

Procurement Policy Update



June, 2018



Background & development of the Bank's Procurement Framework

Help Countries deliver Procurements and to reform their own country's procurement



Transport 47%

Water 18%

Energy 17%

Health 5%

Agriculture 5%

Education 3%

Governance 3%

Trade 1%

IT 1%

\$24Bn portfolio, 1800 projects, in 132 countries



Procurement Framework Development

- Demand-driven: extensive consultations in 100 countries with 5,000 people
- Greater focus on VfM, more ways bidders can differentiate bids, and more opportunities for dialogue and discussion;
- Focus on the end to end procurement cycle, including strategic planning, appropriate procurement approaches/selections, evaluation criteria and contract award (e.g. fit for purpose approach design, life-cycle costs, incentive mechanisms, safety requirements) and contract management (e.g. enforcement of standards, long-term performance and relationship management.

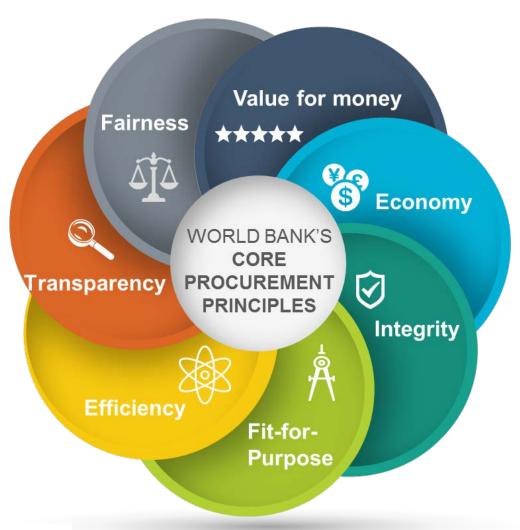


Objective of the new Framework

- Deliver better development results
- Modernize how the Bank engages in Procurement with Partners, in project activities
- Introduce choice in the design of procurement processes to ensure that they are fit for purpose and proportionate
- Provide modern and efficient procurement approaches and methods
- Allows innovation in the solutions that the Bank finances
- Enhance transparency by increasing access to procurement information



