

WORLD BANK OPERATIONS PROCUREMENT

*Howard Centenary
Lead Procurement Specialist
September 2025*



“Our mission is to end extreme poverty and boost shared prosperity on a livable planet.”



PROTECTION FOR THE POOREST



221.8 million

people directly benefited from social safety net operations

GREEN AND BLUE PLANET & RESILIENT POPULATIONS



123.2 million

people supported with enhanced resilience to climate risks

CONNECTED COMMUNITIES



142.4 million

people benefited from improved access to transportation



Mission 300

Bringing clean, stable, affordable energy to 300 million Africans by 2030.

Health Services

Providing quality, affordable healthcare to 1.5 billion people by 2030.

Creating Jobs

Closing the jobs gap, unlocking opportunities for people and communities.

The World Bank 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 credit 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

\$215.94M

Value of IPF Contracts Awarded to
Japan-Based Suppliers from FY21 to FY25

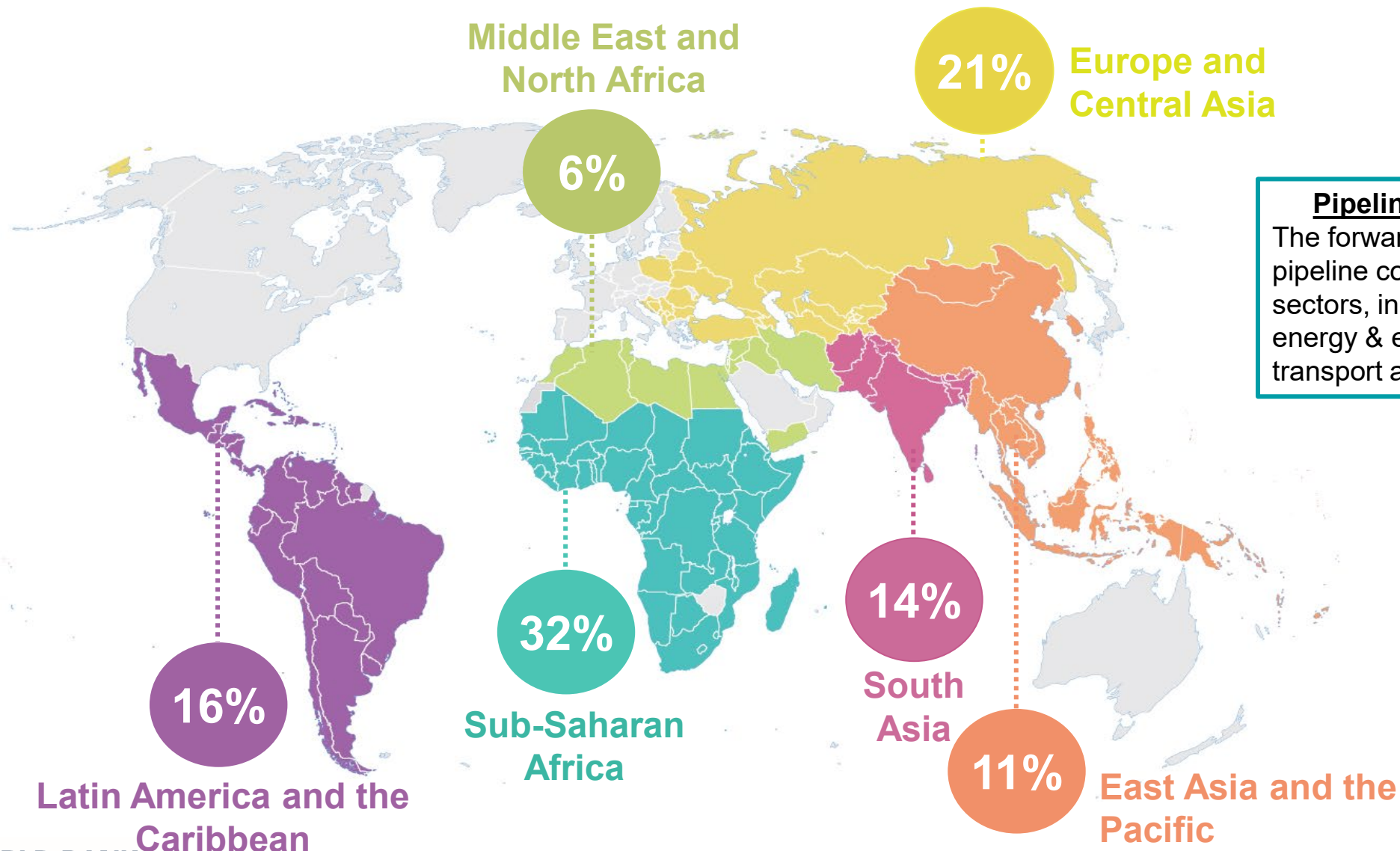
70

Number of IPF Contracts Awarded to
Japan-Based Suppliers from FY21 to FY25



GLOBAL COMMITMENTS BY REGION

OVERVIEW






Pipeline Projects

The forward investment pipeline covers many sectors, including in energy & extractives, transport and water.



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.**



RATED CRITERIA

PROCUREMENT

Since 2016, the Bank's Procurement Framework has permitted the use of Rated Criteria to evaluate Bids and Proposals.

