

PROCUREMENT FOR DEVELOPMENT

Finding Business Opportunities in
World Bank-Financed Projects



The World Bank Group comprises five institutions

IBRD

Provides financing for **middle-income** developing countries
International Bank for Reconstruction and Development

IDA

Provides financing for **low-income** developing countries
International Development Association

IFC

Mobilizes **private sector** investment
International Finance Corporation

MIGA

Provides **political risk insurance and guarantees**
Multilateral Investment Guarantee Agency

ICSID

Conducts **international arbitration** to settle investment disputes
International Centre for Settlement of Investment Disputes

IPF - Investment Project Financing

- Provides IBRD loans, IDA credits, grants and guarantee financing to governments.
- Funds physical & social infrastructure necessary to reduce poverty and create sustainable development.

\$250 billion of active total net commitment IPF projects

40k procurement opportunities advertised each year, covering works, goods, consulting and non-consulting services



CORPORATE PROCUREMENT



Internal WB Operations and Missions

- Supplies goods, services, construction, and consulting services to **over 150 World Bank Group offices** around the world.
- Includes Short-term consultancy opportunities in early stages of Bank-funded projects.
- Procurement is carried out by the World Bank.
- [Visit site here.](#)

OPERATIONS PROCUREMENT






World Bank-Financed Projects

- Procurement of the goods, civil works, and consulting services needed to implement projects
- Procurement is carried out by borrowing countries, in accordance with the Bank's procurement framework, with support, advice and monitoring by Bank operational teams.



Role of the Bank

-  Ensure funds are used only for the purpose for which they were granted
-  Provide oversight with prior and post procurement reviews
-  Provide Borrowers with implementation support








Role of World Bank Client Countries

-  Prepare Procurement Strategy
-  Plan procurement
-  Seek offers from market
-  Evaluate offers and determine the Most Advantageous Bid / Proposal
-  Award, sign, and manage contracts



Role of Suppliers

-  Provide feedback in Early Market Engagement
-  Research project and country context
-  Identify and respond to opportunities
-  Read and complete bidding documents
-  Provide feedback on your experience

The World Bank's Procurement Framework, which is applied to Bank-financed investment projects, promotes tailored procurement approaches that emphasize **quality**, and **value** for public spending, while enabling adaptation to country contexts.



- Billions of dollars worth of business



- Opportunities to work globally
- Opportunities to enter developing markets



- Equal opportunity & fair treatment
- Certainty of process & high standards of integrity
- High certainty of payment



- Variety of contract sizes
- Opportunities suitable for SMEs to large multinationals



- Wide variety of sectors
- Demand for variety specialization

To address feedback from the business community and improve project outcomes, the Bank is now:

- Mandating **minimum quality weightings** in Rated Criteria for international procurements.
- Requiring **early market engagement** for large contracts to optimize procurement strategies and approaches to delivery
- Collaborating with Borrowers to **aggregate smaller contracts** into larger packages
- Offering **direct payment** for large international procurements
- Improving the **procurement complaint handling** system
- Building **client capacity** by expanding HEIS and BFP in select states
- Mandating minimum 30% of labor costs to be allocated to **employment of local workers.**



OPPORTUNITIES IN WATER SECTOR

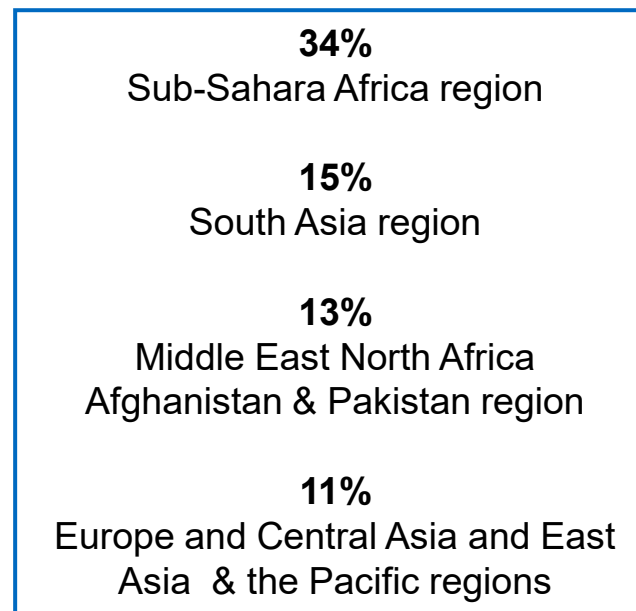
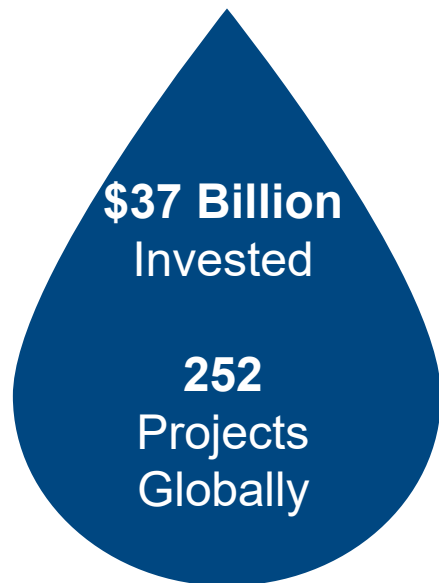


Vision for a Water Secure Future

Our vision is to achieve water security through three pillars: Water for People, Water for Food, and Water for Planet. We will accelerate access to safe water, sanitation, and hygiene; boost food production and farmer livelihoods; and reduce water-related risks through sustainable resource management.

We will deliver this vision with scalable solutions that combine infrastructure, policy, and private sector engagement, supported by knowledge sharing and strong partnerships. By working with governments, utilities, private sector, and development partners, we aim to make water security and job creation a reality for all.

