

WORLD BANK PROCUREMENT OPPORTUNITIES IN UZBEKISTAN

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1. Overview of the World Bank
2. World Bank Procurement & Key Advancements
3. How to Compete
4. Uzbekistan's Active Portfolio
5. Procurement Pipeline
6. Q&A



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The World
Bank
comprises
5
institutions

IBRD

Provides financing for **middle-income** developing countries
International Bank for Reconstruction and Development

IDA

Provides financing for **low-income** developing countries
International Development Association

IFC

Mobilizes **private sector** investment
International Finance Corporation

MIGA

Provides **political risk insurance and credit guarantees**
Multilateral Investment Guarantee Agency

ICSID

Conducts **international arbitration** to settle investment disputes
International Centre for Settlement of Investment Disputes

IPF - Investment Project Financing

- Provides IBRD loans, IDA credits 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



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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

World Bank Procurement Framework

Launched 2016

PROCUREMENT

World Bank Procurement Framework



1 Promote fit-for-purpose procurement arrangements that are country, market and project-specific

2 Provide streamlined procurement approaches and more choices and options

3 Allow the Bank to provide Hands-on Expanded Implementation Support (HEIS) to Borrowers to run procurement processes

4 Enable the use of Alternative Procurement Arrangements (APAs) following the rules and procedures of another organization

5 Enable flexible decision-making consistent with Core Procurement Principles

6 Encourages dialogue with suppliers to incentivize participation and resolve problems collaboratively

World Bank's Initiative (Rated Criteria)

PROCUREMENT

[An opportunity for Innovation]

What is 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**.



Why has the Bank made this change?

Rated Criteria

- 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



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

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](#)

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

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)



Standardized and consistent procurement documents based on industry standards



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



Direct payment for large international procurements, FCV and Small States

To improve supplier experience, the Bank is:

- Requiring **early market engagement** for large contracts to optimize procurement strategies and approaches to delivery
- Collaborating with Borrowers to **aggregate smaller contracts** into larger packages
- Offering **direct payment** for large international procurements
- Improving the **procurement complaint handling** system



ENVIRONMENTAL AND SOCIAL FRAMEWORK (ESF)

- Ten standards covering ~ **50 procurement-related E&S issues**
- Flexible, risk-based approach to mitigate a project's biggest risks
- Implemented using a range of 'instruments' including ESMP, ESCP
- Good Practice Notes, Technical Notes and Guidance

GREEN, RESILIENT AND INCLUSIVE DEVELOPMENT (GRID)



- GRID promotes economic growth that goes hand in hand with environmental goals and social inclusion
- Ensures Bank investment meets criteria to be green, resilient and inclusive



CLIMATE CHANGE ACTION PLAN

Seeks to achieve alignment with 2015 Paris Agreement through 3 priorities:

- Integrating climate and development
- Identifying and prioritizing mitigation and adaptation opportunities
- Drive climate finance and leverage private capital to deliver results

***Reinforced by Paris Alignment mandate**

KEY BENEFITS FOR SUPPLIERS

SUPPLIER'S HUB

GLOBAL REACH



Access to diverse procurement opportunities (Goods, Works, Services and Consultancies) across various regions and sectors

INTEGRITY AND FAIRNESS



Fair and transparent procurement process with standardized and consistent procurement documents

VALUE FOR MONEY



Emphasis on effective, efficient and economic use of resources

BANK SUPPORT



Reliable payments backed by the World Bank

Direct Payment option for FCV, small states and large contracts.

How Bank-Financed Projects Foster a Transparent Business Environment

Universal Eligibility for Bidders : Open competition ensures equal opportunities for all qualified bidders.

Use of Procurement Regulations and Standard Documents

Publicly available on the World Bank's website to promote consistency and clarity.

Enhanced Transparency and Fairness

Through advance publication of procurement plans and contract award disclosures, including beneficial ownership information, and effective complaint handling mechanism.

Application of the World Bank's Anti-Corruption Guidelines

Supports integrity and includes clear, transparent debarment procedures.

Robust Oversight Mechanisms

Prior and post reviews are conducted during and after the contracting process.

Balanced Contracting Approach

Fair risk allocation and provisions for interest payments on delayed government payments.

Transparent Complaint Handling Mechanisms

Efficient systems to address and resolve complaints.