What are Rated Criteria?

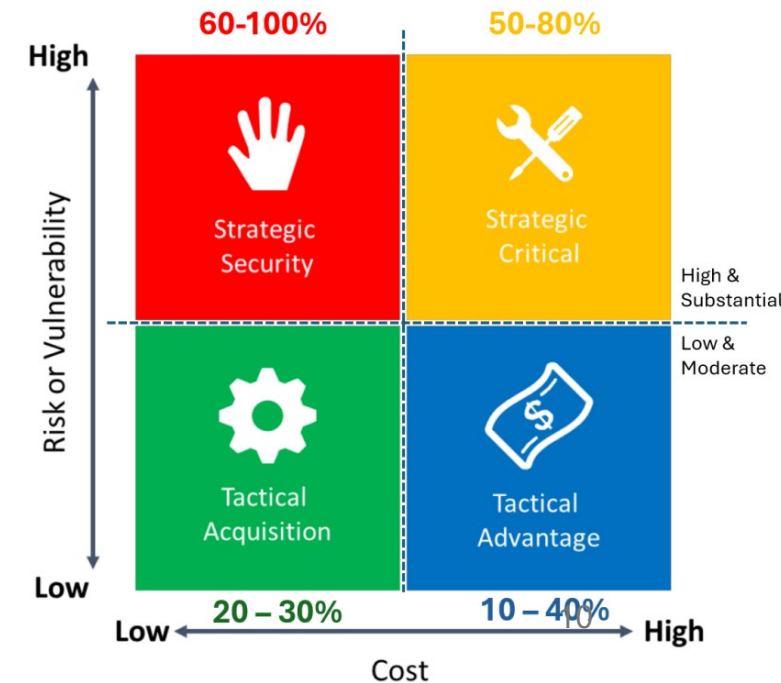
Rated criteria are evaluation criteria used to assess non-price attributes of bids or proposals. They are designed to ensure that the evaluation is comprehensive, transparent, and aligned with the objectives of the procurement.

Since 2023

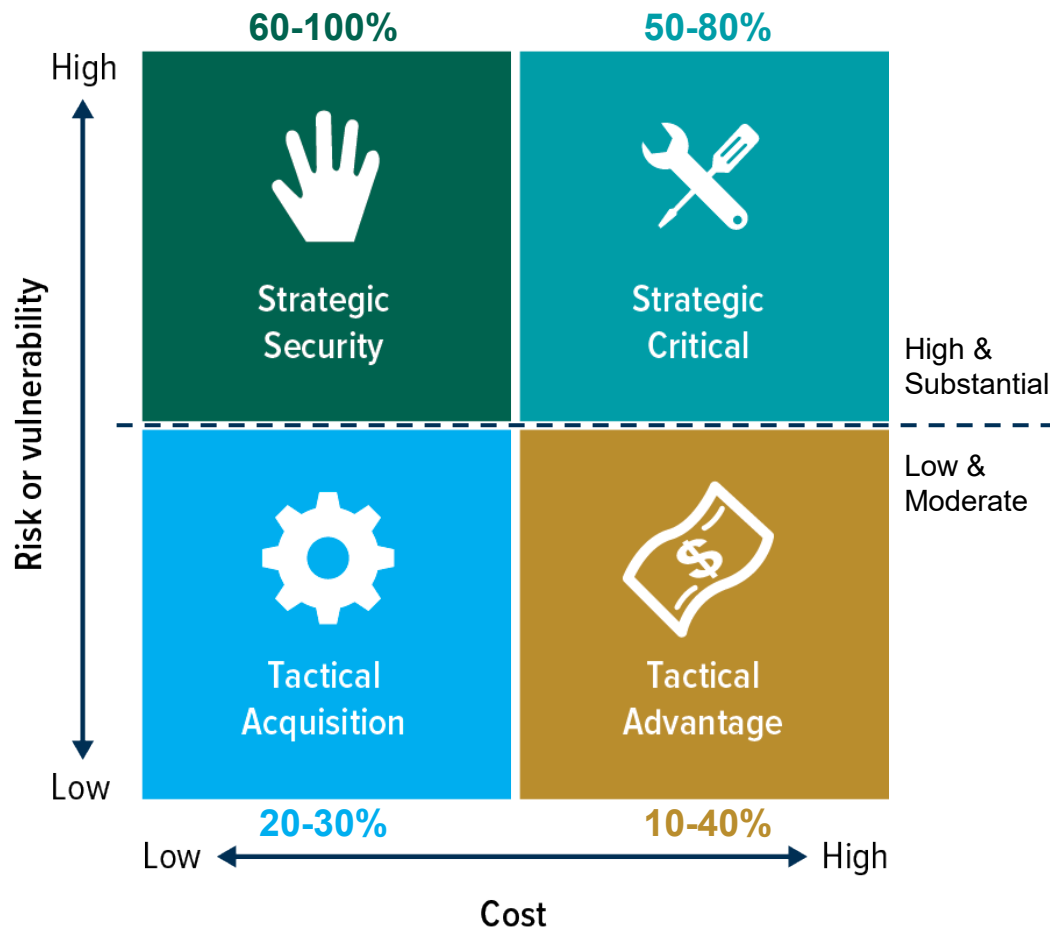
International procurements using Bank Standard Procurement Documents must use rated criteria in their evaluations.*

As of March 2025

International procurements must use specific minimum quality weightings based on their value and risk, meaning most international procurements will require a **minimum 50% weighting for quality**.



