

## Procurement

1. Procurement for the proposed project will be carried out in accordance with: World Bank's "Guidelines: Procurement of Goods, Works and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers" of January 2011, revised July 2014 (Procurement Guidelines); "Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers" of January 2011, revised July 2014 (Consultant Guidelines); and the provisions stipulated in the Financing Agreement. "*Guidelines on Preventing and Combating Fraud and Corruption in projects Financed by IBRD Loans and IDA Credits and Grants*" dates October 15, 2006 and updated January 2011, shall also apply to the Project. Unless otherwise agreed with the Bank, the Bank's Standard Bidding Documents, Requests for Proposals, and Forms of Consultant Contract will be used.

2. In case of conflict between the Bank's procurement procedures and any national rules and regulations, the Bank's procurement procedures will take precedence. The general descriptions of various items under different expenditure categories are described below. For each contract to be financed by the Credit, the different procurement methods or consultant selection methods, the need for prequalification, estimated costs, prior review requirements, and time frames are agreed between the Borrower and the Bank project team and included in the initial Procurement Plan.

3. **Retroactive Financing.** If requested by the Borrower, the IDA may provide retroactive financing under the IDA Credit. Retroactive financing may only be provided when: (a) the activities financed by retroactive financing are related to the Development Objectives and are included in the project description; (b) the payments are for items procured in accordance with the applicable Bank procurement procedures; (c) the total amount of retroactive financing is SDR 815,000 (US\$1.125 million equivalent) or less; and (d) the payments are made by the Borrower prior to the date of the Financing Agreement but on or after January 1, 2016 for eligible expenditures.

4. **Procurement of Works.** Works procured under this project shall be procured following International Competitive Bidding and National Competitive Bidding and may involve shopping in some cases. Bank standard documents will be used for International Competitive Bidding contracts. Standard Bidding Documents of the Borrower as agreed with the Bank will be used for National Competitive Bidding contracts. Procurement of such works shall be guided by the provisions applicable to those as laid down in the corresponding paragraphs of Procurement Guidelines as well as the processes detailed out in the POM of the project.

5. **Procurement of Goods.** Goods procured under this project shall be done using Bank's SBDs for all International Competitive Bidding and National

Standard Bidding Documents agreed with (or satisfactory to) the Bank for all National Competitive Bidding and Shopping. Small value procurements (up to US\$500 or equivalent) may be carried out following Direct Contracting.

6. The following methods will be applicable for procurement of Goods and Works and Non-Consulting Services, consistent with the relevant sections of the Bank's Procurement Guidelines:

- International Competitive Bidding;
- National Competitive Bidding;
- Shopping (Quotations);
- Direct Contracting;
- Force Account; and
- Community Participation.

7. **Requirements under National Competitive Bidding.** In order to ensure economy, efficiency, transparency and broad consistency with the provisions of the Procurement Guidelines, goods, works, and non-consultant services procured under the National Competitive Bidding method shall be subject to the following requirements:

- (i) Only the model bidding documents for National Competitive Bidding agreed with the Bank shall be used for bidding;
- (ii) Invitations for bids will be advertised in at least one widely circulated national daily newspaper, and bidding documents will be made available at least twenty one (21) days before, and issued up to, the deadline for submission of bids;
- (iii) Qualification criteria will be stated in the bidding documents, and if a registration process is required, a foreign firm declared as the lowest evaluated responsive bidder shall be given a reasonable time for registering, without let or hindrance;
- (iv) Bids will be opened in public in one location, immediately after the deadline for the submission of bids, as stipulated in the bidding document (the bidding document will indicate the date, time and place of bid opening);
- (v) Except in cases of force majeure or exceptional situations beyond the control of the implementing agency, the extension of bid validity will not be allowed;
- (vi) Bids will not be rejected merely on the basis of a comparison with an official estimate;
- (vii) Except with the prior concurrence of the Bank, there will be no negotiation of price with bidders, even with the lowest evaluated bidder;
- (viii) A bidder's bid security will apply only to the specific bid, and a contractor's performance security will apply only to the specific contract under which they are furnished; and

- (ix) Bids will not be invited on the basis of percentage premium or discount over the estimated cost, unless agreed with the Bank.

