Review to the World Bank’s Procurement Process
Helsinki, 28.2.2018
Content

• WB at Glance
• WB Procurement Statistics
• WB Business Opportunities
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• Discussion
World Bank Group Commitments in 2017: $61.8 billion

- World Bank Bank Group has 189 member countries and offices in over 130 locations.
- The WBG consists of five institutions (IBRD, IDA, IFC, MIGA, ICSID) working for sustainable solutions that reduce poverty and build shared prosperity in developing countries.
- The WBG provides low-interest loans, zero to low-interest credits, and grants to developing countries. Some projects are co-financed with governments, other multilateral institutions, commercial banks, export credit agencies, and private sector investors.
- The WBG also provides or facilitates financing through trust fund partnerships with bilateral and multilateral donors.
Know your customer: The WBG’s main business is Development!
-in recent years the WBG operations have supported clients to:

Accelerate inclusive and sustainable economic growth

- **11 million people** and micro-, small, and medium enterprises with financial services reached
- **3 million** hectares of land provided with irrigation services
- **90,500 kilometers** of roads constructed or rehabilitated
- **5,000 megawatts** generation capacity of conventional energy and
- **2,400 megawatts** generation capacity of renewable energy constructed or rehabilitated

Foster resilience to global shocks and threats

- **39 million** beneficiaries covered by social safety net programs
- **44 million** tons of CO₂ equivalent emissions reduced annually with the support of special climate instruments
- **35 countries** supported in institutionalizing disaster risk reduction as a national priority

Invest in people to build human capital for greater productivity

- **9 million** teachers recruited or trained
- **310 million** people provided with essential health, nutrition, and population services
- **49 million** people provided with access to an improved water source
- **17 million** people provided with access to improved sanitation facilities
The WBG is mainly about loans (=procurement), but there are also direct investments.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
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<tbody>
<tr>
<td><strong>WORLD BANK GROUP</strong></td>
<td></td>
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<tr>
<td>Commitments</td>
<td>50,232</td>
<td>58,190</td>
<td>59,776</td>
<td>64,185</td>
<td>61,783</td>
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<td>Disbursements</td>
<td>40,570</td>
<td>44,398</td>
<td>44,582</td>
<td>49,039</td>
<td>43,853</td>
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<td><strong>IBRD</strong></td>
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<td>Commitments</td>
<td>15,249</td>
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<td>Disbursements</td>
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<td><strong>IDA</strong></td>
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<td>Commitments</td>
<td>16,298</td>
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<td>Disbursements</td>
<td>11,228</td>
<td>13,432</td>
<td>12,905</td>
<td>13,191</td>
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<td><strong>IFC</strong></td>
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<tr>
<td>Commitments</td>
<td>11,008</td>
<td>9,967</td>
<td>10,539</td>
<td>11,117</td>
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<td>Disbursements</td>
<td>9,971</td>
<td>8,904</td>
<td>9,264</td>
<td>9,953</td>
<td>10,355</td>
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<td><strong>MIGA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Gross issuance</td>
<td>2,781</td>
<td>3,155</td>
<td>2,828</td>
<td>4,258</td>
<td>4,842</td>
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<tr>
<td><strong>Recipient-Executed Trust Funds</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Commitments</td>
<td>4,897</td>
<td>4,225</td>
<td>3,914</td>
<td>2,910</td>
<td>2,962</td>
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<tr>
<td>Disbursements</td>
<td>3,341</td>
<td>3,301</td>
<td>3,401</td>
<td>3,363</td>
<td>2,919</td>
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</tbody>
</table>

Mainly Investments, and mostly not through the public procurement process.
• Projects: $10 Billion + Corporate: $1.6 Billion
• Example of portfolio of Commitments in Sub-Saharan Africa 2017

