

世界銀行プロジェクト入門ワークショップ

(2025年8月26日)

世界銀行東京事務所

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2. Example of Rated Criteria
3. Rated Criteria Evaluation Process
4. Tips for Preparing Bids & Proposals

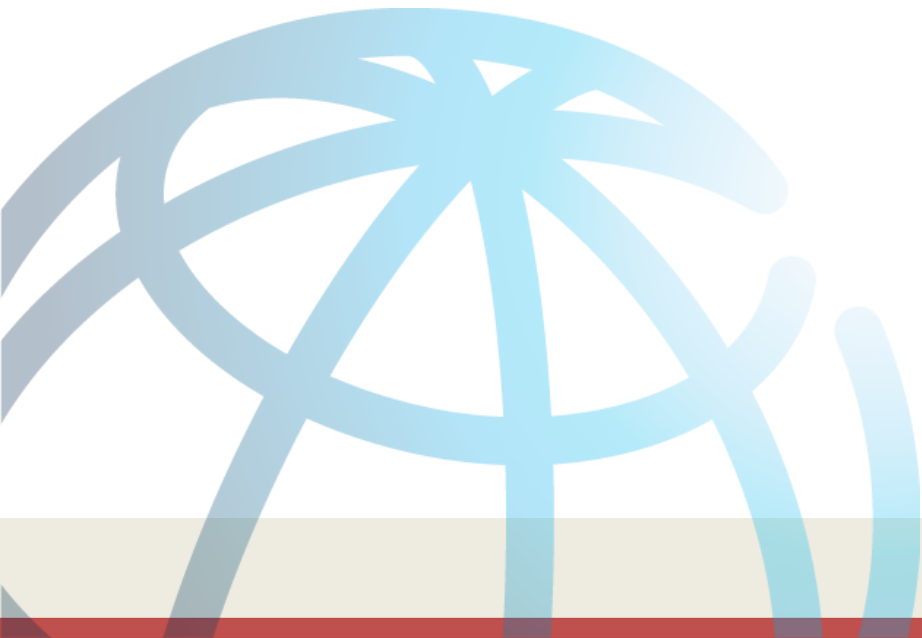
参考資料（別紙）

投資プロジェクト融資における調達規則（借入者用）概要説明



WORLD BANK GROUP

1.世界銀行の概要



世界銀行 New Mission

The World Bank

Mission of the World Bank (reviewed in October 2023)

End extreme poverty and promote shared prosperity on a livable planet.

Member countries agreed to add the underlined phrase ("on a livable planet") at the Annual Meetings in October 2023.



Ajay Banga

14th President of the World Bank Group since June 2, 2023.



Agreement establishing IBRD Article 1: Purposes

To assist in the **reconstruction and development...** by facilitating the investment of capital for productive purposes, including the restoration of economies destroyed or disrupted by war...

世界銀行グループ（5機関から構成）

IBRD
国際復興開発銀行
（世界銀行本体）

IDA
国際開発協会

IFC
国際金融公社
（ディオップ長官）

MIGA
多数国間
投資保証機関
（俣野長官）



	1944年設立	1960年設立	1956年設立	1988年設立
目的	政府向け支援を通じた 貧困削減・繁栄共有	政府向け支援を通じた 貧困削減・繁栄共有	民間セクターによる 投融資促進を通じた 貧困削減・繁栄共有	非商業的リスクへの 保証の提供を通じた 貧困削減・繁栄共有
対象国	中所得国	最貧国（アフリカ・太 平洋地域等の75か国）	途上国に投資する 民間企業	途上国に投資する 民間企業
支援	政府向け融資 （かつて、日本向けに、 東海道新幹線や東名高速 等の建設資金を融資）	政府向け低利融資・ 無償（グラント） IFC・MIGAとの連携 による民間向け支援	企業への出資 企業への融資 政策アドバイス	政治リスクの保証 信用補完

バンガ総裁

2023年6月、第14代総裁として就任（任期5年）。インド出身（米国籍）。直近は、ジェネラル・アトランティック副会長、マスターカードCEO。

ICSID

投資紛争解決国際センター
1966年設立
（国際投資紛争の調停・仲裁）



政府を通じた支援

IPF - Investment Project Financing

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

\$250 billion

value of active total net commitment IPF projects



ROLES IN IPF PROCUREMENT

PROCUREMENT



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 implementation support



Role of the Borrower

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

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.

BENEFITS FOR SUPPLIERS

PROCUREMENT



- 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

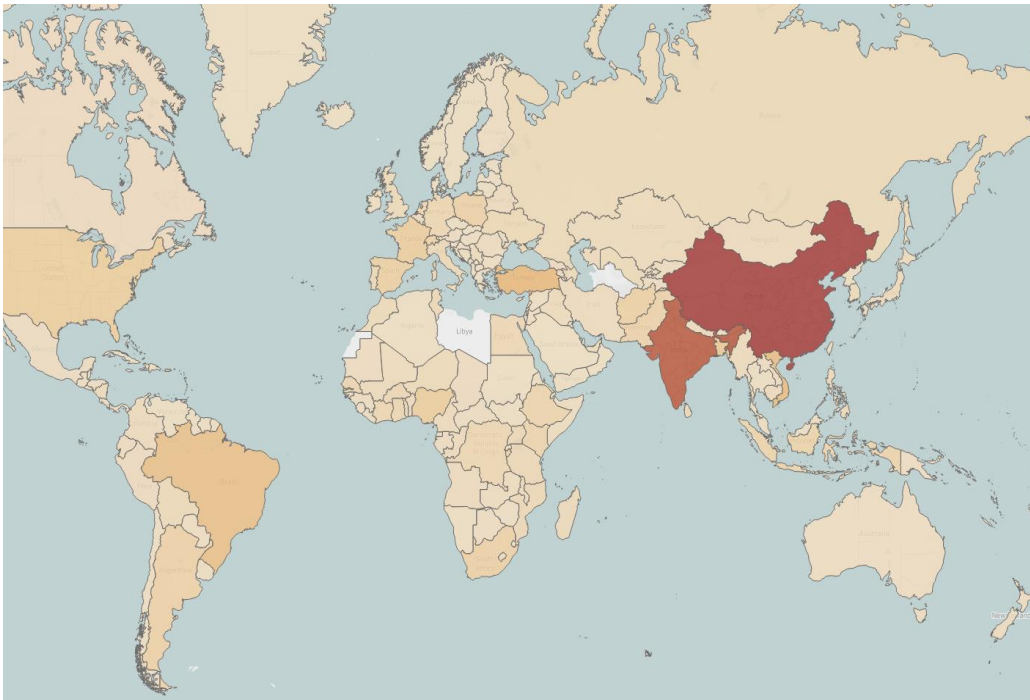


- Wide variety of sectors
- Demand for variety specialization

Awarded value by supplier country

\$ 96.77 billion
FY 18-23

Top 10 supplier countries by value in USD billion, FY 18-23

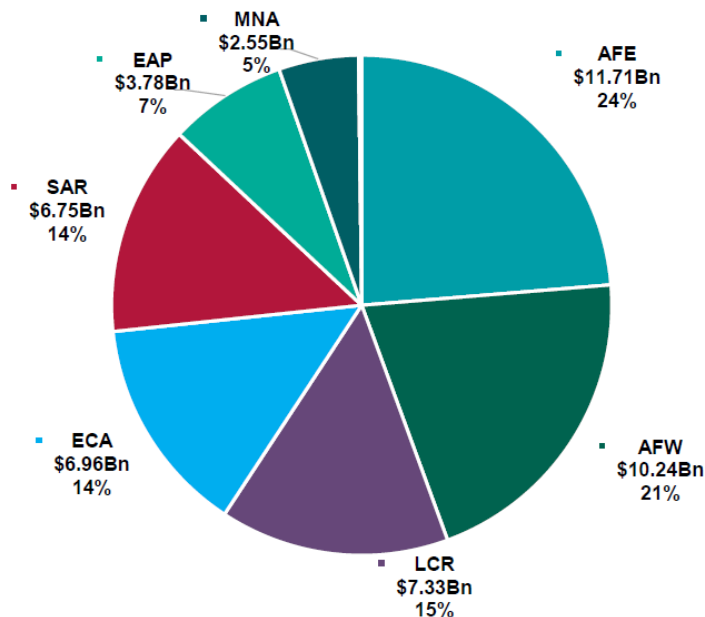


PROJECTS IN THE PIPELINE

PIPELINE

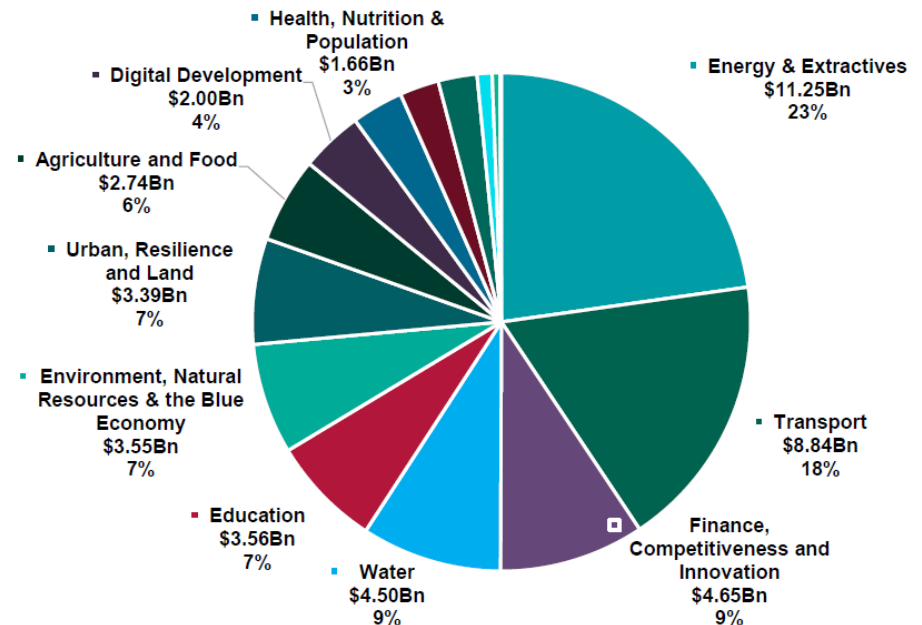
When looking at Projects that have not yet reached Bank Approval stage (Pipeline projects), we find **+250 projects** with a total proposed commitment amount **close to \$50Bn**.

Region by Commitment Amount



Africa East, Africa West, and Latin America and Caribbean are the top 3 regions (represent over half by value).

Global Practice by Commitment Amount



Energy, Transport, Finance, and Water are the top sectors for Pipeline projects (represent over half by value).

