transmission and Distribution, Mining, Non-Renewable Energy Generation, Oil and Gas, Renewable Energy – Biomass/Geothermal/Hydro/Solar/Wind
Health	Health, Health Facilities and Construction,
Transportation	Aviation, Ports/Waterways, Railways, Rural and Urban Roads, Urban Transport, ICT Infrastructure, ICT Services
Water	Water Supply, Sanitation, Waste Management

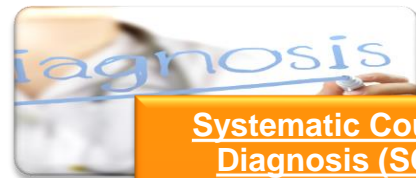
Major Projects in the Pipeline Across All Regions

Project Name	Comm (\$M)	Region	Country	Sector
DR Congo Emergency Equity and System Strengthening in Education	1000.00	AFR	Dem Rep Congo	Education
Nigeria Improved Child Survival Program for Human Capital MPA	650.00	AFR	Nigeria	Health, Nutrition & Population
Agriculture Modernization Project	500.00	ECA	Uzbekistan	Agriculture and Food
Northeastern Transport Improvement Project	500.00	AFR	Regional	Transport
Strengthening Social Safety Net Additional Financing	500.00	MNA	Egypt	Social Protection & Jobs
Tanzania Secondary Education Quality Improvement Project (SEQUIP)	500.00	AFR	Tanzania	Education
Bangladesh Private Investment & Digital Entrepreneurship Project	500.00	SAR	Bangladesh	Finance, Competitiveness and Innovation
Dhaka Public Transport Improvement Project	475.00	SAR	Bangladesh	Transport
Romania: Institutional Strengthening and Financial Safety Net Resilience Project	452.00	ECA	Romania	Finance, Competitiveness and Innovation
Tanzania Productive Social Safety Net Project II	450.00	AFR	Tanzania	Social Protection & Jobs
Bulgaria - Deposit Insurance Contingency Financing Project	384.00	ECA	Bulgaria	Finance, Competitiveness and Innovation
Kenya Electricity System Improvement Project	370.00	AFR	Kenya	Energy & Extractives
Jordan Electricity Sector Reforms and Debt Reprofiting Guarantee	350.00	MNA	Jordan	Energy & Extractives
Renewable Energy Integration Project Additional Financing	325.00	ECA	Turkey	Energy & Extractives
Strengthening the National Social Protection System Project (Cash Transfer)	320.00	AFR	Angola	Social Protection & Jobs



IDENTIFYING OPPORTUNITIES AND HOW TO BID

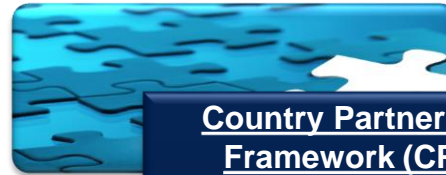
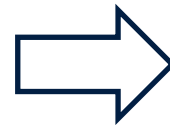
Exploring Opportunities for Contracts in Countries



Systematic Country Diagnosis (SCD)

- Identifies the priority areas of engagement in close consultation with national authorities, the private sector, and other stakeholders.

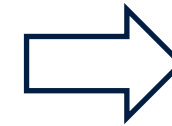
<http://pubdocs.worldbank.org/en/698571570805860852/SCDFY19-Completed-List.pdf>



Country Partnership Framework (CPF)

- Builds selectively on the country's development program and SCD and articulates a results-based engagement.

<http://documents.worldbank.org/curated/en/docsearch/document-type/540613>



Country Portfolio Program

- Based on the CPF, several projects are identified in order to achieve the CPF objectives.



Project Appraisal Document (PAD)

- Incorporates project design, arrangements on planned procurement activities, environmental safeguards, financial management.