<table>
<thead>
<tr>
<th>Country</th>
<th>Project Description</th>
<th>Procurement Type</th>
<th>Procurement Type Details</th>
<th>Consultant Services</th>
<th>Contract Value</th>
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<tbody>
<tr>
<td>Afghanistan</td>
<td>Citizens' Charter Afghanistan Project</td>
<td>Fixed Budget Selection</td>
<td>(Historic)Health and other social services</td>
<td>DANISH COMMITTEE FOR AID TO AFGHAN REFUGEES</td>
<td>$4,850,731.00</td>
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<tr>
<td>Uzbekistan</td>
<td>Pap-Angren Railway</td>
<td>International Competitive Bidding</td>
<td>Transportation procurement of self-propelled snow-remover</td>
<td>ROSTOK CIS K/S</td>
<td>$2,291,000.00</td>
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<tr>
<td>Madagascar</td>
<td>MG-Social Safety Net Project</td>
<td>UN Agencies (Direct)</td>
<td>Social Protection Achat de voitures dont deux station wagon et deux pick up</td>
<td>UNOPS</td>
<td>$154,723.45</td>
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<tr>
<td>Congo, Republic of</td>
<td>CG-Statistics Capacity Building Project</td>
<td>Goods Direct Selection</td>
<td>Public Administration Acquisition des tablettes et de leurs accessoires</td>
<td>UNOPS</td>
<td>$999,129.00</td>
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<tr>
<td>Myanmar</td>
<td>Ayeyawady Integrated River Basin Mgmt</td>
<td>Quality And Cost-Based Selection</td>
<td>Water, Sanitation and Waste Management C2.2- SYSTEM INTEGRATOR CONSULTING SERVICES FOR HYDROMET OBS</td>
<td>(DENMARK), FMI (FINLAND) AND BOM (AUST)</td>
<td>$3,522,146.73</td>
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<tr>
<td>Kyrgyz Republic</td>
<td>Heat Supply Improvement Project</td>
<td>Consultant Qualification Selection</td>
<td>Energy and Extractives Consultant Assignment to Prepare the Tender Documents for Up</td>
<td>RAMBOLL DANMARK AS</td>
<td>$143,374.00</td>
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<tr>
<td>Ethiopia</td>
<td>NQI Development Project</td>
<td>Goods Direct Selection</td>
<td>Industry, Trade and Services Procurement of Calibration Service and other Vehicles</td>
<td>UNOPS</td>
<td>$325,945.50</td>
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<td>Mozambique</td>
<td>National Statistics and Data for Develop</td>
<td>UN Agencies (Direct)</td>
<td>Public Administration Supply of one hundred and thirty one vehicles</td>
<td>UNOPS</td>
<td>$2,938,728.00</td>
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<tr>
<td>Uzbekistan</td>
<td>Pap-Angren Railway</td>
<td>International Competitive Bidding</td>
<td>Transportation motor car for installation of signals and interlocking and c</td>
<td>ROSTOK CIS K/S</td>
<td>$3,651,000.00</td>
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<tr>
<td>Burundi</td>
<td>BI-Coffee Sector Competitiveness Project</td>
<td>Goods Direct Selection</td>
<td>Agriculture, Fishing and Forestry Fourniture de 10camionnettes TOYOTA HILUX DC</td>
<td>UNOPS</td>
<td>$305,386.25</td>
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<tr>
<td>Country</td>
<td>Project Description</td>
<td>Consultant Services</td>
<td>Bid Amount</td>
<td></td>
<td></td>
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<tr>
<td>-----------</td>
<td>--------------------------------------------------------------------------------------</td>
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<tr>
<td>Mongolia</td>
<td>MN-Mining Infrastructure Investment Supp</td>
<td>CONSULTANT SERVICES Direct Selection</td>
<td>Energy and Extractives</td>
<td>Individual consultant for Advisory services during Public Procurement of GOLD MINING EQUIPMENT</td>
<td>GULDSTROM CO AB Sweden $317,696.00</td>
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<tr>
<td>Malawi</td>
<td>MW-Shire River Basin Management Program</td>
<td>CONSULTANT SERVICES Quality And Cost-Based Selection</td>
<td>Water, Sanitation and Waste Management</td>
<td>Consultancy Services for Construction Supervision for the Up</td>
<td>SWEDISH COMMITTEE FOR AFGHANISTAN $4,881,750.00</td>
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<td>Sri Lanka</td>
<td>LK Water and Sanitation Improvement Proj</td>
<td>CONSULTANT SERVICES Quality And Cost-Based Selection</td>
<td>Water, Sanitation and Waste Management</td>