Data source: Standard Reports L9.4. (Lending Program Project Details) as of 30 April 2025

OPPORTUNITIES: ENERGY OPPORTUNITIES

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
P508354	Türkiye - Transforming Power Transmission System Project	Türkiye	Pipeline	+\$700M
P165704	Mpatamanga Hydropower Storage Project	Malawi	Pipeline	+\$300M
P179520	Belize Reliant and Resilient Energy System Project	Belize	Active	+\$50M
P173749	Benin Electricity Access Scale-up (BEAS) Project	Benin	Active	\$200M
P179797	Green Energy Corridors Project	Mozambique	Active	+\$100M
P179009	Gas Sector Efficiency Improvement And Carbon Abatement Project	Bangladesh	Active	\$300M

OPPORTUNITIES: TRANSPORT PROJECTS

OPPORTUNITIES

Project ID	Project Name	Country	Status	Commitment Amount
P507282	Iraq Railways Extension and Modernization Project	Iraq	Pipeline	+\$900M
P176725	Kenya Urban Mobility Improvement Project	Kenya	Pipeline	\$500M
P504543	Brazil Electromobility Multiphase Programmatic Approach – MPA Phase 1 Caixa	Brazil	Pipeline	\$500M
P179770	Southern Niger Connectivity and Integration Project	Niger	Pipeline	\$400M
P167798	Cameroon-Chad Transport Corridor	Western and Central Africa	Active	+\$700M
P176549	Accelerating Transport and Trade Connectivity in Eastern South Asia Bangladesh Phase 1 Project	Bangladesh	Active	+\$700M
P176548	Second Solomon Islands Roads and Aviation Project	Solomon Islands	Active	+\$80M
P166991	Papua New Guinea Resilient Transport Project	Papua New Guinea	Active	+100M
P173711	Connecting Madagascar for Inclusive Growth	Madagascar	Active	400M

OPPORTUNITIES: WATER PROJECTS

OPPORTUNITIES

Project ID	Project Name	Country	Status	Commitment Amount
P506997	Türkiye Second Irrigation Modernization and Water Efficiency Project	Turkiye	Pipeline	+\$800M
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
P504257	Accelerated Water and Sanitation Project in Selected Areas	Philippines	Pipeline	+\$200M
P504600	Water Efficiency and Conservation MPA - Uzbekistan National Irrigation and Energy Efficiency Improvement Project (Phase 1)	Uzbekistan	Pipeline	\$200M
P178417	Water Supply and Sanitation Acceleration Project	Cambodia	Active	+\$160M
P178673	Senegal: Integrated Water Security and Sanitation Project	Senegal	Active	\$200M
P177004	Climate Resilience and Water Security in Angola-RECLIMA	Angola	Active	\$450M

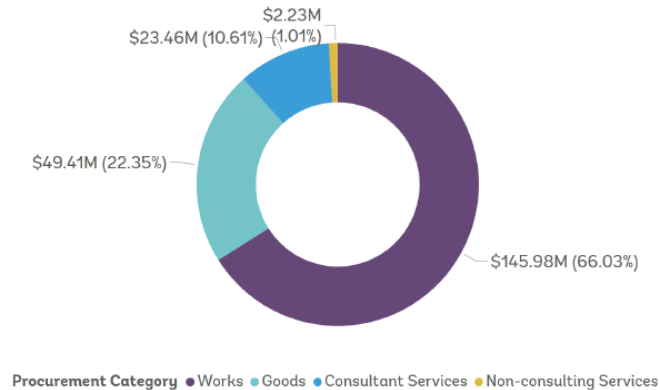
CONTRACTS AWARDED TO JAPAN-BASED SUPPLIERS FROM FY2020 TO DATE

JAPAN DATA

\$221.07M

Value of IPF Contracts Awarded to Japan-Based Suppliers from FY20 to date

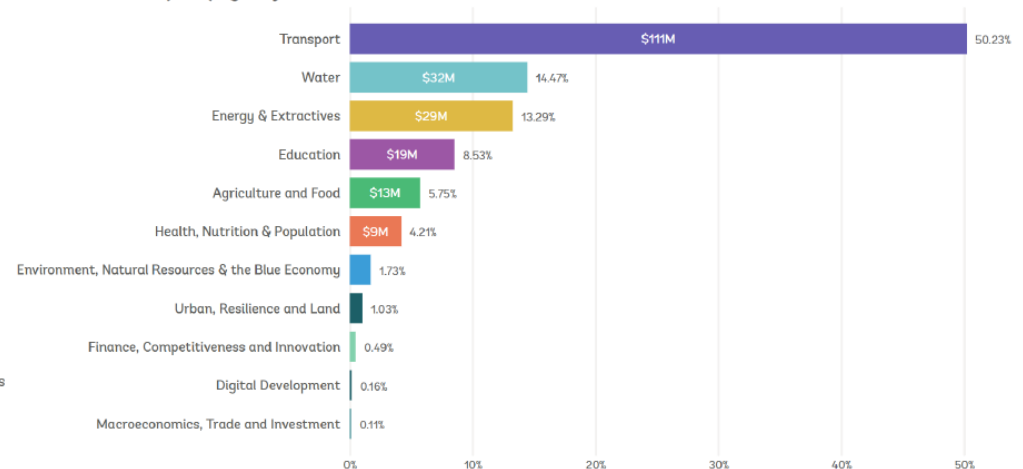
Contract Awards (USD) by Procurement Category



98

Number of IPF Contracts Awarded to Japan-Based Suppliers from FY20 to date

Contract Awards (USD) by Project Sector



12

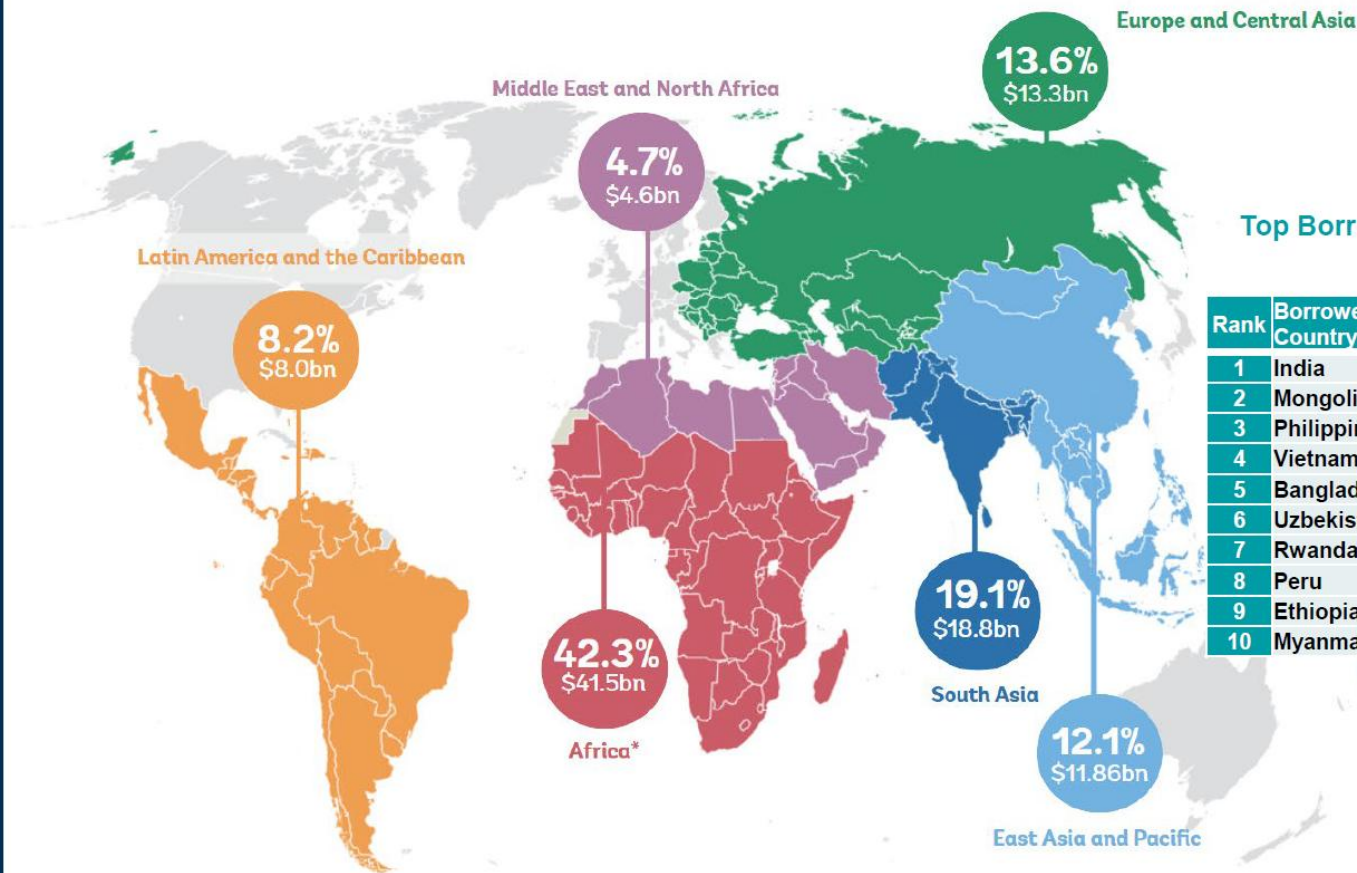
Data source: IPF Contract Award Dashboard as of 22 April 2025

14

Official Use Only

CONTRACTS AWARDED TO JAPAN-BASED SUPPLIERS FROM FY2020 TO DATE

JAPAN DATA



Top Borrower Countries for Japan-Based Suppliers by Value

Rank	Borrower Country	Total value	% by value	Number of contracts	% by number
1	India	\$100.4M	45.43%	4	4.08%
2	Mongolia	\$21.1M	9.56%	5	5.10%
3	Philippines	\$20.7M	9.38%	4	4.08%
4	Vietnam	\$15.3M	6.90%	6	6.12%
5	Bangladesh	\$13.5M	6.12%	5	5.10%
6	Uzbekistan	\$13.1M	5.91%	13	13.27%
7	Rwanda	\$10.1M	4.59%	1	1.02%
8	Peru	\$7.0M	3.17%	1	1.02%
9	Ethiopia	\$4.1M	1.87%	4	4.08%
10	Myanmar	\$2.3M	1.06%	4	4.08%

Data source: IPF Contract Award Dashboard as of 22 April 2025

* Africa is aggregated by Africa, Africa West & Africa East.

Top 10 Contract Awards to Japan-Based Suppliers from FY17 to Date by Borrower Country

Ranking	Borrower Country	Contract Awards (%)	Contract Awards (USD)	# of Contract Awards
1	India	37.77%	\$100,433,428.79	4
2	Philippines	11.40%	\$30,316,179.19	1
3	Vietnam	8.89%	\$23,634,227.95	8
4	Mongolia	8.37%	\$22,258,655.30	8
5	Bangladesh	6.99%	\$18,589,891.96	8
6	Myanmar	4.71%	\$12,516,086.39	16
7	Uzbekistan	4.28%	\$11,384,879.00	10
8	Rwanda	3.81%	\$10,140,546.36	1
9	Kenya	3.39%	\$9,017,643.47	1
10	Peru	2.13%	\$5,657,571.08	1



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2. 世界銀行融資プロジェクト Rated Criteria Mandate

CORE PROCUREMENT PRINCIPLES

a) Value for Money

The principle of value for money means the effective, efficient, and economic use of resources, which **requires the evaluation of relevant costs and benefits, along with an assessment of risks, and non-price attributes and/or life cycle costs**, as appropriate. **Price alone may not necessarily represent value for money.**

