

PROCUREMENT FOR DEVELOPMENT

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World Bank

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WORLD BANK GROUP



Scale of Opportunities

\$250 Billion

in active projects

+1,600

projects in 130 countries

40,000

procurement opportunities each year,
covering Works, Goods, Consulting and
Non-consulting services



Job creation
is central to
what we do



Health Services

Deliver **quality affordable health services** to 1.5B people.



Mission 300

Provide 300M people in Sub-Saharan Africa with **electricity access**.



Agriconnect

Help **300M farmers** move up the value chain.



Capital Support

Provide **access to capital to 80M more women** and women-led businesses.



Water Forward

Partner to **improve water security** for over 1B people.



Social Protection

Reach at least 500M more people with **social protection systems**.



Broadband Internet

Enable **300M more women** to use broadband internet.



World Bank Procurement Framework – 2016

Key Objectives



Promote fit-for-purpose procurement arrangements that are country, market and project-specific



Provide streamlined procurement approaches and more options



The Bank provides Hands-on Expanded Implementation Support (HEIS) to Borrowers



World Bank Procurement Framework – 2016

Key Objectives



Use of Alternative Procurement Arrangements



Enable flexible decision-making consistent w/principles



Encourages dialogue with suppliers directly



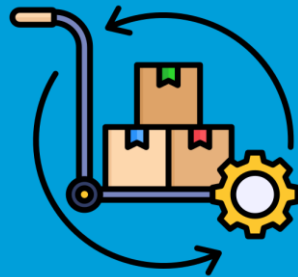
World Bank Procurement: What Changed and Why it Matters



Shift from lowest cost to value for money: greater emphasis on quality



Procurement framework strengthens fit-for-purpose, market analysis, etc



Rated Criteria: technical quality and non-price factors can play a significant role in bid evaluation.



Enhanced transparency: bid debriefings encourage dialogue with suppliers directly.



Unlocking Opportunities for Portugal-Based Suppliers

Quality-based awards – 50% minimum technical weighting for most international procurement

Early market engagement – structured engagement before bidding helps firms position and shape bids

Smarter contract packaging – aggregation to attract strong international participation

Stronger payment security – expanded use of direct payment mechanisms

Enhanced **procurement complaint** system

More local participation – minimum 30% local labor under International Works Contracts



Impact

Quality over cost: average quality weighting has reached 53% for high/substantial risk procurements, up 11 percentage points

Proactive market engagement: 200+ market events reaching 11,300+ participants

Improved competition: average number of bids per contract has increased from 4 to 5

Growing diversity: among leading supplier countries, strengthening market reach



Procurement in Action



Analysis of Potential Opportunities: Monitor resources (e.g. Country Partnership Frameworks) and project pipeline on Bank website



Early Opportunity Tracking: Review Procurement Plans and General Procurement Notices on Bank website



Market Engagement: Engage in early market engagement activities – shape strategy and update information on upcoming opportunities



Bidding: Respond to specific procurement notices – leverage pre-bids/site visits. Deliver: clear, complete, fully compliant bid



Opening/Evaluation: Attend bid opening ceremonies and respond promptly to any requests for clarification



Award Contract: If successful, execute contract and mobilize. If unsuccessful, seek debrief and capture lessons learned



Contract Implementation: Execution of contract in accordance with stated terms and conditions



How Companies can Successfully Compete

Stay engaged in these areas:

Background Research – Determine areas of focus (e.g. country, region, sector) and stay informed about what is in the project procurement pipeline

Early Market Engagement Notices – check the World Bank Suppliers' Hub for information on procurement opportunities

Short-term consultancy opportunities arise during the initial stages: project identification, preparation, and appraisal

