

COMPARATIVE ANALYSIS OF PHILOSOPHY,  
ORGANIZATIONAL STRUCTURE AND  
DEVELOPMENT ASSISTANCE MECHANISM OF  
MAJOR MULTILATERAL DEVELOPMENT  
BANKS

Internship Report

**Comparative analysis of philosophy, organizational structure and development assistance mechanism of major multilateral development banks**

Submitted To

**Mr. Riyashad Ahmed**  
**Assistant Professor**  
BRAC Business School  
BRAC University

Submitted by

Shah Sujat Hossain  
ID: 14 36 40 56  
BRAC Business School  
BRAC University

Date of Submission: April 19, 2017

April 19, 2017

**Mr. Riyashad Ahmed**  
**Assistant Professor**  
BRAC Business School  
BRAC University

Subject: Submission of Internship Project Report

Dear Sir,

I am hereby, submitting to you my internship report titled "**Comparative analysis of philosophy, organizational structure and development assistance mechanism of major multilateral development banks**". I have completed my organizational attachment period with e.Gen Consultants Ltd.

In writing the report, I have followed the instructions of my organization supervisor Mr. Amit Datta Roy, Assistant Manager, Business Development Unit at e.Gen Consultants Ltd.

The total experience has been of great learning and practical knowledge and I, enjoyed preparing the report immensely. I will be available for any clarification at your convenience.

Thank you.

Sincerely,

---

Shah Sujat Hossain  
ID: 14 36 40 56  
BRAC Business School  
BRAC University

## Acknowledgements

I would like to thank my Faculty Advisor, Assistant Professor Mr. Riyashad Ahmed for his prudent guidance and instruction that enabled me to accomplish the internship report successfully. I would also like to thank Mr. Amit Datta Roy, my organizational supervisor, who has played an integral role in introducing and guiding me through my daily activities in conducting the study and preparing the report. My heartfelt gratitude goes to Mr. Syed Maksud Hasan, Executive Director of e.Gen Consultants Ltd., who has also guided me throughout the process.

## Executive Summary

This study examines the development assistance strategy and mechanism of five major multilateral development banks – The World Bank Group, The Asian Development Bank (ADB), The European Bank for Reconstruction and Development (EBRD), The Inter-American Development Bank (IADB) and The African Development Bank (AfDB).

Focus was given to the philosophy, structure and ownership; development assistance mechanism; avenues of consulting opportunities at different project cycle stages; procurement methods; strategic areas of priority (regional, sectoral and thematic); and emerging trends & strategic shifts of the organization that are relevant for development consulting firms as insights.

**The World Bank Group** remains the first and flagship multilateral development bank with more than US\$ 50 billion new commitments per year and on an average 7-8 new invitation for bids to consulting firms per day. 16% share is owned by the USA, giving it absolute veto power as minimum requirement for change in mandate is 85% support. The three lending wings are IBRD – funding near market term loans to middle income and strong-governance countries, IDB – funding concessional term loans and grants to low income countries and IFC, investing in the private sector. IBRD and IDB combined is called the World Bank (Not to confuse with World Bank Group).

Study finds the procurement system and policies followed by World Bank Group has been emulated by almost all the other development banks in different degrees, (ranging from exact copying to adopting the same mechanism under different terminologies).

In 2013, WBG initiated a major strategic overhaul in two decades which involves - repositioning the bank as “One World Bank Group”, call for greater efficiency, more investment in knowledge and technical skills, enhanced cooperation and collaboration within the lending arms (IBRD-IDA-IFC-MIGA) and with other development partners. The goals set are to reduce extreme poverty to 3% by 2030 (interim goal of 9% by 2020 from baseline of 18% in 2010); and boosting bottom 40% of the population in developing countries. The new strategy also calls for “selective involvement” in “transformational projects”. The role of public-private partnerships has been stressed. Also the strategy suggests plans to transform into a leaner organization, reduction of bureaucracies and achieving administrative savings of \$400 million. The new strategy identified that although the World Bank Group does not face immediate financial concerns, its financial capacity will need to be strengthened.

The priority sectors are identified as agribusiness, climate change and MSMEs. Priority region is Africa for World Bank. IFC on the other hand, invests highly in Latin America. In 2015, sector-wise, law and justice receives highest lending to World Bank, followed by Health and Social Services and Transportation. Rural Development and Human Development have been priority thematic areas in FY15 funding followed by Risk Management and Public Sector Governance.

Rural Development (18%) and Human Development (17%) was the thematic priority area for World Bank in 2013, followed by Social Protection and Risk Management (12%) and Public Sector Governance (11%).

**The Asian Development Bank (ADB)** is the next big multilateral bank with US\$ 21 billion in investment and on average 1-2 new consulting opportunities being published daily. The procurement system is identical to that of World Bank. Japan holds the highest voting share with USA only nominally behind, the other two major shareholders are China and India. ADB was founded by Japan as it felt it was not being able to further its mandate through World Bank Group.

ADB's current strategy is Strategy 2020 developed in 2008 focusing on inclusive economic growth, environmentally sustainable growth and regional integration. The drivers of change as identified in the strategy are: private sector development, good governance and capacity building, gender equity, knowledge solutions and partnerships. The five operational areas targeted towards gradually increasing 80% share of fund allocation by 2020 are Infrastructure, Environment, Regional cooperation and integration, Finance and Education. Also, ADB wants to scale up private sector operation to 50% by 2020 which in 2013 was 41%. Climate change and regional cooperation and integration activities are targeted to be at least 30% of total activities by 2020. Further breaking down the most preferred sector Infrastructure, the areas of interest to ADB in the long-term are clean energy, energy efficiency, sustainable transport, cross border integration and regional trade infrastructure and disaster and risk mitigation. In education sector, the renewed focus is on tertiary education, technical education and vocational education as deemed instrumental in increasing productivity, employability and innovation by ADB. PPP is an institutional priority to ADB. ADB also is envisioning higher degree of collaboration with other development partners. The target is to have total annual direct co-financing exceed the value of standalone ADB financing by 2020. The mid-term review of 2008-2012 period reveals ADB made quite good progress towards the envisioned 'to-be' state of 2020.

In 2015, portfolio of assistances were in Southeast Asia 30%, South Asia 28% and Central and West Asia 26%. Sector-wise, Energy 27% and Transport 24% were the highest recipient sector

**The European Bank for Reconstruction and Development (EBRD)** is the newest MDB focusing on supporting democratic development in former soviet bloc countries. It's the only MDB with a stated political mandate. USA is the major shareholder in EBRD, making EBRD a misnomer. The EBRD's focus today is fostering stability in the countries of the Balkans, Georgia and the other countries of the Caucasus, and Central Asia; and in helping countries such as Ukraine and Russia to stay the course as a market-oriented economy that is nurturing the kind of middle class that strengthens democracy and economic growth. EBRD issues 0-1 new consulting opportunities on average per day with close to US\$15 billion yearly commitments.

The EBRD is at a strategic crossroads because it has achieved much of its original mission of assisting formerly communist countries transition to market-based economies. Now, the EBRD must choose either expanding to countries beyond its original mandate or simply fading away and becoming a smaller and more focused institution as its original mandate is fulfilled.

**The Inter-American Development Bank (IADB)** is different from other MDBs in that the borrowing nations combined has enormous decision making power and ownership share. IADB also differs in that it focuses on social sector projects rather than large infrastructure projects. The procurement methods, mechanisms and policies are identical to that of the World Bank. IADB issues 0-1 new consulting opportunities on average per day with close to US\$14 billion yearly commitments.

In 2010, The IDB Board of Governors agreed to increase the Ordinary Capital by \$70 billion to enable the IDB to meet an increased demand for development lending. Coupled with this historic expansion of resources, the Bank has carried out a broad reform agenda. The bank has strengthened its focus on increasing accountability and integrity and pairing learning and accountability tools. The stated strategic priorities are: reducing poverty and social inequalities, addressing the needs of small and vulnerable countries, fostering development through the private sector, addressing climate change, renewable energy and environmental sustainability and promoting regional cooperation and integration. IADB also focuses on collaboration and has signed recent deals with the ADB and the World Bank Group.

Data analysis from FY15 Annual report reveals 37% assistance going to Mexico and 14% going to Uruguay and 7% to multi-country regional projects. The other countries received somewhat between 3-5% of rest of the assistance. Institutional Capacity & Finance 36% and Infrastructure & Environment 34% are two priority sectors as per FY15 data.

**The African Development Bank (AfDB)** has a stated mission to promote sustainable economic growth and reduce poverty in Africa. AfDB also issues 0-1 new project opportunities on average daily. AfDB has total allocated fund of US \$6.7 billion in 2015.

The African Development Bank Group has two other entities: the African Development Fund (ADF) and the Nigeria Trust Fund (NTF). The African Development Fund (ADF) is the concessional window of the African Development Bank (AfDB) Group. The ADF has the challenge of having nearly half its client countries as fragile states, and facing a situation where even stable economies can become fragile due to a single internal or external shock. The ADF contributes to poverty reduction and economic and social development in the least developed African countries by providing concessional funding for projects and programs, as well as technical assistance for studies and capacity-building activities. The Nigeria Trust Fund (NTF) was created in 1976 by agreement between the Bank Group and the Nigerian government. The NTF is a self-sustaining revolving fund. Its objective is to assist the development efforts of the Bank's low-income regional member countries whose economic and social conditions and prospects require concessional financing.

AfDB recently formulated their long term strategy paper for the period 2013 – 2022. The two objectives for the ten-year strategy are inclusive growth and green growth. The inclusive growth objective focuses on unlocking the demographic dividend, bringing prosperity to the base of the pyramid population and infrastructure and community participation. The green growth objective focuses on making growth sustainable, protecting livelihoods, improving water, energy and food security, promoting sustainable use of natural resources and spurring innovation, job creation and economic development. The five operational priorities identified are infrastructure development, regional economic integration, private sector development, governance and accountability and skill and technology. The areas of special emphasis are fragile states, agriculture and food security and gender.

AfDB's priority sectoral priorities are Infrastructure and Agriculture and thematic priorities are in Infrastructure and Knowledge Products as per FY13 fund allocation. Congo received the highest amount of aid, surpassing others by large margin, followed by Kenya, Mali and Nigeria.

# Table of Contents

Acknowledgements .....	i
Executive Summary .....	ii
Table of Contents .....	vi
List of Tables .....	ix
List of Figures .....	x
1 Introduction .....	1
1.1 Origin of the Report .....	1
1.2 Definition of Key Terms .....	1
1.3 Background .....	2
1.4 Issue .....	2
1.5 Objectives .....	3
1.6 Delimitations.....	3
2 Organizational Analysis of e.Gen Consultants Ltd.....	4
2.1 Background .....	4
2.2 e.Gen’s Corporate Philosophy.....	7
2.2.1 What Drives e.Gen .....	7
2.2.2 e.Gen’s Vision .....	7
2.2.3 e.Gen’s Mission.....	7
2.3 e.Gen’s Organizational Structure.....	8
2.4 Global Value Chain (GVC) of e.Gen’s Industry.....	9
2.5 “TTF-SWOT” Combinatorial Analysis of e.Gen.....	10
3 Methodology.....	12
3.1 Inception Phase .....	12

3.2	Delimitation Phase .....	12
✓	Preparing a Comprehensive List of All Aid Agencies.....	12
✓	Primary Shortlisting:.....	12
✓	Secondary Shortlisting:.....	12
✓	Final Selection .....	12
3.3	Analysis Phase:.....	13
3.4	Recommendation Phase:.....	13
4	Findings & Analysis.....	14
4.1	The World Bank Group .....	14
4.1.1	Overview .....	14
4.1.2	Corporate Philosophy.....	14
4.1.3	Organizational Structure.....	14
4.1.4	Control and Ownership .....	19
4.1.5	Development Assistance Mechanism.....	20
4.1.6	Development Assistance Strategic Priorities, Trends, Insights .....	26
4.2	The Asian Development Bank (ADB) .....	28
4.2.1	Overview .....	28
4.2.2	Corporate Philosophy.....	28
4.2.3	Organizational Structure.....	28
4.2.4	Control and Ownership .....	28
4.2.5	Development Assistance Mechanism.....	29
4.2.6	Development Assistance Strategic Priorities, Trends, Insights .....	35
4.3	The European Bank for Reconstruction and Development (EBRD) .....	37
4.3.1	Overview .....	37
4.3.2	Corporate Philosophy.....	37

4.3.3	Organizational Structure.....	37
4.3.4	Control and Ownership .....	37
4.3.5	Development Assistance Mechanism.....	37
4.3.6	Development Assistance Strategic Priorities, Trends, Insights .....	40
4.4	The Inter-American Development Bank (IDB) .....	42
4.4.1	Overview .....	42
4.4.2	Corporate Philosophy.....	42
4.4.3	Organizational Structure.....	42
4.4.4	Control and Ownership .....	42
4.4.5	Development Assistance Mechanism.....	43
4.4.6	Development Assistance Strategic Priorities, Trends, Insights .....	45
4.5	The African Development Bank (AfDB).....	47
4.5.1	Overview .....	47
4.5.2	Corporate Philosophy.....	47
4.5.3	Organizational Structure.....	47
4.5.4	Control and Ownership .....	48
4.5.5	Development Assistance Mechanism.....	48
4.5.6	Development Assistance Strategic Priorities, Trends, Insights .....	51
5	Recommendations.....	52
5.1	World Bank Group.....	52
5.2	Asian Development Bank .....	53
5.3	The European Bank for Reconstruction and Development (EBRD): .....	54
5.4	Inter-American Development Bank.....	54
5.5	The African Development Bank (AfDB): .....	55
6	Conclusion .....	56

7 Bibliography .....57

## List of Tables

**Table 1: TTF-SWOT Combinatorial Analysis of e.Gen ..... 11**

**Table 2: Prioritization by Number of Opportunities ..... 13**

**Table 3: World Bank Group Organizations at a Glance ..... 15**

**Table 4: World Bank Major Ownership ..... 19**

**Table 5: Consulting Opportunities at Various Stages of the Project Cycle ..... 24**

**Table 6: ADB Major Ownership ..... 28**

## List of Figures

Figure 1: e.Gen's Global Footprint.....	4
Figure 2: ADB Bangladesh Factsheet 2014.....	5
Figure 3: Quick Snapshot of e.Gen's Clients .....	6
Figure 4: Four Pillars of e.Gen's Culture .....	Error! Bookmark not defined.
Figure 5: e.Gen's Organizational Structure .....	8
Figure 6: Simplified GVC of Development Consulting Industry .....	9
Figure 7: Triple Triangle Framework (Jahan, 2011).....	10
Figure 8: Key Achievements of IDA over the last Decade .....	17
Figure 9: World Bank Project Cycle .....	21
Figure 10: Regional Distribution of IFC Funds .....	26
Figure 11: Regional Distribution of World Bank Funds.....	26
Figure 12: Sector-wise Distribution of World Bank Funds .....	27
Figure 13: Thematic Priority Areas of World Bank.....	27
Figure 14: ADB Project Cycle .....	31
Figure 15: Regional Distribution of ADB Funds.....	35
Figure 16: Sector-wise Distribution of ADB Funds .....	36
Figure 17: Drivers of Change: ADB Strategy 2020 .....	36
Figure 18: EBRD Project Cycle.....	38
Figure 19: Regional Distribution of EBRD Funds.....	40
Figure 20: Sector-wise Distribution of EBRD Funds (EBRD FY13 Annual Report) .....	40
Figure 21: Sector-wise Distribution of Funds in IADB.....	45
Figure 22: Project Cycle of AfDB.....	Error! Bookmark not defined.
Figure 23: Regional Distribution of AfDB Funds .....	51
Figure 24: Sector-wise Distribution of AfDB Funds .....	51
Figure 25: Thematic Distribution of AfDB Funds .....	52

# 1 Introduction

## 1.1 Origin of the Report

This report has been prepared as a requirement of the Internship for the completion of The MBA program at BRAC University.

The author completed his organizational attachment with e.Gen consultants Ltd., an international development sector consulting firm from Bangladesh; and conducted a research to facilitate further expansion of e.Gen's business opportunities and diversification of its client base; which culminated in this report.

## 1.2 Definition of Key Terms

**Development Assistance** is financial aid given by development aid agencies and governments to support economic, environmental, social and political development of developing countries. It is distinguished from humanitarian aid as it focuses on poverty alleviation and long term impact rather than a short term emergency response. It is also referred as Development aid, technical assistance, international aid, overseas aid, official development assistance (ODA), or simply foreign aid.

**Development Aid Agencies** are organizations that provide development assistance. They can be categorized as bi-lateral or multilateral. **Bilateral Aid Agencies** are institutions through which one country channels development assistance directly to another, such as USAID (United States Agency for International Development), JICA (Japan International Cooperation Agency) etc. **Multilateral Aid Agencies** are institutions formed by a group of countries, consisting of both donor and borrower nations that provide financial support and professional advice for economic and social development activities in developing countries, such as World Bank, ADB (Asian Development Bank) AfDB (African Development Bank) etc.

**Multilateral Development Banks (MDB)** are institutions created and jointly owned by a group of countries, which provide financing and professional advising for the purpose of development. MDBs have large memberships including both developed donor countries and developing borrower countries. The following are usually classified as the main MDBs:

- World Bank
- Asian Development Bank (ADB)
- Inter-American Development Bank (IADB)
- African Development Bank (AfDB)
- European Investment Bank (EIB)
- European Bank for Reconstruction and Development (EBRD)
- Islamic Development Bank (IsDB)

## 1.3 Background

e.Gen Consultants Ltd, a leading international multi-disciplinary consulting firm from Bangladesh, is at a critical point of its lifecycle where it is exploring opportunities for growth and expansion. Founded in 1999, e.Gen initially focused on national development projects, and went international for the first time in 2008. Since then, e.Gen has successfully won contracts for development sector consulting services in 19 countries through international competitive bidding in a short span of 8 years.

