

A Basic Guide to WORLD BANK

A Primer for U.S. Companies

Business Opportunities

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This primer is intended to help U.S. companies unfamiliar with the business opportunities financed by the World Bank. It offers a brief explanation and overview of the World Bank's operations and how to access information about potential business opportunities generated by the World Bank. Much of this information is publicly available on the World Bank website or affiliate websites, and this guide will help companies navigate these web sources, offering a brief synopsis of key items of commercial relevance. For the uninitiated, this will be a useful reference to explore business opportunities.

The World Bank utilizes a complex and sophisticated procurement and contracting regime rife with nuances and contingencies. The U.S. Business Liaisons are U.S. Department of Commerce officials and an integral part of U.S. Government representation to the World Bank. They can assist U.S. companies to identify and successfully navigate this procurement system in order to bid on World Bank-generated procurement opportunities.

THE WORLD BANK

The World Bank (WB) provides loans and technical assistance to governments in the developing world. The WB consists of the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). IBRD provides loans at market rates to creditworthy middle-income countries, while IDA provides concessional loans or credits with up to 40-year tenors to the poorest countries of the world. The WB lends \$18-25 billion annually to developing country governments to fund projects designed to spur sustainable economic growth and development and poverty alleviation. This funding generates roughly 40,000 contracts each year for private companies to supply a wide range of goods, equipment, services, and civil works. Contracts range from several hundred million to a few thousand dollars, representing significant export opportunities for a broad range of U.S. companies large and small.

The WB website (www.worldbank.org) is an essential resource for U.S. companies interested in pursuing these project and procurement opportunities. This website and its affiliate websites contain a wealth of information about WB projects and programs in specific countries, rules and procedures governing WB-financed procurement, and other information of interest to U.S. companies. As a public institution, the WB is generally transparent in publishing information, but it is vital for U.S. companies to understand how the WB operates, by learning both what information is available and where to find it. This report will help new entrants to navigate the abundance of information offered by the WB website.

While the WB website serves as an invaluable tool, it does not replace the assistance offered to U.S. firms by the Business Liaisons at the WB. Please be aware that information posted to the WB website, on occasion, may be outdated, incomplete, or oversimplified. We encourage you to consult with us freely to address your questions.



PROCUREMENT AT THE WORLD BANK

WB procurements derive from and are executed in three very different manners. Understanding this breakdown is important context from which to explore these bidding opportunities, develop the appropriate strategy, and know the applicable procurement rules and policies. The following section summarizes these sources.

Operational Procurement – “Operational Procurement” refers to procurements conducted by borrowing governments (and their respective implementing government agencies) with the loans or credits received from the World Bank. In FY2007, the World Bank committed a combined total of \$25 billion in loans and credits (\$18.3 billion in “Investment Lending” for specific projects) to its borrowing client governments. When a government enters into a loan agreement with the World Bank for a given Investment Loan, the borrowing government is responsible for implementation of that project, but it must agree to comply with the World Bank’s procurement guidelines and ensure that the money will be used for its intended purpose. There are two separate procurement guidelines: one for the procurement of goods, civil works and services, and another for the procurement of consultant services. Here are some features and characteristics of operational procurement:

- Includes a broad range of consulting services, goods and civil works.
- These procurements are executed by the borrowing governments with the World Bank providing a supervisory “no objection” to ensure compliance with its procurement rules, procedures and policies. This supervisory role is referred to as “Prior Review,” and the World Bank only conducts Prior Review if a procurement exceeds previously established dollar thresholds.
- Borrowers must use WB standard bidding documents.
- Identify Internationally Competitive Bid (ICB) tenders or Requests for Expression of Interest (REIs) which allow for international competition.

World Bank-executed Procurement of Consulting Services – This refers to procurements of consultants—both firms and individuals—typically for discrete project preparation tasks in the support of the WB’s operational lending.

- Consulting assignments include but are not limited to sector studies, master plans, feasibility studies, engineering and design studies, specialist or technical studies, needs assessments, regulatory analysis, etc.
- Procurement selections are made by the World Bank, itself, typically the project coordinator, referred to as the Task Team Leader.
- These consulting assignments (except for individual consultants) are transacted on “*e-Consultant*”—a secure, web-based consultant selection tool
 - ❖ Registration on *e-Consultant* is free. In order to create your firm’s online profile and survey bid opportunities, visit *e-Consultant* at: www.worldbank.org/wbgeconsultant
- World Bank Task Team Leaders can appoint/retain an individual consultant based on the comparison of three qualified CVs

World Bank Corporate Procurement – This refers to procurements of goods and services conducted by the World Bank Group for the institution itself for its own internal requirements.