The bulk of business opportunities arise during the project implementation stage



ANNEX: Contracts Awarded in Lusophone Countries FY22-FY26

OPSOP Dashboard/STEP data as of June 26, 2026

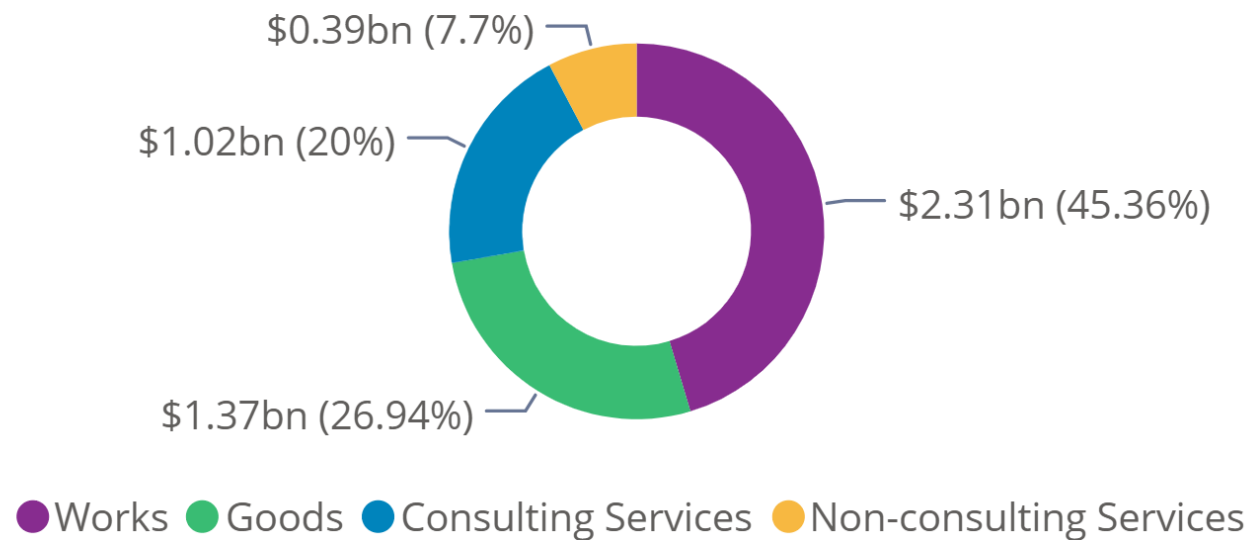
Data Caveat: Lusophone countries included in this analysis are: Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, and Timor-Leste.



Contracts Awarded in Lusophone Countries (FY22-FY26)

Contract Awards (USD) by Procurement Category

Distribution by Value



USD Contracts awarded in Lusophone countries were concentrated primarily in Works (45.4%) followed by Goods (27%) and Consulting Services (20%) by value.

In terms of number of contracts, contracts awarded in Lusophone countries were concentrated in Consulting Services (51%) followed by Goods (30%) and Non-Consulting Services 11%.



Data Caveat: Lusophone countries included in this analysis are: Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, and Timor-Leste.

CONTRACTS AWARDED IN LUSOPHONE COUNTRIES BY PROJECT SECTOR (FY22-FY26)

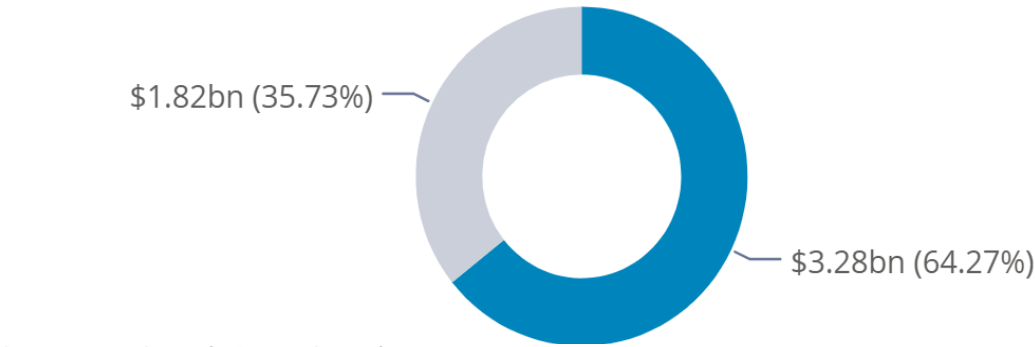
Lead Project Sector	Contract Awards (USD)	USD Contract Awards (%)	Contract Awards	Contract Awards (%)
Water	\$1,107,066,798	21.70%	742	9.67%
Transport and Logistics	\$811,355,190	15.90%	331	4.31%
Energy	\$758,636,642	14.87%	385	5.02%
Urban, Subnational Finance, Disaster Management, Tourism	\$558,958,597	10.95%	480	6.26%
Farming and Agribusiness	\$480,608,225	9.42%	1,633	21.28%
Health	\$370,398,044	7.26%	428	5.58%
Education	\$291,818,068	5.72%	792	10.32%
Social Policy	\$170,424,084	3.34%	549	7.15%
Environment	\$162,632,084	3.19%	1,204	15.69%
Governance	\$137,872,043	2.70%	373	4.86%
Digital & AI	\$126,698,141	2.48%	248	3.23%
Finance, Competitiveness and Innovation	\$115,224,620	2.26%	400	5.21%
Poverty and Equity	\$10,420,592	0.20%	103	1.34%
Social Sustainability and Inclusion	\$592,787	0.01%	5	0.07%
Total	\$5,102,705,914	100.00%	7,673	100.00%

Data Caveat: Lusophone countries included in this analysis are: Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, and Timor-Leste.