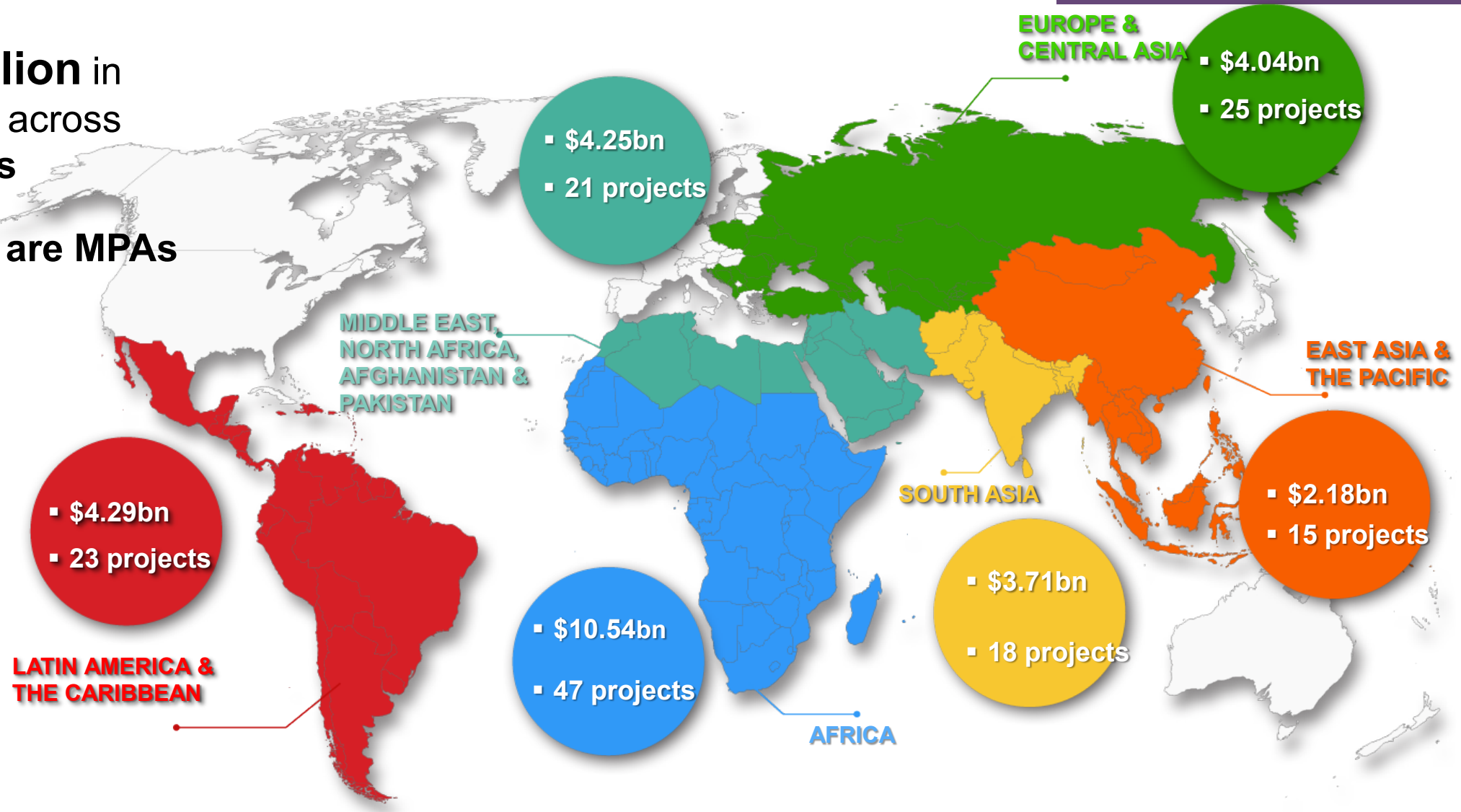
Country Engagement (IBRD/IDA) FY16-FY25



WATER ACTIVE PORTFOLIO

WATER

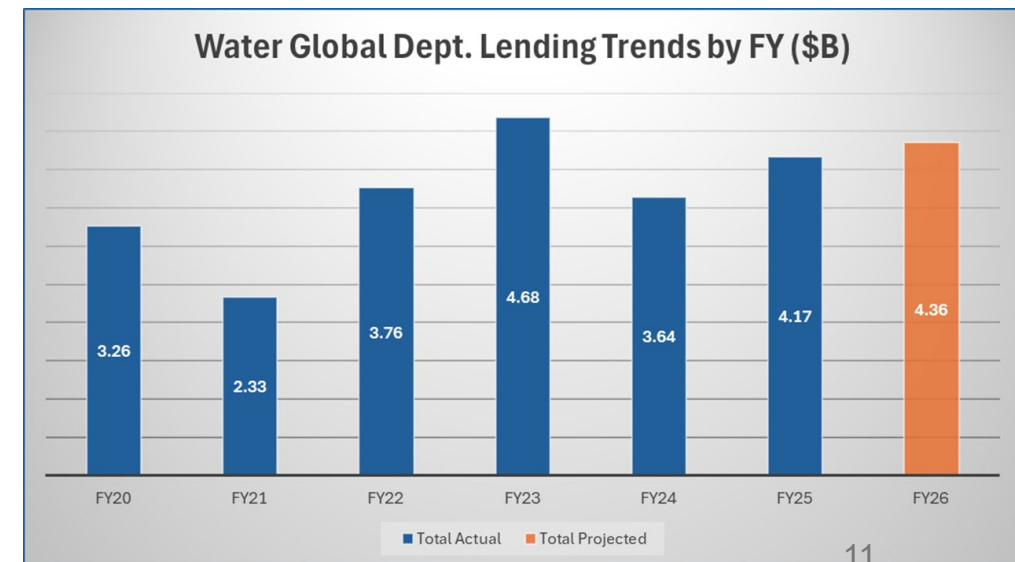
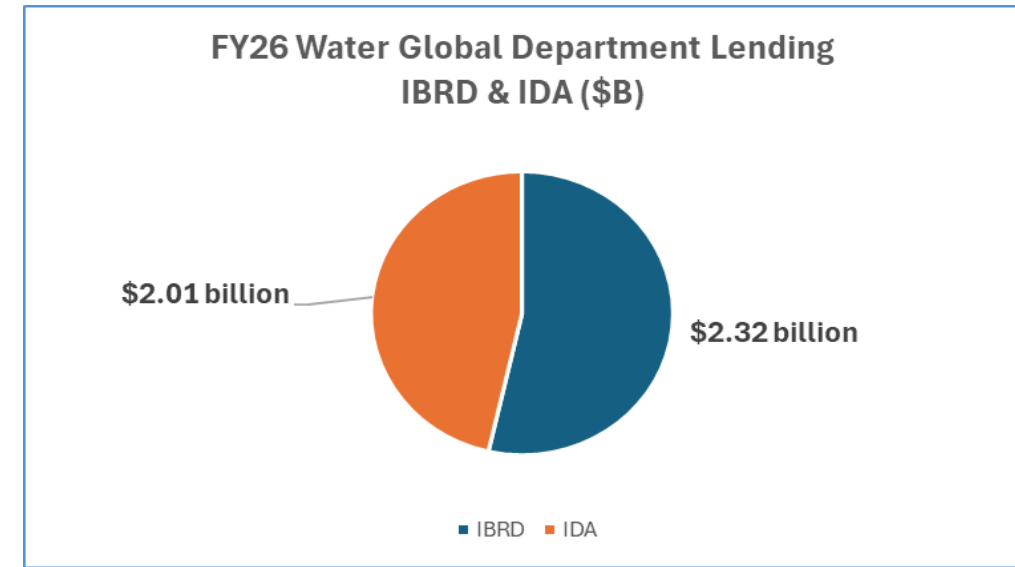
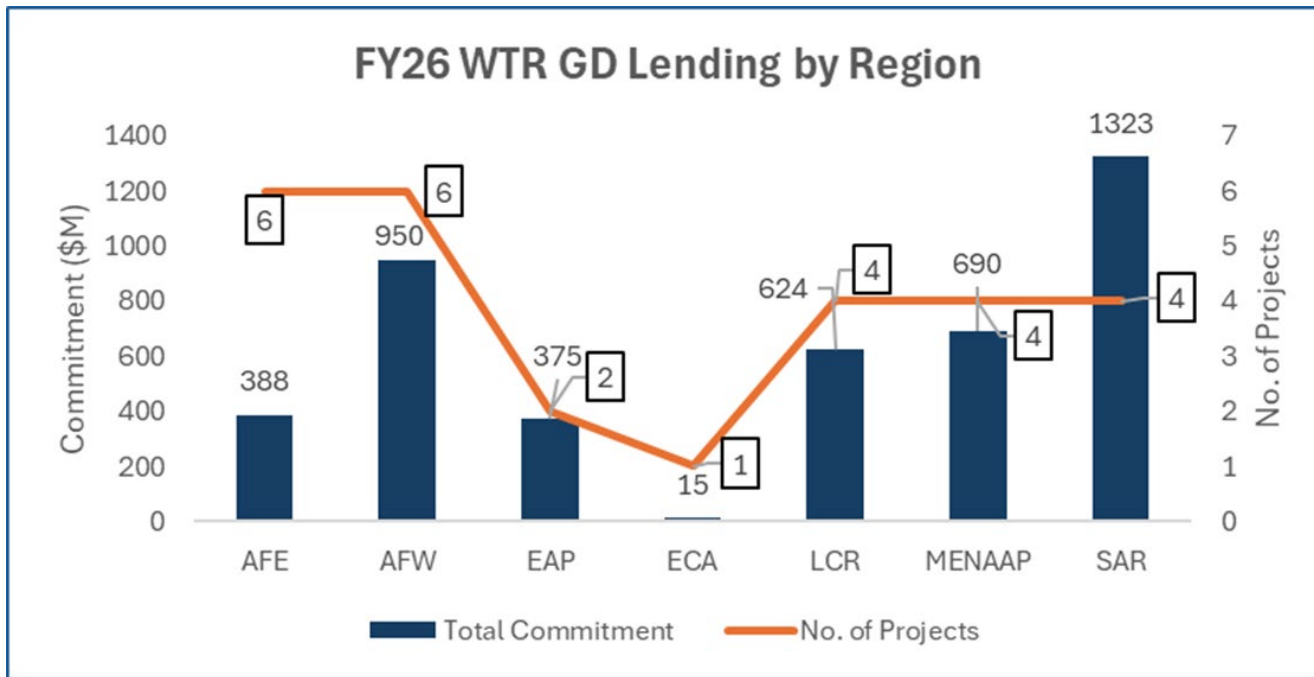
- **\$29.01 billion** in investments across **149 projects**
- **15 projects** are MPAs