Internationally Accepted Dispute Resolution

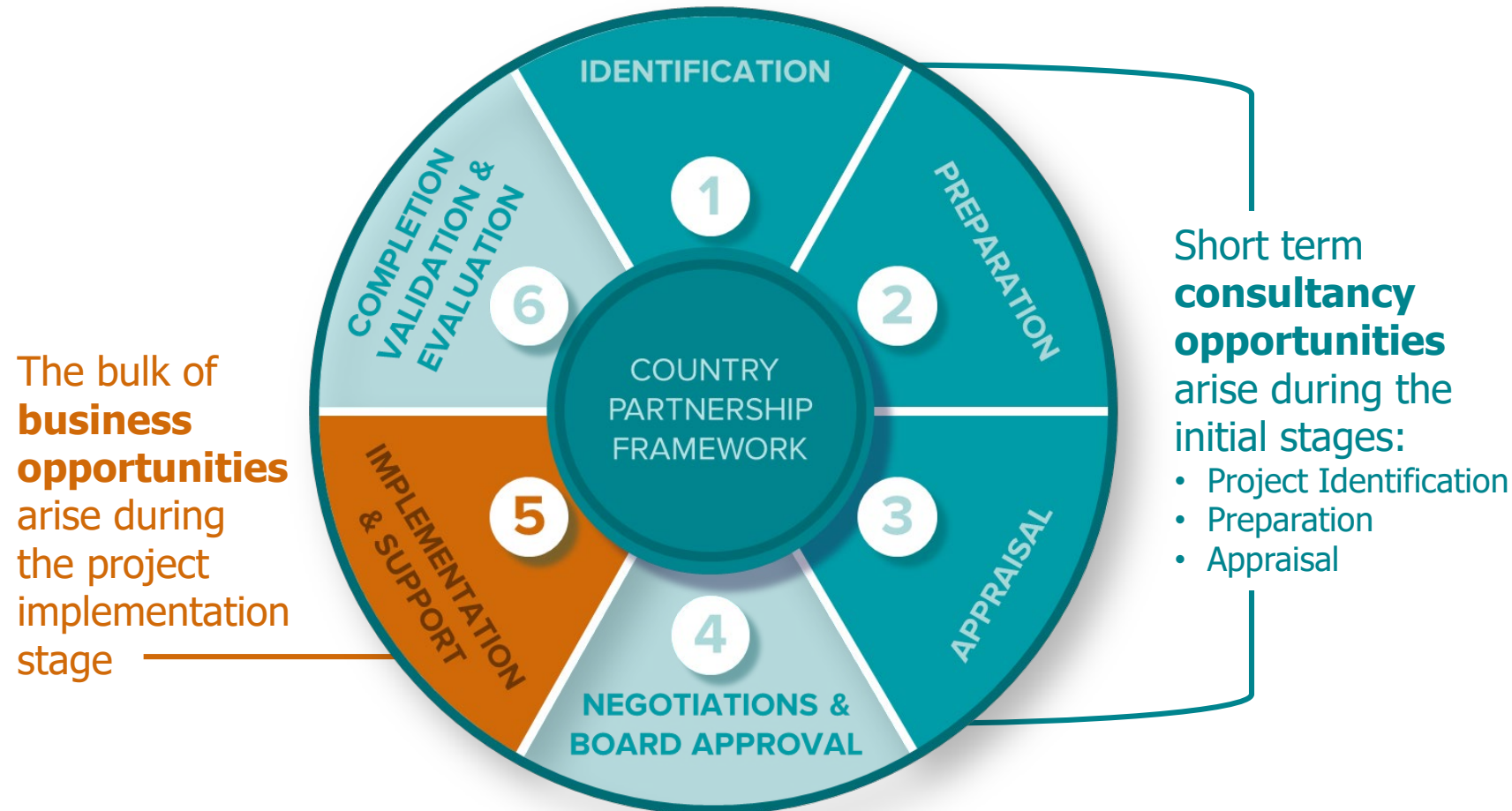
Emphasis on dispute avoidance and fair resolution practices.

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World Bank Project Cycle

Key stages where contract opportunities arise



Where to find contract opportunities

KEY STEP

STEP 1: Background research

Determine areas of focus – country / region / sector
Be informed about what is in the project procurement pipeline

Where we work

Search by country or region or country group

<https://www.worldbank.org/en/where-we-work>

Country Partnership Framework

Review individual country-driven development strategies – identify current and planned projects

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

World Bank Procurement App

Get access to real time procurement data

Android: https://play.google.com/store/apps/details?id=org.worldbank.operationsprocurement&hl=en_US&gl=US

iPhone iPad <https://apps.apple.com/us/app/world-bank-project-procurement/id911312962>

WBG FinanceOne

One destination for easy access to financial information of the World Bank Group

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

Guidance: <https://thedocs.worldbank.org/en/doc/604cffbcec8bc4bf4b5860c87182b9e1-0290032023/original/16499-WB-Finances-One-WEB-FINAL.pdf>

Where to find contract opportunities (Cont.)

KEY STEP

Step 2: Procurement Notices

World Bank Procurement Notices

Search by country, region, notice type, procurement category and procurement method

<https://projects.worldbank.org/en/projects-operations/procurement?srce=both>

Step 3: Deep dive information

Monthly Operational Summary

Search reports on the status of individual projects in the procurement pipeline from the time the operation is identified to the signing of the loan agreement

webpage: <https://projects.worldbank.org/en/projects-operations/projects-list?os=0>

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

1 – VISIT THE SUPPLIERS' HUB



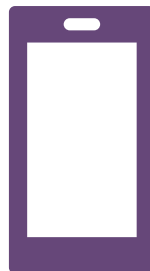
VISIT HERE

- Explore a full list of current and upcoming **business opportunities**
- Consult procurement **guidelines and policies**
- Stay informed about upcoming and past procurement **events, webinars, and information sessions**
- Access **eLearning modules and videos** to best understand how to successfully bid for opportunities

2 – STAY CONNECTED



Sign up for email alerts from the World Bank to stay informed about updates to projects, including new procurement notices, based on your indicated interests (accessible via the Suppliers' Hub).

