



Xiamen National Accounting Institute
厦门国家会计学院



ASIAN DEVELOPMENT BANK
亚洲开发银行



Multilateral Cooperation Center for Development Finance
多边开发融资合作中心



China International Contractors Association
中国对外承包工程商会



Asian Infrastructure Investment Bank
亚洲基础设施投资银行

WORKING WITH WORLD BANK 同世界银行合作

Jianjun Guo

郭建军

Senior Procurement Specialist

高级采购专家

“Our mission is to end extreme poverty and boost shared prosperity on a livable planet.”

“我们的使命是在一个宜居星球上消除极端贫困，促进共享繁荣。”



PROTECTION FOR THE POOREST



221.8 million

people directly benefited from social safety net operations

GREEN AND BLUE PLANET & RESILIENT POPULATIONS



123.2 million

people supported with enhanced resilience to climate risks

CONNECTED COMMUNITIES



142.4 million

people benefited from improved access to transportation

世界银行由五个机构组成

国际复兴开发银行 (IBRD)

为中等收入发展中国家提供资金

国际复兴开发银行 (IBRD)

国际开发协会 (IDA)

为低收入发展中国家提供资金

国际开发协会 (IDA)

国际金融公司 (IFC)

动员私营部门投资

国际金融公司 (IFC)

多边投资担保机构 (MIGA)

提供政治风险保险和信用担保

多边投资担保机构 (MIGA)

国际投资争端解决中心 (ICSID)

进行国际仲裁以解决投资纠纷

国际投资争端解决中心 (ICSID)

IPF - Investment Project Financing

- Provides IBRD loans, IDA credits, grants and guarantee financing to governments.
- Funds physical & social infrastructure necessary to reduce poverty and create sustainable development.

IPF-投资项目融资

- 向各国政府提供IBRD贷款、IDA信贷、赠款和担保融资。
- 资助减少贫困和实现可持续发展所需的物质和社会基础设施。



\$250 billion of active total net commitment IPF projects

2500亿美元的 在建承诺额净额IPF项目

40k procurement opportunities advertised each year, covering works, goods, consulting and non-consulting services

每年40000+ 项目采购机会，涵盖工程、货物、咨询和非咨询服务

全球范围1500+ IPF项目



GLOBAL COMMITMENTS BY REGION

按地区划分的全球项目额

Region 区域	Percentage 比例
ESA 东南非区	18
WCA 中西非区	14
EAP 东亚太平洋区	10
ECA 欧洲中亚区	23
LAC 拉美加勒比区	17
MENA 中东北非区	7
SAR 南亚区	11



Role of the Bank 世界银行的作用



Ensure funds are used only for the purpose for which they were granted
确保资金仅用于既定的资金使用目的



Provide oversight with prior and post procurement reviews 通过事前和事后审查对采购进行监督



Provide Borrowers with implementation support
为借款国提供实施支持



Role of World Bank Client Countries 世界银行借款国的作用



Prepare Procurement Strategy 编制采购战略
Plan procurement 计划采购



Seek offers from market
向市场寻求报价



Evaluate offers and determine the Most Advantageous Bid /



Proposal 评审报价并确定最优的投标书/建议书



Award, sign, and manage contracts
合同授予、签署和管理



Role of Suppliers 供应商的角色



Provide feedback in Early Market Engagement
在早期市场接触中提供反馈



Research project and country context 研究项目和国家背景



Identify and respond to opportunities
识别并应对机会



Read and complete bidding documents
阅读和完成招标文件



Provide feedback on your experience
提供关于您的体验的反馈

The World Bank's Procurement Framework, which is applied to Bank-financed investment projects, promotes tailored procurement approaches that emphasize **quality**, and **value** for public spending, while enabling adaptation to country contexts. 适用于世行投资项目贷款的世界银行采购框架提倡采用强调**质量和物有所值**、同时又能根据国情调整的量身定制式采购方法。

BENEFITS FOR SUPPLIERS

对供应商的益处

• PROCUREMENT 采购



- Billions of dollars worth of business
- 价值数十亿美元的业务



- Opportunities to work globally 开展全球工作的机会
- Opportunities to enter developing markets 进入发展中国家的机会



- Equal opportunity & fair treatment 平等机会和公平对待
- Certainty of process & high standards of integrity 过程确定性和诚信高标准
- High certainty of payment 付款确定性高



- Variety of contract sizes 多种合同规模
- Opportunities suitable for SMEs to large multinationals
适合中小企业到大型跨国公司的机会



- Wide variety of sectors 行业广泛
- Demand for variety specialization 广泛的专业化需求

2025 PROCUREMENT CHANGE PROGRAM

2025年采购规则变化内容

• PROCUREMENT 采购

To address feedback from the business community and improve project outcomes, the Bank is now:

为了处理商界的反馈并改善项目成果，世行现在采取以下措施：

- Mandating **minimum quality weightings** in Rated Criteria for international procurements.
- 强制要求国际采购在打分标准中**设定最低质量权重**。
- Requiring **early market engagement** for large contracts to optimize procurement strategies and approaches to delivery
- 要求**大型合同尽早介入市场**，以优化采购策略和交付方式
- Collaborating with Borrowers to **aggregate smaller contracts** into larger packages
- 与借款人协作，**将较小的合同合并** 为较大的合同包



2025 PROCUREMENT CHANGE PROGRAM

2025年采购规则变化内容

• PROCUREMENT 采购

To address feedback from the business community and improve project outcomes, the Bank is now:

为了处理商界的反馈并改善项目成果，世行现在采取以下措施：

- Offering **direct payment** for large international procurements 为大型国际采购提供直接付款
- Improving the **procurement complaint handling system** 完善采购投诉处理系统
- Building **client capacity** by expanding HEIS and BFP in select states 通过在选定的国家和地区扩大手把手支持体系和 世行协助采购来建设客户能力
- Mandating minimum 30% of labor costs to be allocated to **employment of local workers**. 规定至少要把劳动力成本的30%分配给本地劳动者。



RATED CRITERIA 打分法

• PROCUREMENT 采购

Since 2016, the Bank's Procurement Framework has permitted the use of Rated Criteria to evaluate Bids and Proposals.