Core Procurement Principles



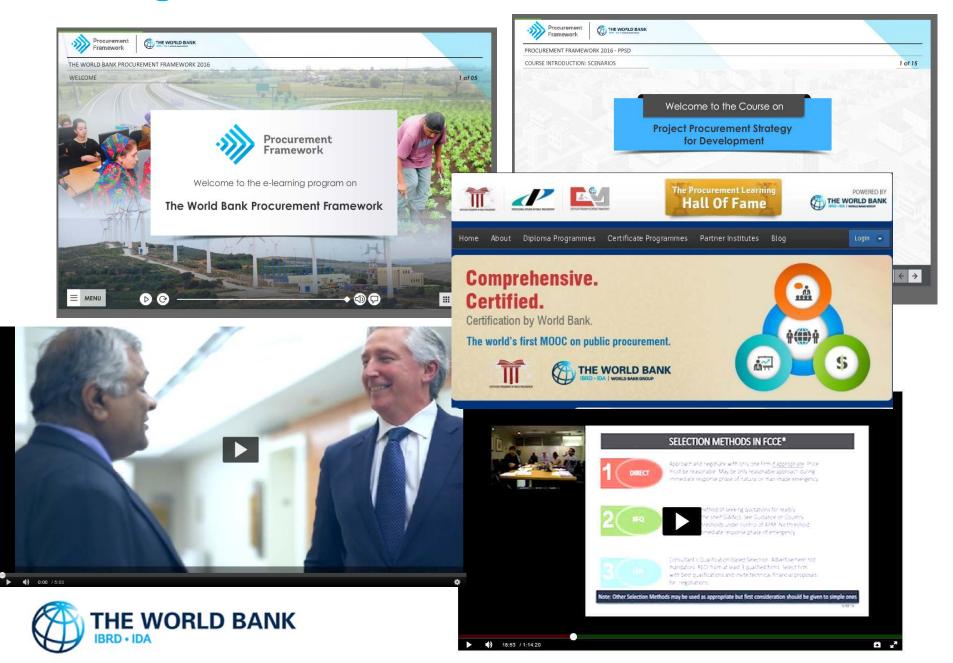


Key innovations

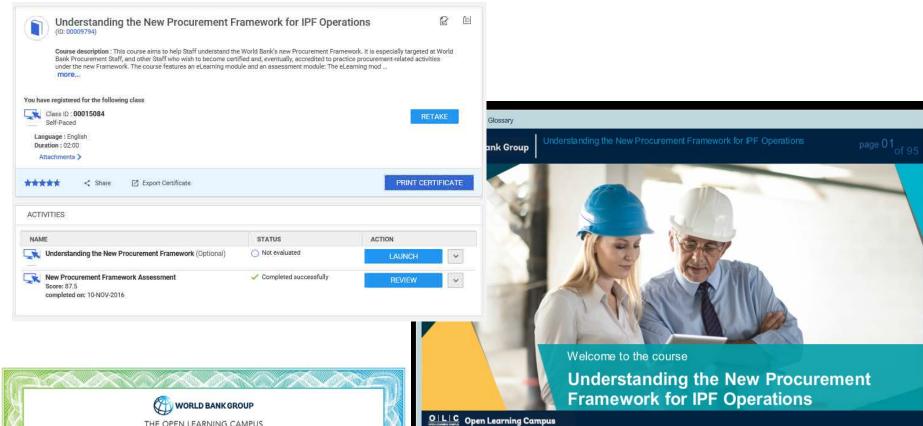
- Value for Money
- Procurement Strategy (supports reverse marketing)
- Options for tailored procurement approaches
- Flexibilities for PPP projects
- Hands-on help where needed most
- Sustainable procurement enhancements
- Competitive dialogue, negotiations or BAFO
- Standstill periods
- Contract management support
- KPI reporting and monitoring
- Industry engagement program (SRM)



Learning for Borrowers, Consultants & Contractors



Staff learning, testing & certification





NEXT >

Apps to help transparency





Contracts

Total investment lending portfolio from FY2004 To Date FY2017 (1)

Total amount of disbursement subject to prior-review: (1)

162,492.85 (US\$ million)

Total number of contracts prior-reviewed: 123,638

Value of prior-reviewed contracts by Procurement Category (in US\$ million):



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Procurement library

English

Chinese

Russian Vietnamese

French

Spanish

Portuguese

Turkish

Japanese



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THE WORLD BANK



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PROCUREMENT GUIDANCE

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PROCUREMENT GUIDANCE

Project Procurement Strategy for Development

Long Form Detailed Guidance July 2016



Sustainable Procurement

An introduction for practitioners to sustainable procurement in World Bank IPF projects

November 2016



Competitive Dialogue

How to undertake a Competitive Dialogue **Procurement Process**

October 2017

THE WORLD BANK



Standard Procurement Documents

An overview for practitioners November 2016





Project Procurement Strategy for

Development

Short Form Guidance

February 2017









Abnormally Low Bids and Proposals

Abnormally Low Bids and Proposals



Procurement-related Complaints How to complain

January 2017



Contract Management

General Principles September 2017



Evaluation Criteria

Use of evaluation criteria for procurement of Goods, Works, and Non-consulting Services using RFB and RFP

July 2016



Value for Money Achieving VfM in Investment Projects Financed

by the World Bank July 2016















Update on Implementation Progress

Kofi Awanyo, Practice Manager, Governance Global Practice







Policy Initiative: Direct Payment Pilot

Background

- Concerns that payment risk affects competition
- Industry vocal about payment risk exposure in low capacity situations
- Management agreed with the Board to:

"create an option for contractors to request direct payment from the Bank at the time of bidding, where risks of delayed or non-payment are considered high by the market."



Direct Payment Pilot

- Covers IPF projects under preparation (including Additional Financing) which meet the following criteria:
 - i. the project is financed under **IDA18**;
 - ii. the project triggers paragraph 12 of Section III of the IPF Policy (fragile and conflict-affected states/situations and small states); and
 - iii. the Decision Review is held on or after **November 1, 2017**
- Borrowers are required to use the Direct Payment method for all disbursements for goods, works, non-consulting services, and consulting services
- Hands on support is also available to help borrowers advance procurements more quickly, and build bidder confidence