RATED CRITERIA: DETERMINING WEIGHTS



Non price weight for each contract will be informed by the risk and value

How can contractors help with calibrating the right weights

- Provide feedback on the borrower's assessment of risks
- Provide feedback on the nonprice factors proposed by borrowers
- Suggest Criteria that can be applied to different types of procurement

Key Risks/Challenges	Mitigations
Supplier complaints	<ul style="list-style-type: none"> • Borrower technical capacity and good governance both for designing evaluation criteria and evaluation • Well defined evaluation criteria and methodology of evaluation specified in the Procurement Documents • Use of third-party probity auditors as appropriate
Capacity of Borrower/Poor quality evaluation	<ul style="list-style-type: none"> • Borrowers' procurement staff trained in use of Rated Criteria • Evaluation panel with appropriate expertise (normally multi disciplinary team) • Provide resources to support evaluators • Moderation of evaluation scores
Personnel involved in the evaluation have conflicts of interest; integrity risk	<ul style="list-style-type: none"> • Conflict of interest protocols applied • Transparency of bid evaluation approach • Appointment of probity auditor • Evaluation panel members to be bound by confidentiality agreements • Separation of Technical and Financial Evaluations (two envelope approach) • Moderation of evaluation scores
“Lower quality” suppliers attempting to win the business with low pricing	<ul style="list-style-type: none"> • Use of minimum quality thresholds • Use of abnormally low-bid provisions
Under performance/not delivering quality features in bid/VfM	<ul style="list-style-type: none"> • Quality features are included as contractual obligations • Close contract monitoring and management, with KPIs included on aspects of key quality features
Procurement takes longer	<ul style="list-style-type: none"> • Planning and bid evaluation may take longer but contract delivery should be more effective and quicker due to fewer changes in requirements during contract delivery and improved supplier performance resulting in reduced cost and time overruns

ENSURING LOCAL LABOR PARTICIPATION IN WORKS CONTRACTS

LOCAL LABOR REQUIREMENT

Local Labor Content Requirement

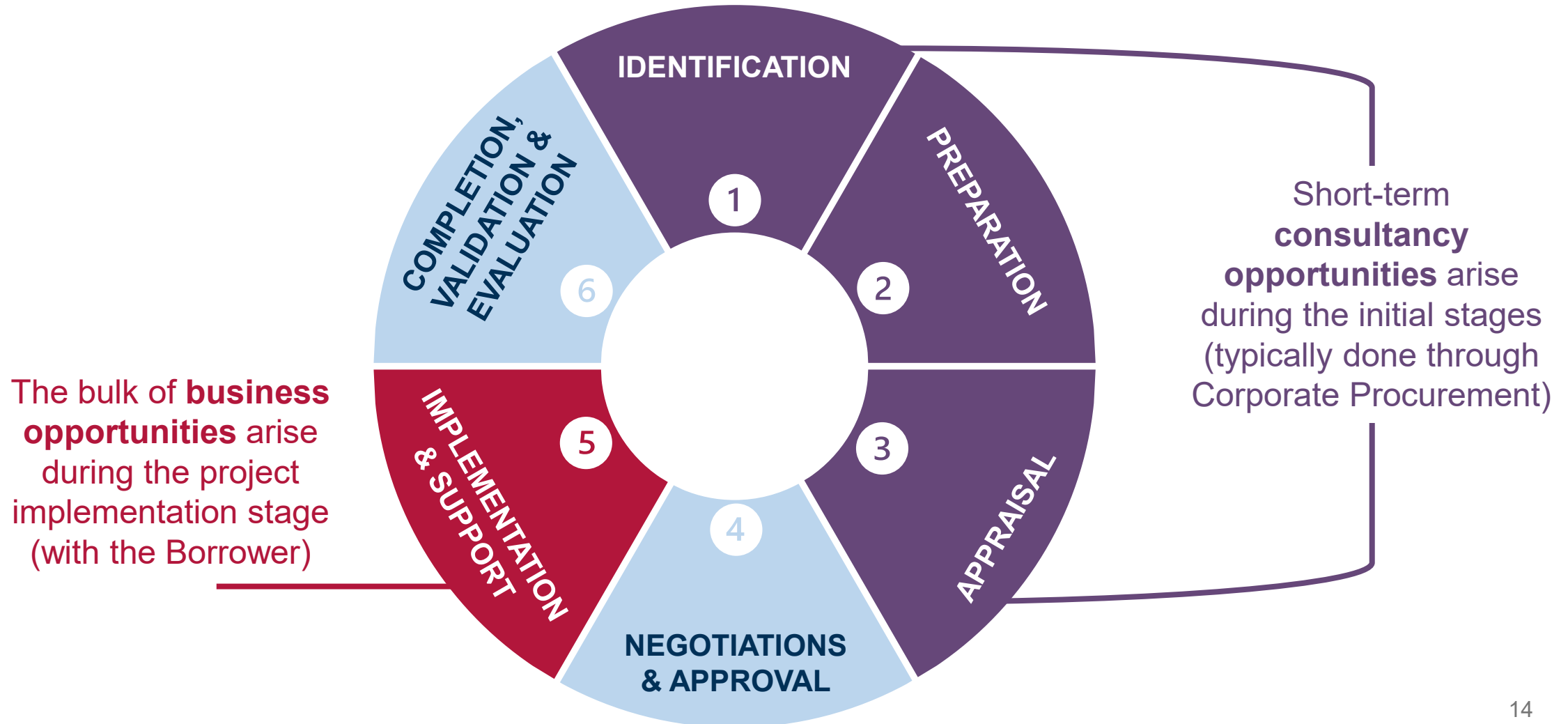
- At least **30% of labor costs in Bidder's total workforce cost to be allocated to employment of the Borrower's local* workers**
- For **new international works procurements** advertised **on/after September 1, 2025**
- Transitional arrangements for ongoing projects
- Bidders to state proposals to develop skills of low and/ or semi-skilled workers, which will be evaluated and scored
- **Review** after 1 year of implementation



