

2023-24
ANNUAL
REPORT

Procuring for a Better Bank & a Better World



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The World Bank

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Acknowledgments

This report was prepared under the leadership of Jean-Jacques Verdeaux (Practice Manager, Procurement, Latin America and the Caribbean), with support from Manjola Malo (Senior Procurement Specialist), Carla Fabiola Coles and Elke Pinedo Castillo (Program Assistants), and Vanina Waingortin and Gisela Avila Val (Consultants). The team is grateful to managers and specialists of different management units in the region and to all PROLAC staff for their support in collecting, reviewing, and validating the information highlighted in this report.

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Abbreviations

ACS	Administrative and Client Support
AECID	Spanish Agency for International Development Cooperation
AML	Anti Money Laundering
APA	Alternative Procurement Arrangements
APM	Accredited Practice Manager
APS	Accredited Procurement Specialist
CAF	Development Bank of Latin America and the Caribbean
CLEAR-LAC	Center for Learning in Evaluation and Results for Latin America and the Caribbean
CMU(s)	Country Management Unit(s)
COVID-19	Coronavirus Disease 2019
DA	Development Assignment
E-GP	Electronic Government Procurement
ESF	Environmental and Social Framework
ETC	Extended-Term Consultant
FCV	Fragile Conflict Violence
FIDIC	International Federation of Consulting Engineers
FY	World Bank Fiscal Year
GDP	Gross Domestic Product
GEMS	World Bank, Geo-Enabling initiative for Monitoring and Supervision
GRID	World Bank's Green, Resilient, and Inclusive Development framework
HEIS	Hands-on Expanded Implementation Support
HLCHN	Health Nutrition & Population LCR
IADB	InterAmerican Development Bank
IRBD	International Bank for Reconstruction and Development
ICB	International Competitive Bidding
IDA	International Development Association
ILO	International Labor Organization
INT	Integrity Vice Presidency
IPF	Investment Project Financing
IT	Information Technology
ITC	International Training Center
JFIS	Jamaica Social Investment Fund
KPI	Key Performance Indicator
LAC-LCR	Latin America and Caribbean Region
LCS	Least Cost Selection
MAPS	Methodology for Assessing Procurement Systems
MDB(S)	Multilateral Development Bank(s)
NCB	National Competition Bidding
OECS	The Organisation of Eastern Caribbean States
OLC	Open Learning Campus
ONC	National Procurement Office

OPCS	Operations Policy and Country Services
OPRC	Operations Procurement Review Committee
OPSPR	OPCS Procurement
PEFA	Public Expenditure and Financial Accountability
PFM	Public Financial Management
PforR	Program for Results
PIU(s)	Project Implementation Unit(s)
PPE	Personal Protective Equipment
PPSD	Project Procurement Strategy for Development
PPP	Public Private Partnership
PPR	Procurement Post Review
P-RAMS	Procurement Risk Assessment and Management System
PROLAC	Procurement team for the Latin America and the Caribbean region
QCBS	Quality Cost Based Selection
RFP	Request for Proposal
ROSC	Report on the observance of Standards and Codes
R\$	Brazilian Real
SCD	Systematic Country Diagnostic
SDG	Sustainable Development Goals
SERCOP	National Service for Public Procurement
SME	Small and Medium Enterprises
SPDs	Standard Procurement Documents
SPP	Sustainable Public Procurement
STEP	Systematic Tracking of Exchanges in Procurement
SVG	St. Vincent and the Grenadines
TA	Technical Assistance
TBD	To Be Determined
TF	Trust Fund
TTL	Task Team Leaders
UN	United Nations
UNDP	United Nations Development Programme
UNGRD	National Unit for Disaster Risk Management
USD	United States Dollars
VFM	Value for Money
VPM	Vice Presidency Unit
WB	World Bank
WBG	World Bank Group



Ayat Soliman

Director for Strategy and Operations

The institution is moving to become a better and bigger development financier to meet the challenges of new times, and to deliver development impact more effectively and efficiently for people and the planet. This high ambition requires us to evolve the way we work, strengthen our solutions, enhance our financing, and strengthen our partnerships. Delivering at scale and speed requires modernizing our operating approach, streamlining processes, innovating solutions, to bring results to our clients. Against this backdrop, the role of public procurement in the Latin American and Caribbean countries is fundamental to the evolution roadmap we are following at the World Bank.

PROLAC is at the core of implementing our projects and delivering results on the ground. To this effect, PROLAC's efforts through the continued Hands-on Expanded Implementation Support (HEIS), and the specialized Implementation Action Team (ICAT) are valuable resources of expertise supporting clients and Bank's teams to solve complex contract management issues. Moreover, building capacity within the Bank and for the Bank is essential to elevate standards of procurement practices. Through trainings to client agencies and internal initiatives such as A2D Procurement Analyst Program, PROLAC is equipping professional to navigate complexities of modern procurement.

This report describes PROLAC's efforts to strengthen the public procurement practice to drive efficiently, ensure transparency, and uphold integrity in the procurement process. It also showcases the team's drive to foster a community of practice that encourages collaboration, innovative ideas, and continuous learning among procurement professionals. Going forward, procurement will remain a cornerstone to the implementation toolkit to deliver results with scale and impact in our Region.



Jean-Jacques Verdeaux

Procurement Manager for LAC

In 1944, delegates from 44 countries sat together in New Hampshire to negotiate the agreement for the future World Bank and IMF. They had no idea that this agreement would one day frame a policy that would govern how we do international public procurement around the world.

Twenty years later, in 1964, the first set of guidelines relating to procurement under Bank loans and IDA credits was approved by the Board. It laid out the main principles of our procurement policy today: international competition, open advertising, public bid opening, currency provisions, language requirements.

Since then, the Bank procurement policy has been continuously evolving, reflecting on the needs and conditions of Bank operations. Over the years, the Bank policy introduced new features: guidelines for consulting services (1966), new forms of contracting, adoption of standard bidding documents, anti-fraud provisions, anti-sexual harassment and abuse provisions and finally, a new procurement framework in 2016 that gave the Bank all the tools necessary to implement projects according to best value for money and fit-for-purpose.

Contrary to a well-established perception, Bank procurement policy is not a self-induced set of rules based on a quest for mentoring and supervising. It is the result of experiences on the ground, following good models of implementation or learning from mistakes. It also tries to take into consideration the reality of the markets, particularly of the private sector that is too often ignored when discussing procurement.

Procurement could rely on a group of dedicated professionals who do not count their effort and time to assist Borrowers and TTLs, and try to build the capacity of clients and of the Bank itself.

This report reflects that on-going story of the daily work of procurement colleagues, counterparts, colleagues of the Bank and the private sector who all try to deliver results and alleviate poverty around the globe, particularly in LAC.

Short History of Procurement in the Bank

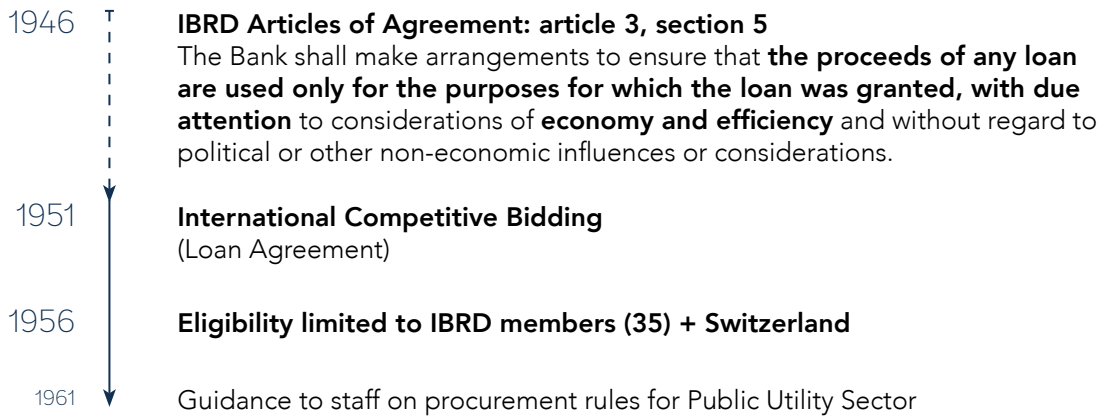
60th anniversary



01

Short History of Bank Procurement Policy

From 1946 to 1961



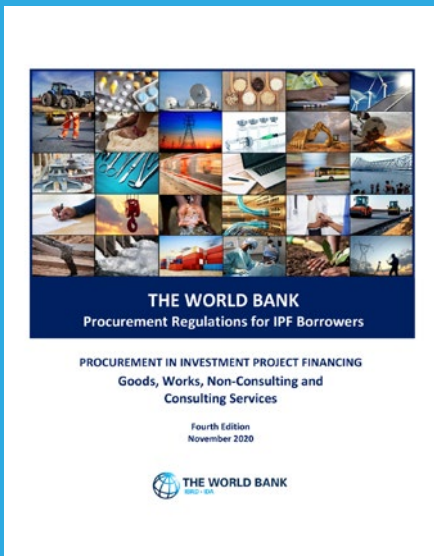
1964-2011 | The procurement & Consultant Guidelines





- Alternatives to ICB: Shopping (Off-the-shelf goods, **National Competitive Bidding** (NCB), Direct Contracting, Commercial Practices
 - Ex-post reviews of contracts from small value contracts (Post-Procurement Reviews **PPRs** v. ex-ante)
 - Domestic Preference (margin of preference)
 - Mandatory use of **Standard Bidding Documents** (1993) for ICB contracts
 - **Fraud & Corruption** provisions
 - **Use of Country Systems**
-
- Alternatives to quality selection: QCBS (Quality-Cost), LCS (Least-Cost Selection), Consultant Qualifications, Sole Source
 - Increasing of the shortlisting to 6 shortlisting firms
 - Conflict of Interests between consultants
 - **Standard Request for Proposals**
 - **Fraud & Corruption** provisions

2016 | The New Procurement Framework



VALUE FOR MONEY

- **Project Procurement Strategy for Development (PPSD):** Market Analysis & Procurement Strategy
- Systematic Tracking of Exchanges in Procurement (**STEP**)
- **Request for Proposal (RFP)** for contracts other than consulting services
- **Rated criteria:** use of non-cost factors in evaluation of contracts other than consulting services
- Alternative Procurement Arrangements (**APA**): Delegation of procurement function to Implementing Agencies or MDBs
- Hands-on Expanded Implementation Support (**HEIS**): Initially for Fragile States
- Complaints mechanism standstill period
- New procurement methods competitive dialogue

Key figures of PROLAC





Key Figures of PROLAC



\$13.7B

of procurable contracts under active projects



\$25.00B

of contracts under monitoring and review, including delegation to other Banks (Metro Bogota lines 1&2) and advanced contracting



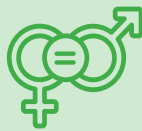
220

projects in 29 countries + OESC Caribbean Countries



42

staff working full-time to deliver results (Staff, ETCs, DAIS)



52%

Men

48%

Women



38

capacity building events delivered in 2023-2024

**Figures as per STEP (Bank's System of Tracking Procurement Exchanges Electronically). Procurement Processes delegated to other IFIs (such as Metro of Bogota lines 1 & 2 to Interamerican Development Bank) are not captured into these statistics. Advance contracting operations (in anticipation of Bank-approved projects) are not captured in STEP either.*

03

Procurement in LAC

 **E-POWER**
Un autre

PILOT G-2

03

Procurement Activity in LAC

After a surge of covid-related contracts in 2021 and 2022, LAC procurement activities shifted back to more “traditional” investment projects. In 2024, the region saw a renewed focus on large transport projects with metro lines (Bogota lines 1 & 2) and large road rehabilitation contracts. Water projects, including sanitation contracts, came second in value with potentially large water concession projects in the horizon. The Bank has also been active in fragile states and financed numerous contracts with UN specialized agencies, particularly in Haiti and in Central America.

Implementation is however still a challenge with delays in preparation time, contract signing and contract implementation. Although LAC is performing best in time for Bid Advertisement and Evaluation, the average time for contract signing remains is a critical issue.

Procurement processes benefiting from Hands-on Expanded Implementation Support (HEIS) saw nonetheless a pick in contract signings in 2023 compared to 2022.

Procurement Summary Results:

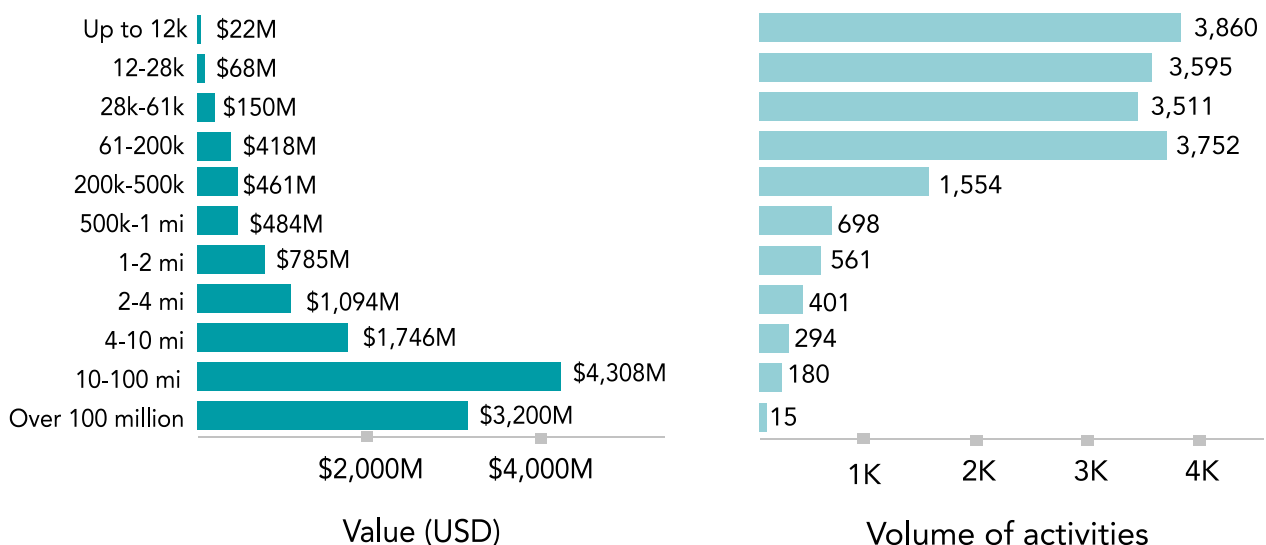
A snapshot of 2023-2024 and trends over the years

As per the procurement plans agreed and entered into the System Tracking of Exchanges in Procurement. Procurement operations delegated to other MDBs as per APA and advance contracting operations are not reflected in these figures. Some contracts such as the Bogota Metro line 1 (US\$4.60B), line 2 (US\$4.50) or Sao Paulo Metro Electric System (US\$ 400M) do not appear in the data captured by STEP.

Value and number of contracts in the portfolio

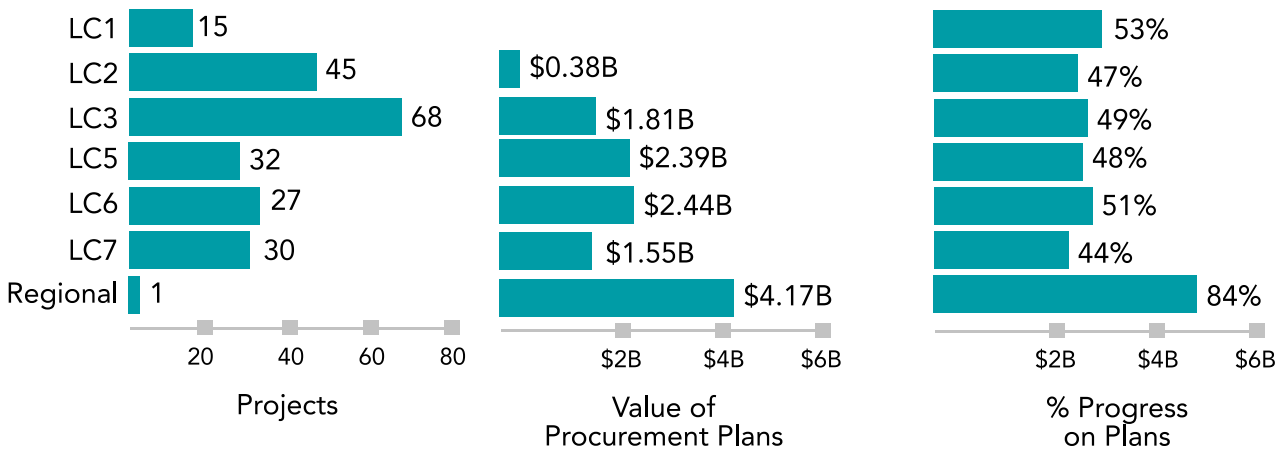
Most contracts financed by the Bank are of lower value. Only 5% of the contracts are subject to the prior review of the Bank, but represent 67% of the total value of contracts. As of April 2024, 15 contracts are over US\$ 100M for a total of US\$ 3,200M.

