

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP



The views expressed in this presentation are the views of the author/s and do not necessarily reflect the views or policies of the Asian Development Bank, or its Board of Governors, or the governments they represent. ADB does not guarantee the accuracy of the data included in this presentation and accepts no responsibility for any consequence of their use. The countries listed in this presentation do not imply any view on ADB's part as to sovereignty or independent status or necessarily conform to ADB's terminology.

How to Capture Business Opportunities Financed by the MDBs

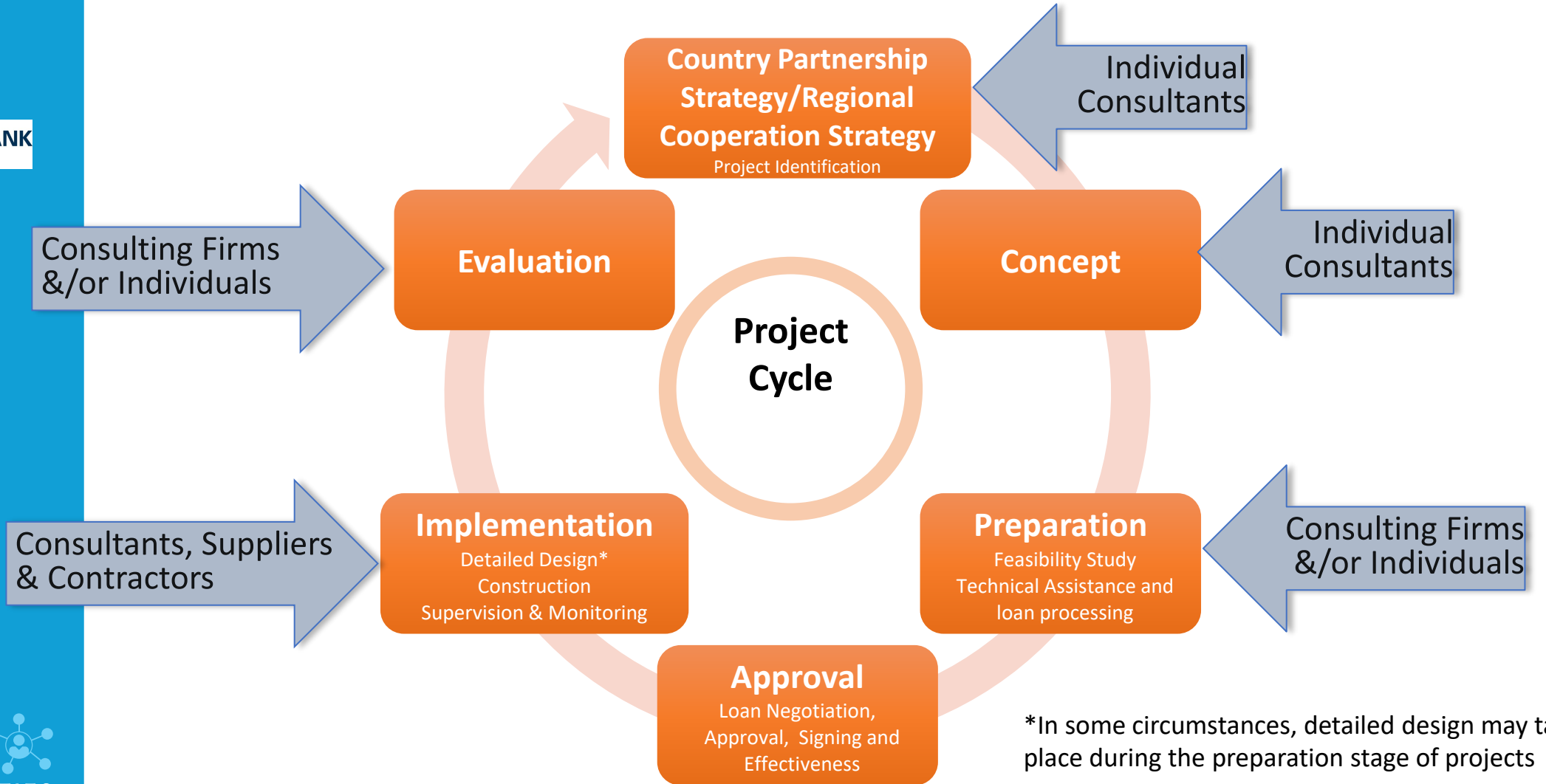
Astana, 18 January 2024

Olivier J. Leonard
Principal Procurement Specialist

Procurement, Portfolio and Financial
Management Department

BUSINESS 
OPPORTUNITIES

When is Private Sector engaged in MDB Projects?



 ADB

Types of business opportunities

- **Supply of goods**
 - Machinery, equipment, ICT, furniture
- **Civil works**
 - Roads, railways, bridges, irrigation canals, schools, etc.
 - EPC - Power plants, pump stations, water treatment plants, heating plants, airports, etc.
- **Consulting services**
 - Project preparation & implementation, site supervision (PMC), detailed design, knowledge products, policy/advisory, staff consultants
- **Nonconsulting services**
 - Surveys, training, translation, event management



Types of Operations Procurement

The logo for the Asian Development Bank (ADB), consisting of the letters 'ADB' in white on a dark blue square background.The logo for The World Bank Group, featuring a globe icon and the text 'THE WORLD BANK' above 'IBRD • IDA | WORLD BANK GROUP'.