b) Economy

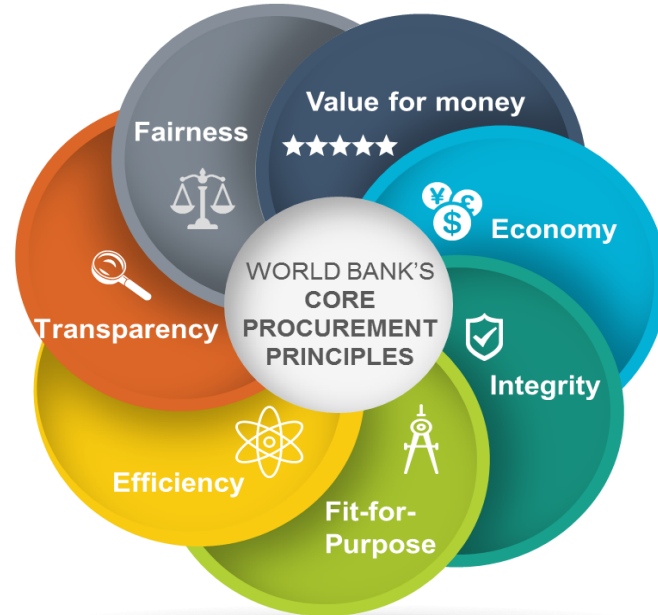
c) Integrity

d) Fit-for-Purpose

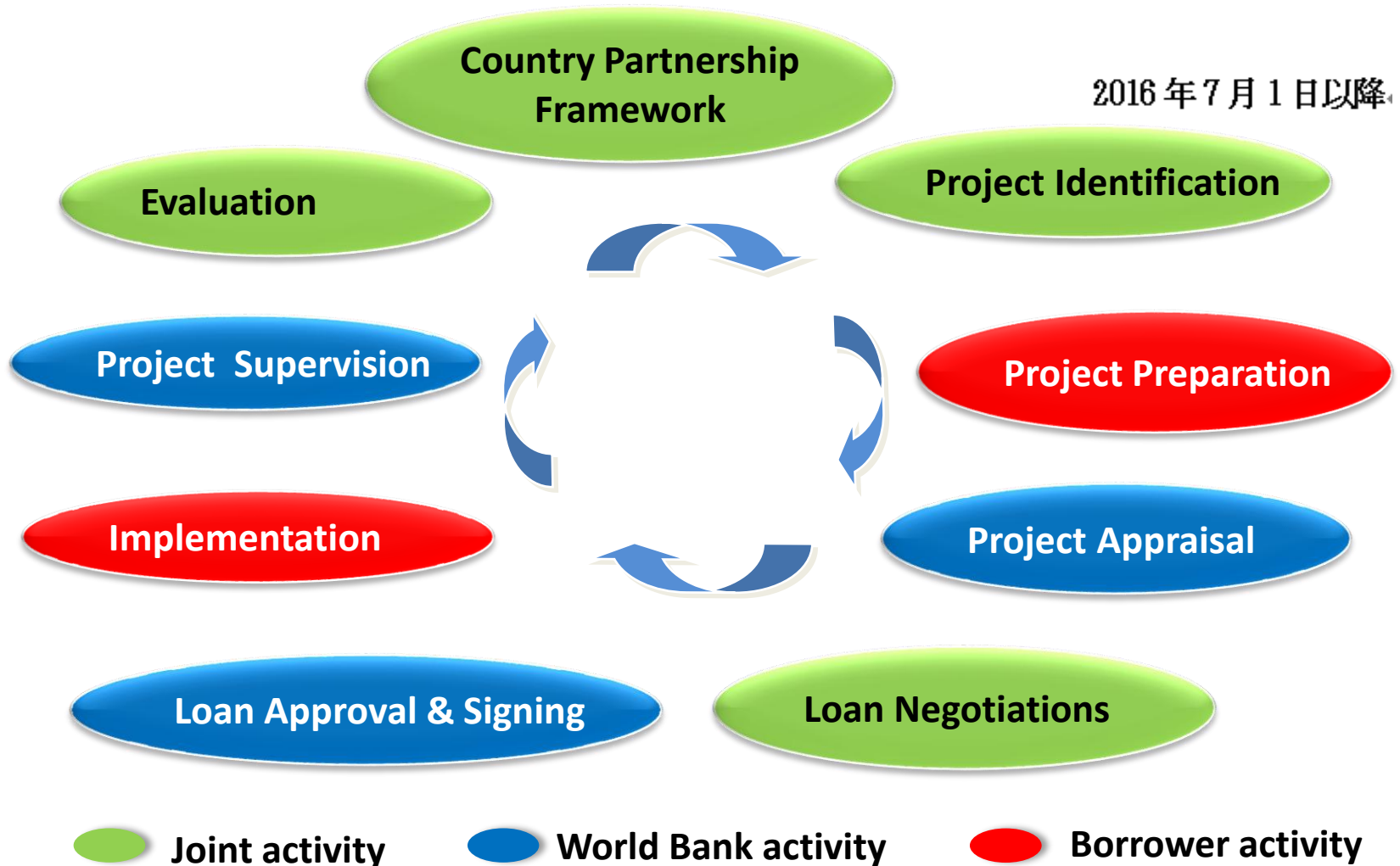
e) Efficiency

f) Transparency

g) Fairness



世銀プロジェクトはボロワーが準備、実施 民間によるプロファイは不要



What are Rated Criteria?

Rated criteria are designed to ensure that the evaluation is comprehensive, transparent, and aligned with the objectives of the procurement. Since 2016, the Bank's Procurement Framework has permitted the use of Rated Criteria to evaluate Bids and Proposals.

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**.



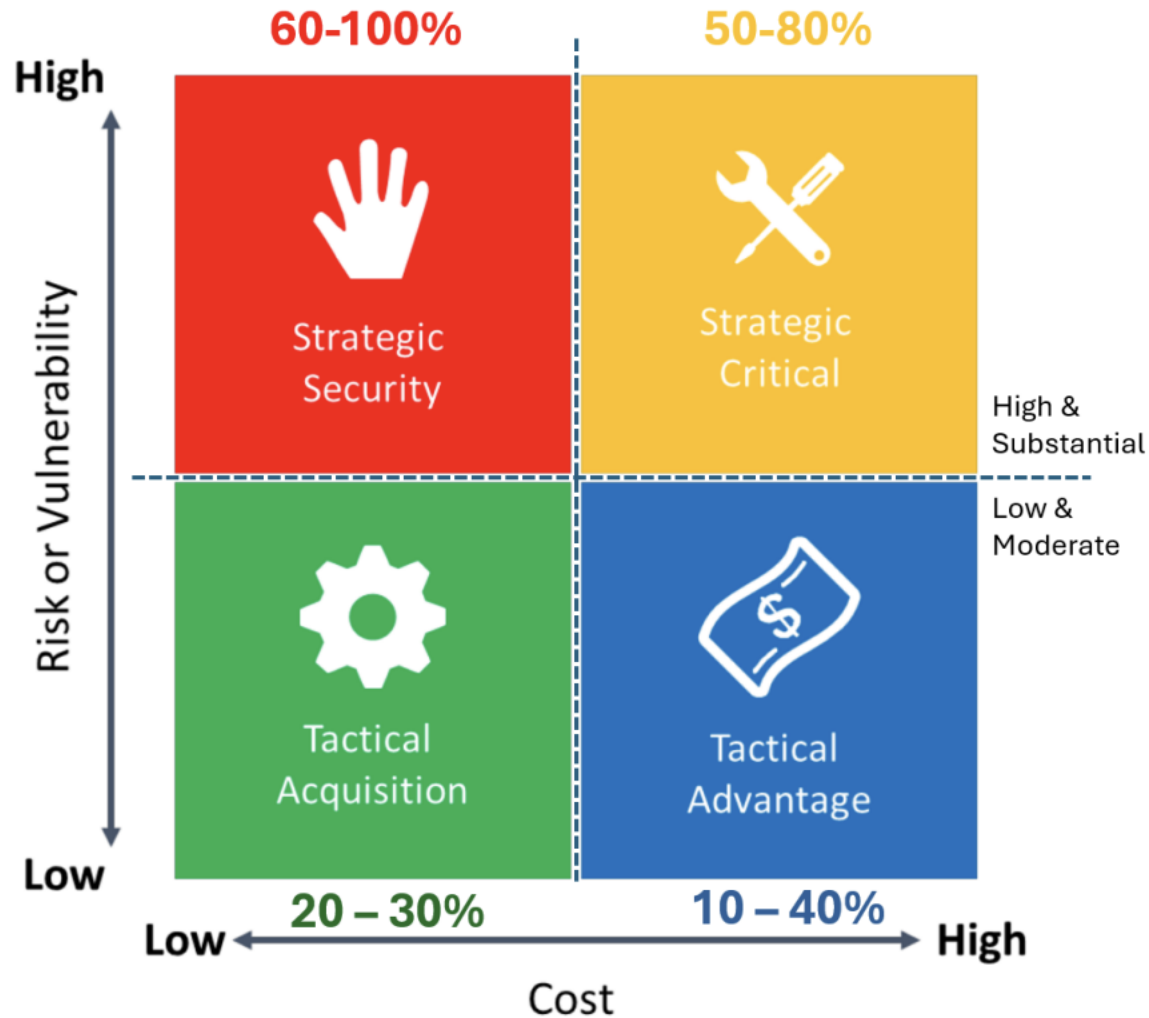
Rated Criteria – A Game Changer for Promoting Value in World Bank Procurement

- **Effective September 1, 2023**, the World Bank will require the use of Rated Criteria as the default approach for **most international procurements**.
- The inclusion of **key quality and sustainability criteria** rather than using just the lowest evaluated price for award decisions.
- Rated Criteria create incentives for highly qualified bidders to participate in bidding.

Request for Proposals 評価方法

$$B \equiv \frac{C_{low}}{C} X + \frac{T}{T_{high}} (1 - X)$$

Figure 1 - Matrix of Rated Criteria Weightings (e.g. non-price, qualitative, technical matters) by procurement risk and cost



Note: Contracts estimated to cost at or above 10 million USD are deemed high value for purposes of the above weightings.

日本のコントラクターには追い風

- 柔軟性が高まり、カスタマイズされた革新的なソリューションを提案できる
- 納品方法、主要人員、持続可能性へのアプローチなど、他の入札者と差別化できる要素
- プロジェクト固有のリスクを明確に理解し、信頼性の高い軽減策を提示できることを示す必要がある
- 高い品質を実現する技術的能力を最もよく示せる入札者が成功する可能性が高い
- 最低価格でビジネスを獲得することはできない(ただし、価格は依然として重要な考慮事項である)
- 回答で提示された約束は契約に盛り込まれる

Where to use Rated Criteria?

All new International Procurements advertised or invited on or after September 1, 2023, using a Bank Standard Procurement Document* must use Rated Criteria

*However, application of Rated Criteria is not mandatory for:

- Pharmaceuticals
- Vaccines
- Off the shelf goods and educational materials (e.g., published academic textbooks)
- Future commodities
- Direct Selection

KEY ADVANCEMENTS

ADVANCEMENTS

2025: Driving Change in Operations Procurement



Early engagements with the market



Promoting **value for money** with rated criteria



Greater **Bank involvement and support** via Bank-Facilitated Procurement (BFP) and Hands-on Expanded Implementation Support (HEIS)



Direct payment for large international procurements



Standardized and consistent procurement documents based on industry standards



Promoting **sustainable procurement** with the Environment and Social Framework

2025: Driving Change in Operations Procurement

Starting March 1, 2025,

First, we will require a **50 percent minimum quality weighting** for most internationally competitive procurement.

Second, for contracts with an estimated value **over \$10 million, early market engagement** will be an integrated part of our processes to attract high-caliber bidders and optimize procurement strategies.

Third, we will collaborate with clients to **aggregate smaller contracts into larger packages** and offer direct payment options to reduce supplier payment risks.

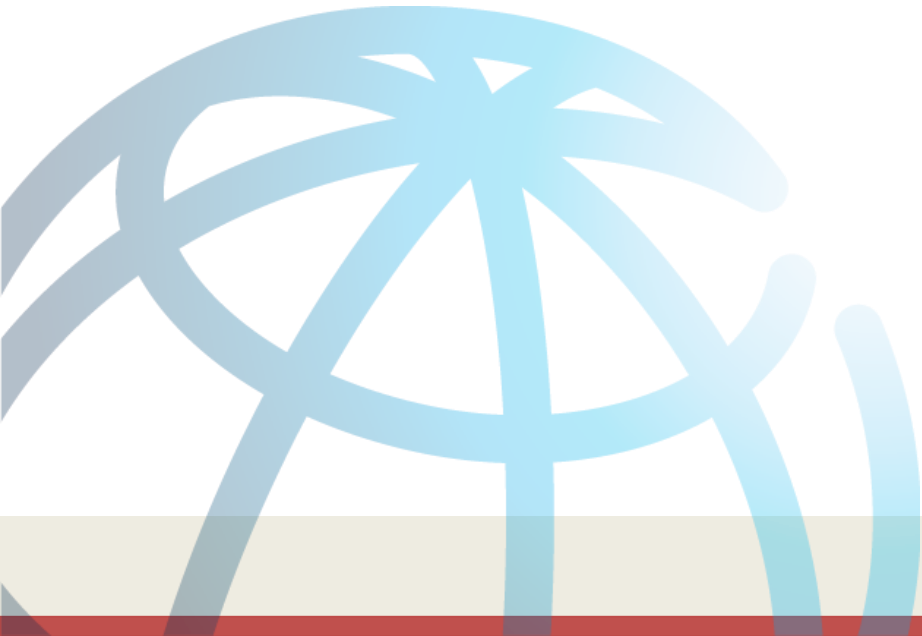
Starting September 1, 2025

Managing minimum **30% of labour costs** to be allocated to employment of local workers.



