

Advancing use of Rated Criteria

World Bank-Financed
Project Procurement



May 2024



Agenda

1. Overview of the World Bank
2. Opportunities in EAP
3. Advancing use of Rated Criteria
4. Contract Data
5. More Information

IPF - Investment Project Financing

World Bank Vision

To end extreme poverty and boost prosperity on a livable planet.

IPF WHAT DOES IT DO?

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

IPF WHAT DOES IT FUND?

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



\$306 billion
total value of active IPF projects at end of FY23

25,680
projects worldwide
(FY23)

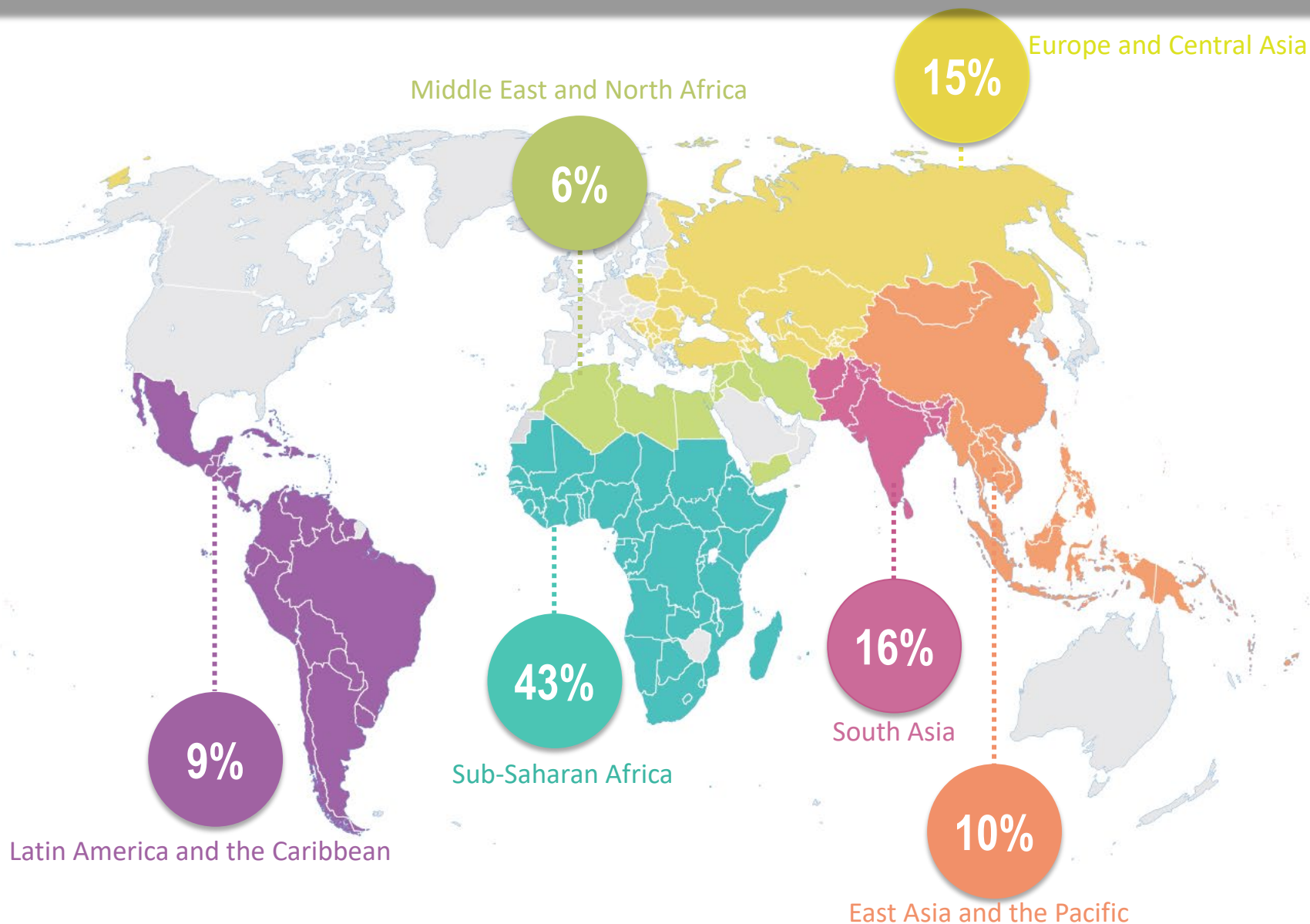
146
countries

Investment Project Financing comprises • loans • credits • grants

IPF funds “eligible expenditures” for the procurement of Goods, Works, Consulting and Non-consulting Services

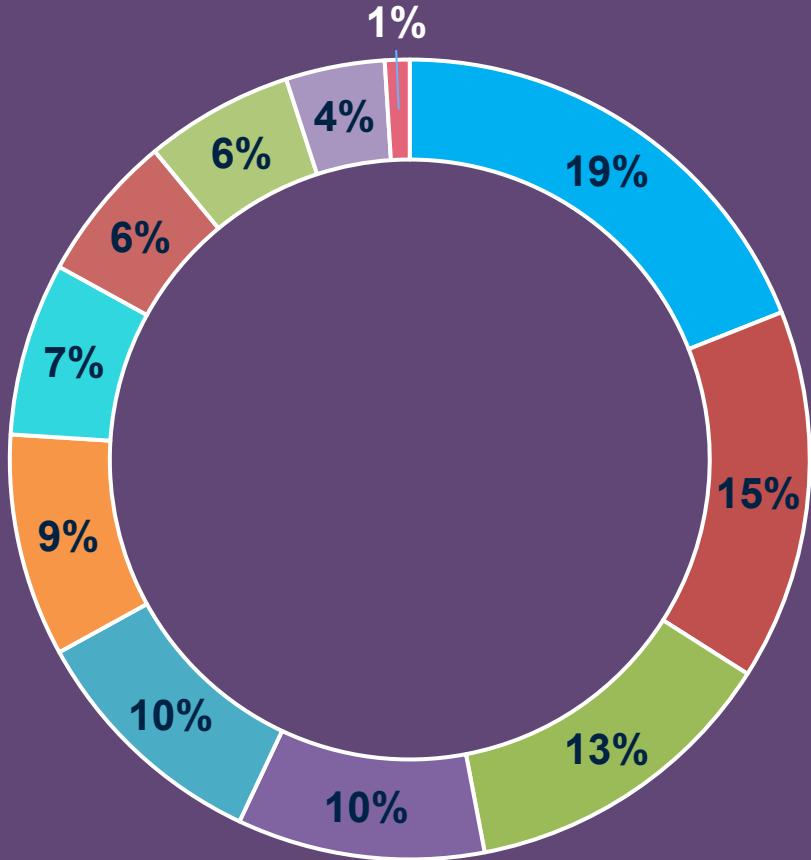
Global commitments by region

as of Dec 31, 2023



Portfolio - areas of spend worldwide FY18-23

TOTAL SPEND = US\$96.77 Bn



- Transportation
- Water Sanitation and Water Management
- Public Administration
- Energy Extractives
- Health
- Agriculture, Fishing and Forestry
- Social Protection
- Industry Trade and Services
- Education
- Information and Communications Technologies
- Financial Sector