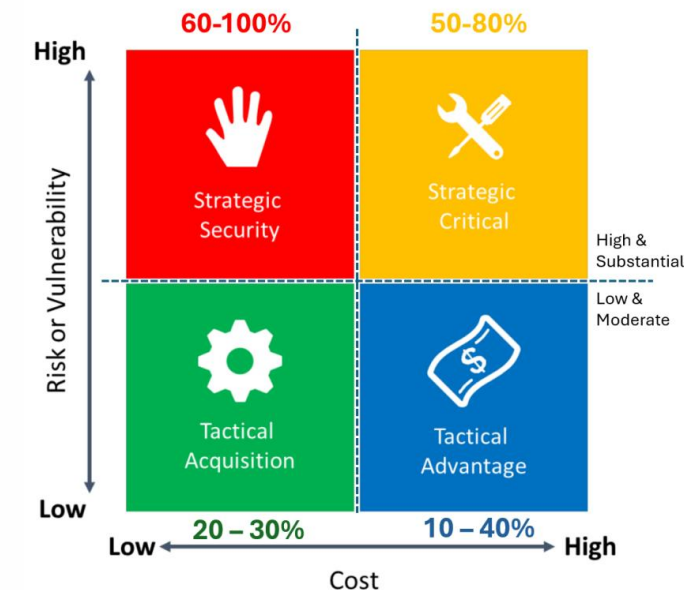
自 2016 年以来，世行的采购框架允许使用打分法来评审投标书和建议书。

What are Rated Criteria? 什么是打分法?

Rated criteria are evaluation criteria used to assess non-price attributes of bids or proposals. They are designed to ensure that the evaluation is comprehensive, transparent, and aligned with the objectives of the procurement. 打分法是用以评审投标书或建议书的非价格属性的评审标准。这些评估旨在确保评估全面、透明并与采购目标保持一致。

**Note: Rated criteria is not mandatory for pharmaceuticals, vaccines, future commodities and direct selection .*

**注：打分法对 药品、疫苗、未来商品和直接选择不是强制性的。*



RATED CRITERIA 打分法

Since 2023 2023年以后

International procurements using Bank Standard Procurement Documents must use rated criteria in their evaluations.*

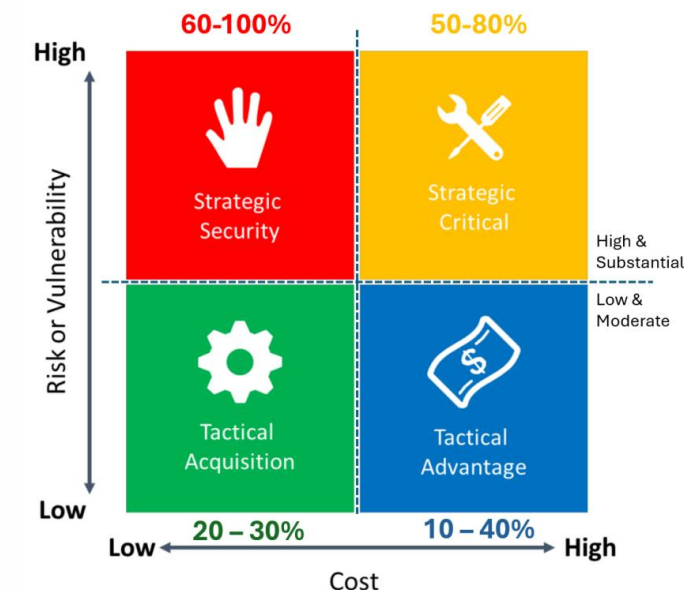
使用世行标准采购文件进行的国际采购评审必须使用打分法。*

As of March 2025 从2025年3月开始

International procurements must use specific minimum quality weightings based on their value and risk, meaning most international procurements will require a **minimum 50% weighting for quality**.

国际采购必须根据其价值和风险，使用特定的最低质量权重，这意味着大多数国际采购要求至少 **50%的质量权重**。

• PROCUREMENT 采购



ENSURING LOCAL LABOR PARTICIPATION IN WORKS CONTRACTS 确保当地劳动力参与工程合同

• PROCUREMENT 采购

Local Labor Content Requirement 本地劳动力含量要求

- At least **30% of labor costs in Bidder's total workforce cost to be allocated to employment of the Borrower's local* workers** 投标人劳动力总成本中至少30%用于雇用借款人本地工人
- For **new international works procurements** advertised on/after **September 1, 2025** 对于**2025年9月1日及之后** 刊登公告 的新国际工程采购
- Transitional arrangements for ongoing projects 进行中项目的过渡安排
- Bidders to state proposals to develop skills of low and/ or semi-skilled workers, which will be evaluated and scored 投标人需说明开发低技能和/或半熟练工人技能的建议，将对其进行评估和打分
- **Review** after 1 year of implementation 实施1年后**审查**



IMPACT 影响

- ✓ Create local jobs. 创造本地就业机会。
- ✓ Increase skills development. 加强技能开发。
- ✓ Provide opportunities for local workers. 为本地工人提供机会。
- ✓ Boost national economy. 推动借款国国民经济发展。



Why are local and low carbon supply chains important?

为什么本地和低碳供应链很重要？

- Majority of emissions (>75%) for an average business are generated by its supply chains. 一般企业的大多数排放（>75%）是由其供应链产生的。
- Bank-financed procurement is a significant consumer of goods, materials, and services for many sectors including carbon intensive sectors. 世行资助的采购对包括碳密集型行业在内的许多部门来说都是商品、材料和服务的重要消费者。
- Production of cement, steel, aluminum alone contributes to 15% of global emissions. 仅水泥、钢铁、铝生产就占到全球排放量的15%。

Why are local and low carbon supply chains important?