Distribution of value and volume of procurement by package size



As of April 2024, the Caribbean (LC3) stands as the CMU with the greatest number of projects although it comes third in value for procurable activities, significantly behind the South Cone (LC7) which has procurement plans valued for a total of US\$ 4.17B.

Key Indicators by CMU



Average response time for prior-reviewed contracts

Most prior reviewed contracts are subject to the clearance of the Accredited Procurement Specialists (APS) who are disseminated in more than 15 different locations across the region. Fewer contracts are at the Accredited Procurement Manager (APM) level and just a couple of contracts are submitted to the Operational Procurement Review Committee (OPRC). It should be acknowledged that contracts subject to prior review, whether at APS, APM or OPRC level are systematically subject to the preliminary analysis of APS. Prior reviews include the review and clearance of material such as pre-qualification/initial selection documents when applicable, bidding documents, evaluation, and final selection reports. It includes also major amendments to the contracts.

Volume of prior reviews



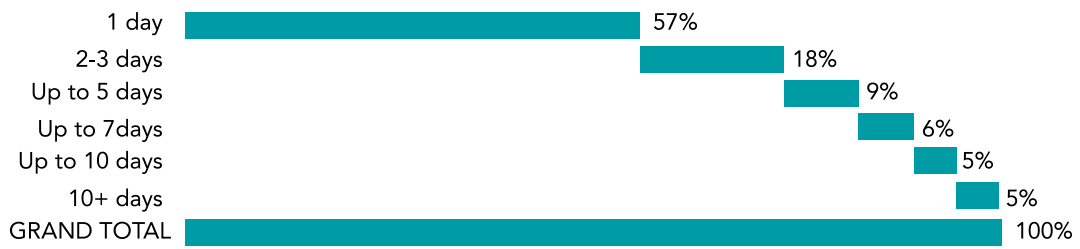
Value of prior reviews



● APS ● APM ● OPRC

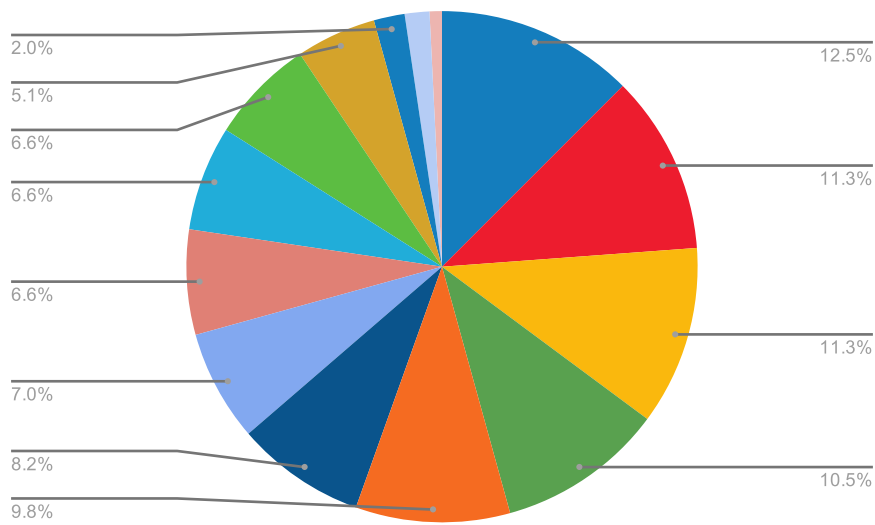
Response time for reviewing prior-reviewed contracts is in majority within 1 day, although it often requires preliminary work and back-and-forth between Borrowers and the Bank to have documents or recommendations ready to be finally reviewed and cleared.















Distribution of APS Turnaround



Overall Procurement Activities by Sector as of 2024

There is an even distribution of procurement activities among sectors. The overwhelming number of procurement processes however are directly related to transport, meaning road construction and the rehabilitation of transportation.



 Poverty & Equity (0.8%)	 Urban, Resilience and Land (12.5%)	 Environment, Natural Resources & the Blue Economy (11.3%)	 Health, Nutrition & Population (11.3%)	 Agriculture & Food (10.5%)
 Transport (9.8%)	 Water (8.2%)	 Energy & Extractives (7.0%)	 Education (6.6%)	 Governance (6.6%)
 Social Protection & Jobs (6.6%)	 Finance, Competitiveness & Innovation (5.1%)	 Social Sustainability & Inclusion (2.0%)	 Digital Development (1.7%)	

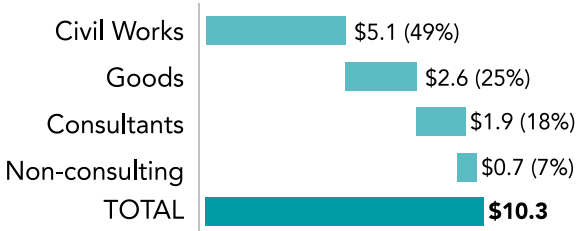
Construction Dominates WB Financed Contracts in LAC.

As expected, construction contracts remain the most prevalent type of contract. In the aftermath of the COVID crisis, the number of contracts directly related to pharmaceuticals and vaccines continues to be significant.

Construction works represents **49% of the total value** awarded in LAC.

Road construction and management, Covid vaccines, specialized consulting, water and sewage infrastructure and specialized equipment were the top markets in LAC.

Awarded value in the last 5 years in USD billion, LAC only



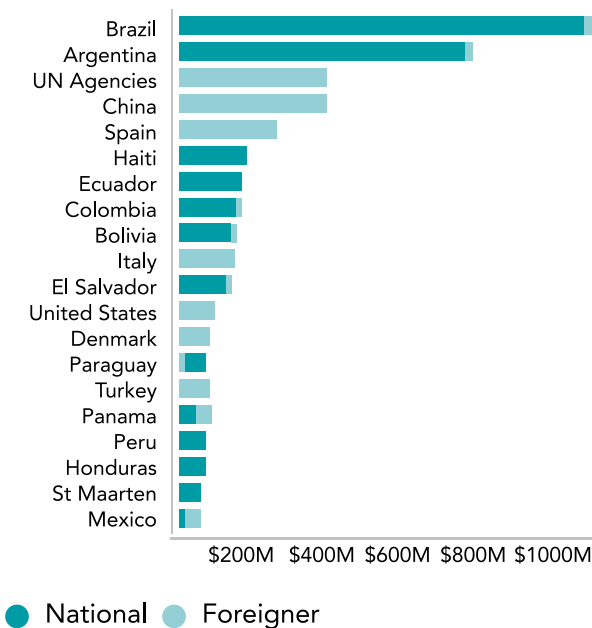
Top 20 markets in LAC by awarded value (in USD millions) in the last 5 years



Suppliers' origin in LAC

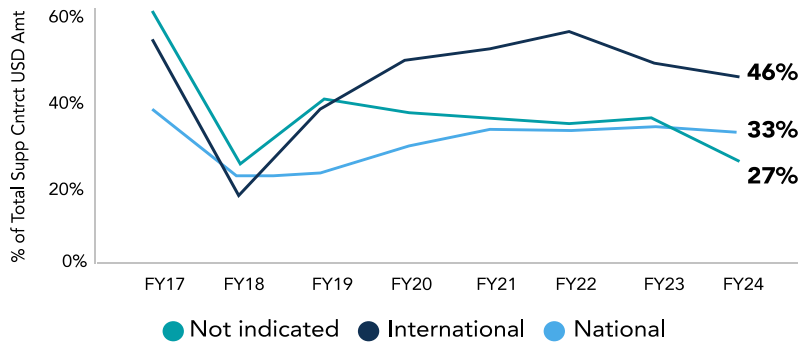
Suppliers in LAC come essentially from Borrowers countries, although several local companies are subsidiaries of large international conglomerates. It shows nonetheless that contracts in the region benefit the local economy and contribute to the development of the industrial basis of Borrowers.

Awarded value by supplier country



Overall, the share of foreigners in international bidding processes is 46%, while a third goes for national competitive bidding. In that figure, UN agencies appear as a leading source of goods and services in the region, as the result of their active role particularly in fragile states.

Foreigner share of Awarded Value by Market Approach



Currently, WB operations in LAC have almost **\$4 billion** worth of contracts already approved in procurement plans and awaiting implementation by Borrowers.

These will be addressed through:

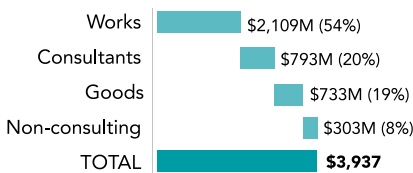
6k Procurement activities

166 IPF Projects

29 Countries or Regional Projects

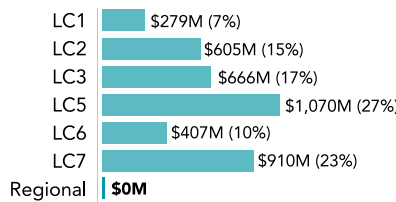
Construction works lead upcoming opportunities in value with about **54% of the total**

Value in USD million
Approved Procurement Activities in LAC



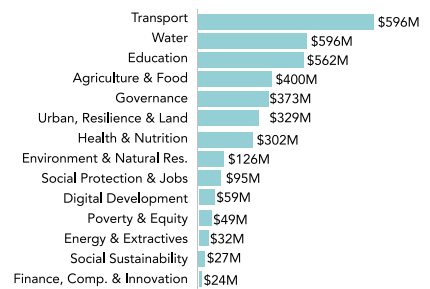
Brazil, the Southern Cone and the Caribbean will have most of the opportunities in value

Value in USD million
Approved Procurement Activities in LAC



Transport, Water and Education are Top 3 sectors by value in upcoming business opportunities

Value in USD million
Approved Procurement Activities in LAC



Perspectives of contracts in LAC (as per the pipeline)

In the coming years, procurement operations in Transport, Water and Education will represent the majority of contracts in value, while contracts in the health sector will be less significant.

Procurement 2023-2024 Fiscal Years in Review

The Implementation Campaign

Procurement, as an essential aspect of project management, plays a pivotal role in the implementation campaign initiated by the LAC VPU. As part of the campaign, we launched the Procurement Analyst Program for A2Ds which opens career development opportunities for our A2Ds colleagues. At the same time, it creates a cadre of additional staff available to support operations.

The Procurement Analyst Program for A2Ds



“This program is creating a procurement talent hub, which is unprecedented for the World Bank. It combines learning opportunities with hands-on experience”

- Ana Carolina Leguizamo Baquero

The A2D Procurement Analyst Program exemplifies the LAC Procurement Unit’s dedication to training the next generation of procurement specialists, as well as the World Bank’s commitment to staff development.

Launched in 2023, the program aims to empower staff and enhance career development for Administrative and Client Support (ACS) personnel with operational experience and foundational knowledge in procurement, providing them with a clear path for advancement.

The curriculum includes 18 months of formation, where the participants receive in person and virtual

training as well as 1:1 mentorship from senior specialists, and the opportunity to oversee ongoing procurement contracts.

Since the beginning of the program, the current cohort has traveled to Washington, D.C., Panama, and Peru for in-person trainings. So far, they have learned about Procurement Categories and Methods of the World Bank, Project Procurement Strategy for Development (PPSD), Procurement Planning, Procurement Risk Assessment (PRAMS), Procurement Post Review (PPR), Anti-Money Laundering (AML) screening, and Sustainable Procurement.

“I am grateful to my supervisors that are also my mentors. Through their lessons and collaboration, I am now co-leading the A2D Procurement Analyst Program. This is a chance for me to continue growing professionally and for the participants to learn about the world of Procurement. The way I see this initiative, is that we give our support to our A2D staff and we let them be protagonists of their own career”

- Carla Jerez Abascal, Procurement Analyst

“A mentorship from the corporate unit is unique, this is a direct opportunity to learn and grow in the procurement field. I am working with experts that have time to explain me what I am learning, help me understand and put into context the work we do, and bring me in on their existing procurement work. I am feeling so much more confident now! I am not shy to answer questions and am participating in conversations. We really can change the paradigm and innovate how we do and learn about procurement.”

- Michele Martins

“I’ve been wanting to learn a new skill and advance professionally. For years I would be in conversations where people talked about the work of procurement, and it always sparked curiosity. I heard great references about the PROLAC team and knew this was the perfect match. The program is amazing! I go back home and do the readings with joy, prepare questions to ask my mentor, and during my 1:1 meetings we discuss them and already apply them to real projects.”

- Ana Carolina Leguizamo Baquero

The third learning event of the “A2D Procurement Analyst Program” took place in Lima, Perú on May 14th, and 15th. The goal of this event was to provide a comprehensive training session for the A2D Procurement Analyst Cohort, focusing on procurement methods, standard procurement documents, procurement processes, evaluation of bids and proposals, contract management, and handling complaints. This event aimed to enhance the audience’s skills and knowledge in goods, works, and non-consulting services, as well as consulting services.

At the end of the program, the cohort will be better prepared to take the procurement accreditation exam and apply for a position in the Procurement units at the World Bank.

The 2023 A2D Analyst Procurement Cohort First Edition includes 6 people based in different locations in Latin America: Angelica Calderon, Belkis Lilibeth Delcid Diaz, Ana Carolina Leguizamo Baquero, Michele Martins, Elke Pinedo Castillo, and Melissa Antoinette Wallace. Looking forward to the end of this event, as well as the next editions.



“This is an initiative of the entire unit, and that is what I love the most. Everyone has been open and available, and ready to talk and help me when needed. The unit is dedicated to see me and my ACS colleagues succeed as staff members, because they believe in our ability to move forward in our careers and our desire to keep learning.”

- Belkis Lilibeth Delcid Diaz



Implementation Campaign Action Team

As part of the implementation campaign, the VPU suggested to have a core team of technical experts for contract management to facilitate implementation. The procurement LAC team assembled a group of procurement colleagues who are all engaged in the FIDIC certification process. **FIDIC (Fédération Internationale des Ingénieurs-Conseils)** is critical in contract management as it is the Bank standard, since 2019, for most international procurement operations.

This group of staff may not replace the Accredited Procurement Staff and Procurement Coordinators in the CMUs. However, their knowledge of the most complex issues in FIDIC contracts, diverse technical background, and language skills may be helpful for problem projects, and very specific issues facing projects teams with implementation.

Here is the team of procurement colleagues who could be a resource for the most complex contract management issues founded in FIDIC contracts.



Frederico Rabello is leading the procurement ICAT team in LAC. Frederico is one of the few FIDIC certified Trainers in the whole LAC region and the only Portuguese-speaking. As Fred likes to explain:



“A good way of thinking about FIDIC is as a very modern, top of the notch airplane that takes our clients to their “destinations” faster, at the right price and with a better “flying” experience. But they cannot “pilot” FIDIC the same way they are used to manage their own contracts. If we just give them FIDIC to fly, chances are that they will crash and burn or fly in circles, through turbulence, until and if they learn by themselves. We need to train them from the very beginning, even before the publication of the bidding opportunities, increasing the chances of a smooth flight. Even our Small Works Standard Procurement Documents are very much based on FIDIC and clients need help on learning to fly them too”.

The other members of the Procurement ICAT team are all pursuing an intensive FIDIC program and will be all available to support team to solve contract management issues. They are of a diverse background, got different work experiences and language skills which will provide a whole array of expertise on top of their FIDIC background.