IMPACT

- ✓ Create local jobs.
- ✓ Increase skills development.
- ✓ Provide opportunities for local workers.
- ✓ Boost national economy.

WORLD BANK PROJECT CYCLE



VISIT THE SUPPLIERS' HUB ON THE WORLD BANK'S PROJECT PROCUREMENT WEBSITE



VISIT HERE

- Explore a full list of current and upcoming **business opportunities**
- Consult procurement **guidelines and policies**
- Consult **E-Learning** for suppliers
- Stay informed about upcoming and past procurement **events, webinars, and information sessions**
- **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
- **worldbank.org/procurement**

LARGE PROJECTS IN THE PIPELINE

When looking at Projects that have not yet reached Bank Approval stage (Pipeline projects), we find **+200 projects** with a total proposed commitment amount **over \$40Bn.**

Energy, Transport and Water project represent almost 50% of the commitment amounts.

PIPELINE ENERGY PROJECTS



Includes:

- Hydropower,
- Transmission
- Distribution,
- Energy transition,
- And more.

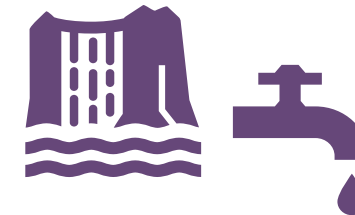
PIPELINE TRANSPORT PROJECTS



Includes:

- Railway,
- Road & highway,
- Urban mobility & connectivity,
- And more!

PIPELINE WATER PROJECTS



Includes:

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

To improve your chances of success:

- Get involved early including through the early market engagement
- Pay attention to the requirements to ensure that you are responsive –
 - Scope of Requirements,
 - Key Experts,
 - Qualification and evaluation criteria
 - Completeness of Bid / Proposal
- Seal and mark your bids/proposals clearly separating technical and financial proposals
- Seek clarification if anything is not clear
- Offer the required bid/proposal validity

QUESTIONS?

Q&A



SAMPLE OF PIPELINE PROJECTS: ENERGY & EXTRACTIVES

OPPORTUNITIES

Project ID	Project Name	Country	Status	Commitment Amount
P507629	Brazil: Decarbonization of Energy-Intensive Value Chains Project	Brazil	Pipeline	+\$1000M
P509251	Kambarata-1 HPP: Sustainable and Transformational Energy Program	Central Asia	Pipeline	+\$700M
P501271	Dorjilung Hydropower Project	Bhutan	Pipeline	\$500M
P507628	Brazil: Energy Transition of the Northeast Region (BNB)	Brazil	Pipeline	+\$500M
P507938	Regional Distributed Access Through Renewable Energy Solutions	Western and Central Africa	Pipeline	\$450M

SAMPLE OF UPCOMING PROCUREMENTS: ENERGY & EXTRACTIVES

OPPORTUNITIES

Project ID	Upcoming procurement examples*	Country	Project Commitment Amount
P179520	Belize Reliant and Resilient Energy System Project <ul style="list-style-type: none"> 4 Upcoming Goods Procurements (+\$10M each) for the supply, install, maintenance of BESS 	Belize	+\$50M
P179797	Green Energy Corridors Project <ul style="list-style-type: none"> Upcoming Works Procurement (+\$60M) for the 400k Songo-Matambo Transmission Line 	Mozambique	+\$100M
P179009	Gas Sector Efficiency Improvement And Carbon Abatement Project <ul style="list-style-type: none"> Upcoming Works Procurement (+\$250M) for the supply, installation and commissioning of gas meters 	Bangladesh	\$300M

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

SAMPLE OF PIPELINE PROJECTS: TRANSPORT

OPPORTUNITIES

Project ID	Project Name	Country	Status	Commitment Amount
P176725	Kenya Urban Mobility Improvement Project	Kenya	Pipeline	\$500M
P504543	Brazil Electromobility Multiphase Programmatic Approach – MPA Phase 1 Caixa	Brazil	Pipeline	\$500M
P181519	Senegal River Valley Connectivity and Integration Project	Senegal	Pipeline	\$200M