<td>Institutional Development and Capacity Building Consultancy</td>
<td>COWI AS (COWI) Norway $633,530.57</td>
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<tr>
<td>Bangladesh</td>
<td>BD: Leveraging ICT Growth, Employ &amp; Gov</td>
<td>GOODS Request for Bids</td>
<td>Information and Communications Technologies</td>
<td>Supply, Installation and Commissioning of Cyber Sensors into</td>
<td>NORWAY REGISTERS DEVELOPMENT AS Norway $495,720.00</td>
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<tr>
<td>Bangladesh</td>
<td>BD: Leveraging ICT Growth, Employ &amp; Gov</td>
<td>GOODS Request for Bids</td>
<td>Information and Communications Technologies</td>
<td>Supply, Installation and commissioning of software &amp; various</td>
<td>NORWAY REGISTERS DEVELOPMENT AS Norway $899,500.00</td>
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<tr>
<td>Ethiopia</td>
<td>Ethiopia: ASM Support (JSDF)</td>
<td>GOODS National Competitive Bidding</td>
<td>Energy and Extractives (Historic)Health and other social services</td>
<td>Procurement of GOLD MINING EQUIPMENT</td>
<td>GULDSTROM CO AB Sweden $317,696.00</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>Citizens’ Charter Afghanistan Project</td>
<td>CONSULTANT SERVICES Fixed Budget Selection</td>
<td>Design Services</td>
<td>Consulting services for development of intelligent road safe</td>
<td>SWEDISH NATIONAL ROAD CONSULTING AB Sweden $1,694,500.00</td>
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<td>Afghanistan</td>
<td>Citizens’ Charter Afghanistan Project</td>
<td>CONSULTANT SERVICES Fixed Budget Selection</td>
<td>Agriculture, Fishing and Forestry</td>
<td>Contract for Consultant’s Services (as Facilitating Partner</td>
<td>SWEDISH COMMITTEE FOR AFGHANISTAN Sweden $5,474,000.00</td>
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<tr>
<td>Country</td>
<td>Project Description</td>
<td>Category</td>
<td>Procurement Method</td>
<td>Supplier</td>
<td>Amount</td>
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<tr>
<td>------------------------------</td>
<td>----------------------------------------------------------</td>
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<tr>
<td>Lao People's Democratic Republic</td>
<td>Scaling-Up Participatory Sustainable Management/Technical Advice</td>
<td>Single Source Selection</td>
<td>Agriculture, Fishing and Forestry</td>
<td>Technical and Management Support to National Project Management</td>
<td>INDUFOR OY</td>
</tr>
<tr>
<td>Somalia</td>
<td>Somalia Capacity Injection</td>
<td>Direct Selection</td>
<td>Public Administration</td>
<td>Advanced Level ICT Training for the Training of Trainers</td>
<td>ABDIRASHID AWAD DIRIE</td>
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<tr>
<td>Gambia, The</td>
<td>Gambia Electricity Support Project</td>
<td>Direct Selection</td>
<td>Energy and Extractives</td>
<td>Replacement of 1 x W20V32 Diesel Generator at the Brikama II</td>
<td>WARTSILÁ WEST AFRICA</td>
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<td>Kyrgyz Republic</td>
<td>KIRGYZ REP IMPLEMENTATION OF NSDS</td>
<td>Quality And Cost-Based Selection</td>
<td>Public Administration</td>
<td>Twinning partnership arrangement</td>
<td>STATISTICS FINLAND</td>
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<tr>
<td>Somalia</td>
<td>Somalia Capacity Injection</td>
<td>Individual Consultant</td>
<td>Public Administration</td>
<td>ICT Short-Term Training for Puntland Civil Service</td>
<td>Individual Consultant</td>
</tr>
<tr>
<td>Azerbaijan</td>
<td>AZ HIGHWAY 3 Works, Infrastructure</td>
<td>International Competitive Bidding</td>
<td>Transportatio</td>
<td>The Collection of Road Condition and Inventory Data for Azer</td>
<td>DESTIA FINNROAD</td>
</tr>
<tr>
<td>Uzbekistan</td>
<td>DISTRICT HEATING ENERGY EFFICIENCY</td>
<td>Quality And Cost-Based Selection</td>
<td>Energy and Extractives</td>
<td>Development of Feasibility Studies for the District Heating</td>
<td>FCG DESIGN AND ENGINEERING</td>
</tr>
<tr>
<td>Azerbaijan</td>
<td>AZ HIGHWAY 3 Works, Infrastructure</td>
<td>International Competitive Bidding</td>
<td>Transportatio</td>
<td>The Collection of Road Condition and Inventory Data for Azer</td>
<td>DESTIA INTERNATIONAL</td>
</tr>
</tbody>
</table>
WB Procurement Process
The WBG Procurement