General Procurement Notice

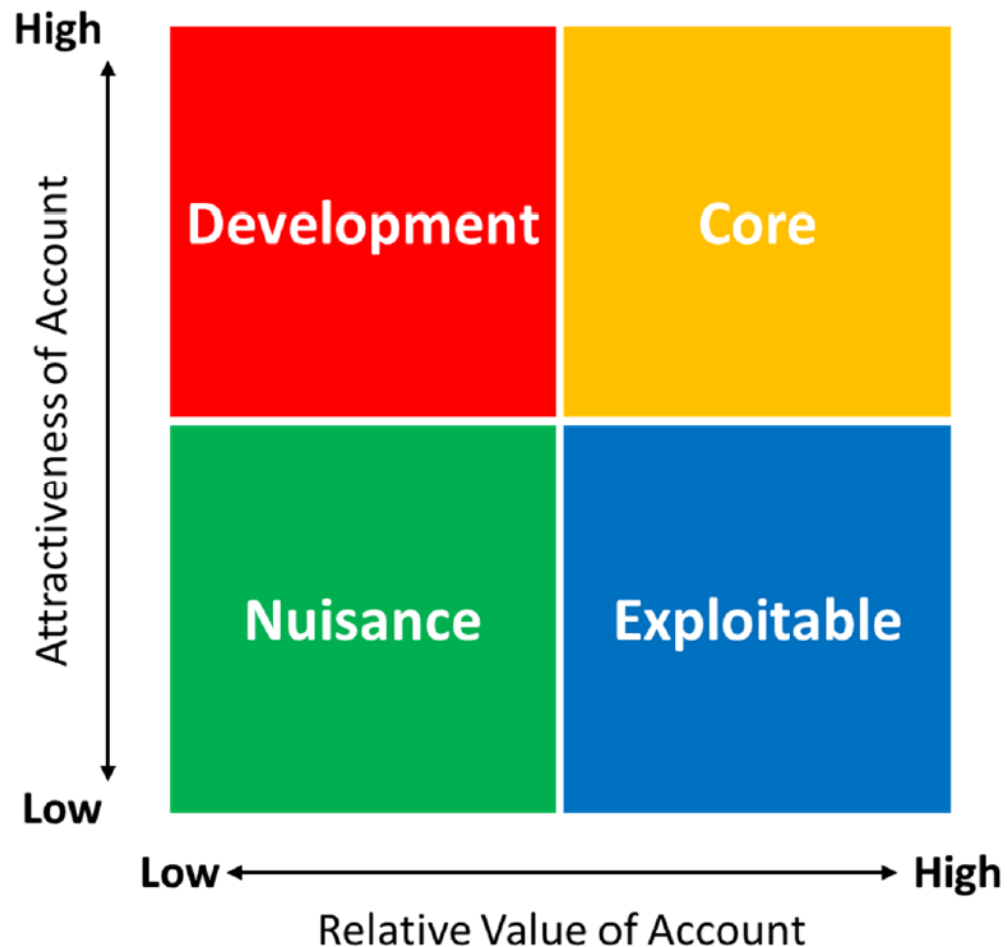
- Contains information on future procurement opportunities.
- Required for all procurement financed by the Bank that is expected to involve open international competitive procurement.



Specific Procurement Notice

- Contains bidding information on specific procurement opportunities with specific timeframe.
- Published in UNDB online for international competitive procurement.

Supplier Preferencing : How a Supplier Views a Borrower as a Customer



The Supplier's view of the Borrower

Nuisance

Supplier gives minimum attention and seeks to withdraw

Develop

Supplier nurtures relationship, performs very well and provides incentives for growth

Exploit/Harvest

Supplier seeks short term advantage, no long term potential

Core

Supplier seeks strategic, long term customer relationship

Tips to Win Contracts - Think Strategically

Position yourself according to your competitive advantage

Experience in country and with executing agency

Access to information regarding local joint venture partners and subcontractors

Access to information regarding availability of key inputs

- **Materials**
- **Labor**
- **Equipment**

Seek Clarification - “Don’t wait ‘til it’s too late

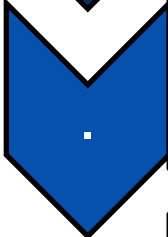
Seek official clarification before bid submission

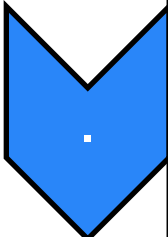
BIDDING DOCUMENT / REQUEST FOR PROPOSALS	POTENTIAL ISSUES
Bid/Proposal Conditions	<ul style="list-style-type: none">• Unreasonable bid preparation
Qualification Criteria	<ul style="list-style-type: none">• Unclear which entity must comply with qualification criteria• Ambiguous criteria• Restrictive criteria
Requirements	<ul style="list-style-type: none">• Incomplete, unclear, or restrictive requirements
Contract Conditions	<ul style="list-style-type: none">• Unreasonable contract completion period• Unbalanced risk allocation

Write to WB directly if the executing agency fails to respond promptly or there is a complaint against the executing agency.