SAMPLE OF UPCOMING PROCUREMENTS: TRANSPORT

OPPORTUNITIES

Project ID	Upcoming procurement examples	Country	Project Commitment Amount
P176549	<p>Accelerating Transport and Trade Connectivity in Eastern South Asia Bangladesh Phase 1 Project</p> <ul style="list-style-type: none"> • 3 Upcoming Procurements: <ul style="list-style-type: none"> • 2 Works Procurements (\$30M / \$40M) for the Construction of ancillary facilities • 1 Goods Procurement (\$23M) for the supply, installation, testing and commissioning of on-grid & off-grid Solar System and External Electrification System 	Bangladesh	+\$700M
P176548	<p>Second Solomon Islands Roads and Aviation Project</p> <ul style="list-style-type: none"> • 1 Upcoming Works Procurement (\$15M) for the runway upgrading with drainage improvement. 	Solomon Islands	+\$80M
P166991	<p>Papua New Guinea Resilient Transport Project</p> <ul style="list-style-type: none"> • 1 Upcoming Works Procurement (\$20M) for the Output and Performance Based Highway Maintenance (83KM) 	Papua New Guinea	+100M

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

SAMPLE OF PIPELINE PROJECTS: WATER

OPPORTUNITIES

Project ID	Project Name	Country	Status	Commitment Amount
P505175	Development, Resilience and Valorization of Transboundary Water for West Africa - DREVE	Western and Central Africa	Pipeline	+\$800M
P505190	Bihar Water Security and Irrigation Modernization Project	India	Pipeline	+\$350M
P179643	Access to Basic Services and Performance Improvement Project (PASBAP)	Gabon	Pipeline	\$150M
P505093	Peru: Wastewater Management and Circular Economy	Peru	Pipeline	\$200M

