

IsDB



البنك الإسلامي للتنمية
Islamic Development Bank



Guidance Note on Expedited Process and Fast Track Procurement for Projects under the Lives and Livelihood Fund (LLF)





This Guidance Note is intended to complement the Guidelines for Procurement of Goods and Works and related services and for the Procurement of Consultant Services under Islamic Development Bank Financing, approved by the Board of Executive Directors (BED) of the Islamic Development Bank, and published September 2018. This document may be used and reproduced for non-commercial purposes. Any commercial use, including without limitation reselling, charging to access, redistribute, or for derivative Works such as unofficial translations based on these documents is not allowed.

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COMMON ABBREVIATIONS AND DEFINED TERMS

Common Abbreviations and Defined Terms

Common abbreviations and defined terms that are used in these Guidelines. Defined terms are written using capital letters.

Abbreviation / term	Full terminology / definition
APA	Alternative Procurement Arrangements
BAFO	Best and Final Offer
Bank	Islamic Development Bank
BED	Board of Executive Directors
Beneficiary	A Beneficiary is the recipient of the LLF financing (through IsDB, being the administrator of the funding). This term includes any entity involved in the implementation of an IsDB financed project on behalf of the Beneficiary.
Bid	An offer, by a Bidder, in response to a Request for Bids, to provide the required Goods, and/or Works and/or related services.
Bidder	A Firm that submits a Bid for the provision of Goods and/or Works and/or related Services
CFA	Consultancy Framework Agreement
Consultant	A Consultant Firm that provides Consultant Services under the PPR. A Consultant is independent of both the Beneficiary and IsDB.
Consultant Service(s)	Consultant Services are those intellectual services delivered by a Consultant Firm or an Individual Consultant. Consultant Services are normally of a professional, expert or advisory nature. Consultant Services are governed by these Guidelines
CPPP	Corporate Procurement Policy and Procedures
CPPR	Country Portfolio Performance Reviews
CQS	Consultant's Qualifications Based Selection
EA	Executing Agency
Executing Agency	Executing Agency is the entity involved in the implementation of the LLF financed project.
FBS	Fixed Budget Based Selection
FPO	Field Procurement Officer
GN	Guidance Notice
Goods	A category of procurement that includes, for example: consumables, equipment, machinery, vehicles commodities, raw materials or industrial plant. The term may also include related services, such as: transportation, insurance, installation, commissioning, training or initial maintenance.
GPN	General Procurement Notice
HEIS	Hands-On Expanded Implementation Support

COMMON ABBREVIATIONS AND DEFINED TERMS

Abbreviation / term	Full terminology / definition
IC	Impact Committee of the LLF
ICB	International Competitive Bidding
IsDB	Islamic Development Bank
LCS	Least Cost Selection
LDMC	Least Developed Member Countries
LIB	Limited International Bidding
LLF	Lives and livelihood Fund
LLFMU	Lives and Livelihood Fund Management Unit
MC	Member Counties
NCB	National Competitive Bidding
Non-Consulting Services	Services which are not Consulting Services. Non-Consulting Services are normally Bid and contracted based on performance of measurable outputs, and for which performance standards can be clearly identified and consistently applied. Examples include drilling, aerial photography, satellite imagery, mapping, and similar operations.
OCR	Ordinary Capital Resources
OTL	Operations Team Leader
PMS	Project Management Specialist
PMU	Project Management Unit
Procurement	The function of planning for, and sourcing Goods, Works, Non-Consulting Services, and/or Consulting Services to meet required objectives.
Procurement Documents	A generic term used in these Guidelines to cover all Procurement Documents issued by the Beneficiary. It includes: GPN, SPN, EOI, REOI, Prequalification document, RFB and RFP, including any addenda.
PO	Project Officer
PP	Procurement Plan
PS	Procurement Strategy
PPIF	LLF Project Preparation and Implementation Facility
PPP	Public Private Partnership
PPRD	Project Procurement Division
QBS	Quality Based Selection
QCBS	Quality Cost Based Selection
REOI	Request for Expression of Interest
RFB	Request for Bids

COMMON ABBREVIATIONS AND DEFINED TERMS

Abbreviation / term	Full terminology / definition
RFP	Request for Proposals
RFQ	Request for Quotation
RHs	Regional Hubs
TRC	Technical Review Committee of the LLF
VfM	Value for Money
Works	A category of procurement that refers to construction, repair, rehabilitation, demolition, restoration, maintenance of civil work structures, and related services such as transportation, insurance, installation, commissioning, and training.