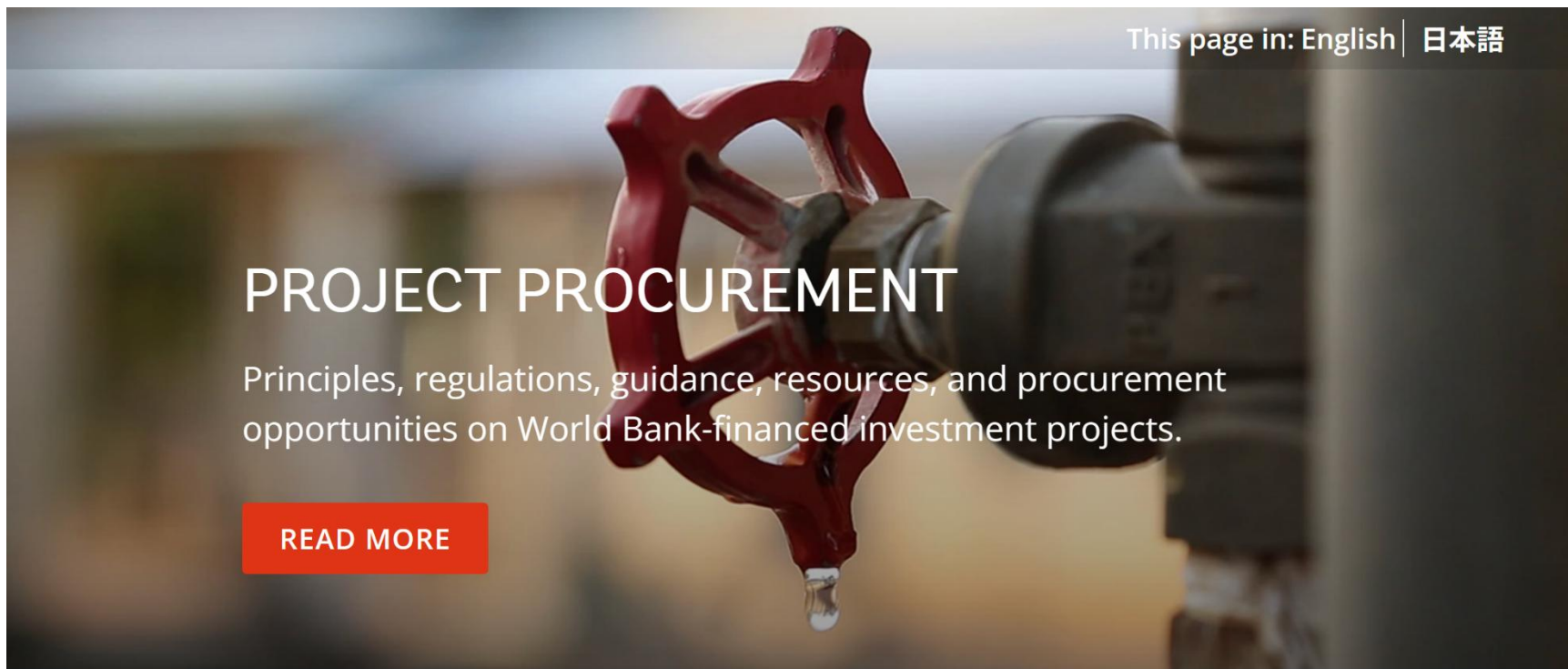
WORLD BANK GROUP

3. ビジネス機会の情報入手方法



Project調達サイトを一か所に統合した

<https://worldbank.scene7.com/is/image/worldbankprod/project-procurement-v2-faucet-1440x600:1440x600>



This page in: English | 日本語

PROJECT PROCUREMENT

Principles, regulations, guidance, resources, and procurement opportunities on World Bank-financed investment projects.

[READ MORE](#)

[HOME](#) [OVERVIEW](#) [FRAMEWORK](#) [FOR BORROWERS](#) [FOR SUPPLIERS](#) [LEARNING](#)

PROJECT PROCUREMENT

Suppliers Hubに調達情報が集約されている

[HOME](#) [OVERVIEW](#) [FRAMEWORK](#) [FOR BORROWERS](#) [FOR SUPPLIERS](#) [LEARNING](#)

Suppliers' Hub



Welcome message from Hiba Tahboub, Director and Chief

WHAT'S NEW

[Business Opportunities](#)

[Supporting Countries to Achieve Better Procurement and Development Outcomes](#)

[World Bank Group Strengthens Procurement Requirements to Support Job Creation, Skills Development](#)

UPCOMING EVENTS

[September 11, 2025](#)

Guidance Note for Suppliers

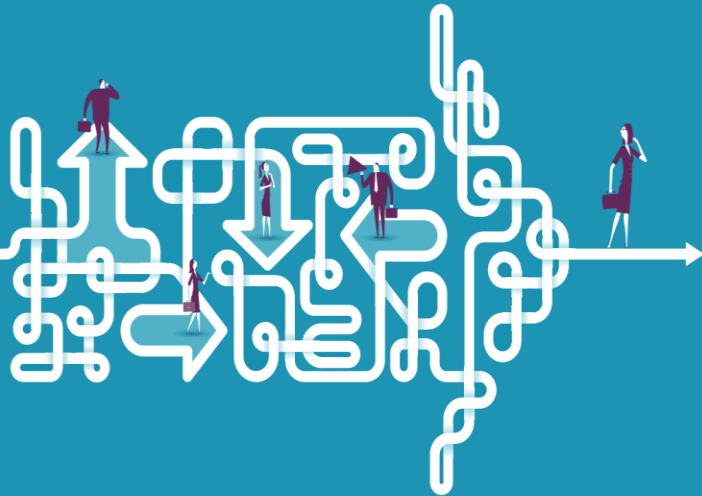
Business Outreach Presentation



World Bank Procurement - Business Outreach presentation - Click to open services directly to the World Bank Group for its own operations – referred to as Corporate Procurement.

A [guidance note for suppliers](#) provides a comprehensive overview of the World Bank and the process for identifying business opportunities. This note also explains the process for supplying goods and

PROCUREMENT GUIDANCE



FINDING BUSINESS OPPORTUNITIES

And Winning Contracts Financed
by the World Bank

This Guidance is written for any Seller (supplier, contractor, firm, consultant or non-government organization) interested in winning contracts

Operations Procurement (World Bank) – An Overview

More information in this Guidance is provided at:

Section III. Operations Procurement – Investment Project Financing

Section IV. Operations Procurement – Finding Business Opportunities

Section V. Operations Procurement – Policy, Principles & Regulations

Section VI. Operations Procurement – Process Overview

Annex A – Operations Procurement – Tips for Bidding

Annex B – Operations Procurement – Checklists

Annex C – Operations Procurement – Who's Who

Business Outreach Presentation

AGENDA

INTRODUCTION

1. Overview of the World Bank Group
2. World Bank Procurement & Key Advancements
3. Rated Criteria & Sustainability
4. How to Compete



E-Learning for Suppliers

Finding Business Opportunities

E-Learning for Suppliers on World Bank Operations Procurement

Through our learning modules and materials, suppliers will learn about the Bank's Procurement Framework, how the World Bank is trying to increase supplier participation, how to find opportunities, tips for bidding and much more.

- [Finding Business Opportunities: e-Learning for Suppliers on World Bank Operations Procurement](#) (requires registration)
- *[Instructions for registering for and accessing World Bank Open Learning Campus \(OLC\) e-Learning modules](#)*

Please visit the [Learning](#) page for a detailed list of relevant e-learning options and other resources.

Through this E-Learning, Suppliers will learn about the Bank's Procurement Framework,.....

Finding Business Opportunities- E-Learning for Suppliers on World Bank Operations Procurement



saba | 27 Feb 2025

割当者: Admin User 割当日: 16 Jun 2025



Finding Business Opportunities- E-Learning for Suppliers on World Bank Operations Procurement

Through this E-Learning, Suppliers will learn about the Bank's Procurement Framework, How the World Bank is trying to increase Supplier Participation, How to Find Opportunities, Tips for Bidding and much more... [🔗コンテンツを開く](#)

Business Opportunities

Obtain information on current opportunities to supply goods, civil works, consulting, or non-consulting services in projects financed by the World Bank:

- [Current, upcoming and potential opportunities](#)
- [Procurement Notices](#) - including both current and archived
- [Subscribe to the Bank's free Email Alerts](#)

Business Opportunities - Current

Business Opportunities

CURRENT OPPORTUNITIES ⓘ

UPCOMING OPPORTUNITIES ⓘ

POTENTIAL OPPORTUNITIES ⓘ

Subscribe to receive email alerts for new procurement notices.

To search all notices, current and archived, go to [Procurement Notices](#).

FILTER

Clear All

Procurement Type ▾

Country ▾

Region ▾

Sector ▾

Notice Type ▾

Procurement Method ▾

Market Approach ▾

Showing 1 - 20 of 572 current opportunities matching the search criteria -

Download to Excel: 

Notice ▾	Country ▾	Project Title ▾	Notice Type ▾	Procurement Type ▾	Language ▾	Published Date ▾	Submission Deadline ⓘ ▾
W/S Scheme Jian, PKG-1, T/Well, OHSR, Civil Work, Water Meter etc.	India	Punjab Rural Water and Sanitation Sector Improvement Project - P150520	Invitation for Bids	Works	English	December 10, 2020	November 9, 2026
Recrutement d'un Spécialiste en Suivi- Evaluation et Rapportage pour le PERSE	Congo, Democratic Republic of	DR Congo Emergency Equity and System Strengthening in Education - P172341	Request for Expression of Interest	Consultant Services	English	April 15, 2025	November 27, 2025
Konya Wastewater Treatment Plant Rehabilitation and 2nd Stage Construction	Türkiye	Türkiye Water Circularity and Efficiency Improvement Project - P174915	Invitation for Bids	Works	English	August 22, 2025	Feedback Survey

Procurement Notices

Procurement Notices

PROCUREMENT

Subscribe to receive email alerts for new procurement notices.

Please click [here](#) to see the Current Opportunities.

FILTER

Country 

Region 

Notice Type 

Procurement Method 

Procurement Group 



NOTICES

CONTRACTS

PLANS

Showing 1 - 20 of 367,432 procurement notices matching the search criteria -

Download to Excel: 

Description 	Country 	Project Title 	Notice Type 	Language 	Published Date 
Procurement of Civil Works in District Haripur (Package-28) Phase-II	Pakistan	Khyber Pakhtunkhwa Human Capital Investment Project - P166309	Contract Award	English	August 23, 2025
"Consultancy Services to Strengthen Healthcare Waste Management Systems through Policy Development, Training, and Documentation in Participating University Hospitals: Ain Shams Specialized Hospital and Kasr El Aini French Hospital"	Egypt, Arab Republic of	Greater Cairo Air Pollution Management and Climate Change Project - P172548	Request for Expression of Interest	English	August 23, 2025
Purchase of Telephone Exchange for PMU KPHCIP.	Pakistan	Khyber Pakhtunkhwa Human Capital Investment Project -	Contract Award	English	August 23, 2025

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ENGLISH ▼

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Email: emailerts@worldbank.org



photo: Alex Baluyut / World Bank

PUBLIC LOGIN

WB STAFF LOGIN

Key Procurement Topics for Suppliers

- Below are some key procurement topics that are relevant to suppliers. They highlight some of the World Bank's specific measures to strengthen policy and practice to provide greater protections and manage specific areas of risk. For a more comprehensive list of procurement guidance and resources reference the [Framework](#) tab on this site and the [Finding Business Opportunities Procurement Guidance](#).
- [Evaluating Bids and Proposals - Procurement Guidance](#)
- [Rated Criteria Library](#)
- [Value for Money - Procurement Guidance](#)
- [Sustainable Public Procurement Guidance](#)
- [Environmental and Social Framework](#)
- [Solar Panels, Forced Labour, Bidder Declaration](#)
- [Beneficial Ownership Disclosure for International Procurements](#)
- [Gender-Based Violence and Contractor Disqualification](#)

Value for Money - Procurement Guidance

PROCUREMENT GUIDANCE

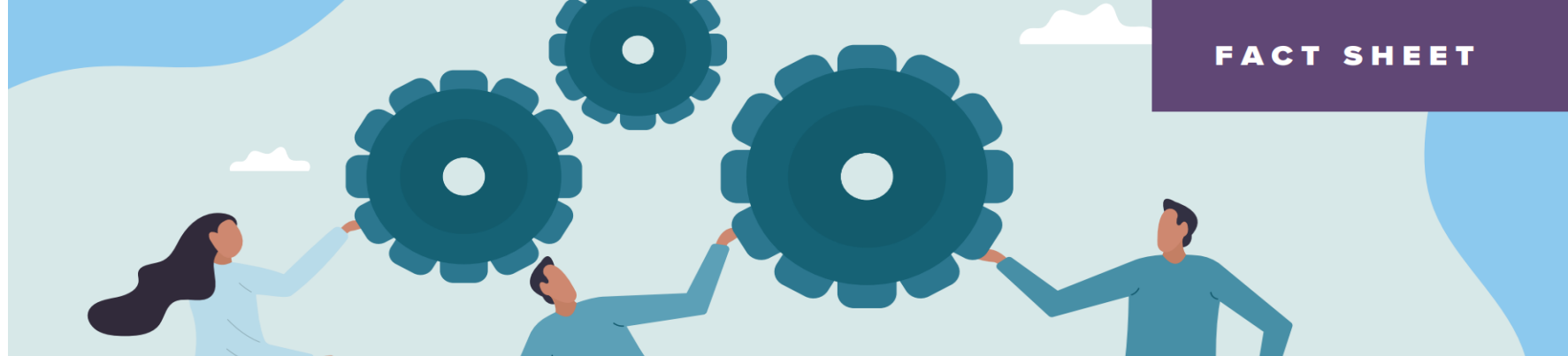


VALUE FOR MONEY

Achieving VfM in Investment Projects
Financed by the World Bank

Procurement-related Complaint Form

- **Submitting a Complaint**
- In accordance with the [Procurement Regulations](#), companies may challenge:
-
- The Borrower's selection documents, including Prequalification, Initial Selection, Request for Bids, Requests for Proposals documents.
-
- The Borrower's decision to exclude an Applicant/Bidder/Proposer/Consultant from a procurement process prior to award; and/or
-
- The Borrower's decision to award the contract following transmission of unsuccessful Bidder/Proposer/Consultant in the Notification of Intention to Award.
-
- Procurement-related complaints must be in writing and addressed to the Borrower; a copy of the complaint can be sent for the Bank's information and monitoring. You may use this downloadable form to compose your complaint to the Borrower, copying us at pprocurementcomplaints@worldbank.org.
-
- You may also consult [How to Complain](#) for more details and contact us at pprocurementcomplaints@worldbank.org



EARLY MARKET ENGAGEMENT

Purpose

Proactively engaging with prospective suppliers (before a formal procurement process has begun) is crucial to the success of any complex project. Effective March 1, 2025, Borrowers are required to undertake Early Market Engagement for all international procurements >\$10M.