Advice on Bid Preparation - ---What to do ---

- 
- Do not add conditions

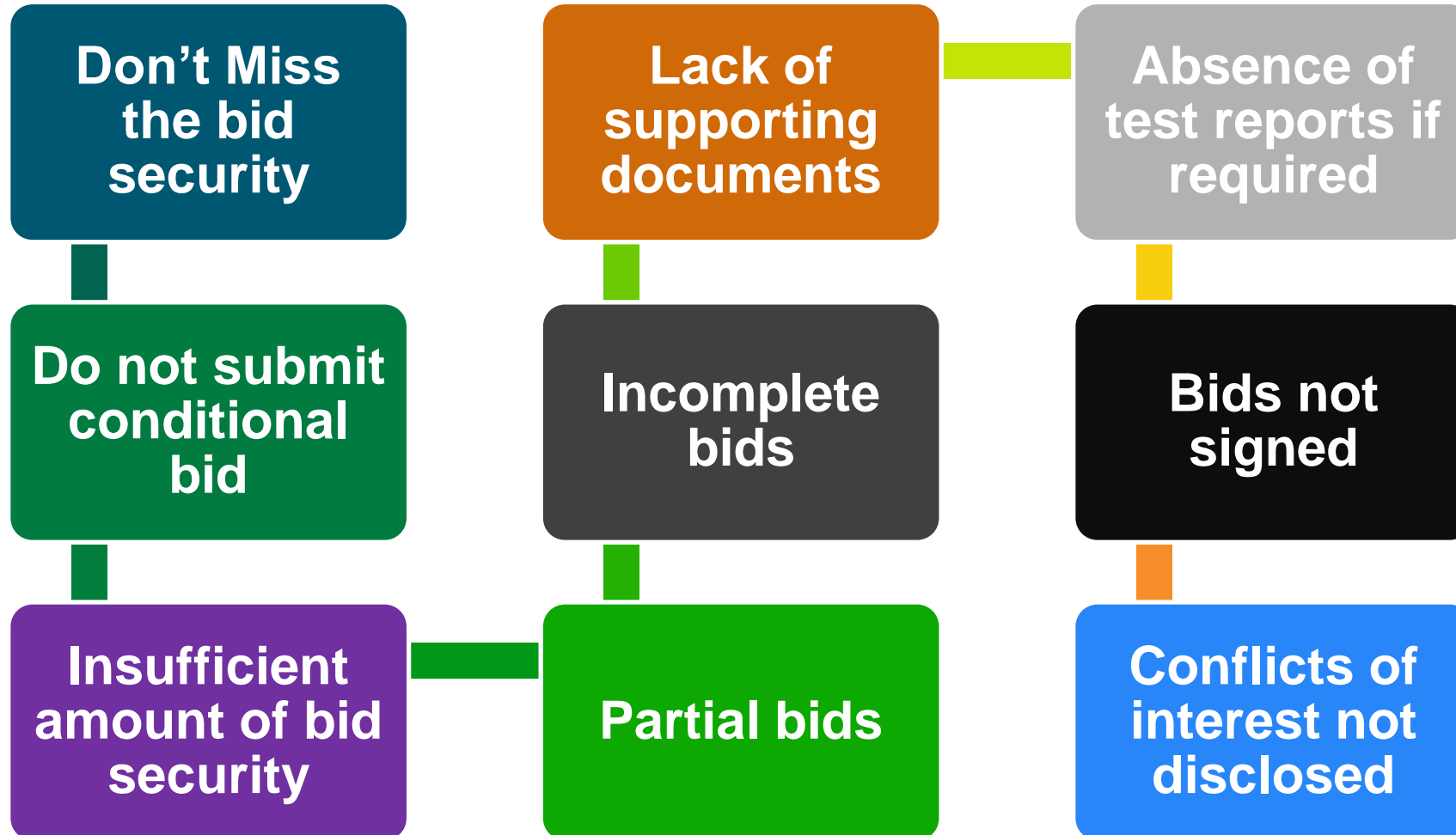
- 
- Submit bid within the stipulated deadline
 - Be aware of possible bid extension

- 
- Ensure following steps are taken by the executing agency during bid opening
 - All relevant prices are read out
 - All discounts are read out
 - Presence and amount of bid security is read out
 - No envelope remains unopened
 - The record is signed by all bidders present and by the buyer