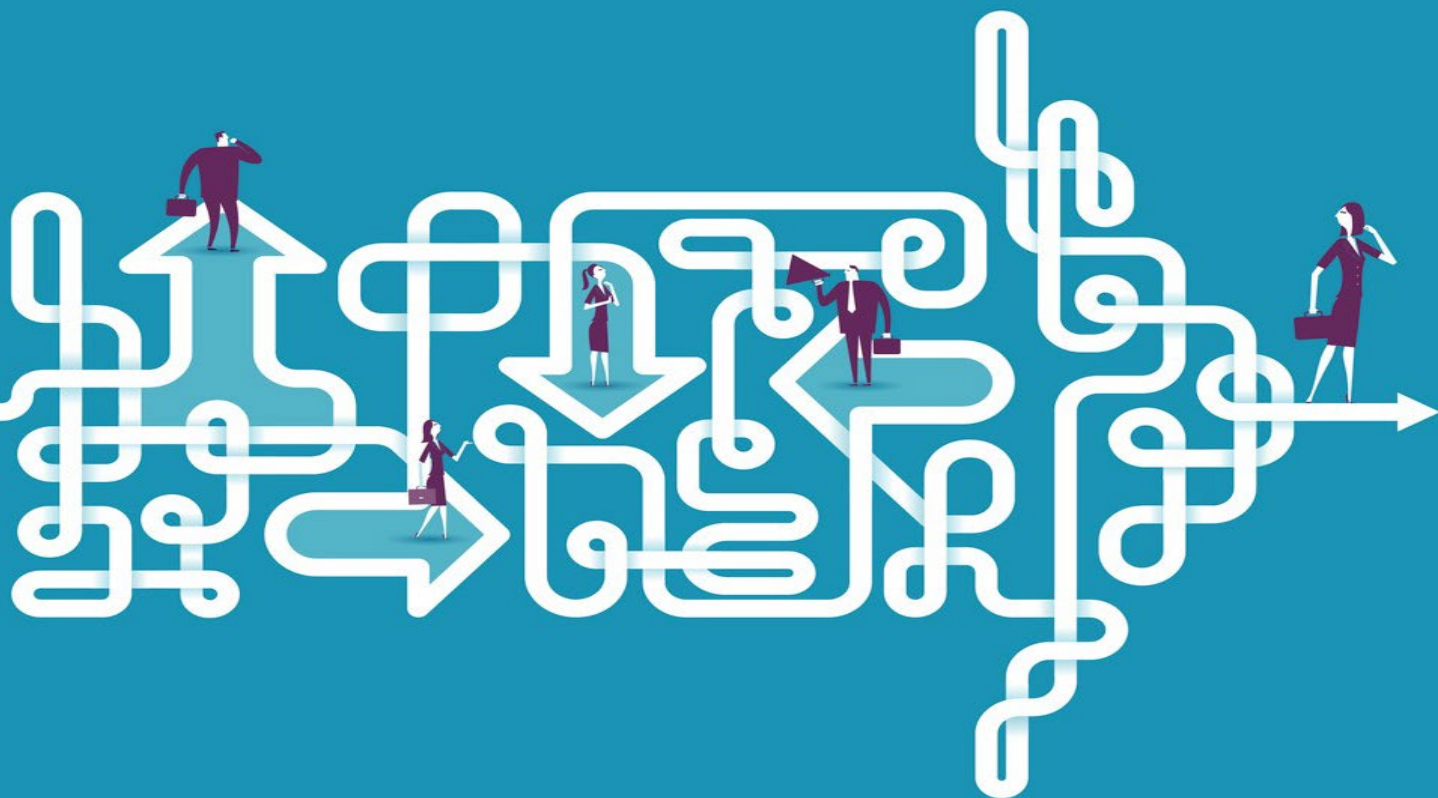


World Bank Procurement App

The World Bank Procurement App provides access to real time procurement data.

Download the app today:





TIPS PREPARING BIDS & PROPOSALS



THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP
Operations Policy & Country Services

Preparing bids & proposals

Top tips



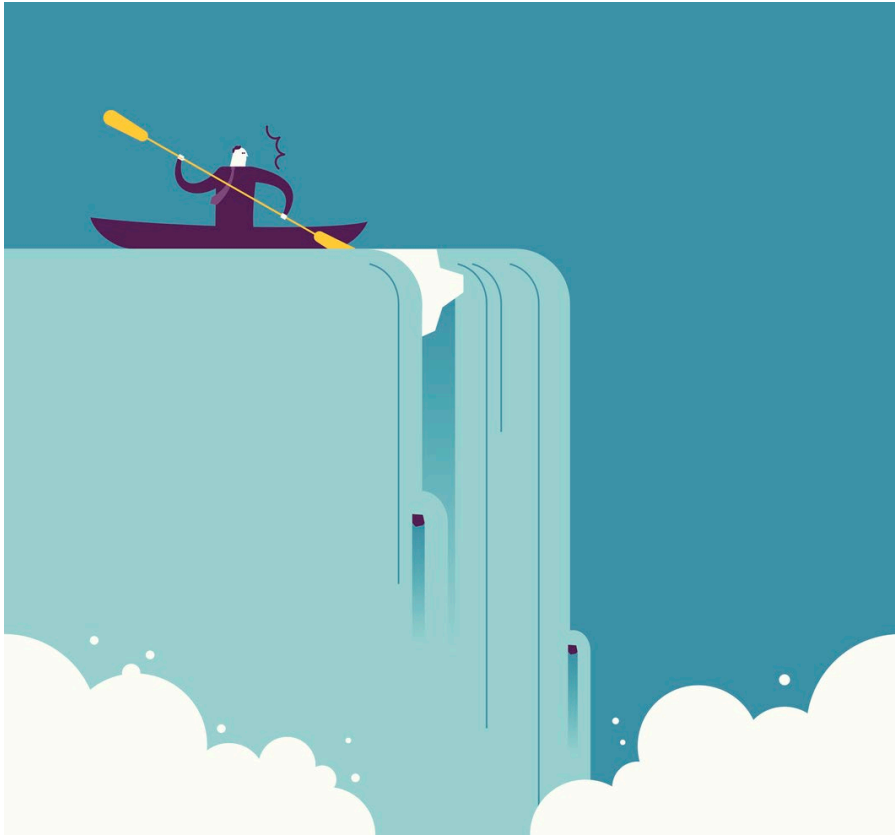
- Get involved with early market engagement and pre-proposal briefing – if any
 - Fully address all requirements
 - Emphasize your methodology for delivery – innovate if you can
 - Propose a strong project manager and experienced experts
 - Cite relevant technical and regional experience similar to the 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 (Cont.)