This Fact Sheet highlights the importance of Early Market Engagement and offers practical tips to assist Borrowers to successfully undertake Early Market Engagement, whilst managing potential risks.

Early Market Engagement allows a Borrower to:

- Communicate needs or requirements to suppliers;
- Openly and transparently discuss possible solutions;
- Consider cost/value impacts, benefits and risks of possible solutions;
- Test optimal risk allocation and incentives;
- Stimulate innovation in the design and delivery of the solution; and
- Understand market capacity, capability and trends.

Early Market Engagement

- **UPCOMING EVENTS**

September 11, 2025

[El Salvador, Feria de Proyectos y Oportunidades, Inversión y Alianzas Empresariales](#)

September 8, 2025

[Early Market Engagement for the Yoro Site Design and Construction Works - Congo Brazzaville](#)

- September 3, 2025

[Syria Electricity Emergency Project \(SEEP\)-Early Market Engagement Workshop for Providing Engineering Supervision Services](#)

- August 28, 2025

[Market Sounding for Rehabilitation of Water and Sewer Networks in Baqa'a Refugee Camp/ Balqa Governorate / Jordan](#)

CP

catcop procurement<catcop.procurement@slaspa.com>



To: lynden.leonce@slaspa.com; **+51 others**

Wed 8/20/2025 6:38 PM

Cc: Sanjay Mitchel <sanjay.mitchel@slaspa.com>; **+10 others**



CATCOP-SL VIRTUAL VENDO...

5 MB



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Good day to all,

Please see attached the official Minutes and Presentation from the CATCOP - SL Virtual Vendor Day, which took place on July 29th, 2025. These documents have been compiled to provide a comprehensive overview of the discussions, key takeaways, and action points from the session.

PROJECT PROCUREMENT

[HOME](#) [OVERVIEW](#)[FRAMEWORK](#)[FOR BORROWERS](#)[FOR SUPPLIERS](#)[LEARNING](#)

Procurement Framework

The World Bank's Procurement Framework, launched in July 2016, governs projects financed by Investment Project Financing (IPF). It aims to help Borrowers achieve value-for-money with integrity in delivering sustainable development. The Framework promotes flexibility in tailoring procurement approaches that reflect choice, quality, and value for money in public spending.

The Framework includes mandatory requirements set out in the Regulations, Policy, Directive, and Procedure, governing the procurement of Goods, Works, Non-Consulting Services, and Consulting Services for IPF operations. These documents provide rules and flexibility for Borrowers to design the right market approach, considering specific risks and opportunities.

WHAT'S NEW

[Current Opportunities](#)[Supporting Countries to Achieve Better Procurement and Development Outcomes](#)[World Bank Group Strengthens Procurement Requirements to Support Job Creation, Skills Development](#)

CONTACT US

[Project Procurement Inquiries](#)

Standard Procurement Documents 1

- The World Bank has prepared the Standard Procurement Documents (SPD) below for international competitive procurement.

CONSULTING SERVICES

Request for Proposals - Consulting Services (Supervision)

February 2025 [English](#), [French](#), [Spanish](#) [NEW]

Request for Proposals - Consulting Services (Non-supervision)

February 2025 [English](#), [French](#), [Spanish](#) [NEW]

Requests for Proposal Framework Agreement - Consulting Services (financial proposals invited at Primary Procurement Stage)

February 2025 [English](#), [French](#), [Spanish](#) [NEW]

Requests for Proposal Framework Agreement - Consulting Services (financial proposals invited at Secondary Procurement Stage)

February 2025 [English](#), [French](#), [Spanish](#) [NEW]

Request for Expressions of Interest - Framework Agreement (sample format)

July 2023 [English](#), [French](#), [Spanish](#)

Standard Procurement Documents 2

GOODS

Request for Bids - Goods (2 envelope process)

February 2025 [English](#), [French](#), [Spanish](#) [NEW]

Request for Bids - Goods - Off-The-Shelf Goods Only (2 envelope process)

February 2025 [English](#), [French](#), [Spanish](#) [NEW]

Request for Bids - Goods Framework Agreement (2 envelope process)

February 2025 [English](#), [French](#), [Spanish](#) [NEW]

Request for Bids - Goods Framework Agreement - Off-The-Shelf Goods Only (2 envelope process)

February 2025 [English](#), [French](#), [Spanish](#) [NEW]

Standard Procurement Documents 3

WORKS

For procurement process initiated on or after January 1, 2021, under **projects assessed as high risk for SEA/SH. Bank's disqualification mechanism for non-compliance with SEA/SH obligations applies.**

See more information: [World Bank Launches Contractor Disqualification to Strengthen Prevention of Gender-Based Violence \(GBV\)](#)

Prequalification Document
July 2023 [English](#), [French](#), [Spanish](#)

Request for Bids (Two-envelope with rated criteria)
February [English](#), [French](#), [Spanish](#) 2025 **[NEW]**



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Appendix 1. Core Procurement Principles

詳細は参考資料参照
投資プロジェクト融資における調達規則（借入
者用） 概要説明

CORE PROCUREMENT PRINCIPLES

a) Value for Money

The principle of value for money means the effective, efficient, and economic use of resources, which **requires the evaluation of relevant costs and benefits, along with an assessment of risks, and non-price attributes and/or life cycle costs**, as appropriate. **Price alone may not necessarily represent value for money.**