Regional Priorities in EAP

- **US\$ 7.5 billion** for **28 projects** in the region **approved in FY 2023**
- **Regional priorities** focused on :
 - Promoting economic recovery for long term growth
 - Building human capital and strengthening pandemic preparedness
 - Mobilizing climate finance
 - Building resilience and sustainability
- Varied Procurement opportunities in multiple sectors
- Examples of **recently approved projects**:

Project Description	Country	Project ID	Amount US\$ (m)
Indonesia Health Systems Strengthening Project	Indonesia	P180811	\$ 1,484
Water Supply and Sanitation Acceleration Project	Cambodia	P178417	\$ 163
Philippine Fisheries and Coastal Resiliency Project	Philippines	P174137	\$ 176
Binh Duong Province's Water Environment Improvement Project	Vietnam	P173716	\$ 231
China Plastic Waste Reduction Project (Shaanxi)	China	P176989	\$ 250
Through Rapid Infrastructure Improvements ("HARI'I") Project	Timor-Leste	P179592	\$ 50

Global Challenge Programs and EAP response

Forests for Development, Climate & Biodiversity

EAP: Country level programs based on country needs

6

Fast-Track Water Security & Climate Adaptation

EAP: MPA on Fast-tracking water security and climate adaptation

1

World Bank Global Challenge Programs

An opportunity for long term engagement

Food & Nutrition Security Text

EAP: MPA on Spearheading Sustainable Agricultural Transformation through Low-Emissions Rice

5

Energy Transition Efficiency and Access

EAP: MPA on Accelerating Sustainable Energy Transition

2

Accelerating Digitalization

EAP: Pacific Infrastructure, Connectivity, Resilience and Sustainability

4

Enhanced Health Emergency Prevention, preparedness & response

EAP: Programmatic approach consistent with GCP focus areas

3

MPA: Multiphase Programmatic Approach

EAP: East Asia and Pacific region



Advancing use of Rated Criteria



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What are Rated Criteria?

- Rated Criteria are **non-price factors** that are taken into account when evaluating Bids/Proposals
- They are used to measure qualitative aspects of Bids/Proposals, such as **quality**, **sustainability** and **innovation**
- Rated Criteria are designed to address the **specific risks**, opportunities, issues and quality factors in **each procurement**
- This flexibility supports a **fit-for-purpose approach** to the evaluation of Bids/Proposals
- Contracts are awarded based on the **optimal balance** of ‘**quality**’ and ‘**cost**’, which is not necessarily the lowest price; this represents the **best Value for Money**

Different types of criteria applied sequentially

Check bid/proposal complies with the prescribed process

Process

Example: *Substantially responsive*
Bid/Proposal meets requirements without material deviation, reservation, or omission

Check the firm's qualification and eligibility to participate

Qualification

Example: *Pass/Fail*
Technical Qualifications, financial standing, construction experience, SEA/SH disqualification

Determine the bid/proposal meets the mandatory technical/performance requirements and standards

Minimum Requirements

Example: *Pass/Fail*
Bid/Proposal must meet the technical/performance requirements and standards in order to progress

Evaluate the non-price qualitative factors that are specific to the project, score and compare

Rated

Example: *Weighted & Scored*
Criteria that assess and compare qualitative aspects of the technical part such as: design methodology, construction management, key personnel, sustainability, managing ESF identified risks, innovation

Combined technical and financial score to determine optimum balance of quality and cost = best VfM

VfM

Advancing the use of Rated Criteria

- Since 2016, the Bank's Procurement Framework **has permitted the use** of Rated Criteria to evaluate Bids/Proposals
- Currently used extensively in Consulting Services, Information Systems and Plant but **opportunities for greater use in Works**, Goods, and Non-Consulting Services
- As of **September 1st, 2023** International Procurements using Bank Standard Procurement Documents **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

Why has the Bank made this change?

- **Aligned** with **global best practice** (Rated Criteria been used for **30+ years** in North America, Europe, Australasia etc.), while other countries (e.g. India) have recently **modernized their procurement legislation** to allow use in Works/NCS
- Greater use of Rated Criteria will further contribute to **successful contract outcomes**
- Combined with price and life cycle cost formulas, Rated Criteria provide a **truer assessment of value** that incorporates **quality, sustainability**, and other key criteria
- Increases the contribution of procurement to Bank priorities such as **Green, Resilient and Inclusive Development (GRID)** and **Paris Alignment**
- Rated Criteria **create incentives** for **highly qualified bidders** to participate in bidding
- According to the OECD, Rated Criteria **reduces the risk of collusion**, including **bid rigging**, in procurement processes

- Over the last six months to prepare for this change (and support capacity building) the Bank has:
 - ✓ Updated the suite of Standard Procurement Documents
 - ✓ Published updated Guidance (available in English, French, Spanish and Chinese) on evaluating Bids & Proposals using Rated Criteria
 - ✓ Published updated Procurement Regulations (available in English, French and Spanish)
 - ✓ Established a dedicated Rated Criteria webpage which includes collateral such as FAQs, examples of Rated Criteria, Briefing PPTs, etc.
 - ✓ Launched a series of E-Learning on Rated Criteria

Dedicated Rated Criteria webpage

Dedicated Rated Criteria Webpage containing:

- Updated Guidance – Evaluating Bids and Proposals (available in English, French, Spanish and Chinese)
- E-Learning (Two modules)
- Examples of Rated Criteria
- Briefing PPT on “How to Implement Rated Criteria”
- FAQs



Overview

Since 2016, the [World Bank's Procurement Framework](#) has encouraged the use of **Rated Criteria** -or non-price factors- to evaluate quality, sustainability, and innovative aspects of bids in decision making. This has enabled

<https://projects.worldbank.org/en/projects-operations/products-and-services/brief/rated-criteria>