International Procurement (large value procurements)

- Thresholds set by the Banks, differs by country and procurement category
- Advertised internationally
- Uses Bank Standard Procurement Documents (e.g. FIDIC conditions for Works)
- Full Bank oversight, review and clearance at all key stages

National Procurement (moderate to lower value procurements)

- Advertised at country level (procurement usually run in local language)
- Uses country's own documents, amended to meet key Bank requirements
- Bank oversight targeted depending on risk and value

Quotations (very low value procurements)

- Generally, not advertised
- Simple process asking for a quote
- Bank oversight on a sampling basis, frequency linked to risk



ADB

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

Why Pursue MDB Funded Contracts?



Gateway to new opportunities in fast growing emerging economies across multiple sectors and specializations
Variety of contract sizes, opportunities suitable for SMEs to large multinationals



Billions of \$ worth of business
Availability of funds is assured



Internationally accepted procurement procedures



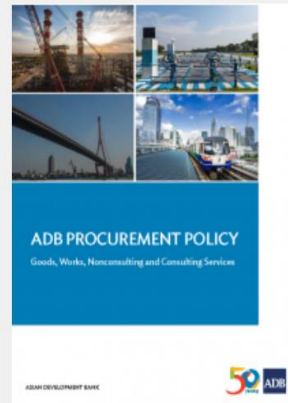
Risks related to transparency, fairness and integrity of procurement processes mitigated through MDB oversight



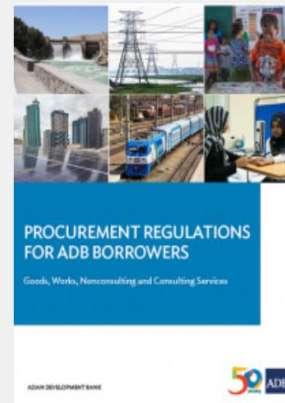
Procurement Frameworks

For projects with concept papers approved **on or after 1 July 2017**

ADB's new procurement framework comprises a Procurement Policy and Procurement Regulations for ADB Borrowers. It modernizes project procurement processes through a principles-based approach, to meet the diverse needs of clients as ADB scales up its operations in line with Strategy 2030.



ADB Procurement Policy



Procurement Regulations for ADB Borrowers



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

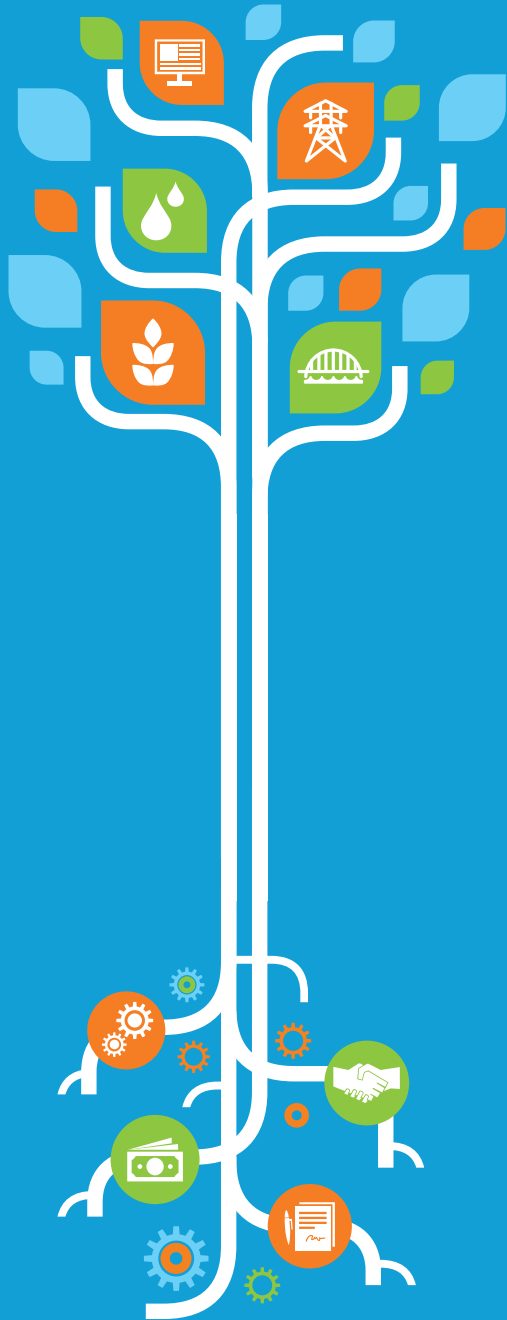
Fifth Edition
September 2023



Bank's Role in Sovereign Procurement

- Reviews the borrower's procurement procedures, documents, bid evaluations, award recommendations, and contracts to ensure that the procurement process is consistent with the Procurement Policy and Procurement Regulations for Borrowers.
- Other than for some TA activities, does not perform an evaluation function of bids or proposals submitted to borrowers to support MDB funded projects.