- Procurements are executed and administered by the WB’s Corporate Procurement Unit as part of an internal WB project team

- The World Bank Group procures approximately \$700 million each year, which includes goods, services and Bank-executed consulting assignments
- Visit the “*Vendor Kiosk*” to view advertised bidding opportunities above \$200k and to gather information on the procurement procedures
 - ❖ Visit the *Vendor Kiosk* at: www.worldbank.org/corporateprocurement

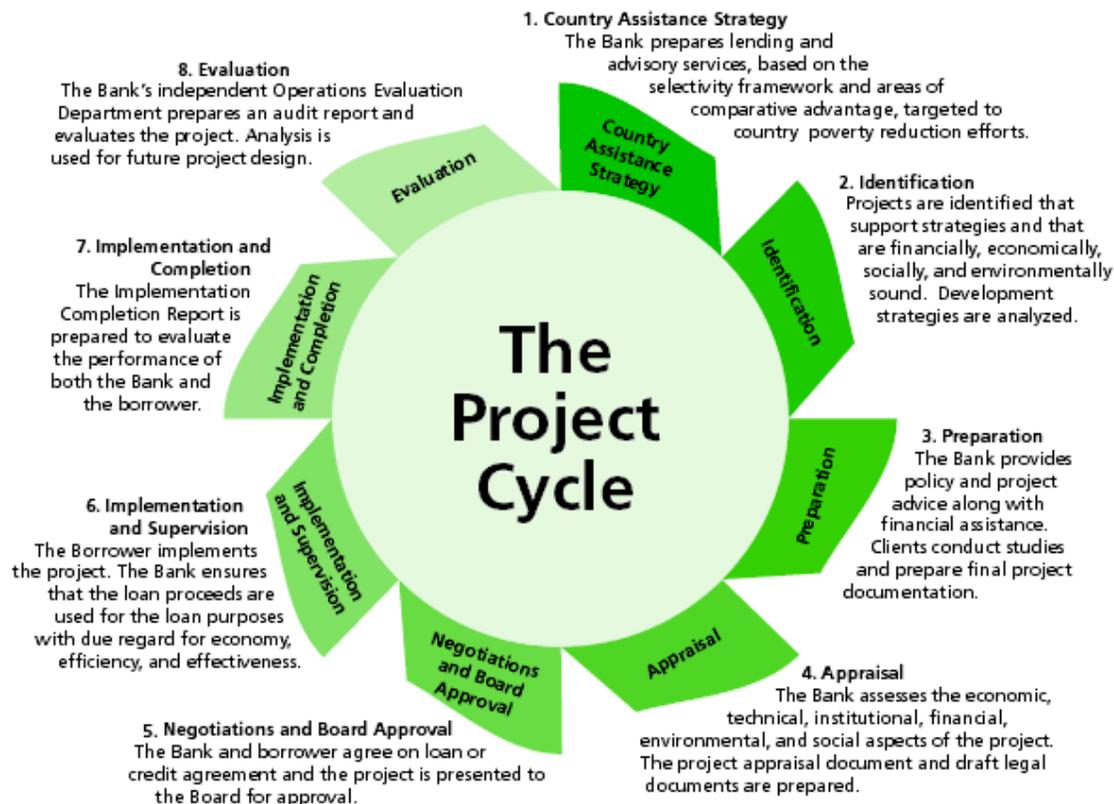
This primer focuses on the World Bank’s “Operational Procurement.” For information on WB procurement processes from the perspective of a company wishing to pursue international business opportunities through the WB, the pathway of links to locate the guide is:

[Home](#) > [Projects & Operations \(Projects\)](#) > [Products and Services](#) > [Procurement](#) > [Guide to Business Opportunities \(Resource Guide to Consulting, Supply and Contracting Opportunities in Projects financed by the World Bank\)](#)

UNDERSTANDING THE PROJECT CYCLE

The WB finances projects that are conceived and supervised according to a well-documented project cycle (please see step-by-step diagram below). The documents produced throughout the phases of the project cycle are valuable sources of information for companies interested in WB-financed projects. The documents provide in-depth analysis and information on a particular country’s development priorities, sector development strategy, procurement arrangements and risks, economic conditions, and important actors.

The diagram below* reveals the chronology of the project cycle and offers a brief description of each stage of the process.



* Courtesy of World Bank website (www.worldbank.org)

From the WB homepage (www.worldbank.org), the pathway of links to locate the diagram is:

[Home](#) > [Projects & Operations \(Projects\)](#) > [Project Database](#) > [Project Cycle](#)

The project implementing agency in the recipient country is responsible for executing all procurements associated with World Bank Investment Loans. All contracts are between the borrower (project implementing agency, i.e., government department/ministry) and the supplier, contractor, or consultant. The WB's responsibility is to ensure the sanctity of the work performed for the borrower, uphold standard procurement procedures, and oversee that the project process is undertaken efficiently and transparently and the loans monies are used for their intended purpose. So, it is important for prospective bidders to develop relationships and market their prospective solutions with the relevant in-country decision-makers. The table below provides a basic analysis of the WB Project Cycle.

BID OPPORTUNITIES IN THE PROJECT CYCLE

Stage	Type of Business Opportunity	Buyer	Sources of Information
Concept	Short-Term Consulting	WB	ESW, PRSP, CAS, Sector Studies, Published REI
Identification	Short-Term Consulting	WB	MOS, Published REI
Preparation	Short-Term, Medium-Term Consulting Services	Borrowing Country	MOS, PID
Appraisal	Short-Term Consulting	WB	MOS, PID, published REI
Negotiation & Approval	N/A	N/A	GPN
Implementation	Consulting Services, Equipment, Goods & Civil Works	Borrowing Country	PID, PAD, GPN, REI, SPN, PP
Supervision	Short-Term Consulting	WB	PID, PAD, GPN, REI, SPN, PP
Post Evaluation	Short-Term Consulting	WB	PID, PAD, GPN, REI, SPN, PP