RELATED

Infographic

[Advancing Rated Criteria](#)

Video

Message by World Bank Chief Procurement Officer

[| English | Chinese | French | Spanish](#)

Feature Story

[Rated Criteria: Game Changer for Promoting Value in Procurement](#)

E-learning: Course Login Instructions

[Module 1: Introduction of Rated Criteria](#)

[Module 2: Implementing Rated Criteria to Support Successful Project Outcomes](#)

Documents

[How to implement Rated Criteria Briefing](#)

[Rated Criteria Q&As for Borrowers and Bidders, Proposers July 2023](#)

Key Steps when using Rated Criteria

Rated Criteria focus on project-specific risks, issues, and opportunities for innovation

1
Develop
procurement
strategy

2
Determine
Rated
Criteria

3
Prioritize
and set
weightings

4
Approach
market

5
Evaluate

Award
Contract

Rated Criteria
inform KPIs

KPIs written into
contract

Key considerations when developing procurement strategy

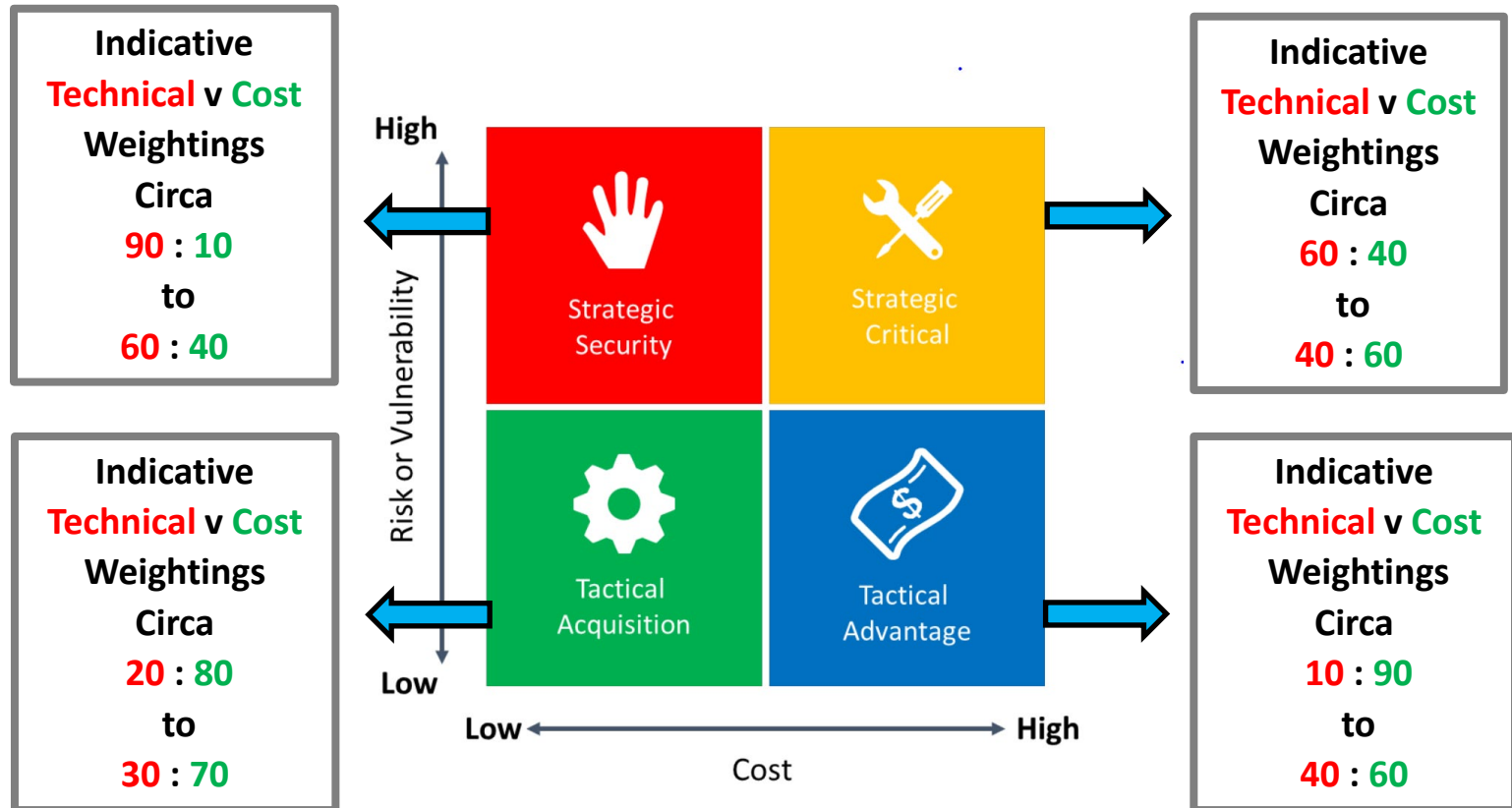
Link Rated Criteria to the procurement objectives and ensure that project-specific issues and risks are addressed

- Are there broader economic, environmental or social outcomes to be included?
- Is innovation sought? (global cutting edge or local innovation)
- What are the risks associated with the procurement and how will they be managed?
- What is the level of competition and differentiation in the market?
- Are requirements easily specified or complex?
- Is the specification likely to be conformance or performance-based?
- What are the key rated criteria and what's the priority?
- Are any minimum quality thresholds needed?
- What is the appropriate weighting between technical aspects and financial cost?

Examples of Rated Criteria

Methodology & Work Plan	Performance, Capacity or Functional Features	Team Composition & Experience of Key Personnel	Supply Chain Management	Sustainability (including Green Procurement)
<ul style="list-style-type: none"> • Method statement • Ability to identify key risks and proposed approach to risk management • Quality management • Work program • Stakeholder management and communications arrangements • Quality of knowledge transfer proposal/degree of training 	<ul style="list-style-type: none"> • Functionality and performance features (extent of exceeding employer's requirements) • Proposed design features • Usability features 	<ul style="list-style-type: none"> • Site organization and arrangements • Relevant Experience of team members • Management capability 	<ul style="list-style-type: none"> • Ability to integrate local businesses into supply-chain • Suitability of the arrangements made for sub-contracting • Ability to successfully control and manage the delivery of any sub-contracted services 	<ul style="list-style-type: none"> • Capacity to successfully address environmental, social and economic aspects (e.g. local job creation) • Ability to meet the contract's environmental and social requirements and objectives • Experience using sustainably sourced materials • Ability to verify recycled content, ethical sourcing etc. • Approach to waste elimination and reduction • Proposals for reducing carbon emissions throughout the supply-chain