<p>Blandine</p>		<p>Senior Procurement Specialist in LC3, Blandine is a specialist in IT systems and holds a degree in Public Administration and spent most of her procurement experience in FCV. She is native French speaker, fluent in English and is actively pursuing to increase her proficiency in Spanish.</p>
<p>Gustavo</p>		<p>Senior Procurement Specialist in Argentina in LC7. A lawyer by education, he also holds a degree in Public Procurement (University of San Martín). For many years he was consultant and legal adviser for large infrastructure projects in Argentina.</p>
<p>Rocio</p>		<p>Senior Procurement Specialist in LC6, with a background in civil engineering. She is certified Public-Private Partnership (PPP) specialist and worked as such on several complex infrastructure Projects, which include FIDIC-type contracts.</p>
<p>Monique</p>		<p>Senior Procurement Specialist based in Jamaica. She holds a master's degree in Economic Development Policy, and a Diploma in Procurement and Supply Chain. Worked for European Development Fund in civil works contracts and large-scale IT systems.</p>

Hands-on Expanded Implementation Support

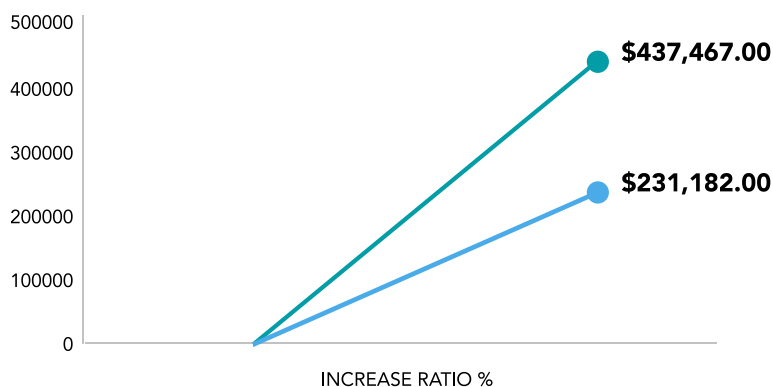
HEIS (Hands-on Expanded Implementation Support) was introduced in the Bank procurement regulations of 2016 to provide an active support to Borrowers in carrying out procurement processes and managing contracts.

HEIS operates where specific needs for projects have been identified, when requested by the Borrower, and are subject to conditions strictly defined by the Bank procurement policy.

In LAC, HEIS is a critical tool which resulted in measurable improvements in implementation of projects. In 2023 alone, in all projects with an active HEIS, we have seen an increase in value of signed contracts and project teams have seen a positive impact on the overall implementation of projects.

The Average of Signed Contract Value in 2023 increased by 89%

● 2022 ● 2023

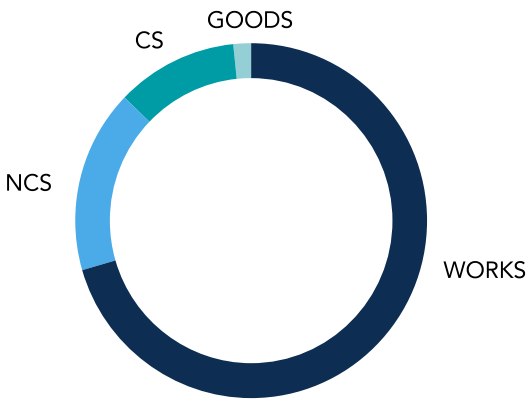


For Projects that used HEIS during 2023, the average value of signed contracts was **\$437,467** that is **89%** higher than in 2022.

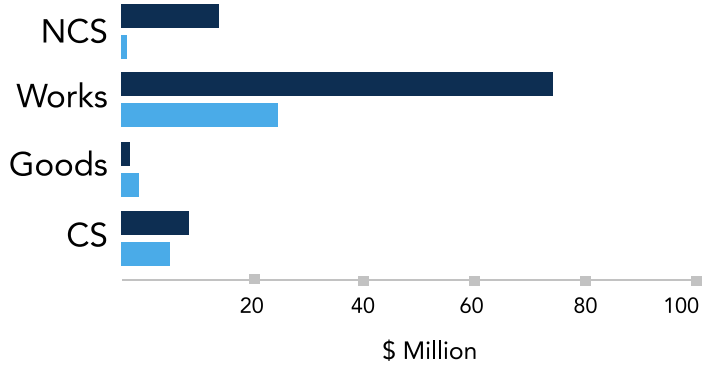
Source: STEP

HEIS contracts by Procurement Categories

Value of Signed Contracts by Category during 2023 in HEIS Projects



Total Value of Signed Contracts by Category in HEIS Projects: 2022 vs 2023

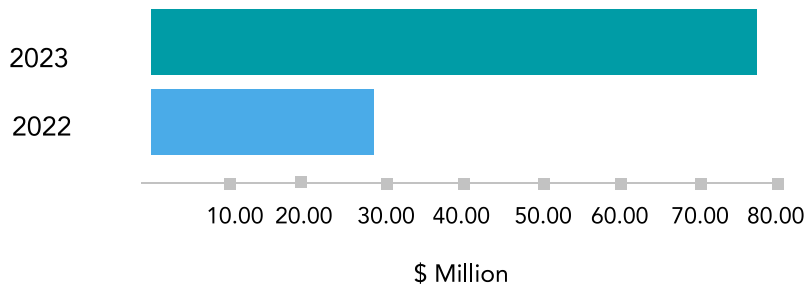


Source: STEP

● 2022 ● 2023

As for Works, the total value of signed contracts in 2023 more than doubled compared to 2022.

Increase in Value of Contracts of Works 2022-2023



Source: STEP

● 2022 ● 2023



Testimonials

Some Task Team Leaders of HEIS projects summarize HEIS as instrument for facilitating, completing, awarding, assisting, navigating, supporting, reviewing addressing, capacity building of their projects:

“The designated HEIS has been instrumental in allowing the Project Implementation Unit (PIU) to make significant progress in project implementation. With HEIS consultant assistance, the PIU has successfully completed some of the main procurement processes and awarded the corresponding contracts. She has always made herself available to the PIU for advice on different procurement aspects and assisted in the preparation of terms of reference and bidding documents.

Although the PIU has gained considerable experience in the past year, the advice provided by the designated HEIS is still needed to facilitate the sound preparation of procurement instruments and to carry out of the processes.”

- Gabriel Arrisueño, TTL of National Urban Cadaster and Municipal Support Project, Peru

"HEIS support to the PIU has been instrumental in the case of the El Salvador Local Economic Resilience Project (P169125). There has been high turnover in PIU procurement staff in the past two years of project implementation, and the experience and capacity of the PIU procurement team has been limited which has exacerbated implementation delays. HEIS support has helped tremendously in navigating these procurement processes including the framework contract for supervision of small works. HEIS participation in the mid-term review has also been invaluable during a transition phase in the project where there will be a change in the implementing agency for the project's key works, the municipal markets of Santa Ana and San Miguel. Given the upcoming project restructuring and change in PIU (from the DOM to the MOPT), continued HEIS support beyond this FY will be critical to advance on some of the critical activities in the project and build a strong case to extend the current project closing date in December 2024."

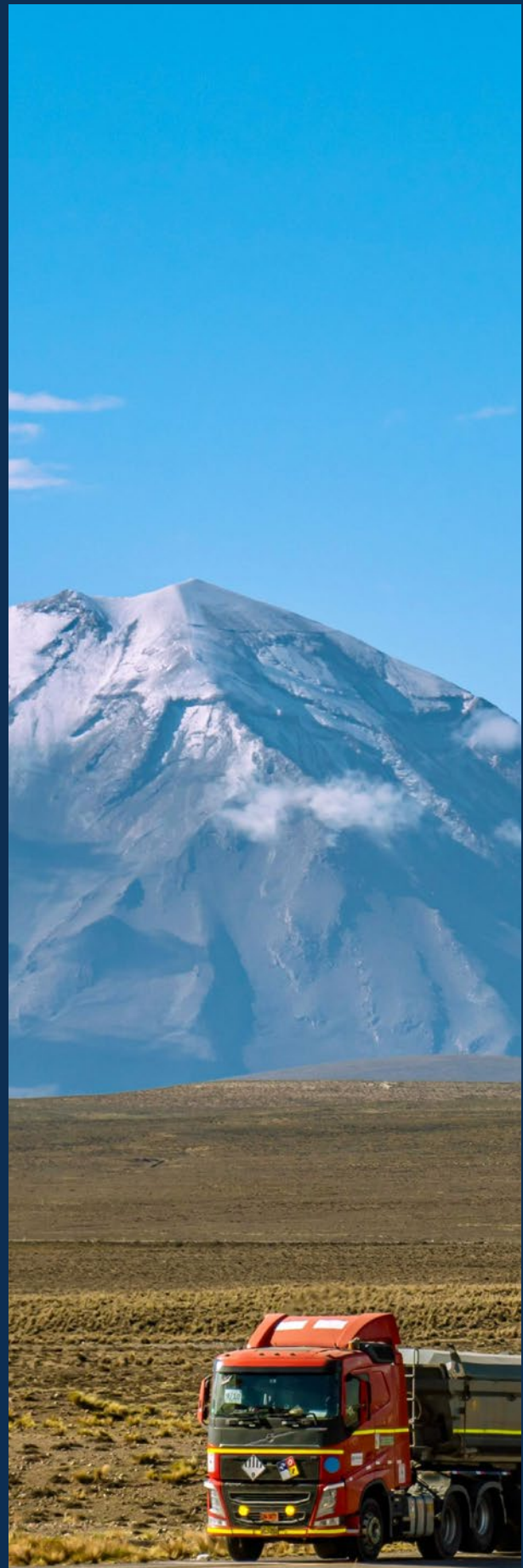
- Hannah Kim, TTL for the El Salvador Local Economic Resilience Project, El Salvador

The HEIS plays a great supportive role in the Improving Justice project in Peru, particularly with respect to complex procurement processes involved in its implementation. The HEIS's assistance has been/is notable in helping the client navigate the international bidding process for a new commercial IT system for the EJE No Penal, a task made challenging by the PIU and Judiciary's limited capacity and experience with large-scale procurement, valued at over 30 million dollars. The HEIS team has offered consistent support from the beginning of the procurement process, including reviewing multiple drafts of the RFB, addressing queries, and providing very valuable training to the procurement specialists and the evaluation committee. This support has been and is crucial for keeping the procurement process on track and ensuring its effective execution.

- Carolina Vaira, TTL for the Improving the Performance of Non-Criminal Justice Services Project, Peru

"The HEIS provided for the Costa Rica Fisheries Project (P168475) since February 2023 was crucial as the Project was categorized as an Actual Problem Project since December 2022. The HEIS was provided to the Implementing Entity INCOPECA, that was assessed with a very weak capacity since project appraisal in 2019 regarding procurement experience. The HEIS provided intense capacity building, quickly handholding and guidance about Bank procurement processes starting with the basics such as writing of terms of reference and use of STEP, to managing more sophisticated consultancy services procurement processes. The very initial procurement steps for infrastructure works were also taken during this year. The HEIS helped advanced project implementation during the calendar year; however, since there were no immediate disbursements carried out due to the nature of the project that has mostly consultancy services (approx. 60%), the Government decided to cancel the Project on March 22, 2024."

- Veronica Yolanda Jarrin, TTL for the Costa Rica Fisheries Project, Costa Rica



Throughout the year, hundreds of hours were invested in supporting governments and counterparts to form highly skilled professionals in procurement. The dedication to training goes beyond teaching how to use tools or systems, as it focuses on building local human capital that makes a country stronger.

Building Capacity Within and Beyond the Bank

By investing in and creating comprehensive Procurement Training Initiatives, PROLAC plays a critical role in elevating the standards of procurement practices globally. The training programs below are designed to empower procurement professionals with the knowledge and skills necessary to navigate the complexities of modern procurement.

Through a blend of theoretical knowledge and practical application, participants are equipped to drive efficiently, ensure transparency, and uphold integrity in the procurement process. The initiatives also serve to standardize procurement procedures, making it easier for countries to engage in international trade and cooperation. The significance of these training initiatives extends beyond individual capacity building; they foster a community of practice that encourages collaboration and continuous learning among procurement professionals.

The PROLAC Public Procurement is contributing to the professional growth of individuals and is facilitating the exchange of innovative ideas and best practices. The goal is to strengthen the global procurement network by making it resilient to challenges such as corruption, fraud, and inefficiency.

The team also strives to reach sustainable development and do this by equipping professionals outside our unit with the tools to implement environmentally and socially responsible procurement strategies. The objective is to ensure that public spending not only achieves value for money but also contributes to broader societal goals. These initiatives are a cornerstone in the World Bank's strategy to promote inclusive growth and build the capacity of developing nations to manage their own development agendas effectively. PROLAC is molding future leaders who will carry forward the vision of a world where public resources are managed with competence and care.

Building Capacity Within the Bank

On May 28-29, 2024, PROLAC conducted a comprehensive Contract Management Training for Works, in collaboration with Environmental and Social (E&S) colleagues and coordinated with LCROS. This pioneering training session brought together procurement and E&S experts to explore the complexities of FIDIC's Works Contracts. The session provided invaluable insights for Task Team Leaders (TTLs) and Sector Specialists in the region, focusing on FIDIC's Red Book Contract and Environmental, Social, Health, and Safety (ESHS) contractual requirements.

The training was delivered in a hybrid format, accommodating both in-person attendees at the headquarters and remote participants. Over 80 individuals engaged actively through questions and comments during the two-day event. The training was facilitated by staff from PROLAC, the Social Sustainability and Inclusion Unit of LCR, and the RSA Team of LAC. Fred Rabello, Senior Procurement Specialist and Procurement Coordinator for Brazil and Catherine Abreu, Senior Procurement Specialist, were the principal speakers from PROLAC's procurement team.



Contract Administration Training in Colombia

The Procurement team delivered a face-to-face Contract Administration Training in Colombia (April 17, 2023), with the objective of strengthening the knowledge and skills in contract Administration of Projects in Colombia that execute civil works.



Contract Administration Training in Colombia, April 17, 2023

About 23 specialists from 4 projects and Staff of the National Planning Authority received training on (i) Process cycle and Contract Management; (ii) Definition of Technical Requirements; (iii) Procurement Document: Key Aspects for Contract Management; (iv) Types of Works Contract. (v) Contract Management: Importance and Key Aspects; (vi) Progress Tracking: Planning; (vii) Implementation of the Contract Management Plan and (viii) Contract Compliance.

Initiative: The Financial Management and Procurement teams; in collaboration with the LC1 (Colombia and Mexico) Operation (June 2023)

The World Bank's Financial Management and Procurement teams, in collaboration with the LC1 Operations, LEGLE, and WFA teams, successfully delivered a face-to-face Fiduciary and Operational Workshops in Colombia. The main counterparts were Department of National Planning, and Presidential Agency for Cooperation, as well as Mexico's Ministry of Finance and Public Credit and Nacional Financiera. About 87 Specialists in Colombia and 51 in Mexico attended, who reported through personal feedback and surveys that the trainings significantly enhanced their knowledge and skills.

The primary goal of these workshops was to strengthen the fiduciary, operational, legal, and disbursement management aspects of World Bank-financed project preparation and implementation. The workshops were designed to foster a collaborative learning environment and facilitate the reconnection of teams, thereby improving the effectiveness and quality of their fiduciary responsibilities. The training sessions were structured around three main areas: knowledge sharing activities, operational aspects of the project cycle, and country-specific regulations for implementing World Bank-financed projects.

The workshops provided a comprehensive learning experience, covering topics such as public and private financial management, legal and procurement issues, disbursements, and client portfolio management. Participants engaged in practical cases and exchanges with Task Team Leaders (TTLs), which enriched the learning process.

Additionally, the workshops addressed country regulations for the execution of World Bank-funded projects, including budget management, disbursement request procedures, and coordination with government entities. In Mexico, the role of Nacional Financiera as the Financial Agent was highlighted. The training sessions served as a platform for exchanging best practices and leveraging the findings from the PEFA and Accounting and Auditing ROSC assessments in Colombia, contributing to the capacity building of all attendees.



Fiduciary and Operational Workshop, celebrated in collaboration with the CL1 Operations, Financial Management and Procurement Teams, as well as LEGLE and WFA teams, and the Mexican Ministry of Finance and Public Credit as well as NAFIN, appointed Financial Agent for IBRD loan operations Mexico, June 21-23, 2023.