Top tips



- 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



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
- Information on pricing in the technical bid in 2-Envelope Bidding Process
- Unsealed Bids (Original Or Photocopy)

- 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

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://documents1.worldbank.org/curated/en/099120102072534901/pdf/SECBOS-a43bff5f-35cb-48e0-9609-10773aaa8d12.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>

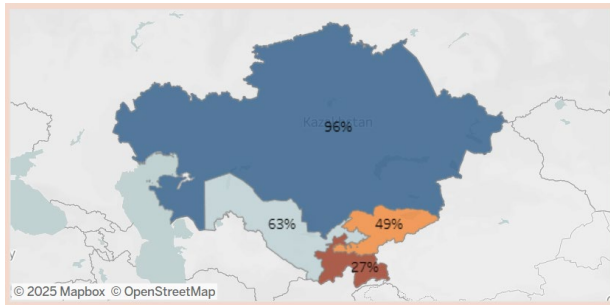
Guidance on how to Complain
<http://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>

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Central Asia and Uzbekistan - Portfolio

PORTFOLIO



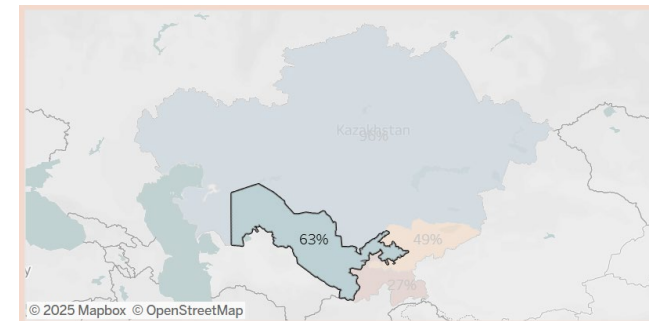
73 projects

\$7.3 B
commitment

\$7.2 B
procurable

\$3.1 B
awarded

4,406
contracts



21 projects

\$3.1 B
commitment

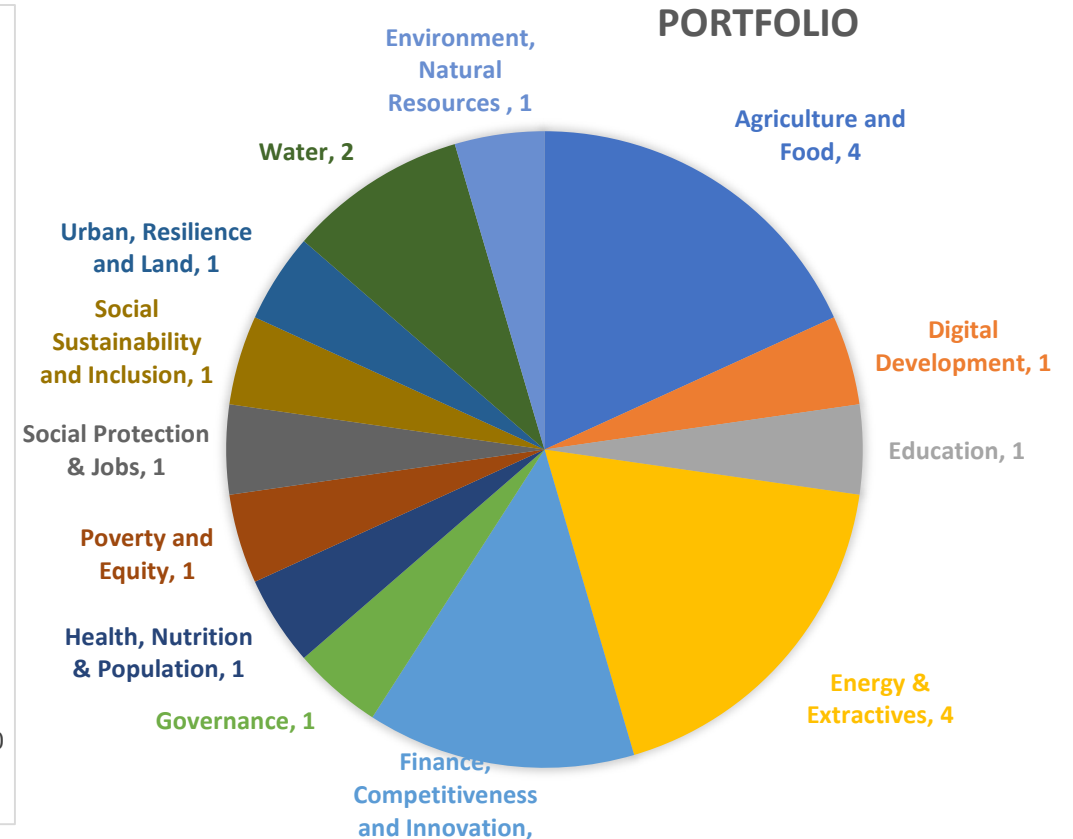
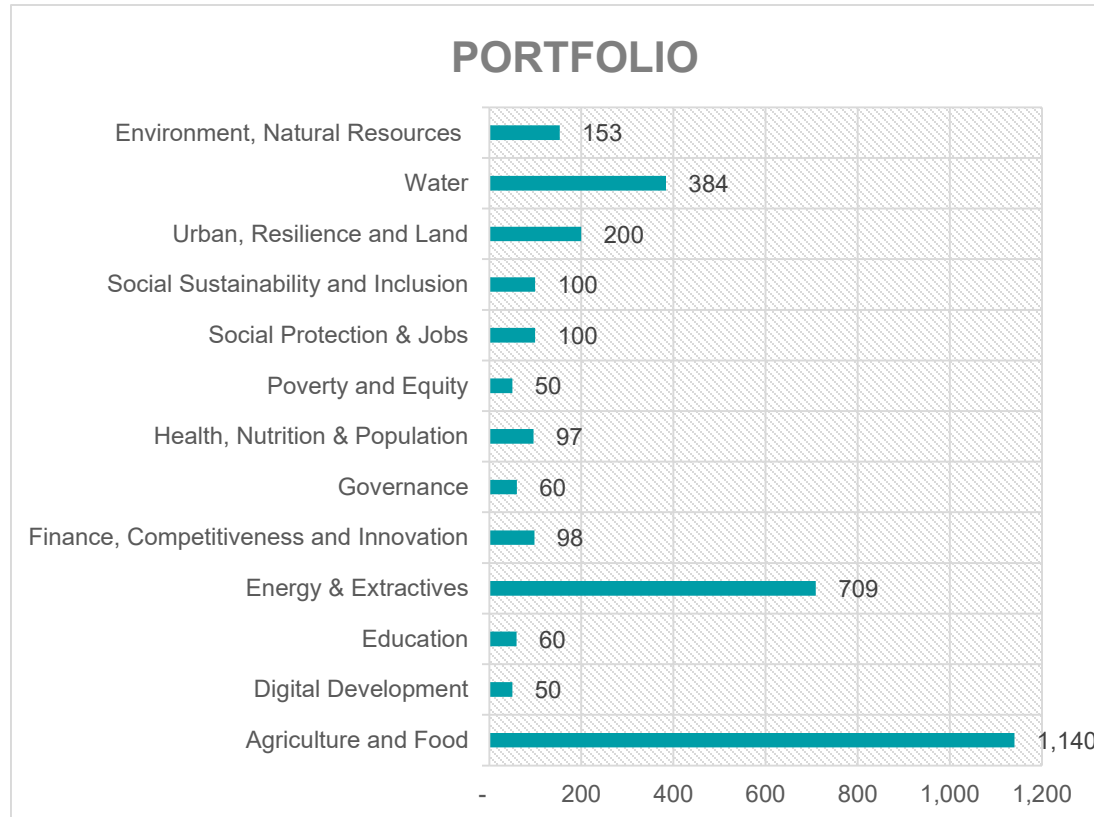
\$1.6 B
procurable