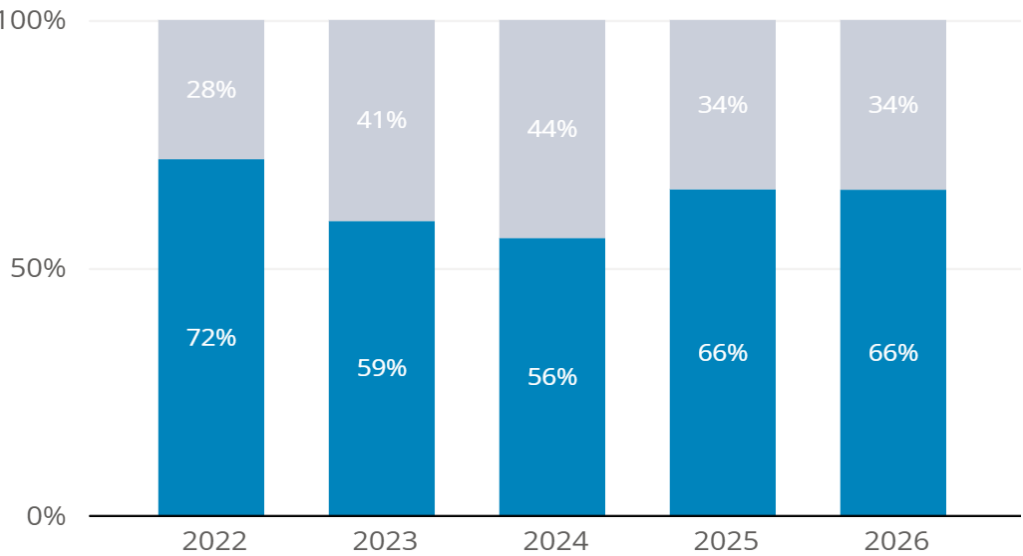
USD Contracts Awarded in Lusophone Countries by Market Approach and Fiscal Year (FY22-FY26)

Distribution by value

● International ● National



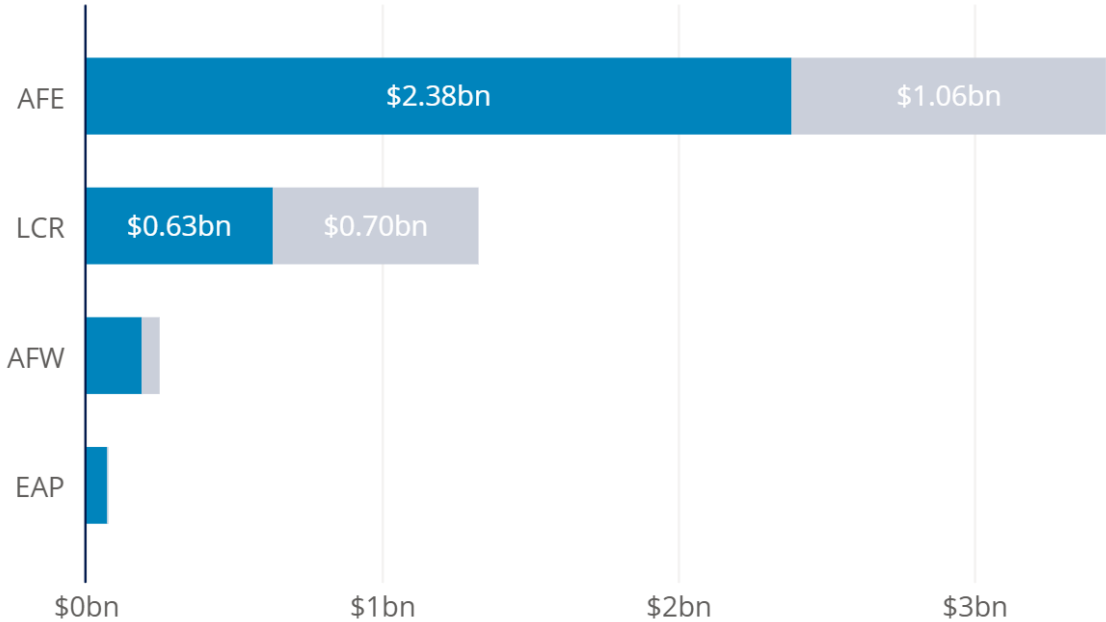
● International ● National



Fiscal Year

Contracts awarded in Lusophone countries based on market approach were concentrated in International Contracts at 64.3% and National Contracts at 35.7%.