LC2 – Innovation Challenge Winner for on-line module on procurement

As part of the innovation challenge in LC2, the procurement team is to develop a modular online capacity-building tool which will give PIU officers the necessary knowledge and understanding to carry out procurement under World Bank financing guided by the Core Procurement Principles. The team has finalized the content of the online Introductory Module and together with the OLC team is working on the script and interactive activities integrated in the training material. The team is exploring with ECR where to house the course to make it available to all PIU/executing agencies. Training reference materials for the Introductory Module, to be used by executing agency personnel offline, is being finalized.



Delivering World Bank Procurement Regulations Virtual Training focused on cases solving by focal groups, delivered to Procurement Specialists and Analysts.

LC2 Regional operational training

One of the largest training events took place during the LC2 Regional PIU training event in Panama, which ran from June 12 to 15, 2023. The event included over 150 in-person participants from Costa Rica, El Salvador, the Dominican Republic, Guatemala, Haiti, Honduras, Nicaragua and Panama, some 40 participants joining virtually from the LC2 countries, and 20+ staff from fiduciary, environmental and social, procurement, M&E, operations, IT and administrative support services. Participants included mainly key staff from project implementing agencies, however we also welcomed a number of representatives of ministries of economy, and Finance.

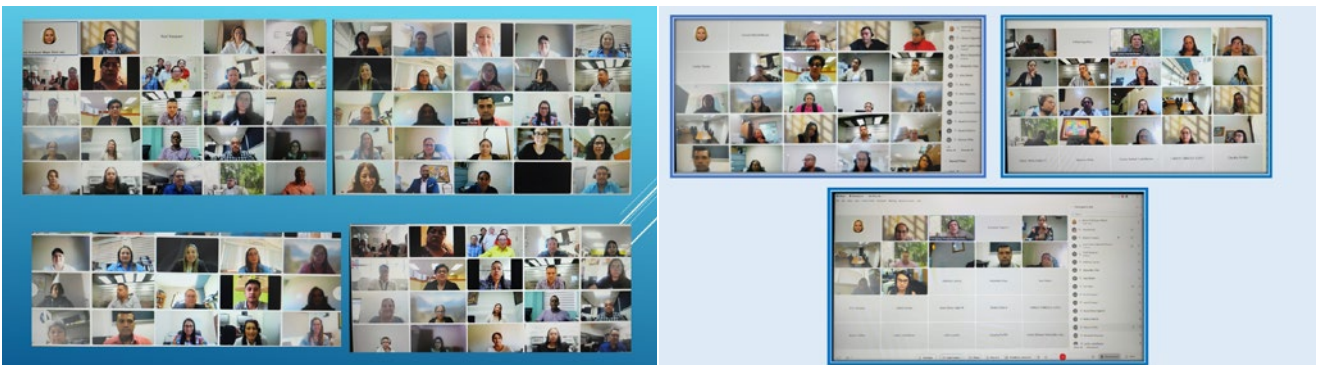
The event surpassed our highest expectations, and from start to finish ran smoothly thanks to a close coordination and preparation of all the key actors in the months prior. Participants’ evaluation forms rated the event a 4.5 out of 5. The event was practically entirely paperless with all information and training materials provided digitally through an e-platform.



World Bank Procurement Regulations for LC2 countries. Virtual Training

Held from March 4 to 15, 2024, the WB Procurement Regulations Virtual Training consisted of six sessions. All implementing units within LC2's portfolio were invited, including those managing current operations and those preparing for imminent implementation. This training reached 24 projects and around 110 participants, including procurement specialists, analysts, and technical procurement team, as well as coordinators and contract management specialists. This training is part of the capacity building efforts in the project implementing units.

During the week of April 8-19, 2024, the Advanced Virtual Training focused on cases solving by focal groups, delivered to Procurement Specialists and Analysts, was developed, with 50 participants joining.



Delivering World Bank Procurement Regulations Virtual Training focused on cases solving by focal groups, delivered to Procurement Specialists and Analysts.

LC 2 taller avanzado

Training in procurement and STEP in Honduras (April 2024)

The Honduras office hosted a weeklong training in April 2024 aimed to strengthen the capacities of all Project Implementation Unit (PIU) staff in matters related to financial management and disbursements, Environmental and Social Framework (ESF) and Procurement. Our procurement experts focused on the issues and concerns of the Honduras portfolio, prioritizing a full day of training on overall procurement and another day on STEP.



Training in Honduras, April 2024

Procurement training to all Project Implementation Units in LC3 (Caribbean countries)

The capacity building strategy for the Caribbean is a comprehensive program aimed at enhancing procurement practices across the region. This strategy includes a variety of components such as training, revising regulatory frameworks, drafting standard national bidding documents, adopting e-Government Procurement (e-GP) systems, and improving procurement audit and oversight capacity. As part of this initiative, the team has successfully delivered nine in-country training sessions to 335 participants, including Project Implementation Unit (PIU) staff, government officials, procurement board members, and auditors. These sessions were held in Dominica, Grenada, St. Lucia, and St. Vincent and the Grenadines (SVG) and focused on the World Bank’s Procurement Regulations and the national procurement procedures of the respective countries, with a total expenditure of US\$283,000.



Training on World Bank Procurement Framework in St. Vincent and the Grenadines

The team’s efforts have been instrumental in providing valuable services to Caribbean countries and World Bank task teams, helping to institutionalize good procurement practices within the region. To sustain and enhance these gains, the team is considering more sustainable approaches to meet the significant training and capacity building demands of the region. These approaches include promoting the use of e-learning resources in the short term, cooperating with other international financial institutions (IFIs) in the medium term, and developing national professionalization programs in the long term. These strategies are aimed at reducing costs and ensuring the continued improvement of procurement proficiency and governance in the Caribbean.

ENAP training program for public servants in Haiti

Among the Governance project, one of the activities developed to strengthen the Haitian governance body of Commission Nationale des Marchés Publics (CNMP), the World Bank has supported a training at the Ecole Nationale d’ Administration Publique in Canada in order to form procurement officers as well as procurement specialists from. Due to the current political circumstances, for the past two years many of the procurement specialists that have been trained by World Bank staff have left the country, and now the objective is to build a new group of procurement specialists. In the current edition, a total of 21 procurement specialists from CNMP, as well as other public institutions like the Ministère des travaux publics, transports et communications (MTPCT), the Fonds National d’education (FNE), the Ministère de l’interieur et des collectivites territoriales (MICT), the Electricite d’Haiti (EDH), Ministère de l’economie et des finances (MEF), Ministère de l’Agriculture, des ressources naturelles et du developpement rural (MARNDR), the Inspection generale des finances (IGF), the Cour superieure des comptes et du contentieux administratif (CSCCA), are being formed.



Keeping the momentum despite the odds (Haiti)

While being relocated in Dominican Republic, Maurice (Procurement Coordinator for Haiti) and his team maintained procurement at the core of the agenda for Bank clients and Bank staff alike.

This would not have been possible without the active support and help of our colleagues in the Dominican Republic office. It is reassuring that we could count on each other in these difficult circumstances.



A Year of Training for Brazil (LC5)

The Procurement team in Brazil trained more than 450 people in 2023 in topics that included Procurement Regulations and FIDIC (International Federation of Consulting Engineers) contracts and workshops. The team's efforts to design training that met the borrower's needs and positively impacted the efficiency of the local procurement processes.

34 projects spread across **14** different states were benefited.

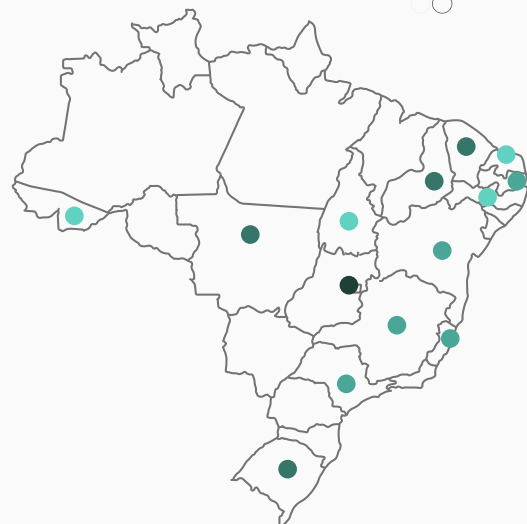
The Procurement Team covered **70.5%** of Brazil's total area which is approximately **8,515,767km²**.

Professionals, from **7 nationally-reaching projects**, were also trained.

SOURCE: Lorem Ipsum

STATE

Acre	1
Alagoas	1
Bahia	2
Ceará	3
Distrito Federal	7
Espírito Santo	2
Mato Grosso	3
Minas Gerais	2
Paraíba	2
Pernambuco	1
Piauí	3
Rio Grande do Norte	1
Rio Grande do Sul	3
Sao Paulo	2
Tocantins	1





Training took place across the country, where the experts met with clients and helped them with the implementation of new and existing projects. The training sessions were designed for borrowers and government representatives working on projects in the energy and mineral sectors; sustainable development of family farming; mobility and urban inclusion in the

Amazonas; water security and sanitation; climate financing and education reform. In addition, the FIDIC workshop welcomed engineers and borrower’s legal teams, welcoming ideas and an exchange of experiences.

The team shared their expertise, helped borrowers enhance their skills and knowledge, and contributed to the advancement of a more sustainable procurement ecosystem for the projects within the country. Participants rated the materials used for training and the instructors as “Excellent” and the majority responded that there is “high” relevance in the training received to improve their role.



Trainings Brazil

Regional Seminar on Procurement for World Bank Financed Projects in LC6 (Andean Countries) held in Peru (March 2024) and Ecuador (April 2024)

The Regional Seminar on Procurement for World Bank-financed Projects, held from March 18-21, 2024, in Lima, Peru, marked a significant achievement in the realm of procurement. The event brought together 85 public servants from Bolivia, Chile, Ecuador, and Peru, fostering an intensive four-day knowledge exchange on procurement best practices.

Attendees acknowledged the seminar’s role in enhancing their professional capabilities and daily work practices. This positive reception highlights the event’s success in exceeding expectations and setting a new benchmark for professional development within the procurement sector of World Bank-financed projects.

As a follow up, a project focus Procurement Training Workshop was held in Quito, Ecuador, on April 15 and 16, with the participation of representatives of the Executing Units in charge of investment projects financed by the World Bank in this country. More sessions are planned, covering the region.



Speakers & participants at the end of the Seminar in Lima, Peru



Workshop celebrated in Quito, Ecuador, April 15-16, 2024

“Congratulations to the World Bank team for the successful procurement seminar organized. The effort put into these activities provides us with an important space for dialogue and sharing experiences. This event reflects a commitment to excellence and international cooperation. Great job!”

- Jhonatan Santillan, Bolivia Urban Resilience Project (Bolivia)

Socialization of the results of the “Mechanism for Assessment of the Procurement Systems” (MAPS) PS Evaluation of the Public Procurement and Contracting System for Goods and Services of the Argentine Republic - 2023 (CORE and CPS complementary module)

The LC7 procurement team supported, jointly with the Interamerican Development Bank (IADB), the National Procurement Office (Oficina Nacional de Contrataciones ONC) in completing the self-assessment of the system for procuring and contracting goods and services, on August 8-9, 2023.



The exercise was carried applying the last update of the MAPS methodology and included the application of one of the supplementary modules to assess the level of integration of sustainability within the system. This was the first diagnosis of the complementary module of Sustainable Public Procurement (SPP) applied in the region and becomes an essential diagnosis for the design of promotion policies for integration of the three pillars



of sustainable development, that is, economic development, social development, and environmental protection.

In August 2023, ONC hosted the concluding workshop to disseminate the findings of the assessment and to collect feedback from a diverse group of stakeholders, such as purchasers, regulatory bodies, non-governmental organizations, and representatives from the private sector. The feedback received was incorporated into the final report that was submitted to the MAPS Secretariat.

The outcomes of this assessment are currently serving as a crucial component in the development of a strategic plan aimed at enhancing the areas of the national procurement system that have room for improvement, as part of the continuous assistance provided to ONC across various sectors.

Rated Criteria campaign dissemination

As of September 2023, all international procurement bidding processes must use rated criteria as part of their evaluation process. Rated criteria, introduced in the Bank Procurement Policy in 2016 serve to promote quality over price, using an evaluation mechanism based on elements such as better and more innovative technical solutions or social and environmental criteria.

To help with a better dissemination of this major development of Bank procurement policy, the whole procurement staff of the Bank, including some of its consultants received a specific training that was held in the Spring and Summer of 2023.

In LAC, Alvaro Larrea oversaw the dissemination and trainings on rated criteria of Borrowers and implementing agencies.

All Procurement Coordinators participate to the dissemination in their respective CMUs.



Rated Criteria Regional Trainings

Lead Procurement Specialist Alvaro Larrea led the training this fiscal year of the new regulations of the Rated Criteria to evaluate the value of the quality, sustainability, and innovative aspects of international procurements that use a Bank Standard Procurement Document.



Alvaro delivering Rated Criteria training

Below is a Q&A with Alvaro, to understand better how Rated Criteria is integrated in PROLAC.



Q&A

What is the Rated Criteria?

The Rated Criteria was created to increase the borrower's allowance to procure works, goods and non-consulting services. The Rated Criteria is used for the larger development projects that exceed the financial threshold set by that country.

How are you overseeing the training?

My first step was to train and make sure everyone in the procurement unit knew and understood the changes and updates of the Rated Criteria. By prioritizing this, I am giving the tools needed for them to work with the borrowers, bidders, clients and consultants; I want to make sure that as a Unit we are aligned in knowledge.

What is the role of procurement?

The procurement team is working with each country and its value thresholds using the factors of size, depth and conditions of national markets. The bids receive an evaluation score, which is combined with the financial scores. We present to the implementing country all proposals, highlighting the one that received the highest combined score which to our updated rated criteria is the most advantageous. Afterwards, the country decides how to move forward. The procurement experts work with them throughout the entire process.

How does this help suppliers?

As we have more competition, we have more suppliers bidding and wanting to participate in the World Bank's financed projects. The suppliers also know they have a high chance of being a part of the evaluation and of the global competition.



Training in Colombia, May 2024

STEP (Systematic Tracking of Exchanges in Procurement)

STEP, introduced by the Bank Procurement Regulations in 2016 is the electronic system which tracks all procurement activities based on the procurement plans of the projects. This tool is essential for monitoring the progress of procurement operations and contract management, provide clearances and non-objections, proceed with disbursements, and serve for all procurement post reviews.

Not all operations reviewed and monitored by the Bank are not yet captured into STEP: some advance contracting operations and operations delegated to other IFIs. Input of the information into STEP is the responsibility of Implementing Agencies with clearances and validation of some actions by TTLs.

The LAC Procurement Unit oversees the training and implementation of the STEP operational system for the region. The training is designed in a unique way by personalizing the modules to each country and sometimes each project, including real life scenarios, missions, and support to solve any problems. This successful approach resulted in over 270 participants from Argentina, Belize, Bolivia, Brazil, Costa Rica, Dominican Republic, Honduras, Panama, Paraguay, Peru, OECS countries, St. Lucia, St. Marteen, St. Vincent and the Grenadines, Suriname, and Uruguay, being trained in both STEP and Contract Management Modules this fiscal year.

“The World Bank is at the forefront of operations and finance systems in the world; I see it firsthand as I oversee STEP.”







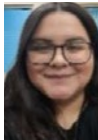




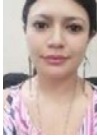
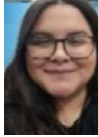
- Angelica Calderon, Program Assistant







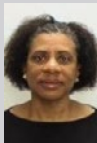










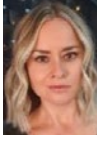







Training in Buenos Aires, March 2023

STEP focal points are the eyes and ears of the Bank to collect and solve issues faced by Implementing agencies with STEP. Their role is critical in maintaining the relevance and functioning of the whole tacking procurement system of the Bank. In LAC, the Bank could count with the dedicated support of STEP focal points. As of now, most country offices have a focal point and a back-up. Thank you to all of them for their extremely valuable contribution.