SAMPLE OF UPCOMING PROCUREMENTS: WATER

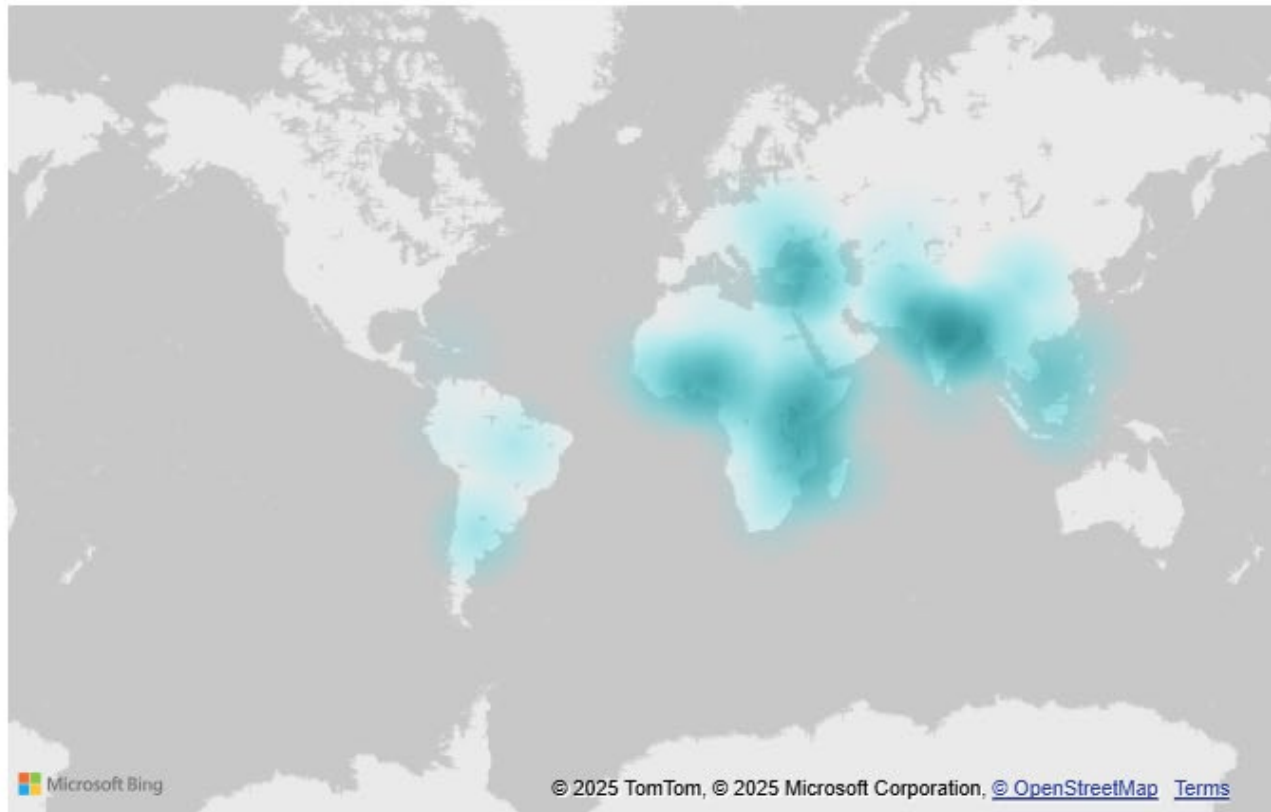
OPPORTUNITIES

Project ID	Upcoming procurement examples	Country	Project Commitment Amount
P178417	<p>Water Supply and Sanitation Acceleration Project</p> <ul style="list-style-type: none"> • 4 Upcoming Works Procurements for: <ul style="list-style-type: none"> • Infrastructure expansion in Battambang water utility (\$27M) • Wastewater Treatment Plant, Pumping Stations, and Network Collection Development (\$25M) • Infrastructure expansion in Mondulkiri water utility (\$16M) • Infrastructure development (\$13.5M) 	Cambodia	+\$160M
P178673	<p>Senegal: Integrated Water Security and Sanitation Project</p> <ul style="list-style-type: none"> • 2 Upcoming Works Procurements for sanitation (\$35M) and wastewater treatment (\$50M) 	Senegal	\$200M
P177004	<p>Climate Resilience and Water Security in Angola-RECLIMA</p> <ul style="list-style-type: none"> • 2 Upcoming Works Procurements for the Design and Construction of Improved Water System (\$140M) and the Rehabilitation of Dams and Irrigation Canals (\$20M) 	Angola	\$450M

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

\$90.19bn

Contract Awards (USD)



The heat map displays the top 50 borrower countries.

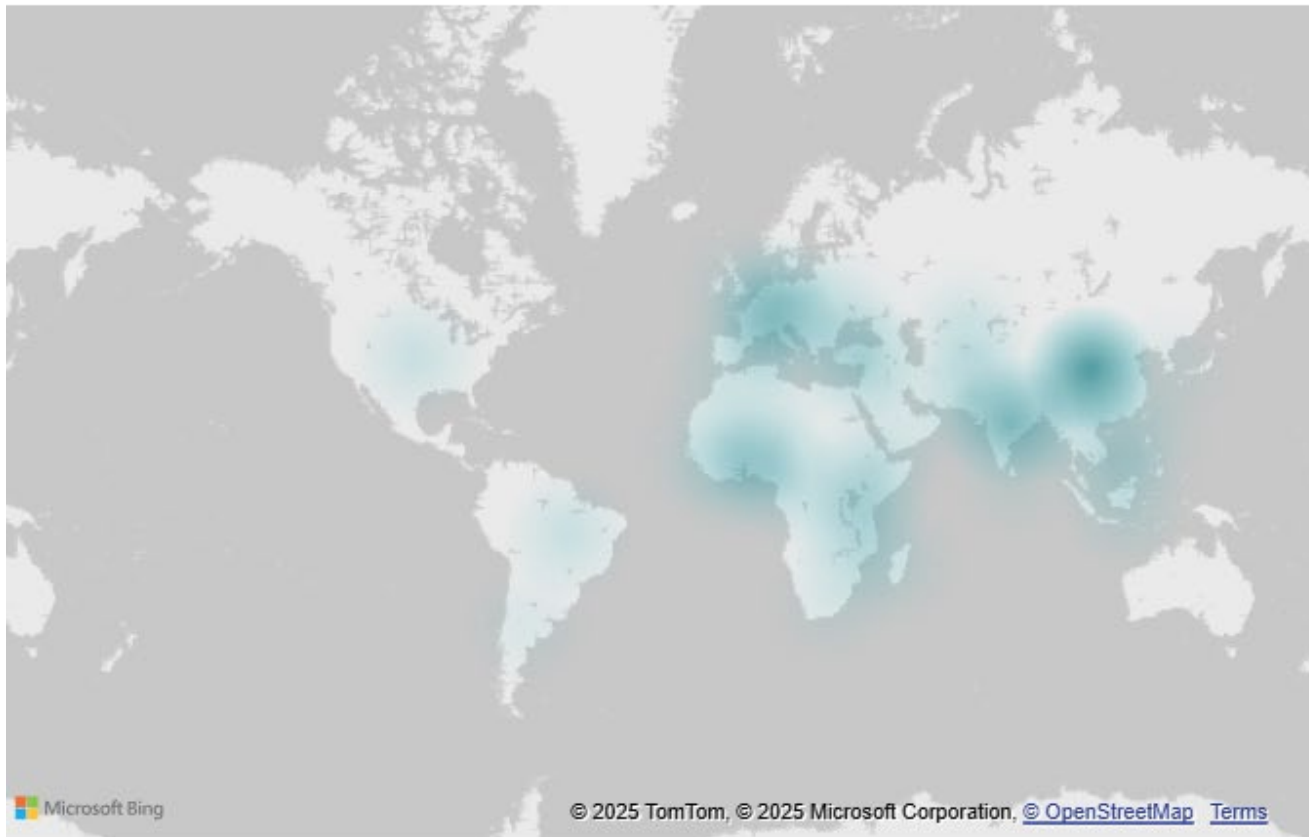
Top 10 Borrower Countries by Contract Awards (USD)



\$90.19bn

Contract Awards (USD)

Top 10 Supplier Countries by Contract Awards (USD)



Microsoft Bing

© 2025 TomTom, © 2025 Microsoft Corporation, © OpenStreetMap [Terms](#)