为什么本地和低碳供应链很重要？

- Procurement can incentivize businesses to build capacity in measure and reducing emissions and support domestic industries to transition to low-carbon or energy efficient alternatives. 采购可以激励企业在测量和减少排放方面建设能力，并支持国内企业向低碳或节能替代品转型。
- Also encourages high-capacity suppliers to participate in Bank-financed procurement. 鼓励高能力供应商参与世行资助的采购。

Overview of sustainable procurement work underway:

正在进行的可持续采购工作概览:

- World Bank led MDB Carbon Working Group on Carbon Measurement. Developed an MDB framework on procurement initiatives to enable uptake of low carbon products.
- 世界银行牵头的多边开发银行碳衡量问题碳工作组。制定多边开发银行采购举措框架，促进低碳产品的应用。
- Undertaking QII funded research to develop project-level methodology of procurement initiatives to enable local and low carbon supply chains.
- 进行由QII资助的研究，制定项目层面的采购举措方法，以促进本地和低碳供应链。

Developing tools and guidance on local, low carbon supply chains, including:

为本地低碳供应链开发工具和指南，包括：

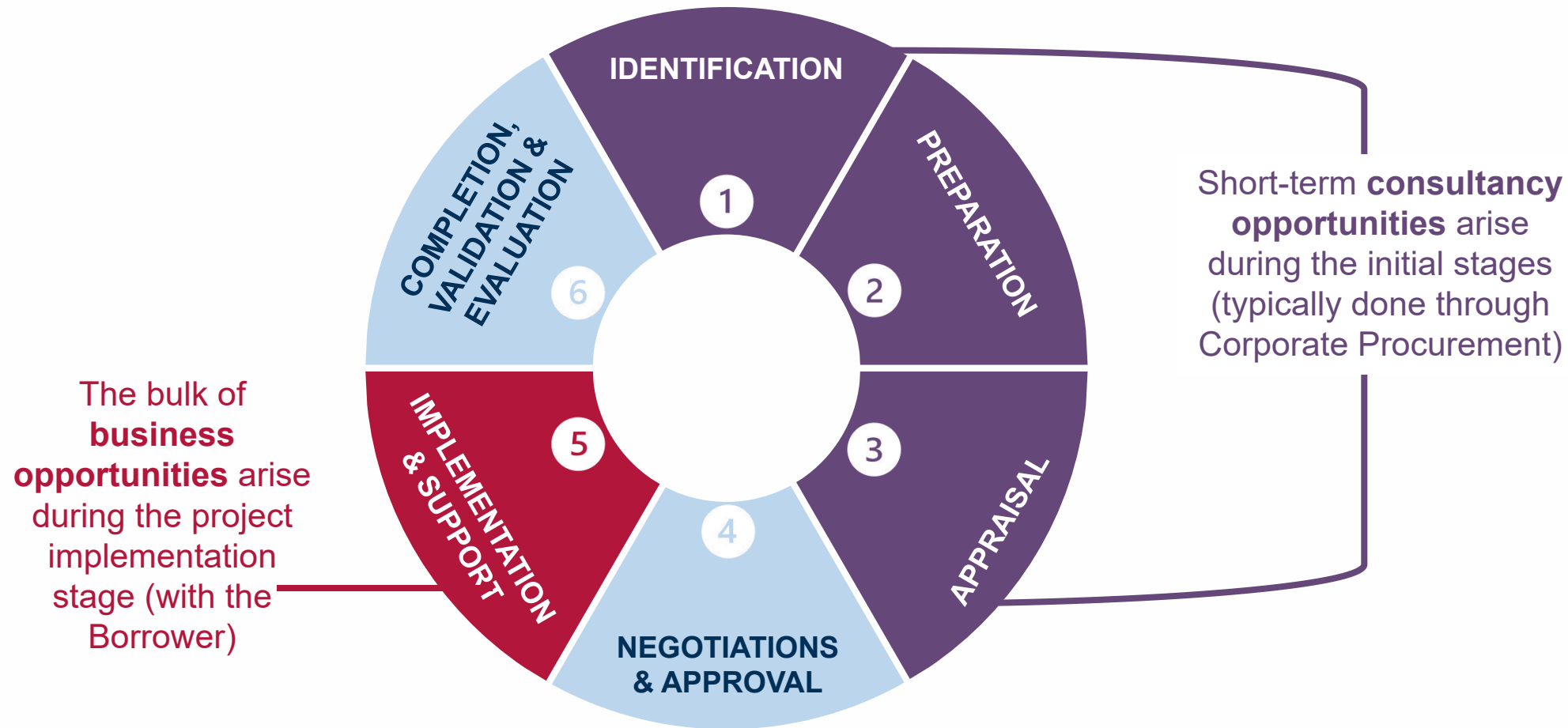
- ❑ Guidance on undertaking market analysis to assess availability and quality of low carbon materials (e.g. TOR for technical consulting support). 为评估低碳材料的可用性和质量而进行市场分析提供指导（如技术咨询支持的任务大纲（TOR））。
- ❑ Guidance on Bidding Documents to assess sustainability performance, including Prequalification, Rated Criteria and evaluation methodologies. 评估可持续性绩效的招标文件指南，包括资格预审、打分标准和评审方法。
- ❑ Guidance on sustainability certifications (e.g. EPDs) for low carbon materials. 碳材料可持续性认证（如EPD）指南。