ESW = Economic Sector Work; PRSP = Poverty Reduction Strategy Paper; REI = Requests for Expressions of Interest; GPN = General Procurement Notice; SPN = Specific Procurement Notice

OVERVIEW OF THE PROJECT CYCLE DOCUMENTS

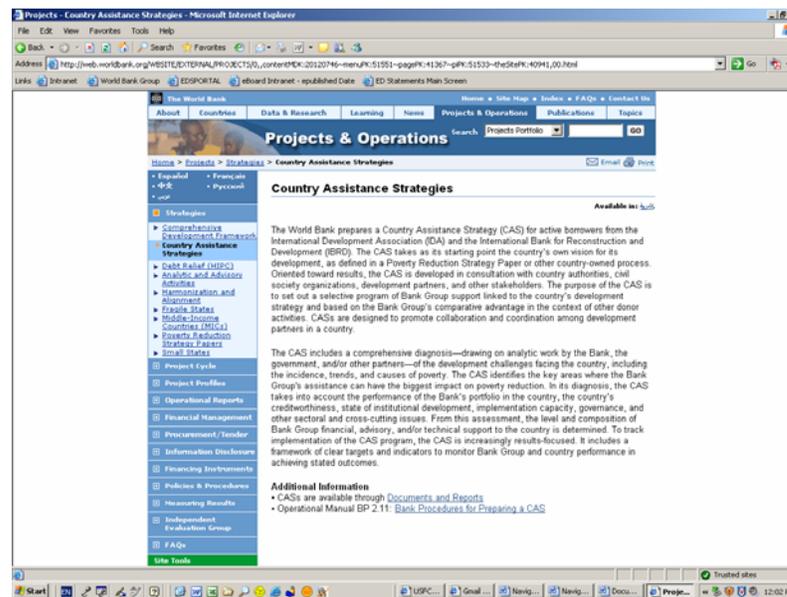
The WB approves and implements projects based on the principles of economy and efficiency, while encouraging and advising on least-cost solutions for its borrowers. Throughout the Project Cycle, the WB generates a series of public documents corresponding with the stages of a project in order to provide timely and accurate information about its project lending operations for the benefit of the public, including prospective bidders. The documents described below will help U.S. companies better understand and leverage the WB's Project Cycle and operations.

1) Country Assistance Strategy (CAS)

DESCRIPTION: In its final form, the CAS outlines the WB's planned operations in a particular country (including lending, analytical work, and technical assistance) over the course of a specified time period, usually three to five years. The CAS is compiled by the WB after rigorous consultations with the borrowing government, sub-national governments, civil society, and other important development stakeholders in the country, and it forecasts the WB's expected areas and/or sectors of focus for the stated time period.

TIMEFRAME: The CAS is useful in the identification of WB priorities / initiatives in a country.

BENEFIT TO YOUR COMPANY: The CAS enables your company to explore opportunities in countries seeking development initiatives in sectors attractive to your operations. Upon entering a new market, U.S. companies should consult the CAS to determine the country's development priorities, including its reform of specific sectors. The CAS may be useful to identify areas where your business can contribute to the Bank's development agenda and aid your organization's 3 to 5-year business plans.



LOCATION: From the WB homepage, the pathway of links to locate the CAS is:

[Home](#) > [Projects & Operations \(Projects\)](#) > [Products and Services](#) > [Procurement](#) > [Guide to Business Opportunities \(Resource Guide to Consulting, Supply and Contracting Opportunities in Projects financed by the World Bank\)](#) > [Where to Find Business Opportunities \(Resource Guide: Where to Find Information\)](#) > [Country Assistance Strategies](#)

2) Monthly Operational Summary (MOS)

DESCRIPTION: The MOS contains a brief synopsis and list of all the projects currently under design, preparation, and appraisal for WB financing or non-lending assistance. These projects are considered "in the pipeline," and at this stage, the host government agency may hire technical or professional consultants to conduct studies or assessments related to the preparation of a particular project. The MOS information includes: project sector, project title, project information (PI) number, allocation of funding, brief project design

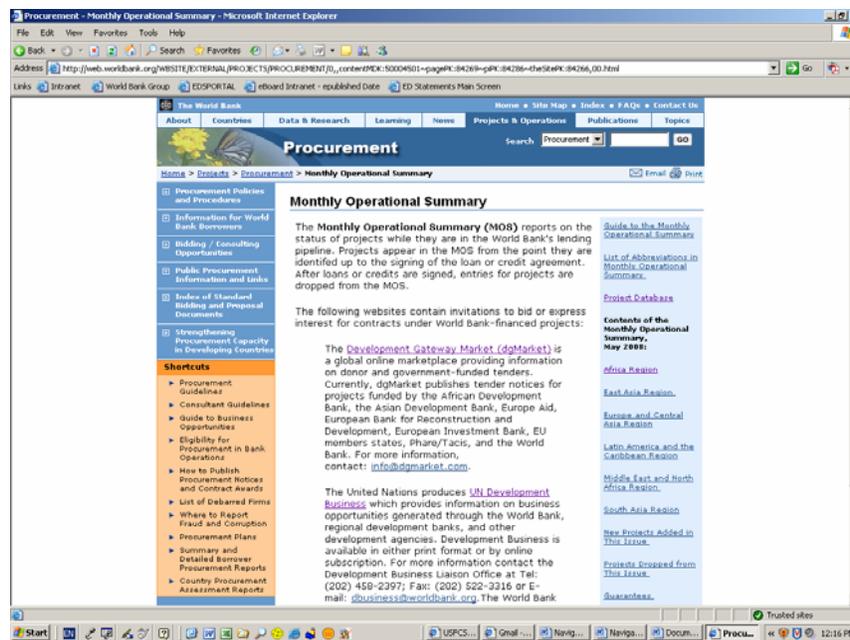
(preparation and appraisal), project description, and contact information for staff at the Executing/Implementing Agency in the project's country. Projects are listed by country under the following regional headings:

- Africa (AFR)
- East Asia and Pacific (EAP)
- Europe and Central Asia (ECA)
- Latin America and Caribbean (LCR)
- Middle East and North Africa (MNA)
- South Asia Region (SAR)
- New Projects Added in This Issue
- Projects Dropped from This Issue

U.S. companies should contact the Executing/Implementing Agency in the borrowing country as early as possible to learn more about a proposed project, and should check the section entitled "New Projects Added to This Issue" regularly for updates. Projects listed under the "Projects Dropped from This Issue" section include those projects for which grants, credits, or loans, credits have been signed. Once a project has been approved by the WB Board, it is no longer listed in the MOS, but it still can be found in the WB Project Database (described further below).

TIMEFRAME: The MOS is useful from the project identification stage through to WB Board approval. It usually takes 1 to 2 years for project design, preparation, appraisal, and negotiation to reach completion before submission to the WB Board for consideration.

BENEFIT TO YOUR COMPANY: The MOS allows your company to identify specific projects, early in the project cycle, which might warrant your company's technical expertise.



LOCATION: From the homepage, the pathway of links to locate the latest MOS reports by region is:

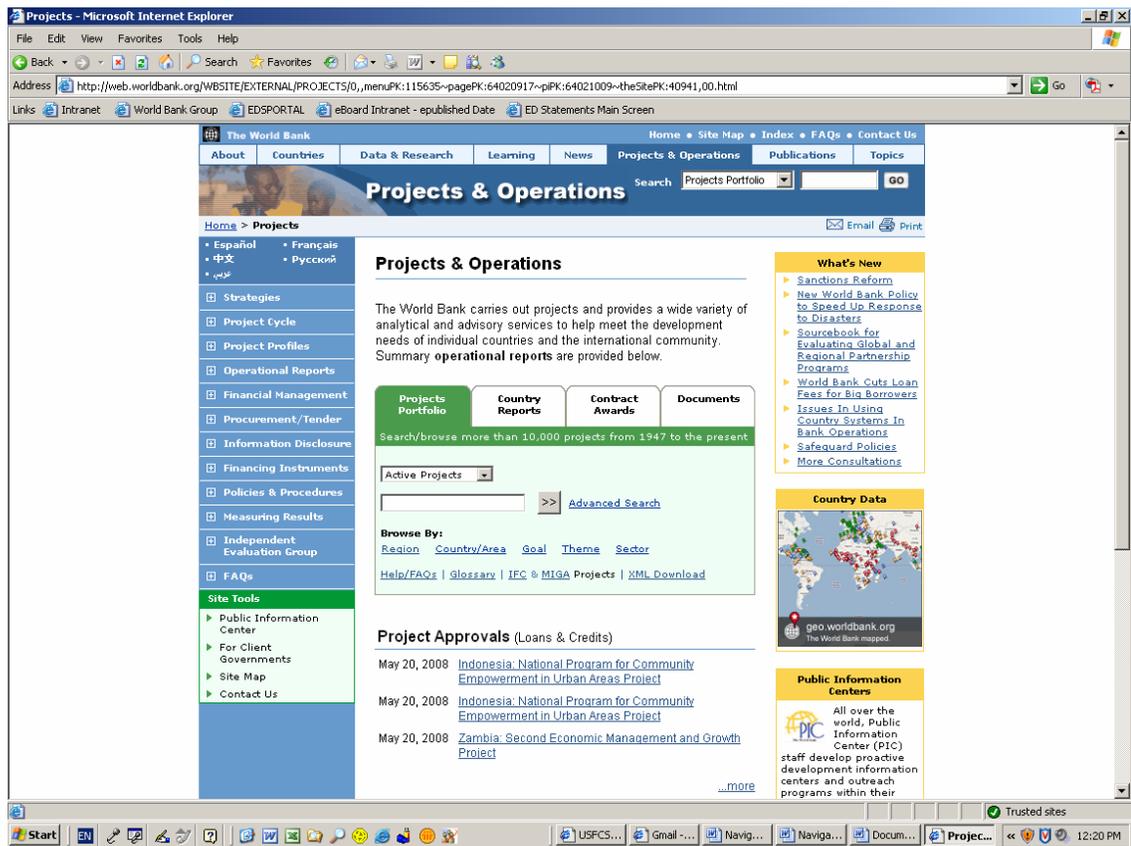
[Home](#) > [Projects & Operations \(Projects\)](#) > [Products and Services](#) > [Procurement](#) > [Monthly Operational Summary \(Under "Highlights" box\)](#)

3) Project Information Document (PID)

DESCRIPTION: Every project in the pipeline has a PID, a concept document which provides a brief description of the project. It also includes the name of the World Bank Task Manager or Team Lead who is supervising the project—key World Bank decision-makers for that particular project.