Bank	Executing Agency (EA)	Implementing Agency (IA)
<ul style="list-style-type: none"> Ensures procurement is carried out per agreed procedures Prior or post review of procurement transactions 	<ul style="list-style-type: none"> Entity that signs ADB loan or grant for a project Typically, MoF who may also perform implementation function 	<ul style="list-style-type: none"> Sector or municipal agency responsible for project implementation Invite and evaluate bids, sign and manage contracts, monitor and evaluate performance



THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP



Bidding Strategies

BUSINESS OPPORTUNITIES 



ADB



THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

Preparing a Bid

- **Understand** the country, project, and client requirements
- Collect relevant business intelligence – **network!**
- Engage partnership with firms likely to be shortlisted Involve in-country partners where possible, consider joint ventures
- Cite relevant technical and regional experience similar to the project – the more significant and similar the better
- Attend pre-bid meeting and site visits - if indicated in the bidding documents
- Fully address all the requirements
- Emphasize your methodology for delivery – innovate if you can
- Propose a strong project manager and experienced experts
- Don't deviate from standard bidding document forms and conditions
- Conditions or qualifications can lead to rejection



Preparing a Bid (continued)

- If in doubt, get official clarification - if any provision of the bidding document is unclear seek clarification from the purchasing agency
- Carefully review qualification and evaluation criteria and use these to help writing the content and detail of your bid
- Submit a professional proposal that is:
 - comprehensive (covers all information requested)
 - includes all supporting documents
 - signed by an authorized individual
 - submitted before the deadline
- Focus on **performance and reputation** for successful work
- Be ready for possible bid **extensions** or amendments

 ADB

Common Mistakes in Preparing Bids

Firm or JV partners not from an ADB member country. **This does not apply to the WB projects.**

Submitting proposal late

Failure to respond to client requirements

Conditional bids

Incomplete/noncompliant bids, e.g., missing bid security, letter of bid not signed, bid envelopes not properly marked, lack of supporting documents (e.g., JV agreement, test reports, audited financial statements, performance certificates)

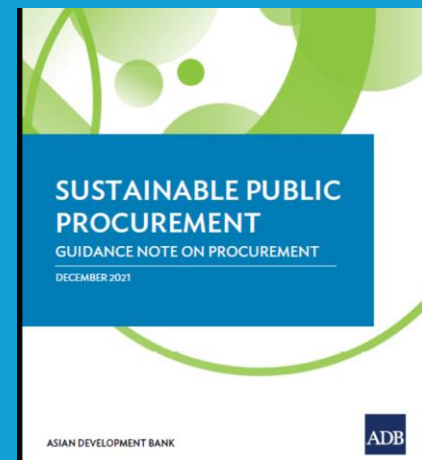
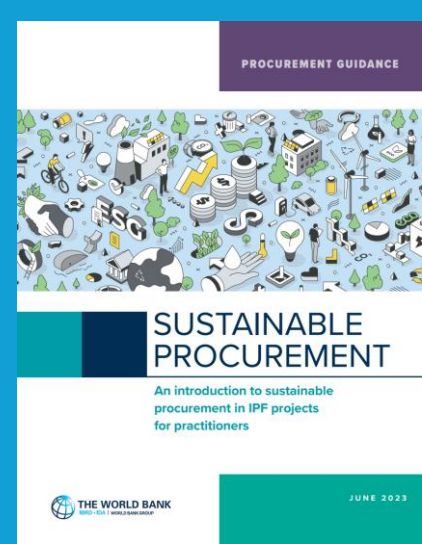
Failure to disclose conflict of interest e.g., employees from EA included in a proposal

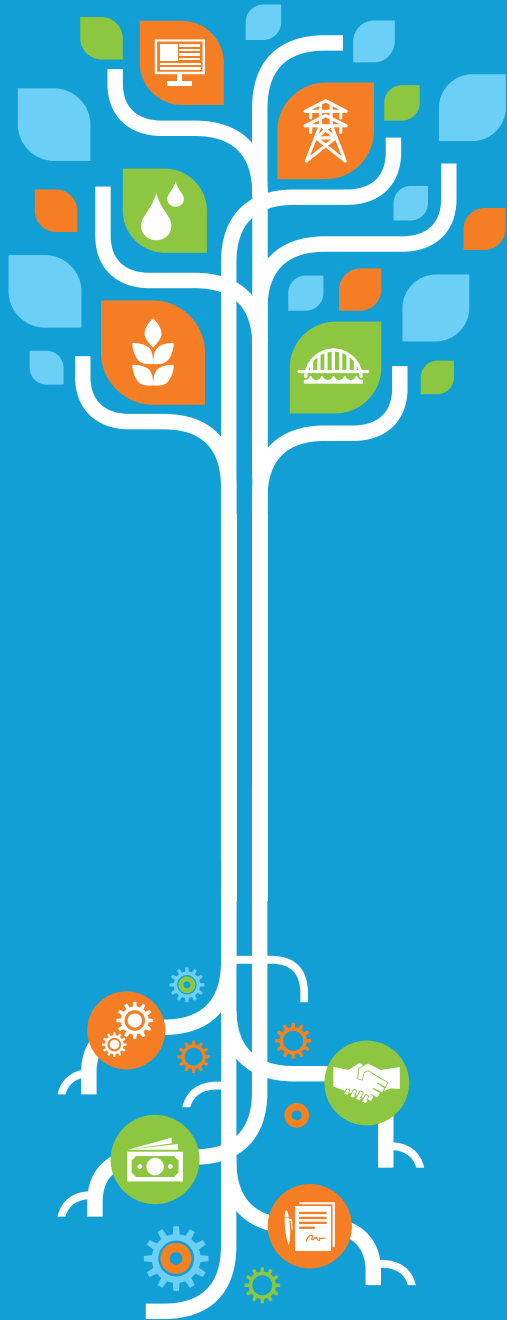
Integrity violations in the bidding process