FINDING OPPORTUNITIES

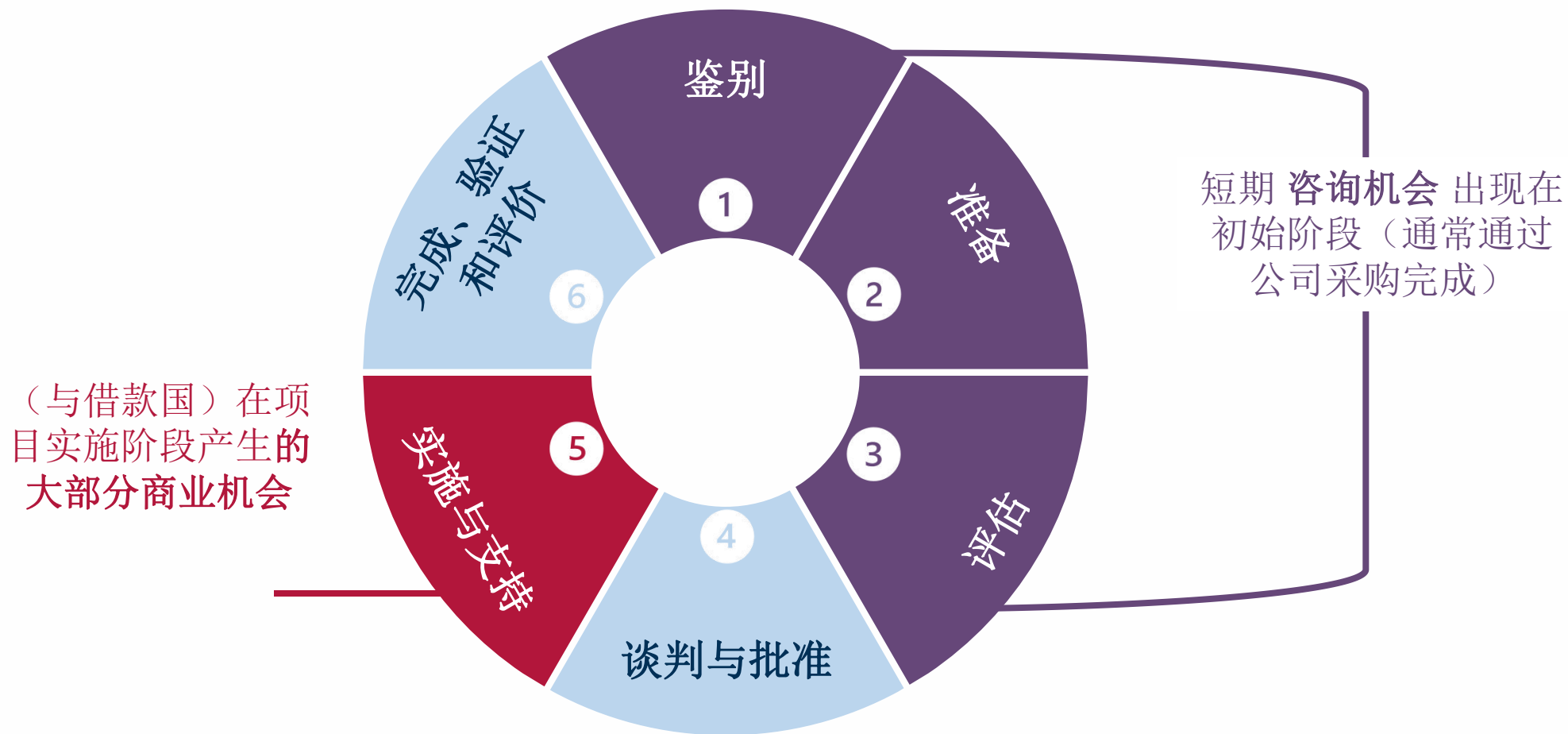
- HOW TO COMPETE

WORLD BANK PROJECT CYCLE





世界银行项目周期



World Bank Procurement Notices 世界银行采购公告

Search by country, region, notice type, procurement category and procurement method 按国家、地区、通知类型、采购类别、采购方式搜索
<https://projects.worldbank.org/en/projects-operations/procurement?srce=both>

Monthly Operational Summary 月度运营概要

Search reports on the status of individual projects in the procurement pipeline from the time the operation is identified to the signing of the loan agreement 在采购准备中搜索单个项目从确定项目到签署贷款协议的状态报告
Webpage 网页: <https://projects.worldbank.org/en/projects-operations/projects-list?os=0>

information on how to use 使用方法: <https://www.worldbank.org/en/projects-operations/products-and-services/brief/monthly-operational-summary>

Subscribe to Procurement Opportunities 订阅采购机会

Register for [email alerts](#) and receive live updates on opportunities 注册接收 [电子邮件提醒](#) 并接收业务机会的实时更新



VISIT THE SUPPLIERS' HUB ON THE WORLD BANK'S PROJECT PROCUREMENT WEBSITE 访问世行项目采购网站的供 应商中心



VISIT HERE

- Explore a full list of current and upcoming **business opportunities**
- 探索当前和即将推出的**商机的完整列表**
- Consult procurement **guidelines and policies** 查阅采购 **指南和政策**
- Consult **E-Learning** for suppliers 咨询供应商在线**学习**
- Stay informed about upcoming and past procurement **events, webinars, and information sessions**
- 随时了解即将举行的和过去的采购 **活动、网络研讨会和信息会议**
- **Sign up for email alerts** from the World Bank to stay informed about updates to projects, including new procurement notices, based on your indicated interests
- **注册接收世界银行的电子邮件提醒**，随时了解项目更新，包括基于您表明的兴趣的新采购公告
- **worldbank.org/procurement**

Tips for preparing bids and proposals 准备投标书和建议书的提示



- ❑ Get involved with early-market engagement and pre-proposal briefing 参与早期市场参与和建议前说明
- ❑ Fully address all requirements 完全满足所有要求
- ❑ Emphasize your methodology for delivery – innovate if you can 强调您的交付方法—如果可以，就创新
- ❑ Propose a strong project manager and experienced experts 推荐强有力的项目经理和经验丰富的专家
- ❑ Cite relevant technical and regional experience relevant to the project – the more significant and similar the better 引用与项目相关的技术和区域经验—越重要和相似越好
- ❑ Identify and involve in-country “local partners” where possible, consider joint ventures 识别国内的“本地合作伙伴”并使其参与进来，并尽可能考虑建立联合体

