



The World Bank
Procurement Policy Review
Feedback Summary

Date: Dec 10, 2014

Location (City, Country): Dakar, Senegal

Total Number of Participants: 35

Overview and General Reactions:

Concepts such as VfM, fit-for-purpose, APAs, new procurement methods, etc. were welcomed and referred to as a positive evolution of the current system. In line with other participants' feedback during these regional consultations, the inadequate level of institutional capacity was raised as a main deterrent to the procurement reform in country. Therefore the Bank should continue to support countries in strengthening their institutional capacity, which also requires the strategic deployment of resources.

VfM generated a lot of discussion: the Public Procurement Bureau (PPB) states that the lowest-evaluated big should capture all the benefits proposed under VfM. However a more general view found that VfM is essential to maximizing the development impact; the Senegalese procurement system should be able to capture this in near future.

Specific Feedback from Stakeholders

1. How should the Bank implement support to borrower procurement capacity building and institutional strengthening?

- Training and advocacy work (with a focus on technical specifications) for both public and private sector must be a priority.
- There is also a need to train the agencies overseeing and monitoring the contracting bodies
- Recent experiences in capacity building have shown to cost an amount equal to 5% of the country's budget. The current strategy seeks to engage and give sustained support to civil servants. A recurring question is how to build on their capacities once projects are completed, this is also something the Bank ought to consider in terms of institutional capacity building.
- How to handle and to better develop the following notions in bidding documents and in bid evaluation, and in contracts: value-for-

money, better ratio quality-and-cost, and unreasonable bids?
2. How should the Bank operationalize the potential broader use of value-for-money criteria in borrower contract award decisions?
<ul style="list-style-type: none"> As long as there is the concept of 'lowest evaluated bid' there will be trouble with the unreasonably low bids (do not always allow for quality goods: how to resolve this issue). Borrowers will continue to receive complaints from other bidders but borrowers should refer to the tools available in the call for tender that can help them but often the contracting authority is unaware of the evaluation system.
3. How should the World Bank target its procurement staff resources to get the best results?
4. How and when should alternative procurement arrangements be used for procurement in Bank projects and how should they be assessed?
<ul style="list-style-type: none"> The idea of APAs is welcome Diversity of co-financeers can cause difficulty in the implementation stage, as most donors will want their system to be taken into account (causing delays); the proposed framework should try to address this problem.
5. How should sustainable procurement matters be addressed in Bank-financed contracts?
6. How should the World Bank manage fraud and corruption issues in the procurements it finances?
7. What would be suitable procurement metrics that the Bank should use to improve performance?
8. What role should the Bank have with regard to complaints monitoring?
<ul style="list-style-type: none"> The Bank should be able to put more trust in the borrower's systems in dealing with complaints.
9. What should be the Bank's role in contract management, and with regard to improving performance of suppliers?
<ul style="list-style-type: none"> As for recourses, Stakeholders ask if the Bank will consider a more secure system that supports borrowers in keeping project proposals confidential (in particular during bid/proposals evaluation) Management of contracts is often up to the contractor – this policy will demand more involvement by the Bank. The current system that authorizes suppliers has a solid data base of service providers that have been evaluated for their performance. However maintenance of such a system is demanding; a regular analysis will require the mobilization of additional staff.

- In the analysis of CM, payment aspects should be mainstreamed and difficulties with VAT should be reviewed as it often constitutes a blockage for project implementation.

10. General comments on other issues emanating from the Bank's proposals?

- Stakeholders highlight that the amount of work undertaken in prior reviews constitute a hurdle to the efficient management of projects. In Senegal the thresholds are above those of the Bank, are these going to be reviewed? In which case the issue of double reviews (by both CMP and the WB) must be tackled – why not streamline the review and limit it to the review by the country procurement control body.
- Advocating for the CDD type projects (community based projects, where disbursement is based on good quality and/or performance), the Bank will now have to consider how the CDDs can be adapted to the common procurement system.
- The reform should take care, not be unfavorable for local companies.
- Recent concerns over bid assessments deserve analysis.
- In bids evaluations, suppliers often limit themselves to overall amounts rather than acquisition/purchasing cost.
- Is there a timeline for the adaptation of the new procurement policy?
- As for reviews, the Bank could position itself to control after delivery; the borrower should be responsible for previews.
- There is a need to reinforce the links between procurement and budget preparation and budget execution.