8. **Selection of Consultants.** Major consultancy services to be procured shall follow the World Bank guidelines for selection of consultants and standard documents of the Bank shall be used. Short lists of consultants for services estimated to cost less than US\$300,000 or equivalent per contract may be composed entirely of national consultants in accordance with the provisions of paragraph 2.7 of the Consultant Guidelines. The Bank’s Standard Request for Proposal (April 2015) will be used as a base for all procurement of consultancy services under the project. The following methods will be applicable for selection of consultants, consistent with the relevant sections of the Bank’s Consultant Guidelines:

- Quality- and Cost- Based Selection;
- Quality-Based Selection;
- Least Cost Selection;
- Fixed Budget Selection;
- Selection based on Consultants’ Qualifications: for services estimated to cost less than US\$300,000 equivalent per contract, in accordance with the provisions of paragraph 3.7 of the Consultant Guidelines;
- Single-Source Selection;
- Selection of Individual Consultants as set forth in paragraphs 5.2 and 5.3 of the “Consultant Guidelines” ; and
- Sole Source Procedures for the Selection of Individual Consultants.

9. **Thresholds for Procurement Methods and Prior Review.** Review thresholds and requirements for different methods of procurement of works, goods, non-consulting services and selection of Consultants based on the current procurement risk rating are listed in the table below.

10. These thresholds and review requirements may be modified on the basis of reassessed risk ratings during project implementation in agreement with the Bank.

**Table 3.3 Thresholds for procurement methods and prior review**

<b>Expenditure Category</b>	<b>Contract Value (Threshold)</b>	<b>Procurement Method</b>	<b>Contracts/Processes Subject to Prior Review</b>
Works	≥US\$7,500,000	International Competitive Bidding	All contracts
	<US\$7,500,000	National Competitive Bidding	First contract awarded by each implementing agency. All other

<b>Expenditure Category</b>	<b>Contract Value (Threshold)</b>	<b>Procurement Method</b>	<b>Contracts/Processes Subject to Prior Review</b>
			contracts subject to post review.
	≤US\$50,000	Shopping	All contracts subject to post review
	≤US\$50,000	Community participation	All contracts subject to post review
	≤US\$50,000	Force account	All other contracts subject to post review.
Goods and Non-Consulting Services	≥US\$1,000,000	International Competitive Bidding	All contracts
	<US\$1,000,000	National Competitive Bidding	First contract awarded by each implementing agency. All other contracts subject to post review.
	≤US\$50,000	Shopping	All contracts subject to post review
		Direct Contracting	All contracts costing more than US\$50,000
Consultant Services (firms)	≥US\$300,000	All competitive methods; advertise internationally	All contracts
	<US\$300,000	All competitive methods; advertise locally	All contracts over US\$200,000 equivalent.
	<US\$300,000	Consultants' Qualifications	All contracts costing more than US\$200,000 equivalent.
		Single-Source Selection	All contracts costing more than US\$50,000 equivalent.
Individual Consultants		Individual Consultants (Section V of Consultant Guidelines)	All contracts over US\$100,000
		Individual Consultants - Sole source	All contracts costing more than US\$50,000 equivalent.