The phenomenal rate at which e.Gen expanded its international presence is commendable. However, if e.Gen is to attain its stated vision – “To become one of the leading consulting firms from South Asia by 2025”; it has miles to go, hurdles to cross, challenges to overcome. Some challenges are to further expand its international presence, solidify its business with existing development partners and diversify its client base.

## 1.4 Issue

Presently, the World Bank and the Asian Development Bank (ADB), two of the biggest multilateral aid agencies, is where bulk of the business of e.Gen comes from. These two organizations combined represents 68% of e.Gen’s awarded project contracts (World Bank 35%, ADB 43%) till date. As such, tracking and pursuing consulting opportunities of World Bank and ADB is prioritized in the organization.

For e.Gen is to achieve a broader, distributed client base and a stronger international footprint (from a baseline of 19 countries in 3 continents), the first step will be a careful evaluation of all the strategic choices. This involves evaluating lucrateness of other multi-lateral and bi-lateral aid agencies as potential clients. The information needed for comparative evaluation of different aid agencies inter-alia include: eligibility criteria for pursuing consulting opportunities, value of total project opportunities, prioritized thematic areas and geographies, level of competition, bid evaluation system, procurement system etc.

This scoping study, functions as the first preparatory step for e.Gen to determine its course of action in diversifying client base and further expanding international operation. Based on the findings of this scoping study, further downstream research will identify few strategic choices for in-depth feasibility study and cost-benefit analysis.

Additionally, emerging trends and changes in strategic priorities of the different development aid agencies can have long-term impact on e.Gen’s business. This study also tries to uncover such patterns. Once the necessary intelligence is gathered and analyzed, e.Gen’s management can determine optimum strategic decisions and tactical maneuvers for growth and consolidation of international practice.

## 1.5 Objectives

The broad objective of this study is:

To map out the development assistance strategies and mechanisms followed by different multi-lateral aid agencies in order to help e.Gen prioritize among agencies and find suitable bidding projects accordingly.

The specific objectives include:

- To examine development assistance strategy and mechanism:  
*Analyze the entry requirements, market size, lucrativeness, prioritized thematic areas and geographies, bid evaluation system and procurement system of consulting opportunities for short-listed multilateral aid agencies.*
- To identify strategic priorities and emerging trends in development assistance of different aid agencies and relate it to e.Gen's best strengths
- To identify opportunities for international expansion and make recommendations based on the analysis results in order to help e.Gen cater to its vision

## 1.6 Delimitations

This particular assignment gives coverage to multilateral aid agencies only. To keep this report manageable within the time limit, only the major Multilateral Development Banks (MDBs) are given coverage for the purpose of the assignment. The MDBs are compared regarding their organizational practice, development assistance strategies and mechanisms, strategic priorities, trends and other idiosyncrasies.

## 2 Organizational Analysis of e.Gen Consultants Ltd.

### 2.1 Background



e.Gen (ISO 9001:2008) is a multi-disciplinary international consulting firm with demonstrated experience in successful management and implementation of development assistance projects in Asia and Africa.

e.Gen was founded in 1999 with a mission to make an impact in the socio economic progress of the developing world. Driven by this cause, e.Gen focuses on high growth thrust sectors such as Power and Energy, Finance and Banking, SME, PPP, Environment, Administrative and Policy Reforms, Human Resource Development, ICT, Education etc.

Till now e.Gen has executed donor funded projects in 19 countries of Asia, Africa and Europe. e.Gen takes pride in delivering development and doing so in some of the world's most challenging environments while upholding highest ethical and professional standards. e.Gen has a vision to become one of the leading consulting firms in South Asia by 2025, and has quickly expanded in this regard in a very short time.

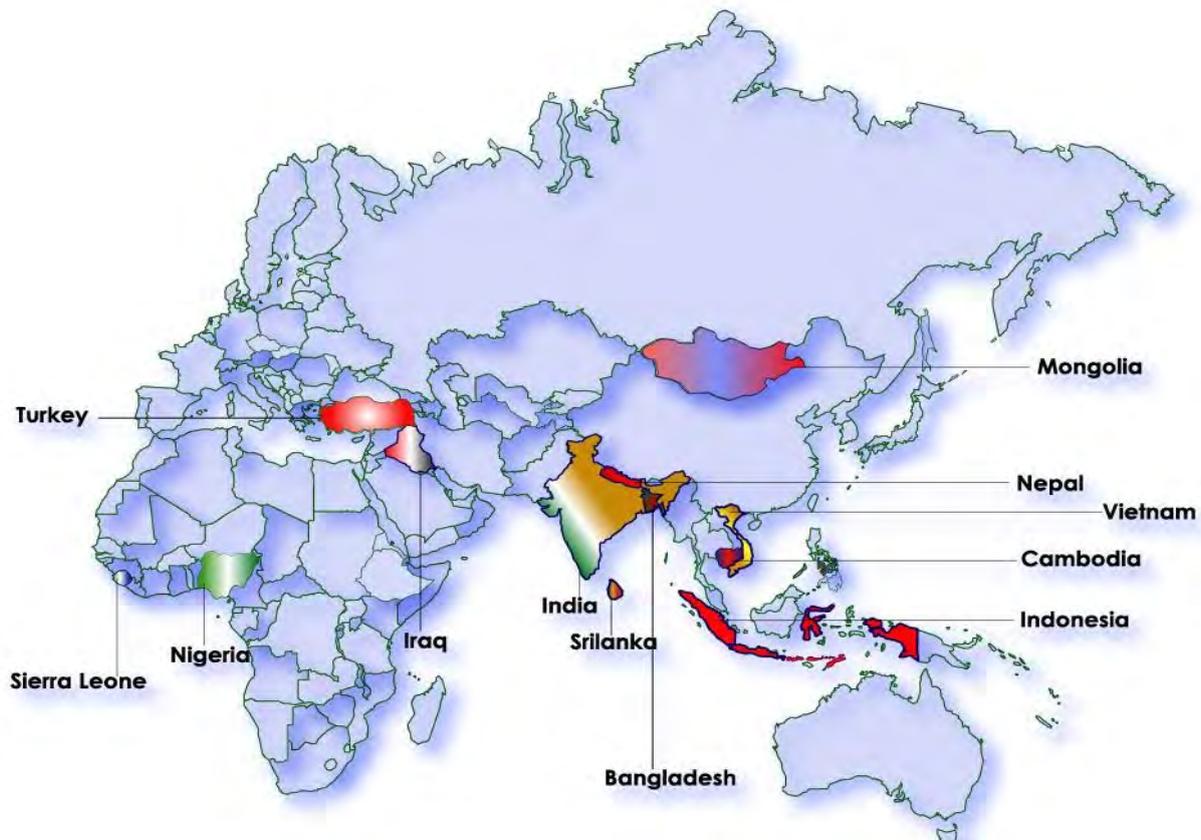


Figure 1: e.Gen's Global Footprint

e.Gen is currently ranked as the **no.1 international consulting firm from Bangladesh** according to **ADB Factsheet 2016**.

e.Gen represents a new breed of young professionals who are determined to make an impact into the consulting industry by providing premium services that can be evaluated against measurable outcomes. e.Gen has always endeavored to upgrade their expertise and provide the most advanced, state-of-the-art technology and cost effective solutions to its clients. This in turn has helped e.Gen to earn a good reputation for excellence.

### **Top 5 Consultants from Bangladesh Involved in Consulting Services Contracts under ADB Loan, Grant, and Technical Assistance Projects, 1 January 2011–31 December 2015**

<b>Consultant</b>	<b>Sector</b>	<b>Contract Amount (\$ million)</b>
E. Gen Consultants Ltd.	ENE, IND, PSM	5.19
Bets Consulting Services Ltd.	ANR, HLT, ICT, PSM, TRA	4.74
Resource Planning & Management Consultants	ANR, WUS	4.27
Kranti Associates Ltd.	FIN	2.76
SMEC International Pty Ltd.	TRA, WUS	2.32
Individual Consultants		13.55
Others		19.05
<b>Total</b>		<b>51.89</b>

ANR = Agriculture, Natural Resources, and Rural Development; ENE = Energy; FIN = Finance; HLT = Health; ICT = Information and Communication Technology; IND = Industry and Trade; PSM = Public Sector Management; TRA = Transport; WUS = Water and Other Urban Infrastructure and Services.

**Figure 2: ADB Bangladesh Factsheet 2016**



Figure 3: Quick Snapshot of e.Gen's Clients

## 2.2 e.Gen's Corporate Philosophy

### 2.2.1 What Drives e.Gen

e.Gen wants to make its mark in the socioeconomic progress of the developing world. Being located in Bangladesh, e.Gen can closely relate to the pressing development needs. That's why e.Gen focuses on high-impact thrust sectors. The driving force behind e.Gen are the following:

- ✓ Commitment to Change
- ✓ Dedication to Excel
- ✓ Urge to Make a Difference
- ✓ Drive to Create Impact
- ✓ Passion to Perform

### 2.2.2 e.Gen's Vision

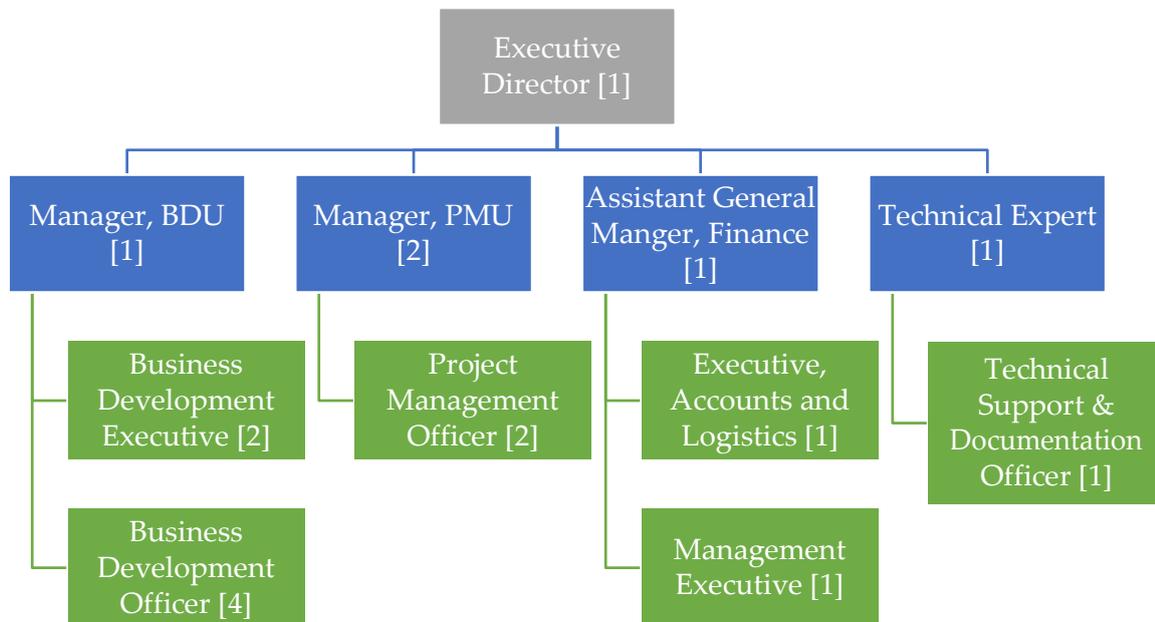
To become one of the leading consulting firms from South Asia by 2025.

### 2.2.3 e.Gen's Mission

To help clients to manage and implement power, energy, infrastructure, finance, and education sector development projects through providing value added premium services at competitive prices.

## 2.3 e.Gen's Organizational Structure

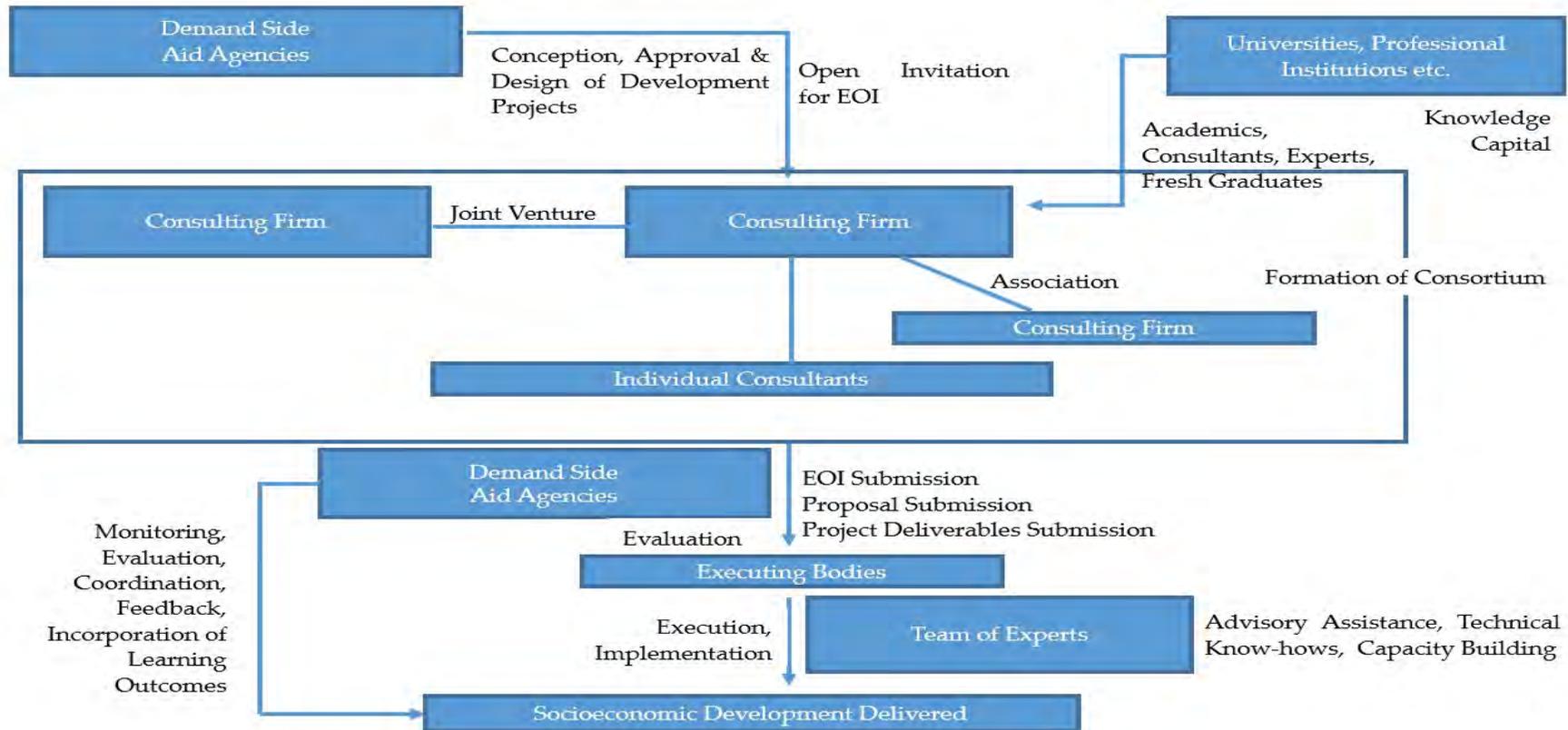
e.Gen strives to maintain a flat organizational hierarchy with high degree of delegation and minimum bureaucracies. This agile structure allows e.Gen to respond to changes quickly, giving it an edge over large, bureaucratic organizations.



**Figure 4: e.Gen's Organizational Structure**

## 2.4 Global Value Chain (GVC) of e.Gen’s Industry

Global Value Chain (GVC) is “the full range of activities that are required to bring a product/service from its conception, through its design, its sourced raw materials and intermediate inputs, its marketing, its distribution and its support to the final consumer” (Global Value Chains Website, 2016). The following is a simplified illustrative diagram of the Global Value Chain of Development Consulting Firms:

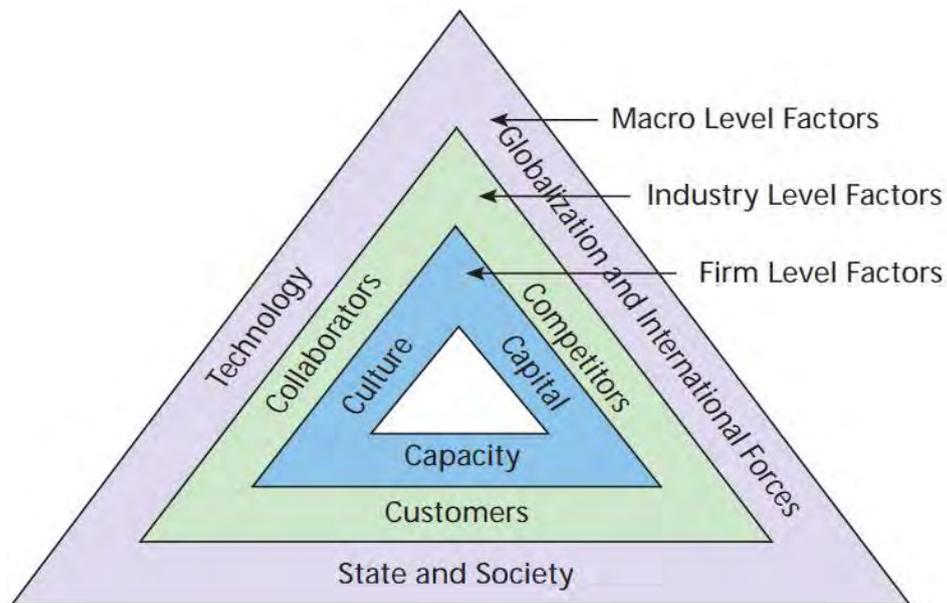


**Figure 5: Simplified GVC of Development Consulting Industry**

## 2.5 “TTF-SWOT” Combinatorial Analysis of e.Gen

TTF framework is an analytical framework that helps explore/identify enterprise competitiveness opportunities and challenges arising from three different tiers, with three variables for each tier:

- ✓ Firm Level Factors
- ✓ Industry Level Factors
- ✓ Macro Level Factors (Jahan, 2011)



**Figure 6: Triple Triangle Framework** (Jahan, 2011)

SWOT analysis has been used in combination with TTF framework to strategically analyze e.Gen’s business model which is presented in the following page in table format.