STEP Focal Points

CMU	NAME	
LCC1		
 Mexico	Angelica Calderon/ Sara Garcia	 
 Colombia	Angelica Calderon/ Sara Garcia	
LCC2		
 Costa Rica	Yury Chavarria Aleman/Evelyn Melissa Iraheta Recinos	 
 Dominican Republic	Sandra Vanesa Perez Rodriguez/TBD	 
 El Salvador	Alba Noemy Reyes Menjivar/Evelyn Melissa Iraheta Recinos	 

 Guatemala	Karla Rodriguez Meyer/Elisa Mendez Silva	
 Honduras	Elisa Mendez Silva/Karla Rodriguez Meyer	 
 Nicaragua	Karla Rodriguez Meyer/Elisa Mendez Silva	
 Panama	Sandra Vanesa Perez Rodriguez/TBD	
LCC3	Fabiola Coles/Michelle Ionie Palmer/ Melissa Antoinette Wallace/TBD	   
 Haiti	Maria Laetitia Antoine/TBD	
LCC5		
 Brazil	Michele Martins/Viviane Lantyer Oliveira	 
LCC6		
 Bolivia	Joanna Mariscal/Claudia Gabriela Larenas Herdoiza & Nancy Itami Okumura	  
 Ecuador	Claudia Gabriela Larenas Herdoiza/ Joanna Mariscal	 
 Chile & Peru	Nancy Itami Okumura/Joanna Mariscal	 
LCC7		
 Argentina, Paraguay & Uruguay	Antonella Celeste Perila (Coordinadora de STEP de LCR)/Claudio Alvaro Mentast	 



The image shows a woman in a white suit standing in front of a large wall-mounted screen. She is pointing at a bar chart on the screen with a pen. The screen displays various financial data, including a table of stock prices, a bar chart of profit, a line chart of positions, and a candlestick chart of trades. The woman is looking at the screen with a focused expression. The background is a dimly lit room, likely a trading floor or a presentation room.

Popular products

Instrument	Bid	Market	%
EUR/USD	1.03241	Open	0.11%
CHF/USD	1.01794	Open	0.09%
JPY/USD	1.02113	Closed	0.11%
GBP/USD	1.01111	Open	0.17%
KRW/USD	1.01111	Open	0.17%
CHF/EUR	1.01111	Open	0.17%
JPY/EUR	1.01111	Open	0.17%
GBP/EUR	1.01111	Open	0.17%
EUR/GBP	1.01111	Open	0.17%
EUR/JPY	1.01111	Open	0.17%
EUR/CHF	1.01111	Open	0.17%
EUR/USD	1.01111	Open	0.17%
USD/JPY	1.01111	Open	0.17%
USD/CHF	1.01111	Open	0.17%
USD/GBP	1.01111	Open	0.17%
USD/KRW	1.01111	Open	0.17%
USD/INR	1.01111	Open	0.17%
USD/CAD	1.01111	Open	0.17%
USD/AUD	1.01111	Open	0.17%
USD/NZD	1.01111	Open	0.17%
USD/ZAR	1.01111	Open	0.17%
USD/TRY	1.01111	Open	0.17%
USD/SGD	1.01111	Open	0.17%
USD/HKD	1.01111	Open	0.17%
USD/TWD	1.01111	Open	0.17%
USD/THB	1.01111	Open	0.17%
USD/MYR	1.01111	Open	0.17%
USD/IDR	1.01111	Open	0.17%
USD/PHP	1.01111	Open	0.17%
USD/VND	1.01111	Open	0.17%
USD/CLP	1.01111	Open	0.17%
USD/ARS	1.01111	Open	0.17%
USD/BRL	1.01111	Open	0.17%
USD/MXN	1.01111	Open	0.17%
USD/COP	1.01111	Open	0.17%
USD/VEF	1.01111	Open	0.17%
USD/UYU	1.01111	Open	0.17%
USD/ECV	1.01111	Open	0.17%
USD/BOB	1.01111	Open	0.17%
USD/DOJ	1.01111	Open	0.17%
USD/PAB	1.01111	Open	0.17%
USD/GYD	1.01111	Open	0.17%
USD/BBD	1.01111	Open	0.17%
USD/BZD	1.01111	Open	0.17%
USD/TTD	1.01111	Open	0.17%
USD/USD	1.01111	Open	0.17%

Symbol	CHG	LAST	CHG	LAST
IBM	+0.89	129.63	130.53	130.42
AEX	-1.3	89.25	88.65	88.51
TSE	+0.73	122.01	122.74	122.96
FTSE	+1.3	79.65	80.95	82.5
NASDAQ	+1.05	807.86	808.86	812.86
DAX	-0.11	75.3	75.19	75.13
Nikkei	-0.66	235.5	234.84	232.71

Profit

Symbol	%
IBM	1.80%
AEX	1.61%
TSE	1.59%
FTSE	1.54%
NASDAQ	1.28%
DAX	1.19%
Nikkei	1.12%

Positions

Symbol	Open	High	Low	Close
IBM	129.63	130.53	129.63	130.42
AEX	89.25	88.65	89.25	88.51
TSE	122.01	122.74	122.01	122.96
FTSE	79.65	80.95	79.65	82.5
NASDAQ	807.86	808.86	807.86	812.86
DAX	75.3	75.19	75.3	75.13
Nikkei	235.5	234.84	235.5	232.71

Trades

Symbol	Open	High	Low	Close
IBM	129.63	130.53	129.63	130.42
AEX	89.25	88.65	89.25	88.51
TSE	122.01	122.74	122.01	122.96
FTSE	79.65	80.95	79.65	82.5
NASDAQ	807.86	808.86	807.86	812.86
DAX	75.3	75.19	75.3	75.13
Nikkei	235.5	234.84	235.5	232.71

04

Strategy in Action

“Governments seek the involvement of procurement specialists in their national projects. This aspect is what I appreciate most about my job: being on-site and demonstrating our organization’s commitment to improving the country.”

-Santiago Rene Torres, Senior Procurement Specialist

The world continues to face a cascade of global challenges: declining progress in our fight against poverty, climate change, aftermath of a global pandemic, food insecurity, conflict, epidemics, and political unrest; and the Latin America and Caribbean countries are not immune to it. On the contrary, the region finds itself in a fragile equilibrium, where political instability, natural disasters, migration, and climate change are permanently present. In this fiscal year, Latin America and the Caribbean countries have experienced floods, earthquakes, landslides, social unrest, regime changes, cholera epidemic, dengue outbreaks, while having to deal with slow economic growth. The region also underwent a season of Presidential elections, with change of government in Argentina, Guatemala, Ecuador, El Salvador, Panama, Dominican Republic, and in June, Mexico. Through these regional changes, the procurement team operates by continuously adapting, evolving with the situation, and always focusing on providing results to reach the World Bank’s goal, no matter the circumstances.

“As a procurement specialist, solving problems is the core of the job.”

- Sinue Aliram De Souza, Senior Procurement Specialist

“My work includes modernizing local procurement systems, applying new technologies, and methodologies. We have a great synergy with different Units within the Bank, and great interinstitutional relationship with the government that allows us to find external collaborators to implement projects.”

- Danilo Pereira, Senior Procurement Specialist



“My motivation is the impact my work has in society. A project has objectives, indicators, and a goal. These can be manifested as dreams we want to see come true. If we don’t support projects with a strategic procurement plan, they will only remain dreams. And we want to see these projects come to life.”

-Luis Mori Avila, Procurement Specialist

Investing in people for greater equality and economic growth

Policy note: Addressing Children’s Food Insecurity while Promoting the Local Economy and Gender-responsive Procurement Policies.

The nexus between public procurement and school food programs lies in their mutual ability to promote sustainable development goals and healthy eating habits among students. Public procurement initiatives, including school food programs, utilize government purchasing power to procure food from various sources. By implementing policies that prioritize local, diverse, and nutritious food options, these programs support smallholder farmers, promote environmental sustainability, and ensure that students have access to healthy meals.

Moreover, school food programs contribute to the broader objectives of public procurement by creating demand for sustainably sourced food products. This demand incentivizes food producers to adopt environmentally friendly practices and adhere to quality standards. In turn, these initiatives help shape food consumption patterns, encourage healthy eating habits, and contribute to the overall well-being of students. Additionally, school food programs serve as a platform for education and awareness about the importance of nutrition and sustainable food systems. By incorporating educational components into meal programs, schools can teach students about the benefits of healthy eating, the origins of their food, and the environmental impact of food production methods.

“Local and sustainable school food purchasing isn’t just about meals—it’s about securing food for the most vulnerable, our school-aged children. Beyond that, it’s a game-changer for local economies, especially in agriculture. But its impact reaches far wider, from empowering young people to supporting small farmers, many of whom are women. Plus, it’s a win for the environment—buying local means fewer greenhouse gas emissions and a stronger fight against climate change.

School feeding programs aren’t just a nice-to-have; they’re essential for realizing the right to food, a fundamental human right recognized by the United Nations. They’re also key players in achieving Sustainable Development Goals, ensuring no one is left behind”.

- Manjola Malo, Senior Procurement Specialist



Saint Lucia has been implementing school feeding programs at the infant and primary school levels in the eight education districts, with an ongoing pilot program at four secondary schools. The program is funded by the Government of Saint Lucia and coordinated by the Department of Education. It is built on the concept of ‘decentralized school kitchens’ involving community participation and the purchase of bulk food items from major conglomerates.

To improve the program, the government aimed to explore how procurement could be used as a developmental tool to achieve social inclusion and support disadvantaged groups, women, and young people.

To support the implementation of the project, the World Bank has been providing technical assistance to map the needs of schools, the procurement process used, and the local resources available.

With the support of the World Bank and the commitment of the government, the school feeding program in Saint Lucia is set to undergo a transformation that data shows would benefit the children through improved nutrition, strengthen the local community and boost the economy.

Strengthening evaluation systems in Latin America through CLEAR-LAC:

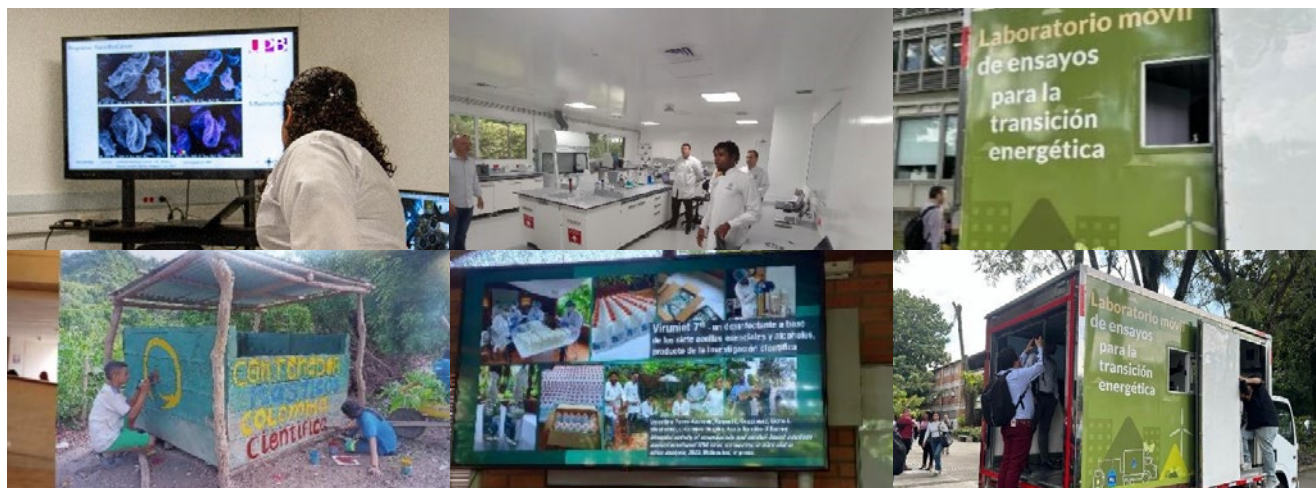
The team has been supporting, through a \$1 million grant, the Center for Learning in Evaluation and Results for Latin America and the Caribbean (CLEAR-LAC), which is based at the prestigious Catholic University of Chile. CLEAR-LAC is an initiative that aims to strengthen monitoring and evaluation systems in the countries of the region, and it counts with the support of the independent evaluation group of the World Bank, as well as the endorsement of the Global Evaluation Initiative (GEI), and the support of the Evaluation Office of the UNDP (IEO).

Promoting Higher Education in Colombia:

The project PACES (access and quality in Higher Education) in Colombia allowed a creative approach to procurement, and it involved working with local Universities – four public and four private Universities. Procurement consisted of the acquisition of goods (specialized scientific equipment, laboratories, etc.), contracting of consulting services (mostly specialized individual consultants) and NCS. Competitive

“Our education project PACES works with public and private Universities in Colombia in the field of STEM (Science, Technology, Engineering, and Mathematics). Students had to present proposals and how they would execute their projects using the same World Bank regulations we use every day. With a **98% success rate**, we look forward to continuing working with universities, with their students, as well as the government.”

- Ximena Enciso Gaitan, Senior Procurement Specialist



methods (SDO, SDC, Individual Consultant Contracting) and SD were used. The eight (8) subprojects achieved a satisfactory execution of their Procurement Plans (on average 98% of the resources allocated to each subproject), without reporting and/or identifying major problems either in the development of the procurement processes or in the execution of the contracts.

This contributed to the achievement of the procurement objectives proposed for each subproject, responding to the technical needs, strengthening the institutional capacity of the executing Universities to manage macro projects with multilateral bank financing (all of them manage projects with different sources of financing but in general they are small, less complex and of lower value) and the technical results of these subprojects are of significant relevance.

Value of each subproject: US\$ 6 million. Project closed in November 2023.

Growing Up and Learning Together: Early Childhood Development in El Salvador

This is a holistic project, focused on improving early childhood care and education teaching practices nationwide, upgrading physical learning environments, and strengthen institutional capacity for education sector management. The procurement team has been involved providing equipment, support, construction, and rehabilitation of educational centers, educational supplies, human capital building. More than 230,000 girls, boys and their families are expected to benefit from this initiative.

Achieving Healthy Nutrition in Guatemala:

Guatemala is aiming to promote best practices, services and behaviors on chronic malnutrition for newborns and pregnant women through the CRECER SANO project. The project took part of a national strategy to combat COVID-19 through the components of providing primary care, access to potable water, sanitary services and better eating practices. The contract of over US\$100 million covered seven regions with elevated malnutrition, where 56.7% of people of indigenous origin are lacking access to programs that promote healthy lifestyle. The procurement team continues working on updating contracts



and maintaining the collaboration with government entities.

Fostering Regional Development in Brazil:

The Rio Grande do Norte, Regional Development and Governance project in Brazil has been instrumental in advancing the Borrower’s agenda to enhance food security, improve access to productive infrastructure and markets for family agriculture, and elevate the quality and accessibility of health, education, and public security services. Financed by a US\$360 million loan, the project has been pivotal in refining systems for public expenditure, human resources, and physical asset management under a results-based management framework.

The project’s notable achievements include:

- **Health Sector:** The construction and subsequent operationalization of the Women’s Hospital (Hospital da Mulher) with a contract value of over US\$30 million. In its last year of implementation, the hospital began serving more than 60 municipalities, providing a significant boost to regional healthcare services.
- **Water Sector:** The restoration of the Lucrecia Dam, which included the implementation of an advanced emergency system and improved the safety of the surrounding communities, showcasing the project’s commitment to disaster risk management and environmental conservation.
- **Transport Sector:** The restoration of the RN233 road is a testament to innovation in procurement, with the State of RN utilizing a Design & Build Contract approach for the first time, representing an investment of US\$23 million. This has set a new standard for infrastructure development and connectivity in the region.
- **Education Sector:** The project has made a substantial impact on education through the construction and renovation of over 46 public schools, with investments exceeding US\$26 million. These enhancements have significantly improved educational facilities and the overall learning experience.

The project successfully navigated the complexities of procuring a wide array of construction and restoration works for hospitals, schools, roads, and dams, underscoring the project’s exemplary performance in procurement management. This project has not only met its intended goals but has also established a benchmark for future initiatives by demonstrating the effectiveness and advantages



of employing innovative procurement methods in complex, multi-sectoral endeavors.

Procuring Health during COVID-19 crisis:

The Health Service Delivery Network project in Bolivia highlights the importance of procurement. It was restructured to include an additional component “Strengthening the public health emergency response to COVID-19”, and acquired protective equipment for health personnel, reagents, laboratory equipment, medical

“During the COVID-19 Pandemic, we oversaw procurement in a way we never had before. Seeing how far we came and how these projects are still unfolding today proves even more the importance of procurement in the Latin American region”.

