

after demonstrable expertise has been recognized, the base can be expanded and greater opportunities exploited.

World Bank Procurement Strategy

Consulting services are normally required in the early stages of the project cycle. This is particularly the case during the identification and preparation stages when feasibility studies may be needed. There will often be requirements for consultants in the later stages as well. Regardless, it is important to begin pursuing consulting contracts 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 stages of the project. Contracts are almost always awarded by and negotiated with the executing agency in the borrowing country and not with the World Bank. On occasion, technical assistance or other consultancy work can 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 awarded to the lowest evaluated bidder, or the lowest bid that best complies with the terms of reference. However, price is not always the most important factor in bidding for consulting contracts. Three to six consulting firms are short-listed based on their relevant experience and qualifications, and are invited to submit proposals. The selection of the contractor is based on the technical merit of the proposals. Only after a company has been chosen is the contract price negotiated.

When a contract is awarded to a firm, it is between the firm and the executing agency involved. Therefore, the disbursement of funds is almost always from the executing agency. However, in fulfilling its supervisory role, the World Bank establishes general procurement guidelines, and reviews and approves short-lists, bidding documents, bid evaluations, contract awards and can disburse on behalf of the executing agency if requested by the borrower.

In summary:

- (1) Select a narrow range of products or services;
- (2) Establish an appropriate geographical target; and