WATER FY26 LENDING PIPELINE

WATER

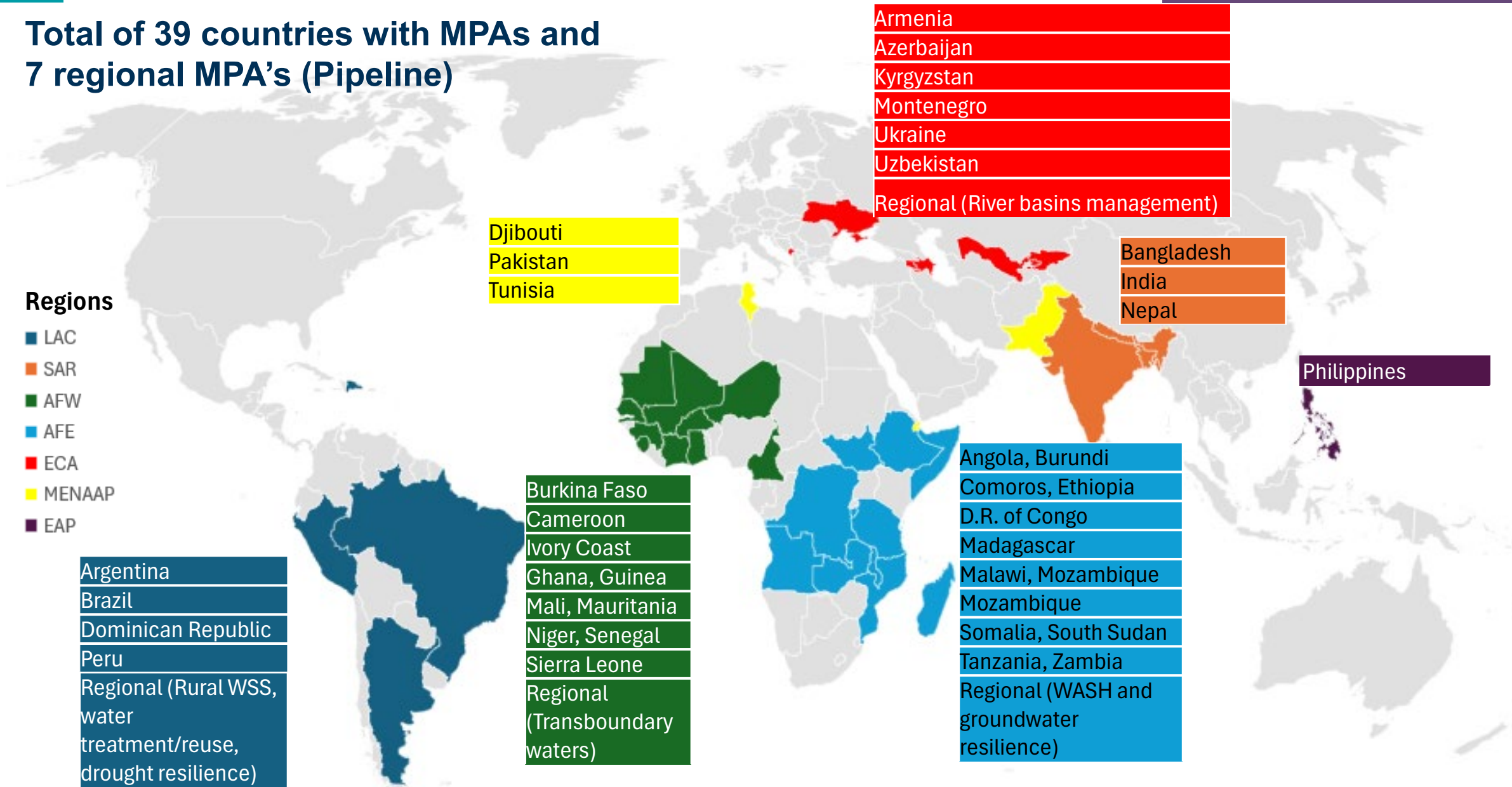
FY26 Water GD lending consists of 27 projects with a total commitment value of \$4.36B (IBRD – \$2.32B, IDA – \$2.01B, and others – \$25M). 11 of these projects are MPAs valued at \$2.09B.



