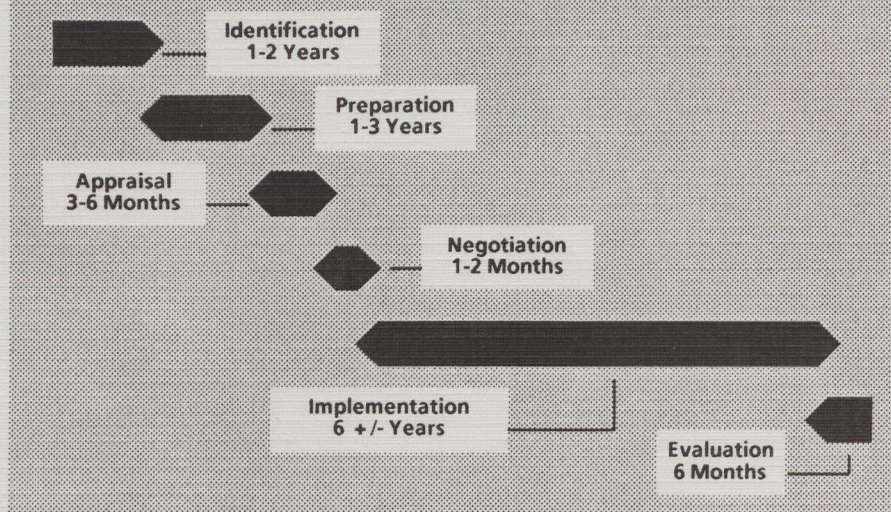


World Bank Project Cycle Typical Time Elapsed



responsibility, takes three to six months to complete, and culminates with an "Appraisal Report".

► **Negotiation:** The Bank and the borrower deliberate the various loan conditions and requirements to implement the project. The negotiations last one or two months, after which the Appraisal Report (modified here as the case may be) and loan documents go to the World Bank Board of Directors for approval. The loan becomes effective only after being signed by the country and upon other formalities -- usually two to four months subsequent to board approval.

After the loan is approved:

► **Implementation and Supervision:** Implementation of the project, including procurement, is the responsibility of the borrower and is carried out with minimal Bank assistance. Supervision proceeds throughout the life of the project according to a preset schedule and is the Bank's responsibility. Implementation can span from a few to several years depending on the project's nature.

► **Evaluation:** This final phase takes six months and is a Bank assessment of the project -- and of the results achieved -- after all funds have been disbursed and the project completed.

Procurement

Consulting services are normally required in the early stages of the project cycle -- particularly during Identification and Preparation when feasibility studies may be needed -- although there will often be requirements for them in the later stages as well. Regardless, it is important to begin pursuing consulting opportunities as early in the project cycle as possible.

Civil works construction and procurement of equipment and supplies are usually undertaken in the later Implementation and Supervision stage of the project.

Contracts are almost always awarded by and negotiated with the executing agency in the borrowing country and not the World Bank. Only some technical assistance or certain other consultancy work will occasionally be contracted directly by the Bank itself.

Procurement for most goods and equipment in projects is done on the basis of "International Competitive Bidding" (ICB), with formal tender documents provided by the executing agency and notices of tender published in Development Business and other international journals. Contracts are typically awarded to the lowest evaluated bidder -- or the lowest bid that best complies with the terms of reference.

When a project is awarded to a firm the contract is between the firm and the executing agency, and disbursement of funds is almost always from the agency. The World Bank, however, does establish general procurement guidelines, and reviews and approves the short lists, bidding documents, bid evaluations, and contracts.

Finding Information on Projects

Apart from agents and other personal contacts which you may have in the borrowing countries, the best public source of general project information is the tabloid, Development Business (published by the United Nations), which appears bi-weekly and contains the "Monthly Operational Summary" (MOS) of projects to be funded by the World Bank and other International Financial Institutions (IFIs). A subscription, approximately \$295 per year, is essential to anyone actively pursuing IFI procurement contracts. New projects are added to the MOS at the Identification stage, normally one to three years prior to their board approval -- at which time they are removed from the MOS. Development Business also publishes other key project information such as procurement notices and contract award listings ("Scan-a-Bid", a computerized on-line version of the MOS, is also available from Development Business).

After identifying projects of potential interest in the MOS, more detailed information can be obtained from the executing agencies of the project and from the relevant Bank officers in Washington. During phone calls or meetings (personal visits are usually more productive) information can be obtained about the content, timing and specific needs of the project; much information can be learned in a short time -- even regarding future projects not yet listed in the MOS.

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