● International ● National



Data Caveat: Lusophone countries included in this analysis are: Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, and Timor-Leste.

USD CONTRACTS AWARDED IN LUSOPHONE COUNTRIES BY REGION (FY22-FY26)

Region	Contract Awards (USD) ▼	USD Contract Awards (%)	Contract Awards	Contract Awards (%)
AFE	\$3,446,982,679	67.55%	4,749	61.89%
LCR	\$1,327,351,487	26.01%	2,071	26.99%
AFW	\$250,631,007	4.91%	628	8.18%
EAP	\$77,740,742	1.52%	225	2.93%
Total	\$5,102,705,914	100.00%	7,673	100.00%

Data Caveat: Lusophone countries included in this analysis are: Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, and Timor-Leste.

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CONTRACTS AWARDED TO PORTUGAL-BASED SUPPLIERS BY PROJECT SECTOR (FY22-FY26)

Lead Project Sector	Contract Awards (USD)	USD Contract Awards (%)	Contract Awards	Contract Awards (%)
Energy	\$73,478,441	27.60%	46	10.82%
Urban, Subnational Finance, Disaster Management, Tourism	\$43,927,164	16.50%	25	5.88%
Water	\$39,822,921	14.96%	56	13.18%
Finance, Competitiveness and Innovation	\$24,554,501	9.22%	55	12.94%
Digital & AI	\$16,234,729	6.10%	48	11.29%
Transport and Logistics	\$15,592,747	5.86%	29	6.82%
Education	\$14,854,984	5.58%	50	11.76%
Governance	\$12,967,507	4.87%	26	6.12%
Health	\$12,427,511	4.67%	26	6.12%
Farming and Agribusiness	\$5,992,954	2.25%	19	4.47%
Environment	\$5,007,103	1.88%	25	5.88%
Poverty and Equity	\$611,390	0.23%	10	2.35%
Fiscal Policy and Growth	\$558,316	0.21%	3	0.71%
Social Policy	\$129,216	0.05%	6	1.41%
Social Sustainability and Inclusion	\$81,553	0.03%	1	0.24%
Total	\$266,241,035	100.00%	425	100.00%



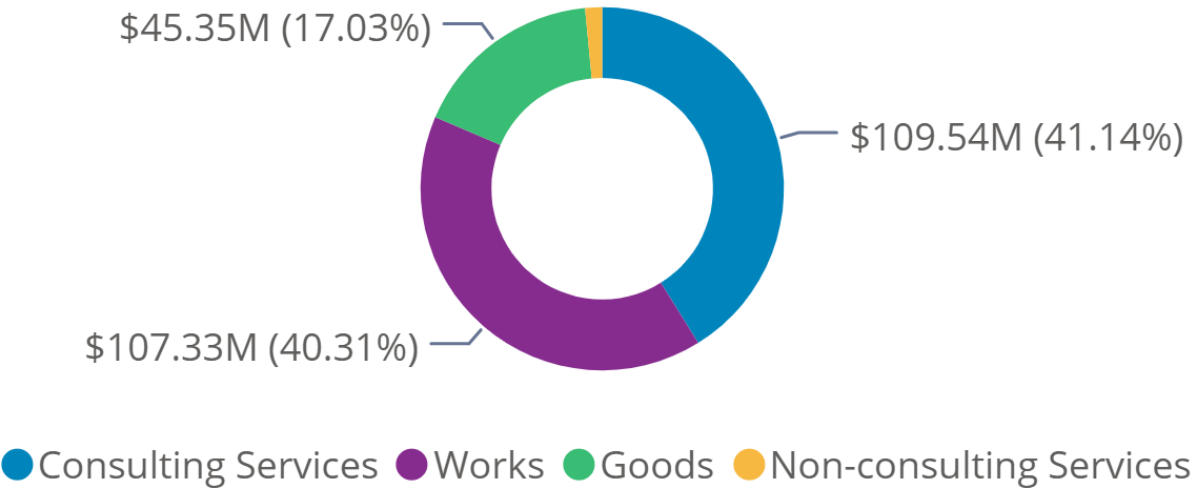
ANNEX: Contracts Awarded to Portugal- based suppliers over FY22-FY26

OPSOP Dashboard/STEP data as of June 26, 2026

Contracts Awarded to Portugal-Based Suppliers (FY22-FY26)

Contract Awards (USD) by Procurement Category

Distribution by Value



USD Contracts awarded to Portugal-based suppliers were concentrated in Consulting Services at 41.1% by value followed by Works at 40.3% and Goods at 17%.