**Table 1: TTF-SWOT Combinatorial Analysis of e.Gen**

Factors	SWOT Classification	Explanation
<b>Firm Level Factors</b>		
Capital	Weakness	Compared to large competitors in developing countries, e.Gen's has a small capital base.
	Opportunity	Procurement system in many aid agencies and public organizations have small-business friendly policies in place to ensure representation and inclusive capacity development.
Capability	Strength	e.Gen can hire quality human resource with high potential for knowledge capital development at a very competitive rate compared to competitors, as talent in Bangladesh is abundant in supply.
Culture	Strength	e.Gen has a culture conducive to creativity, learning and growth. e.Gen's well defined purpose inspires aspiring professionals to make an impact. It promotes high degree of delegation.
<b>Industry Level Factors</b>		
Competitor	Threat	e.Gen can face competition in future from new and upcoming firms with similar cost and capability advantages following a similar business model and strategy.
Collaborator	Strength	e.Gen has strong relationships with a number of specialized firms in leading position of their respective sector. e.Gen's business model is highly inclined towards forming consortium for each projects it pursues. This network approach has given e.Gen an edge over competitors.
	Opportunity	e.Gen can evaluate the option of forming long term partnerships with trusted firms and individual experts.
Customer	Strength	e.Gen has a positive reputation in World Bank and ADB thanks to many successful project performance. These organizations are held in high regard in development arena and e.Gen can use this track record as leverage in pursuing other opportunities.
	Threat	One or two messed up projects is all it takes to lose reputation built over many years.
<b>Macroeconomic Factors</b>		
State & Society	Strength	Being based in Bangladesh, e.Gen can avail quality human resource at a substantially competitive cost. e.Gen also avails the benefits of lax working hour restrictions, giving it more work-hour per week compared to competitors in highly regulated countries.
	Threat	Unfavorable tax laws can erode away the cost advantage enjoyed by e.Gen when submitting bids.
Technology & Innovation	Opportunity	Technology has greatly reduced asymmetry in access to information and cutting edge knowledge. The access to information scenario is set to improve further in future.
Globalization & Int'l forces	Opportunity	e.Gen can explore opportunities to further expand in the global arena, through establishing a foothold in Europe and South America.

## 3 Methodology

The study on “Comparative analysis of philosophy, organizational structure and development assistance mechanism of major multilateral development banks” uses a blended approach of qualitative and quantitative. The overarching approach has been the use of systematic exhaustive research to unearth as much data as possible to aid decision-making within the limited time. Qualitative research has been used to examine the project cycle, procurement policies, procedures, mechanisms and methods of the MDBs while quantitative research has been used to identify geographic and sector priorities, thematic priorities, and any shifts and patterns therein.

The study utilize a phased approach. The different Phases are:

1. Inception Phase
2. Delimitation Phase
3. Analysis Phase
4. Recommendation Phase

**3.1 Inception Phase:** This phase continued throughout the first month of commencement of the internship period. In this phase, the researcher first developed a feel for the organization and the industry. This helped identify potential avenues of research and tentative research topics and thematic area. Following this, a research topic and research problem was finalized in close consultation with the internship advisor. Most of the literature review was completed in this phase.

**3.2 Delimitation Phase:** In this phase, the study was delimited within a manageable scope in consultation with internship advisor. The delimitation process involved the following steps:

- ✓ **Preparing a Comprehensive List of All Aid Agencies:** A comprehensive list of all multilateral aid agencies were prepared which falls under the definition stated in the beginning of this report. A total of 27 multilateral aid agencies were identified.
- ✓ **Primary Shortlisting:** The following step involved analyzing which of the agencies avail the service of consulting firms, (therefore relevant to e.Gen) and eliminating the rest from the analysis. This rendered a list of 14 aid agencies.
- ✓ **Secondary Shortlisting:** The following step involved reducing the list to 7 entries through selecting only large Multilateral Development Banks for analysis. This was necessary to keep the study within manageable limits. This also offers benefits in terms of comparability in analysis.
- ✓ **Final Selection:** Finally, the 7 MDBs were analyzed in terms of lucrativeness of opportunity. This was done through finding out the number of consulting opportunities being sought by the MDB within 6 months.

'Devex' web portal was used to carry out this analysis. Devex is a third-party website that works as a market platform through compiling all consulting opportunities in the development sector<sup>1</sup>. The following table shows result of the analysis:

**Table 2: Prioritization by Number of Opportunities**

Name of Major MDBs	Number of Consulting Opportunities in last 6 months
World Bank Group	17,111
Asian Development Bank (ADB)	3,599
African Development Bank (AfDB)	1,775
Inter-American Development Bank (IADB)	1737
European Bank for Reconstruction and Development (EBRD)	1737
European Investment Bank (EIB)	649
Islamic Development Bank (IsDB)	127

The analysis revealed the last two entries, European Investment Bank (EIB) and Islamic Development Bank (IsDB) are comparatively quite small in scale of operations. Therefore, the first 5 entries were selected for analysis.

**3.3 Analysis Phase:** This phase involved the use of qualitative and quantitative analysis to uncover information required for the study. The following data sources were used:

- ✓ Website of the MDBs
- ✓ Procurement Guidelines published by the MDBs
- ✓ Annual Report 2015, 2014 and 2013
- ✓ Wikipedia Page of the MDBs
- ✓ Related third party research papers, journal articles and publications
- ✓ Automated Procurement System of the MDBs (Shadow profiles were opened where deemed necessary for the purpose of the assignment to collect information regarding procurement system)
- ✓ Information and insights from industry experts collected through interviews
- ✓ OECD Statistics Database (As confirmation source)

**3.4 Recommendation Phase:** Once the analysis was complete, key insights were compiled and recommendations were made based on the findings.

---

<sup>1</sup><http://www.devex.com/>

## 4 Findings & Analysis

### 4.1 The World Bank Group

#### 4.1.1 Overview



The **World Bank Group (WBG)** is a family of five international organizations that make leveraged loans to poor countries. The stated mission of World Bank Group to eradicate extreme poverty by 2030. It is the largest and most famous development bank in the world and is an observer at the United Nations Development Group. The bank is based in Washington, D.C. and provided around \$30 billion in loans and assistance to "developing" and transition countries in 2012 (Bank Information Center Website, 2016). Established in 1944, the World Bank Group now has more than 10,000 employees in more than 120 offices worldwide (World Bank Group Website, 2016).

The World Bank is among the largest sources of public financing in the world. However its various roles as lender, knowledge broker, and gatekeeper to development finance collectively serve another purpose: to steer investor dollars and aid flows to targeted countries and sectors. (Bank Information Center Website, 2016)

#### 4.1.2 Corporate Philosophy

The motto of WBG is "Working for a World Free of Poverty". WBG has set two goals for the world to achieve by 2030:

- End extreme poverty by decreasing the percentage of people living on less than \$1.25 a day to no more than 3%.
- Promote shared prosperity by fostering the income growth of the bottom 40% for every country. (World Bank Group Website, 2016)

#### 4.1.3 Organizational Structure

The WBG comprises of five organizations:

- IBRD (The International Bank for Reconstruction and development)
- IDA (The International Development Association)
- IFC (The International Finance Corporation)
- MIGA (The Multilateral Investment Guarantee Agency (MIGA))
- The International Centre for Settlement and Investment Disputes (ICSID)

IBRD and IDA combined is called the 'World Bank' (not to be confused with World Bank Group). A table summarizing each of the organization's unique roles and propositions is presented in the next page.

**Table 3: World Bank Group Organizations at a Glance**

Name of Organization	Year established	Differentiating Factor
IBRD	1945	<p>Lends to governments of middle-income and creditworthy low income countries at low cost to clients.</p> <p>Lending financed primarily through market mechanism (issuing bonds at low rate thanks to triple A credit rating) and secondarily through member countries' contribution</p>
IDA	1956	<p>Provides interest-free, long-term loans and grants to governments of the world's 79 poorest countries, which have little or no capacity to borrow on market terms.</p> <p>Lending financed by contributions to IDA from donor countries. Additional funds come from borrower's repayments of earlier IDA credits.</p>
IFC	1960	<p>Private sector arm of the World Bank Group.</p> <p>Provides long term loans, equity, structured and securitized products, advisory and risk mitigation services to private enterprises in developing and transition countries.</p>
MIGA	1965	<p>Provides political risk insurance or guarantee to promote foreign direct investment into developing countries.</p>
ICSID	1988	<p>Provides facilities for conciliation and arbitration of international investment disputes between foreign investors and host states.</p> <p>ICSID also researches and publishes on international arbitration and foreign investment law.</p>

#### 4.1.3.1 [The International Bank for Reconstruction and Development \(IBRD\)](#)



The International Bank for Reconstruction and Development (IBRD) aims to reduce poverty in middle-income countries and creditworthy poorer countries by promoting sustainable development through loans, guarantees, risk management products, and analytical and advisory services. Established in 1944 as the original institution of the World Bank

Group, IBRD is structured like a cooperative that is owned and operated for the benefit of its 188 member countries. (IBRD Website, 2016)

IBRD raises most of its funds on the world's financial markets and has become one of the most established borrowers since issuing its first bond in 1947. The IBRD has enjoyed a triple-A credit rating since 1959, which allows it to borrow capital at favorable rates. The income that IBRD has generated over the years has allowed it to fund development activities and to ensure its financial strength, which enables it to borrow at low cost and offer its clients good borrowing terms. (IBRD Website, 2016). It raised \$29 billion USD in capital from bond issues made in 26 different currencies. It reported lending commitments of \$26.7 billion made to 132 projects in 2011 only. (Wikimedia Commons, 2016). Overall, IBRD has raised the bulk of the money loaned by the World Bank to alleviate poverty around the world. This has been done at a relatively low cost to taxpayers, with governments paying in \$11 billion in capital since 1946 to generate more than \$400 billion in loans. (IBRD Website, 2016).

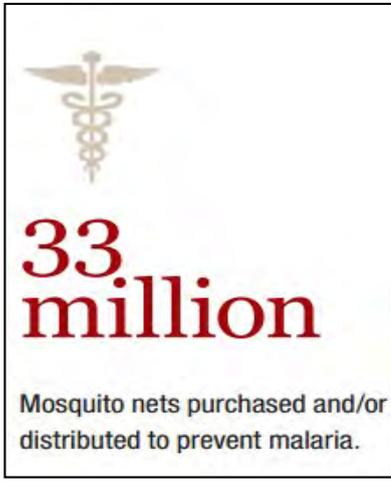
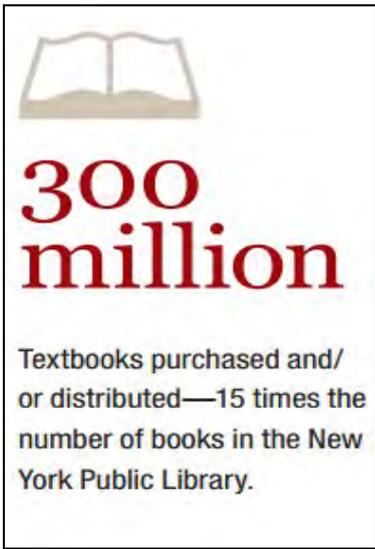
#### 4.1.3.2 [The International Development Association \(IDA\)](#)



The International Development Association (IDA) is The World Bank's fund for the poorest. IDA offers concessional loans and grants to the world's poorest developing countries. It was established in 1960 to complement the existing IBRD by lending to developing countries which suffer from the lowest gross national income, from troubled creditworthiness, or from the lowest per capita income. Together, the

International Development Association and International Bank for Reconstruction and Development are collectively generally known as the World Bank, as they follow the same executive leadership and operate with the same staff, guidelines and processes. (Wikimedia Commons, 2016)

The association shares the World Bank's mission of reducing poverty and aims to provide affordable development financing to countries whose credit risk is so prohibitive that they cannot afford to borrow commercially or from the Bank's other programs. Its stated aim is to assist the poorest nations in growing more quickly, equitably, and sustainably to reduce poverty. (Wikimedia Commons, 2016). The IDA is the single largest provider of funds to economic and human development projects in the world's poorest nations. In FY10, the largest IDA recipients included India, Vietnam, Tanzania, Ethiopia, Nigeria, Bangladesh, Kenya, and Uganda. Also, according to Center for Global Development's Quality of Official Development



**Figure 7: Key Achievements of IDA over the last Decade**

#### 4.1.3.3 [International Finance Corporation \(IFC\)](#)



International Finance Corporation (IFC), established in 1956, is the private sector arms of the World Bank Group and is the largest global development institution focused exclusively on the private sector in developing countries.

Established in 1956, IFC is owned by 184 member countries, a group that collectively determines IFC's policies. IFC work in more than a 100 developing countries allows companies and financial institutions in emerging markets to create jobs, generate tax revenues, improve corporate governance and environmental performance, and contribute to their local communities. IFC's stated aim is to create opportunities for people to escape poverty and achieve better living standards by mobilizing financial resources for private enterprise, promoting accessible and competitive markets, supporting businesses and other private sector entities, and creating jobs and delivering necessary services to those who are poverty-stricken or otherwise vulnerable (IFC Website, 2014). The corporation operates with a staff of over 3,400 employees, of which half are stationed in field offices across its member nations. (Ottenhoff, 2011)

#### 4.1.3.4 [Multilateral Investment Guarantee Agency \(MIGA\)](#)



The Multilateral Investment Guarantee Agency (MIGA) is an international financial institution of the World Bank Group which offers political risk insurance guarantees. Such guarantees help investors protect foreign direct investments against political and non-commercial risks in developing countries. It was established in 1988 as an investment insurance facility to encourage confident investment in developing countries. MIGA's stated mission is "to promote foreign

direct investment into developing countries to support economic growth, reduce poverty, and improve people's lives". The agency focuses on member countries of the International Development Association and countries affected by armed conflict. (MIGA Website, 2016)

#### 4.1.3.5 [International Centre for Settlement of Investment Disputes \(ICSID\)](#)



The International Centre for Settlement of Investment Disputes (ICSID) is a member of the World Bank Group and an international arbitration institution which facilitates arbitration and

conciliation of legal disputes between international investors. It was established in 1966 as a multilateral specialized dispute resolution institution to encourage international flow of investment and mitigate non-commercial risks. Although the ICSID receives its funding from the World Bank, it is an autonomous institution. The center facilitates arbitration and conciliation proceedings, allowing independent tribunals and arbitration mechanisms to hold proceedings under its rules, and all contracting member states agree to enforce and uphold arbitral awards in accordance with the ICSID Convention. The center also performs advisory activities and maintains several publications. (Wikimedia Commons, 2014). The ICSID does not conduct arbitration or conciliation proceedings itself, but offers institutional and procedural support to conciliation commissions, tribunals, and other committees which conduct such matters. The center has two sets of rules that determine how cases will be initiated and conducted, either under the ICSID's Convention, Regulations or the ICSID's Additional Facility Rules. To be processed in accordance with the ICSID Convention, a legal dispute has to exist between one of the center's contracting member states and a national of another contracting member state. It must also be of a legal nature and relate directly to an investment. A case can be processed under the ICSID Additional Facility Rules if one of the parties to the dispute is either not a contracting member state or a national of a contracting member state. However, most cases are arbitrated under the ICSID Convention. (ICSID, 2013) & (ICSID Webstie, 2014) The ICSID also conducts advisory activities and publishes "*Investment Laws of the World and of Investment Treaties*". It also publishes a semi-annual law journal entitled "*ICSID Review: Foreign Investment Law Journal*". (ICSID Webstie, 2014).

#### 4.1.4 Control and Ownership

World Bank is collectively owned by member governments who has voting shares with votes proportional to shareholding. Membership gives certain voting rights that are the same for all countries but there are additional votes which depend on financial contributions to the organization. Minimum 85% supermajority is required for change in the charter, giving USA control of decision-making. (World Bank , 2013)

**Table 4: World Bank Major Ownership**

Member Nation	Voting Share
United States of America (USA)	16.4%
Japan	7.9%
Germany	4.5%
United Kingdom (UK)	4.3%
France	4.3%

## 4.1.5 Development Assistance Mechanism

### 4.1.5.1 [Vehicles of Development Assistance](#)

The World Bank (IBRD-IDA) provides Technical Assistance (TA), loans and grants to governments of borrower countries (while IFC provides the same to private sector organizations).