\$0.9 B
awarded

1,656
contracts

Uzbekistan – Portfolio (Cont.)

DISTRIBUTION



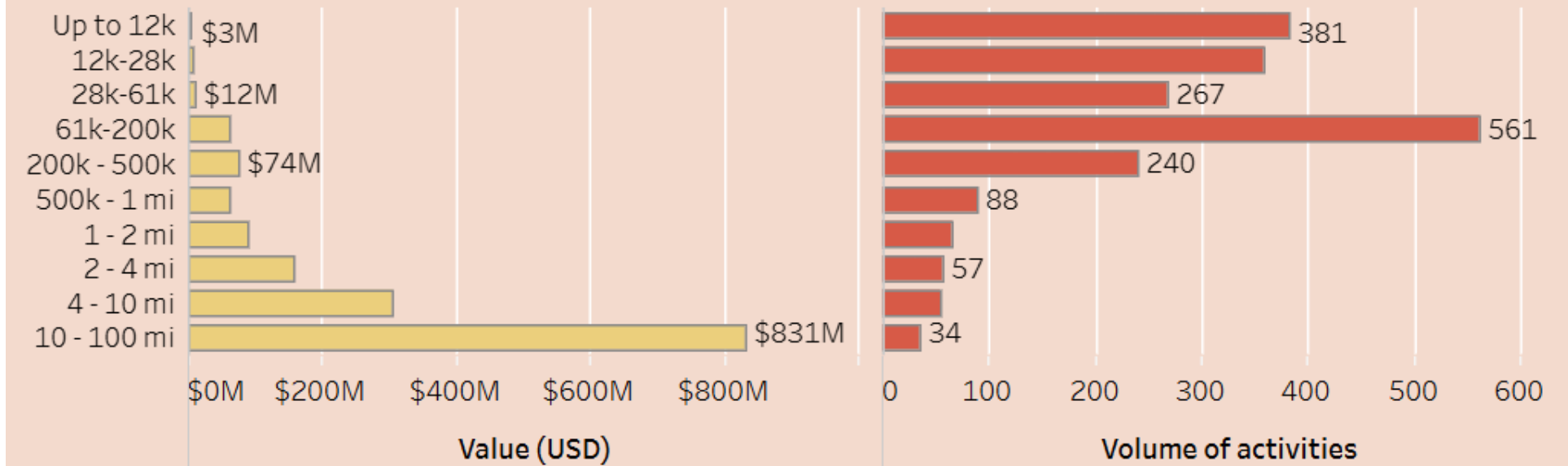
Agriculture & Food and **Energy & Extractives** are largest portfolios in terms of number and value.

Following are **Water, Urban, Resilience and Land**.

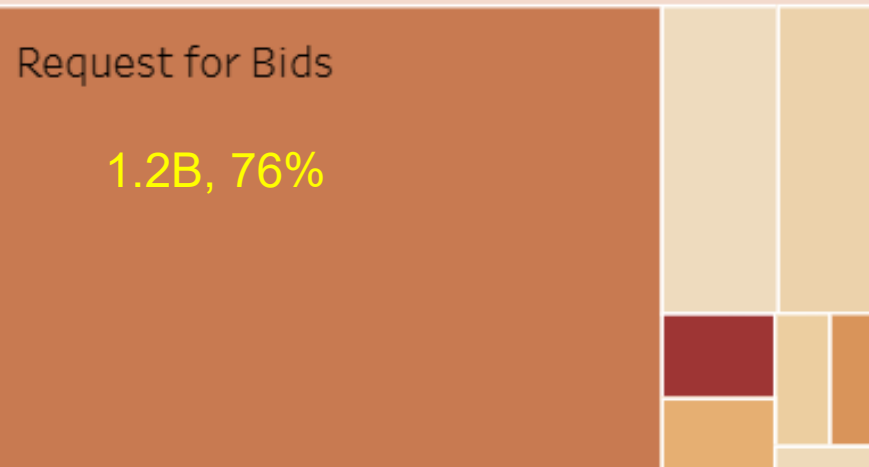
Uzbekistan – Portfolio (Cont.)