TENTATIVE MPA FY26 PIPELINE

WATER

Total of 39 countries with MPAs and 7 regional MPA's (Pipeline)



Regions

- LAC
- SAR
- AFW
- AFE
- ECA
- MENAAP
- EAP

Argentina
 Brazil
 Dominican Republic
 Peru
 Regional (Rural WSS, water treatment/reuse, drought resilience)

Djibouti
 Pakistan
 Tunisia

Burkina Faso
 Cameroon
 Ivory Coast
 Ghana, Guinea
 Mali, Mauritania
 Niger, Senegal
 Sierra Leone
 Regional (Transboundary waters)

Armenia
 Azerbaijan
 Kyrgyzstan
 Montenegro
 Ukraine
 Uzbekistan
 Regional (River basins management)

Bangladesh
 India
 Nepal

Angola, Burundi
 Comoros, Ethiopia
 D.R. of Congo
 Madagascar
 Malawi, Mozambique
 Mozambique
 Somalia, South Sudan
 Tanzania, Zambia
 Regional (WASH and groundwater resilience)

Philippines

WHAT SHOULD SUPPLIERS KNOW ABOUT OPPORTUNITIES IN THE WATER SECTOR

Water Sector Project Types



- Water Supply Infrastructure
- Rehabilitation & resilient Systems
- Wastewater reuse & desalination (PPPs and blended Finance)
- Support of regulatory frameworks and institutional setup



- Irrigation & Drainage
- Construction & rehabilitation
- Modernization of irrigation infrastructure
- Support of drip-Irrigation, sprinkler systems
- Climate-resilient technologies



- Ecosystem restoration
- Promotion of nature-based solutions
- Circular water economy & resource efficiency
- Construction & rehabilitation of dams and reservoirs
- Green infrastructure and Water storage
- Integrated water resource management

Contract Structures

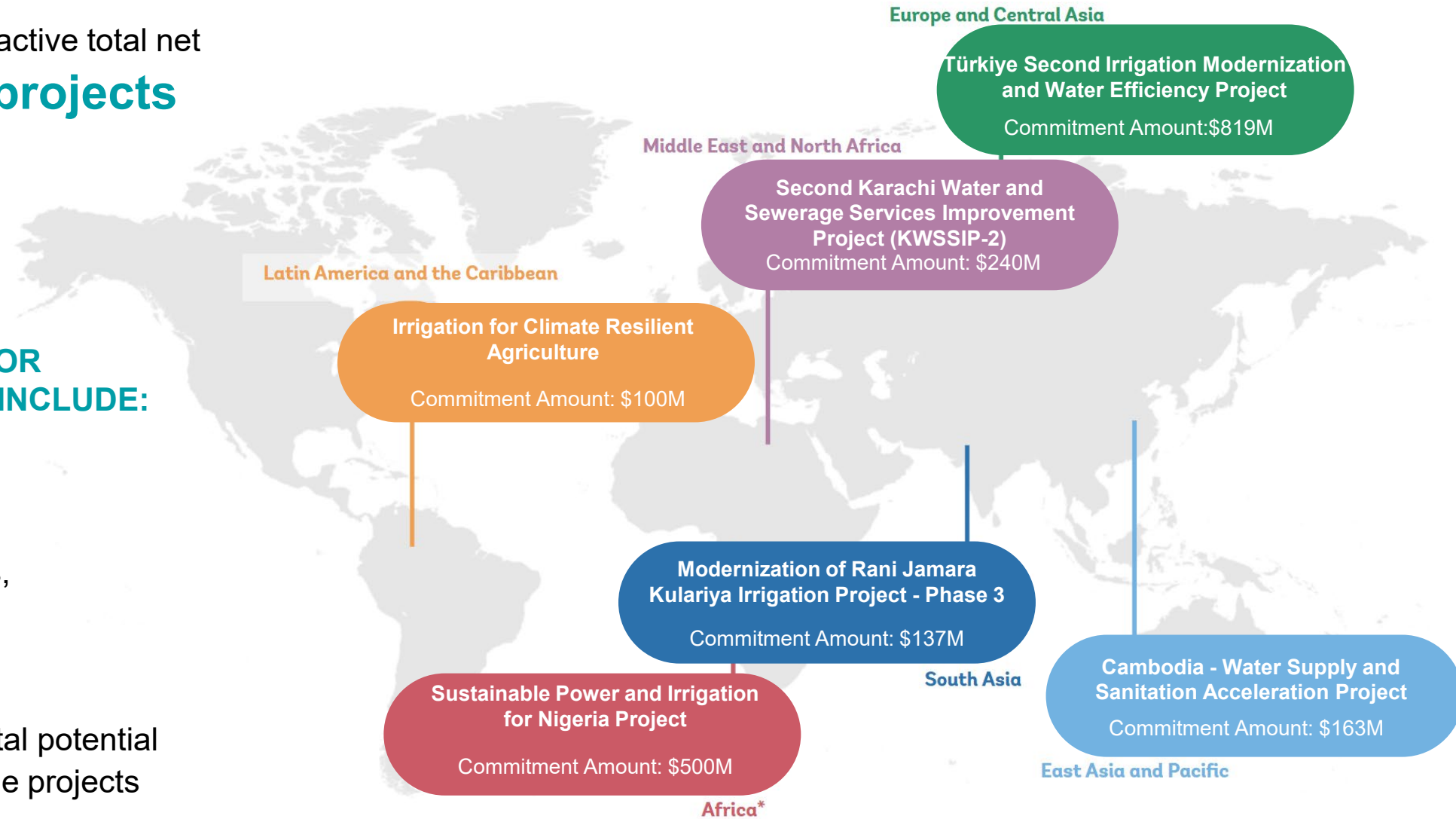
Borrowers	Contract Types	Procurement Methods
<p>Some key aspects sought by Borrowers include:</p> <ul style="list-style-type: none"> • Increased value in innovative approaches • Technical expertise especially for complex contracts • Financial soundness • Robust risk management <p>Bidders encouraged to propose design or methods that optimize sustainability and life-cycle costs (LCC)</p>	<ul style="list-style-type: none"> • Lump-sum • Admeasurement • Performance and time based • Reimbursable-cost • Framework agreements • PPP contracts <p>The WBG is increasingly focusing on mobilizing private capital and expertise.</p>	<p>Chosen based on contract value, size, and complexities:</p> <ul style="list-style-type: none"> • ICB and NCB • Shopping and direct contracting • Design-Bid Build (DBB) • Design Build (DB) • Design-Build-Operate (DBO) • Engineering, Procurement and Construction (EPC)

\$29.01 billion active total net commitment in **149 projects**

PROCUREMENTS FOR WATER PROJECTS INCLUDE:

- Irrigation,
- Water Storage,
- Supply,
- Sanitation projects,
- And more!

\$4.36 billion total potential commitment for pipeline projects



* The projects listed here are examples of large projects that were recently approved.