**(Technical Assistance)** TAs are intended to develop the supporting policy, regulatory and institutional frameworks and human capacity of the government agency as a prerequisite step of loans and grants when necessary. TAs are intended to build the capacity needed in the executing agencies of governments to handle, properly manage and utilize the loans and grants. Successful completion of TAs often result in grants and loans being approved for the agency. Technical Assistances require consulting work which are mostly procured through open bidding from consulting firms and individual consultants. The procurement is directly overseen by World Bank Group and the contract is between the Bank and the consulting firm. Due to its advisory nature, TAs are comparatively very small in budgetary provisions (less than 1 million - up to 3 million). The allocated budget of TAs is not required to be paid back by the recipient borrower/government agency. IFC may also offer TAs towards capacity building of partner private sector organizations. (Chowdhury, 2014) & (Hasan, 2014)

**Grants** are development assistance provided to government organizations and generally bigger in budgetary amount than TAs. Consulting opportunities arising through grants are procured by the executing agency while World Bank Group only plays a supervisory role. As such, the invitation for bid is issued by the executing agency (public sector organization) and contract is signed between the consulting firm and the executing agency with no contractual involvement of the World Bank. However, if the executing agency lacks capacity for procurement management, they might request World Bank to evaluate the bid documents and take charge of procurement. Grants also are mostly intended to build capacity in the executing agency to utilize the loan amount for its intended purpose. From experience, grant amounts are usually 5-10 times larger than TAs. (Chowdhury, 2014) & (Hasan, 2014)

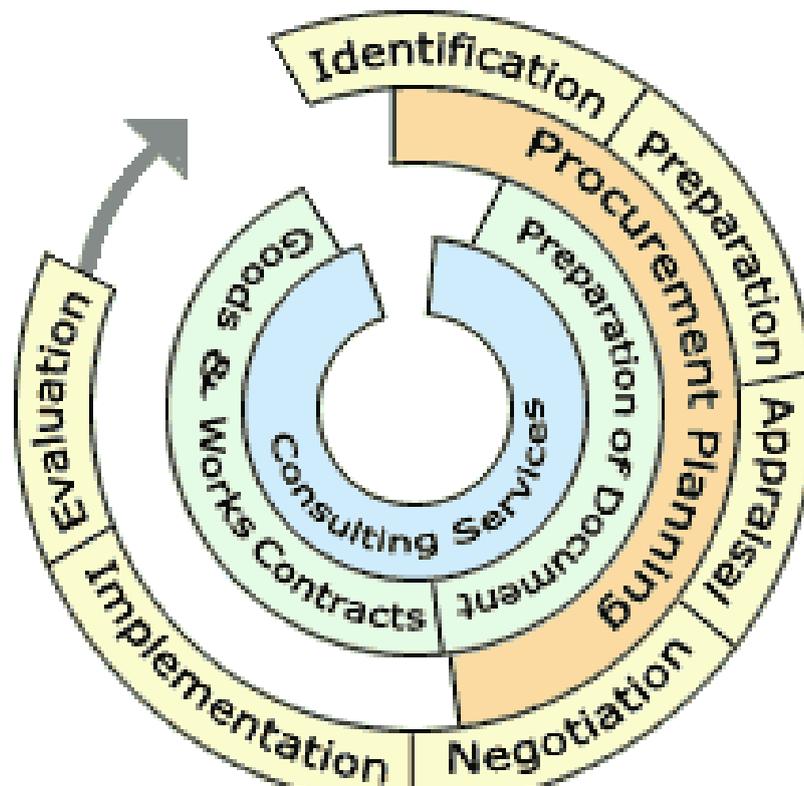
**Loans** on the other hand are 50-100 times larger than TAs in budgetary amount (from 30 million – up to 500 million). They usually involve hardcore engineer works (design-build-operate contracts for power plants, hydroelectric dams, road construction, bridge construction etc.) and are more suitable for larger engineering/construction firms. However, they might involve soft components and local support requirements (policy review, feasibility study, master planning, procurement supervision etc.) which are suitable for consulting firms to participate in as consortium partner. (Chowdhury, 2014) & (Hasan, 2014)

#### 4.1.5.2 Project Cycle

The Project Cycle is the framework used by the World Bank to design, prepare, implement and supervise projects. In practice, the World Bank and the borrowing country work closely throughout the project cycle although they have different roles and responsibilities. Generally, the duration of the project cycle is long by commercial standards. It is not uncommon for a project to last over four years, from the time it is identified until the time it is completed. (World Bank Website, 2016)

The project cycle includes seven stages:

1. Pre-pipeline
2. Identification
3. Preparation
4. Appraisal
5. Negotiation/Approval
6. Implementation and Supervision
7. Evaluation



**Figure 8: World Bank Project Cycle**

A project in one of the first three stages is referred to as in the “Pipeline”. The Implementation stage may also be referred to as “supervision” since this is when World Bank staff will monitor the implementation of a project. (World Bank Website, 2016)

**1. Pre-pipeline:** Prior to initiating projects, the World Bank will undertake a number of studies of development issues at the thematic, country and sector level. These studies are commonly referred to as Economic and Sector Work (ESW). ESW is used to improve the Bank’s understanding of development challenges and to promote best practice among staff and on individual projects. Key documents in the Pre-Pipeline stage are Poverty Reduction Strategy Papers (PRSPs), Country Assistance Strategies (CAS), and Sector Strategies. These documents set the tone for new projects to be issued by the World Bank Group.

**2. Identification:** Based on sector work and country strategies, the World Bank and borrowing countries jointly identify projects that support their development goals. A project will typically be managed through the relevant government ministry – for example, a project in the health sector will be prepared and implemented by the Ministry of Health. The identification stage can take up to a year and a half. After a project implementing agency has been identified and appropriate staff have been designated to manage the project, they will conduct pre-feasibility and feasibility studies. Bank staff will monitor these studies and provide assistance as required. They will advise the borrowing country on their initial efforts and conduct an “identification mission” to begin detailing key principles and conditions of the project. Key project documents in the Identification stage include the Monthly Operational Summary (MOS) and the Project Identification Document (PID). (World Bank Website, 2016)

**3. Preparation:** The borrowing country is responsible for project preparation. During this stage, which can last up to two years, the borrowing country continues to conduct further studies and impact assessments that refine the objectives, components, schedule, institutional responsibility and implementation plan of the project. The Bank, on the other hand, starts to determine the conditions required for the project to succeed and for the Bank to be satisfied the project will have positive economic, financial, social and environmental impacts. MOS and PIDs continue to be available during this stage. (World Bank Website, 2014). In this stage of the project cycle, borrowers often supplement their own efforts by hiring consultants to carry out a major part of the work (World Bank Website, 2014). The executing agency sometimes requests the World Bank for technical assistance which World Bank Group may procure through open invitation for technical assistance consulting services (Chowdhury, 2014).

**4. Appraisal:** Appraisal is the sole responsibility of Bank staff. They will review all the studies conducted in previous stages, including the procurement plan that identifies the types and amounts of equipment, goods, civil works and services that will be purchased. After an “appraisal mission”, the result of the review is described in the Project Appraisal Document

(PAD). The Appraisal stage often lasts between 3-6 months. MOS and PIDS continue to be available during this stage.

**5. Negotiation and Approval:** During negotiations, the World Bank and borrowing country will agree on the terms of the loan supporting the project. Typically, negotiations last about 1-2 months. Following negotiations, the PAD and other loan/credit documents are sent to the Board of Executive Directors for approval. After approval, the loan, credit or grant agreement is signed.

**6. Implementation & Supervision:** After the loan or credit is approved, the borrowing country can use the funds to purchase the goods and services necessary to meet the project's objectives. The borrowing country, not the World Bank, is responsible for implementing the project. At this stage, which can last a number of years, the World Bank's role is to monitor project implementation to ensure that the terms of the loan/credit agreement are followed and that procurement is conducted according to the World Bank's guidelines. (World Bank Website, 2016)

**7. Evaluation:** Following completion of the project, the Bank's Independent Evaluation Group, conducts an audit of the project, where the project's outcome is measured against its original objectives. The audit entails a review of the project completion report and preparation of a separate report. Both reports are then submitted to the executive directors and the borrower. These reports are not available to the public; however, IEG periodically prepares impact evaluations on sets of projects based on these reports. (World Bank Website, 2016)

#### 4.1.5.3 [Consulting Opportunities](#)

Business opportunities exist at each stage of the project cycle. However, the types of opportunities, the size of opportunities, the "buyer" of goods and services, and the manner in which goods and services are bought vary according to which stage a project is in. (World Bank, 2016)

As a general rule, projects in the "Pipeline" generate short-term consulting opportunities of less than US\$ 100,000. Consultants may be hired by both the World Bank and the borrowing country during this stage. Projects in "Implementation" generate large and small contracts for goods and equipment suppliers and for civil works and consulting firms. Companies respond to open tenders and are selected by the borrowing country according to formal procedures and evaluation criteria. (World Bank, 2016)

The table below provides an overview of business opportunities during the project cycle:

**Table 5: Consulting Opportunities at Various Stages of the Project Cycle**

Stage	Type of Opportunity	Buyer	Source of Information
Pre-pipeline	Short Term Consulting (< \$100,000)	World Bank	ESW, PRSP, CAS, Sector Studies.  REI is published for all contracts with an estimated value above \$50,000
Identification	Short Term Consulting	World Bank	MOS  REI is published for all contracts with an estimated value above \$50,000
Preparation	Short-Term Consulting	Borrowing Country	MOS, PID
	Medium-Term Consulting (> \$200,000)	Borrowing Country	
Appraisal	Short-Term Consulting	World Bank	MOS, PID  REI is published for all contracts with an estimated value above \$50,000
Negotiation & Approval	N/A	N/A	GPN
Implementation	Consulting Services, Equipment, Goods & Civil Works	Borrowing Country	PID, PAD, GPN, REI, SPN, PRCA
Supervision	Short Term Consulting	World Bank	
Post-Evaluation	Short Term Consulting	World Bank	

**4.1.5.4 Procurement Method and Mechanisms**

For procurement of consulting services by the World Bank Group, World Bank Group usually follows a two-step selection process.

In the first stage, Request for Expression of Interest (REI) is uploaded to World Bank Group's automated procurement system (known as eConsultant2) with brief description of the service sought for, expression of interest submission deadline, country of assignment etc. The documents is most often less than 1 page and sometimes up to 3 page in length. Consulting firms submit an "expression of interest" document in the automated online system within the deadline. Then, the bid submissions go through evaluation and 5/6 firms/consortium are shortlisted for the project. This completes first stage of the selection process. In the second stage, shortlisted consulting firms are notified through email and requested to submit a full technical and financial proposal against a 'Request for Proposal Package' – containing detailed Terms of Reference (TOR), data sheet, evaluation criteria and weightage, selection method and standard proposal submission format. The shortlisted firms submit full technical and financial proposals within the deadline. The technical proposals go through competitive evaluation and receives technical score. After one week of the disclosure of technical proposal, financial proposal is opened. Financial quotes submitted by firms receive pro-rated points based on the relationship of each financial proposal to that of the lowest evaluated price. The technical and financial scores are then combined and highest scoring consulting firm is invited for negotiation and contract signing. The technical and financial proposals are submitted in separate envelopes and disclosure of budget in the technical proposal results in immediate disqualification.

The following procurement systems can be followed:

- **QCBS (Quality and Cost Based Selection)** Relative weightage can be 70:30, 80:20 or 90:10 (technical: financial), which is disclosed to the shortlisted firms beforehand. Also, a minimum technical cutoff score is assigned to maintain certain quality standard. A technical cut-off score can be 60, 70, 75 or others.
- **QBS (Quality Based Selection)**: QBS method can be used for complex or highly specialized assignments, assignments requiring innovation or assignments that are critically important with high downstream impact.
- **FBS (Fixed Budget Selection)**: FBS method is appropriate only when the assignment is simple and can be precisely defined and when the budget is fixed. The RFP indicates the available budget in this case.
- **LCS (Least Cost Selection)**: This method is generally appropriate for selecting consultants for assignments of a standard or routine nature (audits, engineering design of noncomplex works, and so forth) where well-established practices and standards exist.
- **CQS (Consultants Qualification Selection)**: This method may be used for small assignments or emergency situations declared by the Borrower and recognized by the Bank for which the need for issuing an RFP, and preparing and evaluating competitive proposals is not justified.
- **SSS (Single Source Selection)**: Single-source selection of consultants does not provide the benefits of competition in regard to quality and cost, lacks transparency in selection, and could encourage unacceptable practices.

## 4.1.6 Development Assistance Strategic Priorities, Trends, Insights

### 4.1.6.1 Regional Priorities

The following figure shows region-wide distribution of World Bank's lending. Africa is a priority region with 26% allocation. The recent strategy paper also emphasized on Africa. IFC on the other hand has highest investment of 27% in Latin America (indicating higher degree of private sector initiatives in this region) and lowest in South Asia of only 9%.

World Bank (IBRD-IDA) Lending by Region FY 13

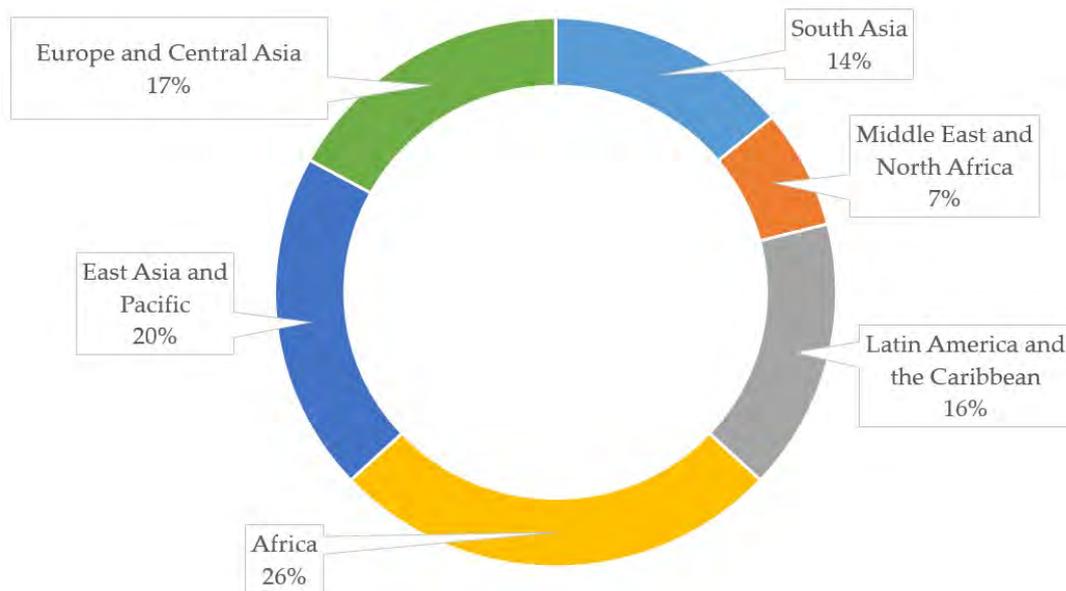


Figure 10: Regional Distribution of World Bank Funds

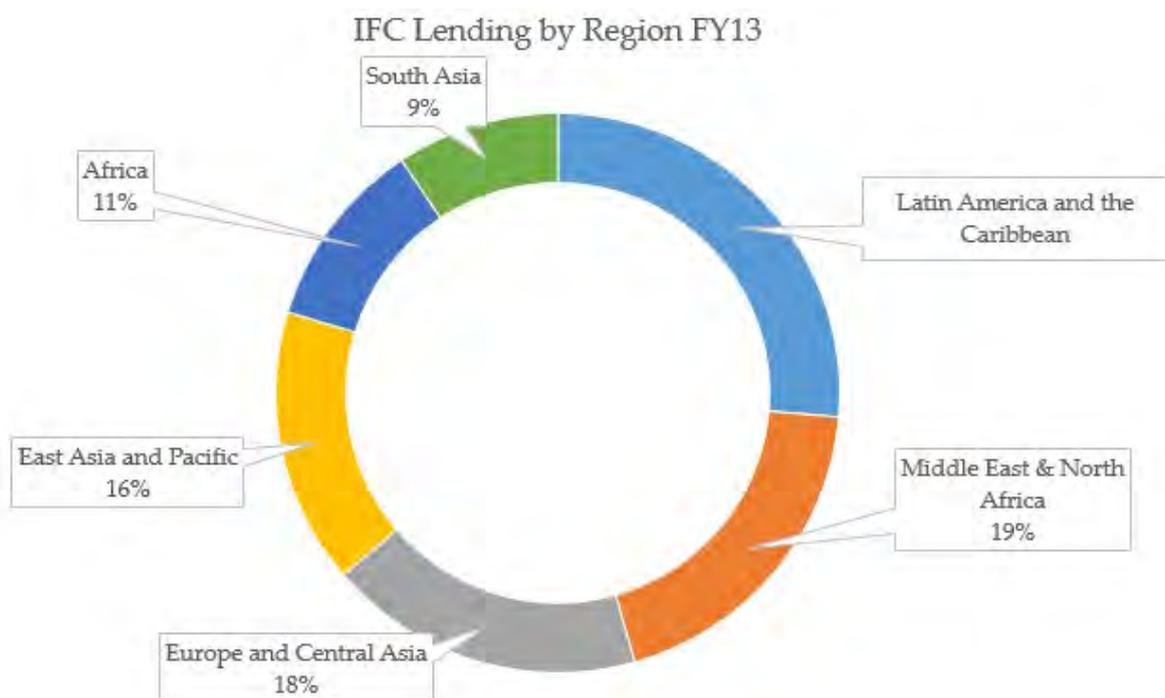
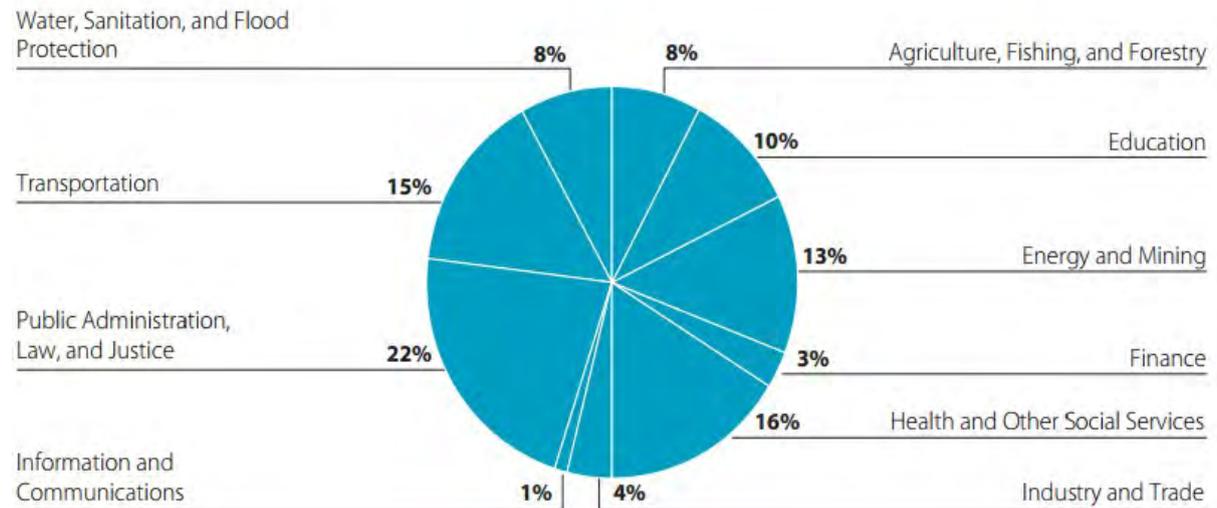