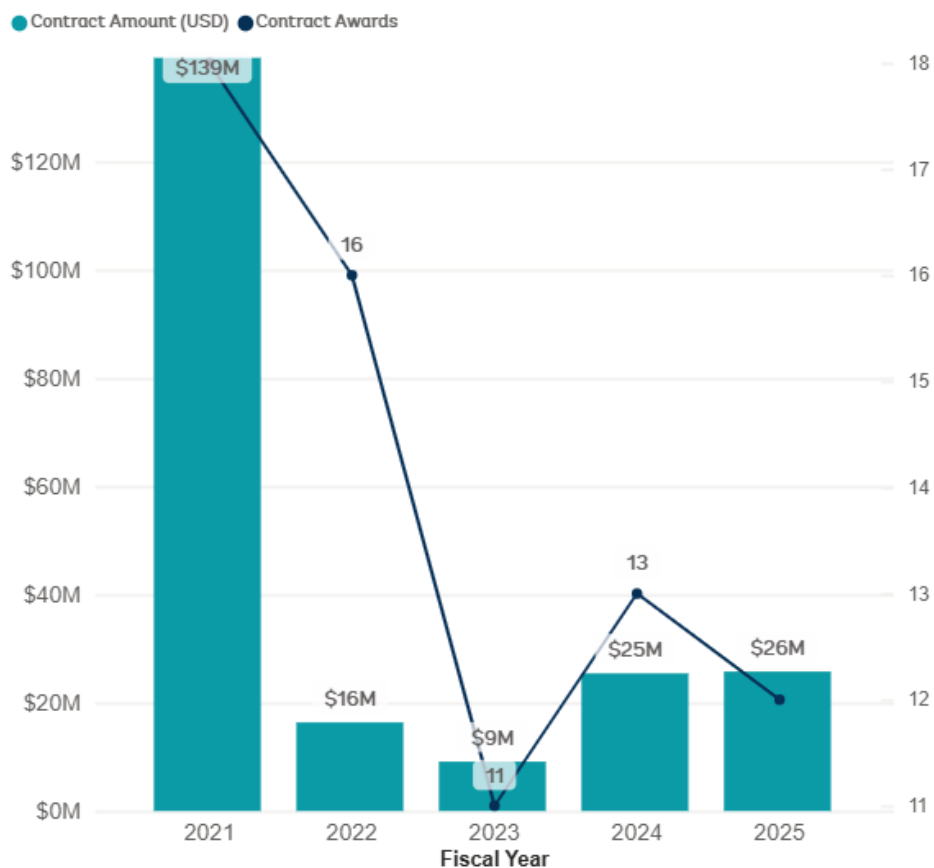
The Map displays the top 50 supplier countries.