Operationalization and M&E

- Changes/updates to:
 - Disbursement and Financial Information Letter (DFIL)
 - IPF Instructions for the preparation of FCS projects and Additional Financing Processing Instructions for IPF
 - Standard Procurement Documents (SPDs)
 - Guidance on preparing Minutes of Negotiation
- > An M&E framework has been designed to monitor progress of the pilot
 - Around the same principles of (and will be integrated with) the overall M&E framework of the Procurement Framework
 - Quantitative and qualitative data will be collected to monitor performance and to identify factors that may have a positive or negative impact on success. Measures have been categorized into five areas:
 - Volumetric
 - Payment efficiency
 - Payment effectiveness
 - Marketplace participation, and
 - Supplier satisfaction





Policy Initiative: Beneficial Ownership Pilot



Background

- Increased demand for transparency and accountability in World Bankfunded procurements
- ➤ Management explored options to collect, and make available B/O information for companies participating in Bank-financed procurement
- Extensive consultations with MDBs and other stakeholders, such as Financial Action Task Force, Open Contracting Partnership, Open Corporates, Transparency International; and Governments
- Tracking B/O is new to public procurement and there is no international consensus yet
- The Bank is at the forefront of developing this approach



Overview

- A three-year pilot including all projects with Decision Review on, or after November 1, 2017
- Misrepresentation can trigger sanctions
- Information provided may require clarification, and decision on responsiveness made on case-by-case basis
- Borrowers will publish the completed template with its contract award information on its own website and the Bank's website/systems
- ➤ B/O information will not be routinely verified by the Borrower or the Bank, but will be available for verification when warranted (e.g. integrity red flags)



Approach

- Applied to all bidders responding again Bank SPDs to identify general B/O related information such as:
 - identity (name, legal form and proof of existence)
 - organization chart
 - board of directors
- For high risk/value procurements, winning bidder also completes a detailed B/O declaration before contract signing:
 - directly or indirectly holding 25% or more of the shares
 - directly or indirectly holding 25% or more of the voting rights
 - directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Bidder
- ➤ If not able to identify any Beneficial Owner, the Bidder is required provide an explanation on why it is unable to identify any Beneficial Owner
- For Joint Ventures each party must provide information



Operationalization and M&E

- Pilot operationalized through:
 - Revisions to the Procurement Regulations for IPF Borrowers
 - Revisions to the Standard Procurement Documents:
 - Adding a specific clause requiring the winning bidder to provide more detailed
 B/O information
 - Beneficial Ownership disclosure form (template)
 - Integration of B/O concept into internal/external training
 - Cooperation with MDBs and other donors
- M&E framework to identify factors that have a positive and negative impact on the objectives of the pilot
 - High risk/value procurements reviewed by OPCS (Policy unit)
 - Management will learn through the process (i.e. cases of no responsiveness), and experience applying the pilot may be useful to redefine the scope of the B/O program in a near future





Policy Initiative: Enhancing ESHS through Procurement

Why are we doing this?

The Bank wants to:

- achieve improved ESHS performance and outcomes
- drive more effective contract management and project delivery
- create a platform to enable dialogue and engagement by Bank, Borrowers and industry to build awareness, understanding and capability
- foster industry change



How are we doing this?

The Bank is driving change by:

- promoting and enabling good ESHS practice through procurement documents and procedures
- supporting Borrowers in setting appropriate ESHS policies, standards, measures, and requirements
- requiring bidders/proposers to address ESHS risks and impacts associated with the project
- assessing bidders/proposers to determine if they have sufficient ESHS capacity and capability to perform to the required standards
- proactively managing project delivery and quickly addressing ESHS performance deficits



Working Together - Top Down Bottom Up

Strategic and Industry Engagement

Solutions &

Hands on Expanded mplementation Support

New Procurement Framework

Bank Teams and Clients

New Environmental and Social Social Framework

Industry:
Contractors,
Suppliers and
Consultants

Project and Contract Specific Actions

Capacity Building





- Any civil works contracts that have been suspended or terminated for ESHS reasons
- any performance security terminated for ESHS reasons

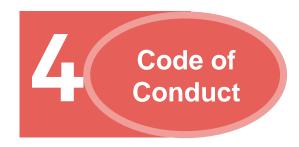


- Guidance provided to help Borrower develop appropriate ESHS policy
- Borrower's ESHS policy now included in bidding documents



- Borrower to describe ESHS obligations in Specifications / requirements / ToR
- ESHS and Procurement Staff to collaborate in preparing and reviewing Specifications / requirements / ToR





- Bidders / proposers required to have, submit as part of bid, and comply with ESHS code of conduct for employees and subcontractors
- Code of conduct addresses risks associated with labor influx