UPCOMING PROCUREMENTS: WATER PROJECTS

OPPORTUNITIES

Project	Procurement
P177004 : Climate Resilience and Water Security in Angola -RECLIMA	Works: Design and Construction of the Expansion of Bulk Water Supply System - Conveyance and Storage and the Expansion and Densification of the Distribution Network and Household Connections in the city of M'Banza-Congo (2 Lots) (\$50M) – November 2025
P178417 : Cambodia - Water Supply and Sanitation Acceleration Project	Works: Infrastructure expansion in Battambang water utility (\$27M) – March 2026 Works: Infrastructure expansion in Pursat water utility (\$21M) – July 2026
P504600 : Water Efficiency and Conservation MPA - Uzbekistan National Irrigation and Energy Efficiency Improvement Project (Phase 1)	Works: Modernization of the Canals including Restoring Hydrotechnical Structures in the Bukhara Region (\$30.7M) – December 2025 Works: Modernization of Pahktabad Canal including Restoring Hydrotechnical Structures (\$25.7M) – June 2027 Works: Modernization of the North Ferghana Main Canal including Restoring Hydrotechnical Structures (\$14.3M) – June 2027 Works: Modernization of the Zang Canal including Restoring Hydrotechnical Structures (\$43.8M) – October 2026
P176615 : Cambodia Water Security Improvement Project	Works: Rehabilitation/construction of dam reservoir structures by increasing and extending embankments within reservoir, new construction and modernization of headworks, and improvement of irrigation systems for Sre Huy sub-project and Svay Chrum sub-project (\$20M) – May 2026

*Upcoming procurements are pulled from the project procurement plan of active projects (hyperlinked)

OPPORTUNITIES IN TRANSPORT SECTOR



Transport is fundamental to supporting economic growth, creating jobs and connecting people to essential services such as healthcare or education.

Challenges:

- ***Access & Poverty:** 1 billion people live >2km from all-weather roads, linking isolation to poverty. 2 billion live without convenient access to reliable public transport systems
- ***Safety Crisis:** Road crashes claim 1.19M lives annually, 93% in developing countries.
- ***Environmental Impact:** Transport contributes 20% of global GHG emissions, potentially rising 60% by 2050 if unchecked.

Solutions:

- ***Ambitious Investments:** High-quality public transport, non-motorized options, and cleaner technologies.
- ***Strategic Corridors:** Enhance regional integration and connectivity; and tackle food security
- ***Resilient Roads and Logistics:** Modernize ports, connect farms to markets, enhance road predictability.
- ***Goals:** Balance mobility demand with fiscal and environmental sustainability.

Initiatives:

- Global Facility to Decarbonize Transport (GFDT)
- Global Road Safety Facility (GRSF)
- Africa Transport Policy Program (SSATP)
- Sustainable Mobility for All (Sum4All)

Country Engagement

- *Portfolio of **179 projects in over 90 countries** with **\$40.9 bn** in active commitments.
- *Over 40% of the Active Portfolio is in Africa, followed by SAR (16%), LAC and MNA (12% each), ECA (11%) and EAP (8%)
- *279 operations approved in the FY17-25 period, with over \$45bn in new lending
- *55% of this lending contributed directly to Climate Change Adaptation and Mitigation
- *Although Roads is still the predominant subsector, the annual lending and subsequently the portfolio has been shifting to other modes such as Urban Transport, Railways and Ports & Waterways, and Road sector projects have strong focus on safety and resilience.

WHAT SHOULD SUPPLIERS KNOW ABOUT OPPORTUNITIES IN THE TRANSPORT SECTOR

COMMON TYPES OF PROJECTS



Roads: Construction, maintenance, rehabilitation, and upgrading of paved/unpaved rural and inter-urban roads and transport corridors; bridges, road asset management, network resilience improvement, and road safety interventions.



Urban transport: Construction, rehabilitation, upgrading of public transport (including network, service, facilities and fleet improvements), mass transit (including all passenger urban and suburban rail systems and Bus Rapid Transit (BRT)), non-motorized transport (including sidewalks and bicycle lanes), urban roads, bridges, and ITS equipment applying “complete streets,” safe systems or people-centric traffic management approaches, and other urban infrastructure and services consistent with sustainable transport concept.



Rail: Construction, rehabilitation, upgrading of railway lines, multi-modal connections, stations, rolling stock and systems for passengers and freight; signaling, rail safety and asset management improvements that translate into improved services.



Ports/waterways: Construction, rehabilitation, and upgrading to improve navigability / capacity augmentation of ports and waterways (e.g., ferry services, cargo ports); improvement of port and terminal infrastructure, fleet safety improvements and modernization for ports



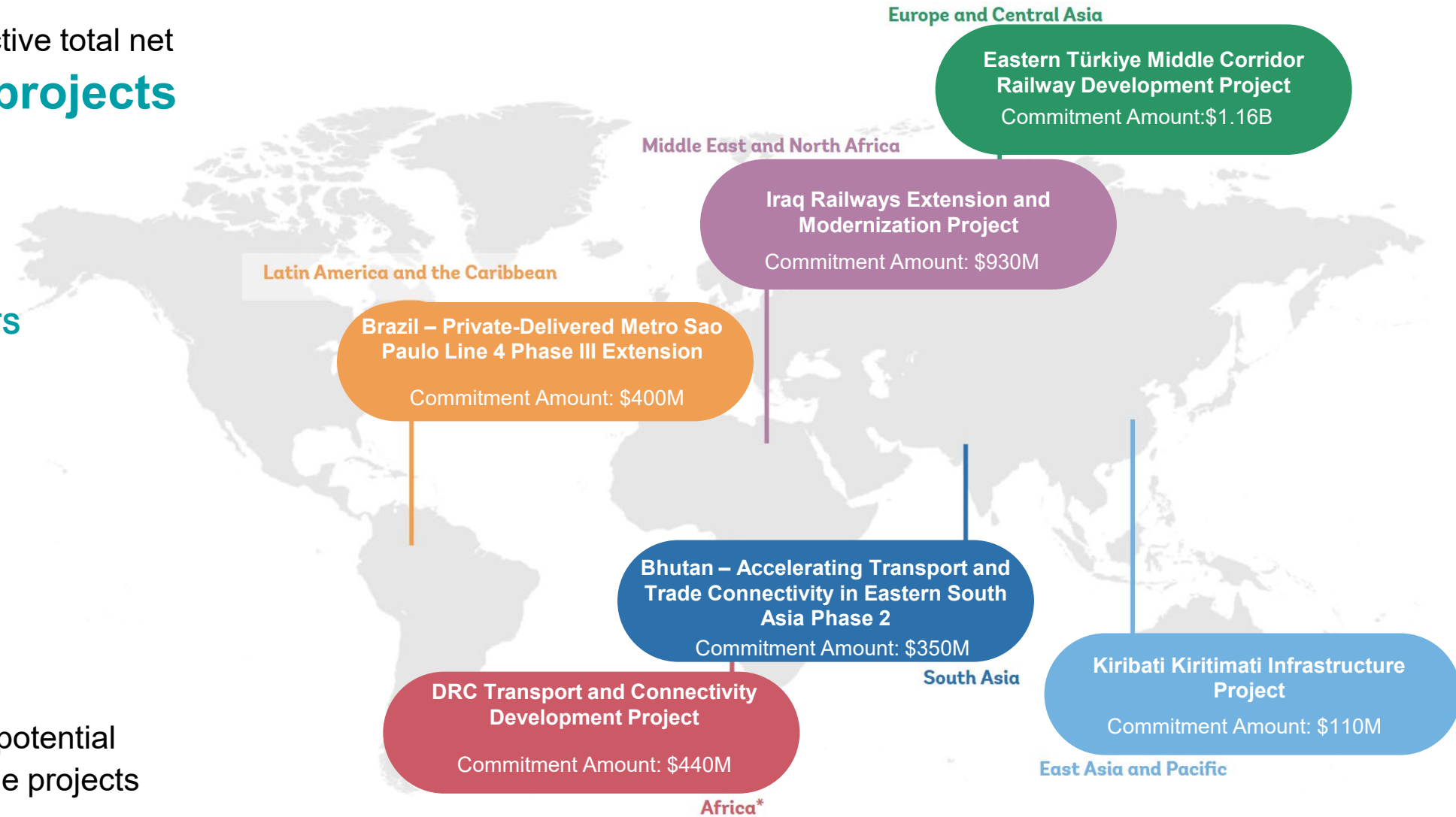
Aviation: Airport services and infrastructure investments (terminals, runways, roads), and modernization of Air Navigation Systems that translate into improved transportation services.