CONTRACTS AWARDED TO JAPAN-BASED SUPPLIERS FROM FY21-25

\$215.94M

Value of IPF Contracts Awarded to Japan-Based Suppliers from FY21 to FY25

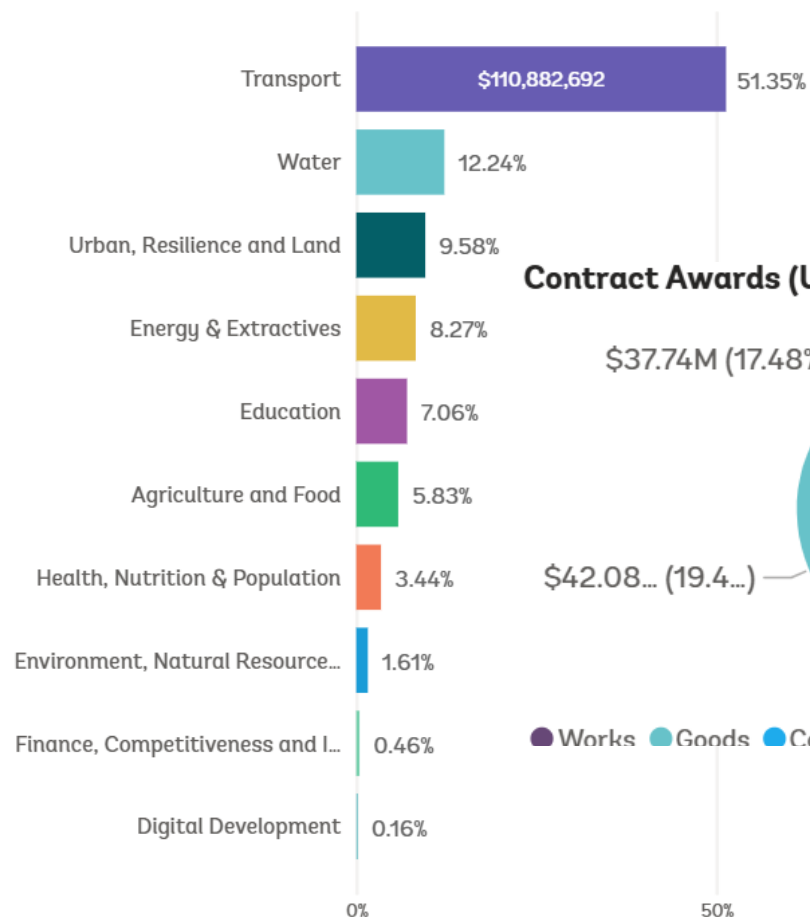
Contract Awards (USD) by Fiscal Year



70

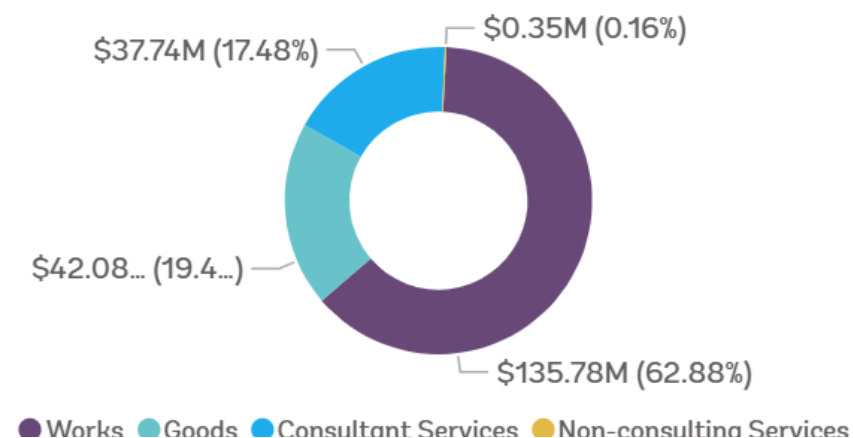
Number of IPF Contracts Awarded to Japan-Based Suppliers from FY21 to FY25

Contract Awards (USD) by Lead Project Sector



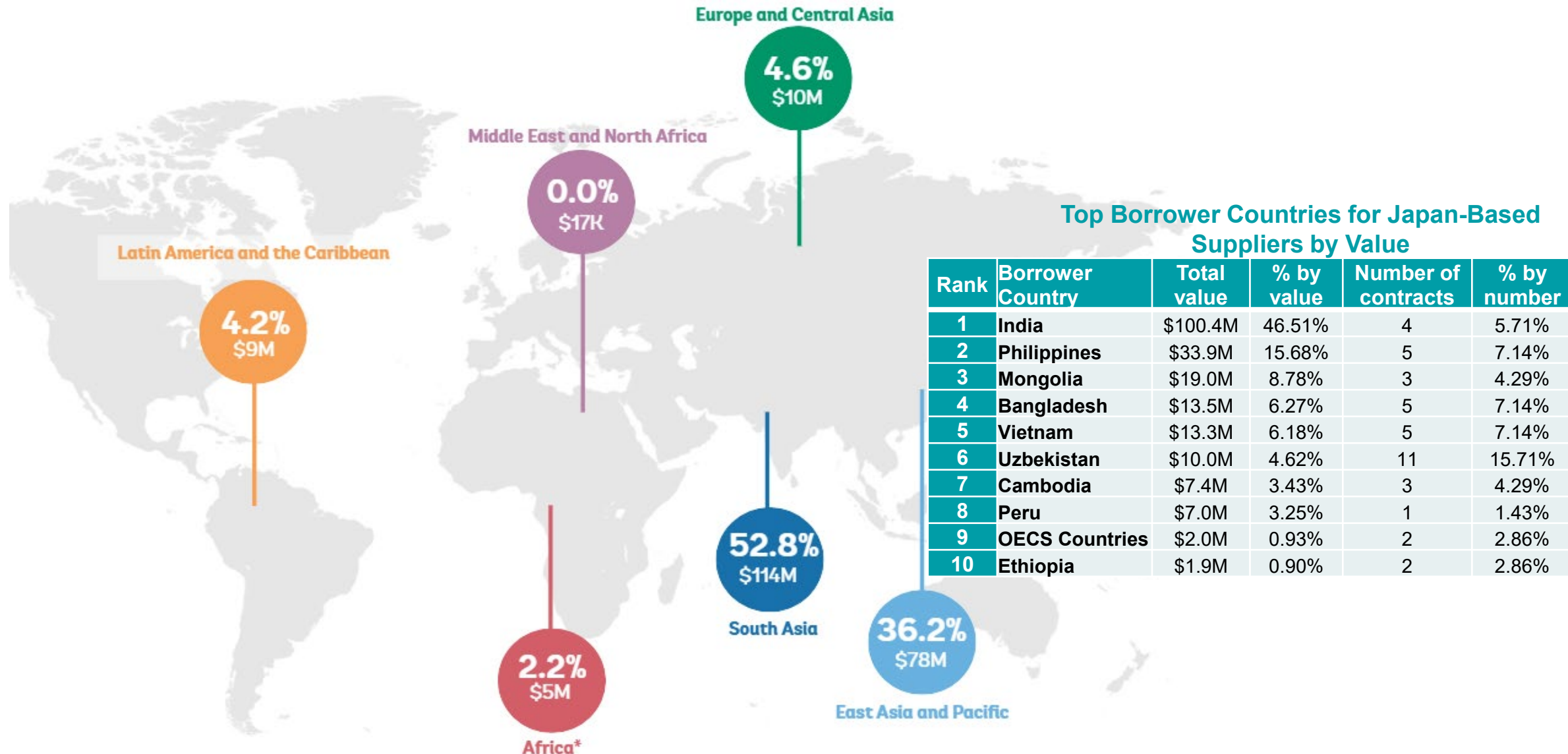
- **98%** of contracts awarded were international procurements
- Ranks **#68** as top supplier country (all contracts)

Contract Awards (USD) by Procurement Category



CONTRACTS AWARDED TO JAPAN-BASED SUPPLIERS FROM FY2021 TO FY2025

JAPAN DATA



* Africa is aggregated by Africa, Africa West & Africa East; regions as "other" are not displayed.