Figure 9: Regional Distribution of IFC Funds

#### 4.1.6.2 Sectoral Priorities

Public Administration, Law and Justice received highest 22% lending of World Bank, followed by Health and Social Services 16% and Transportation 15%. (World Bank , 2013)

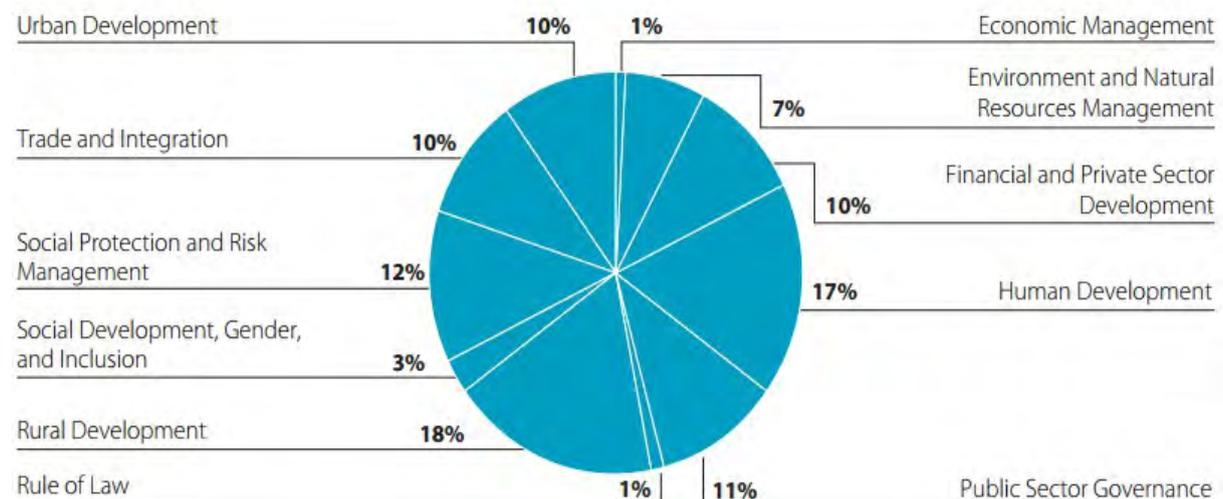


**Figure 11: Sector-wise Distribution of World Bank Funds**

For IFC, the top priority sectors are Trade Finance (35.3%), Financial Markets (19.9%) and Infrastructure (12.2%). (IFC, 2013).

#### 4.1.6.3 Thematic Priorities

Rural Development (18%) and Human Development (17%) was the thematic priority area for World Bank. in 2013, followed by Social Protection and Risk Management (12%) and Public Sector Governance (11%).



**Figure 12: Thematic Priority Areas of World Bank**

## 4.2 The Asian Development Bank (ADB)

### 4.2.1 Overview



The Asian Development Bank (ADB) is a regional development bank established on 22 August 1966 which is headquartered in Metro Manila, Philippines to facilitate economic development of countries in Asia. The bank admits the members of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP, formerly known as the United Nations Economic Commission for Asia and the Far East) and non-regional developed countries. From 31 members at its establishment, ADB now has 67 members - of which 48 are from within Asia and the Pacific and 19 outside. ADB was modeled closely on the World Bank, and has a similar weighted voting system where votes are distributed in proportion with member's capital subscriptions. As of 2012, the bank employs 3,051 people, of which 1,463 (48%) are from the Philippines (Wikimedia Commons, 2016)

### 4.2.2 Corporate Philosophy

ADB aims for an Asia and Pacific free from poverty. Approximately 1.7 billion people in the region are poor and unable to access essential goods, services, assets and opportunities to which ADB believes every human in entitled. ADB has been driven by an inspiration and dedication to improving people's lives in Asia and the Pacific. (ADB Website, 2016)

### 4.2.3 Organizational Structure

The highest policy-making body of the bank is the Board of Governors composed of one representative from each member state. The Board of Governors, in turn, elect among themselves the 12 members of the Board of Directors and their deputy. Eight of the 12 members come from regional (Asia-Pacific) members while the others come from non-regional members. (Wikimedia Commons, 2016) The Board of Governors also elect the bank's President who is the chairperson of the Board of Directors and manages ADB. The president has a term of office lasting five years, and may be reelected. Traditionally, and because Japan is one of the largest shareholders of the bank, the president has always been Japanese. (Wikimedia Commons, 2016)

### 4.2.4 Control and Ownership

Like the World Bank Group, ADB also is owned by its member nations. The following Table shows major ownerships (ADB, 2013)

**Table 6: ADB Major Ownership**

Member Nation	Voting Share
Japan	12.84%
United States of America (USA)	12.75%

The People's Republic of China	5.47%
India	5.38%

## 4.2.5 Development Assistance Mechanism

### 4.2.5.1 [Vehicles of Development Assistance](#)

The main devices for assistance are loans, grants, policy dialogue, technical assistance and equity investments (ADB Website, 2016). Therefore, the vehicles of development assistance by ADB is quite identical to that of World Bank.

The development assistance of ADB is financed via 4 main channels:

- **Ordinary Capital Resources (OCR):** loans offered at near-market terms to better-off borrowing countries.
- **The Asian Development Fund (ADF):** offers loans at very low interest rates and grants to ADB's poorest borrowing countries.
- **Technical Assistance:** mostly grants intended towards capacity building.
- **Innovation and Efficiency Initiative (IEI):** These are financing instruments intended to provide ADB clients and operational teams with additional alternatives to help finance development projects.

The following lists the different types of financial products offered by ADB:

1. LIBOR based Loans (LBL)
2. Local Currency Loan Product (LCL)
3. Technical Assistance
4. Debt Management Products
5. Multi-tranche financing Facility (MFF)

**1. LIBOR based Loans (LBL):** Most of ADB's new lending from OCR have been London interbank offered rate (LIBOR)-based loans (LBL). LBL products give borrowers a high degree of flexibility through choice of currency and interest rate basis, a wide selection of repayment terms, and ability to change the original loan terms during the life of the loan. LBLs may be denominated in US dollars, euros, yen or other foreign currencies in which ADB can efficiently intermediate.

**2. Local Currency Loan Product (LCL):** To continue meeting borrowers' evolving financial needs, ADB introduced the local currency loan (LCL) product in August 2005. Private sector enterprises and certain public sector entities including local governments and public sector enterprises may avail themselves of LCLs. LCLs aim to reduce currency mismatches in the developing member countries (DMCs).

**3. Technical Assistance:** Through its technical assistance operations, ADB assists its developing member countries in:

- Identifying, formulating, and implementing projects,

- Improving the institutional capabilities of governments and executing agencies,
- Formulating development strategies,
- Promoting the transfer of technology, and
- Fostering regional cooperation. (ADB Website, 2014)

**4. Debt Management Products:** ADB offers debt management products to members and entities fully guaranteed by members in relation to their third-party liabilities. In offering debt management products for third-party liabilities, ADB is able to contribute to the economic development of its DMCs by allowing members or guaranteed entities to improve debt management, thereby potentially reducing economic volatility, reducing borrowing costs, improving access to capital markets, and freeing up scarce financial resources for economic development.

**5. Multilateral Financing Facility (MFF):** An MFF is a financing modality that supports a client's medium- to long-term investment program or plan. ADB's Board of Directors approves a maximum amount for an MFF, and the conditions under which financing will be provided. On the basis of the Board's approval, and at the client's request, ADB Management converts portions of the facility amount into a series of tranches to finance eligible investments.

#### 4.2.5.2 [Project Cycle](#)

ADB provides financing for projects that will effectively contribute to the economic and social development of the country concerned and have the strongest poverty reduction impact in conformity with the country and ADB strategies.



**Figure 13: ADB Project Cycle**

ADB project cycle involves 5 steps:

1. Country Partnership Strategy
2. Preparation
3. Approval
4. Implementation
5. Completion & Evaluation

**1. Country Partnership Strategy (CPS):** Country Partnership Strategy (CPS) of ADB is equivalent to Country Assessment Strategies (CAS) of World Bank. ADB works with each developing member country to define a medium-term development strategy and operational program called a country partnership strategy (CPS). The CPS is aligned with the country's development plan and poverty reduction goals, and its preparation with the DMC's development planning cycle.

**2. Preparation:** ADB often provides grants called project/program preparatory technical assistance (PPTA) to help the government identify and prepare feasible projects. ADB posts on the web a brief factual summary of the project. During the early stage of the PPTA, a flagging exercise—called an initial poverty and social analysis—is conducted to identify those people who may be beneficially or adversely affected. A Technical Assistance Report (TAR) is prepared as a recommendation for ADB to finance a technical assistance project. (ADB Website, 2014)

One of the tools ADB staff use for project design is the design and monitoring framework, which uses a logical framework to identify project's goals, purpose, outputs and activates. The following is a list of documents which is prepared in this stage:

- Initial Poverty and Social Analysis
- Technical Assistance Reports
- Environmental Assessment Reports
- Environment and Social Compliance Audit Reports
- Resettlement Planning Documents
- Indigenous Peoples Planning Documents
- Technical Assistance Consultant's Reports

**3. Approval:** The approval stage goes through four sub-stages – Loan Negotiation, Board Approval, Loan Signing and Loan Effectiveness.

The following list of documents may be prepared under the approval stage:

- Report and Recommendations of the President (RRP)
- Legal Agreements
- Technical Assistance Reports
- Grant Assistance Reports

**4. Implementation:** ADB-assisted projects are implemented by the executing agency according to the agreed schedule and procedures. A project administration manual sets out the project's implementation agreements and details. Project consultants are recruited as needed to assist the Government. For example, in an infrastructure project, the detailed engineering design and bidding documents are prepared, machinery and equipment are procured, and civil works are constructed and installed. The preparatory work for construction includes:

- Recruiting consultants
- Preparing tender documents and detailed designs
- Procuring equipment
- Selecting contractors for construction.

If a project has significant environmental or social issues, ADB will often require the borrower to submit regular safeguards monitoring reports, in addition to progress reports. Information

on the project's implementation progress and status of development objectives and loan covenants is added to the project data sheet during this implementation phase.

The following is a list of documents which might be prepared in this stage:

- Technical Assistance Consultant's Reports
- Changes in Scope
- Project/Program Administration Manuals
- Social and Environmental Monitoring Reports
- Progress Reports on Tranche Releases
- Other Documents Produced Under the Loan/Grant/TA

### **5. Completion and Evaluation:**

After the project facilities and technical assistance activities are completed, ADB prepares a project completion report or technical assistance completion report to document the implementation experience. These reports are prepared within 12-24 months of the completion of the project. Evaluation has changed with ADB. Early work concentrated on input-output relationships in projects, using economic analysis, but evolved to cover the entire results chain of inputs, outputs, outcomes, and impacts.

The following is a list of documents which may be prepared in this stage:

- Technical Assistance Completion Reports
- Project/Program Completion Reports
- Extended Annual Review Reports
- Country Assistance Program Evaluations
- Sector Assistance Program Evaluations
- Special Evaluation Studies
- Impact Evaluation Studies
- Project/Program Performance Evaluations
- Technical Assistance Performance Evaluations
- Validation Reports

#### **4.2.5.3 Consulting Opportunities**

ADB engages individual consultants and consulting entities (firms, universities, NGOs, etc.) for a wide range of assignments. For example, consulting entities are retained for pre-investment, sector, or other studies, detailed design, contract preparation, and project supervision. Individual consultants, whether hired directly or through consulting entities, provide expert advice and help the ADB to prepare studies, appraisals, and reports.

Like the project cycle, the consulting opportunities at stages of the cycle is identical to that of World Bank Group's.

#### 4.2.5.4 Procurement Method and Mechanisms

The procurement system ADB follows is almost identical two that of World Bank. ADB also usually follows a two-step selection process. The selection methods are QCBS, QBS, FBS, CQS, LCS and SSS as such in World Bank. The automated procurement system is called “ADB CMS (Consultant Management System).”

Unlike World Bank however, ADB usually provides a very detailed Terms of Reference (ToR) in both Expression of interest and proposal stage. The ToR also mentions the total budget amount. Regarding expert positions and their level of engagement, ADB fixes both the positions and qualifications required and the level of engagement required in person months for each experts which is unlike World Bank. As such, ADB procurement is more standardized and detailed whereas World Bank procurement leaves things open ended. (Chowdhury, 2014) & (Hasan, 2014)

Another difference from World Bank’s procurement system is that, ADB also specifies nature of the technical proposal in Project Data Sheet to shortlisted firms for submission of full proposal. The following variations exist:

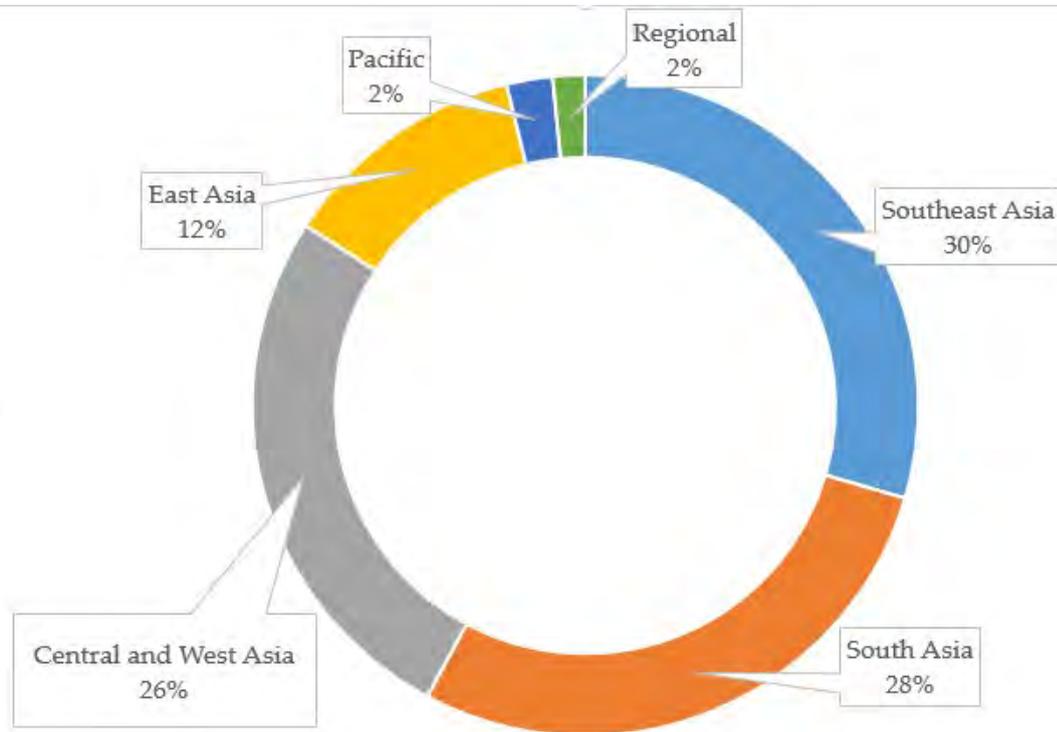
- **FTP (Full Technical Proposal)** allows the “Approach, Methodology & Work Plan” section of the Technical proposal to be up to 50 pages.
- **STP (Short Technical Proposal)** allows 10 page only to describe “Approach, Methodology & Work Plan”
- **BTP (Bio-data Technical Proposal)** allows a page or two for presenting the work plan in tabular format and evaluates CVs of expert only. (ADB, 2013)

The contract negotiation and signing process is almost identical to that followed by World Bank Group.