\$40.9 billion active total net commitment in **179 projects**

PROCUREMENTS FOR TRANSPORT PROJECTS INCLUDE:

- Railway,
- Road & highway,
- Ports,
- Airports,
- Waterways,
- Urban mobility,
- And more!

\$10 billion total potential commitment for pipeline projects



* The projects listed here are examples of large projects that were recently approved.

UPCOMING PROCUREMENTS: TRANSPORT PROJECTS

OPPORTUNITIES

Project	Procurement
<p>P180579: Benin – Grand Nokoué Sustainable Urban Mobility Project (GN-SUMP)</p>	<p>Works: Rehabilitation works of access roads and crossings in Cotonou in support of sustainable urban mobility in the Cotonou agglomeration (ATC Mobility) (\$50M) – November 2025</p> <p>Works: Works of a Central Traffic Regulation Post, upgrading of Tricolor Light Signals, and the connection of traffic light intersections in 4 cities (\$17M) – February 2026</p> <p>Works: Sanitation and development works on a section of street (\$18M) – February 2026</p> <p>2 Works Procurement: Reconstruction works for bridges (\$25M / \$55M) – March 2026</p>
<p>P179770: Southern Niger Connectivity and Integration Project</p>	<p>Works: Routine and periodic road maintenance resilient to climate change (\$14M) – November 2025</p> <p>Works: Rehabilitation works of rural roads in the Maradi-Zinder regions (240 km) (\$24M) – December 2025</p>
<p>P175235: Central Africa Regional Waterways Project</p>	<p>Works: Design & Build: technical studies and construction works for the Port of Yoro (\$11M) – December 2025</p>
<p>P176549: Bangladesh - Accelerating Transport and Trade Connectivity in Eastern South Asia</p>	<p>Goods: Supply, Installation, Testing and Commissioning of On-grid & Off-grid Solar System and External Electrification System at three land ports (\$23M) – January 2026</p>
<p>P506425: Kiribati Kiritimati Infrastructure Project</p>	<p>Works: Civil Works for Cassidy Airport and London Town roads (\$85M) – April 2027</p>
<p>P504253: Brazil Proactive, Safe, and Resilient Road Asset Management Program</p>	<p>3 Works procurements: Highway (\$90M / \$92M / \$84M) – May 2026</p>

OPPORTUNITIES IN ENERGY SECTOR



MISSION

Support countries in meeting their people's energy needs, while allowing them the flexibility to pursue pathways that align with their development goals, national circumstances, and Nationally Determined Contributions.

CORE PRIORITIES



Enhancing grid performance

Expanding energy supply

Ensuring responsible emissions management

IPF COUNTRY ENGAGEMENT (IBRD/IDA) FY16-FY25

70%

Representation of IPF
in the Energy Global Practice

330

projects

\$44bn

total investment amount

~50%

in Sub-Saharan African
countries

\$24.5bn

investment in Energy
Networks

\$12.1bn

investment in Renewable
Energy Generation

World Bank Energy Sector Projects: Typical Scope (ICB-Works)

- **Energy Networks projects** encompass activities aimed at modernizing and expanding energy infrastructure:
 - Building & upgrading of **transmission lines and substations** (including Gas-Insulated Substations),
 - Strengthening **distribution networks**,
 - Deploying **Advanced Metering Infrastructure**,
 - Implementing **Supervisory Control and Data Acquisition (SCADA)** and grid **control systems**, and
 - Developing **rural mini-grids** to enhance access in underserved areas.
- **Renewable Energy Generation projects** focus on increasing clean energy supply and improving the reliability of existing assets.
 - Key initiatives include the development of **utility-scale solar photovoltaic (PV) facilities**—often integrated with battery storage—and the **rehabilitation of hydropower** plants to boost efficiency and sustainability.



Contract Structures

- **Variety in contract packages:** Technical specifications and commercial conditions vary by contract package. Bidders are advised to **carefully review the specific requirements** outlined for each package.
- **Common approaches for Civil Works:** For Works, both Design-Bid-Build and Design-Build approaches with Request for Bids/Proposals are widely used.
 - Design-Bid-Build is typically used for **construction/rehabilitation of networks** for electricity/heat.
- **Turnkey contracts:** Design-Build and EPC (Engineering, Procurement, Construction) **Turnkey contracts** are both common, especially for large, complex infrastructure (High voltage transmission infrastructure, and power plants).
- **EPC+O&M (multi-year Operation & Maintenance):** These are increasingly used for **mini grids, solar PV, and battery storage (BESS)** to ensure long-term reliability and supplement the institutional capacity for O&M.