- Bidders / proposers required to submit as part of bid Management strategies and implementation plans (MSIP) to manage ESHS risks and impact
- Works commencement subject to Engineer's approval of ESHS MSIP
- MSIP regularly reviewed and updated



- Contractor to submit ESHS Performance Security of 1 to 3% of contract price (for high risk contracts)
- Performance Security and ESHS Performance Security together around 10% of contract price









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- Additional Provisional Sum for ESHS outcomes that may be included in RFB/RFP documents
- Proposes as additional incentive to improve performance in low performing countries
- Bidders must demonstrate availability of suitably qualified ESHS Specialists dedicated to the project
- ESHS Specialists named in (as key personnel) in bids / proposals and their quality evaluated
- Approved ESHS Specialists named in the contract
- Contracts now include ESHS reporting requirements including (i) immediate notification of serious incidents and (ii) regular progress reports
- Interim payments may be withheld for non reporting



 For each variation, contractor to provide sufficient ESHS information (risks and suggested mitigation) to enable engineer to evaluate ESHS risks and impact



 Employer can now withhold interim payment where there has been a failure to perform an ESHS obligation



Summary of ESHS Procurement enhancements

- Declaration
- Statement of ESHS standards
- 3. ESHS requirements / specifications
- 4. Code of Conduct
- Management Strategies and Implementation Plans (MSIPs)
- 6. Performance security
- Provisional sum
- 8. Key personnel
- 9. Reporting
- 10. Contract variations
- 11. Interim payments





Summary & Conclusion

Summary & Conclusion

- Procurement framework live July 1, 2016
- Gaining critical mass of projects
- Early feedback is positive
- Establishing monitoring & evaluation baselines
- Report back on implementation progress in August
- Enhancing the framework further:
 - Direct payment pilot
 - Beneficial ownership pilot
 - ESHS enhancements
- Building Industry Engagement Program
- Seeking continuous improvement





Questions & Answers, thoughts on future policy development

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Procurement Policy Update END

June, 2018



PART 2



PROCUREMENT

Finding business opportunities and winning contracts financed by the World Bank





Background

Help Countries Deliver \$80bn of Procurements and to reform their own country's procurement



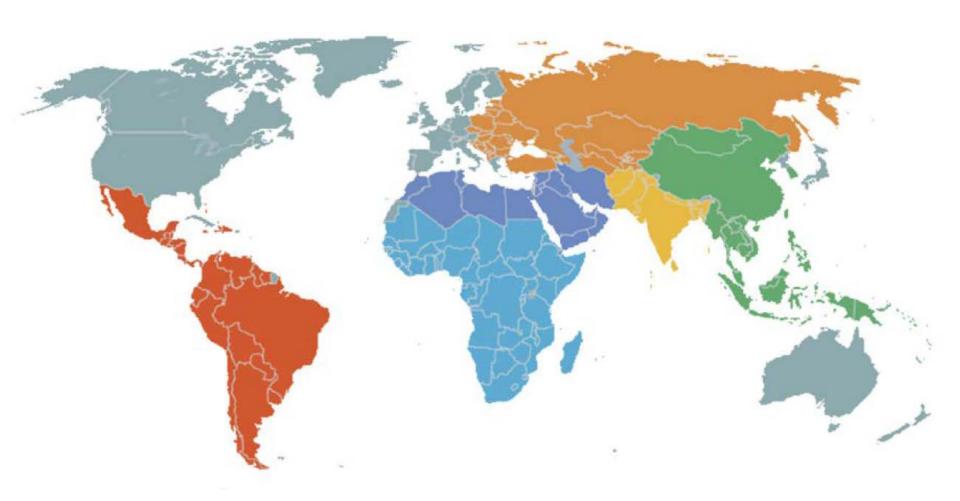
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Annual Portfolio \$24Bn, 1800 projects, in 132 countries



Borrowing countries

Note: areas in grey are non-borrowing countries





FY17 Top Ten Borrowers

RANK	COUNTRY	AMOUNT (USD)	% OF TOTAL
1	India	2,048,801,594	15.0%
2	Ecuador	1,731,696,519	12.7%
3	China	1,241,911,943	9.1%
4	Serbia	668,914,132	4.9%
5	South Africa	557,360,650	4.1%
6	Ethiopia	507,000,112	3.7%
7	Colombia	463,437,092	3.4%
8	Indonesia	456,362,012	3.4%
9	Bangladesh	410,031,102	3.0%
10	Argentina	406,321,682	3.0%