Project ID	Project Name	Category	Phase	Status	Start Date	End Date	Budget	Actual	Completion %	...
00-150-0000-0001	Development of a new software application for internal use.	Information Systems	Development	Completed	2022-01-01	2022-03-31	1,000,000	1,000,000	100%	
00-150-0000-0002	Upgrade of existing hardware infrastructure.	Information Systems	Implementation	In Progress	2022-04-01	2022-06-30	2,500,000	1,500,000	60%	
00-150-0000-0003	Research and development of a new product line.	Product Development	Research	On Hold	2022-07-01	2022-09-30	3,000,000	0	0%	
00-150-0000-0004	Marketing campaign for a new service offering.	Marketing	Campaign	Completed	2022-10-01	2022-12-31	800,000	800,000	100%	
00-150-0000-0005	Expansion of operations into a new geographic market.	Operations	Expansion	In Progress	2023-01-01	2023-03-31	5,000,000	2,000,000	40%	
00-150-0000-0006	Legal and compliance review for a new contract.	Legal	Review	Completed	2023-04-01	2023-04-30	100,000	100,000	100%	
00-150-0000-0007	Human resources recruitment for a new department.	Human Resources	Recruitment	In Progress	2023-05-01	2023-06-30	1,200,000	600,000	50%	
00-150-0000-0008	Financial audit of the previous fiscal year.	Finance	Audit	Completed	2023-07-01	2023-07-31	300,000	300,000	100%	
00-150-0000-0009	IT security assessment and penetration testing.	Information Systems	Security	Completed	2023-08-01	2023-08-31	400,000	400,000	100%	
00-150-0000-0010	Customer feedback survey and analysis.	Customer Service	Survey	Completed	2023-09-01	2023-09-30	150,000	150,000	100%	
00-150-0000-0011	Employee training program for a new software tool.	Human Resources	Training	Completed	2023-10-01	2023-10-31	200,000	200,000	100%	
00-150-0000-0012	Supply chain optimization project.	Operations	Optimization	In Progress	2023-11-01	2023-12-31	1,800,000	900,000	50%	
00-150-0000-0013	Partnership agreement with a new vendor.	Procurement	Agreement	Completed	2023-12-01	2023-12-31	250,000	250,000	100%	
00-150-0000-0014	Annual budget review and forecasting.	Finance	Budget	Completed	2024-01-01	2024-01-31	100,000	100,000	100%	
00-150-0000-0015	Product launch event for a new line of goods.	Marketing	Event	Completed	2024-02-01	2024-02-28	600,000	600,000	100%	
00-150-0000-0016	Facility expansion project in a new location.	Operations	Expansion	In Progress	2024-03-01	2024-06-30	4,000,000	1,000,000	25%	
00-150-0000-0017	Compliance training for all employees.	Human Resources	Training	Completed	2024-07-01	2024-07-31	300,000	300,000	100%	
00-150-0000-0018	IT system migration to a new cloud provider.	Information Systems	Migration	In Progress	2024-08-01	2024-09-30	2,000,000	1,000,000	50%	
00-150-0000-0019	Legal review of a new international market.	Legal	Review	Completed	2024-10-01	2024-10-31	150,000	150,000	100%	
00-150-0000-0020	Customer service chatbot implementation.	Customer Service	Implementation	In Progress	2024-11-01	2024-12-31	900,000	450,000	50%	
00-150-0000-0021	Financial reporting system upgrade.	Finance	Upgrade	Completed	2024-12-01	2024-12-31	400,000	400,000	100%	
00-150-0000-0022	Employee wellness program launch.	Human Resources	Program	Completed	2025-01-01	2025-01-31	200,000	200,000	100%	
00-150-0000-0023	Supply chain risk assessment.	Operations	Assessment	Completed	2025-02-01	2025-02-28	350,000	350,000	100%	
00-150-0000-0024	Partnership agreement with a new distributor.	Procurement	Agreement	Completed	2025-03-01	2025-03-31	200,000	200,000	100%	
00-150-0000-0025	Annual budget review and forecasting.	Finance	Budget	Completed	2025-04-01	2025-04-30	100,000	100,000	100%	
00-150-0000-0026	Product launch event for a new line of goods.	Marketing	Event	Completed	2025-05-01	2025-05-31	600,000	600,000	100%	
00-150-0000-0027	Facility expansion project in a new location.	Operations	Expansion	In Progress	2025-06-01	2025-09-30	4,000,000	1,000,000	25%	
00-150-0000-0028	Compliance training for all employees.	Human Resources	Training	Completed	2025-10-01	2025-10-31	300,000	300,000	100%	
00-150-0000-0029	IT system migration to a new cloud provider.	Information Systems	Migration	In Progress	2025-11-01	2025-12-31	2,000,000	1,000,000	50%	
00-150-0000-0030	Legal review of a new international market.	Legal	Review	Completed	2026-01-01	2026-01-31	150,000	150,000	100%	
00-150-0000-0031	Customer service chatbot implementation.	Customer Service	Implementation	In Progress	2026-02-01	2026-03-31	900,000	450,000	50%	
00-150-0000-0032	Financial reporting system upgrade.	Finance	Upgrade	Completed	2026-04-01	2026-04-30	400,000	400,000	100%	
00-150-0000-0033	Employee wellness program launch.	Human Resources	Program	Completed	2026-05-01	2026-05-31	200,000	200,000	100%	
00-150-0000-0034	Supply chain risk assessment.	Operations	Assessment	Completed	2026-06-01	2026-06-30	350,000	350,000	100%	
00-150-0000-0035	Partnership agreement with a new distributor.	Procurement	Agreement	Completed	2026-07-01	2026-07-31	200,000	200,000	100%	
00-150-0000-0036	Annual budget review and forecasting.	Finance	Budget	Completed	2026-08-01	2026-08-31	100,000	100,000	100%	
00-150-0000-0037	Product launch event for a new line of goods.	Marketing	Event	Completed	2026-09-01	2026-09-30	600,000	600,000	100%	
00-150-0000-0038	Facility expansion project in a new location.	Operations	Expansion	In Progress	2026-10-01	2026-12-31	4,000,000	1,000,000	25%	
00-150-0000-0039	Compliance training for all employees.	Human Resources	Training	Completed	2027-01-01	2027-01-31	300,000	300,000	100%	
00-150-0000-0040	IT system migration to a new cloud provider.	Information Systems	Migration	In Progress	2027-02-01	2027-03-31	2,000,000	1,000,000	50%	
00-150-0000-0041	Legal review of a new international market.	Legal	Review	Completed	2027-04-01	2027-04-30	150,000	150,000	100%	
00-150-0000-0042	Customer service chatbot implementation.	Customer Service	Implementation	In Progress	2027-05-01	2027-06-30	900,000	450,000	50%	
00-150-0000-0043	Financial reporting system upgrade.	Finance	Upgrade	Completed	2027-07-01	2027-07-31	400,000	400,000	100%	
00-150-0000-0044	Employee wellness program launch.	Human Resources	Program	Completed	2027-08-01	2027-08-31	200,000	200,000	100%	
00-150-0000-0045	Supply chain risk assessment.	Operations	Assessment	Completed	2027-09-01	2027-09-30	350,000	350,000	100%	
00-150-0000-0046	Partnership agreement with a new distributor.	Procurement	Agreement	Completed	2027-10-01	2027-10-31	200,000	200,000	100%	
00-150-0000-0047	Annual budget review and forecasting.	Finance	Budget	Completed	2027-11-01	2027-11-30	100,000	100,000	100%	
00-150-0000-0048	Product launch event for a new line of goods.	Marketing	Event	Completed	2027-12-01	2027-12-31	600,000	600,000	100%	
00-150-0000-0049	Facility expansion project in a new location.	Operations	Expansion	In Progress	2028-01-01	2028-03-31	4,000,000	1,000,000	25%	
00-150-0000-0050	Compliance training for all employees.	Human Resources	Training	Completed	2028-04-01	2028-04-30	300,000	300,000	100%	