Sustainable Procurement

- Borrowers are encouraged to apply sustainable procurement to achieve value for money and support quality outcomes.
- SP is integration of economic development, social development, environmental protection, and quality institutional governance.
- We design sustainability targets in our project concept and appraisal documents
- In procurement, we start to consider sustainability principles as part of Strategic Procurement Planning process (PPSD).
- We add SP targets in the bidding documents – specifications, evaluation criteria
- We evaluate SP targets when we receive bids
- We monitor achievement of SP targets during contract implementation





THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP



Finding Information

BUSINESS OPPORTUNITIES 

ADB Procurement Dashboard

Operational Procurement by Region, US\$ million



Contract Year

2020

Modality

- (All)
- Investment Support
- Policy-based Support
- Result-based Lending

Nature of Procurement

- (All)
- Consulting Services
- Goods
- Works
- Other Related Services

Region

- (All)
- Central and West Asia
- East Asia
- Pacific
- South Asia
- Southeast Asia

<https://data.adb.org/dashboard/operational-procurement-statistics>



USERS

external and internal



COVERAGE

past 5 years



INFORMATION

region, member, nationality, nature, origin, sector



ACCESS TO DATA

downloading options

 ADB

Identifying Opportunities for Contracts with Project Executing Agencies and ADB

- Country partnership strategies/framework
- Country operations business plans
- Procurement plans
- General and specific procurement notices
 - Advance notices
 - Invitation for prequalification
 - Invitation for bids
 - Consulting services recruitment notice (CSRN)
- Hop-on opportunities
 - Prequalified contractors / consultants
 - Contracts awarded
- Corporate procurement notices



Opportunities for Contracts – World Bank

Viewing procurement notices by country or sector

- go to www.projects.worldbank.org
- select the “Procurement” tab
- select “browse by country” (or sector) choose (country or sector)
- select the “country/sector of interest”
- view list of notices and select notice of interest

Opportunities for Contracts – World Bank

Identifying projects of Interest

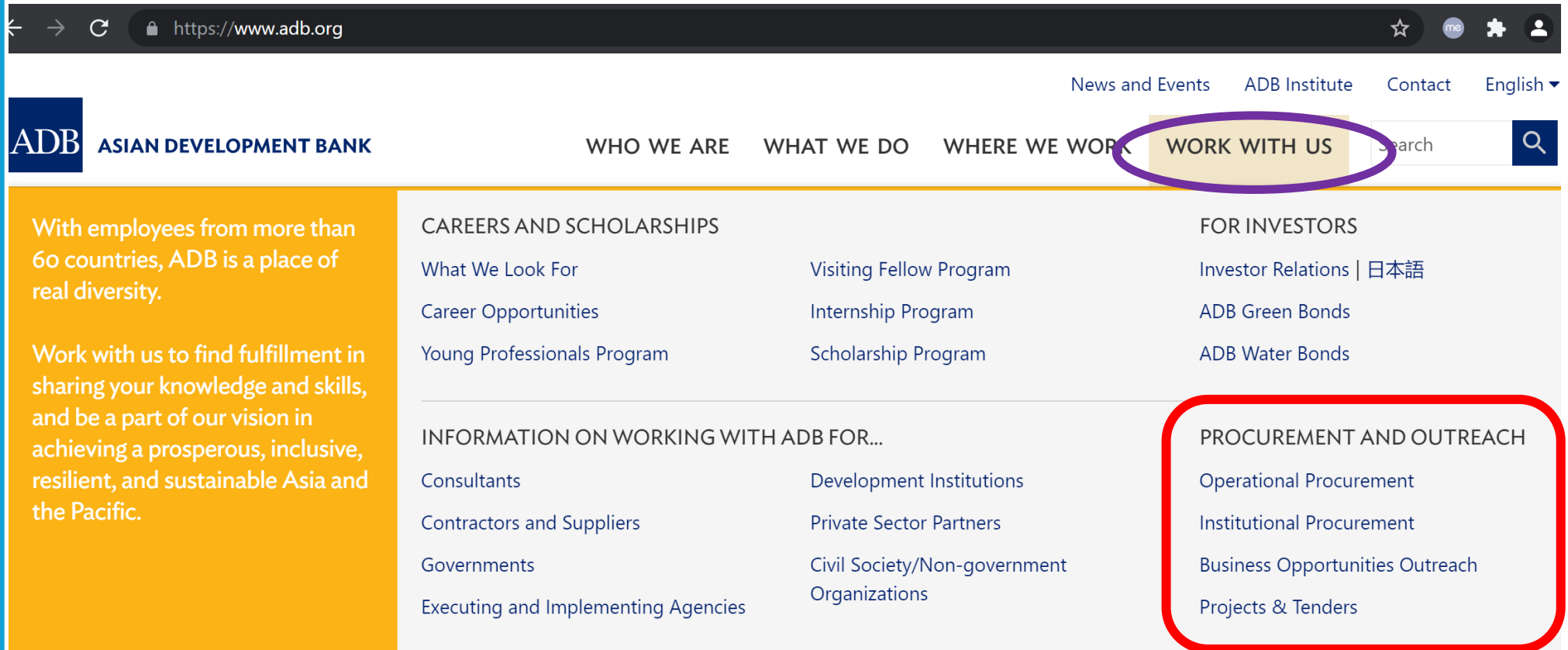
- determine country and/or sector of interest
- review Bank's Country Partnership Framework for country of interest to identify current and planned projects portfolio
<http://www.worldbank.org/en/where-we-work>
- “Overview” tab / “Strategy” tab / select “CPF”