[Map with various locations marked]

Disclaimer: Country borders or names do not necessarily reflect the World Bank Group's official position. This map is for illustrative purposes and does not imply the expression of any opinion on the part of the World Bank concerning the legal status of any country or territory or concerning the delimitation of its frontiers or boundaries.

WB Procurement – 2 main categories

1. Corporate Procurement by the WBG (about $1.6 billion/y.)
   Goods and services purchased by the World Bank.
   1. Administrative Procurement
   2. Operational Consulting

2. Investment Project Financing (IPF) / Operational Procurement for the WBG Projects (about $10 billion / y.)
   Supports Borrowers to achieve value for money (VfM) with integrity in delivering sustainable development.
   2. Consulting Services
1. Corporate Procurement

• Procurement for the WBG HQs and country offices. Major contracts include consulting, travel, information technology and telecommunications, health and benefits, and construction materials.

• All vendors are required to adhere to the World Bank Corporate Procurement Policy.

• Request for Bidders if the contract value is above $250,000. Smaller contract can be done without broad tender process.  
  

1. Administrative Procurement


2. Operational Consulting

• https://wbgeconsult2.worldbank.org/wbgec/index.html#$h=1519659843861
2. Investment Project Financing (IPF) / Operational Procurement

- New Procurement Framework and Regulations for Projects After July 1, 2016.
- Modern and business-friendly Procurement Framework.
- New approach means greater focus on value for money, more ways bidders to differentiate bids, and more opportunities for dialogue and discussion.
- World Bank procurement staff are based in 72 countries to support borrowers throughout the procurement process.
- Staff work with governments to achieve the highest bidding and contract management standards to get the best development result.
Request for Bids

- Standard procurement
- Market has proven to deliver
- Borrower retains tight control

Request for Proposals (new option)

- Non-standard procurement
- Suitable when need for innovation
- Fit for purpose solution
2. Operational / Project Procurement Process

- Procurement Objectives
  - The statement of requirements is drawn from the procurement objectives.

- Statement of Requirements
  - (translates objectives to contractual requirements)

- Qualification or Initial Selection Criteria
  - (used to test the capability of Applicant)

- RFB – Evaluation of cost
  - RFP - Proposal Evaluation Criteria
  - (used to test proposals for ability to perform the requirements)

- Contract Award

- Contract Management
  - (ensures contract requirements are delivered)

Key Performance Indicators
- (used to test that requirements are delivered)
# Operational / Project Procurement Process

<table>
<thead>
<tr>
<th>Procurement arrangement</th>
<th>Characteristics</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Competition</td>
<td>Openly advertised so any eligible firm may participate Bank’s preferred approach</td>
<td>Widespread use</td>
</tr>
<tr>
<td>Limited Competition</td>
<td>Limited number of firms invited without advertisement Exceptional reasons</td>
<td>Limited pool of capable firms Justified departure from open competition</td>
</tr>
<tr>
<td>Direct Selection</td>
<td>Invitation to one firm only</td>
<td>Only one suitable firm Justified invitation to sole or single firm</td>
</tr>
<tr>
<td>Pre-qualification</td>
<td>Use of qualifying criteria to rule out firms not capable of delivering the requirement</td>
<td>Large and complex projects where Bid costs are likely to limit market interest Optionally Used for RFB</td>
</tr>
<tr>
<td>Initial Selection</td>
<td>Limiting the number of applicants to be invited to submit a proposal or participate in dialogue</td>
<td>Normally used with RFP</td>
</tr>
<tr>
<td>Negotiations</td>
<td>Firstly with first placed Bidder and, if unsatisfactory, with second place Bidder Cannot change specified minimum requirements and subject to probity audit</td>
<td>Limited to international competition with prior agreement of the Bank</td>
</tr>
<tr>
<td>Competitive Dialogue</td>
<td>Initial conceptual design or performance proposal Commercial confidence must be maintained, and participants must be treated fairly</td>
<td>Where requirements cannot be specified with sufficient certainty to allow use of a competitive process without the use of dialogue Used to shape subsequent RFP using 1 or 2 envelopes (note 2 envelope used in goods)</td>
</tr>
</tbody>
</table>