FY17 Top Ten Supplier Countries

RANK	SUPP CTRY	AMOUNT % OF TOTAL	
1	China	2,119,561,201	15.7%
2	India	2,080,435,125	15.4%
3	Spain	1,492,204,350	11.1%
4	Brazil	1,278,421,512	9.5%
5	Serbia	650,091,436	4.8%
6	Vietnam	326,960,002	2.4%
7	Germany	291,109,632	2.2%
8	Greece	275,398,433	2.0%
9	Indonesia	273,301,447	2.0%
10	Bangladesh	266,864,364	2.0%
59	Japan	28,140,000	



FY17 Top Consultant Services Supplier Countries

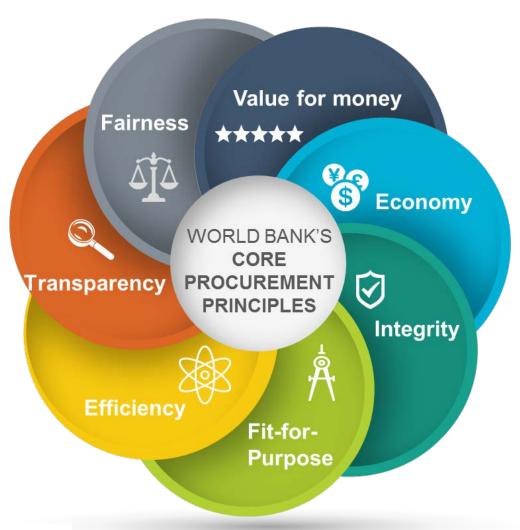
RANK	SUPP CTRY	AMOUNT	% OF TOTAL
1	Consultants registered in Afghanistan	91,516,758	6.4%
2	Peru	90,383,084	6.4%
3	South Africa	86,001,313	6.1%
4	India	78,365,020	5.5%
5	Russian Federation	72,948,799	5.1%
6	France	65,183,674	4.6%
7	Consultants registered in Congo, Democratic Republic	58,570,255	4.1%
8	Australia	52,305,141	3.7%
9	Germany	51,575,169	3.6%
10	United States	50,452,484	3.5%
39	Japan	10,920,000	





Operations Procurement Framework

Core Procurement Principles





New Business Model



PROCUREMENT IN INVESTMENT PROJECT FINANCING Goods, Works, Non-Consulting and Consulting Services

July 2016



- Streamlined controls and delegation, with clear roles
- Flexible decision-making
- Resources where it matters most
- Focus on Value for Money
- Manage risk proactively
- Hands-on support
- Leveraging technology
- Open Contracting
- Industry Engagement
- Enhanced complaint system
- Monitoring & Evaluation



Project Procurement Strategy

- Project Procurement Strategy for Development (PPSD) is a critical planning tool that informs the procurement approach
- Captures key market analysis findings and explains how they:
 - impact on the Borrower's approach to market, and
 - determine the best fit-for-purpose procurement approach

Through PPSD analysis determine:



Market Approach Options

- Direct Approach and negotiate with only one firm.
- Open Competition Opportunity is openly advertised. All eligible firms have equal opportunity to participate. This is the Bank's <u>preferred</u> <u>option</u>
- ➤ Limited Competition Competition limited to those firms that are invited to participate. No open advertisement.
- ➤ International Competition Appropriate when participation of foreign firms will increase competition and deliver best VfM and fit-for-purpose results
- ➤ National Competition Appropriate when the procurement is unlikely to attract foreign competition





Publication of International Opportunities

- ➤ For International Procurements A General Procurement Notice is published on UNDB Online and on the World Banks's website. A GPN includes:
 - > The name and contact point of the Borrower
 - The purpose and amount of financing
 - > The scope of procurement, reflecting the Procurement Plan
 - ➤ If known, and indication of the schedule for publication of specific procurement opportunities
- Specific Procurement Notice (SPN) is also be published on UNDB Online and the World Bank's website



Eligibility Overview

- Eligible firms and individuals from all countries are permitted to bid for Bank financed projects
- > Exceptions:
 - Country is sanctioned by the UN
 - Country (by law) is sanctioned by the Borrower
 - Firm or individual is sanctioned by the Bank, or by law of Borrower (acceptable to the Bank)
 - Please note Canadian companies have been sanction by the Bank