## 4.2.6 Development Assistance Strategic Priorities, Trends, Insights

### 4.2.6.1 Regional Priorities

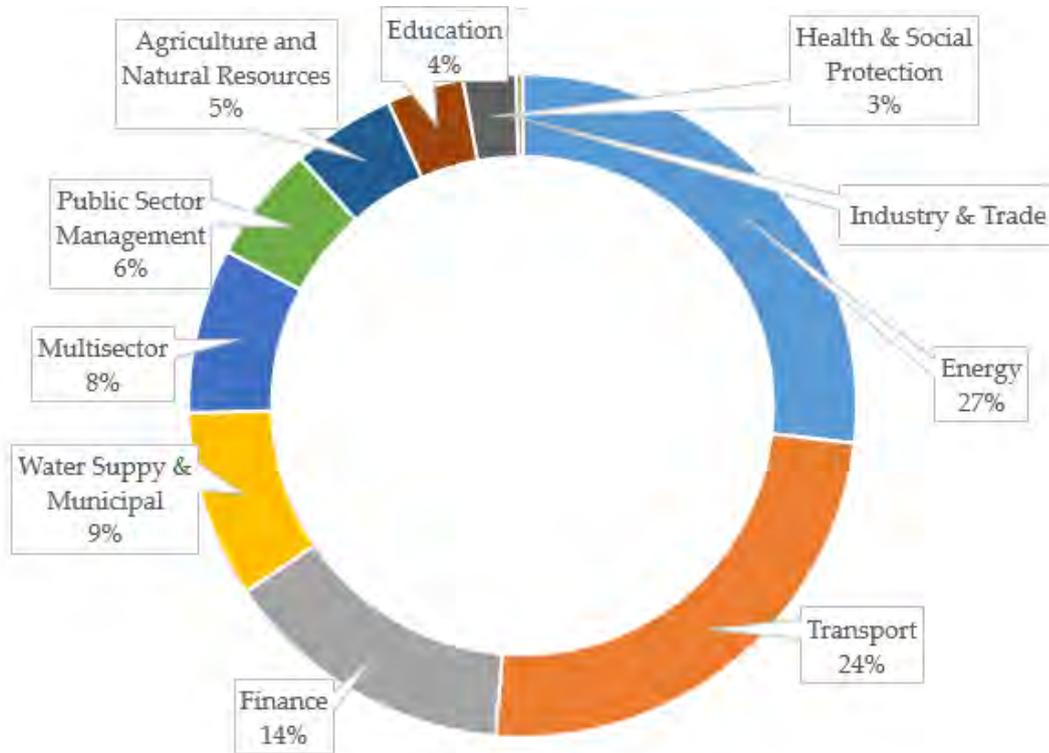
In 2013, ADB assistance amount was of \$21.02 billion with highest portfolio of assistances in Southeast Asia 30%, South Asia 28% and Central and West Asia 26%.



**Figure 14: Regional Distribution of ADB Funds**

#### 4.2.6.2 Sectoral Priorities

In line with the Strategy 2020, Energy 27% and Transport 24% were the highest recipient sector of ADB assistance in FY2013.



**Figure 15: Sector-wise Distribution of ADB Funds**

#### 4.2.6.3 Thematic Priorities

According to Strategy 2020, ADB targets gradually increasing its private sector support portfolio to 50% of total assistance. In line with this goal, 41% of ADB's assistance supported private sector development in 2013.



**Figure 16: Drivers of Change: ADB Strategy 2020**

## 4.3 The European Bank for Reconstruction and Development (EBRD)

### 4.3.1 Overview



The EBRD is the youngest MDB, founded in 1991. The motivation for creating the EBRD was to ease the transition of the former communist countries of Central and Eastern Europe (CEE) and the former Soviet Union from planned economies to free-market economies. The EBRD differs from the other regional banks in two fundamental ways. First, the EBRD has an explicitly political mandate: to support democracy-building activities. Second, the EBRD does not have a concessional loan window. The EBRD's financial assistance is heavily targeted on the private sector, although the EBRD does also extend some loans to governments in CEE and the former Soviet Union. (Nelson, 2013)

### 4.3.2 Corporate Philosophy

EBRD's mandate is to support democracy building activities. The EBRD was founded to support countries of the former Eastern Bloc in the process of establishing their private sectors. To that end, it offers "project financing" for banks, industries and businesses, for new ventures or existing companies. It works with publicly owned companies to support their privatization, as advocated by the WTO since the 1980s and "improvement of municipal services". (Wikimedia Commons, 2014)

### 4.3.3 Organizational Structure

Like other multilateral development banks, EBRD is collectively owned by its member nations

### 4.3.4 Control and Ownership

The biggest shareholder of EBRD is the United States, so the name EBRD is somewhat a misnomer. The following table shows major shareholders of EBRD:

Member Nation	Voting Share
United States of America (USA)	10.12%
United Kingdom (UK)	8.62%
Japan	8.62%
Italy	8.62%
France	8.62%
Germany	8.62%

### 4.3.5 Development Assistance Mechanism

#### 4.3.5.1 [Vehicles of Development Assistance](#)

EBRD provides project financing for banks, industries and businesses, both new ventures and investments in existing companies. EBRD also works with publicly owned companies.

Projects are tailored to the needs of the client and to the specific situation of the country, region and sector. The different vehicles of assistance are:

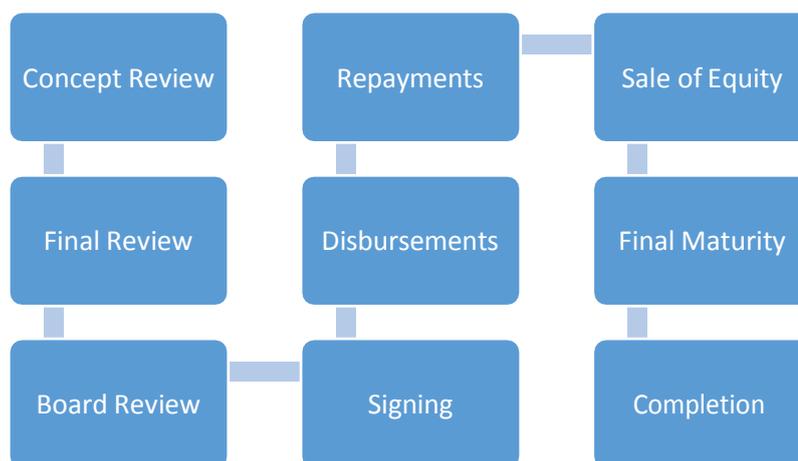
- Direct Investments
- Loan and Equity Finance
- Guarantees
- Leasing Facilities
- Trade Finance

Direct investments generally range from €5 million to €230 million. Typically EBRD fund up to 35 per cent of the total project cost and requires high ownership from the recipient. The Bank invests only in projects that could not otherwise attract financing on similar terms. For each project EBRD finances, they assign a dedicated team of specialists with specific sectoral, regional, legal and environmental skills.

#### 4.3.5.2 [Project Cycle](#)

The total lifecycle of an EBRD project, from initiation to repayment, can range from one year for working capital or trade financing projects to 15 years for long-term sovereign infrastructure projects (EBRD Website, 2013). The project cycle consists of the following stages:

1. Concept Review
2. Final Review
3. Board Review
4. Signing
5. Disbursements
6. Repayments
7. Sale of Equity
8. Final Maturity
9. Completion



**Figure 17: EBRD Project Cycle**

#### 4.3.5.3 [Consulting Opportunities](#)

Through donor funds EBRD mobilizes investment capital and expertise by giving local business access to consultant experts. The automated procurement system used for consulting services is known as “eSelection”. Only firms from EBRD member countries are eligible for consulting opportunities.

EBRD procures consulting services for project preparation, project implementation, transaction assistance to the Bank’s clients, or for assistance with implementation of the Bank’s key programs, facilities and initiatives promoting transition in the Bank’s countries of operations, such as sustainable energy investment and climate change. (EBRD, 2012)

#### 4.3.5.4 [Procurement Method and Mechanisms](#)

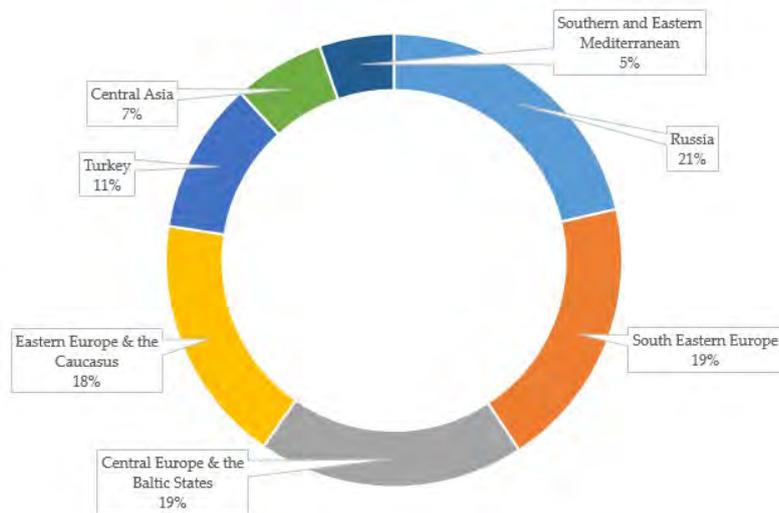
The following selection methods are used by EBRD in selection of consultants as described in their selection of consultants annual report:

- **Direct Selection:** For consultancy contracts estimated to cost less than €75000, a qualified consultant (firm/individual) may be selected directly, without the requirement to prepare a shortlist.
- **Selection from Shortlist:** For contracts estimated to cost €75,000 or more with individuals, selection is made on the basis of an evaluation of short-listed, qualified candidates and the rationale for the choice is recorded. For contracts with firms that are estimated to cost €75,000 or more and less than €300,000, a short list of qualified firms is prepared. The selection is based on an evaluation of the short-listed firms’ proven experience and current expertise related to the assignment, without a requirement that the firms submit specific proposals for carrying out the assignment.
- **Evaluation of Proposals:** Major contracts with firms estimated to cost €300,000 or more normally follow a competitive procedure based on invited proposals from a short list of three to six qualified firms. This selection method is based on formal “evaluation of proposals” and comparable to standard two-step selection process used by the World Bank Group and ADB.

## 4.3.6 Development Assistance Strategic Priorities, Trends, Insights

### 4.3.6.1 Regional Priorities

The following image shows (using data from FY13 Annual Report) shows regional priority in EBRD



**Figure 18: Regional Distribution of EBRD Funds**

### 4.3.6.2 Sectoral Priorities



**Figure 19: Sector-wise Distribution of EBRD Funds (EBRD FY13 Annual Report)**

### 4.3.6.3 Thematic Priorities

Around 80% of EBRD's investment supports Small and Medium Enterprises. (EBRD, 2013)

## 4.4 The Inter-American Development Bank (IDB)

### 4.4.1 Overview



The Inter-American Development Bank (IADB or IDB or BID) is the largest source of development financing for Latin America and the Caribbean (Wikimedia Commons, 2014). The IDB was created in 1959 in response to a strong desire by Latin American countries for a bank that would be attentive to their needs, as well as U.S. concerns about the spread of communism in Latin America. Consequently, the IDB has tended to focus more on social projects than large infrastructure projects, although the IDB began lending for infrastructure projects as well in the 1970s. From its founding, the IDB has had both non-concessional and concessional lending windows. (Nelson, 2013) The IDB has four official languages: English, French, Portuguese, and Spanish.. IDB employs about 2000 people. (Wikimedia Commons, 2014)

### 4.4.2 Corporate Philosophy

IDB is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieve measurable results, increased integrity, transparency and accountability. IDB has an evolving reform agenda that seeks to increase our development impact in the region. The main mandate emanating from the charter of the Bank is to foster the economic and social development of the IDB's borrowing member countries, both individually and collectively. (IDB Website, 2014)

### 4.4.3 Organizational Structure

The IDB's concessional lending window is called the Fund for Special Operations (FSO). The IDB Group also includes the Inter-American Investment Corporation (IIC) and the Multilateral Investment Fund (MIF), which extends loans to private sector firms in developing countries much like the World Bank's IFC. The IDB is governed by its Board of Governors, a 48-member body who regularly meets once a year. (Wikimedia Commons, 2014)

### 4.4.4 Control and Ownership

The Bank is owned by 48 sovereign states, which are its shareholders and members. Only the 26 borrowing countries are able to receive loans. The developing countries that borrow from the IDB are the majority shareholders, and therefore control the majority of the decision-making bodies of the Bank. Each member's voting power is determined by its shareholding: its subscription to the Bank's ordinary capital. The United States holds 30 percent of the Bank's shares, while the countries of Latin America and the Caribbean combined hold 50.02 percent but with another 20% from Europe the US can veto decisions. This arrangement is unique in that the developing member countries, as a group, are the majority shareholders. Though this arrangement was first viewed as risky, it is believed by some that strict peer pressure prevents the borrowers from defaulting, even when under severe economic pressure. (Wikimedia Commons, 2014)

## 4.4.5 Development Assistance Mechanism

### 4.4.5.1 [Vehicles of Development Assistance](#)

The IDB makes loans to the governments of its borrowing member countries at standard commercial rates of interest, and has preferred creditor status, meaning that borrowers will repay loans to the IDB before repaying other obligations to other lenders such as commercial banks. The following are the vehicles of development assistance:

- Lending and Grants
- Guarantees
- Equity Investments
- Technical Cooperation
- Knowledge Generation
- Project Preparation Facilities

### 4.4.5.2 [Project Cycle](#)

Each project the IDB finances passes through a series of stages—principally preparation, approval, implementation, and completion and reporting—known as the project cycle. (IDB Website, 2014)

There are two main types of projects financed through loans. Sovereign Guaranteed operations (SG) focus on public sector lending, while Non-Sovereign Guaranteed operations (NSG) include loans to the private sector, sub-national governments, public-private initiatives, and projects funded through the Opportunities for the Majority initiative.

The project cycle consists of the following four steps:

1. Preparation
2. Approval
3. Implementation
4. Completion and Reporting

**1. Preparation:** The preparation process differs for Sovereign Guaranteed and Non-Sovereign Guaranteed Operations.

For Sovereign Guaranteed Operations, the country and the Bank jointly identify initiatives to be incorporated to the Bank's active pipeline. These initiatives are identified through several important tasks: diagnostic studies, objective formulation, analysis of alternatives, and selection of the financial instrument. The results of these tasks are developed into a **Project Profile (PP)**.

The PP is first evaluated at the **Eligibility Review Meeting (ERM)** and following approval of the PP by the ERM, the **Proposal for Operations Development (POD)** is drafted. The POD is evaluated to determine if the institution's resources will be properly used. The POD undergoes further examination in the Quality and Risk Review (QRR). Further adjustments

are made if needed, and then a **Draft Loan Proposal (DLP)** is prepared for the **Operations Policy Committee (OPC)** for approval. Once the OPC approves the DLP, the project team may proceed to distribute the document for Board consideration and approval.

For Non-Sovereign Guaranteed Operations, The project begins with the creation of a **Project Profile (PP)**, after which it moves to being a **Draft Loan or Guarantee Proposal (DLGP)**, which undergoes further examination in the **Quality and Risk Review (QRR)**. Following the QRR, the DLGP is submitted to the Operations Policy Committee (OPC) for review. Once OPC has completed its review, the finalized **Loan or Guarantee Proposal (LGP)** is then submitted to the Board. Also following approval by the OPC, a **Project Abstract (PA)** is developed to be released to the public.

**2. Approval:** For Sovereign Guaranteed Operations, once the Board approves the project, the loan contract can be signed by the borrowing member country. The Loan Proposal is finalized.

For Non-Sovereign Guaranteed Operations, once the Board approves the Loan Guarantee Proposal (LGP), the loan contract can be signed by the bank and the borrower. A Pre-closing Memorandum is also developed to delineate the final terms and conditions of the agreement.

**3. Implementation:** For Sovereign Guaranteed Operations, once the loan contract has been signed, implementation can begin. Implementation of public sector projects includes periodic monitoring of the activities and outcomes through the Loan Results Report (LRR) and the Progress Monitoring Report (PMR).

**4. Completion and Reporting:** For Sovereign Guaranteed Operations, once a project has been executed, evaluations are completed to measure development outcomes for a project. The Project Completion Reports (PCR) contribute to institutional learning within the IDB, as well as the Bank's accountability, because they are a key source of information about a project's performance and outcomes.

For Non-Sovereign Guaranteed Operations, once a project has been executed or near completion, an Expanded Project Supervision Report (XPSR) is prepared. The Office of Oversight and Evaluation (OVE) also collects ex-post evaluation data to include in its consolidated report.

#### 4.4.5.3 [Consulting Opportunities](#)

Project documents are produced throughout the project cycle and can be valuable sources of information to track the progress of projects under consideration for IDB financing (IDB Website, 2014).

#### 4.4.5.4 [Procurement Method and Mechanisms](#)

The procurement method and mechanisms followed by IDB is identical to that of World Bank. The selection methods used are QCBS, QBS, FBS, LCS, CQS and SSS.

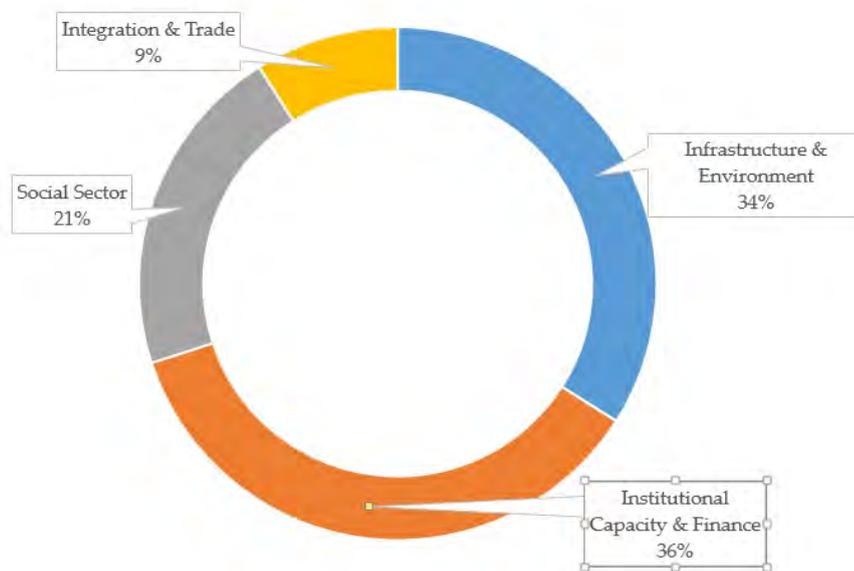
## 4.4.6 Development Assistance Strategic Priorities, Trends, Insights

### 4.4.6.1 Regional Priorities

IADB does not segregate member countries into regions and considers each country individual unit of analysis. Data analysis from FY13 Annual report reveals 37% assistance going to Mexico and 14% going to Uruguay and 7% to multi-country regional projects. The other countries received somewhat between 3-5% of rest of the assistance.