b) Economy

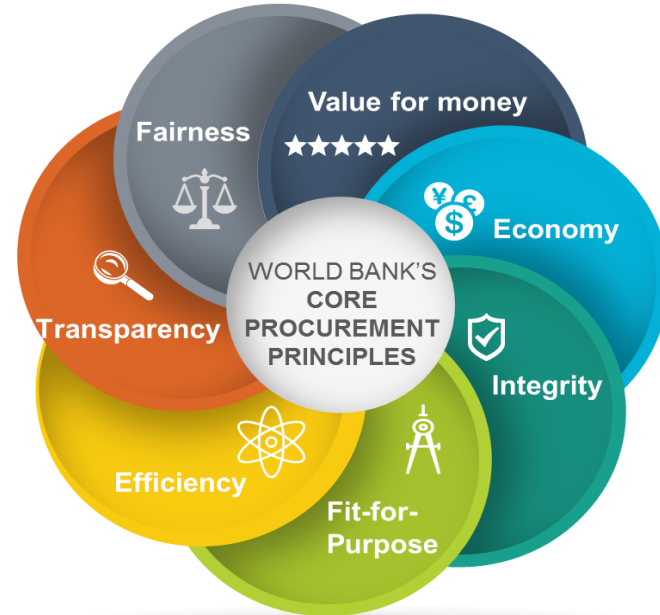
c) Integrity

d) Fit-for-Purpose

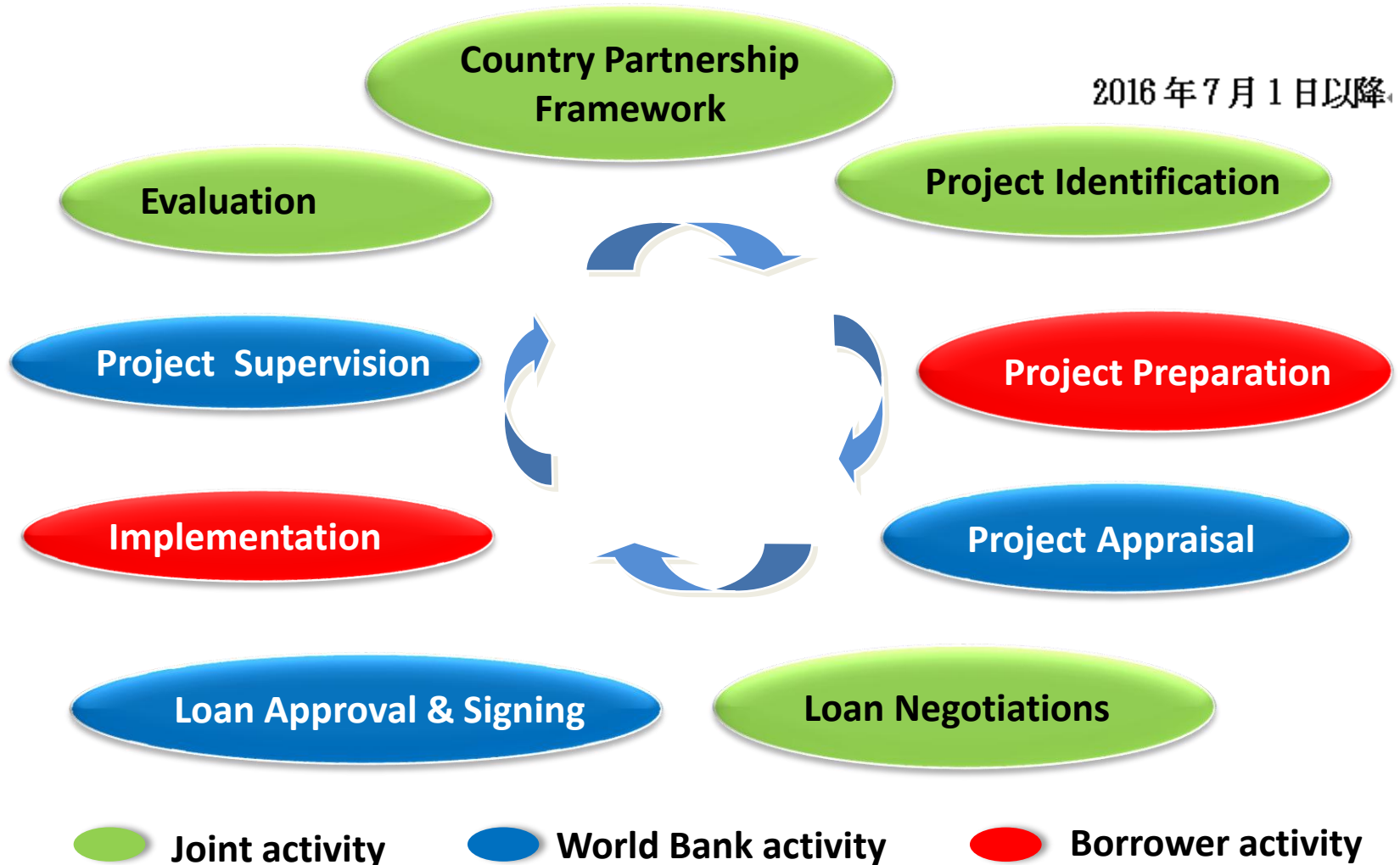
e) Efficiency

f) Transparency

g) Fairness



世銀プロジェクトはボロワーが準備、実施 民間によるプロファイは不要



投資プロジェクト融資における調達規則

第1章 はじめに

1.1 IPFプロジェクトの調達においては、持続可能な開発の推進に当たり、借入者が、Value for Money (VfM)を公正な形で確保できるようにしなければならない。

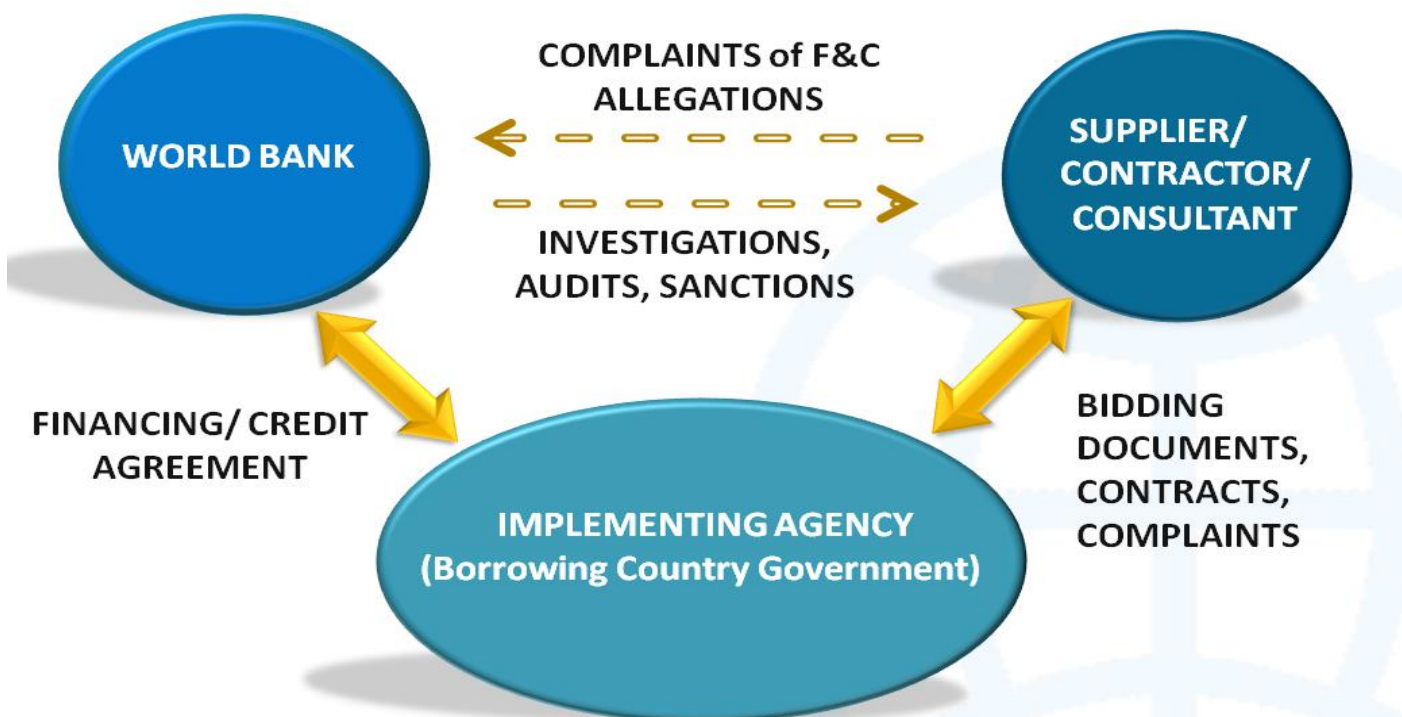
Procurement Guidance: Value for Money

<http://pubdocs.worldbank.org/en/274711479159288956/Guidance-on-VfM-FINAL.pdf>

VfMとは資源の効果的、効率的、経済的な利用を意味し、そのためには、関連する費用と便益の評価に加え、リスク評価、価格以外の属性やライフサイクルコストの評価も適宜に行わなければならない。価格だけでは必ずしもVfMを表すことはできない。

第2章 一般的考慮

2.1 Legal Agreementは、借入者と世界銀行との法的関係を規定する。 借入者と契約者間の権利及び義務は、当該の入札依頼書／プロポーザル提出依頼書によって定められる。



第3章 ガバナンス

役割と責任

3.2 借入者は、世界銀行の資金による調達活動を、本調達規則に従って遂行する責任を負う。

事前レビューと事後レビュー

3.5 世界銀行は、高額または高リスク(またはその両方)の調達活動の場合、事前レビューを実施し、調達がLegal Agreementの条件に従って遂行されているかどうかを判定する。

3.6 世界銀行は、借入者の実施した調達活動についての事後レビューも実施し、調達活動がLegal Agreementの条件を満たしているかどうかを判定する。

利益相反

機材、工事、及び非コンサルティング・サービス

3.15 以下のいずれかに該当する企業は、調達プロセスにおいて利益相反が存在するとみなされる。

- a. プロジェクト準備または実施のためのコンサルティング・サービスに従事し、かつ、**そのコンサルティング・サービスの結果として発生した、または直接関係する調達に従事する場合。**

なお、この規定は、1) 直接的または間接的に当該企業を支配する**関連会社**、2) 当該企業により支配される関連会社、3) 当該企業と共通の支配下にある関連会社にも適用される。

ただし、この規定は、ターンキー契約またはデザイン・ビルド契約の下で当該契約企業の義務を共同履行する構成企業には適用されない。

コンサルティング・サービス

- 3.16 世界銀行は、コンサルタントに以下を義務づけている。
- a. 偏見のない**専門的助言を客観的立場**に立って与える。
 - b. **常に借入者の利益を最優先**させる。
 - c. 助言を提供するに当たって、他の委託業務や**自社の利害への抵触を避ける**。

不公正な競争上の優位性

- 3.18 、、、コンサルタントやその子会社が、**かつてかかる業務に関連したコンサルティング・サービスを提供したからと言って、優位に立つことは認められない**。そのため、借入者はショートリストに残ったすべてのコンサルタントに対し、プロポーザル提出依頼と同時に、**競争上優位となるすべての情報を開示するものとする**。

Appendix 2. プロジェクトと調達情報の探し方 例題

- (1) 直近の調達情報の入手方法
- (2) 特定国市場での調達戦略立案
ベトナム市場で下水処理場の調達戦略立案
- (3) 特定製品の世銀プロジェクトでの調達実績

(1) 直近の調達情報の入手 Project情報をアラートで受信する

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調達情報のalertsはProcurement Noticeに入力

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photo: Alex

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Selected Codes

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- ▶ ☐ 11000000: Mineral and Textile and Inedible Plant and Animal Materials
- ▶ ☐ 12000000: Chemicals including Bio Chemicals and Gas Materials
- ▶ ☐ 13000000: Resin and Rosin and Rubber and Foam and Film and Elastomeric Materials
- ▶ ☐ 14000000: Paper Materials and Products
- ▶ ☐ 15000000: Fuels and Fuel Additives and Lubricants and Anti corrosive Materials
- ▶ ☐ 20000000: Mining and Well Drilling Machinery and Accessories
- ▶ ☐ 21000000: Farming and Fishing and Forestry and Wildlife Machinery and Accessories
- ▶ ☐ 22000000: Building and Construction Machinery and Accessories
- ▶ ☐ 23000000: Industrial Manufacturing and Processing Machinery and Accessories
- ▶ ☐ 24000000: Material Handling and Conditioning and Storage Machinery and their Accessories and Supplies
- ▶ ☐ 25000000: Commercial and Military and Private Vehicles and their Accessories and Components
- ▶ ☐ 26000000: Power Generation and Distribution Machinery and Accessories
- ▶ ☐ 27000000: Tools and General Machinery
- ▶ ☐ 30000000: Structures and Building and Construction and Manufacturing Components and Supplies

EOIに関する情報

Procurement Notices:

Title: [System Development for National Urban Development Project \(NUDP\)](#)

Project Country: Indonesia

Project Title: National Urban Development Project (NUDP)

Project ID: P163896

Borrower Bid Reference: ID-SUPD II-277656-CS-QCBS

Notice Number: OP00194299

Notice Type: Request for Expression of Interest

Submission Deadline: September 16, 2022 23:45

Notice Published Date: September 07, 2022

Title: [BBMA Detailed Engineering Design \(DED\) and Construction Supervision Management Consultant](#)

Project Country: Indonesia

Project Title: Indonesia Mass Transit Project

Project ID: P169548

Borrower Bid Reference: ID-DGLT-301659-CS-QCBS

Notice Number: OP00190601

Notice Type: Request for Expression of Interest

Submission Deadline: August 26, 2022 17:00

Notice Published Date: September 06, 2022

Titleをクリックすると→EOI 詳細

Details

REQUEST FOR EXPRESSIONS OF INTEREST

INDONESIA

National Urban Development Project (NUDP)

IBRD Loan No. P163896

Assignment Title: System Development for National Urban Development Project (NUDP)

Reference No. ID-SUPD II-277656-CS-QCBS

The Government of Indonesia has received financing from the World Bank toward the cost of the National Urban Development Project (NUDP) and intends to use part of the proceeds for consulting services to be procured under component program: System Development for National Urban Development Project (NUDP)

In particular, the main objective of this consultancy could be scrutinized further into three specific objectives as the following:

(continued)

Press ReleaseやProject Documents

News

[Ukraine Recovery and Reconstruction Needs Estimated \\$349 Billion](#)

September 09, 2022- A joint assessment by the Government of Ukraine, the European Commission, and the World Bank, in cooperation with partners, estimates that the current cost of reconstruction and recovery in Ukraine amounts to \$349 billion....

Date: September 09, 2022 **Type:** Press Release **Language:** English

Project Documents

[West Bank and Gaza - Real Estate Registration Project : Social Impact](#)

[Assessment](#) Document Date : August 31, 2022 Document Type : Environmental

Assessment

[Sri Lanka - Agriculture Sector Modernization Project \(ASMP\) : Implementation](#)

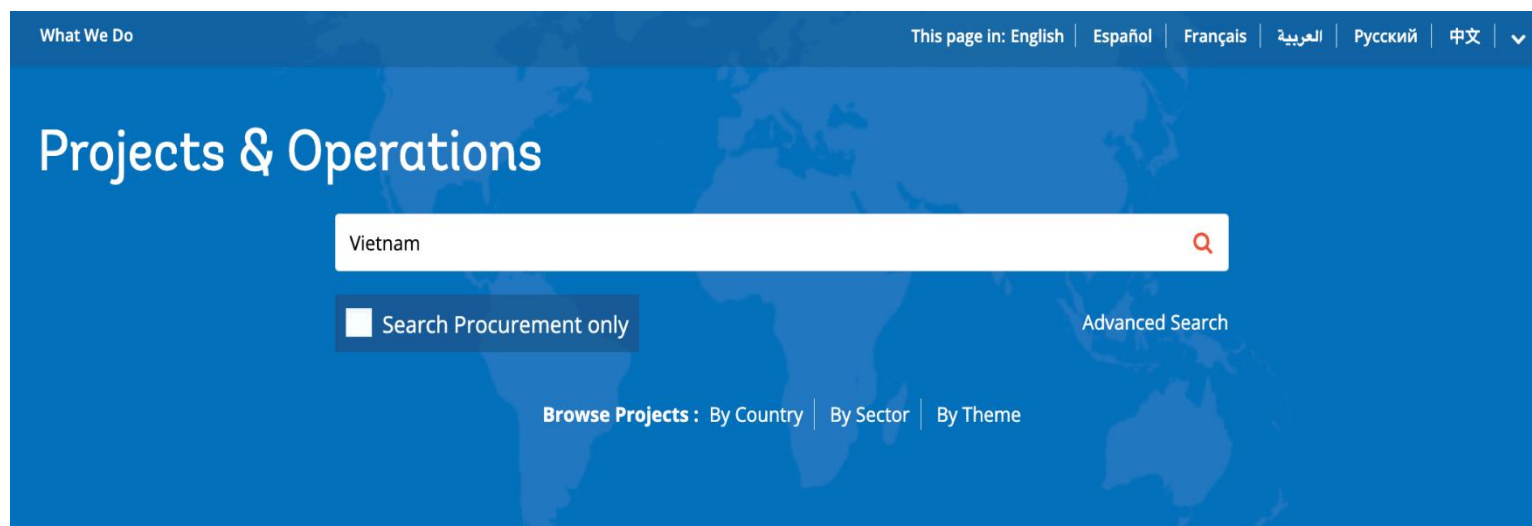
[Support Mission - May 30 to June 10, 2022](#) Document Date : June 09, 2022 Document

Type : Aide Memoire

(2) 特定国市場での調達戦略立案

ベトナム市場で下水処理場例

<https://projects.worldbank.org/en/projects-operations/projects-home>



Projects

The World Bank provides low-interest loans, zero to low-interest credits, and grants to developing countries. These support a wide array of investments in such areas as education, health, public administration, infrastructure, financial and private sector development, agriculture, and environmental and natural resource management. Some of our projects are cofinanced with governments, other multilateral institutions, commercial banks, export credit agencies, and private sector investors.