Viewing procurement plans to identify planned procurement and timing under the project

- go to www.projects.worldbank.org
- select “browse by country” choose country
- under “Projects” tab, select the project of interest
- under “Procurement” tab select “Plans” to view latest plan
- under “Procurement” tab select “Notices” to view notices

 **ASIAN DEVELOPMENT BANK**

How to Find Information on our Website



The screenshot shows the ADB website with the following elements:

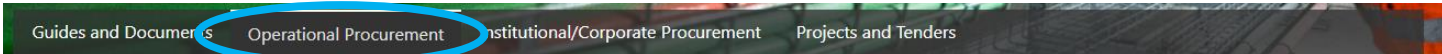
- Browser address bar: <https://www.adb.org>
- Top navigation: News and Events, ADB Institute, Contact, English
- Main navigation: WHO WE ARE, WHAT WE DO, WHERE WE WORK, **WORK WITH US** (circled in purple), Search
- Left sidebar (yellow background):
 - Text: "With employees from more than 60 countries, ADB is a place of real diversity."
 - Text: "Work with us to find fulfillment in sharing your knowledge and skills, and be a part of our vision in achieving a prosperous, inclusive, resilient, and sustainable Asia and the Pacific."
- Center content:
 - CAREERS AND SCHOLARSHIPS**
 - What We Look For
 - Career Opportunities
 - Young Professionals Program
 - Visiting Fellow Program
 - Internship Program
 - Scholarship Program
 - INFORMATION ON WORKING WITH ADB FOR...**
 - Consultants
 - Contractors and Suppliers
 - Governments
 - Executing and Implementing Agencies
 - Development Institutions
 - Private Sector Partners
 - Civil Society/Non-government Organizations
- Right sidebar (red rounded rectangle):
 - FOR INVESTORS**
 - Investor Relations | 日本語
 - ADB Green Bonds
 - ADB Water Bonds
 - PROCUREMENT AND OUTREACH**
 - Operational Procurement
 - Institutional Procurement
 - Business Opportunities Outreach
 - Projects & Tenders

Business Center - www.adb.org/business

Procurement - www.adb.org/business/operational-procurement



Operational Procurement



Work with Us > Business Center > Operational Procurement

Operations Procurement

The Procurement, Portfolio and Financial Management Department (PPFD) provides fiduciary oversight of procurement of goods, works, non-consulting and consulting services. PPFD supports ADB staff and borrowers on procurement planning and implementation, contract management, and related risk assessment and mitigation throughout the project life cycle. It also leads procurement and consulting services innovation and capacity building initiatives.



Goods, Works, and Non-Consulting Services →

ADB extends loans and provides technical assistance to its developing member countries for a broad range of development projects and programs involving the procurement of goods, works, and services.

<https://www.adb.org/business/operational-procurement/goods-services>



Advance Action

If requested by the borrower, ADB is prepared, in urgent cases, to authorize procurement prior to loan approval. This is particularly when early contracting of goods or works would be crucial for timely completion of the project or when substantial financial benefits would accrue.

Cor
ADB
cont
and

In such cases, ADB will approve the draft prequalification or bidding documents before they are issued and ensure that requirements for public advertising and notification of bid invitation be followed.

ADB's approval of such advance procurement is with the explicit understanding that it does not commit ADB to approve the project and loan, and that future ADB financing depends on compliance with ADB's procedural requirements.

All Advance Notices Archive

Prequalified Contractors

The prequalification of contractors are undertaken for most large, ADB-financed civil works contracts, turnkey contracts and contracts for the supply of expensive and technically complex equipment. ADB reviews and approves the prequalification process conducted by the Borrower's executing agency and publishes lists of prequalified contractors for contracts with estimated value of \$10,000,000 and above.

Current Prequalified Applicants Archive

Contracts Awarded

Contracts awarded for goods and civil works with contract value above US\$1.0 million. An archive of the previous year's contract awards is also provided.