### 4.4.6.2 Sectoral Priorities

Institutional Capacity & Finance 36% and Infrastructure & Environment 34% are two priority sectors as per FY13 data.



**Figure 20: Sector-wise Distribution of Funds in IADB**

### 4.4.6.3 Thematic Priorities

The thematic priority areas of IADB as determined from examination of their projects and documents are private sector development, MSME development, inclusive business, social policy for equity and productivity, institutions for growth and social welfare, competitive regional and global integration, climate change adaptation and mitigation and sustainable renewable energy.

## 4.5 The African Development Bank (AfDB)

### 4.5.1 Overview



The African Development Bank Group (AfDB) is a multilateral development finance institution established to contribute to the economic development and social progress of African countries. The AfDB is a financial provider to African governments and private companies investing in the regional member countries (RMC). While it was originally headquartered in Abidjan, Côte d'Ivoire, the Bank's headquarters moved to Tunis, Tunisia, during the civil war in Côte d'Ivoire. (Wikimedia Commons, 2014) The AfDB was created in 1964 and was for nearly two decades an African-only institution, reflecting the desire of African governments to promote stronger unity and cooperation among the countries of their region.

### 4.5.2 Corporate Philosophy

The mission of AfDB is to promote sustainable economic growth and reduce poverty in Africa. The overarching objective of the African Development Bank (AfDB) Group is to spur sustainable economic development and social progress in its regional member countries (RMCs), thus contributing to poverty reduction. (AfDB Website, 2014)

The Bank Group achieves this objective by:

- Mobilizing and allocating resources for investment in RMCs; and
- Providing policy advice and technical assistance to support development efforts.

### 4.5.3 Organizational Structure

The African Development Bank Group has two other entities: the African Development Fund (ADF) and the Nigeria Trust Fund (NTF).

The African Development Fund (ADF) is the concessional window of the African Development Bank (AfDB) Group. Established in 1972, it became operational in 1974. Administered by the African Development Bank, it comprises, to date, 27 contributing countries and benefits 40 countries.

The Nigeria Trust Fund (NTF) was created in 1976 by agreement between the Bank Group and the Nigerian government. The NTF is a self-sustaining revolving fund. Its objective is to assist the development efforts of the Bank's low-income regional member countries whose economic and social conditions and prospects require concessional financing. Its initial capital of US\$ 80 million was replenished in 1981 with US\$ 71 million. In 2008, the Federal Republic of Nigeria and the Bank agreed to a ten-year extension of the NTF.

## 4.5.4 Control and Ownership

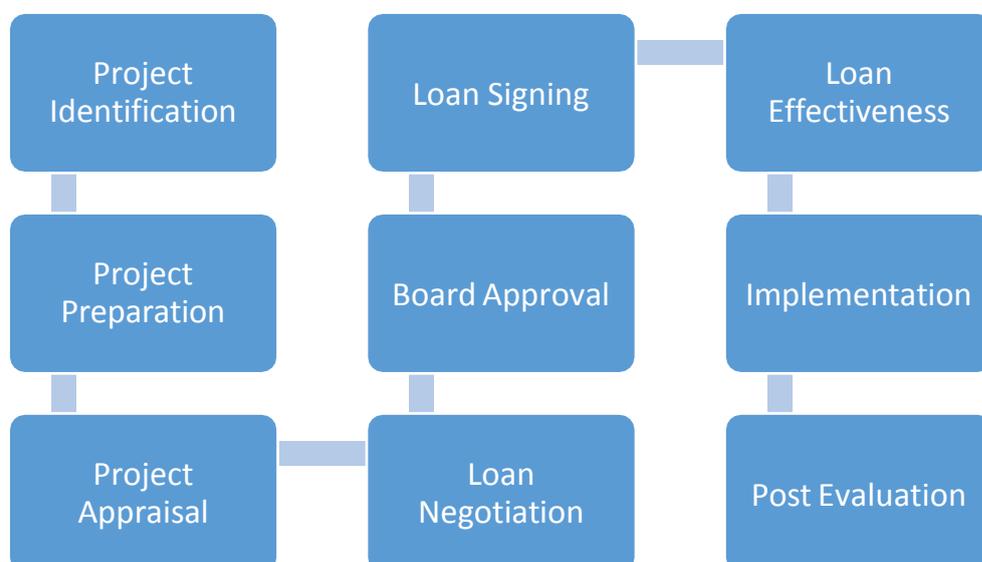
The AfDB is collectively owned by the member nations and controlled by a Board of Executive Directors, made up of representatives of its member countries. The voting power on the Board is split according to the size of each member's share, currently 60%-40% between African (or "regional") countries and "non-regional" member countries ("donors"). The largest African Development Bank shareholder is Nigeria with nearly 9 percent of the vote. All member countries of the AfDB are represented on the AfDB Board of Executive Directors.

## 4.5.5 Development Assistance Mechanism

### 4.5.5.1 Project Cycle

The various stages from country programming to project completion and post evaluation are known collectively as AfDB Group's project cycle. Given the number of poor countries, AfDB Group's project cycle activities are painstaking, starting from ADF 3-yearly replenishment cycles with notably country resource allocations and core operational mandates for the replenishment cycle. The project cycle activities are however often carried out expeditiously and with the strictest professionalism on the part of the Bank staff. Actual project investment cycle activities are expedited in active participatory approach with all sections of the project beneficiaries. The documents produced under the project cycle are disclosed according to specific disclosure requirements and criteria for confidentiality under the Bank's Information Disclosure Policy. For more details on document types and their disclosure requirements, click on documents at any of the stages in AfDB's project cycle. The Steps in the project cycle are:

1. Project Identification
2. Project Preparation
3. Project Appraisal
4. Loan Negotiation
5. Board Approval
6. Loan Signing
7. Loan Effectiveness
8. Implementation
9. Post Evaluation



**1. Project Identification:** AfDB Group works with each borrowing regional member country to define a medium-term to long-term development strategy and operational program in a document called country strategy paper (CSP). The CSP taking into consideration an exigency for performance and results, is aligned to the country's own development plan and poverty reduction goals, and its preparation or planning cycle.

**2. Project Preparation:** This phase starts with AfDB Group's interest to finance a given project or program, and includes both in-bank and external collection of information and data which will help the Bank's Experts to appraise the project. A preparation mission to a country is multi-disciplinary and usually led by an Expert from a Sector Department. During the preparation mission Bank Experts review the project in line with the country's CSP, obtain existing documentation such as feasibility studies on the project, and cross-check information with the authorities of the country.

**3. Project Appraisal:**

During project appraisal, AfDB Group examines project feasibility through an appraisal mission. The appraisal mission - in consultation with the government and other stakeholders - examines the project's technical, financial, economic, technical, institutional, environmental, marketing, and management aspects as well as potential social impact.

**4. Loan Negotiation:** After the Senior Management Committee has completed its work and recommended the project or program for Board approval, a draft project proposal is submitted to all parties involved including the Government for review. Feedback is collected, and the Government is then called for negotiation with ADB.

**5. Board Approval:** After negotiations with the government, the loan proposal is submitted to AfDB's Board of Directors for approval. This report is known as the Board Resolution. It is posted on the web after Board approval, along with the associated legal agreements.

**6. Loan Signing:** After Board approval, the document is sent to the borrowing country's Government for cabinet authorization. Following the authorization from the cabinet, the loan agreement is generally signed by AfDB's President or Vice-President and the Representative of the Government. After loan approval a Borrower is allowed a maximum interval of about 90 days to sign the loan or grant agreement with the Bank Group. Commitment or service charges start running on a loan 45 days after loan signature irrespective of whether disbursement has been made or not. Before disbursement commences the loan or grant must be entered into force, or declared effective.

**7. Loan Effectiveness:** The loan takes effect once certain conditions agreed to be precedent to first disbursement are met. This is also known as loan effectiveness. In addition to "other conditions" which may be fulfilled later.

**8. Implementation:** Project implementation starts from the moment the project is declared effective. AfDB Group projects are implemented by the executing agency according to the agreed schedule and procedures. The supervision of implementation however enables the Bank Group to make sure the physical realization of the project is progressing smoothly and in accordance with the implementation schedule and details.

**9. Post Evaluation:**

After the project facilities and technical assistance activities are completed, AfDB prepares a project completion report (PCR) or technical assistance completion report to document the implementation experience. These reports are prepared within 12 - 24 months of the completion of the project.

4.5.5.2 [Consulting Opportunities](#)

Consulting opportunities exist in different stages of the project cycle which is identical to those of other development agencies.

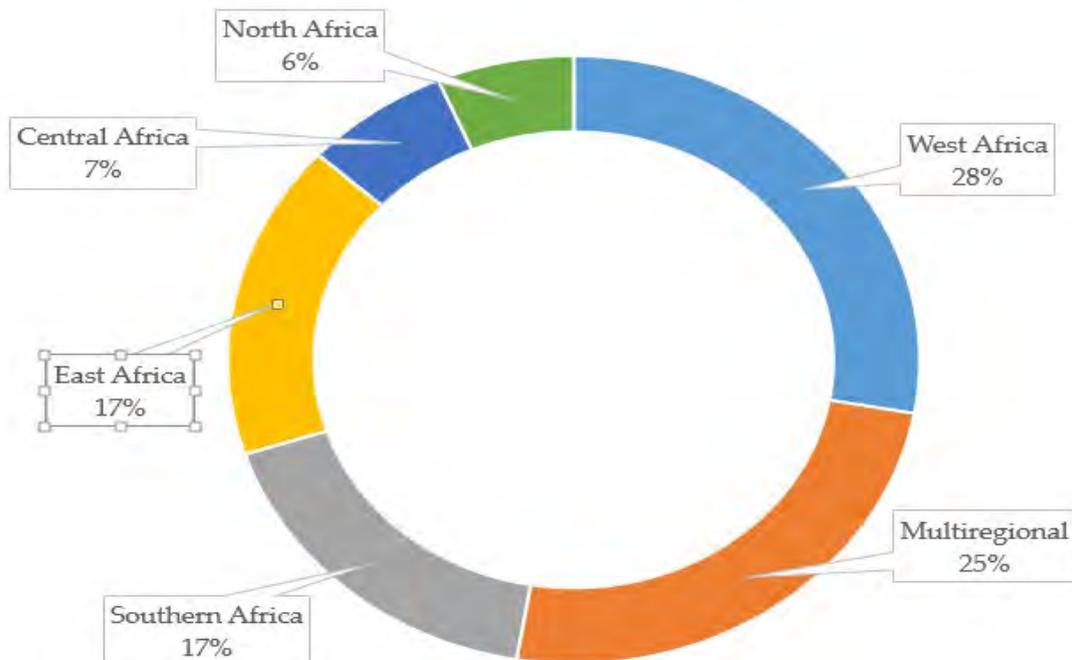
4.5.5.3 [Procurement Method and Mechanisms](#)

The procurement method and selection mechanisms followed by AfDB is identical to those followed by World Bank.

## 4.5.6 Development Assistance Strategic Priorities, Trends, Insights

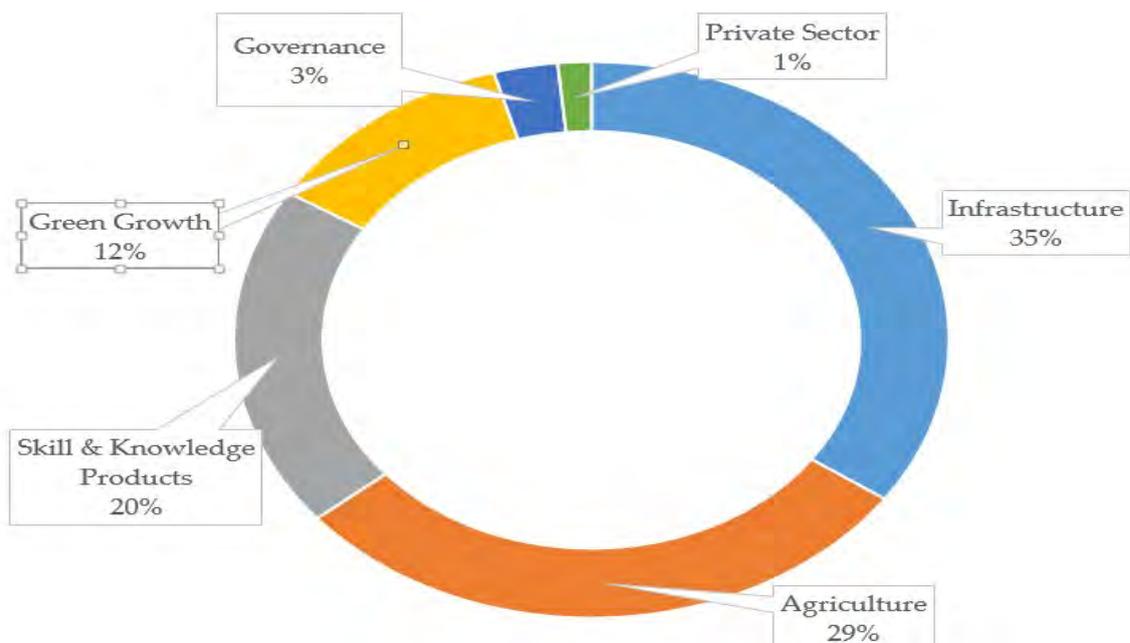
### 4.5.6.1 Regional Priorities

The following figure (derived from AfDB FY13 Annual Report Data) shows West Africa 28% and Regional Projects 25% are prioritized in AfDB. On country level, Congo received the highest amount of aid, surpassing others by large margin, followed by Kenya, Mali and Nigeria.



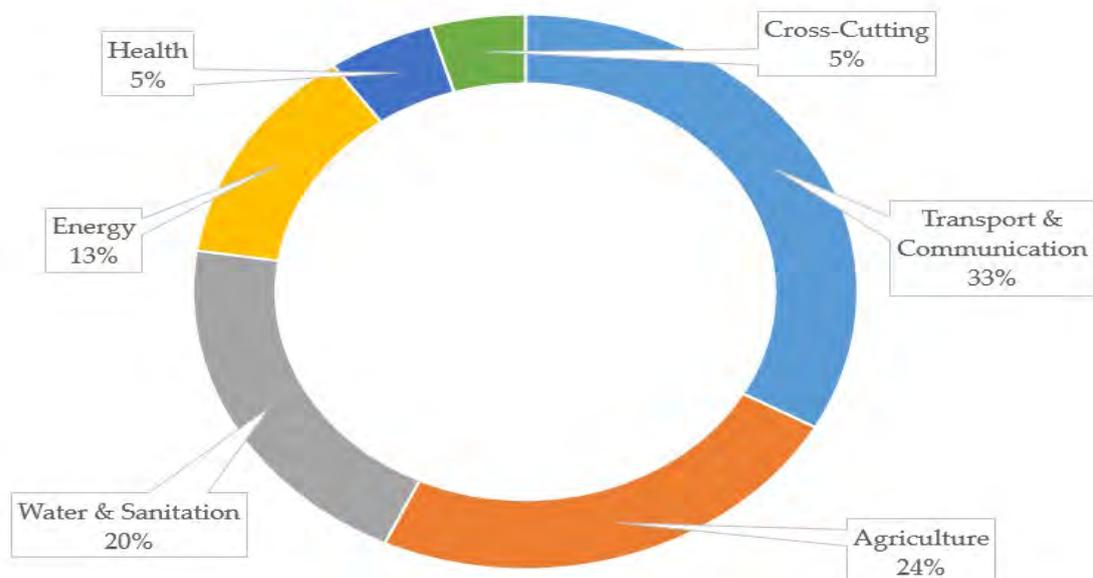
**Figure 21: Regional Distribution of AfDB Funds**

### 4.5.6.2 Sectoral Priorities



**Figure 22: Sector-wise Distribution of AfDB Funds**

#### 4.5.6.3 Thematic Priorities



**Figure 23: Thematic Distribution of AfDB Funds**

## 5 Recommendations

### 5.1 World Bank Group

- The World Bank Group has initiated a major strategic overhaul in two decades. In October 2013, World Bank Group initiated repositioning of the institution as “One World Bank Group”. This suggests a permanent shift from stand-alone projects to an integrated approach to development with high degree of collaboration within the different arms of World Bank. The new strategy seeks to leverage the competitive advantage of the Bank, the IFC and MIGA in coordinated fashion. (World Bank Press Release, 2016)
- The new strategy calls for greater efficiency in operations, more investment in knowledge, technical skills and information technology, breaking down the silos within the institution that currently inhibit collaboration and knowledge sharing. (World Bank Press Release, 2016)
- The two goals set by the Bank Group are reducing extreme poverty globally to 3% by 2030, and boosting incomes for the bottom 40% of the population in developing countries. An interim goal to lower poverty to 9% by 2020 from a baseline of 18% in 2010 was also stated. (World Bank Press Release, 2016).
- The new strategy calls for “selective” involvement in “transformational projects”, indicating rate of new project development many go down. (World Bank Group, 2016)

- The role of public-private partnerships has been stressed in World Bank's recent outreach, indicating that PPP projects might take center stage in World Bank's intervention areas.
- The World Bank's new strategy aims to transform into a leaner organization through eliminating bureaucracies and achieving administrative savings of a minimum of \$400 million in the next three years. The source of savings are identified as reduced travel and facility costs and a strategic reexamination of staffing, which may be interpreted as a hint towards downsizing.
- The priority sectors are identified as agribusiness, climate change and MSMEs. The new strategy recommends that shift in focus should not mean exiting from less-prioritized sectors, as changing scenario might require the Bank to reprioritize a presently neglected sector, catching the bank off-guard to respond quickly. This has been the case for agriculture and infrastructure, two sectors World Bank almost exited from, only to find them relevant later. (World Bank Group, 2016)
- The new strategy also stressed on increased collaboration, knowledge-sharing, outreach and partnership with other development partner organizations.
- The new strategy identified that although the World Bank Group does not face immediate financial concerns, its financial capacity will need to be strengthened.