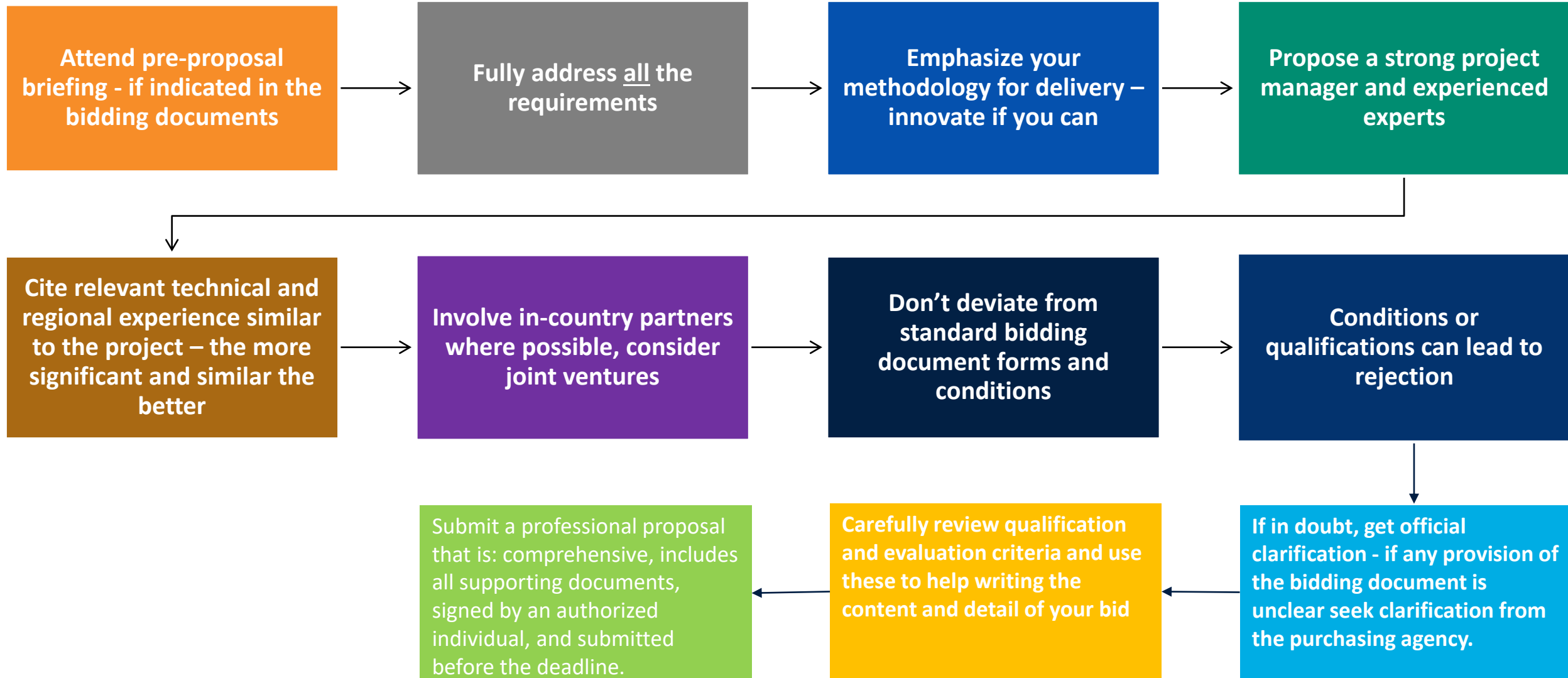
Advice on Bid Preparation ---What to do---



Advice on Bid Preparation ---What not to do ---



Preparing the proposal





INTEGRITY IN WORLD BANK OPERATIONS

Sanctionable Practices

FRAUD

Any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.

CORRUPTION

Offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party.

COERCION

Impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.