- Armando, Sanjines, Senior Procurement Specialist

equipment, equipment for emergency rooms and intensive care, hospital furniture, instruments, medicines, health personnel services of different specialties, etc. The Bank’s team advised on the preparation of the Procurement Strategy, Procurement Plan, procurement documents and simplified procedures. Procurement was carried out quickly and the results were immediately seen in the response to the pandemic, many lives were saved, and the Bolivia’s health system strengthened.

Framework agreements for design and supervision of works within the Paraguay Public Health Sector Strengthening Project

In collaboration with the government of Paraguay, the Procurement team has strategically devised a fit-for-purpose procurement approach tailored to meet the dynamic needs of the sector. This approach emphasizes flexibility in the selection of firms responsible for designing and supervising a multitude of civil works throughout the nation, while steadfastly maintaining our commitment to efficiency and quality.

Within this framework, we have successfully executed Framework Agreements with a consortium of companies. These agreements facilitate the provision of Consulting Services for the “Development of Executive Projects and Supervision of the execution of works for Family Health Units (USF)” across five distinguished Departments in Paraguay.

The adoption of the Framework Agreement model stands out as the most effective method for the ongoing selection of these services. This is particularly relevant given the phased nature of the civil works contracting, which is organized into Groups of Works, each comprising several lots. The composition of these groups is contingent upon three critical factors: the status of land ownership where the USFs will be situated, the progression of the executive project plans, and the completion of the contracting processes for the companies executing the works.

More contracts are being signed to spearhead the implementation phase in the forthcoming months. This marks a significant milestone in our commitment to enhancing the infrastructure that underpins the



health sector in Paraguay, ultimately contributing to the well-being and prosperity of its communities.
Providing support to development on a Livable Planet

Working Towards a Sustainable Planet

The project “Forest Conservation and Sustainability in the Heart of the Amazon” is an initiative that seeks to contribute to the environmental, cultural, and economic sustainability of the Colombian Amazon, by improving governance and promoting sustainable land use activities to reduce deforestation and conserve biodiversity in strategic areas, and creating alliances with public entities, social organizations, local producers, and indigenous authorities of ancient cultures in the region. The project is being executed by state entities that are part of the National Environmental System (SINA) - Ministry of Environment and Sustainable Development (Minambiente), Amazon Research Institute SINCHI, Institute of Hydrology, Meteorology and Environmental Studies (IDEAM), Corporación para el Desarrollo Sostenible del Norte y Oriente Amazónico (CDA), Corporación para el Desarrollo Sostenible del Sur de la Amazonía (CORPOAMAZONÍA), Parques Nacionales Naturales (PNN), and Fondo Patrimonio Natural (FPN), which serves as coordinator and administrator of the project’s resources. The procurement team has been closely involved training and supervising the parts on how to elaborate reports, follow procedures, formulate projects and initiatives addressed to handle Ramsar Lagos de Tarapoto region, logistics, etc.



Unleashing Blue Economy in the Caribbean

A project designed to help harmonize regulations and boost cooperation among participating OES countries to address transboundary issues such as fisheries, tourism and marine waste management, it focused on strengthening the enabling environment for the blue economy, economic recovery, and resilience of selected coastal assets, while providing immediate and effective response to an eligible emergency. The project has four components: 1) strengthening governance, foster economic recovery and job creation, narrow the gender gap, improve sustainability; 2) scale-up access to finance and infrastructure investment; 3) contingent emergency response; and 4) project management, monitoring and evaluation. The procurement team has focused on acquiring equipment, including the purchase of seeds, fertilizers, rehabilitation of certain facilities, and update of solid waste management plan.



Green Energy Initiative in Dominica

The Geothermal Risk Mitigation Project in Dominica aims to diversify the domestic power generation mix by integrating clean, renewable geothermal energy. A market analysis was conducted in advance to maximize the country’s potential for larger development. The procurement of this project included planning the entire project amount in one single contract, resulting in a proactive and efficient collaboration between the government and the World Bank.

Third Phase Disaster Vulnerability Reduction for Dominica

The objective of the Project is to reduce vulnerability to natural hazards and climate change impacts in Dominica through 1) investment in resilient infrastructure; 2) improved hazard data collection and monitoring systems. The procurement team has been involved on supervision for the rehabilitation of the East coast road.



Unlocking Progress through Procurement Innovations

Colombia is currently undergoing a significant transformation, thanks to the World Bank’s backing of two pivotal projects in the lively Pacific Region. These initiatives are reshaping the landscape and driving progress.

The first standout project is **CO PLAN PAZCIFICO**, dedicated to revolutionizing water supply and basic sanitation services. With a budget of US\$133.5 million, it is orchestrating substantial improvements in the urban areas of the Municipality of Tumaco and the Municipality of Guapi, including the construction of water-intake structures, optimization of water treatment plants, and revitalization of distribution water mains.

The second act, **Enhancing Waterway Connectivity and Water Service Provision** in Colombia’s Plan PAZCIFICO, goes beyond upgrading waterway transport. With a budget of US\$41.9 million, it is coordinating improved water supply and sanitation services in participating municipalities. This involves enhancing waterway navigation, safety, and access, while also mentoring waterway transport operators and sanitation service providers.

The driving force behind these projects is the National Unit for Disaster Risk Management (UNGRD), directly reporting to the Presidency of the Republic. Acting as the conductor, UNGRD oversees implementation, fiduciary management, and compliance with environmental and social requirements.



Procurement intervention has brought about changes, including replacing the “Advance Bank Guarantee” with a “declaration guarantee”, ensuring the good management and proper investment of the advance and lifting the ceiling for the “Request for Quotations” method. Other successful intervention worth mentioning was introducing framework agreements as a secret weapon to streamline contracting processes. Despite some delays and unexpected twists, the narrative unveils optimism, with a call for enhanced hands-on procurement support focusing on capacity building and meticulous oversight.



The main objective is clear – to provide enhanced procurement support to achieve the Borrower’s development objectives. Despite challenges, there is hope for success, with technical teams and agreements with municipalities playing crucial roles in overcoming obstacles and contributing to the development goals of the Pacific Region in Colombia. The story continues with the promise of a triumphant finale.

Investing in Water and Sanitation in Argentina and Brazil

The Ceará Water Security and Governance project in Brazil aimed to strengthen capacity for water resources management in Brazil to improve reliability of water services in selected municipalities. The investment of US\$140 million included a US\$110 million contract for the design-build of a comprehensive 700km treated water pipeline system, inclusive of a state-of-the-art water treatment station.

The contract signed in early 2023 was hindered by challenges. However, the situation took a positive turn following the proactive involvement of the Bank’s procurement team, who played a crucial role in contract management supervision. Their efforts were instrumental in resolving the issues, paving the way for the project to proceed at full capacity.

A key component of overcoming these obstacles involved providing targeted training for the client, the contractor, and the FIDIC Engineer. This educational intervention was designed to deepen their understanding of the nuances of the FIDIC contract and leverage the benefits of this well-structured modern agreement. The team’s commitment to excellence in procurement practices not only addresses immediate project needs but also sets a precedent for future projects ensuring sustainable and efficient resource management for diverse communities.



The Espírito Santo Water Management and Sanitation Project in Brazil aims to enhance the sustainable management of water resources. With an investment of US\$172.4 million, this initiative encompasses Disaster Risk Management strategies dedicated to expanding access to basic sanitation across the region. The project reaffirms the commitment to environmental stewardship and public health with the goal of improving the quality of life for the residents of Espírito Santo.

A substantial portion of the project’s budget, amounting to US\$125 million, has been allocated to four main Turnkey Contracts for the development of comprehensive Sanitary Sewage Systems. These systems are being implemented in key areas. The execution of these contracts is progressing according to plan, with the current program indicating that 13,118 cut-cap connections have been executed to date.

“I work with the indigenous and small communities in rural areas of Brazil. Going into the field, I saw what people in the communities do every day to get water; many would walk at least 5km to bring water into their homes. I will never forget an elder woman welcoming us into her home and sharing how bringing water into the community empowered her to have a garden where she can grow food. For some, it was a small amount of money, but for them, it showed that the World Bank can change their world.”

- Joao Queiroz, Senior Procurement Specialist

This development is poised to **benefit 85,935 people** upon completion, significantly enhancing the sanitation infrastructure and contributing to the removal of 1,528.8 tons of Biochemical Oxygen Demand (BOD) from the State’s water bodies. In addition to the sewage system contracts, another key component of the project is the Construction of the Espírito Santo State Risk and Disaster Management Center, valued at US\$15 million. Equipped with advanced technology, the center is a hub for issuing alerts, managing risks, coordinating disaster response, and conducting training programs.

The establishment of this center is a testament to the project’s holistic approach to water resource management and disaster preparedness, ensuring a resilient and secure environment for the state’s inhabitants. Through these strategic investments and the successful execution of key contracts, the Espírito Santo Water Management and Sanitation Project is **setting a benchmark for sustainable development and proactive disaster management**. The project’s achievements thus far are a clear indication of our unwavering resolve to foster a safer, healthier, and more sustainable future for all.

The **Plan Belgrano Water Supply and Sanitation Services Development Project** (Drinking Water Supply to Wichí, El Sauzal, Nueva Pompeya, and Fuerte Esperanza, Phase II) project in Chaco Province, Argentina, is a testament to the World Bank’s commitment to addressing critical water needs in some of the most challenging environments. Funded with a total investment of US \$27 million, this initiative has successfully constructed a 49 km aqueduct from Misión Nueva Pompeya to Fuerte Esperanza, significantly **improving access to potable water for up to 60,000 people in the region**.

El Impenetrable, known for its extreme climate with temperatures reaching 45°C and a prolonged dry season, poses unique challenges for water provision. The project targets small, dispersed urban centers inhabited by the Wichí indigenous people and a Creole population, both of whom have historically faced difficulties in securing clean drinking water.

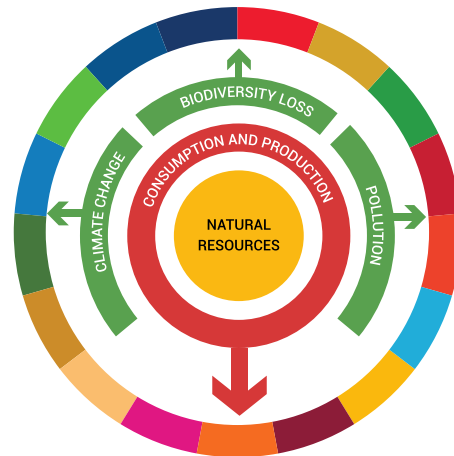
Launched in August 2023, the project’s infrastructure not only includes the vital aqueduct but also a comprehensive water distribution system with a central facility, networks, and household connections. Additionally, it incorporates innovative rainwater harvesting systems equipped with cisterns and collection roofs, specifically designed to support the indigenous communities.

This second phase of the project builds upon the groundwork of its predecessor, enhancing the health and quality of life for residents and fostering resilience within these communities. It stands as a significant achievement in overcoming the longstanding water scarcity issues that have plagued the Chaco Province, demonstrating the World Bank’s dedication to sustainable development and the empowerment of vulnerable populations.

Commitment to Sustainable Procurement

PROLAC incorporated in 2023 the goal of building Sustainable Procurement. The importance of sustainable procurement lies in its ability to integrate social, Economic, and environmental considerations into purchasing decisions, ensuring that the goods and services acquired not only meet the needs of the organization but also support broader sustainability goals. By prioritizing sustainability, organizations can reduce their ecological footprint, promote human rights, and encourage ethical business practices, ultimately contributing to a healthier planet and a more equitable society.

With this objective PROLAC designed a full strategy for **Health Procurement and Circular Economy in Latin America and the Caribbean**. The strategy addresses the SDG 12, responding to planetary health risks by transforming towards sustainable production and consumption practices. It also considers that healthcare



Natural resources and material use underpin human consumption and production systems that are intertwined with climate, biodiversity and pollution/public health. Source: UNEP-IRP 2022.

procurement is global and viewed as a powerful economic lever – as public procurement ranges from 12 to 30 percent of GDP for LAC countries and has healthcare as one of the largest of GDP expenditures.

Boosting Infrastructure and Procurement Digital Capabilities

Investing in Innovation in The Caribbean: E-GP Implementation in the Caribbean

Public procurement and digital transformation are merging to become more efficient through E-GP

“I am working on a program with the government of Dominica where procurement specialists will train interns; this would lead to the next generation of procurement experts in the country”.

- Marie Blandine Wu Chebili, Senior Procurement Specialist

“The Caribbean is always able to come up and rebuild itself. We see the loss of personal belongings, houses being destroyed, financial loss but people come together and with our help they can rebuild and recover.”

-Nancy Bikondo-Omosa, Senior Procurement Specialist

implementation for client governments. The E-GP adoption focuses on policy, design, and simplification. The implementation of E-GP was especially challenging to the Caribbean region as public procurement must either be implemented by the country’s government or by the regional organizations as a whole.

Jamaica is a successful example of an individual country that adopted the E-GP implementation, where the electronic public procurement system has been acquired with the collaboration of the IADB and the Caribbean Bank.

St.Lucia and Grenada are examples of an approach unique to the public procurement space. These two islands can either implement procurement projects independently, and under either the OECS (Organization of Eastern Caribbean States) or under CARICOM (Caribbean Community),

both intergovernmental organizations that shape policies for the region and encourage economic growth and trade. With the assistance of the World Bank, St. Lucia and Grenada have established a roadmap to incorporate E-GP public procurement system into their governments. The opportunity of working with country governments directly in addition to working with the intergovernmental organizations allows regional projects to receive further funding within the financing window, including financing that comes from donations, to maximize the implementation process and better perform public procurement purchases.

Building Resilient Communities by Improving Infrastructure

The **Jamaica Disaster Vulnerability Reduction Project** has made significant progress in achieving its objectives and implementation milestones. **The project has directly benefitted over 1.6 million people through improved critical facilities and infrastructure**, substantially exceeding the end target. The implementation milestones achieved include the completion of the Montego Bay, Yallahs, and Port Maria fire stations, the final completion of the Port Royal Street coastal protection works, and 85% completion of the civil works for the Big Pond/Myton Gully drainage project (Phase 1 - Old Harbour Road Crossing).

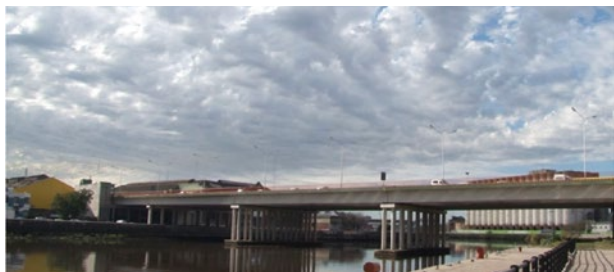
The project has also made progress in achieving its Project Development Objective (PDO) indicators and intermediate results indicators. For example, the use of risk information for investment planning in the built and non-built environment has shown significant progress, with the actual value exceeding the end target. Similarly, the population benefitting from improved critical facilities and infrastructure has surpassed the end target, indicating the project’s positive impact on the community.

The project has faced delays in procurement activities, with 21 of the 29 planned procurement activities being delayed. However, despite these challenges, the project has made substantial progress in achieving its objectives and delivering benefits to the population.

Overall, the Jamaica Disaster Vulnerability Reduction Project has demonstrated significant achievements in improving disaster resilience and reducing vulnerability in Jamaica, despite facing challenges in procurement and implementation. The project’s impact on the population and critical infrastructure has been substantial, contributing to the overall development goals of the region.

Matanza-Riachuelo Basin (MRB) Sustainable Development Project

The Matanza-Riachuelo basin, spanning 2,000 km² and housing 10% of Argentina’s population, has long been recognized as one of the most contaminated waterways in Latin America. The Riachuelo System emerges as a landmark sanitation initiative, distinguished by its advanced technical and technological solutions, aimed at revitalizing this vital watercourse in the Buenos Aires Metropolitan Area.



This ambitious project encompasses the construction of over 40 kilometers of tunnels, which will substantially improve the region’s sewage conveyance, treatment, and disposal capabilities. The system’s innovative design comprises three

integral components: the left bank collector, the underwater outfall in the Río de La Plata, and the state-of-the-art treatment plant.