VALUE & VOLUME

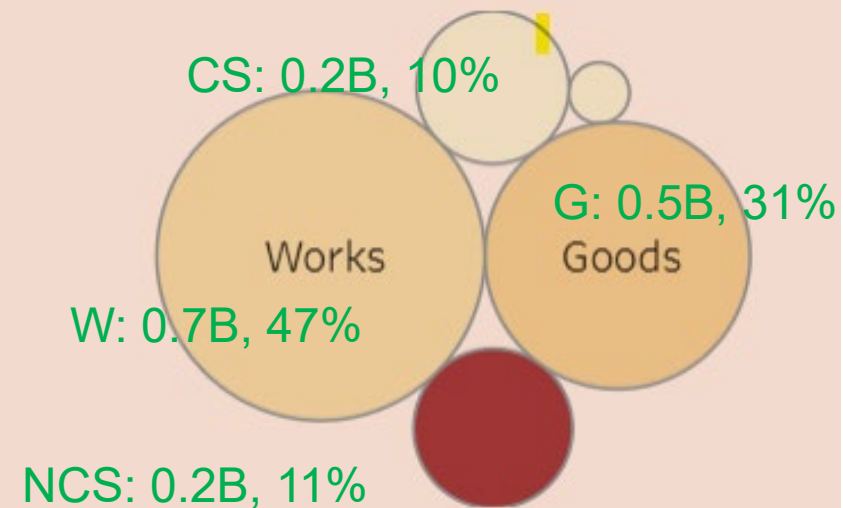
Distribution of value and volume of procurement by package size (click) All, Uzbekistan, All, All, All



Procurement methods (click) All,
Uzbekistan, All, All, All, All



Procurement categories (click) All,
Uzbekistan, All, All, All

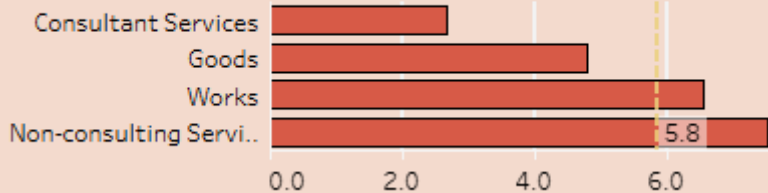


Uzbekistan – Portfolio (Cont.)

COMPETITION

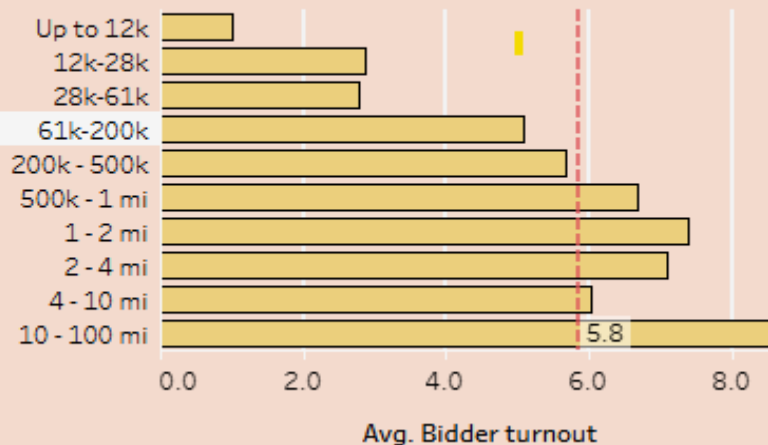
Avg. turnout = 5.8 bidders

Avg. turnout by category (click) Uzbekistan, All, All, All

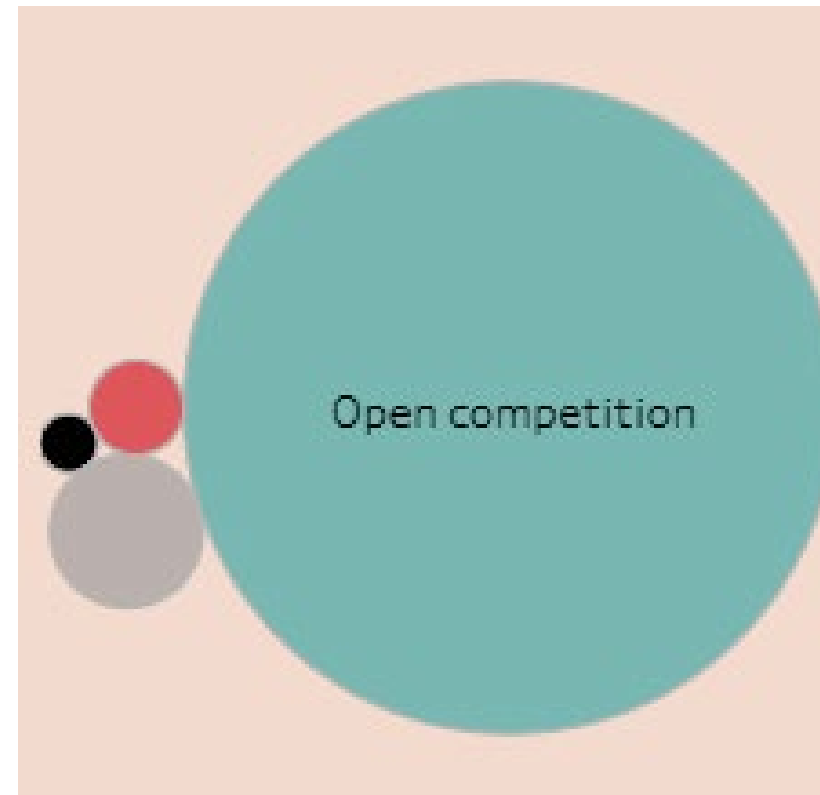


Bidder turnout by package size (in USD) (click)