Some Interesting Provisions

> Evaluation Criteria

- Rated criteria used to select the most advantageous bid
- Proportionate to complexity, risk, value and type of objectives

➤ Abnormally Low Bids

Method to identify and resolve very low priced bids

Standstill Period

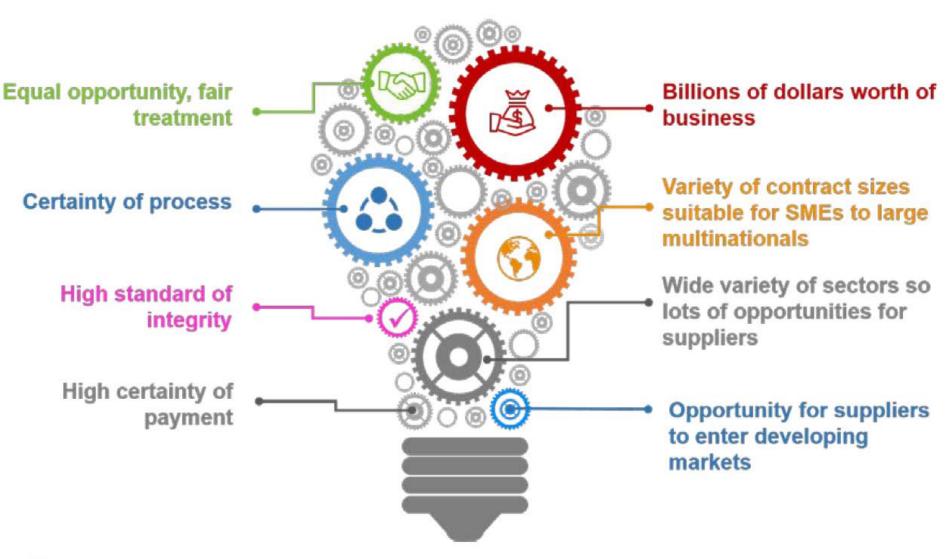
- Notify successful and unsuccessful bidders of intention to award
- Award the contracts 10 business days later if no substantiated complaints received

Direct Payment

Bank pays you direct for borrower procurements in fragile states, or small states



Why bid into our financed projects





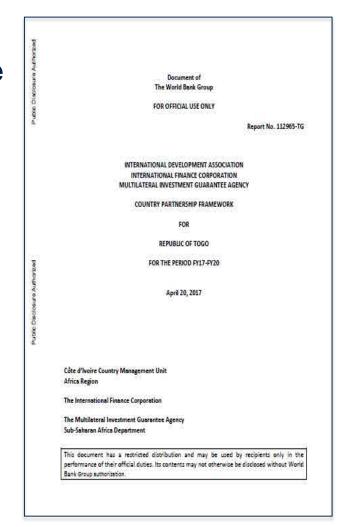


Selling to our financed projects

How to find opportunities and bidding advice

Step 1 – Review Country Partnership Framework

- ➤ IPF projects and their subsequent procurements usually originate from the Country Partnership Framework (CPF)
- CPFs are publicly available for download from the Bank's web site www.worldbank.org.
- CPF gives an early "heads-up" of what types of projects are planned and when
- If you plan to target business opportunities and growth in a particular country then the CPF provides you with the Bank's and the country's plan for development over next 3 years etc





Step 2 – Review MOS for specific projects

- The Monthly Operational Summary (MOS) summarizes opportunities, what projects are coming up and when?
- Projects appear in the MOS from the point they are identified up to the signing of the loan or credit agreement
- Sellers should scan the MOS report for each region of interest and identify project opportunities to pursue



Example MOS

Kenya

Water and Sanitation

(R) Mombasa Water and Sanitation: The project seeks to (a) develop ground water sources; (b) improve the transmission line between Baricho Well Field and Mombasa; and (c) provide emergency measures to improve distribution systems and reduce unaccounted for water. Project preparation is under way. Environmental Assessment Category to be determined. PID: 96367.

US\$ 30.0 (IDA). Consulting services to be determined.