COLLUSION

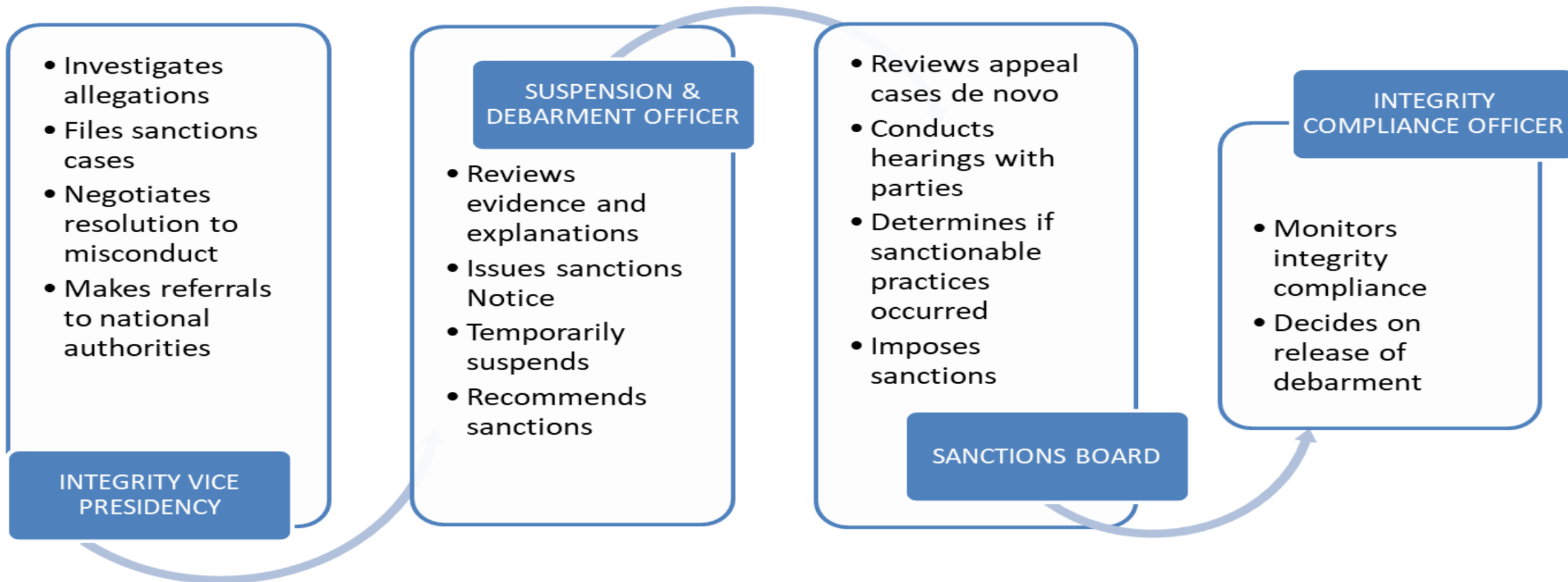
Arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party.

OBSTRUCTION

(i) Deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or (ii) acts intended to materially impede the exercise of the Bank's contractual rights of audit or access to information.

*These are defined in Bank Guidelines and Regulations, including the *Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants*

From Investigations to Sanctions



Range of Sanctions

- **Debarment with Conditional Release ('baseline' or default)**
- **Indefinite or Fixed-Term Debarment (without conditions)**
- **Conditional Non-Debarment**
- **Letter of Reprimand**
- **Restitution or other Remedy**

Making an Impact

Between 1999 and 2019

- ✓ **Almost 1000** firms and individuals sanctioned by the World Bank
- ✓ **More than 300** MDB cross-debarments enforced by the World Bank

In fiscal year 2018. . .

- ✓ **68 new investigations** started
- ✓ **83 firms/individuals** debarred or otherwise sanctioned
- ✓ **43** referrals made to national authorities

Why it Matters?

Level the playing field,
opening markets
for clean companies

Investigations can involve
multiple jurisdictions and
sectors, high-level officials,
and major corporations

DEBRIEFING AND COMPLAINTS

Debriefing:

- Unsuccessful bidders may request debriefing from executing agency. If they are not satisfied with the explanation given, they may contact World Bank (WB) directly.

Complaints:

- Bidders may file complaint directly with WB and may copy WB on correspondence with executing agencies.

DEBRIEFING AND COMPLAINTS HANDLING

Debriefing:

- ❑ Unsuccessful bidders may request debriefing from executing agency. If they are not satisfied with the explanation given, they may contact World Bank (WB) directly.