In terms of number of contracts, contracts awarded to Portugal-based suppliers were concentrated in Consulting Services at 76% followed by Goods at 19% and Works at 2.8%.

\$266.24M

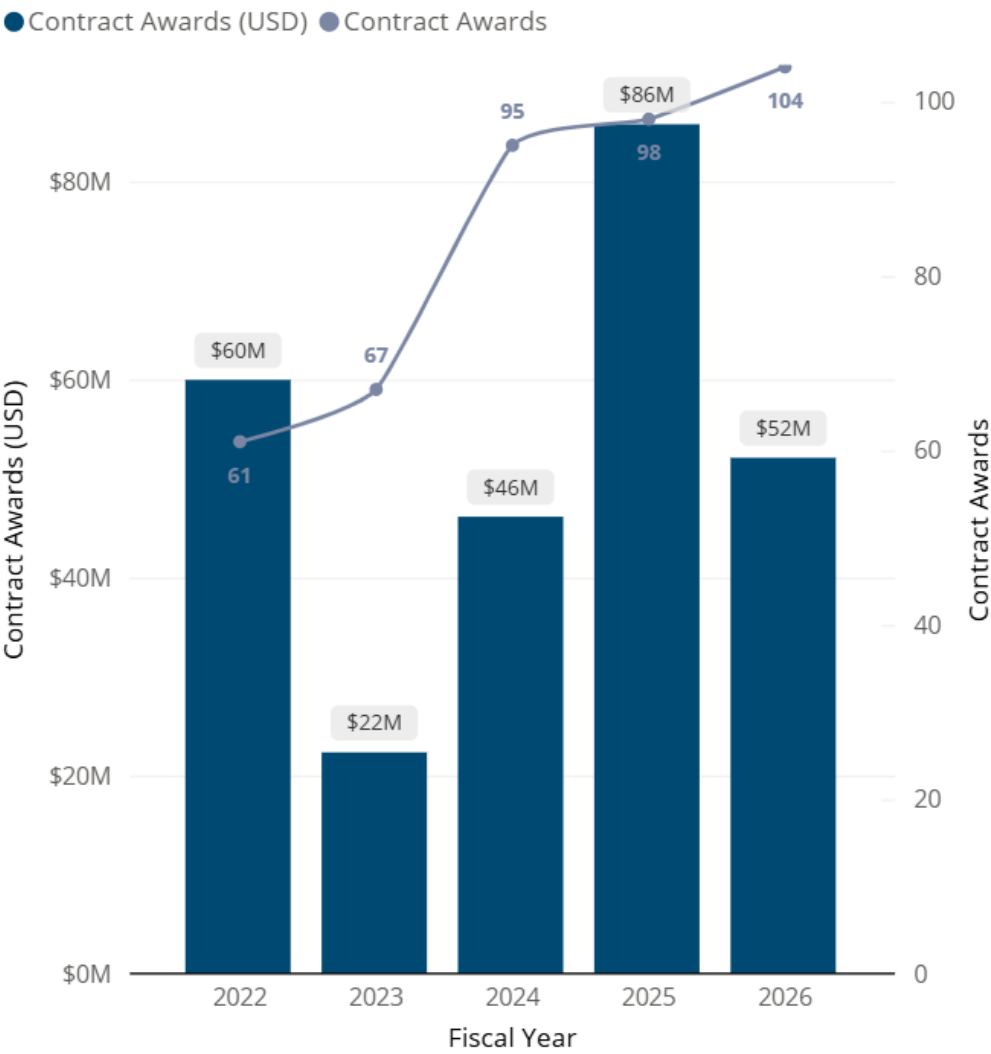
in contract awards

425

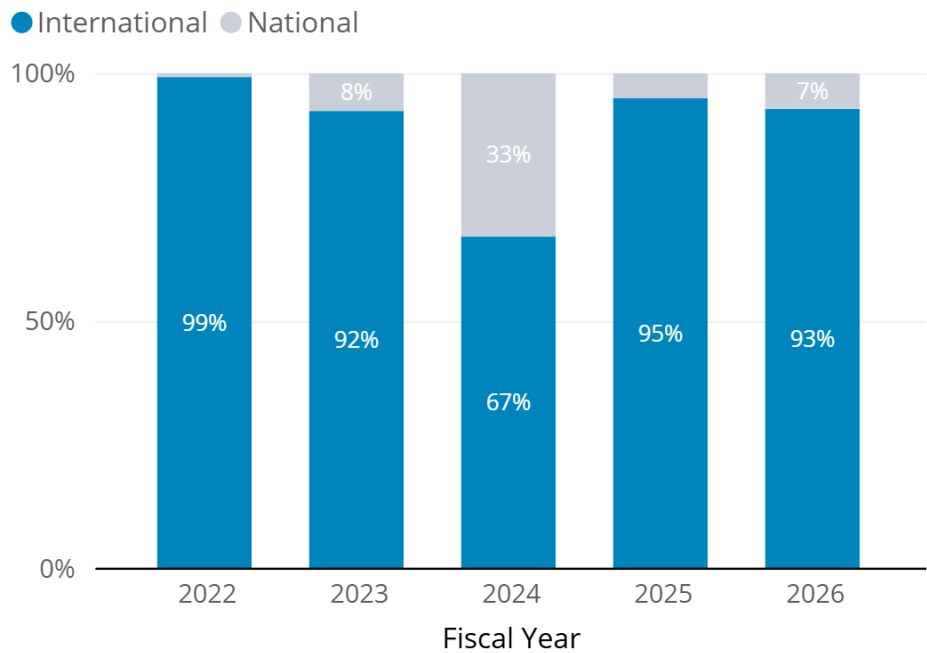
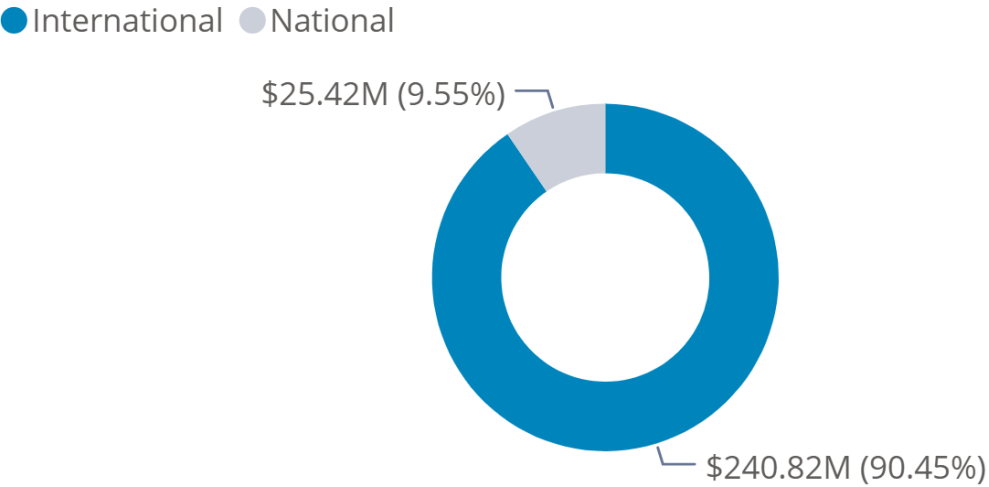
contracts