TIMEFRAME: The PID is useful as the first detailed description of a project that is available publicly, including the justifications, objectives and scope of the project. The PID can be found through the “Project Database” (please see below) and is often made publicly-available concurrently with its posting in the MOS.

BENEFIT TO YOUR COMPANY: The PID is an important resource that enables your company to identify projects with associated procurement opportunities relevant to your business. It can inform your marketing and sales efforts by knowing the objectives and scope of a project, then identifying and calling upon in-country decision-makers, offering suggestions and solutions, approaching potential partners, and tailoring proposals to meet the desired eventual requirements.



World Bank Project Database

The World Bank “Project Database” is an online search tool of World Bank lending and nonlending projects. You may enter a keyword into the search field in the center of the page, or browse projects by region, country/area, goal, theme, or sector (links you may click on, please see tips below). From those search results, you may select a project by clicking on it. From there, in the top right corner you will find a box entitled “Available

Project Documents,” where you can find the PID listings under a box on the right entitled “Available Project Documents.”

LOCATION: From the homepage, the pathway of links to locate the Project Database is:

[Home](#) > [Projects & Operations \(Projects\)](#)

PID Searching Tips: If you click on any search result in the WB Project Database, it will yield much more than access to the PID. The project details page includes key information such as a brief summary, project status, WB task team leader, approval and closing dates for the loan, and total project cost. Ways to refine your PID search capabilities are listed below.

- Browse Projects by Region:
 - Africa (AFR)
 - East Asia and Pacific (EAP)
 - Europe and Central Asia (ECA)
 - Latin America and Caribbean (LCR)
 - Middle East and North Africa (MNA)
 - South Asia Region (SAR)
- Browse Projects by Country/Area:

Countries and areas are listed alphabetically. You may click on the beginning letter of the country name. Next, you may click on a particular country. This search process will yield a list of all projects for that country, including projects which are ongoing (“active”), completed (“closed”), under preparation (“pipeline”), or no longer being considered (“dropped”).
- Browse Projects by Goal/Theme:

WB projects are also classified by goals and themes, which measure WB operational work more accurately. The goals/themes reflect the WB’s larger development goals, such as the following categories: Corporate Advocacy Priorities (CAP), Global Public Goods Priorities (GPG), Millennium Development Goals (MDG), etc.
- Browse Projects by Sector:

WB projects are now also classified by the following sectors:

 - Agriculture, fishing, and forestry
 - Education
 - Energy and mining
 - Finance
 - Health and other social services
 - Industry and trade
 - Information and communications
 - Public Administration, Law, and Justice
 - Transportation
 - Water, sanitation and flood protection

You may click on a sector or sub-sector, which will yield a list of all projects in all countries related to that sector/sub-sector. Please be aware this list could include thousands of projects.

- Conduct an Advanced Search on Projects:
 - In the country window, countries are listed alphabetically. You may click on a specific country or hold the "Ctrl" key to select several countries.
 - In the sector window, you may narrow your search by highlighting the specific sector(s) which are listed alphabetically, from Agriculture et al to Water et al, or hold the "Ctrl" key to select several sectors. However, because it can be difficult to determine which sector correlates with a listed project, you may select either "all" or several sectors to avoid missing a particular project.
 - Unless you are aware of the specific product line, lending instrument, approval year, or environmental category involved in a project, leave this category unspecified ("all").
 - To narrow the search field to projects which are ongoing and/or under preparation, check the "active" and/or "pipeline" boxes, respectively.
 - After refining your search criteria, click the gray "Search" button. A list of projects will appear. Select and click on a particular project.

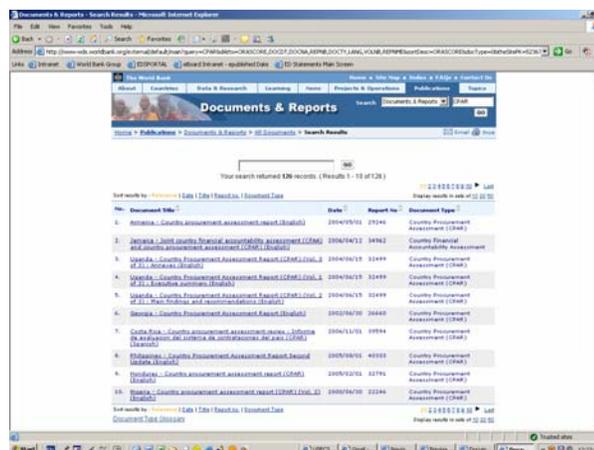
Please be aware that the keyword box at the center of the project search webpage can be used to search for specific projects by entering the title or keyword related to a particular project. However, if you are not certain of the exact title or keyword, using this search method could omit a specific project.

4) Country Procurement Assessment Report (CPAR)

DESCRIPTION: The WB produces a CPAR for many of its borrowers, and it is an intensive, comprehensive assessment and diagnostic tool offering analysis of a particular country's procurement regime. Specifically, the CPAR identifies existing risks and vulnerabilities of the regime. The CPAR assists the country in ultimately strengthening the institutional, legal, and policy framework underpinning its procurement regime.

TIMEFRAME: CPARs are published rather sporadically. The CPAR is typically a joint effort between the WB and its client country, and these assessments are conducted as the procurement system in a particular country changes or undergoes reform.