Complaints:

- ❑ Bidders may file complaint directly with WB and may copy WB on correspondence with executing agencies.
- ❑ More streamlined complaints submission by bidders/consultants through provision of:
 - ❖ A standstill period to submit therein complaint before the borrower proceeds to signing the contract in all cases;
 - ❖ A standstill period following the notification of the results of technical evaluation for consultants to complain before opening of the financial proposals
- ❑ **World Bank Department of Institutional Integrity – One of the responsibilities: Investigations on allegation of fraud and corruption >>> <https://www.worldbank.org/en/about/unit/integrity-vice-presidency>**

How to Report

<https://www.worldbank.org/en/about/unit/integrity-vice-presidency>

Integrity Vice Presidency

ABOUT | INVESTIGATIONS | SANCTIONS & COMPLIANCE | PREVENTION | ANNUAL REPORTS

The Integrity Vice Presidency (INT) is an independent unit within the World Bank Group that investigates and pursues sanctions related to allegations of fraud and corruption in World Bank Group-financed projects. INT supports the main business units of the World Bank Group and external stakeholders, mitigating fraud and corruption risks through sharing investigative findings, advice, prevention and outreach efforts.

[Report Suspected Fraud or Corruption](#)

Staff Rule 8.01

“A staff member has a duty to report suspected fraud or corruption in Bank-Group financed projects or in the administration of Bank Group business to his or her direct manager, or to the Department of Institutional Integrity ('INT'). A manager who suspects or receives a report of suspected fraud or corruption has an obligation to report it to INT.”

- Suspicious not evidence
- Early reporting
- Online complaint form speeds up process

English | العربية | 汉语 | Français | Русский | Español | Português

The screenshot shows the 'Integrity Complaint Form' interface. At the top, there is a navigation bar with language options: English, العربية, 汉语, Français, Русский, Español, and Português. Below this is a header with the World Bank logo and the title 'Integrity Complaint Form'. A note states: 'Items marked with a diamond ♦ are required fields.' The form is divided into sections: 'Complaint Details' and 'Contact Information'. The 'Complaint Details' section includes a required question: 'What are you reporting? Select all that apply, at least one is required.' with checkboxes for Fraud, Collusion, Obstruction, Corruption, Coercion, and Other. It also has text input fields for 'Where is the World Bank project located (country), if applicable?' and 'What is the name of the World Bank project, if known?'. A radio button question asks 'Does this complaint involve World Bank staff?' with 'Yes' and 'No' options. A large text area is provided for 'Please describe what happened. Please write as much as you want in the box below.' with a 'Click for Guide Questions.' link. A note at the bottom of this section says: 'If you have any supporting documents, you will have the option to upload them at the submit button below.' The 'Contact Information' section has a note: 'The World Bank will still review your complaint even if you wish to remain anonymous. Please provide at least an email address so that we may be able to contact you for clarification.'

Pop up questions to guide reporting

- Guide Questions:
1. What happened?
 2. Who is involved in your complaint? How are they involved?
 3. Where did it happen? Please provide country, region, province, municipality, or exact address, if known.
 4. When did it happen? Please provide dates, times and how many times, if known.
 5. How do you know about this?
 6. Does the involved person/company know about your report?
 7. Does anyone else know about your report?
 8. Is there anyone who we could contact about your report?



IDENTIFYING OPPORTUNITIES

Identifying opportunities

To identify projects geographically:

- Go to <http://www.worldbank.org/en/where-we-work>
- Search alpha listing by **Country**
- Select “**Overview**”
- Under “**Context**” obtain:
 - Country Program Snapshot
 - Country Partnership Framework (CPF)

To identify planned procurements

- Go to www.projects.worldbank.org
- Select the “**Procurement**” tab
- Select “**Browse by Country/Area**” or “**Browse by Sector**” or “**Browse by Procurement Plan**”

Key sources of information

- 01 Website**
World Bank website
- 02 Procurement notices**
Website: *UN Development Business* lists international development tenders
- 03 Finance App**
Real time data covering World Bank portfolio of projects, procurements and finance
- 04 Procurement App**
Data on all major contracts awarded in World Bank investment projects
- 05 Country Partnership Frameworks**
Each country's key objectives and development results agreed with the Bank
- 06 Monthly Operational Summary**
Monthly reports on the status of projects in the Bank's procurement pipeline
- 07 Project Documents**
Documents and reports covering individual projects
- 08 Procurement plan**
Procurement plans for individual projects

Links to key sources

World Bank website

<https://www.worldbank.org/>

International development procurement notices (UNDB)

<https://www.devbusiness.com/>

Finances App

<https://itunes.apple.com/us/app/world-bank-group-finances/id465555488?mt=8>

Procurement App

<https://itunes.apple.com/us/app/world-bank-project-procurement/id911312962?mt=8>