Procurement strategy informs overall weightings



Rated Criteria must be finalized before the bid/proposal is released to the market

- Ensure Bidding Documents detail the evaluation approach, including clearly written Rated Criteria, weightings etc.
- Use open questions
- Ensure information is requested on all the aspects that require evaluation under each criterion
- As needed, use bid/proposal briefings (i.e. supplier meetings) to reinforce procurement objectives and the evaluation approach (providing an opportunity for questions to be asked)
- Only Evaluation Criteria specified in the Bidding Documents shall be applied
- If any aspect of the evaluation methodology (e.g. criteria, weightings, scoring scale etc.) changes after the Bidding Documents are issued, the market must be formally notified of the specific change through an 'addenda' (to maintain transparency and integrity)

Effective use of Rated Criteria relies on a well managed evaluation process

- Forming an evaluation panel
- Managing conflict of interests
- Briefing evaluation panel on:
 - evaluation approach
 - how moderation will be handled and determining the make up of the panel
 - capturing scoring rationale (comparative strengths and weaknesses of each response)
- Independent Probity Assurance Advisors can be engaged
- Evaluating financial cost
- Overlaying financial & technical scoring
- Determining best value for money

Example Scoring- Job Creation

Scores	Rating	Features
0	Not acceptable	The Bid/Proposal doesn't demonstrate any consideration for Job Creation
1	Poor	The Bid/Proposal offers some consideration for Job Creation. Plans that are put forward are however limited and/or not specific to the Project.
2	Satisfactory	<p>The Bid/Proposal includes plans for Job Creation that are specific to the Project and meet the target for job creation. Plans include:</p> <ul style="list-style-type: none"> - A clear pathway for Job Creation for target groups - Aims to meet the target for job creation (e.g., as a % of contract value)
3	Good	<p>The Bid/Proposal includes plans for Job Creation that are specific to the Project. Plans include (in addition to the features in “<i>Satisfactory</i>”):</p> <ul style="list-style-type: none"> - Provision for training to upskill staff from target groups - Supported KPIs/Reporting
4	Excellent	<p>The Bid/Proposal includes leading edge/innovative plans for Job Creation. Plans include (in addition to the features in “<i>Good</i>”):</p> <ul style="list-style-type: none"> - Innovative thinking for outreach to recruit target groups - Provisions for specific development of staff from target groups, including mentoring and on-the-job support and training - Aims to exceed the target for job creation

Example Scoring- Job Creation

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Example- Comparison of Bids using Rated Criteria

Criteria	Weighting %	Bid A		Bid B		Bid C	
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Methodology & Work Plan	40	100	40	70	28	70	28
Key Personnel	20	70	14	100	20	50	10
Sustainability	30	70	21	30	9	30	9
Supply-Chain Management	10	100	10	50	5	70	7
Total Score	100		85		62		54
(Technical score/highest technical score) *100			100		73		63.5
Weighted technical score (50%)			50		36.5		31.8

*Assumes 50% weighting for Technical (Rated) Criteria

Example- Financial Cost Analysis

	Bid A	Bid B	Bid C
Initial Cost	\$10,000,000	\$7,000,000	\$6,400,000
Yearly O&M Costs (5 Years)	\$1,000,000	\$2,000,000	\$2,300,000
Disposal Cost	\$300,000	\$350,000	\$400,000
Total Cost	\$15,300,000	\$17,350,000	\$18,300,000
(Lowest cost/bid cost)*100	100%	88.2%	83.6%
Weighted Cost Score (50%)	50	44.1	41.8

Example- Final Technical v Financial Cost

	Bid A	Bid B	Bid C
Technical Score	50	36.5	31.8
Financial Cost Score	50	44.1	41.8
Combined Score	100	80.6	73.6

**Recommended
for Award**

Example- Roads and Aviation Project, Solomon Islands

Project and Procurement Details

Munda Terminal Design & Build

Contract value: \$7.25M

Used RFP for Works, Lump-sum

Bank implementation support used to train the Client team on use of Rated Criteria

Bank team facilitated early market engagement to inform potential Bidders of upcoming opportunity

Client was assisted by including a consultant with appropriate technical expertise on the evaluation panel

Technical expertise particularly important when evaluating evidence put forward by Bidders in relation to value engineering solutions and sustainability.

Example- Roads and Aviation Project, Solomon Islands

- Rated Criteria were used to support value engineering, and social, economic and environmental requirements
- Rated Criteria (30%):
 - Engagement and management of suitably skilled/experienced local subcontractors & tradespeople as well as unskilled tradespeople who shall receive skills/trade training during the project (15%)
 - Use of local sustainably sourced materials to be used in the terminal (5%)
 - Percentage of construction waste that will be removed from the Solomon Islands or recycled/re-used in Solomon Islands (5%)
 - Value added architectural and other design proposals; sustainability, performance, efficiency, functionality; Easy to clean, maintain & operate (5%)

Example- Roads and Aviation Project, Solomon Islands

- Approx 23% of the contract sum was for local, registered sub-contractors and trades people (supported local jobs and economic development)
- Approx 15% of the contract sum included materials that were sourced sustainably from local suppliers
- The Contractor elected to construct a proportion of the build (24% of contract value) using prefabricated elements which dramatically reduced waste; remaining waste was recycled or removed from the island
- Value engineering contributed to the goals of performance & efficiency, functionality and ease of cleaning, maintaining and operating the control tower
- Solomon Islands cultural context (i.e. indigenous art and design features) was included in the design of the control tower, and safety, ease of maintenance and energy efficiency were also included as value engineered aspects

Example- Airport Reconstruction, Sint Maarten

Project and Procurement process

Package: Terminal Building Reconstruction

Contract value: \$91M

Request for Bids

Technical aspects: 30%, Financial cost:70%

HEIS provided by the Bank

Rated Criteria Used

- Site Organization, Team Composition and Qualifications and Experience of Contractor's Representative and Key Personnel
- Work Program
- Method Statement for Construction Activities
- Value Engineering in cost reduction/saving/efficiency suggestions
- Economic Participation
- Management Strategies and Implementation Plans for E&S

Example- Southeast Asia Regional Economic Corridor and Connectivity Project- LAO PDR



Project and Procurement Details

Climate Resilient Rehabilitation, Improvement and Maintenance of National Road- Outputs and Performance Based Contract (OPBRC) 68 Kms