BENEFIT TO YOUR COMPANY: The CPAR enables your company to evaluate a particular country's procurement policy operations, legal regime (including appeal mechanism), procedures and practices, anti-corruption measures and institutional strengths and weaknesses. Because the process of preparing a project bid is often an expensive and labor-intensive investment, it may be useful to consult the CPAR to familiarize yourself with the country's procurement regime.



LOCATION: From the WB homepage, the pathway of links to locate the CPAR listings is:

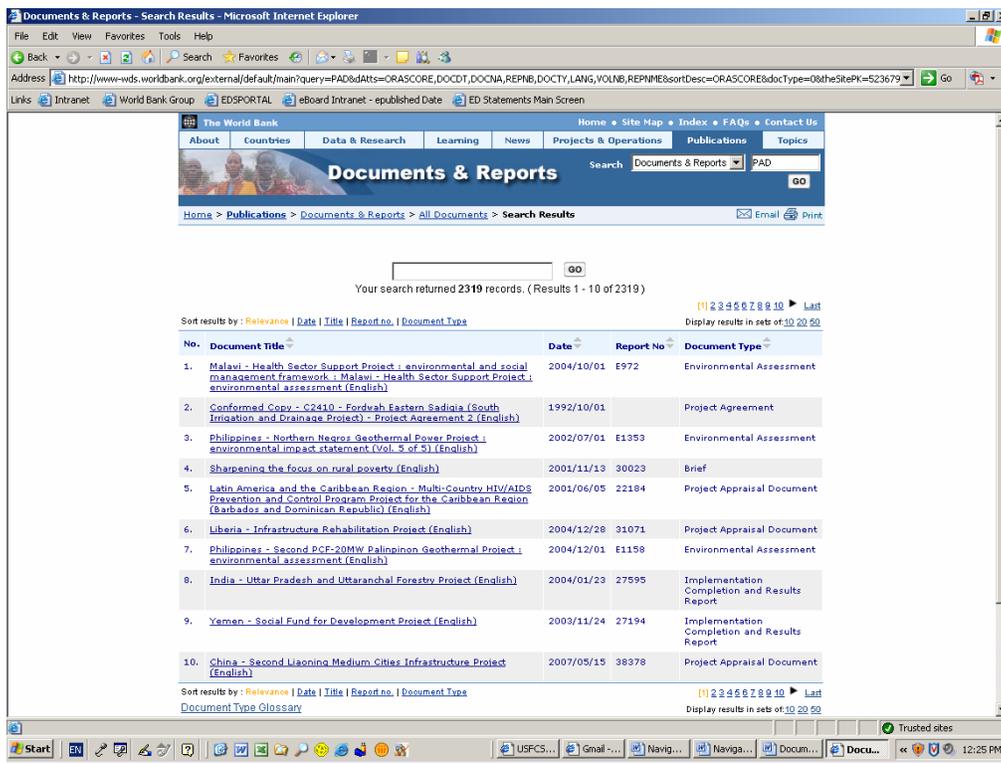
[Home](#) > [Projects & Operations \(Projects\)](#) > [Products and Services](#) > [Procurement](#) > [Country Procurement Assessment Reports](#)

5) Project Appraisal Document (PAD)

DESCRIPTION: The PAD offers all the information the WB Board needs to authorize funding for a project. The PAD details how money for a project will be lent, provides the rationale for the project, and assesses the benefits and challenges of the project. The PAD also includes additional information about the project, including procurement arrangements.

TIMEFRAME: After a project's design and preparation has been completed, the WB begins the appraisal process. For appraisal support, the PAD is prepared and submitted to the WB Board for consideration and approval.

BENEFIT TO YOUR COMPANY: The PAD provides your company with a comprehensive illustration of a particular project. Each PAD typically includes a description of the procurement arrangements and a 12-18 month procurement plan in Annex 8.



The screenshot shows a Microsoft Internet Explorer browser window displaying the World Bank's 'Documents & Reports' search results page. The search term 'PAD' has been entered, resulting in 2319 records. The page features a navigation menu with categories like 'About', 'Countries', 'Data & Research', 'Learning', 'News', 'Projects & Operations', 'Publications', and 'Topics'. Below the search bar, a table lists the search results, including document titles, dates, report numbers, and document types. The table is sorted by relevance.

No.	Document Title	Date	Report No.	Document Type
1.	Malawi - Health Sector Support Project : environmental and social management framework - Malawi - Health Sector Support Project : environmental assessment (English)	2004/10/01	E972	Environmental Assessment
2.	Conformed Copy - C2410 - Fordwah Eastern Sadinia (South Irrigation and Drainage Project) - Project Agreement 2 (English)	1992/10/01		Project Agreement
3.	Philippines - Northern Negros Geothermal Power Project : environmental impact statement (Vol. 3 of 5) (English)	2002/07/01	E1353	Environmental Assessment
4.	Sharpening the focus on rural poverty (English)	2001/11/13	30023	Brief
5.	Latin America and the Caribbean Region - Multi-Country HIV/AIDS Prevention and Control Program Project for the Caribbean Region (Barbados and Dominican Republic) (English)	2001/06/05	22184	Project Appraisal Document
6.	Liberia - Infrastructure Rehabilitation Project (English)	2004/12/28	31071	Project Appraisal Document
7.	Philippines - Second PCF-20MW Palanginon Geothermal Project : environmental assessment (English)	2004/12/01	E1158	Environmental Assessment
8.	India - Uttar Pradesh and Uttaranchal Forestry Project (English)	2004/01/23	27595	Implementation Completion and Results Report
9.	Yemen - Social Fund for Development Project (English)	2003/11/24	27194	Implementation Completion and Results Report
10.	China - Second Liaoning Medium Cities Infrastructure Project (English)	2007/05/15	38378	Project Appraisal Document

LOCATION: From the WB homepage, the pathway of links to locate the PAD is:

[Home](#) > [Publications](#) > [Documents & Reports](#)

At this location, perform a search on "PAD" above the "All Documents" field, where you can find the PAD listings. You can also find the PAD by clicking specific projects in the Project Database.