National Water Conservation and Pipeline Corporation, Workshop Road and Commercial Street, PO Box 30173, Nairobi, Kenya, Tel: (254-2) 556-600, Fax: (254-2) 545-882, E-mail: acnjki@cbs.go.ke, Contact: Mr. Andrew Roberts, Managing Director

Country

Sector

(R) Indicates a revision from the previous month

Title and project description

Stage of processing and italic text indicates a

change from previous

month

Environmental Assessment Category

Project ID, a unique Bank control number for each project, appears in the MOS when the Project Information Document is available at InfoShop

Amount of loan, credit or grant (US\$ millions)

Name ,address, phone, fax, E-mail address, and name and title of contact person of implementing agency



Step 3 – Use Finances App for real time info.

Access the Bank portfolio of projects, finances, and upcoming/key procurement opportunities:

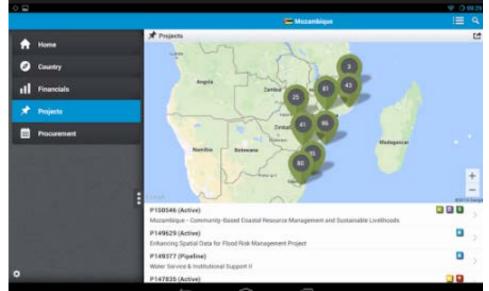
- Nine different languages (Arabic, Bahasa Indonesia, Chinese, English, French, Hindi, Portuguese, Russian, and Spanish)
- Locate any project including the awarded contracts
- Receive Procurement/Tender Notices and follow business opportunities in more than 100 countries
- Get updates on pending projects in the pipeline, as well as latest approved projects
- Check the disbursements data, updated monthly, and the contributions to Trust Funds
- Engage with the Bank by sharing, following its projects and investments, or reporting back



Finances App









Step 4 – Use Procurement App

- Historic Procurement data on major contract awards
- The App enables the public to look at:
 - Who won what, where, and how much?
 - Ratios
 - Trends
 - Supplier Rankings
- Easy to slice data by type, place, year, and company
- See what your competitors are doing
- Identify who you could partner or joint venture with
- Free for iPad and iPhone from the Apple Store



Procurement App





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04- Feb-2017	Procurement and Supply of Additional goods for Optical Fiber Network High d	Afghanistan	P121755	Invitation for Bids	18- Dec-2016
20					



Step 5 – Register for bidding opportunities UNDB

- ➤ Bidding adverts for international competitive procurements are advertised on the United Nations Development Business website www.devbusiness.com
 - General Procurement Notice (GPN) early heads-up
 - > Specific Procurement Notice (SPN) details the advert to call for bidders
- Managed by the UN and provides information on business opportunities generated through the World Bank, regional development banks, and other development agencies
- Holds copies of the Bank's Monthly Operational Summary
- Links to Procurement Plans
- For more information contact the UN Development Business Liaison Office at Tel: (202) 458-2397 or

Email: dbhelp@worldbank.org





Corporate Procurement

Selling direct to us



Corporate Procurement

- Each year, the World Bank Group spends approximately \$1.7+ billion for products and services for its own internal requirements
- The Corporate Procurement Unit is responsible for setting policy and conducting the procurements for all World Bank Group internal requirements
- Country Offices have delegated authority to conduct small procurements locally, following the Corporate Procurement Policies and Procedures



Corporate Procurement: What the Bank buys itself

- Information Technology
- Communication Equipment and Services
- Professional and Technical Consulting Services
- Office Supplies, Paper and Paper Products
- Graphic Design, Publications and Print Services
- Construction and Renovation Services
- Facilities Management Services and Equipment
- Other Administrative Services as needed

















Corporate Procurement: Consulting Services

- The Bank Group procures services from Consultants to support its project work:
 - Firms are contracted by the Bank Group and must be eligible to become a vendor
 - Individuals are appointed to the staff of the Bank Group
- All consultants are selected using the Bank Group's eTendering tool "eConsultant2"
 - ➤ The system includes templates, contract terms and conditions and information about how to use the system
- Firms are encouraged to create a profile in eConsultant2
- Information about eConsultant2 may be found at https://wbgeconsult2.worldbank.org





Conclusion

Conclusion

- > \$80 billion portfolio, 1800 projects in 132 countries
- Support difficult things, in challenging places, with mixed capacity
- Common set of rules, with lots of choices, so we can adapt
- High emphasis on reverse marketing
- New IT system to assist with monitoring & evaluation
- Great Apps to find information
- New Industry engagement program/SRM
- ➤ Lots of opportunities available



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PROCUREMENT

Finding business opportunities and winning contracts financed by the World Bank