Uzbekistan, All, All, All, All



Open competition = 92% of value



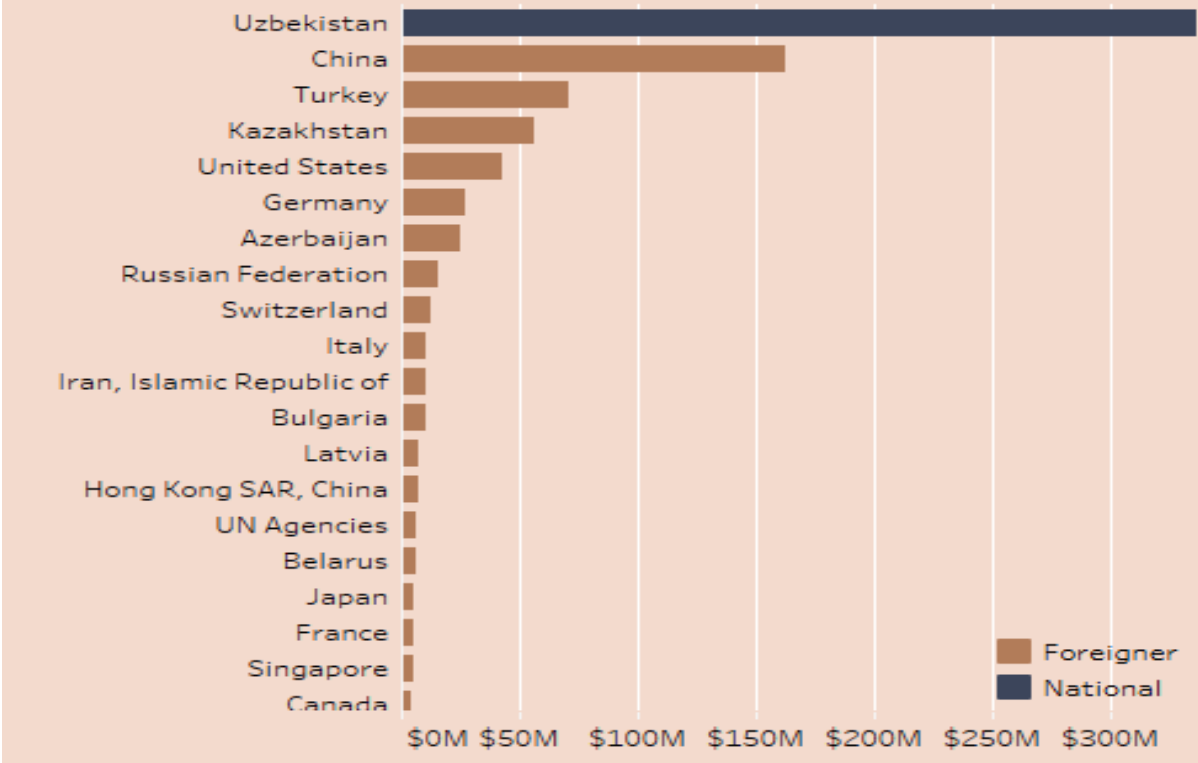
Uzbekistan – Portfolio (Cont.)

SUPPLIERS

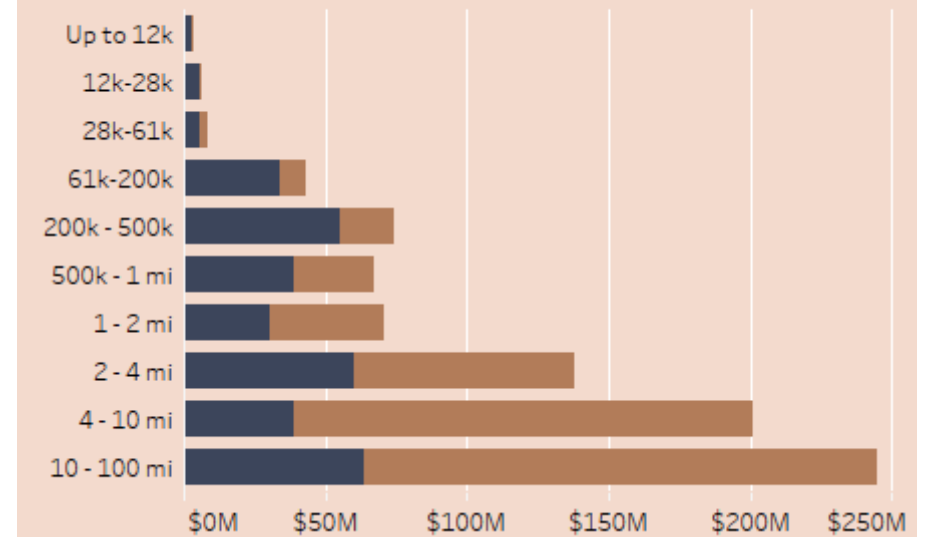
Distribution of awards between national and foreign bidders (click) All, Uzbekistan

	% awarded value	Awarded value (USD)	# of contracts
Foreigner	61%	\$520M	337
National	39%	\$336M	1,346