Contract value: \$35M

Used RFB for Works (OPBRC Roads), Lump-sum

Bank offered orientation and training sessions specifically for the project technical and procurement teams on use of Rated Criteria

Project conducted market mobilization conference to inform potential Bidders of upcoming opportunity

Bank conducted outreach conference for private sector in Loas with special focus on application of Rated Criteria in Goods and Works contracts

Client's Design and Supervision Consultants team included international technical and procurement experts familiar with rated criteria application in selection

Example- Southeast Asia Regional Economic Corridor and Connectivity Project- LAO PDR



- Rated Criteria were used to assess understanding of OPBRC approach and its application in design and methodology, plans for Road safety; social, economic and environmental requirements and quality of key personnel used

- Rated Criteria (weight 30%):
 - Approach to Road Safety and tentative Traffic management Plan (20%)
 - Selected Key Personnel (20%)
 - ESHS Management Strategies and Implementation Plan (15%)
 - Understanding performance requirements at various stages of OPBRC (10%)
 - Design Review and Approach and innovations and value add proposed (15%)
 - Suggested program of work (10%)
 - Quality of specialized Subcontractors (10%)

- A minimum overall pass mark of 60% on rated criteria evaluation of technical offer

Example- Southeast Asia Regional Economic Corridor and Connectivity Project- LAO PDR



- A comprehensive planning and preparation of market assured good bidder participation
 - During the bid preparation period, a total of 60 firms have shown interest and obtained the bidding documents from Lao PDR (19) China (33) Korea (5) Vietnam (2) and India (1)
 - 14 bids were received, one of the highest numbers in recent efforts, demonstrating interest of bidders when quality is considered along with price in evaluation and selection
 - 9 bids passed the eligibility stage and 7 passed the qualification stage
 - All 7 bids scored the minimum of 60 marks in rated criteria evaluation with scores ranging from 65 to 90.
- Applying rated criteria has clearly brought up differentiation between high quality offers and those just pass the minimum scores
- With a combined 30:70 weight for Technical and Financial offers, quality is sure to have impact on final decision

Example- Eco-Industrial Parks Project, China

The project

- The project seeks to accelerate and scale up a reduction in GHG emissions across all industrial parks in Jiangxi Province
- The project includes multiple contracts for construction of Industry buildings / workshops, rentable smart production spaces and upgrades of selected public spaces
- The project seeks to mainstream gender-inclusive design and empower female employees in Fuzhou city

The Contract

- Contract scope: Construction of Eco-Industrial Park Buildings and facilities comprising intelligent workshop and multifunctional buildings, workers facilities and landscaping
- Estimated cost: US\$ 60 million
- Industrial buildings required to meet Excellence in Design for Greater Efficiency (EDGE) green building standards. This will require among others tracking the proportion of green building materials used during construction
- Project Environmental and Social assessments identified opportunities to create local employment opportunities and women employment during construction

Example- Eco-Industrial Park, China

Project and Procurement process

Package: Construction of Eco-Industrial Park including industrial/workshop buildings and offices

Contract value: \$60M

Request for Bids

Technical aspects: 35%,
Financial cost:65%

Rated Criteria to be Used

- Technical approach and methodology for construction activities
- Technical proposal for Green building / construction to achieve optimal EDGE certification in the works requirements
- Contractors Key Personnel
- Sustainable Procurement (Proportion of local workers from the city used & % of women in contractors key personnel)
- Management Strategies and Implementation Plans for E&S

Example- Construction of City Road, Mongolia

Project and Procurement process

Package: Construction of city roads in Ulaanbaatar Mongolia

Contract value: \$10M

Request for Bids

Technical aspects: 30%,
Financial cost: 70%

Rated Criteria Used

- Method Statement for construction activities
- Work Program including approach to optimizing short construction season in Mongolia
- Environmental and Social Management Strategy and Implementation Plans
- Contractor Key Personnel
- Management Strategies and Implementation Plans for E&S

Closing Thoughts

- World Bank financed contracts offer suppliers billions of dollars worth of business, opportunities to work globally/enter developing markets and certainty of process/high standards of integrity
- Rated Criteria is a “game changer” for suppliers that want to compete on quality rather than just price
- Latest intervention by Bank (building on Abnormally low bid price protection, Standstill period, Direct Payment etc.) aimed at encouraging participation from high quality international suppliers
- The Bank continues to support Borrowers to implement this change by providing hands-on support and capacity building
- Bidders should review Rated Criteria (and associated weightings) to understand what is most important to the Borrower, and take the opportunity to put forward relevant innovations, approaches etc. to demonstrate how they can support the project development objectives