ENERGY & EXTRACTIVES IPF PORTFOLIO

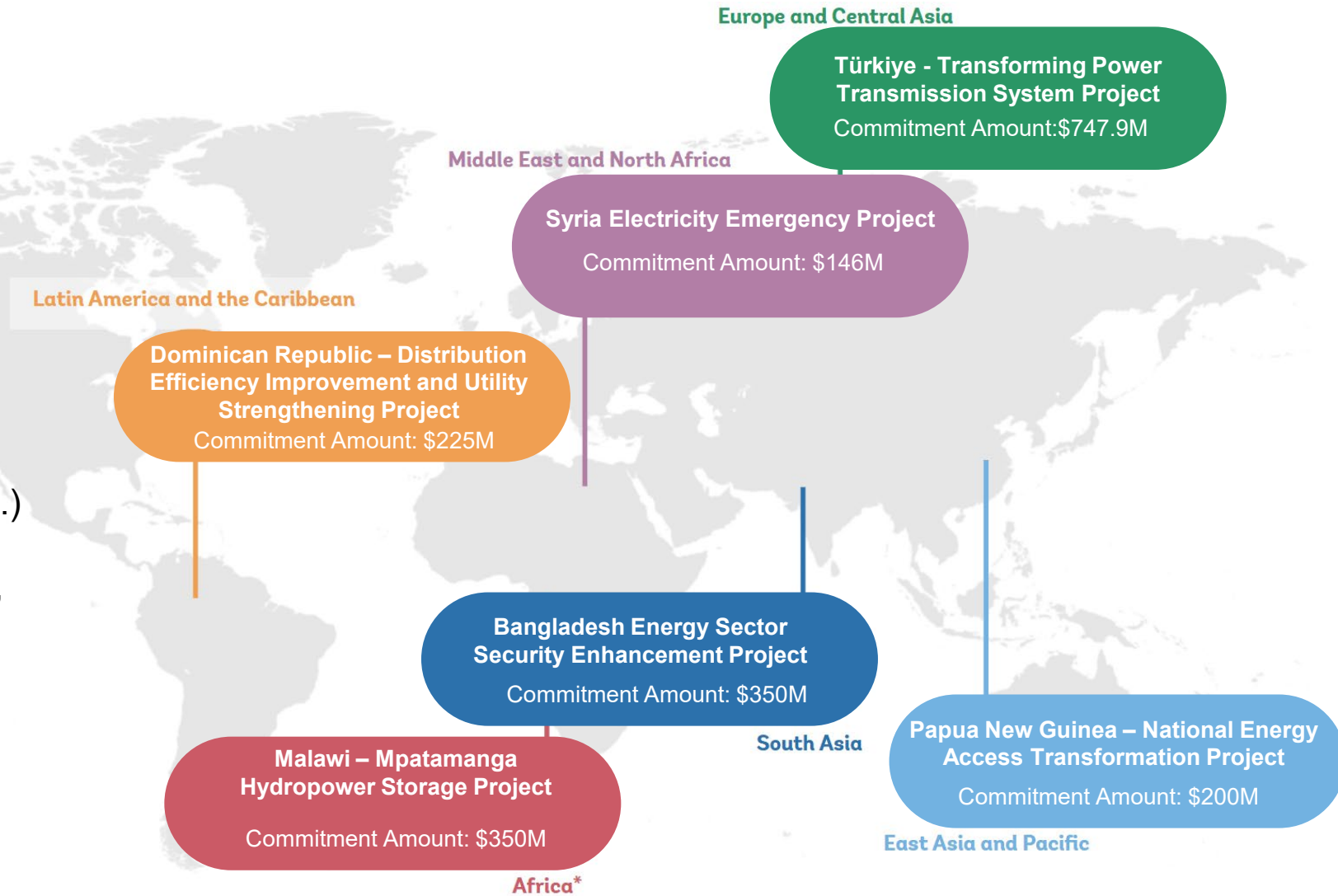
ENERGY

\$33 billion active total net
commitment in **188 projects**

PROCUREMENTS FOR ENERGY PROJECTS INCLUDE:

- Transmission lines/substations,
- Distribution lines/substations,
- Network systems (SCADA, AMI, etc.)
- Energy Storage (BESS, PSP, etc.)
- Renewables (Solar PV, Hydro, etc.),
- Mini-Grid (e.g., solar PV + BESS),
- and more.

\$7 billion total potential
commitment for pipeline projects



* The projects listed here are examples of large projects that were recently approved.

UPCOMING LARGE PROCUREMENTS: ENERGY & EXTRACTIVES PROJECTS

OPPORTUNITIES

Project	Procurement
P178286 : Kyrgyz Renewable Energy Development Project	Works : Design, Supply and Installation of Tar Hydropower Plant including construction of the power-line – November 2025
	Works : Design, supply and installation of Isanova substation 220 kV – January 2026
	Works : Design, Supply and Installation of overhead transmission line 220/110 kV – January 2026
P166805 : Angola - Electricity Sector Improvement and Access Project	Works : Expansion and upgrade of the telecommunication network (\$23M) Works : Supply, Installation and Services to Implement a Top-Quality Modular Data Center and Reliable ICT Infrastructure (\$14M)
P180512 : Dominican Republic – Distribution Efficiency Improvement and Utility Strengthening Project	Works : Rehabilitation of medium voltage and low voltage distribution lines and the standardization of connections to MV clients. (\$60M, \$40M, \$30M) – October 2025 Goods : Supply and installation of metering systems (\$29M, \$12M, \$5M) – October 2025 Goods : Acquisition, installation, and commissioning of a metering data management system (\$12M) – October 2025 Goods : Acquisition, installation, and commissioning of the commercial system (\$24M) – May 2026