Tips for preparing bids and proposals 准备投标书和建议书的提示



- ❑ Demonstrate understanding of project Environmental & Social risks and how they could be mitigated 展示对项目环境和社会风险以及如何缓解这些风险的理解
- ❑ Offer suggestions for reducing GHG emissions 为减少温室气体排放提供建议
- ❑ Don't deviate from standard bidding document forms and conditions 不偏离标准招标文件的格式和条件
- ❑ Carefully review qualification and evaluation criteria and use these to help write the content and detail of your proposal 仔细审查资格和评审标准，并用它们来帮助编写您的建议书的内容和细节
- ❑ Failure to meet pre-qualification conditions leads to rejection 不符合资格预审条件者将被拒绝

Tips for preparing bids and proposals 准备投标书和建议书的提示

- ❑ Check your understanding - if in doubt about anything contained in the bidding documents seek clarification from the Borrower's implementing agency undertaking the procurement 检查你的理解程度 — 如对招标文件中的任何内容有疑问，请向负责采购的借款人的实施机构寻求澄清
- ❑ Use trade missions and Executive Director's team for other concerns and questions 就其他关切和问题向贸易代表团和执行董事团队咨询
- ❑ Understand local laws and taxes – be aware of local customs 了解当地法律和税收 — 了解当地习俗
- ❑ Don't change Key Personnel without consent 未经同意不得更换关键人员



Tips for preparing bids and proposals 准备投标书和建议书的提示

- ❑ Submit a professional proposal that is:
提交一份专业建议书，内容为：
 - ❑ Comprehensive (covers all information requested)全面（包括所要求的所有资料）
 - ❑ Includes all supporting documents 包括所有支持文件
 - ❑ Signed by an authorized individual 由被授权人签字
 - ❑ Submitted before the deadline 在截止日期前提交
 - ❑ If joint venture, ensure all JV provisions are met 如果是联合体，请确保满足所有联合体条款的要求
 - ❑ Properly mark all envelopes enclosing the proposals 正确标记所有附上建议书的信封
- ❑ Be fully prepared before going into negotiation 在谈判之前做好充分的准备
 - ❑ Cover all bases (e.g. operational, legal, financial, project-specific risks & opportunities) 涵盖所有基础（例如运营、法律、财务、特定项目的风险和机会）



Common problems with bids/proposals:

投标书/建议书的常见问题：

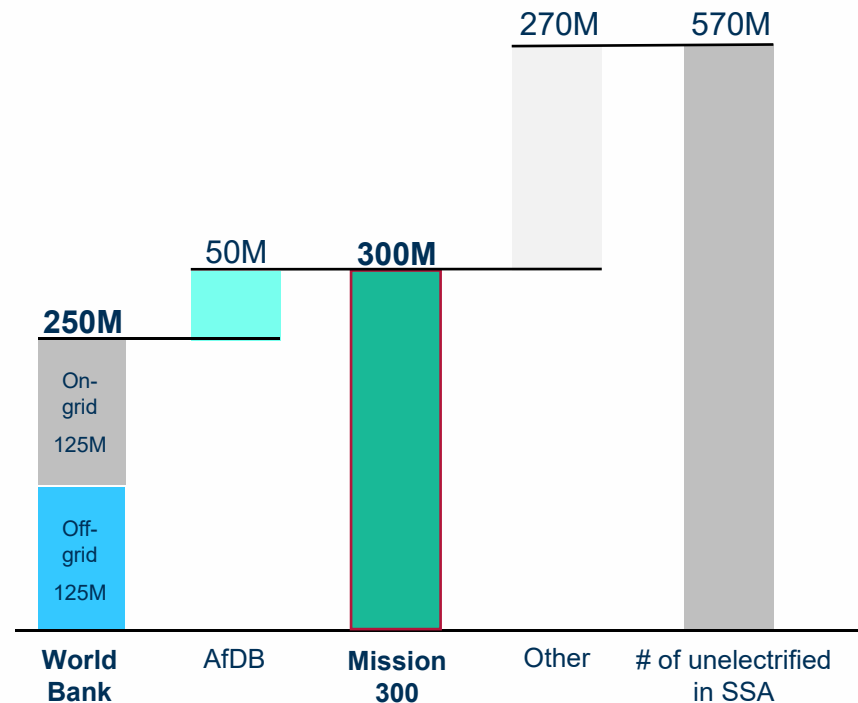
- ❖ No Bid Security 无投标保证金
- ❖ Insufficient amount of Bid Security 投标保证金金额不足
- ❖ Lack of supporting documents 缺乏支持性文件
- ❖ Incomplete proposals 不完整的建议书
- ❖ Incomplete bills of quantities 工程量清单不完整
- ❖ Proposals not signed 建议书未签署
- ❖ JV partner as proposer in another proposal 联合体成员作为另一份建议书的建议人
- ❖ Conflict of interest 利益冲突



MISSION 300: Connecting 300 million Africans by 2030

• MISSION 300

The **World Bank Group** and the **African Development Bank** have committed to connect 300 million Africans to electricity 2030.



Electricity access for productive uses



Electricity access for social infrastructure



Commercial and industrial uses



Least-cost generation



Regional integration and trade



Improving performance of the sector and utilities

M300 will cut by more than half the current number of people in Africa lacking access to electricity, using both grid and off-grid technologies.