130

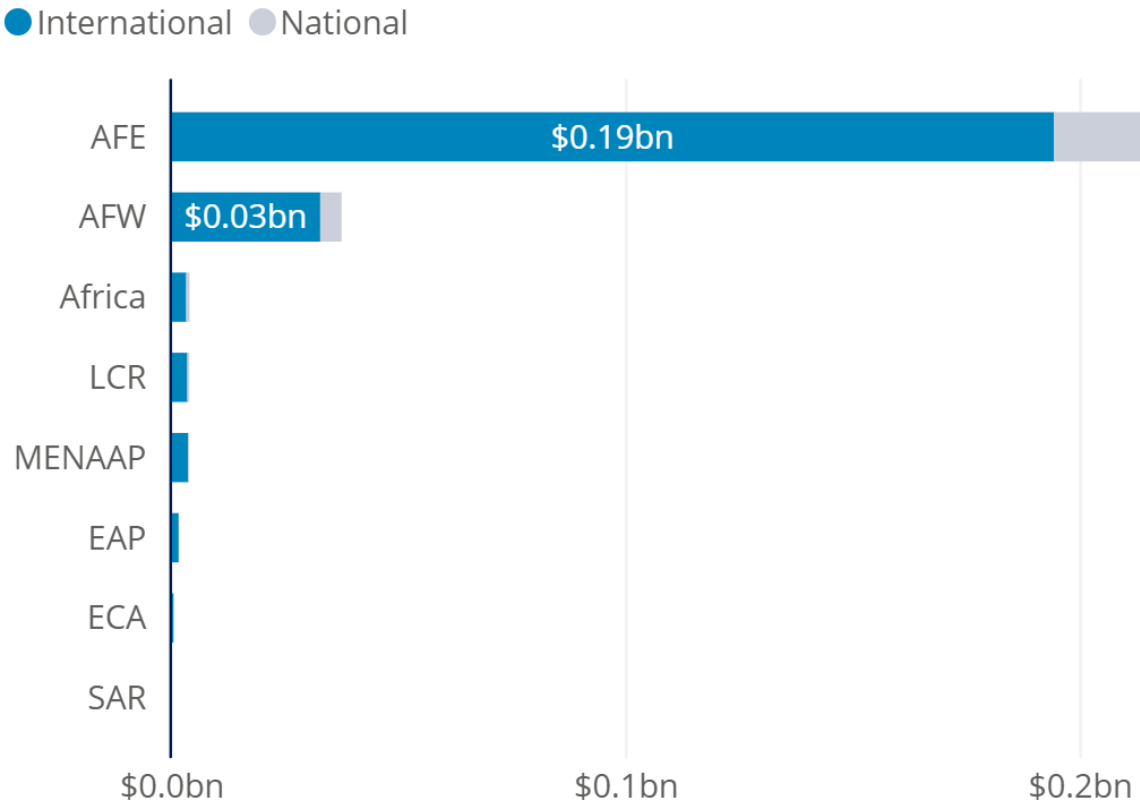
Awards



USD Contracts awarded to Portugal-based Suppliers by Market Approach FY22-FY26



USD Contracts awarded to Portugal-based suppliers were concentrated in International Contracts at 90.5% and National Contracts at 9.6% (by USD amount).



CONTRACTS AWARDED TO PORTUGAL-BASED SUPPLIERS BY REGION (FY22-FY26)

Region	Contract Awards (USD)	USD Contract Awards (%)	Contract Awards	Contract Awards (%)
AFE	\$213,865,095	80.33%	258	60.71%
AFW	\$37,610,576	14.13%	124	29.18%
Africa	\$4,160,179	1.56%	12	2.82%
LCR	\$4,103,141	1.54%	11	2.59%
MENAAP	\$4,061,462	1.53%	5	1.18%
EAP	\$1,745,139	0.66%	6	1.41%
ECA	\$620,957	0.23%	7	1.65%
SAR	\$74,486	0.03%	2	0.47%
Total	\$266,241,035	100.00%	425	100.00%

CONTRACTS AWARDED TO PORTUGAL-BASED SUPPLIERS BY PROJECT SECTOR (FY22-FY26)

Lead Project Sector	Contract Awards (USD)	USD Contract Awards (%)	Contract Awards	Contract Awards (%)
Energy	\$73,478,441	27.60%	46	10.82%
Urban, Subnational Finance, Disaster Management, Tourism	\$43,927,164	16.50%	25	5.88%
Water	\$39,822,921	14.96%	56	13.18%
Finance, Competitiveness and Innovation	\$24,554,501	9.22%	55	12.94%
Digital & AI	\$16,234,729	6.10%	48	11.29%
Transport and Logistics	\$15,592,747	5.86%	29	6.82%
Education	\$14,854,984	5.58%	50	11.76%
Governance	\$12,967,507	4.87%	26	6.12%
Health	\$12,427,511	4.67%	26	6.12%
Farming and Agribusiness	\$5,992,954	2.25%	19	4.47%
Environment	\$5,007,103	1.88%	25	5.88%
Poverty and Equity	\$611,390	0.23%	10	2.35%
Fiscal Policy and Growth	\$558,316	0.21%	3	0.71%
Social Policy	\$129,216	0.05%	6	1.41%
Social Sustainability and Inclusion	\$81,553	0.03%	1	0.24%
Total	\$266,241,035	100.00%	425	100.00%