These elements are meticulously engineered to function as a unified network, **poised to serve over 4.3 million residents**. The expansion of this sewer network is expected to integrate an additional 1.5 million individuals, thereby mitigating the direct discharge of organic waste into the Riachuelo riverbed—currently responsible for an estimated 70% of the river’s pollution.

In September 2023, the Riachuelo System’s commissioning process commenced, marking a pivotal

moment for the environmental restoration of the basin. This project has engaged over 1,500 workers and holds a budget of more than \$1.2 billion dollars financed thanks to a loan from the World Bank and contributions from the National Treasury. The Riachuelo System stands as a beacon of environmental progress and a testament to the power of collaborative investment in sustainable infrastructure.

LC6: Assisting Ecuador’s Public Procurement Authority in Advancing Sustainable Procurement

In collaboration with the government of Ecuador, the Procurement team has been supporting Public Procurement Authority (Servicio Nacional de Contratación Pública (SERCOP) with expanding its the vision of sustainable public procurement . The World Bank’s procurement experts collaborated to align Ecuador’s interests with the legal and technical frameworks necessary for initiating sustainable public procurement purchases and processes. Utilizing a strategic roadmap, the procurement team successfully launched a pilot project, paving the way for the development of a comprehensive national public procurement strategy for Ecuador.

The initial phase involved developing a comprehensive strategy, which included evaluating Ecuador’s diverse public purchases through a study that defined current products, conducting a market analysis to assess competition among sustainable products, and mapping the technical framework to identify all available certifications in the country. The procurement team faced the challenge of finding the balance between the legal and the technical framework with the goal of sustainable public purchases. With the support of the government, together they were able to work towards the goal by identifying three main work areas to kickstart the strategy.

The three main areas of work identified were: 1) creating a policy and legal framework to support sustainable procurement, 2) raising awareness and providing training to internal and external stakeholders about the benefits of sustainable procurement, and 3) facilitating financing and incentives for suppliers to comply with regulations and promote their products in both public and private markets.

Various actors were involved in the process including representatives from international organizations, SERCOP internal units, and the Ministry of Environment. Through professional workshops, they worked as a team to achieve their goal. The final document was adopted as a public policy instrument, as well as regulation of public works. Since then, a specific unit was since then established to work on its implementation.

The second stage of work involves identifying specific products and services that can be included in sustainable procurement and developing guidelines for suppliers to meet the required standards. Examples of products that have already been included in the sustainable procurement catalog are tires and computers. Suppliers, both local and foreign, need to meet the specified requirements to be eligible.

The third and last stage was to support them in finding strategies that can be integrated into the hiring of infrastructure works. The participatory process involved bringing in actors from the private sector (architects, contractors).

The first successful project completed was for tires. The government has measured and evaluated the before and after of the strategy, leading the country to analyze and implement this same strategy for other products like computers, printers, luminaries, and lamps. The achievements and progress made in by SERCOP and the World Bank Procurement Team are an example for keeping the implementation of green procurement and sustainable norms.

Procurement Excellence in Times of Crises

Addressing the Aftermath of an Emergency: The Honduras COVID-19 Emergency Response

Amidst the COVID-19 pandemic, the World Bank, through the Honduras COVID-19 Emergency Response Project, offered vital assistance to this endeavor. Endorsing innovative procurement strategies, the initiative facilitated rapid personnel recruitment and logistics coordination crucial for the campaign's success. To promote transparency, encourage open competition, and ensure the suitability of the teams, the World Bank approved the use of Service Delivery Contractors, as this procurement method is particularly effective when there is a need to hire extensive teams for Non-consulting Services, allowing the selection process to align with the Borrower's established personnel hiring procedures, subject to the Bank's approval.

To minimize the transactional costs associated with hiring 531 individuals for the campaign's execution, the World Bank advocated for a consolidated selection process for all required contractors. The Bank's review and approval process encompassed several key components: (i) the development of Terms of Reference that detailed the roles and qualifications for each position; (ii) the issuance of a unified procurement notice for all vacancies; (iii) the establishment of a singular evaluation methodology for each role; and (iv) the creation of a standard contract template. This streamlined approach enabled the



Ministry of Health to efficiently recruit a workforce of 531 individuals, who were then deployed across 18 sanitary regions to achieve the campaign's objectives. Notably, the campaign facilitated access to remote areas previously underserved, resulting in the **successful administration of 801,803 vaccine doses**.

Airport Reconstruction After Hurricane Irma

The Airport Terminal Reconstruction Project (ATRP) of the Princess Juliana International Airport (PJIA) in Sint Maarten aims to restore the passenger capacity to pre-Hurricane Irma levels with improved resilience toward hurricanes. As a part of the Sint Marteen Reconstruction, Recovery, and Resilience Trust Fund (SXM TF), the project is reaching significant milestones and showing tangible results from investments in the past few years. In collaboration with representatives from Sint Marteen, the Netherlands, and the World Bank as stakeholders, this Caribbean project has a focus on strategic procurement project implementation. The project encompasses capacity building, project management, and support for operational expenses. The ATRP has received an additional US\$50 million from the European Investment Bank and US\$7 million from the airport's operating company for the terminal's reconstruction. The closing date of the project has now been extended after approval from the World Bank and the government of Sint Maarten to June 30, 2025.

Hurricanes Eta and Iota Emergency Response Project in Honduras

The Honduras Tropical Cyclones Eta and Iota Emergency Recovery Project was selected by the Initiative for Climate Action Transparency (ICAT) team for procurement support, following issues identified in an IMPLEMENTATION Status and Results Report (ISR) from October 2023 and considering the upcoming

Mid-Term Review for the Project. The issues were related to small works, which are geographically scattered throughout the country. It is worth mentioning, that these types of issues are a common challenge for World Bank financed projects. Also worth noting is that the issues identified by the ICAT team had already been resolved in November 2023, thanks to a joint effort from the Honduras APS, a HEIS consultant and the Lead Procurement Specialist from LAC (acting on behalf of the APM).

After careful consideration of the project issues and national procurement practices, the Bank allowed for extensive flexibility to ensure that local construction firms, with limited financial capacity, could effectively implement WB financed work's contracts previously awarded to them. The short-good practice note written by the Procurement team can now be replicated in other countries.



Operating Amidst Instability

Keep Safe And Procure On: Conducting procurement operations in a safe environment and maintain integrity despite violence and instability.

Confronted with escalating gang violence in Port-au-Prince, which has severely restricted movement and disrupted business operations, the Haitian government has proactively taken measures to uphold the integrity and continuity of its procurement operations. On July 10, 2023, the Unité Centrale d'Exécution (UCE) and the Unité de Coordination des Projets (UCP) of the Ministry of Public Works, Transports and Communications, embraced technological innovation by signing a contract to implement BONFIRE, an e-Procurement solution. This marked a significant milestone as they became the first Project Implementation Units (PIUs) to utilize e-GP for World Bank-financed projects in Haiti.

"The best results in Haiti are obtained when we are creative, innovative, do a lot of training and work closely with our stakeholders."

- Maurice Adoni, Senior Procurement Specialist

"We implemented e-GP in Haiti last year with the Ministry of Agriculture, and we kept expanding it. We saw a need for it as the government has been losing procurement specialists and documentation. The new governance projects will be more systematically and include more training; and our goal is for all of Haiti to use it in the coming years."

- Vladimir Mathieu, Procurement

The adoption of the e-GP system by the UCE, UCP, and UPMP is a strategic move that enhances the safety and efficiency of procurement processes. These units were collectively responsible for 8 out of the 18 projects in the 2023 portfolio, which corresponds to 53% of the total lending amount. The e-GP system allows for electronic bid submission, enabling bidders to participate in tenders without physical presence, and facilitate remote work for government and PIU staff involved in procurement. **The World Bank's procurement team in Haiti has been instrumental in this transition by fostering knowledge sharing and capacity building among the PIUs.** Their ongoing efforts aim to expand the use of e-GP to additional PIUs, ensuring that procurement activities can proceed safely and effectively despite the challenging environment.

Upholding our Global Values

The integration of gender, education, and health into sustainable procurement practices is essential for addressing the complex emerging challenges in Latin America and the Caribbean. Gender-sensitive procurement can empower women by catering to their specific needs and supporting women-owned businesses, thereby promoting gender equality. Education-focused procurement can enhance community resilience by prioritizing educational materials and resources that withstand climate impacts. Health-centric procurement ensures access to vital medical supplies and services, especially crucial after climate-related disasters. By considering these factors, PROLAC aims to strengthen community resilience and contribute to the region’s sustainable development in the face of climate adversity.



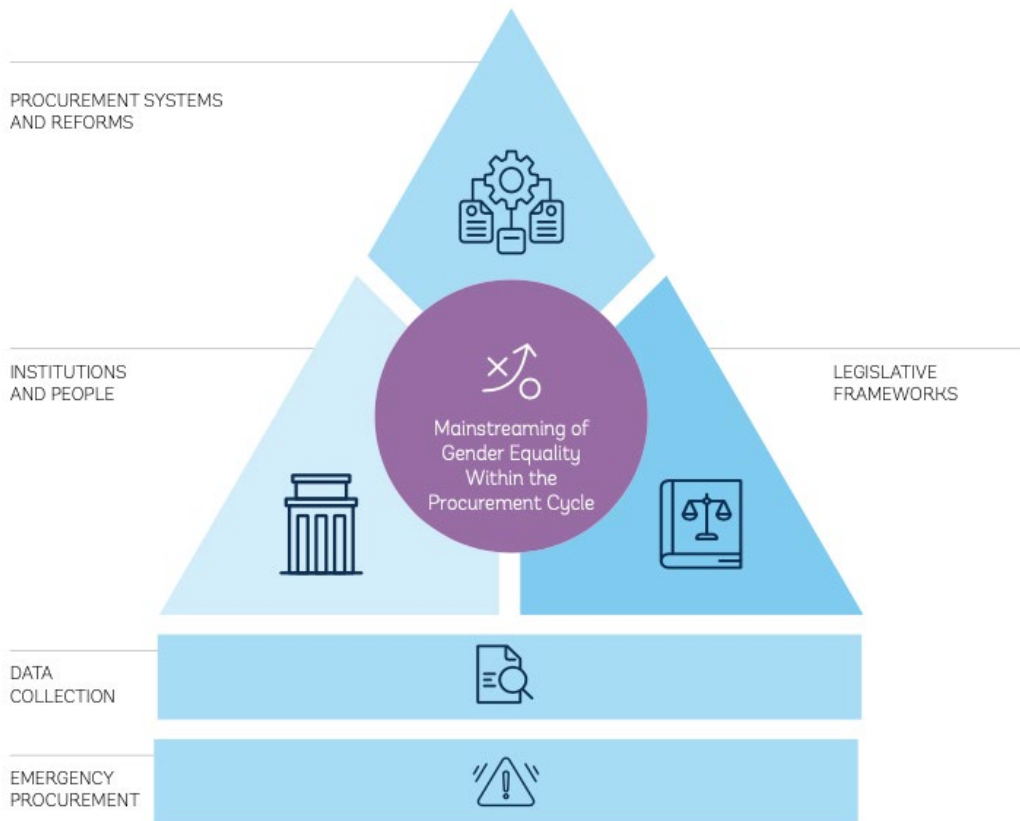
LC3: The Policy Paper “Gender-Responsive Procurement in The Caribbean: A Path to Inclusivity and Resilience”

PROLAC produced the Policy Paper titled “Gender-Responsive Procurement in The Caribbean: A Path to Inclusivity and Resilience with a Spotlight on Emergency Procurement Considerations” as a part of the Canada-Caribbean Resilience Facility under the Global Facility for Disaster Reduction and Recovery, and it provides a critical analysis of how public procurement can be a catalyst for gender equality in nine Caribbean countries: Antigua and Barbuda, Belize, Commonwealth of Dominica, Grenada, Guyana, Jamaica, St. Lucia, St. Vincent and the Grenadines and Suriname. The Report delves into the systemic obstacles that impede women’s access to procurement opportunities and presents a

comprehensive set of strategies to embed gender considerations within procurement policies, thereby advancing women’s economic empowerment.

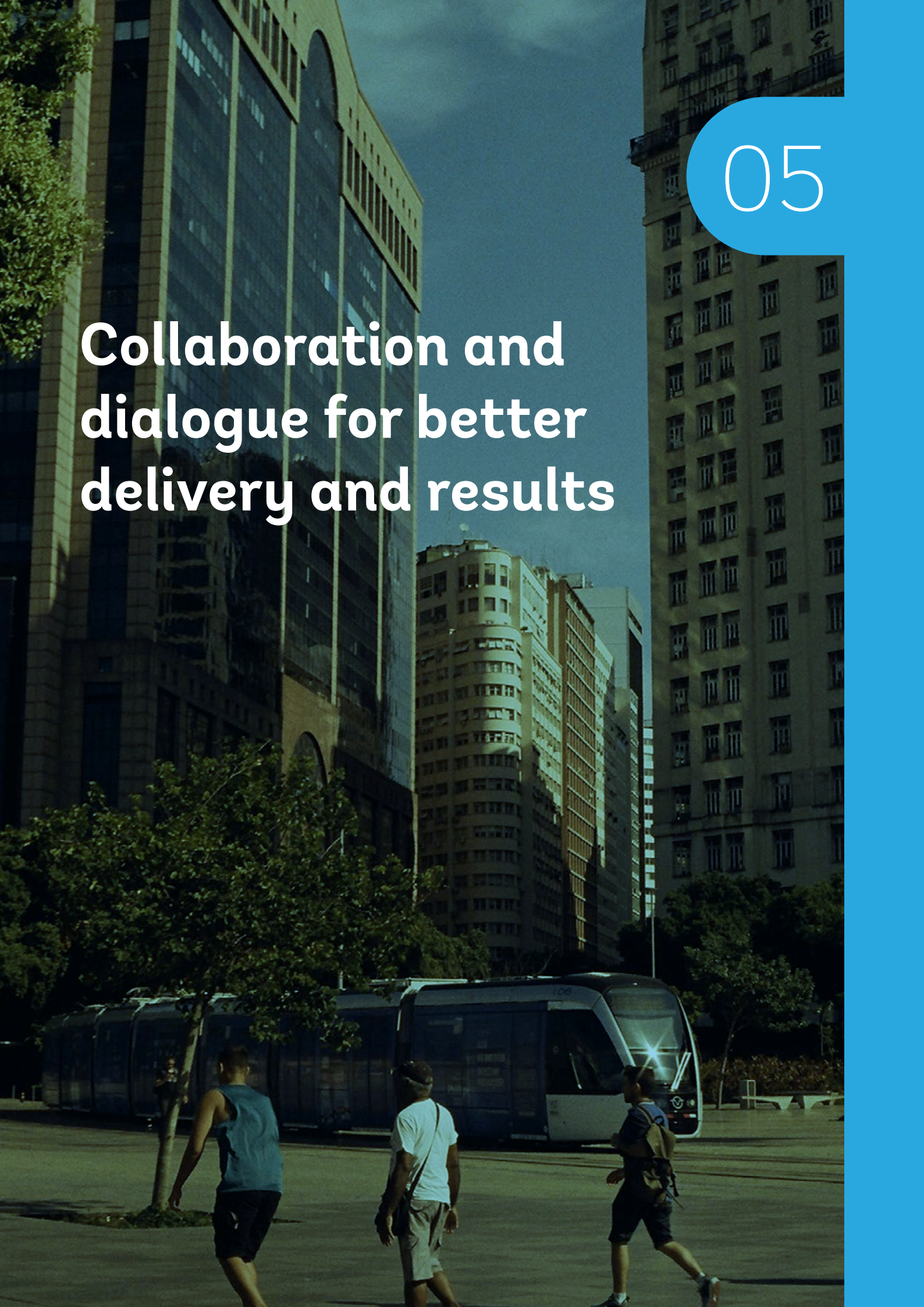


Through a meticulous examination of procurement data, the paper sheds light on the existing gender disparities in contract awards and puts forth a series of practical steps for governments to implement gender-responsive procurement practices. These initiatives are designed to enhance the participation of women-led enterprises in public procurement, contributing to fair economic development and fortifying societal resilience in the face of socio-economic adversities.