Current Awarded Contracts Archive

- Procurement Plan
- Advance Action
- Prequalified Contractors
- Contracts Awarded
- Bidding Procedures



BUSINESS OPPORTUNITIES

Goods & Works – Procurement Plans

adb.org/projects/documents/country/phi/doctype/Procurement%20Plans

Projects & Tenders | Projects | **Documents** | Tenders

Filter results [CLEAR ALL](#)

Country/Economy (1) [\[CLEAR\]](#)

- Pakistan
- Palau
- Papua New Guinea
- Philippines
- Samoa
- Singapore
- Solomon Islands
- Sri Lanka

Type (1) [\[CLEAR\]](#)

- and Implementation Arrangements
- Proactive Integrity Reviews (PIR)
- Procurement Plans
- Program Safeguard Systems Assessments
- Progress Reports
- Progress Reports on Tranche Releases

Language

- English

Procurement plans, reports, safeguards, etc.

Search documents

Results 1-20 of 32 [RSS](#) [Sort by](#)

Philippines X Procurement Plans X

Promoting Digitalization for Green and Inclusive Growth in Asia: Procurement Plan 55257-001; Regional, China, People's Republic of, Indonesia, Korea, Republic of, Malaysia, Philippines, Singapore, Thailand, Viet Nam; Type: Procurement Plans	Document Date: 31 May 2022
Infrastructure Preparation and Innovation Facility: Procurement Plan 50288-001; Philippines; Type: Procurement Plans	Document Date: 10 Mar 2022
Health System Enhancement to Address and Limit COVID-19: Procurement Plan 54171-002; Philippines; Type: Procurement Plans	Document Date: 04 Mar 2022
South Commuter Railway Project: Procurement Plan 52220-001; Philippines; Type: Procurement Plans	Document Date: 01 Mar 2022
Second Health System Enhancement to Address and Limit COVID-19 under the Asia Pacific Vaccine Access Facility - Additional Financing: Procurement Plan 54171-004; Philippines; Type: Procurement Plans	Document Date: 12 Nov 2021
Emergency Assistance for Reconstruction and Recovery of Marawi: L3769 Procurement Plan 52313-001; Philippines; Type: Procurement Plans	Document Date: 12 Oct 2021

Key Documents

- Reports and Recommendations of the President
- Procurement Plans
- Safeguard Policy Statement
- Access to Information Policy

Request for Information
ADB documents and information that you have not been able to find on our website. →

Procurement Plans...

Appendix A - PROCUREMENT PLAN

Basic Data

Project Name: South Commuter Railway Project (Facility)		
Project Number: 52220-001	Approval Number:	
Country: Philippines	Executing Agency: Department of Transportation	
Project Procurement Classification: A	Implementing Agency: N/A	
Project Procurement Risk: High	Project Closing Date: 31 December 2028	
Project Financing Amount: US\$6,395,200,000	Date of First Procurement Plan: 1 March 2022	
ADB Financing: US\$4,300,000,000	Date of this Procurement Plan: 1 March 2022	
Cofinancing (ADB Administered):		
Non-ADB Financing: US\$1,670,000,000		
Procurement Plan Duration (in months): 18	Advance Contracting: Yes	e-GP: No

A. Methods, Review and Procurement Plan

Except as the Asian Development Bank (ADB) may otherwise agree, the following methods shall apply to procurement of goods, works, and consulting services.

Procurement of Goods and Works		
Method		Comments
Open Competitive Bidding (OCB) for Goods		International advertisement
Open Competitive Bidding (OCB) for Works		International advertisement

Consulting Services		
Method		Comments
Quality- and Cost-Based Selection for Consulting Firm		

B. Lists of Active Procurement Packages (Contracts)

The following table lists goods, works, and consulting services contracts for which the procurement activity is either ongoing or expected to commence within the procurement plan duration.

Works							
Package Number	General Description	Estimated Value (in US\$)	Procurement Method	Review	Bidding Procedure	Advertisement Date (quarter/year)	Comments
CP-S-02	Viaduct and elevated stations	415,000,000.00	Open Competitive Bidding (OCB)	Prior	1S1E	Q4 / 2020	Prequalification of Bidders: No Domestic Preference Applicable: No Advance Contracting: Yes Bidding
CP-S-03a	Viaduct and elevated stations	401,000,000.00	OCB	Prior	1S1E	Q1 / 2021	
CP-S-03b	Viaduct, Tunnel, underground and elevated station	714,000,000.00	OCB	Prior	1S1E	Q2 / 2021	
CP-S-03c	Viaduct and elevated stations	343,000,000.00	OCB	Prior	1S1E	Q1 / 2021	

 ADB

Useful Information – World Bank

World Bank's Procurement Regulations for IPF Borrowers

<https://policies.worldbank.org/sites/ppf3/PPFDocuments/Forms/DispPage.aspx?docid=4005>

Standard Procurement Documents (SPD) templates

<http://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework#SPD>

Guidance on SPDs

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

Guidance on finding business opportunities

<http://pubdocs.worldbank.org/en/767421522948635843/Procurement-Guidelines-finding-opportunities-2018.pdf>