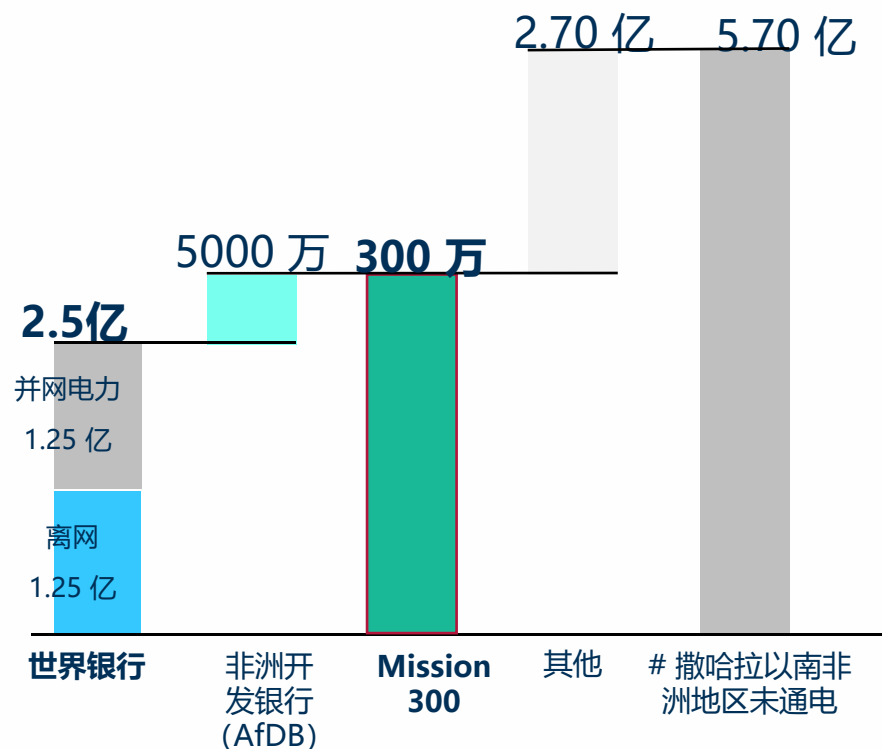
M300 will complement other efforts to power human capital and economic growth across the entire energy-sector value chain.

MISSION 300:

到2030年让3亿非洲人口连接到电网

• MISSION 300

世界银行集团 和 非洲开发银行 已做出承诺，到2030年让3亿非洲人口连接到电网



Mission300将同时使用电网和离网技术,将把非洲目前无法获得电力的人数减少一半以上。

 生产用途的电力供应

 为社会基础设施提供电力

 商业和工业用途

 最低成本发电

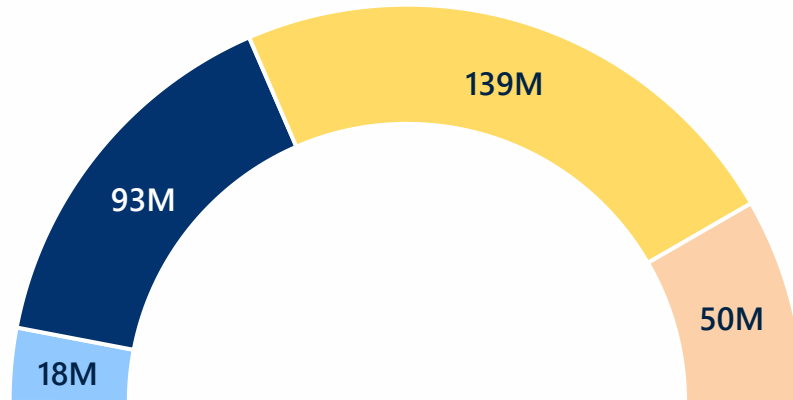
 区域一体化和贸易

 改善农业部门和公用事业的绩效

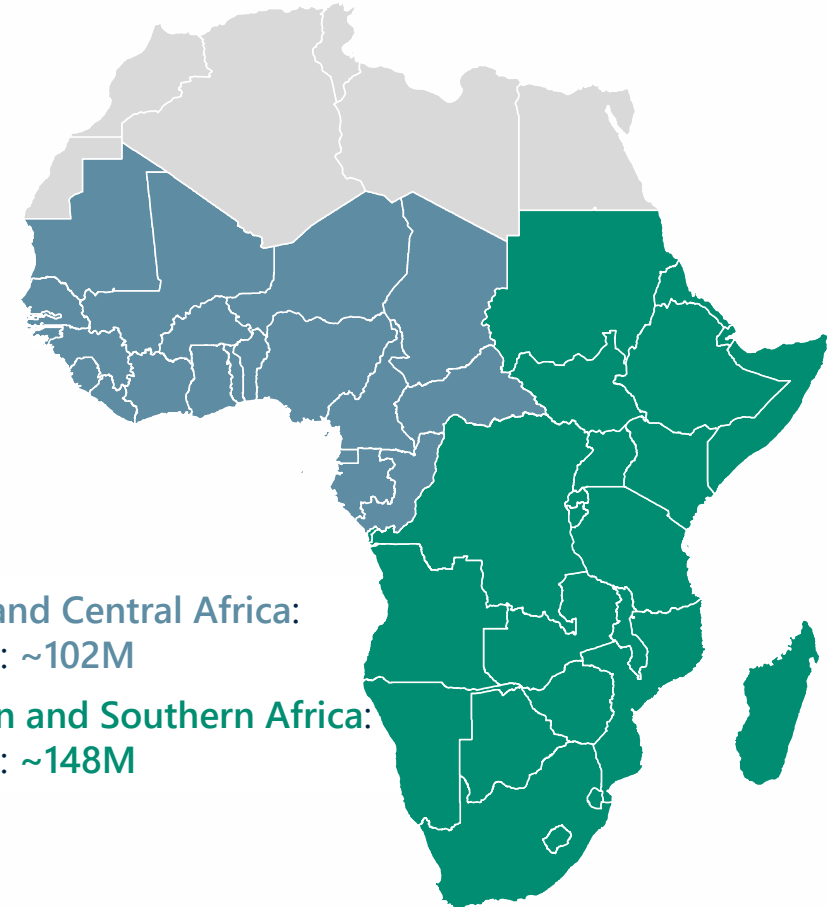
M300将对在整个能源行业价值链中推动人力资本和经济增长的其他努力形成补充。

PROGRESS SO FAR (7/2023 to 12/2024):
18 million people connected so far

• MISSION 300



18M already connected
93M WB approved projects
139M WB future projects
50M AfDB

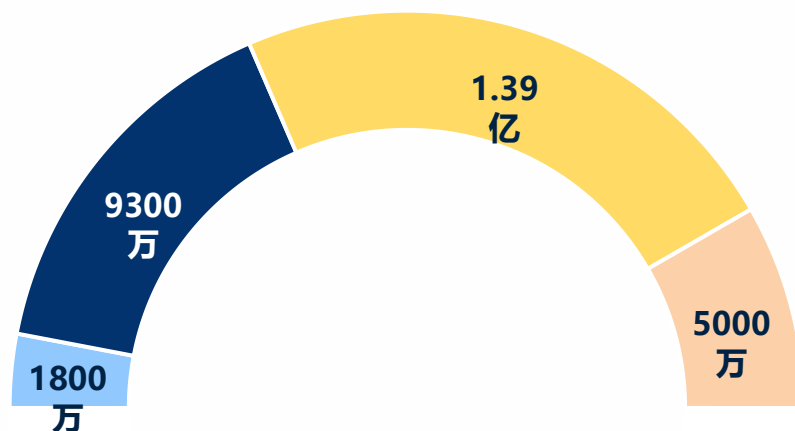


for West and Central Africa:
WB target: ~102M

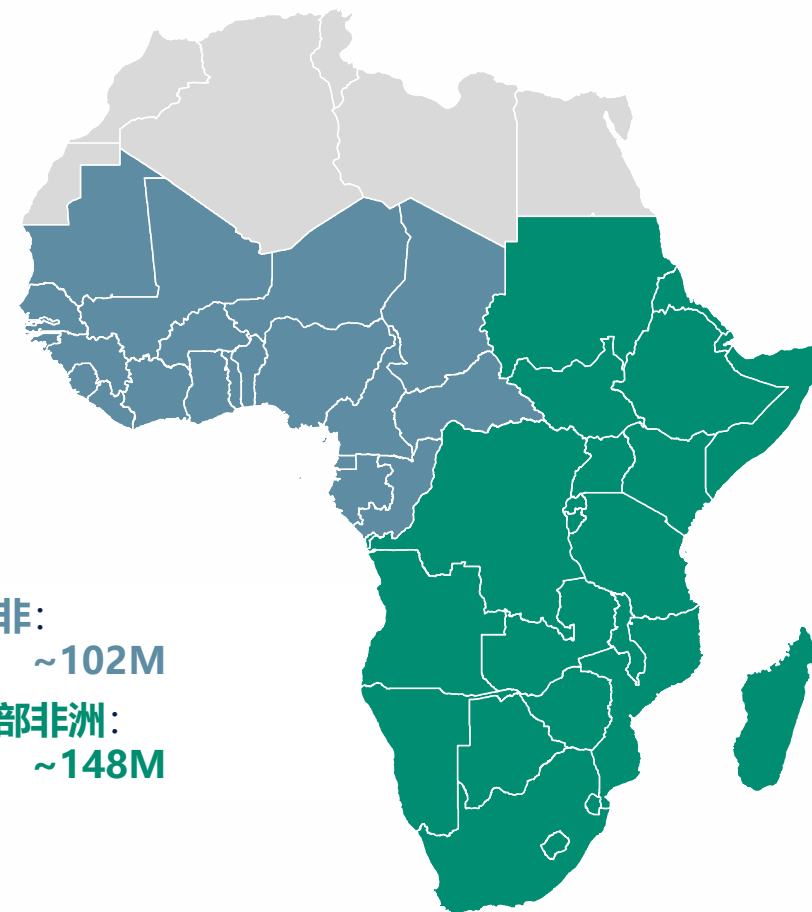
for Eastern and Southern Africa:
WB target: ~148M

迄今 (2023年7月至2024年12月) : 迄今已有1800万人连接到电网

• MISSION 300



18M 已链接到电网
93M 世界银行已批准的项目
139M 世界银行未来的项目
50M 非洲开发银行



西非和中非:
世行目标: ~102M

东部和南部非洲:
世行目标: ~148M

Investment Projects

- **ASCENT**: Aims to connect 100 million people across 20 countries (Eastern and Southern Africa).
- **DARES (Nigeria)**: Will benefit over 17.5 million Nigerians, 20% of the unserved population.
- **RESPITE**: Will improve electricity access for millions across Chad, Liberia, Sierra Leone, Togo.
- **BEST**: Will improve access for millions in Côte d'Ivoire, Mali, Mauritanie, Niger, and Senegal.
- **ROGEAP**: Regional project to increase off grid connections for millions of people in 19 countries.
- **REMP**: Increase regional connectivity, integration and electrification (to be approved in January).

Financing and De-risking Facilities

- **Africa Energy Future Platform**: A new equity vehicle to capitalize distributed renewable energy companies (joint effort between IFC, World Bank, MIGA, and partners).
- **MIGA and the Guarantee Platform**: MIGA's Guarantees team are working with IFC and the World Bank to integrate guarantee solutions into the equity vehicle design, streamlining access to de-risking solutions to attract private sector investment.

Enabling Platforms

- **Electrifying Africa**: A US\$ 50 million technical assistance facility funded by ESMAP that helps countries develop reform roadmaps and provide just-in time technical assistance for WBG operations.
- **DARES**: Leverages collaboration across the World Bank, IFC, MIGA and development partners to significantly accelerate decentralized renewables (DRE) access through private-sector engagement.