Contract ID	Contract Name	Contract Type	Contract Status	Contract Value	Contract Start Date	Contract End Date	Contract Completion Date
US-2020-001	Contract 1: Personnel and Administrative Support	Personnel	Completed	6,000.00	2020-01-01	2020-12-31	2020-12-31
US-2020-002	Contract 2: Information Technology Support	Information Technology	Completed	17,000.00	2020-01-01	2020-12-31	2020-12-31
US-2020-003	Contract 3: Professional and Technical Support	Professional and Technical	Completed	18,200.00	2020-01-01	2020-12-31	2020-12-31
US-2020-004	Contract 4: Personnel and Administrative Support	Personnel	Completed	100.00	2020-01-01	2020-12-31	2020-12-31
US-2020-005	Contract 5: Personnel and Administrative Support	Personnel	Completed	507,200.00	2020-01-01	2020-12-31	2020-12-31
US-2020-006	Contract 6: Personnel and Administrative Support	Personnel	Completed	8,000.00	2020-01-01	2020-12-31	2020-12-31
US-2020-007	Contract 7: Personnel and Administrative Support	Personnel	Completed	21,000.00	2020-01-01	2020-12-31	2020-12-31
US-2020-008	Contract 8: Personnel and Administrative Support	Personnel	Completed	17,000.00	2020-01-01	2020-12-31	2020-12-31
US-2020-009	Contract 9: Personnel and Administrative Support	Personnel	Completed	13,000.00	2020-01-01	2020-12-31	2020-12-31
US-2020-010	Contract 10: Personnel and Administrative Support	Personnel	Completed	228,000.00	2020-01-01	2020-12-31	2020-12-31
US-2020-011	Contract 11: Personnel and Administrative Support	Personnel	Completed	77,000.00	2020-01-01	2020-12-31	2020-12-31

Contract ID	Contract Name	Contract Type	Contract Status	Contract Value	Contract Start Date	Contract End Date	Contract Completion Date	MAY 2021			JUNE 2021			JULY 2021			AUGUST 2021			SEPTEMBER 2021			OCTOBER 2021			NOVEMBER 2021			DECEMBER 2021		
								Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast
US-2020-001	Contract 1: Personnel and Administrative Support	Personnel	Completed	6,000.00	2020-01-01	2020-12-31	2020-12-31	6,000.00	6,000.00	6,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
US-2020-002	Contract 2: Information Technology Support	Information Technology	Completed	17,000.00	2020-01-01	2020-12-31	2020-12-31	17,000.00	17,000.00	17,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Contract ID	Contract Name	Contract Type	Contract Status	Contract Value	Contract Start Date	Contract End Date	Contract Completion Date	MAY 2021			JUNE 2021			JULY 2021			AUGUST 2021			SEPTEMBER 2021			OCTOBER 2021			NOVEMBER 2021			DECEMBER 2021		
								Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast	Actual	Planned	Forecast
US-2020-001	Contract 1: Personnel and Administrative Support	Personnel	Completed	6,000.00	2020-01-01	2020-12-31	2020-12-31	6,000.00	6,000.00	6,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
US-2020-002	Contract 2: Information Technology Support	Information Technology	Completed	17,000.00	2020-01-01	2020-12-31	2020-12-31	17,000.00	17,000.00	17,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00