Contract Data

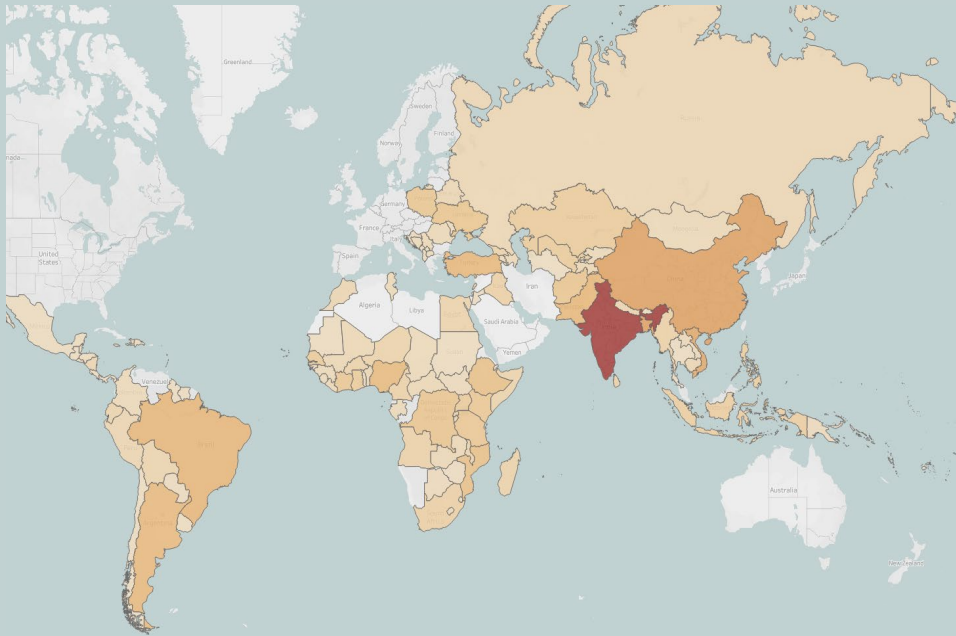
- Overview
- Japan-Specific



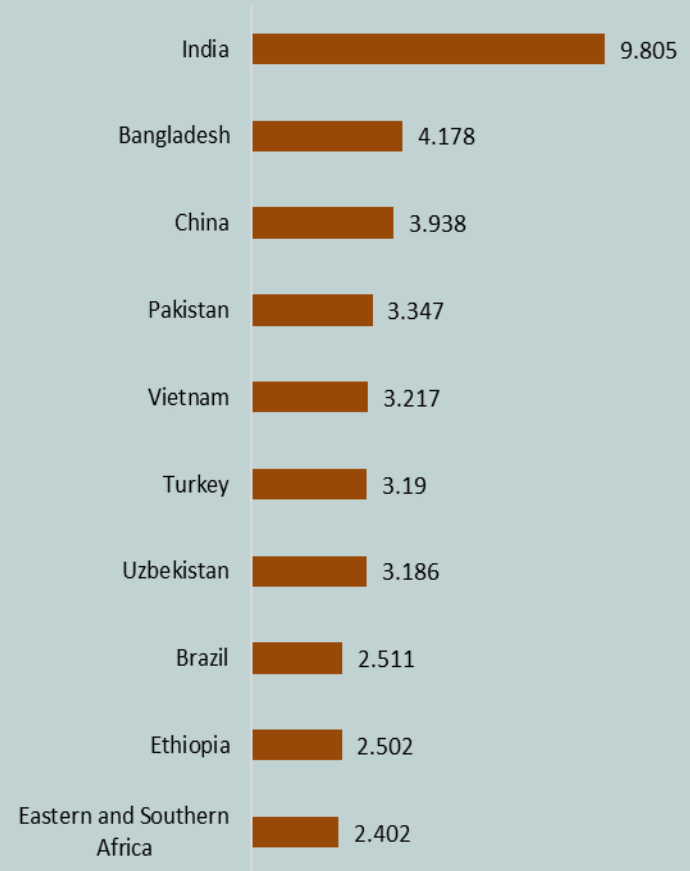
Awarded value by Borrowers

\$ 96.77 billion

FY 18-23



Top 10 Borrowers by awarded value in USD billion, FY 18-23

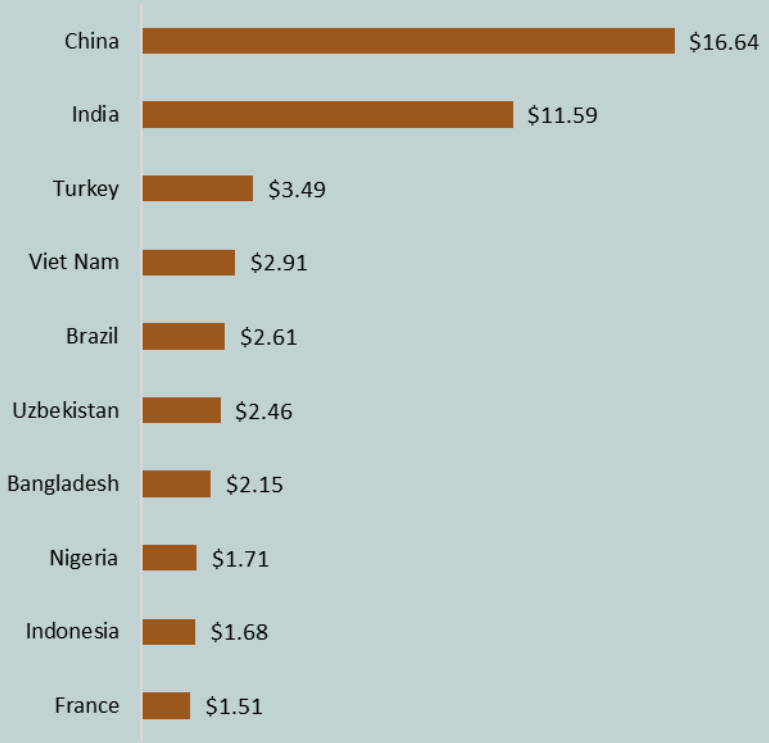
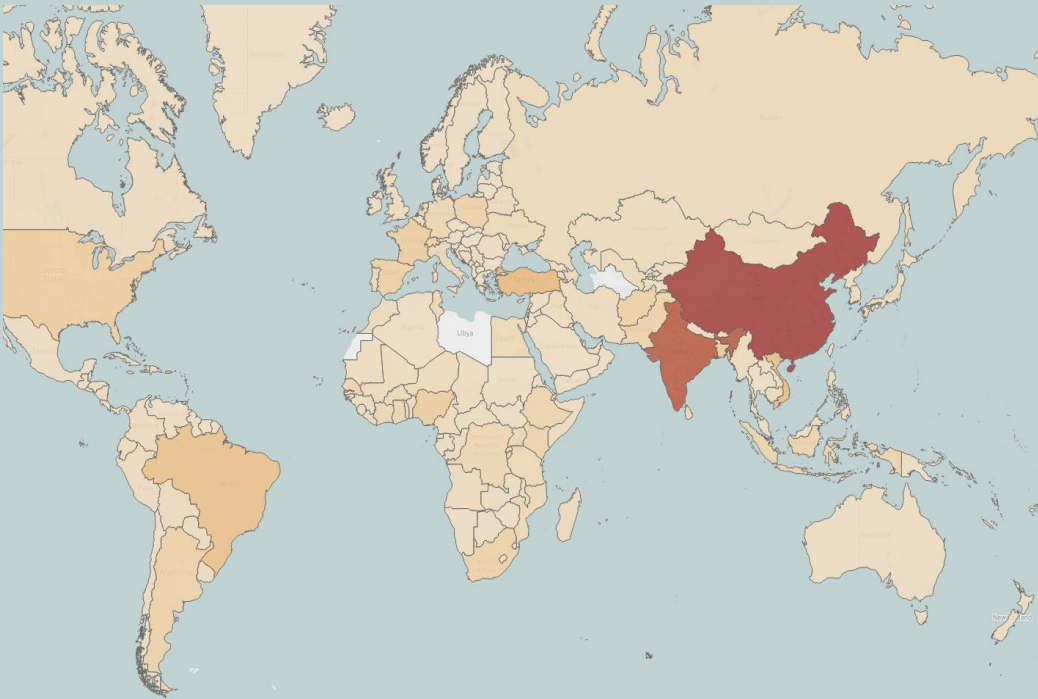