Mission 300 的一些旗舰项目

• MISSION 300

投资项目

- **ASCENT**: 旨在连接20个国家（东部和南部非洲）的1亿人。
- **DARES（尼日利亚）**: 将使超过1750万尼日利亚人受益，占未获得服务人口的20%。
- **RESPITE**: 将为乍得、利比里亚、塞拉利昂、多哥等数百万人改善电力供应。
- **BEST**: 将为科特迪瓦、马里、毛里塔尼亚、尼日尔和塞内加尔的数百万人改善金融服务获取。
- **ROGEAP**: 为19个国家的数百万人口增加离网电力接通的区域项目。
- **REMP**: 加强区域连通性、一体化和电气化（1月批准）。

融资和去风险机制

- **非洲能源未来平台**: 为分布式可再生能源公司注入资本的新型股权工具（IFC、世界银行、MIGA及合作伙伴共同努力）。
- **MIGA 和担保平台**: MIGA担保团队正在与IFC和世界银行合作，将担保解决方案纳入股权工具的设计，简化降低风险解决方案的获取途径，以吸引私营部门投资。

使能平台

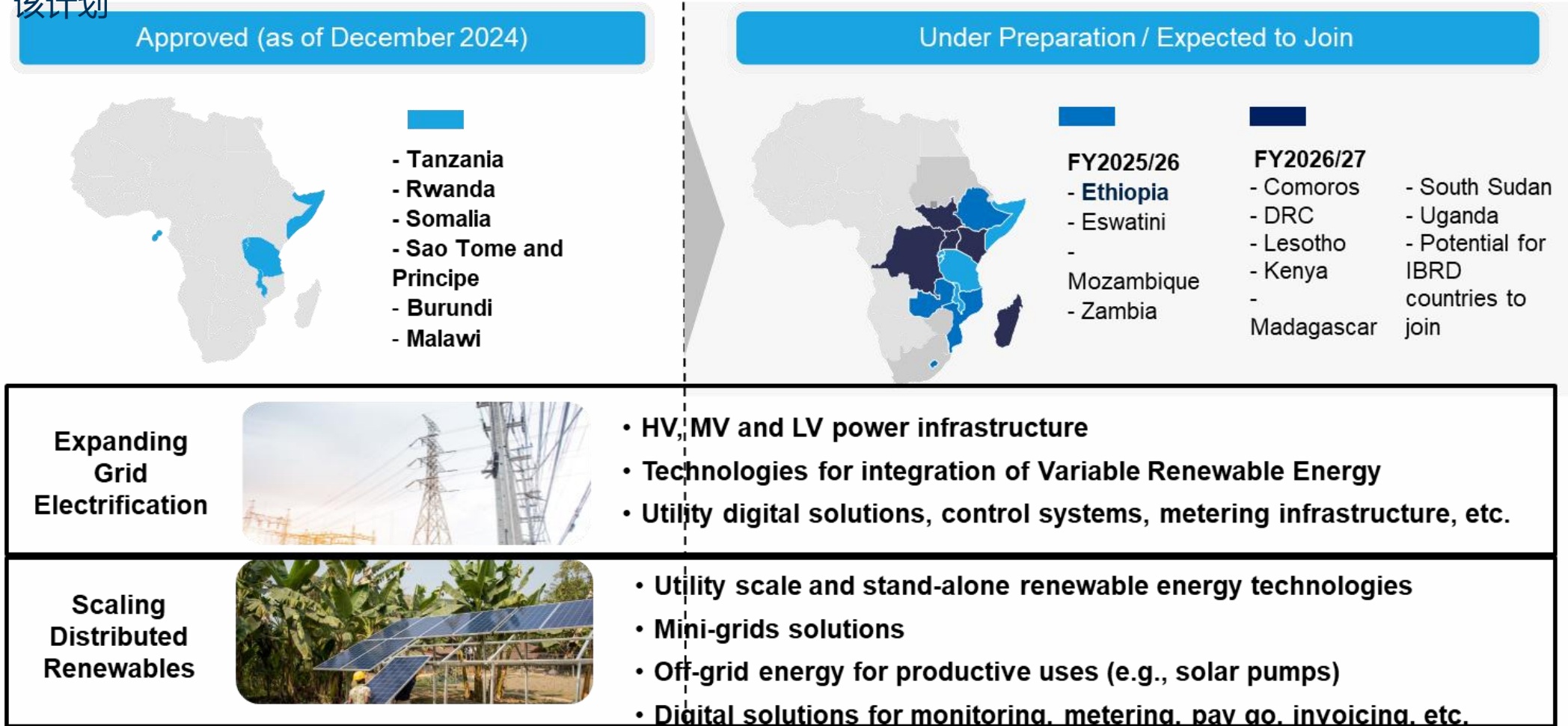
- **推动非洲电气化**: 由ESMAP资助的5000万美元技术援助基金，帮助各国制定改革路线图，为世行集团的运营提供及时的技术援助。
- **DARES**: 利用世界银行、IFC、MIGA和发展伙伴之间的协作，通过与私营部门的合作大幅加快分散式可再生能源（DRE）的普及。

EXAMPLE: Accelerating Sustainable and Clean Energy Access Transformation (ASCENT)

• MISSION 300

示例：加速可持续清洁能源获取转型 (ASCENT)

Implemented through a multi-phased approach (\$15 billion) and all 20+ countries will join the program over 4 years (2023-27) 该计划采用分阶段方法实施（150亿美元），所有20+个国家都将在4年内（2023-2027年）加入该计划





IBRD Top Country Borrowers IBRD前10贷款国

Country 国家	Commitment(million USD) 贷款额（百万美元）
Brazil 巴西	3,856
Türkiye 土耳其	3,791
Argentina 阿根廷	3,730
Ukraine 乌克兰	3,142
Philippines 菲律宾	2,855
Indonesia 印度尼西亚	2,753
India 印度	2,350
Morocco 摩洛哥	1,770
South Africa 南非	1,500
Peru 秘鲁	1,205



IDA Top Country Borrowers IDA前10贷款国

Country 国家	Commitment(million USD) 贷款额（百万美元）
Nigeria	3,145
Bangladesh 孟加拉	3,049
Ethiopia 埃塞俄比亚	2,444
Pakistan 巴基斯坦	1,494
D.R.Congo 刚果（金）	1,490
Tanzania 坦桑尼亚	1,197
Uzbekistan 乌兹别克斯坦	1,025
Mozambique 莫桑比克	886
Nepal 尼泊尔	857
Benin 贝宁	827