Table 1 - Example options for procurement arrangements
Typical WB’s Project Cycle

- Each phase can take for several months
- Average project cycle length is about 4-6 years.
Operational/Project Procurement Process

Impact of the new Procurement Framework at the key stages in procurement.

- This annotated diagram indicates where changes (resulting from the new Procurement Framework) impact on the key stages in procurement.
- It shows where the changes are most likely to happen. For some changes, this can be at more than one stage.
<table>
<thead>
<tr>
<th>Stage</th>
<th>Type of Opportunity</th>
<th>“Buyer”</th>
<th>Sources of Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Pipeline</td>
<td>Short-Term Consulting (&lt; $100,000)</td>
<td>World Bank</td>
<td>ESW, PRSP, CAS, Sector Studies, REI is published for all contracts with an estimated value above $50,000</td>
</tr>
<tr>
<td>Identification</td>
<td>Short-Term Consulting</td>
<td>World Bank</td>
<td>MOS, REI is published for all contracts with an estimated value above $50,000</td>
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<tr>
<td>Preparation</td>
<td>Short-Term Consulting</td>
<td>Borrowing Country</td>
<td>MOS, PID</td>
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<tr>
<td></td>
<td>Medium-Term Consulting Services (&gt; $200,000)</td>
<td>Borrowing Country</td>
<td>MOS, PID</td>
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<tr>
<td>Appraisal</td>
<td>Short-Term Consulting</td>
<td>World Bank</td>
<td>MOS, PID, REI is published for all contracts with an estimated value above $50,000</td>
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<tr>
<td>Negotiation &amp; Approval</td>
<td>N/A</td>
<td>N/A</td>
<td>GPN</td>
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<tr>
<td>Implementation</td>
<td>Consulting Services, Equipment, Goods &amp; Civil Works</td>
<td>Borrowing Country</td>
<td>PID, PAD, GPN, REI, SPN, PRCA</td>
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<tr>
<td>Supervision</td>
<td>Short-Term Consulting</td>
<td>World Bank</td>
<td>PID, PAD, GPN, REI, SPN, PRCA</td>
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<td>Post-Evaluation</td>
<td>Short-Term Consulting</td>
<td>World Bank</td>
<td>PID, PAD, GPN, REI, SPN, PRCA</td>
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</tbody>
</table>
Long Processes...

From the issue of the procurement notice to sign the contract takes on average 286 days.

https://www.slideshare.net/pauldavis/procurement-efficiency-jp
• The Implementing Agencies of borrowing countries can use a variety of procurement methods on World Bank-financed projects.

• The method selected depends on a number of factors including the type of good or service being procured, the value of the good or service being procured, the potential interest of foreign bidders and even the cost of the procurement process itself.

• For the procurement of equipment and civil works, International Competitive Bidding (ICB) is the procurement method the World Bank encourages its borrowers to use in the majority of cases.

• Under ICB, cost has been the primary factor in determining a winning bid, the RfP gives new factors. Other methods for procuring goods and civil works include National Competitive Bidding, and International Shopping.
Projects: Procurement Process for the Consulting Services

• For the selection of consultants, Quality- and Cost-Based Selection (QCBS) is the method the World Bank encourages its borrowers to use in the majority of cases.
• Under QCBS, proposals are evaluated based on both their technical merit and price.
• Other methods for selecting consultants include Quality-Based Selection (QBS) and Least-Cost Selection.
• REI (Requests for Expressions of Interest) is published for the contract value higher than 50 000 USD on the UN Development Business –website and in the WBG’s eConsultant2 –website.
Understanding the roles of the WB Staff in the Procurement

1) TTLs, Advisors, Sector specialists in the HQ
   • are managing the project, usually with the titles based on their area of expertise e.g.
     senior health economist, senior engineer etc.