## 5.2 Asian Development Bank

- ADB's current strategy is called Strategy 2020 which focuses on three complementary development agendas:
  1. Inclusive economic growth
  2. Environmentally sustainable growth
  3. Regional Integration (ADB, 2008)
- Five drivers of change is embedded into ADB operations under strategy 2020:
  1. Private sector development and private sector operations
  2. Good governance and capacity development
  3. Gender equity
  4. Knowledge solutions
  5. Partnerships
- Selectivity and focus would be reflected in the targeted 80% of ADB's operational focus on five core operational areas:
  1. Infrastructure
  2. Environment
  3. Regional cooperation and integration
  4. Finance sector development
  5. Education.
- Support for other areas of operations, such as health, agriculture, and disaster and emergency assistance, would be selectively provided.
- ADB wants to scale up its private sector development and operations, reaching 50% of annual operations by 2020.

- Climate change and regional cooperation and integration activities are targeted to be at least 30% of total activities by 2020.
- Further breaking down the most preferred sector Infrastructure, the areas of interest to ADB in the long-term are clean energy, energy efficiency, sustainable transport, cross border integration and regional trade infrastructure and disaster and risk mitigation.
- In education sector, the renewed focus is on tertiary education, technical education and vocational education as deemed instrumental in increasing productivity, employability and innovation by ADB.
- PPP is an institutional priority to ADB.
- ADB also is envisioning higher degree of collaboration with other development partners. The target is to have total annual direct co-financing exceed the value of standalone ADB financing by 2020.

The mid-term review of 2008-2012 period reveals ADB made quite good progress towards the envisioned 'to-be' state of 2020. (ADB, 2016)

### 5.3 The European Bank for Reconstruction and Development (EBRD):

- The EBRD's focus today is fostering stability in the countries of the Balkans, Georgia and the other countries of the Caucasus, and Central Asia; and in helping countries such as Ukraine and Russia to stay the course as a market-oriented economy that is nurturing the kind of middle class that strengthens democracy and economic growth.
- The EBRD is at a strategic crossroads because it has achieved much of its original mission of assisting formerly communist countries transition to market-based economies. Now, the EBRD must choose between expanding to countries beyond its original mandate and simply fading away and becoming a smaller and more focused institution as its original mandate is fulfilled.
- For this reason, the U.S. has proposed a broad-based review of the EBRD's mandate and future direction -- led by the management team with the active support and participation of all EBRD shareholders -- as a logical next step. As such a strategic overhaul might be imminent.

### 5.4 Inter-American Development Bank:

- In 2010, The IDB Board of Governors agreed to increase the Ordinary Capital by \$70 billion to enable the IDB to meet an increased demand for development lending. Coupled with this historic expansion of resources, the Bank has carried out a broad reform agenda. (IADB, 2016)
- By pairing learning and accountability tools with evaluation-capacity improvements, the Bank aims to meet specific goals, such as more than doubling the number of children benefiting from IDB-backed education projects (from 3.2 million to 8.5 million), and increasing more than tenfold the number of persons receiving basic

health packages (from 2 million to 23 million). Progress is reported annually to the public through the Development Effectiveness Overview. (IADB, 2016)

- In the areas of accountability and integrity, the Bank has moved forward on a number of fronts. For example, building on the best practices of other multilateral agencies, it adopted a new access to information policy. To ensure that its activities are free of fraud and corruption, it has strengthened the functions of the bodies charged with oversight, investigations and sanctions; approved a new code of conduct for its Board of Executive Directors, and developed plans to support anticorruption and transparency efforts in the region. (IADB, 2016)
- The stated strategic priorities are:
  - Reducing poverty and social inequalities;
  - Addressing the needs of small and vulnerable countries
  - Fostering development through the private sector
  - Addressing climate change, renewable energy and environmental sustainability
  - Promoting regional cooperation and integration

IADB also focuses on collaboration and has signed recent deals with the ADB and the World Bank Group.

## 5.5 The African Development Bank (AfDB):

- AfDB recently formulated their long term strategy paper for the period 2013 – 2022. The two objectives for the ten-year strategy are inclusive growth and green growth. (AfDB, 2016)
- The inclusive growth objective focuses on unlocking the demographic dividend, bringing prosperity to the base of the pyramid population and infrastructure and community participation.
- The green growth objective focuses on making growth sustainable, protecting livelihoods, improving water, energy and food security, promoting sustainable use of natural resources and spurring innovation, job creation and economic development.
- The five operational priorities identified are
  - Infrastructure Development
  - Regional Economic Integration
  - Private Sector Development
  - Governance and Accountability
  - Skill and Technology
- The areas of special emphasis are:
  - Fragile States
  - Agriculture and Food Security
  - Gender

→ The AfDB also focuses on internal restructuring and organizational strengthening and developing of innovative fund mobilization mechanisms to help Africa transform for the better.

## 6 Conclusion

Based on the above recommendations, e.Gen should strategize and device a plan that will cater to their long term vision while carefully prioritizing on the projects that suit their profile. While ADB and World Bank's project should be the first choice, e.Gen should also focus on other major multilateral banks and see if the projects are in sync with e.Gen's strengths.

The regional distribution of funds, of the multilateral banks is a key information to where e.Gen wants to expand themselves globally. This is rather a blue print for the future decisions of e.Gen upon which the company will move to new territories and region.

Thematic priorities and sectoral priorities by each aid bank should be a tool to analyze and select the project that e.Gen wants to bid for based on the strengths and specialization of the company. e.Gen should focus on ADB and World Bank projects on infrastructure, finance, education and energy because these banks have the highest resource allocated for these sectors which cater to e.Gen.

Lastly, based on the recommendations of shifts and patters, e.Gen should consider the banks with which they want to build a long term relationship with and also create an image that will cater to their vision of becoming one of the top consultancy firm of South Asia by 2025. For this, e.Gen consistently needs to maintain the high standard of work that it has done over the years and also manage the global reputation that it has earned since its inception.

## 7 Bibliography

- ADB. (2008). *Strategy 2020: Working for an Asia and Pacific Free of Poverty*. Manilla: ADB.
- ADB. (2013). *ADB Annual Report 2013*. Manilla: ADB.
- ADB. (2013). *Guidelines on The Use of Consultants by Asian Development Bank and its Borrowers*. Manilla: Asian Development Bank.
- ADB. (2014). *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manilla: ADB.
- ADB Website. (2014). *Financial Products: Asian Development Bank*. Retrieved from ADB: <http://www.adb.org/site/public-sector-financing/financial-products>
- ADB Website. (2014). *Official Cofinancing - Asian Development Bank*. Retrieved from ADB: <http://www.adb.org/site/public-sector-financing/official-cofinancing>
- ADB Website. (2014). *Overview - About : ADB*. Retrieved from ADB: <http://www.adb.org/about/overview>
- ADB Website. (2014). *Project Cycle | Asian Development Bank*. Retrieved from ADB: <http://www.adb.org/projects/cycle>
- AfDB. (2013). *At the Center of Africa's Transformation: Strategy for 2013 - 2022*. AfDB.
- AfDB Website. (2014). *Mission & Objectives - African Development Bank*. Retrieved from AfDB: <http://www.afdb.org/en/about-us/mission-objective/>
- Axel, D., Sturm, J.-E., & Raymond, J. (2009). Development aid and international politics: Does membership on the UN Security Council influence World Bank decisions? *Journal of Development Economics*, 1-18.
- Bank Information Center Website. (2014). *World Bank: Institutions: Bank Information Center*. Retrieved from bicusa: <http://www.bicusa.org/institutions/worldbank/>
- Burki, S. J., & Hicks, N. (1982). "international Development Association in Retrospect". *Finance and Development*, 23.
- Center for Global Development. (2010, December 10). *Center for Global Development*. Retrieved from Building a better ida: <http://www.cgdev.org/article/building-better-ida>
- Chowdhury, A. (2014, June). Consulting Opportunities in Multilateral Aid Agencies. (T. A. Tanu, Interviewer)

- EBRD. (2012). *Engagement of Consultants by EBRD in 2011*. London: EBRD.
- EBRD. (2013). *EBRD Donor Report*. London: EBRD.
- EBRD Website. (2013). *The Funding Process [EBRD - Working With Us]*. Retrieved from EBRD: <http://www.ebrd.com/pages/workingwithus/projects/process.shtml>
- Epstein, G. S., & Gang, I. N. (2009). Good governance and good aid allocation. *Journal of Development Economics*, 12-18.
- Global Value Chains Website. (2014). *Global Value Chains - Concepts & Tools*. Retrieved from Global Value Chains: <http://www.globalvaluechains.org/concepts.html>
- Hasan, M. (2014, June). Consulting Opportunities in Multilateral Aid Agencies. (T. A. Tanu, Interviewer)
- Hess, S., Swahla, A., & Oosterveld, B. (2012). *Credit Analysis: International Finance Corporation*. Moody's Investors Service.
- IADB. (2014). *IADB Basic Facts 2014*. IADB.
- IBRD Website. (2014). *IBRD: World Bank*. Retrieved from World Bank: [www.worldbank.org/ibrd](http://www.worldbank.org/ibrd)
- ICSID. (2013). *ICSID Annual Report 2013*. Washington D.C.: World Bank Group.
- ICSID Website. (2014). *About ICSID: ICSID*. Retrieved from [icsid.worldbank.org: https://icsid.worldbank.org/ICSID/Index.jsp](https://icsid.worldbank.org/ICSID/Index.jsp)
- IDB Website. (2014). *Guarantees: IDB*. Retrieved from IDB: <http://www.iadb.org/en/about-us/idb-financing/guarantees-6040.html>
- IDB Website. (2014). *Knowledge Generation : IDB*. Retrieved from IDB: <http://www.iadb.org/en/about-us/knowledge-generation,7916.html>
- IDB Website. (2014). *Lending and Grant : IDB*. Retrieved from IDB: <http://www.iadb.org/en/idb-finance/english/funds-under-administration,2122.html>
- IDB Website. (2014). *Mandate - About Us : IDB*. Retrieved from IDB: <http://www.iadb.org/en/about-us/mandates,6280.html>
- IDB Website. (2014). *Project Cycle - IDB*. Retrieved from IDB: <http://www.iadb.org/en/projects/project-cycle,1243.html>
- IDB Website. (2014). *Project Preparation Facilities : IDB*. Retrieved from IDB: <http://www.iadb.org/en/about-us/project-preparation-facilities,6010.html>

- IDB Website. (2014). *Technical Cooperation : IDB*. Retrieved from IDB:  
<http://www.iadb.org/en/about-us/idb-financing/technical-cooperation,6042.html>
- IFC. (2012). *IFC Development Goals*. Washington D.C.: The World Bank Group.
- IFC. (2013). *IFC Annual Report 2013: We can end extreme poverty in a generation and boost shared prosperity*. Washington D.C.: IFC.
- IFC Website. (2014). *About IFC*. Retrieved from IFC: <http://www.ifc.org>
- IMF. (2014). *Factsheet: Poverty Reduction Strategy Papers*. IMF.
- International Development Association. (2013). *The World Bank's Fund for the Poorest*. Washington D.C.: Concessional Finance & Global Partnerships: Vice Presidency of the World Bank.
- Jahan, M. (2011). *Enabling Environment for the Successful Integration of Small and Medium Sized Enterprises in Global Value Chains*. Bangkok: Economic and Social Commission for Asia and Pacific.
- Kugman, J. (2006). *PRSP Sourcebook: Overview*. Washington D.C.: World Bank.
- MIGA. (2013). *MIGA Annual Report 2013*. Washington D.C.: The World Bank Group.
- MIGA Website. (2014). *About Us: Multilateral Investment Guarantee Agency*. Retrieved from Multilateral Investment Guarantee Agency | World Bank Group:  
<http://www.miga.org/>
- Nelson, R. M. (2013). *Multilateral Development Banks: Overview and Issues for Congress*. Washington D.C.: Congressional Research Service.
- Nicole, A., Ekaterina, Y., & Ruzanana. (2010). A framework to measure the relative socio-economic performance of developing countries. *Socio-Economic Planning Sciences*, 73-88.
- Ottenhoff, J. (2011). *International Finance Corporation (ABCs of the IFIs Brief)*. Washington D.C.: Center for Global Development .
- Stanford, J. E. (1997). Alternative ways to fund the International Development Association (IDA). *World Development*, 297-310.
- Swann, N. G., & Chambers, J. (2012). *RatingsDirect Global Credit Portal: International Finance Corp*. Standard & Poor's.
- The World Bank Group. (2013, December 17). World Bank's Fight against Extreme Poverty Gets Record Support. *The World Bank Group Press Release*.

- Wikimedia Commons. (2014). *African Development Bank* . Retrieved from wikipedia:  
<http://en.wikipedia.org/wiki/AfDB>
- Wikimedia Commons. (2014). *Asian Development Bank*. Retrieved from www.wikipedia.com:  
[http://en.wikipedia.org/wiki/Asian\\_Development\\_Bank](http://en.wikipedia.org/wiki/Asian_Development_Bank)
- Wikimedia Commons. (2014). *European Bank for Reconstruction and Development*. Retrieved from  
 from Wikipedia:  
[http://en.wikipedia.org/wiki/European\\_Bank\\_for\\_Reconstruction\\_and\\_Development](http://en.wikipedia.org/wiki/European_Bank_for_Reconstruction_and_Development)
- Wikimedia Commons. (2014). *Inter-Amecian Development Bank*. Retrieved from wikipedia:  
[http://en.wikipedia.org/wiki/Inter\\_American\\_Development\\_Bank](http://en.wikipedia.org/wiki/Inter_American_Development_Bank)
- Wikimedia Commons. (2014). *International Bank for Reconstruction and Development*. Retrieved from  
 from Wikipedia:  
[http://en.wikipedia.org/wiki/International\\_Bank\\_for\\_Reconstruction\\_and\\_Development](http://en.wikipedia.org/wiki/International_Bank_for_Reconstruction_and_Development)
- Wikimedia Commons. (2014). *International Centre for Settlement of Investment Disputes*.  
 Retrieved from www.wikipedia.org:  
[http://en.wikipedia.org/wiki/International\\_Centre\\_for\\_Settlement\\_of\\_Investment\\_Disputes](http://en.wikipedia.org/wiki/International_Centre_for_Settlement_of_Investment_Disputes)
- Wikimedia Commons. (2014). *International Development Association: Wikipedia*. Retrieved from  
 Wikipedia: [http://en.wikipedia.org/wiki/International\\_Development\\_Association](http://en.wikipedia.org/wiki/International_Development_Association)
- Wikimedia Commons. (2014). *International Finance Corporation: Wikipedia*. Retrieved from  
 Wikipedia: [http://en.wikipedia.org/wiki/International\\_Finance\\_Corporation](http://en.wikipedia.org/wiki/International_Finance_Corporation)
- Wikimedia Commons. (2014). *www.wikipedia.com/Multilateral Investment Guarantee Agency*.  
 Retrieved from www.wikipedia.com: <http://en.wikipedia.org/wiki/MIGA>
- World Bank . (2013). *World Bank Annual Report 2013*. Washington D.C.: World Bank Group.
- World Bank. (2014). *Procurement: Resource Guide - Business Opportunity Basics: World Bank*.  
 Retrieved from World Bank:  
<http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,contentMDK:20109663~pagePK:84269~piPK:60001558~theSitePK:84266~isCURL:Y,00.html>
- World Bank Group. (2013). *World Bank Group Strategy*. Washington D.C.: World Bank Group.
- World Bank Group Website. (2014). *What We Do: About: World Bank Group*. Retrieved from  
 World Bank Group : <http://www.worldbank.org/en/about/what-we-do>
- World Bank Press Release. (2013, October 12). *A Green Light for a New World Bank Group*.

World Bank Website. (2014). *Procurement - Resource Guide:Project Cycle : World Bank*. Retrieved from [www.worldbank.org: http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,contentMDK:20109658~pagePK:84269~piPK:60001558~theSitePK:84266,00.html](http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,contentMDK:20109658~pagePK:84269~piPK:60001558~theSitePK:84266,00.html)

World Bank Website. (2014). *Procurement - User's guide to monthly operational document : World Bank*. Retrieved from World Bank: <http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,contentMDK:20126193~pagePK:84269~piPK:60001558~theSitePK:84266,00.html>

World Bank Website. (2014). *Projects - Comprehensive Development Framework : World Bank Group*. Retrieved from World Bank: <http://go.worldbank.org/N2NDBE5QL0>

World Bank Website. (2014). *Projects - Country Assistance Strategies : World Bank*. Retrieved from World Bank Group: <http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:20120746~menuPK:51551~pagePK:41367~piPK:51533~theSitePK:40941,00.html>