6) Procurement Plans

DESCRIPTION: Prior to loan negotiations, the borrowing country must prepare a procurement plan for WB approval. This initial plan must contain the proposed contract opportunities for goods, services, or civil works required for the first 18 months of the project, including the proposed procurement methods of those contracts and the relevant WB "Prior Review" procedures. The borrowing country updates the plan annually or as necessary during the course of the project.

TIMEFRAME: The WB must approve the procurement plan before project approval and implementation.

BENEFIT TO YOUR COMPANY: The procurement plan has particular commercial relevance, offering insight into the sequence and timing of various bid opportunities.

The screenshot shows a Microsoft Internet Explorer browser window displaying the World Bank's 'Documents & Reports' search results page. The address bar shows the URL: <http://www.wds.worldbank.org/external/default/main?pagePK=64187835&pk=64620093&theSitePK=523679&menuPK=64187283&siteName=WDS&pageSize=20&docTY=739941>. The page header includes navigation links like 'Home', 'Site Map', 'Index', 'FAQs', and 'Contact Us'. The main content area features a search bar and a table of search results. The table has columns for 'No.', 'Document Title', 'Date', 'Report No.', and 'Document Type'. The results list 14 items, all of which are 'Procurement Plan' documents. The first few items are:

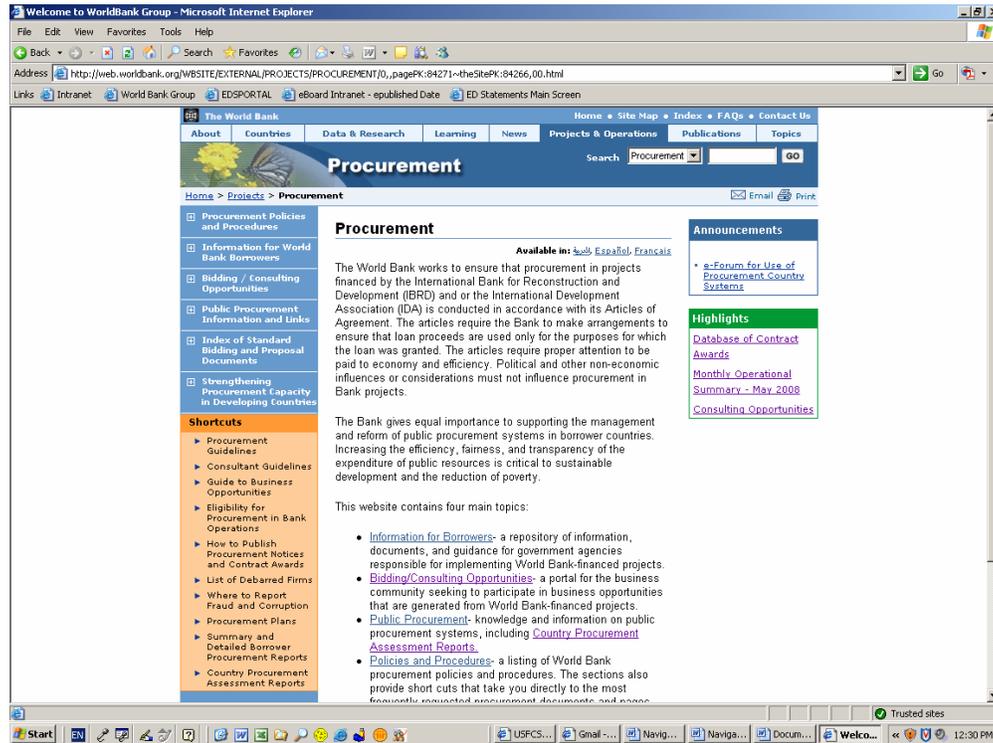
No.	Document Title	Date	Report No.	Document Type
1.	Serbia and Montenegro - Serbia Danube River Enterprize Pollution Reduction Project - procurement plan (English)	2004/12/16	33596	Procurement Plan
2.	Nigeria - Economic Reform and Governance Project (English)	2004/11/09	32120	Procurement Plan
3.	Kyrgyz Republic - Agribusiness and Marketing Project - procurement plan (English)	2004/11/09	33778	Procurement Plan
4.	Romania - Mine Closure, Environment and Socio-Economic Regeneration Project (English)	2004/11/04	32025	Procurement Plan
5.	Trinidad and Tobago - Postal Services Reform Project - procurement plan (English)	2004/11/01	34173	Procurement Plan
6.	Kyrgyz Republic - Rural Education Project (English)	2004/11/01	32046	Procurement Plan
7.	Uzbekistan - Tashkent Solid Waste Management Project - procurement plan (English)	2004/11/01	42818	Procurement Plan
8.	Namibia - Integrated Community-Based Ecosystem Management (ICEMA) Project (English)	2004/10/27	32199	Procurement Plan
9.	China - Inner Mongolia Transport and Trade Facilitation Project - procurement plan (English)	2004/10/15	41904	Procurement Plan
10.	Angola - HIV/AIDS, Malaria and TB Control (HAMSET) Project (English)	2004/09/27	30756	Procurement Plan
11.	Uzbekistan - Urban Transport Project - procurement plan (English)	2004/09/10	42819	Procurement Plan
12.	Kenya - Financial and Legal Sector Technical Assistance Project - Kenya - Financial and Legal Sector Technical Assistance Project (English)	2004/07/29	32632	Procurement Plan
13.	Uganda - Second Private Sector Competitiveness Project (English)	2004/06/16	32793	Procurement Plan
14.	India - Tamil Nadu Health Systems Project (Vol. 3 of 4) - Civil works	2004/05/11	32812	Procurement Plan