05

Collaboration and dialogue for better delivery and results



05

Institutional Relations Working together

From his arrival, President Ajay Banga has focused on working together with other Multilateral Development Banks for a common cause, reminding us that “together, we are greater than the sum of our parts – and our impact can be multiplied exponentially.” And this is no different when delivering excellence in Procurement. As a part of the strategy to work closely and deliver better, faster, and bigger results, the heads of the MDBs agreed during the World Bank-IMF Annual Meetings 2023 to strengthening co-financing including through harmonizing and mutually recognizing each other’s policies and standards, starting with procurement.

Reaching out to the Private Sector

World Bank’s Procurement Regulations at the Jamaica Social Investment Fund seminar

Held on March 6th, the seminar served as a strategic platform for engaging with private sector entities, providing a comprehensive briefing on upcoming procurement opportunities and the corresponding procedures. This was an excellent opportunity to bring together a diverse group of industry professionals



from both JSIF and esteemed guests from Jamaica’s Office of Public Procurement Policy and the World Bank. The World Bank is grateful to partner with the JSIF- the implementing agency managing 36% of the World Bank’s active Investment Project Financing portfolio.

A pivotal moment at the event was the announcement of the World Bank’s endorsement of Jamaica’s national procurement procedures for open competitive processes, alongside the adoption of the Government of Jamaica Electronic Procurement platform for managing procurement activities within the portfolio.

From Left to Right: Mr. Richard Mullings, President of Incorporated Master Builders Association of Jamaica; Mrs. Monique Harper-Griffiths, Sr. Procurement Specialist, World Bank; Mr. Omar Sweeney, CD, PE, Managing Director of JSIF; Ms. Lackeisha Nelson, Head of E-Services, Office of Public Procurement Policy in the Ministry of Finance, and the Public Service; and Mr. O’Neil Josephs, President of the Jamaica Institution of Engineers.

VII meeting of bidding companies of Spain

Organized by ICEX, the event focused on new developments in the project portfolios of the main multilateral organizations operating in the Latin American market (World Bank, Inter-American Development Bank, Development Bank of Latin America and the Caribbean and Central American Bank for Economic Integration), and on the business opportunities for Spanish bidding companies offered by their activity. The event included keynote speaker Jean Jacques Verdeaux, Procurement Manager for Latin America and the Caribbean, as well as keynote speakers from CAF, AECID, Central

American Bank for Economic Integration, as well as Interamerican Development Bank. The event took place in Merida, Spain, on February 20, 2024.



Doing Business with the Inter-American Development Bank & the World Bank event



Presentation of World Bank Procurement in LAC to US companies (April 2024). Event organized thanks to the Office of the U.S. ED and the U.S. Commercial Liaison teams at the World Bank and IADB

Organized by the US Department of Commerce, US Trade Administration Development Agency, and the US Executive Directors Offices of the Banks, the event had for objective to inform US companies of IADB and WB financed public sector projects in Latin America and the Caribbean as well as to advise firms of the private sector financing solutions available for regional projects through the multilateral development banks. The event took place at the IADB headquarters, on April 4, 2024.

Multilateral Collaboration for Better Regional Procurement

The World Bank Group, the Inter-American Development Bank, Central American Bank for Economic Integration, Caribbean Development Bank agreed on pursuing collaboration and cooperation in professionalizing the procurement function in Latin America and the Caribbean. The mutual understanding establishes conditions for the professionalization of public procurement functions in Latin America and the Caribbean based on their aligned guiding procurement principles and on international best practices. All aim to support necessary initiatives, programs certifications and institutions with the goal of strengthening the region's public procurement capacity and project implementation.

The plan is to carry out activities that include: preparation of a strategy and operational plan to support public professionalization; identifying core topics of a curriculum on public procurement and its learning materials; developing a framework of core procurement competencies applicable to public procurement professionals; the promotion, preparation and organization of workshops, conferences and training seminars to promote the professionalization of the procurement function in the region; and the importance of joint engagement in dialogue with stakeholders.

Integrating Sustainable Procurement

The World Bank, together with other eleven MDBs, signed a statement during COP 28, celebrated in Dubai, reflecting their commitment to **integrating sustainable procurement** into their development operations. They also committed to work with partner countries to mainstream sustainability into domestic procurement.

They will keep in mind the goals set out in the Paris Agreement and keep a special focus on decarbonizing supply chains, closing gender gaps and increasing inclusion.



IADB Collaboration

On his first trip as President of the World Bank, Ajay Banga traveled to Peru and Jamaica, where he met with Ilan Goldfajn, President of the InterAmerican Development Bank, and agreed to join forces and promote development in the region. To do so, they signed a memorandum of understanding last September, with the objective to work together in the next four years and covering three areas: the protection of the Amazon, the strengthening of the Caribbean’s capacity to deal with natural disasters, and the reduction of the digital divide through the region. Procurement will be a key player on these developments.

IADB, CAF, & EIB Collaboration in action

The **Bogota Metro Line 2 SOP – Series 1 project** exemplifies the interaction of international development in driving significant infrastructure initiatives. With an estimated cost of US\$4 Billion, the project is set to transform Bogota’s urban landscape by constructing a 15.5-kilometer underground rail line, featuring eleven stations and new rolling stock, aimed at reducing congestion and improving mobility. The collaborative financing effort, led by the World Bank, IADB, CAF, and EIB, promises to contribute over US\$1.5 Billion, with the World Bank’s share being US\$500 million. The project’s success hinges on a meticulously crafted procurement process, ensuring transparency and efficiency, and is bolstered by the Series of Projects (SOP) framework, which provides phased financial and technical support to the Bogota Metro Company (EMB).

The project’s innovative procurement strategy is highlighted by the adoption of Alternative Procurement Arrangements (APA), allowing IADB to manage procurement while maintaining World Bank oversight. This strategy, informed by the success of Line 1, aims to expedite the process, and replicate proven procurement models.



The establishment of a Project Implementation Agreement (PIA) between the World Bank and IADB ensures a cohesive governance structure, promoting transparency and project alignment. The APA's benefits are manifold, including the utilization of IADB's procurement framework, which aligns closely with the World Bank's regulations, and the development of a unified Operational Manual by all financiers and EMB, which standardizes supervision and reporting.

IADB & Caribbean Bank Collaboration

Public procurement and digital transformation are merging to become more efficient through E-GP implementation for client governments. The E-GP adoption focuses on policy, design, and simplification. The implementation of E-GP was a challenge for the Caribbean region, as public procurement must either be implemented by the country's government or by the regional organizations as a whole. In addition, it is the role of the World Bank to approach the countries and find methods of implementation that meet the governments and their technologies capabilities and access.

Jamaica is a successful example of an individual country that adopted the E-GP implementation, where the electronic public procurement system has been acquired with the collaboration and ongoing dialogue of the IADB and the Caribbean Bank.

St. Lucia and Grenada are examples of an approach unique to the public procurement space. These two islands can either implement procurement projects independently, and under either the OECS (Organization of Eastern Caribbean States) or under CARICOM (Caribbean Community), both intergovernmental organizations that shape policies for the region and encourages economic growth and trade.

With the assistance of the World Bank, St. Lucia and Grenada have established a roadmap to incorporate E-GP public procurement system into their governments. The opportunity of working with country governments directly in addition to working with the intergovernmental organizations allows regional projects to receive further funding within the financing window, including financing that comes from donations, to maximize the implementation process and better perform public procurement purchases.

International Events

United Nations Global Supply Forum (Barbados – May 2024)

The event, organized by the UN Conference on Trade and Development (UNCTAD) and the Government of Barbados, served as a platform for discussing the multifaceted challenges and opportunities facing supply chains, particularly in the context of small island developing states (SIDS) and developing countries. The Bank was represented by Felipe Jaramillo (LAC Regional Vice-President), and Lilia Burunciuc, Country Director for the Caribbean).

Jean-Jacques Verdeaux, Procurement Manager for Latin America and the Caribbean, participated as a keynote speaker in a session on how pooled procurement services and technology could ensure better delivery of goods and services in the context of small island states. Rather than a comprehensive approach to reform the overall procurement system of the islands, Jean-Jacques advocated for a



Jean Jacques Verdeaux with Felipe and Lilia at the UNCTAD conference

short-term specific targeted approach, expanding for instance the role of the OECS (Organization of the Eastern Caribbean States) Commission to extend its role as a Central Purchasing Agency for its members states and beyond.



International Congress for Public Procurement

The Argentinian authorities organized the Congress with the objective of generating a positive exchange on realities, standards, challenges and objectives that are considered when thinking about how to optimize systems. During the two days of the Congress, the topics were addressed, as well as e-procurement, the impact of Artificial Intelligence, negotiation and the protest system in the Government Accountability Office, compliance, the social impact of public procurement and its impact on future challenges, among others. rate Larrea, the lead specialist for Procurement in LAC, participated as a keynote speaker.



Elevate Procurement Conference, Montego Bay, Jamaica

Held in Montego Bay, Jamaica, on April 23-25, 2024, focused on clarifying the procurement processes, raise the standard of public procurement performance, and the public’s understanding of public procurement. The conference, through three days of symposiums, provided a forum for local and regional procurement stakeholders to interact between them, share knowledge and experiences, and discuss new ideas and innovations surrounding public procurement. Several members of PROLAC participated in the conference and Elizabeth Grandio participated as a keynote speaker.



Our Staff: Delivering with excellency and commitment



06

Our Staff: Delivering With Excellency and Commitment

The Team in Action



First A2D Procurement Specialist Session



Capacity Building Workshop in Peru, March 2024

Meeting with representatives of IADB in El Salvador, with the support of the CMU (2023)



PROLAC retreat 2023

Our Staff



There are 36 staff members, 3 ET Consultants, and 2 people on DAIS working in LAC procurement as of April 30, 2024.

The team has also welcomed new talent through the year. The LAC procurement team is **committed to delivering its social mission with a lean, diverse, and highly skilled workforce**, proceeding from three different continents.

36	3	2	3
Staff	ET Consultants	DAIS	Continents

Attracting diverse and highly qualified talent

The team strives for a diverse and inclusive workplace and culture by selecting colleagues through competitive processes. PROLAC is integrated by a multi skilled and multilingual team, with many years of experience that includes lawyers, engineers, IT experts, architects, digital library specialists, etc. providing the team with a multiangled approach when dealing with projects, despite being a young team in average.

“I always wanted to work at the World Bank, not only for the international experience I may get, but because it allows me to be part of the gear that bring development to a country in need. Most of LAC countries have budget deficits, there are no funds for projects like the ones the Bank supports: hospitals, schools, roads. Working here we can make the difference”

-Edwin Molina Lopez, Procurement Specialist

Investing in professional development of staff

As mentioned before, the Procurement Team in LAC has continued to focus on staff development and has created a program to help colleagues to develop a career through the A2D program. These skills will not only favor career development and staff mobility, but also help to ensure that the workforce is equipped to meet the Bank’s strategic objectives, while adapting to evolving trends in multilateral development banks.

“This job gives me the opportunity to keep learning and expanding my knowledge about procurement. I have been at the World Bank for two years, and with the support of my supervisors I am now working towards an additional specialization in International Finance”

- Elkin Adolfo Pinilla Canon, Procurement Specialist

“I started as a Junior Professional Associate, and through the mentorship, training, and support of the entire unit I have been building my career. This past year, I’ve had the opportunity to develop the importance of climate finance and green procurement. I have been traveling and learning from field experts the best mechanisms we can bring to our region.”

-Elizabeth Grandio, Senior Procurement Specialist

The team has also been awarded for its work. Below is a list of the VPU Awards for the current year.



FY 2023

16 procurement specialists earned a VPU Award
Participating in 13 different projects
2 of the specialists won 2 awards

Name	Awards
Monique Harper Griffiths	OECS Data for Decision Making Project
Manjola Malo	OECS Data for Decision Making Project
Martin Ariel Sabbatella	Argentine Innovation Program for Smart Growth + Belgrano Sur Passenger Railway Line Modernization
Leonel Jose Estrada Martinez	Aiming high, an integrated Response to Malnutrition
Julio Sanjines Gonzales	Turnaround in the Last inning – 22 bridges in Bolivia
Selene del Rocio La Vera	Turnaround in the Last inning – 22 bridges in Bolivia + COVID-19: Response for Venezuelan migrants
Francisco Rodriguez	Colombia Green and Resilient Development Policy Loan
Zoila Catherine Abreu Rojas	Support to the National Housing Program Project
Nancy Monyangi Bikondo	Policy Optimization for FCV Operations
Sinue Aliram De Souza	Governance Risk Assessment – Deterring Corruption
Gustavo Adrian Canu	Belgrano Sur Passenger Railway Line Modernization LCR
Sandra Ximena Enciso Gaitan	COVID 19: Response for Venezuelan migrants
Luciano Gutierrez Wuerzius	Governance Risk Assessment – Deterring Corruption
Danilo Pereira de Carvalho	Governance Risk Assessment – Deterring Corruption
Vladimir Mathieu	Haiti World Bank Program delivery amidst a crisis
Maria Alejandra Scheker Lora	Support to the National Housing Program Project



Front Office: Jean-Jacques Verdeaux (Manager, Panama); Alvaro Larrea (Lead Procurement Specialist, Washington DC); Carla Fabiola Coles (Program Assistant, Washington DC); Elke Pinedo Castillo (Program Assistant in DAIS, Lima); Angelica Calderon (Program Assistant in DAIS, Mexico).

LC1: Manjola Malo – Proc. Coordinator (Sr. Proc. Specialist, Washington DC); Santiago Torres (Sr. Procurement Specialist, Mexico); Ximena Enciso Gaitan (Sr. Procurement Specialist, Bogota); Elkin Pinilla (Proc. Specialist, Bogota).

LC2: Maria Camila Padilla – Proc. Coordinator (Sr. Proc. Specialist, Panama); Catherine Abreu (Sr. Proc. Specialist, Tegucigalpa); Monica Lehnhoff (Sr. Proc. Specialist, Guatemala City); Maria Alejandra Scheker (Proc. Specialist, Santo Domingo); Edwin Molina (Proc. Specialist, El Salvador); Yicel Vasquez (Proc. Analyst, Panama); Sandra Perez Rodriguez (Proc. Analyst, Santo Domingo).

LC3: Luciano Wuerzius – Proc. Coordinator (Sr. Proc. Specialist, Washington DC); Nancy Bikondo (Sr. Proc. Specialist, Washington DC); Blandine Wu Chebili (Sr. Proc. Specialist, HQ); Monique Harper Griffiths (Sr. Proc. Specialist, Kingston); Anita Nugu (Sr. Proc. Specialist, Washington DC)
Haiti: Maurice Adoni - Proc. Coordinator (Sr. Proc. Specialist, Port-au-Prince); Vladimir Mathieu (Proc. Specialist, Port-au-Prince).

LC5: Frederico Rabello Costa – Proc. Coordinator (Sr. Proc. Specialist, Brasilia); Sinue Aliram de Souza (Sr. Proc. Specialist, Brasilia); Danilo Pereira de Carvalho (Sr. Proc. Specialist, Brasilia); Joao Morais de Queiroz (Sr. Proc. Specialist, Brasilia); Viviane Lantyer de Oliveira (Proc. Specialist, Brasilia); Michele Martins (Proram Assistant, Brasilia).

LC6: Daniel Arguindegui – Proc. Coordinator (Sr. Proc. Specialist, Washington DC); David Salazar Ponce (Sr. Proc. Specialist, Lima); Leonel Estrada (Sr. Proc. Specialist, Washington DC); Rocio La Vera (Sr. Proc. Specialist, Lima); Armando Sanjines (Sr. Proc. Specialist, La Paz); Luis Mori Avila (Proc. Specialist, Quito); Carla Jerez Abascal (Proc. Analyst, La Paz).

LC7: Francisco Rodriguez – Proc. Coordinator (Sr. Proc. Specialist, Washington DC); Gustavo Canu (Sr. Proc. Specialist, Buenos Aires); Elizabeth Grandio (Sr. Proc. Specialist, Buenos Aires); Martin Sabbatella (Sr. Proc. Specialist, Buenos Aires); Antonella Perila (Proc. Specialist, Buenos Aires); Claudio Mentasti (Proc. Specialist, Buenos Aires).