Country Partnership Frameworks

Each country's key objectives and development results agreed with the Bank

Monthly Operational Summary

<http://projects-beta.worldbank.org/en/projects-operations/products-and-services/brief/monthly-operational-summary>

Project Documents

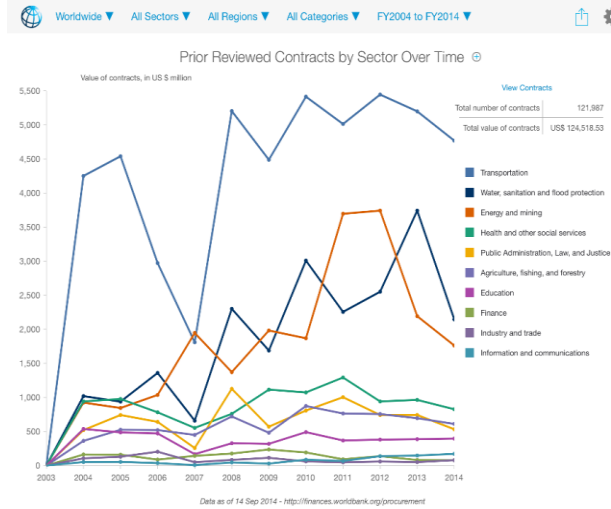
<http://projects-beta.worldbank.org/>

Procurement plans

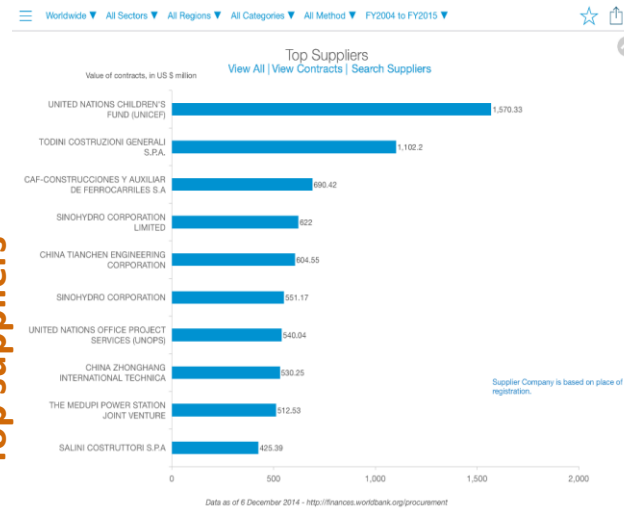
<http://projects.worldbank.org/procurement/procurementsearch?lang=en&&&qterm=&showrecent=true&srce=plans>