Awarded value by supplier country (click) All, All, Uzbekistan, All



Awarded value by package size (click) All, Uzbekistan, All



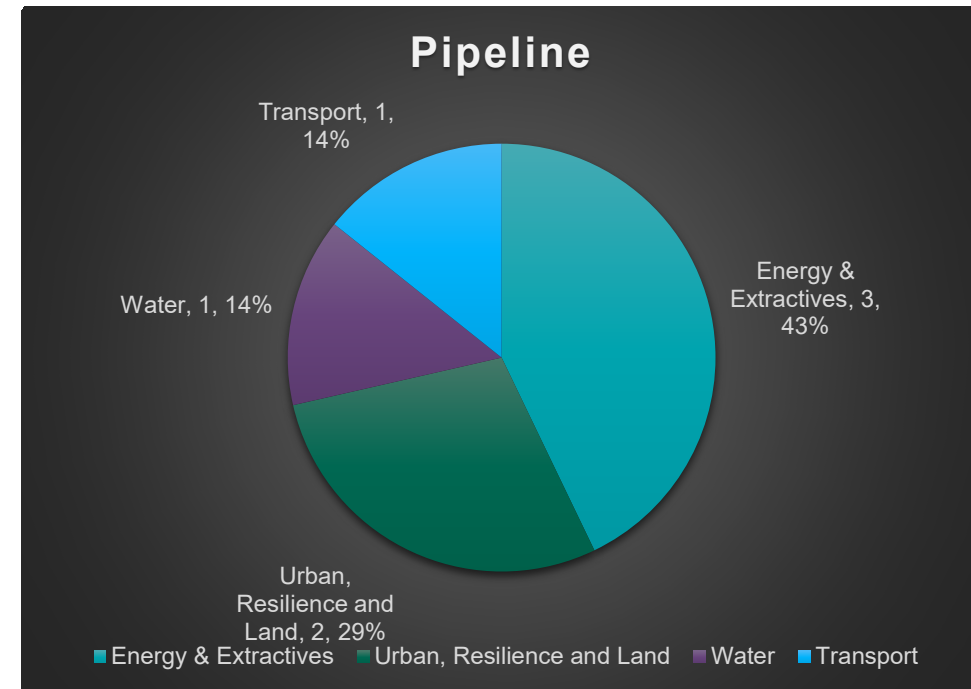
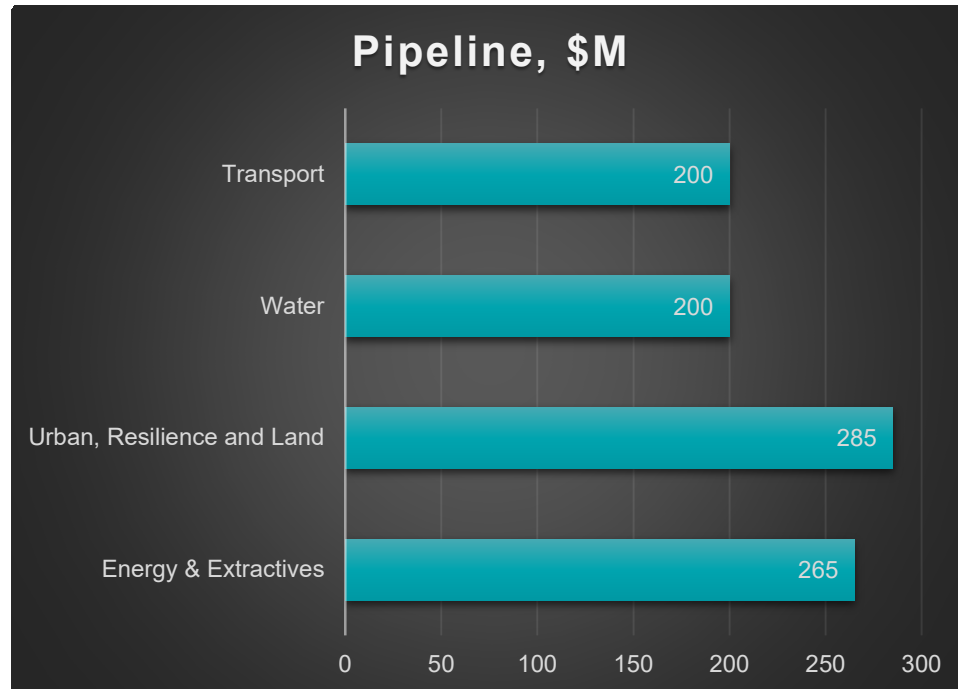
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PIPELINE PROJECTS

PIPELINE

Projects are in preparation stage and have not yet reached Bank Approval stage (Pipeline projects). The pipeline commitment in Uzbekistan is about **1.0 to 1.3B** for each fiscal year (FY) including projects financed using PforR. Below is example of pipeline for FY25.



Energy, Transport and Water are the top 3 sectors for Pipeline projects (represent half by value).

Urban

Procurement activities include urban works, procurement of equipment, IT system and various technical assistances

Energy

Procurement activities include hydro, transmission, distribution, energy transition, and renewable energy

Water

Procurement activities include rehabilitation of irrigation system and improving energy efficiency

Transport

Procurement activities include improving the national highway, various technical assistance to improve transport sector

Project Case: National Irrigation and Energy Efficiency Improvement Project

Project case

Activity Description	Cost Estimate (\$M)	Procurement Method
Modernization of the Kuwanish Jarma Canal including Restoring Hydrotechnical Structures	43.0	Request for Bid (RFB)
Modernization of the Zang Canal including Restoring Hydrotechnical Structures	43.8	RFB
Modernization of the Canals including Restoring Hydrotechnical Structures in the Bukhara Region	30.7	RFB
Modernization of Pahktabad Canal including Restoring Hydrotechnical Structures	25.7	RFB
Modernization of the North Ferghana Main Canal including Restoring Hydrotechnical Structures	14.3	RFB
Procurement of Operation and Maintenance Equipment	4.5	RFB

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