LOCATION: From the WB homepage, the pathway of links to locate the procurement plans is:

[Home](#) > [Projects & Operations \(Projects\)](#) > [Products and Services](#) > [Procurement](#) > [Procurement Plans](#)

THE CENTRAL PROCUREMENT PAGE

The WB website has a central procurement page that provides companies with updated policies governing the procurement process, downloadable bidding documents, descriptions of the procurement process from a bidding company's perspective, and a database of previous contract awards.



From the homepage, the pathway of links to locate procurement information is:

[Home](#) > [Projects & Operations \(Projects\)](#) > [Products and Services](#) > [Procurement](#)

There are several other items of interest linked to the procurement page for companies seeking procurement opportunities:

- For information on the **procurement of goods, services and civil works**, you may click on the **"Procurement Guidelines"** link in the **"Shortcuts"** section from the menu in the lower left column.
- For information on **foreign consulting** under a WB loan, you may click on the **"Consultant Guidelines"** link in the same section.
- For information/downloadable documents necessary for bidding on a WB project, including **sample bid documents**, instructions, and explanations, you may click on the **"Bidding/Consulting Opportunities"** link from the menu in the upper left

column.

- For information on contract awards, you may click on the “**Database of Contract Awards**” in the “Highlights” box in the top right corner of the webpage. The database is an excellent tool for researching trends of successful bidders by variables such as country, region, sector, procurement method, procurement type, or even by competitors for all contracts subject to WB Board approval since July 1, 2000. For example, you may conduct a specific search on contracts awarded to U.S. companies who have exported medical supplies and pharmaceuticals successfully to Africa. Please note those countries borrowing from the WB must announce contract awards within two weeks of receiving a “no objection” vote from the WB Board.

LOCATING ADVERTISED BID OPPORTUNITIES

The World Bank does not publicize borrower-executed procurements on its own website. WB borrowers must advertise consulting/bidding opportunities in accordance with WB guidelines, as prompt notification of bidding opportunities is critical to ensure a competitive bidding process. For example, for Internationally Competitive Bidding (ICB) procurements or contract sums exceeding \$200k, the borrowing country must draft a General Procurement Notice (GPN) for publication in both *dgMarket* and *UNDB Online* (the website links are listed below). For procurement under the ICB framework, a Specific Procurement Notice (SPN) must be drafted for publication in *dgMarket*, *UNDB Online*, and at least one newspaper of national circulation in the borrowing country or electronic medium with free access. Advance notification must be issued early enough for prospective bidders to obtain prequalification and bidding documents and have enough time to complete and submit responsive bids.

Similarly, requests for Expressions of Interest (EOI) must be published in at least one newspaper of national circulation in the borrowing country or electronic medium with free access, and requests for EOI for contract sums exceeding \$200,000 must be published in *dgMarket* and *UNDB Online*. When the WB hires consultants for its operational work, the request for EOI must be advertised for any contract sum exceeding \$50,000 through *eConsultant*. These notices are then published automatically in *dgMarket* and *UNDB Online*.

1) Development Gateway Market (*dgMarket*)

The Development Gateway Market (*dgMarket*) website is a comprehensive resource for companies looking for projects in developing countries on which to bid. *dgMarket* publishes hundreds of thousands of tender notices for projects funded by the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the European Investment Bank, E.U. member states, Phare/Tacis, and the WB. *dgMarket* is an open access site, but for detailed project and bid information, a membership is required with subscription rates ranging from basic at \$50 per month to full at \$1,000 per year. To locate *dgMarket*, go to: www.dgmarket.com

2) United Nations Development Business (*UNDB Online*)

The *UNDB Online* website also provides information on procurement notices generated through projects financed by the WB, regional development banks (some listed above), and other development agencies. *UNDB online* offers fee-based services, with online and paper subscription rates ranging from \$295 to \$795 for bi-monthly services and monthly services for \$1,000 per year. To locate *UNDB Online*, go to: www.devbusiness.com

3) Development Executive Group (DEG)

The DEG website also provides information on international development tenders, with over 40,000 reports of development projects posted. DEG offers fee-based services, with varying subscription rates. Please contact DEG directly for further information. Visit DEG at: www.developmentex.com

AFFILIATES OF THE WORLD BANK



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