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Projects

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SUMMARY

PROJECT LIST

Vietnam のWWTP プロジェクトの探し方

左のFILTERでVietnamやSectorをクリックする

FILTER

Clear All x



Go

Timeframe



Specific Date Range



Financing Type


☒ IBRD (4)

☒ IDA (6)

☐ Other (7)

Status


☒ Active (8)

Country


☒ Vietnam (8)

Region



Sector



Search

☐ Health (1)

☐ Other Education (1)

Click the Excel icon to download all project data. Or you can download filtered data in groups of 500. Select from filters along the left side of this site, then click the Excel icon.

Showing 1 - 8 of 8 projects matching the search criteria -

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Project Title	Country	Project ID	Commitment Amount	Status	Approval Date	Last updated Date
Ho Chi Minh City Development Policy Operation - 2	Vietnam	P171216	100.00	Active	June 29, 2021	October 4, 2021
Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province	Vietnam	P171700	126.90	Active	June 30, 2020	December 14, 2021
Vietnam - Dynamic Cities Integrated Development Project	Vietnam	P168290	194.36	Active	June 11, 2019	December 13, 2021
Dynamic City Integrated Development Project - Thai Nguyen	Vietnam	P160162	80.00	Active	June 22, 2018	January 13, 2022
Vinh Phuc Flood Risk and Water Management Project	Vietnam	P152460	150.00	Active	April 29, 2016	February 6, 2022
Can Tho Urban Development and Resilience	Vietnam	P152851	125.00	Active	March 24, 2016	November 2, 2021
Results-based Scaling Up Rural Sanitation and Water Supply Program	Vietnam	P152693	200.00	Active	November 12, 2015	November 4, 2021
Second Ho Chi Minh City Environmental Sanitation Project	Vietnam	P127978	250.00	Active	December 23, 2014	January 12, 2022

Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province

[SUMMARY](#)[PROCUREMENT](#)[DOCUMENTS](#)[NEWS AND MEDIA](#)[PHOTO GALLERY](#)[PROJECT DOCUMENTS](#)[ARCHIVAL RECORDS](#)

Projectの全体を知るにはPADを調べる

[Download to Excel:](#) 

DOCUMENT TITLE	DATE	REPORT NO.	DOCUMENT TYPE
Official Documents- Principles of Collaboration with the Minister for Foreign Trade and Development Cooperation of the Netherlands on her behalf Invest International Public Programmes B.V Ref. P171700 (English)	January 27, 2022		Agreement
Revised Stakeholder Engagement Plan (SEP) Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province (P171700) ()	January 20, 2022		Stakeholder Engagement Plan
Revised Labor Management Procedures Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province (P171700) ()	January 20, 2022		Procedure and Checklist
Revised Environmental and Social Commitment Plan (ESCP) Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province (P171700) ()	January 20, 2022		Environmental and Social Commitment Plan
Disclosable Version of the ISR - Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province - P171700 - Sequence No : 03 (English)	December 20, 2021	ISR49029	Implementation Status and Results Report
Official Documents- Financing Agreement for Credit No. 6722-VN (English)	December 20, 2021		Financing Agreement
Official Documents- Disbursement and Financial Information Letter for Credit No. 6722-VN (English)	December 10, 2021		Disbursement Letter
Disclosable Version of the ISR - Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province - P171700 - Sequence No : 02 (English)	May 15, 2021	ISR46506	Implementation Status and Results Report
Disclosable Version of the ISR - Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province - P171700 - Sequence No : 01 (English)	October 31, 2020	ISR43468	Implementation Status and Results Report
Environmental and Social Impact Assessment Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province (P171700) (English)	June 11, 2020		Environmental Assessment,Environmental and Social Assessment,Social Assessment
Project Information Document - Vinh Long City Urban Development and Enhanced Climate Resilience Project in Vinh Long Province - P171700 (English)	June 10, 2020	PIDISDSA29843	Project Information Document
Vietnam - Vinh Long City Urban Development and Enhanced Climate Resilience Project (English)	June 9, 2020	PAD3766	Project Appraisal Document

PADのTechnicalやProcurementを調べる。

(ii) Procurement

81. **The project's procurement risk is assessed to be 'Substantial' after mitigation measures are in place.** The procurement activities financed by the World Bank under the project shall be carried out in accordance with the World Bank's 'Procurement Regulations for IPF Borrowers: Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Services', dated July 2016 and revised November 2017 and August 2018 (Procurement Regulations). During the project preparation, a Project Procurement Strategy for Development (PPSD) was prepared. This PPCS recommends that the

⁴⁰ Issued by the Prime Minister in 2018.

following procurement approaches be followed to achieve the project objectives and maximize value for money: (a) the two largest civil works contracts for the WWTP and wastewater collection pipelines should be procured through Request for Proposals using the DBO contracting form (for the WWTP contract) and Request for Bid (RFB) method (for wastewater collection pipelines), using the traditional (admeasurement) contract form with an international market approach; (b) major consulting services for construction supervision and technical assistance and so on should be procured using the Quality- and Cost-Based Selection method with an international market approach; and (c) lower risk, low-value civil works contracts should be procured through the RFB method using the e-Bidding process in the Vietnam National Electronic Procurement System (VNEPS). A project procurement risk assessment has been conducted for the project. The key risks identified by this assessment and proposed mitigation measures are presented in section VI.

Design-Build-Operate (DBO) とは

- a single organization responsible for the design, build and operation of the works
- **Cost efficiencies** are gained because the contract is awarded on the basis of the **lowest combined capital and operating costs**.
- The DBO model will usually ensure **improved works performance** relative to public operation.
- The DBO can also provide for **skills transfer to the Employer's staff** if this is specified in the contract, through training and even on the job training of Employer staff in the latter years of the operation period can be included.



コスト効率、LCC（質高）**運転管理**一＞技術移転可能

GUIDANCE NOTE

For Standard Bidding Document (SPD) for Works and Operation Services

Design, Build and Operation (DBO) of
Water and Wastewater Treatment Plants

DBOの応札準備としてGuidance Noteを
SPD と共に研究すると良い

STANDARD PROCUREMENT DOCUMENT

Request for Proposals Works and Operation Service

Design, build and operation of
[water treatment plant (WTP)/ wastewater treatment plant (WWTP)]

(Single-stage Request for Proposals, after Initial Selection)

For Projects with Project Concept Notes (PCN)
Decision Notes
dated after October 1, 2018

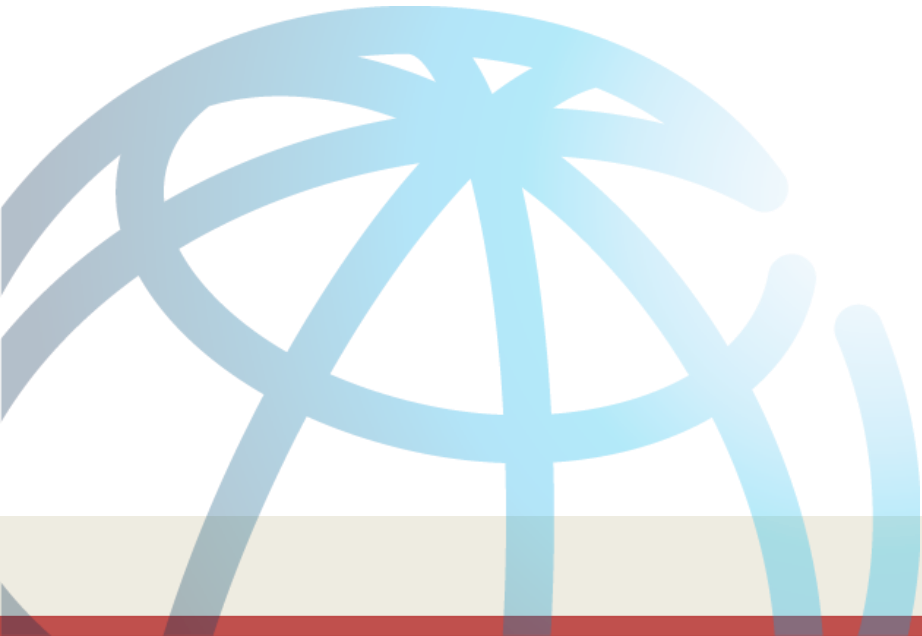
AND

(where the Bank's Disqualification mechanism for non-compliance with
SEA/SH obligations DOES NOT APPLY)



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Appendix 3. Examples of Rated Criteria



Pick and Mix Example Evaluation Criteria - Works

Type	Criteria	Test	Pick and Mix Example Criteria
			Following preliminary examination, Bid/Proposals that are determine completed with no material deviations etc. are then evaluated for substantial responsiveness,
<u>Step 1.</u> Substantially responsive	Process criteria	Meets requirements without material deviation, reservation, or omission	Inter alia: ▪ Bid/Process documents are signed ▪ Bid Security has been provided
<u>Step 2.</u> Qualification	Mandatory criteria	Pass / fail	Inter alia: ▪ has relevant regional/global experience similar to the project requirements ▪ has demonstrated financial capabilities ▪ has related construction experience and relevant track record ▪ has specific experience in managing Environmental and Social aspects in related Works projects

Pick and Mix Example Evaluation Criteria - Works

Type	Criteria	Test	Pick and Mix Example Criteria
Step 3. Minimum Requirements	Minimum technical/performance requirements	Pass / fail	Inter alia: Must meet the specified minimum/essential technical/performance/functional requirements and standards
Step 4. Qualitative	Rated Criteria	Weighted and scored	Inter alia: - thorough design, that is fit for purpose and is appropriate for the site's conditions (may include opportunities for added value) - works methodology for delivery/performance, that provides a full explanation of processes, systems approach that is credible, realistic and thorough - proposed approach to manage and control costs during implementation, that is thorough, credible and shows integrity - overall innovation in the Bid/Proposal - appropriate site team structure and composition - highly experienced Project Manager, qualified experts and appropriate personnel (technical depth and appropriate number/resource allocated) - clear Works risk analysis and appropriate mitigation measures - code of conduct includes relevant additional actions that show credibility in identifying and addressing social aspects - effective supply chain management plans - comprehensive Environmental and Social Management Strategies and Implementation Plans - appropriate plans to manage safety, and prevent accidents - appropriate plans to manage infrastructure cybersecurity risks

Example – Airport Terminal Reconstruction Project, Sint Maarten

Package: Terminal Building Reconstruction

Project and Procurement process
Terminal Building Reconstruction
Estimated Cost: US\$ 91 million
Procurement documents: RFB-Works without PQ
Technical aspects: 30%, Financial cost:70%
No minimum quality threshold set

Bidding process
Bids invited: October 26,2020
4 bids received by March 23, 2021
3 firms were recommended for opening of financial proposal
Contract awarded on August 17,2021 (NOT to the lowest evaluated cost bidder)
HEIS provided by the Bank
Works ongoing

Example – Airport Terminal Reconstruction Project, Sint Maarten

1. Site Organization, Team Composition and Qualifications and Experience of Contractor's Representative and Key Personnel (20%):

- Project Management Team composition including proposed sub-contractors (15)
- Organizational set up including proposed subcontractors (5)

2. Work Program (25%)

- Work Program and a statement clearly indicating the strategy of execution (15)
- How lessons learnt from similar projects will be implemented (5)
- Measures to avoid potential delays (5)

3. Method Statement for Construction Activities (25%):

- Quality control and assurance (5)
- Approach and method statement for logistics, phasing, overcoming challenges of building on an island (5)
- Approach and method statement for coordination and integration with other contractors (5)
- Project specific risks and mitigation measures (10)