2) Country Officers: (Country Directors and Managers, Experts)
   • Responsible, with their office staff member, in the interaction with the borrowing countries.

3) Procurement specialists
   • Advices ans supports the project implementing staff to process the procurement

  + 4) Implementing agency in the borrowing country
   • Is defining the need, defining the specifications, arranging the procurement and selecting the winner.

2. The Monthly Operational Summary (MOS), reports on the status of projects while they are in the World Bank's lending pipeline. Projects appear in the MOS from the point they are identified up to the signing of the loan or credit agreement. After loans or credits are signed, entries for projects are dropped from the MOS. http://www.worldbank.org/en/projects-operations/products-and-services/brief/monthly-operational-summary


WB Procurement Notices, example keyword: GIS

Showing 1 - 20 of 615 procurement notices matching the search criteria - GIS

Committee Recommended To Award Contract To A.I. Sri Nag (p.w.d, B.d.a, Contractor)as He Quoted Li Price

Three Contracts Through General Portal To Procure Of Ten Dell Desktop For Gis Of High Configuration, Two Hp Desktop ( aio) For Office Use For Low Configuration And Four Printer For Office Use

Selection Of Consultancy Firms "Providing Support To The St..."
WB Related Team Finland
Contacts in Finland:

Business Finland:
Jyrki, Elina, Sofia, Terhi

Ministry for Foreign Affairs:
Mr. Marko Berglund,
World Bank Desk Officer
marko.berglund@formin.fi,
tel. +358 295 350 258
Discussion - Practical Advices to get Contracts
Define Your Roadmap

1. Targeting to the Corporate Procurement or the Operational / Project Procurement?

2. Focusing Goods & Services or Consulting?
   - Which country / geographical area to target?
   - Which sector to target?
   - Which project cycle stage to target?

3. Consulting and Project preparation stage?
   - Shorter cycle, easier to participate, for references and experience…

4. Or Project implementation contracts?
   - Longer preparation, riskier, bigger…
Define Your Roadmap

• E.g. what is realistic aim vs. company’s resources?
  • How much human resources can be allocated?
  • How much monetary resources?
  • What is the capacity to deliver?
  • In what timeframe to contracts should be won?
Different Approaches - how to participate in the tenders?

1. Alone
   • As a newcomer, bigger contracts might be very challenging
   • Changes for the smaller contracts, corporate contracts
   • References needed for the multimillion dollar contracts

2. Together with other newcomer
   • Finnish or foreign partner
   • Sharing resources to learn more

3. Subcontractor with the experienced company
   • Finnish or foreign partner
   • Learning from the other partner
   • There could be two or more companies in the same group

4. Consortium / Partner
   • Partnering, responsibilities
   • Good references for both

5. Government Agencies as a partners:
   • E.g. Geological Survey of Finland is very experienced international tenders
   • Partnering / Cooperating with some Finnish companies in some tenders.

6. Local Partners in the Selected Target Countries
   • Often local partners are required
   • Local partners could engage with the country offices
Recommendations

1. Develop your value added for the WBG
2. Build and develop your networks in the HQ and in the country level
3. Understand the procurement cycles of different type of procurement (e.g. corporate vs. project financing)
4. Systematic follow up of tenders, discussions etc.
5. Assess for which tenders it is meaningful to participate
6. Make good offers, and develop your approach
7. Focus in the people, delivery and quality.
WB Selected Key Terms

- CAS, Country Assistance Strategy
- EIO Expression of Interest
- LOI Letter of Invitation
- MOS Monthly Operational Summary
- NEAP national environmental action plan
- ODA official development assistance
- PID, Project Information Documents
- PPI private participation in infrastructure
- REI Request for Expression of Interest
- RDB regional development banks
- RFP Request for Proposals
- SITC Standard International Trade Classification
- ToR Terms of Reference
- IBRD International Bank for Reconstruction and Development
- IDA International Development Association
- IFC International Finance Corporation
- PAD, Project Appraisal Document
- GPN General Procurement Notice
- SPN Specific Procurement Notice
- CPAR Country Procurement Assessment Report
- ESW Economic and Sector Work
Thank you!

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