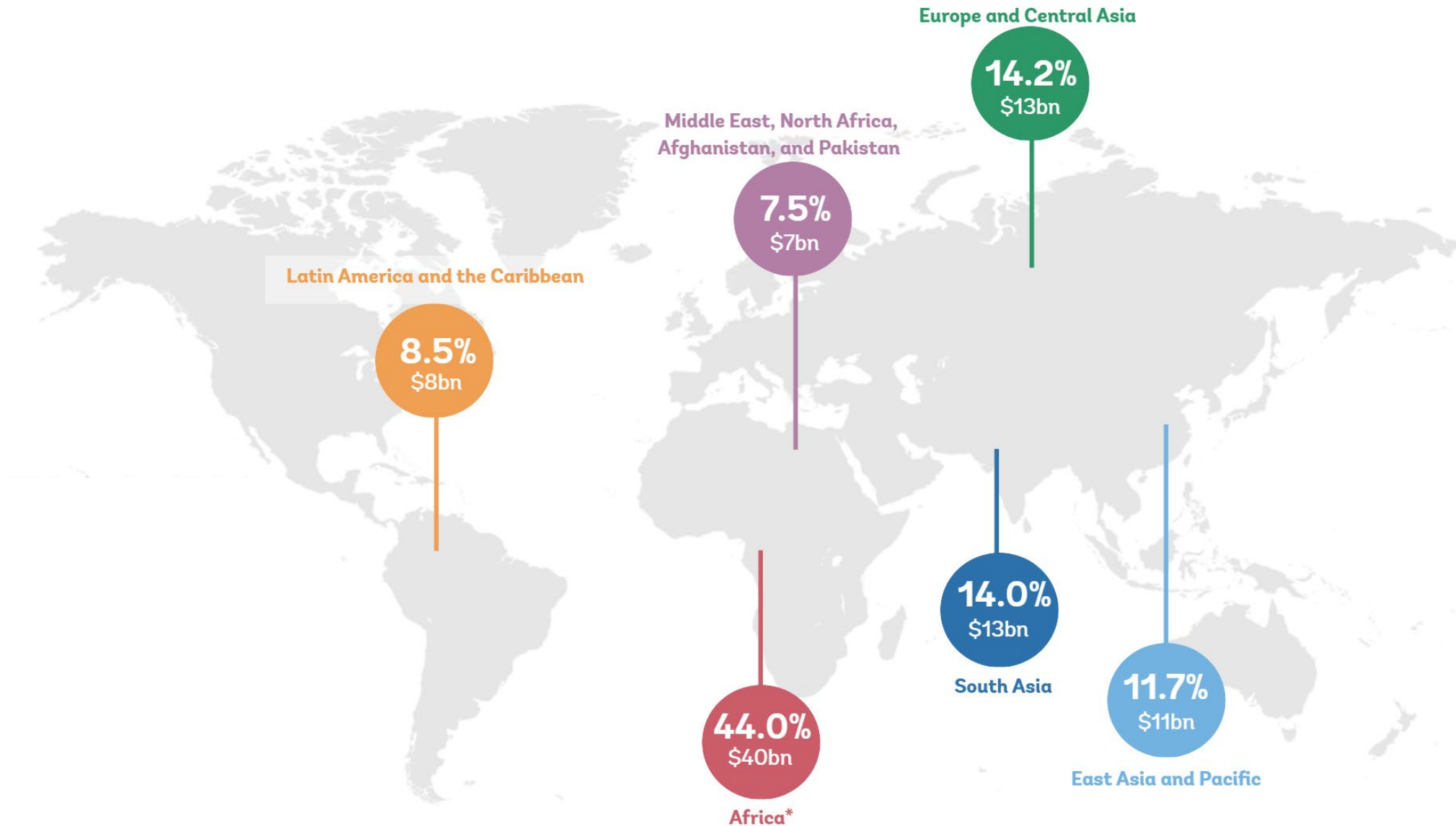
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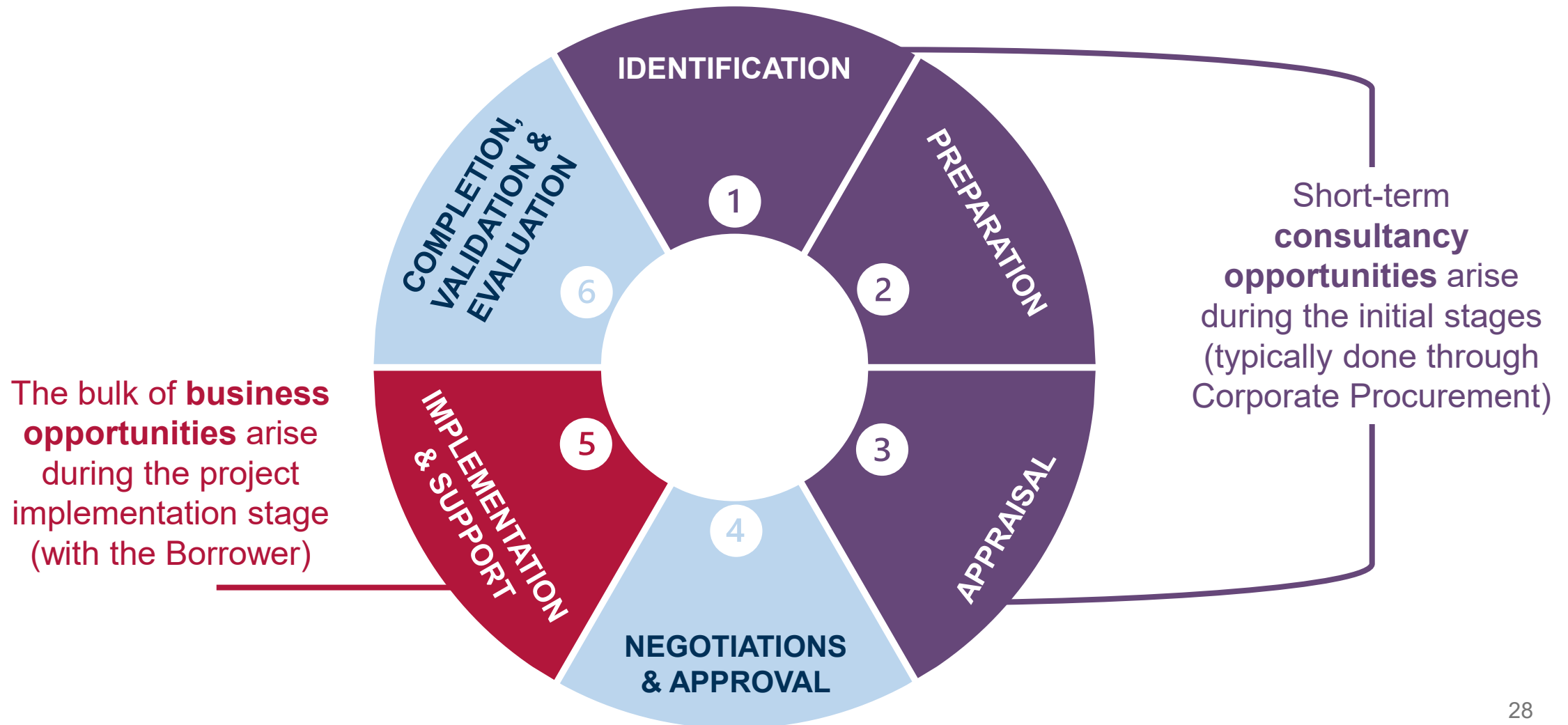
RESOURCES FOR SUPPLIERS



IPF CONTRACT AWARD BY REGION FY21-FY25



WORLD BANK PROJECT CYCLE



SAMPLE OF UPCOMING EARLY MARKET ENGAGEMENTS

EARLY MARKET ENGAGEMENT OPPORTUNITIES

Solomon Islands

October 17th, 2025 – Early Market Engagement for large works procurement for runway upgrading and drainage improvements.

Bangladesh

October 2025 – Early Market Engagement for large upcoming goods procurements for the supply, installation and operation of river information system (RIS).

Morocco

October – December 2025 – Early Market Engagement for large upcoming works procurements for the construction of plant and transmission lines (Plant expected capacity of 300 MW)

Madagascar

October 2025 – Early Market Engagement for multiple large upcoming works procurement for the improvement of drinking water supply infrastructure, extension of water supply systems, construction of water treatment plant and upgrade of water production plant.

Kenya

October 2025 – Early Market Engagement for large works procurement for the construction of bridges, bridge approaches, access roads, and associated infrastructure at Rhamu and Mandera.

Eswatini

December 2025 – Early Market Engagement for large works procurement for the construction of substations and transmission lines

VISIT THE **SUPPLIER'S HUB** ON OUR WEBSITE TO LEARN ABOUT OPPORTUNITIES TO BID ON CONTRACTS IN PROJECTS FINANCED BY THE WORLD BANK.

- ▶ EXPLORE A **FULL LIST OF CURRENT AND UPCOMING** BUSINESS OPPORTUNITIES
- ▶ CONSULT **PROCUREMENT GUIDANCE** AND POLICIES
- ▶ E-LEARNING FOR SUPPLIERS
- ▶ CHECK **"UPCOMING EVENTS"** IN THE RIGHT NAVIGATION FOR EARLY MARKET ENGAGEMENT SESSIONS AND BUSINESS OUTREACH EVENTS
- ▶ SIGN UP FOR **EMAIL ALERTS** FROM THE WORLD BANK TO STAY INFORMED ABOUT UPDATES TO PROJECTS, INCLUDING NEW PROCUREMENT NOTICES, BASED ON YOUR INDICATED INTERESTS

[WORLD BANK .ORG/PROCUREMENT](https://www.worldbank.org/procurement)

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