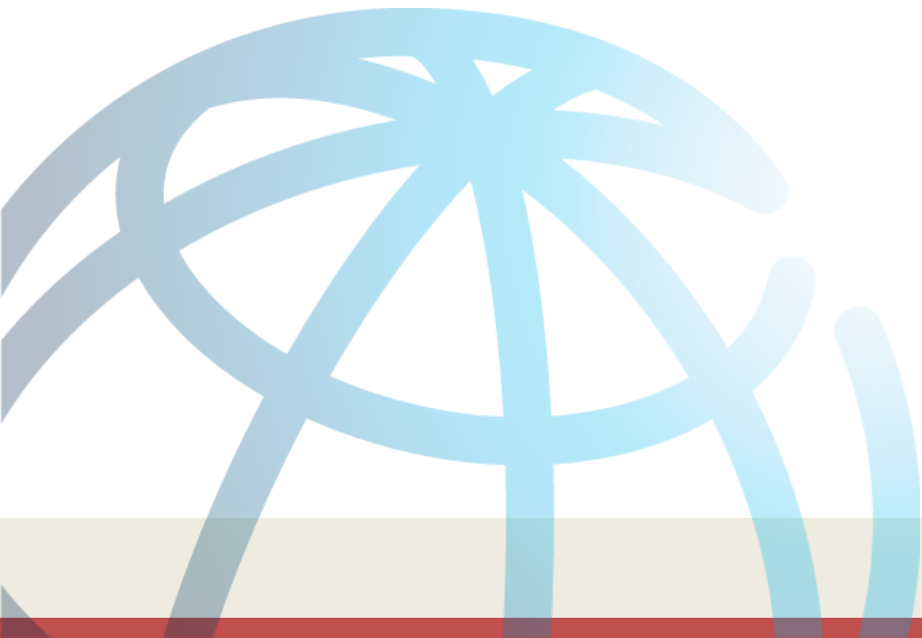
Example – Airport Terminal Reconstruction Project, Sint Maarten

- **4. Value Engineering in cost reduction/saving/efficiency suggestions (10%)**
- **5. Economic Participation (15%)**
 - Economic integration plan e.g. involvement of sub-contractors, suppliers, personnel (10)
 - Plan for technical knowledge transfer to local staff enabling future maintenance and operation activities (5)
- **6. Management Strategies and Implementation Plans for ES (5%)**



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Appendix 4. Rated Criteria - Evaluation Process



Evaluation Process

Approach Market

- All Evaluation Criteria must be finalized and set before the Bid/Proposal is released
- Ensure Procurement Documents detail the Evaluation Approach (i.e. how will Bids/Proposals be evaluated), including Rated Criteria, weightings etc. (usually the more detailed the better, err on transparency)
- Use open questions, generally better to assess quality and provide differentiation
- Ensure information is requested on all the aspects that require evaluation
- As needed, use Bid/Proposal briefings to reinforce procurement objectives and Evaluation Approach etc. (and provide an opportunity for any questions to be asked)
- Only Evaluation Criteria specified in the Procurement Documents shall be applied
- After a Procurement Document has been issued, any change to the Evaluation Criteria shall be made only through addenda (to maintain transparency and integrity)

Forming an Evaluation Panel

- Outlined as part of the evaluation approach in the PPSD, finalized before opening
- Include a combination of financial, technical and procurement expertise within the Evaluation Panel - expertise should match the subject matters for evaluation
- Ensure chairperson has appropriate leadership, facilitation and organizational skills
- When identifying members check early for any Conflict of Interest (see Bank Guidance)
- Prior to evaluation commencing, conduct an Evaluation Panel briefing on:
 - Conflict of Interest (COI) control and double check no COI arising (complete declarations)
 - Evaluation Approach including Rated Criteria, weightings etc.
 - How moderation will be handled and determining the 'panel's score' (e.g., average)
 - Capturing scoring rationale (comparative strengths and weaknesses of each proposal) that shows logic to substantiate the scoring (important for audit/addressing complaints)
 - Ensuring the same evaluator evaluates all responses to a particular question

Checklist prior to evaluation

- Ensure evaluators are clear on the evaluation approach and understand:
 - the issues they are evaluating and the Evaluation Criteria to be applied
 - the scoring scale and how to use it
 - the need for independent initial scoring (must not collaborate with other evaluators at initial scoring stage)
 - **the need for confidentiality**, e.g., not sharing documentation, or discussing bids with third parties including work colleagues and securing documentation
 - how to transmit emails and electronic documents securely
- Need to capture the strengths and weaknesses of each Bid/Proposal to justify scoring

Evaluation process - managing integrity

- Borrowers need to ensure:
 - Technical requirements and evaluation approach is impartial, objective and fit for purpose
 - Evaluation Criteria are not anti-competitive or discriminatory
 - Scoring scale has clear descriptors
 - Consistency of application of Evaluation Criteria to avoid subjectivity and arbitrary scoring
 - Moderation to ensure consistency and fairness of evaluation approach
 - Documentation of the relative strengths and weaknesses of each proposal and against each criteria
- Consider the use of simultaneous independent probity advisors for contentious procurements
- Once approved, notify bidders of outcome of technical evaluation (option for a technical evaluation standstill period)
- Seek to address any complaints prior to opening of financial cost envelope

Managing Conflict of Interest

1. Declaration

- Each person appointed to the Evaluation Team must make a formal declaration
- Good practice to require members to complete and sign a COI declaration in advance of the evaluation process being initiated
- Declaration should be revisited once identifies of the bidders/proposers are known

2. Identify conflict of interest

- Each member (including the chairperson), must submit their signed COI declarations to the head of the PIU
- The head must ensure that each declaration has been properly completed and signed

3. Managing conflict of interest

- Where a conflict has been identified it should be managed and resolved quickly
- Management plan should be drafted for approval by the head of the PIU
- The process for managing the conflict should be recorded in writing

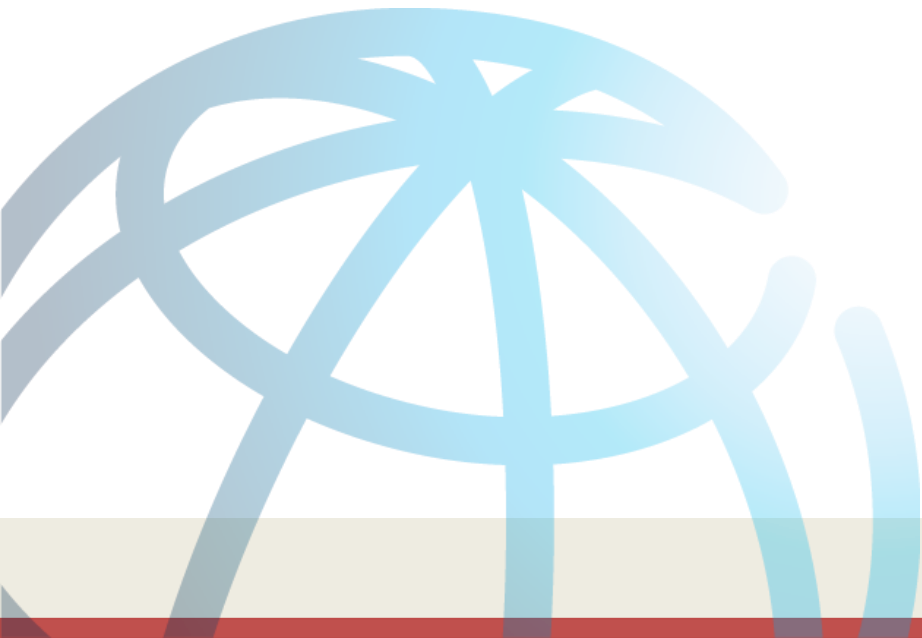
Independent Probity Assurance Advisors

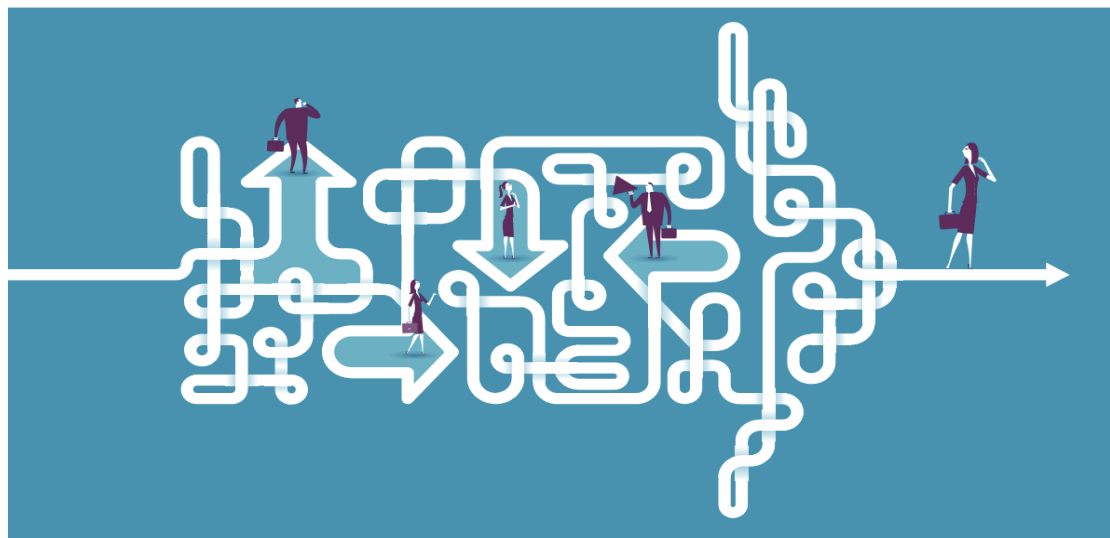
- Borrowers may engage an independent Probity Assurance Advisor to provide support and assurance (good practice in high integrity risk situations and/or contentious procurements)
 - Due to risk, the Bank may require a Borrower to appoint an independent Probity Assurance Advisor, in which case, the Borrower will obtain the Bank's agreement on selection and appointment
- If appointed, independent Probity Assurance Advisor should be present at different stages of the procurement process (simultaneous probity assurance), including inter alia:
 - Setting of the evaluation approach prior to issue of Bids/Proposals
 - Early market engagement
 - Bid/Proposal opening
 - Bid/Proposal evaluation (review the Bid Evaluation Report)
 - Negotiations
 - Contract award recommendation (and any subsequent changes to recommendations)



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Appendix 5. Tips for Preparing Bids & Proposals





FINDING BUSINESS OPPORTUNITIES

And Winning Contracts Financed
by the World Bank



APRIL 2024

Preparing bids & proposals

Top tips



- Get involved with early market engagement and pre-proposal briefing – if any
 - Fully address all requirements
 - Emphasize your methodology for delivery – innovate if you can
 - Propose a strong project manager and experienced experts
 - Cite relevant technical and regional experience similar to the project – the more significant and similar the better
-
- Identify and involve in-country “local partners” where possible, consider joint ventures
 - Demonstrate understanding of project E&S risks and how they could be mitigated
 - Offer suggestions for reducing GHG emissions
 - Don’t deviate from standard bidding document forms and conditions
 - Carefully review qualification and evaluation criteria and use these to help write the content and detail of your proposal
 - Failure to meet pre-qualification conditions leads to rejection

Preparing bids & proposals

Top tips (cont.)



- Check your understanding - if in doubt about anything contained in the bidding documents seek clarification from the Borrower's implementing agency undertaking the procurement
 - Use trade missions and Executive Director's team for other concerns and questions
 - Understand local laws and taxes – be aware of local customs
 - Don't change Key Personnel without consent
-
- Submit a professional proposal that is:
 - comprehensive (covers all information requested)
 - includes all supporting documents
 - signed by an authorized individual
 - submitted before the deadline
 - if joint venture, ensure all JV provisions are met
 - properly mark all envelopes enclosing the proposals
 - Be fully prepared before going into a negotiation
 - cover all bases e.g. operational, legal, financial, project-specific risks & opportunities

Avoiding calamity



Common problems with bids/proposals:

- no Bid Security
- insufficient amount of Bid Security
- lack of supporting documents
- incomplete proposals
- incomplete bills of quantities
- proposals not signed
- JV partner as proposer in another proposal
- conflict of interest

PROCUREMENT GUIDANCE



Procurement-related Complaints

How to complain

January 2017

<https://thedocs.worldbank.org/en/doc/975671478891365829-0290022017/original/GuidanceProcurementrelatedComplaints.pdf>



#endpoverty