Awarded value by supplier country

\$ 96.77 billion

FY 18-23

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

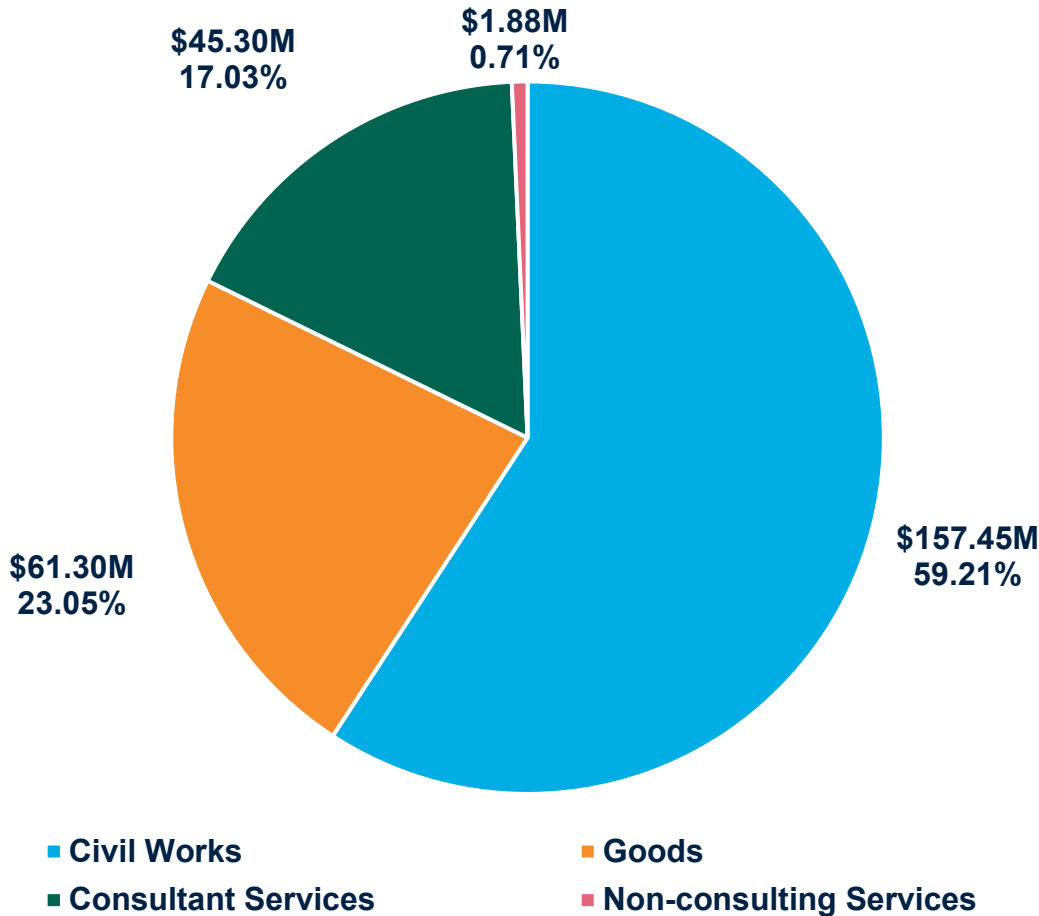


*DATA SOURCE: Prior & Post Reviewed contracts – Procurement App as of February 15, 2024