Guidance on how to complain

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

Video: World Bank Procurement – how to bid

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

Rated Criteria External Webpage

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





ADB



Useful Information – World Bank

World Bank website

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

International development procurement notices (UNDB)

<https://devbusiness.un.org/>

FinancesOne

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

Procurement App

<https://itunes.apple.com/us/app/world-bank-project-procurement/id911312962?mt=8>

Country Partnership Frameworks

<https://www.worldbank.org/en/projects-operations/country-strategies>

Monthly Operational Summary

<https://www.worldbank.org/en/projects-operations/products-and-services/brief/monthly-operational-summary>

Project Documents

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

Procurement plans

<http://projects.worldbank.org/procurement/procurementsearch?lang=en&&&qterm=&showrecent=true&srce=plans>



What are Rated Criteria?

Rated Criteria are used to evaluate non-price attributes of Bids/Proposals, including quality, risks/mitigations, opportunities, sustainability, and other technical aspects

Using Rated Criteria

■ General Principles

- Rated Criteria are subset of Evaluation Criteria, within the whole Evaluation Approach
- Rated Criteria are qualitative and help measure differentiation of Bids/Proposals
- Prioritized and focused on critical technical matters e.g. Works methodology, credibility of related plans, risk assessments, proposed approaches to implement the contract, deliver environmental & social objectives etc.
- Weighted according to importance
- Tailored to specific project needs (avoid a cookie cutter approach)
- Use two-envelopes for all applicable procurements

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

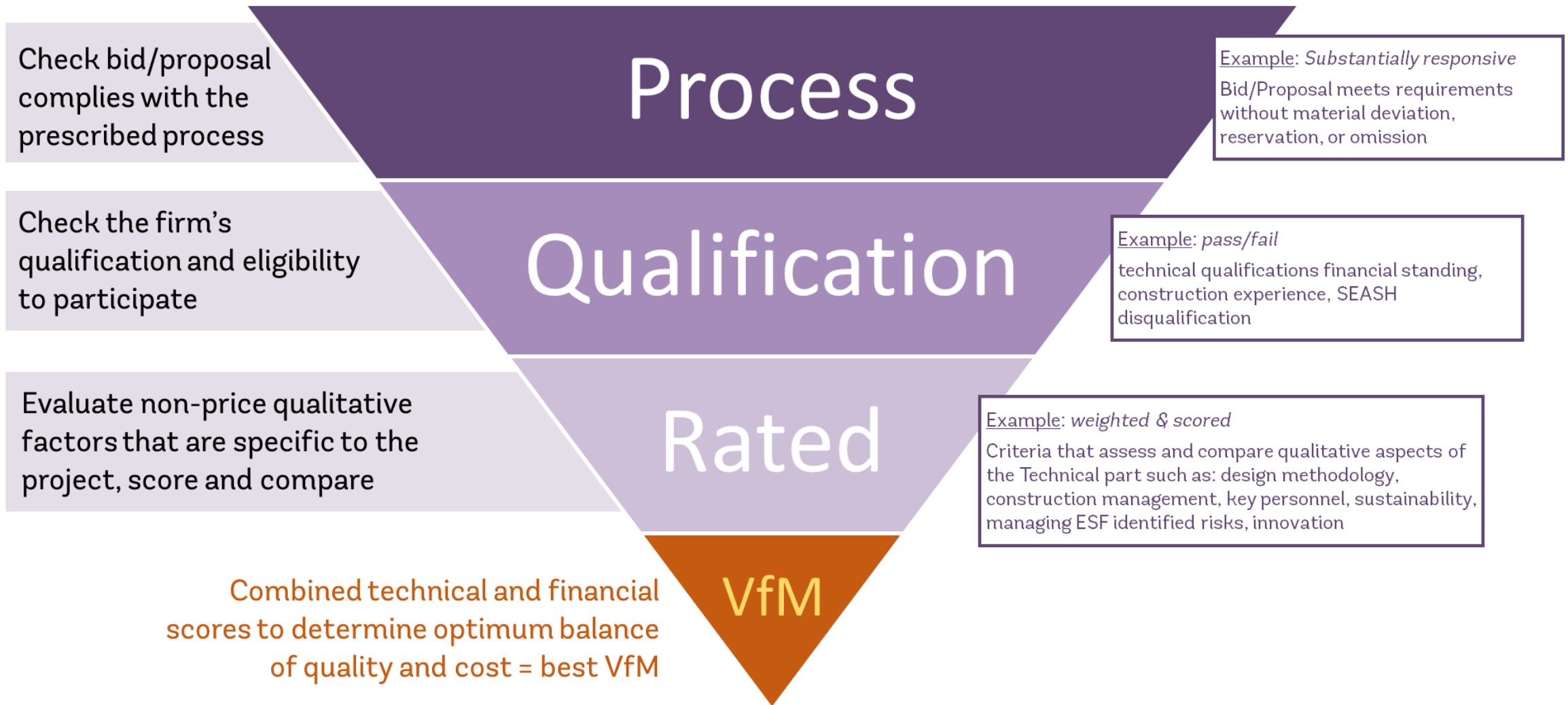
Why use Rated Criteria?