Procurement App

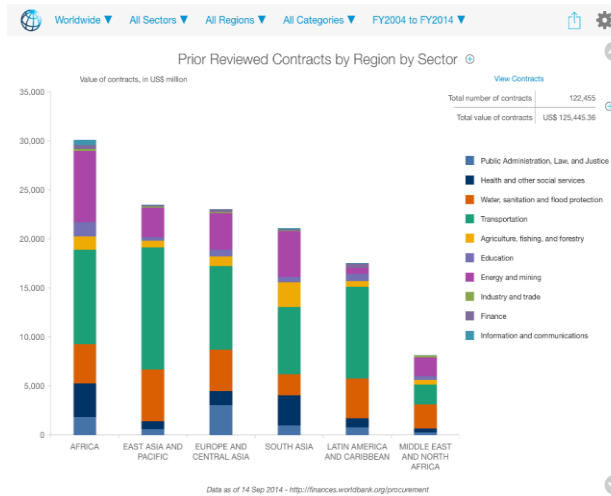
Contracts by sector



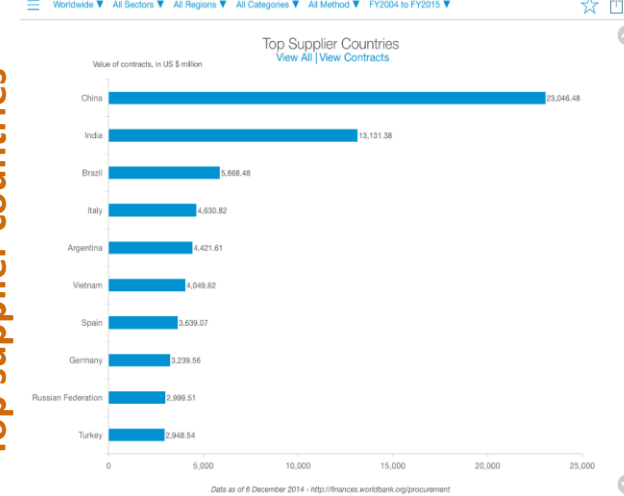
Top suppliers



Contracts by region



Top supplier countries



Links to useful information

World Bank's Procurement Regulations for IPF Borrowers

<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=4005>

Standard Procurement Documents (SPD) templates

<http://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework#SPD>

Guidance on SPDs

<http://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>

Guidance on finding business opportunities

<http://pubdocs.worldbank.org/en/767421522948635843/Procurement-Guidelines-finding-opportunities-2018.pdf>

Guidance on how to complain

<http://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>

Video: World Bank Procurement – how to bid

<http://www.worldbank.org/en/news/video/2016/03/30/world-bank-procurement-video>

World Bank procurement contacts

Vinay Sharma

Global Director - Director

 vsharma11@worldbank.org

 202 473-4316

Enzo de Laurentiis

Chief Procurement Officer

 elaurentiss@worldbank.org

 202 473-0538

Regional Procurement Managers

V. S. Krishnakumar

Eastern Europe and Central Asia

Vkrishnakumar@worldbank.org

Tel: 202 458-7880

Snezana B. Mitrovic

East Asia and Pacific (Indonesia, Philippines and the Pacific)

Smitrovic@worldbank.org

Tel: 202 473-2182

Diomedes Berroa

Latin America and Caribbean

dberroa@worldbank.org

Tel: 202 458-9432

Hiba Tahboub

East and Southern Africa

htahboub@worldbank.org

Tel: 202 473 0609

Felipe Goya

West Africa (Francophone and Lusophone Africa)

fgoya@worldbank.org

Tel: 202 458-1007

Elmas Arisoy

South Asia

earisoy@worldbank.org

Tel: 202 473-2699

Etel Patricia Bereslawski Aberboj

Middle East and North Africa

ebereslawski@worldbank.org

Tel: 2-02-24614457

Kofi Awanyo

East Asia Pacific (South East Asia and China)

Kawanyo@worldbank.org

Tel: 66-2-6868329



The World Bank Group works in every major area of development. We provide a wide array of financial products and technical assistance, and we help countries share and apply innovative knowledge and solutions to the challenges they face.

Development Projects

Projects

- By Country
- By Sector
- By Theme

Country Engagement

- Environmental and Social Policies for Projects
- Procurement for Projects and Programs

Results

Priorities

- Human Capital Project
- Maximizing Finance for Development

Knowledge

- Research & Publications
- Data
- Learning
- Development Topics
- Open Knowledge Repository

Products & Services

- Financing Products & Advisory Services
- Treasury

[E-Learning Training](#)

[Procurement Plans](#)

[Browse Contract Awards and Notices by Country \(click on a country\)](#)

[View Major Contract Awards](#)

[Country Procurement Assessment Reports](#)

[Debarred Firms and Individuals](#)

[Monthly Operational Summaries \(MOS\)](#)

[Find procurement announcements at www.devbusiness.com](#)

Procurement By Country / Area

Procurement Results

PROCUREMENT

FILTER

- Country
- Region
- Sector
- Notice Type
- Procurement Method
- Procurement Group

NOTICES

CONTRACTS

PLANS

Showing 1 - 20 of 78,001 procurement notices matching the search criteria -

Download to Excel:

Description	Country	Project Title	Notice Type	Language	Published Date
Bulk Supply Metering and STS Split Prepayment Meters	Sierra Leone	SL-Energy Sector Utility Reform - P120304	Invitation for Bids	English	December 10, 2019
Acquisition des équipements de réseau MT et de 6 postes de transformateurs (En plusieurs lots)	Djibouti	Dj: Sustainable Electrification Program - P158505	Invitation for Bids	French	December 10, 2019
Construction de 17 systèmes d'approvisionnement en eau potable en milieu rural	Benin	Benin Water and Urban Septage Management - P156738	Invitation for Bids	French	December 10, 2019
Réalisation Etudes d'APS, d'APD et préparation des DAO pour l'interconnexion entre IRIS et le RIN, le	Cameroon	CM-Electricity Transmission	Contract	French	December