Japan-based suppliers were awarded \$265.93M from FY17 to date

WB-Financed Contract Awards to Japan-Based Suppliers by Procurement Category

Awarded value to Japanese companies (in USD million), FY17 to date



119

Number of Contracts Awarded to Japan-Based Suppliers From FY17 to date

50.56%

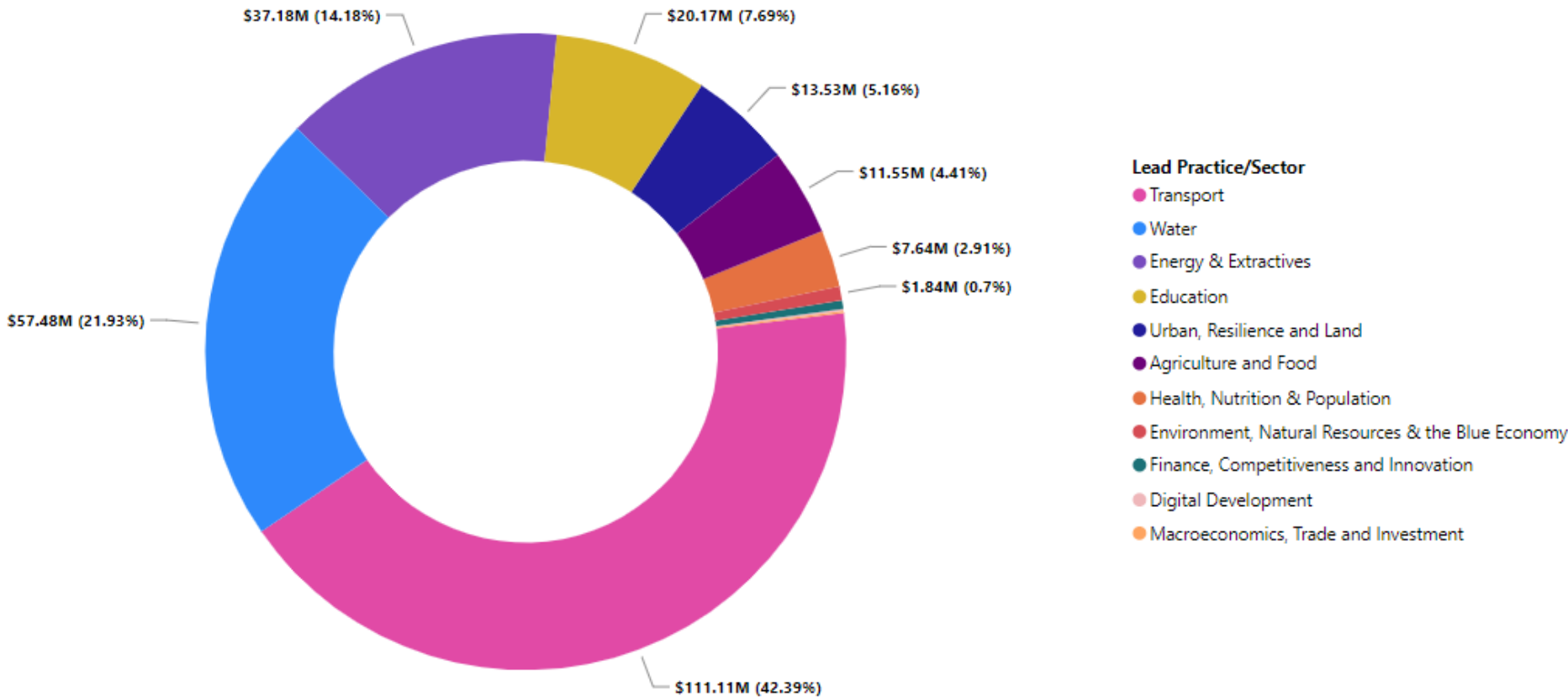
Japan-Based Suppliers' Success Rate

Procurement Category	Success Rate (%)
Non-consulting Services	50.00
Goods	54.78
Consultant Services	45.45
Works	24.14
Total	50.56

*DATA SOURCE: STEP as of May 6, 2024

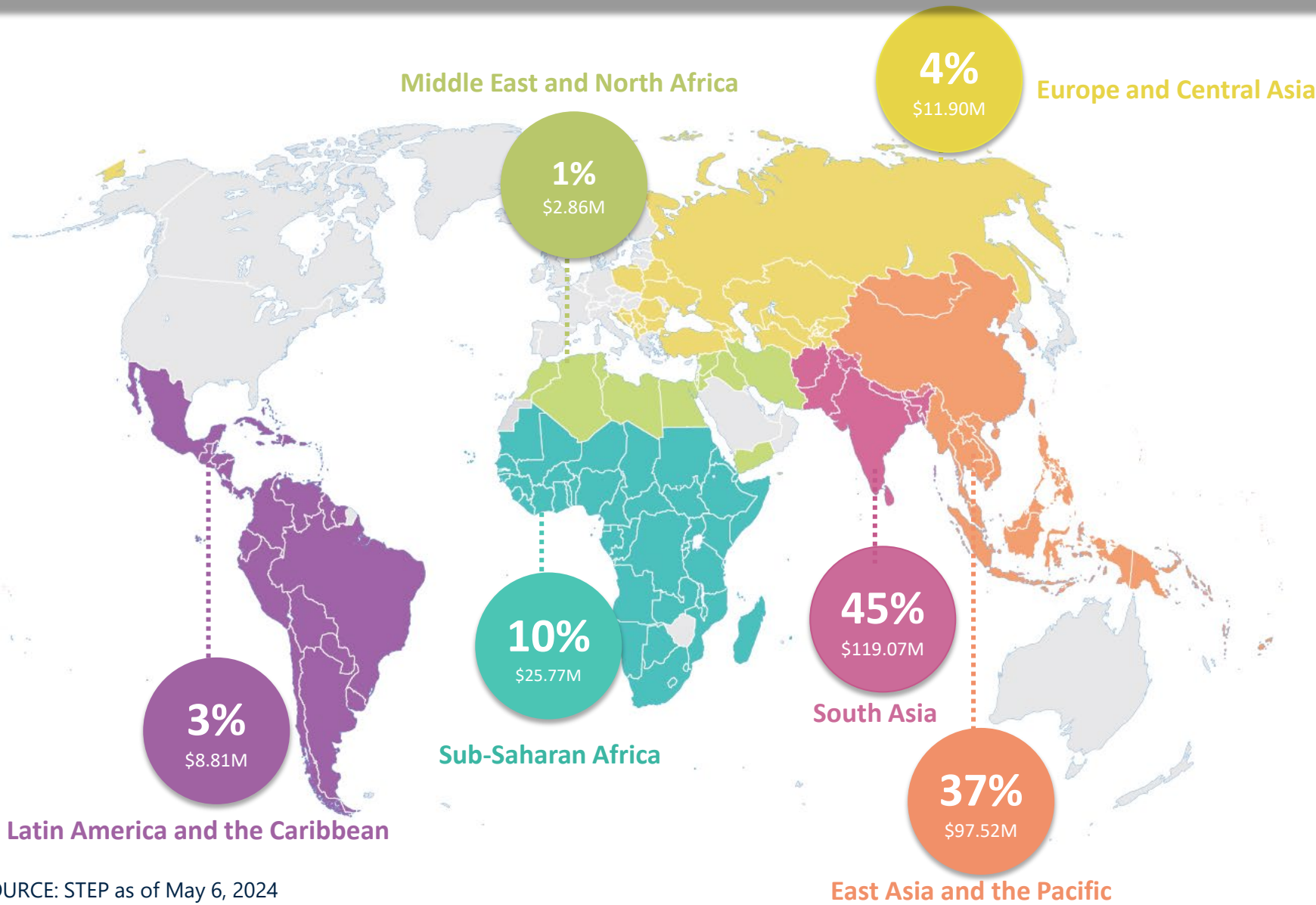
Contract Award (USD) to Japan-Based Suppliers by Major Sector

Transport, Water, and Energy & Extractives are the main sectors of contract awards to Japan-based suppliers.



*DATA SOURCE: STEP as of May 6, 2024

USD Contract Awards to Japan-Based Suppliers from FY17 to Date by Region



*DATA SOURCE: STEP as of May 6, 2024

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



**More
Information**



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Help in identifying opportunities

Guidance for business

[Finding Business Opportunities and Winning Contracts Financed by the World Bank](#)

Alerts

Subscribe to email alerts for procurement notices, project documents and more

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

Video: 'How to Bid'

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

World Bank

Procurement resources

Procurement for Development – overview of World Bank Procurement
<https://www.worldbank.org/en/topic/procurement-for-development>

Procurement for Projects and Programs – Procurement Framework & key documents
<https://www.worldbank.org/en/projects-operations/products-and-services/procurement-projects-programs>

World Bank Development Projects – search World Bank lending portfolio of projects
<https://www.worldbank.org/en/what-we-do>

World Bank's Procurement Regulations for IPF Borrowers
<https://thedocs.worldbank.org/en/doc/6c0602876d68949e80820507d90a14ed-0290012023/original/Procurement-Regulations-September-2023.pdf>

World Bank Rated Criteria Webpage
<https://projects.worldbank.org/en/projects-operations/products-and-services/brief/rated-criteria>

Standard Procurement Documents templates (SPDs)
<https://projects.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework#SPD>

Guidance on Standard Procurement Documents (SPDs)
<http://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>

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

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