TOP BORROWER COUNTRIES BY USD CONTRACT AWARDS TO PORTUGAL-BASED SUPPLIERS (FY22-FY26)

Rank.	Borrower Country	Contract Awards (USD)	USD Contract Awards (%)	Contract Awards	Contract Awards (%)
1	Mozambique	\$125,555,480	47.16%	72	16.94%
2	Angola	\$33,785,890	12.69%	85	20.00%
3	Cabo Verde	\$26,141,159	9.82%	80	18.82%
4	Eastern Africa	\$21,906,067	8.23%	10	2.35%
5	Zambia	\$10,687,267	4.01%	2	0.47%
6	Sao Tome and Principe	\$10,526,214	3.95%	73	17.18%
7	Kenya	\$7,413,627	2.78%	2	0.47%
8	Africa	\$4,160,179	1.56%	12	2.82%
9	Cameroon	\$4,092,198	1.54%	4	0.94%
10	Morocco	\$3,866,593	1.45%	2	0.47%
11	Guinea-Bissau	\$3,645,617	1.37%	13	3.06%
12	Western Africa	\$2,123,167	0.80%	18	4.24%
13	Peru	\$1,745,480	0.66%	1	0.24%
14	Comoros	\$1,116,670	0.42%	2	0.47%
15	Eastern and Southern Africa	\$967,780	0.36%	4	0.94%
16	Brazil	\$878,844	0.33%	3	0.71%
17	St Maarten	\$849,625	0.32%	1	0.24%
18	Lao People's Democratic Republic	\$697,900	0.26%	1	0.24%
1		\$266,241,035	100.00%	425	100.00%

Interested in bidding on World Bank-financed contracts?



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Visit the Suppliers' Hub to:

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Use SOURCE, the AI assistant for suppliers

Stay informed about procurement events
and E-Learning

Sign up for email alerts to receive updates
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notices

Consult procurement regulations and
standard bidding documents

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Upcoming Procurement Opportunities: Africa Region

Project Name and Country	Comm. Amount	Procurement Planned Dates	Contract Description
Mozambique: Mozambique : Accelerating Sustainable and Clean Energy Access Transformation in Mozambique (P166685)	\$75.5M	Africa East (July 2026)	Installation Works for Distribution Network (Works)
	\$41.4M	Africa East (July 2026)	Supply and Installation Works for Distribution Network Extension (Works)
	\$38.2M	Africa East (July 2026)	Reinforcement of Distribution Network in Sofala, Tete, Zambezia, Nampula and Niassa Province (Works)
	\$35.5M	Africa East (June 2026)	Supply of Wooden Poles (Goods)
	\$41.7M	Africa East (July 2026)	Supply of Cables and Conduct (Goods)
	\$15.9M	Africa East (June 2026)	Supply of Transformers and Low Voltage Distribution Boards (Goods)
	\$9.5M	Africa East (July 2026)	Supply of Ready Boards, Pole Top Box and Accessories (Goods)
	\$7M	Africa East (July 2026)	Supply of Meters (Goods)
	\$7.6M	Africa East (June 2026)	Logistics service provider (Non-consulting Services)

Note: These projects are yet to be advertised.

Upcoming Procurement Opportunities: Africa Region

Project Name and Country	Comm. Amount	Procurement Planned Dates	Contract Description
Angola: Angola - Electricity Sector Improvement and Access Project (P166805)	\$9M	Southern Africa (July 2026)	Supply and installation of Border Points Meters
	\$7M	Southern Africa (May 2026)	Supply and installation of generation monitoring center and data platform
Angola: Huila-Cunene Interconnection Project (P512716)	\$120M	Southern Africa (February 2026)	Construction of 400 kV Lubang o-Cahama Transmission Line (works)
	\$75M	Southern Africa (March 2026)	Expansion and Construction of 400 kV Substations Lubango and Cahama (works)
	\$35M	Southern Africa (June 2026)	Construction of 220 kV Caham a-Xangongo-Ondjiva Transmission Line (works)
	\$15M	Southern Africa (July 2026)	Substation Works for Interconnection of 220 kV Transmissi on Line (works)
	\$10M	Southern Africa (March 2026)	Modification and Construction of Main and Backup National Control Center (NCC) and Communication Systems (works)
	\$15M	Southern Africa (February 2026)	Supply and Installation of Main and Backup National Control Center (NCC) and Communication Systems (works)

Note: These projects are yet to be advertised.