- Rated Criteria are not new, available for information systems, text-books/reading materials that require development, Plant and consulting services, also used in circa 35 other Bank-financed goods, works and non-consulting services contracts
- Globally more countries using Rated Criteria, some for 30 years +
- Increasingly used to support wider social, economic, cultural and environmental outcomes
- Many others are modernizing to allow Rated Criteria, recently India and Croatia updated procurement laws to permit Rated Criteria (now Croatia uses for 90% of all procurements)
- Encourages participation from (potentially new) highly qualified suppliers and motivates them to offer better solutions, because they know their efforts will be considered
- **Sends a strong change signal to the market** (particularly any who game on low initial price)

Qualification criteria vs Rated criteria. What is the difference?

- Post-qualification criteria related to the bidders are based on **Pass/Fail**
- Rated criteria apply to bids and proposals on **weighted and scored methodology**

Different types of criteria applied sequentially



Use of Minimum Quality Thresholds

- Borrowers may set a minimum quality threshold for critical Rated Criteria:
- Bids/Proposals that do not meet the minimum quality threshold are rejected
- A minimum quality threshold may apply to:
 - Total combined score of all qualitative criteria
 - Combined score of selected qualitative criteria
 - Score for an individual qualitative criterion

Example: Scoring Scale Sustainability

E&S element	Score			
	1 (Poor)	2 (Satisfactory)	3 (Good)	4 (Excellent)
MSIP	Generic plan with no specific mitigations to address contract E&S risks	Plan addresses main E&S risks, suggesting suitable mitigations. No evidence of innovation	Plan addresses majority of E&S risks and identifies appropriate mitigations	Comprehensive plan that comprehends and addresses all E&S risks, including understanding of root causes. Describes highly innovative or fully appropriate mitigations.
Project team	Little evidence that project team has relevant qualifications, or experience of addressing similar E&S risks in past projects	Project team is suitably qualified, with adequate experience delivering a project with satisfactory reputation on E&S issues	Project team has positive reputation for delivering projects with effective mitigation of similar E&S risks	Project team highly qualified, and can demonstrate involvement in a project that used best practice approaches that delivered positive results

Example: Evaluating Technical Aspects

Criteria	Weighting	Score	Weighted Score (weighting x score)
Overall effectiveness of proposed project in delivering requirements	50%	2	100
Methodology for delivering project	25%	2	50
Quality of team proposed	15%	2	30
Sustainability	10%	1	10
Bidder A score for technical		TOTAL	190

Score each of the criteria in the technical evaluation table out of 4 in this example.
 Multiply the weighting by the score for each criteria.
 Add all weighted scores together to determine total score.

$$\frac{\text{Weighted technical score Bidder A } 190}{\text{Highest technical score } 240} \times 100 = 79.16 \times \text{Technical Weighting (80\%)} = 63.33 \text{ points}$$

Results of technical evaluation all bids

Each bid/proposal is divided by the highest technical score and multiplied by the technical weighting

Bidder/ Proposer	Total Evaluated Technical Score	Comparative Technical Score	Weighted Technical Score (80%)
A	190	79.16	63.33
B	200	83.33	66.66
C	205	85.42	68.33
D	240	100.00	80.00
E	145	60.42	48.33

Evaluating Financial Cost

- Goods and works (particularly where on-going costs are estimated to be relatively significant and may vary among bids) should include an assessment of other quantifiable costs including:
 - Purchase price or upfront costs of acquisition
 - Installation and commissioning costs
 - Cost of operation and maintenance
 - Energy and other running costs
 - Decommissioning and disposal costs
- Any monetary adjustments for other aspects as specified in the Procurement Documents
- Lowest evaluated cost bid is allocated 100 percent and the scores for the other evaluated bid costs are calculated as follows:-

$$\frac{\text{Lowest evaluated cost bid}}{\text{evaluated bid cost}} \times 100$$

Example: Evaluating Financial Cost

Bidder/ Proposer	Total Evaluated Financial Cost	Comparative Financial Cost Score	Weighted Financial Cost Score (20%)
A	\$5,200,000	84.6	16.92
B	\$4,999,999	88.0	17.60
C	\$4,400,000	100.0	20.00
D	\$4,800,000	91.7	18.34
E	\$1,100,000	Nil, rejected as ALB	Nil, rejected as ALB

To determine the financial score of bidder/proposer A, divide the lowest overall cost (highlighted grey) by the bid/proposal cost (highlighted green)
Then multiply by the financial weighting (20%)
This will determine the financial score

$$\frac{\text{Lowest cost } \$4,400,000}{\text{Company A } \$5,200,000} \times 100 = 84.6 \times \text{Financial Cost Weighting } 20\% = \mathbf{16.92 \text{ points}}$$

Example: Final - Technical vs Financial Cost

	Proposal A	Proposal B	Proposal C	Proposal D
Quality Score	63.33	66.60	68.33	80.0
Financial Cost Score	16.92	17.60	20.00	18.34
Combined Score	80.25	84.20	88.33	98.34

Recommended for Award