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SECTION 1 - INTRODUCTION

Section 1 – Introduction

1.1 Overview



This guidance note describes the expedited procurement process and fast-tracked procurement for Projects under the Lives and the Lives and Livelihood Fund (LLF)¹. It suggests measures taken to advance and accelerate the procurement process for the timely completion of LLF projects.

1.2 Background

The Islamic Development Bank (Bank) in 2016 through a unique multi-donor partnership established the LLF. The LLF aims to improve livelihoods by investing in agriculture to boost productivity, addressing communicable disease, investing in basic Infrastructure and saving lives and improving access to health services in thirty-three (33) Member Countries (MC) and mainly in the Least Developed Member Countries (LDMCs) of the Bank as detailed in Annex I.

The LLF is a unique funding facility which enables the Bank to unlock total concessional financing of US\$ 2.5 bn for social sectors by blending a targeted \$500 million grant financing with US\$ 2 billion of the Bank's Ordinary Capital Resources (OCR).

As of June 2020, overall approvals under the LLF stands at over US\$ 1 billion for 27 projects benefiting 17 19 MCs. Amount of the portfolio, 47% (US\$ 475 million), is under the pre-effective stage, while disbursement stands at US\$ 148 million representing 23% of the post-effective portfolio and 10% of the total portfolio.

The LLF portfolio has faced slow effectiveness, quality, readiness and implementation related challenges. LLF projects have so far been prepared and implemented using the routine processes of the Bank. However, with the decentralization and enhance field presence, the Bank is improving project selectivity, quality, readiness and implementation support has improved project delivery. Furthermore, enhance delegation/empowerment of field staff and focus on the implementation readiness, extended support and timely achievement of results for LLF projects are taken by the Bank' after 'the measures' as detailed in this Guidance Note.

Part of the action plan devised by the Lives and Livelihood Fund Management Unit (LLFMU), is to Enhance the LLF portfolio, where relevant Bank entities; several entities are contributing to optimize operational and support processes to achieve the required features consider the features and characteristics of LLF projects.

Routine IsDB processes should not be perceived as an obstacle, however, the issue of lack of readiness and preparedness of projects due to limited time and human and budgetary resources remains a binding constraint. Procurement related issues can be addressed with the most suitable Procurement Strategy (PS), Procurement Plan (PP) and hands on support during the procurement process is the criteria for the success of an LLF project.

¹Expedited procurement process and fast track procurement for Projects under Lives Livelihood Fund was developed with contributions from different donors: ISFD, BMGF, QFFD, KS Relief, ADFD, DFID

SECTION 1 - INTRODUCTION

The Project Procurement Division (PPRD) has an important role to play in enhancing procurement readiness of new LLF projects and facilitating efficient implementation of on-going projects. Support for LLF projects has been enhanced during the project preparation, appraisal and implementation stages with the availability of the additional budgetary resources made available under the LLF Project Preparation and Implementation Facility (PPIF).

1.3 Target Audiences

The target audience for this Guidance Note is the Bank's operations and project procurement staff who play a critical role in the planning, implementation, and supervision of LLF project procurement-related activities to ensure compliance with the Procurement Guidelines by the staff of Executing Agencies(EA)/Project Management Units (PMU).

Bank staff are responsible for providing capacity building, advice and required support for the successful implementation of Bank projects, including LLF projects. Provisions of the Procurement Guidelines and this Guidance Note (GN) will serve as a key material for the procurement staff involved in the preparation and implementation of LLF operations. The other target audience of the GN is Bank Operations Team Leader's (OTL) who are responsible for project preparation and appraisal, and Project Management Specialist (PMS)/ Project Officer (PO) who oversees and supports the implementation of Bank projects along with the LLF Management Unit. The OTL and PMS/PO, with support from the PPR field procurement officer (FPO), supervise the Beneficiary during the project procurement process to ensure compliance with the Bank's procurement policy and procedures, including LLF projects.

It is assumed that LLFMU role is limited to providing the required support to OTLs/RHs and promoting flexibility and optimal solutions for the issues facing LLF portfolio.

1.4 Role of Project Procurement

The PPRD has an important role to play in enhancing procurement readiness of new projects and facilitating efficient implementation of LLF projects already declared effective through the procurement of the required works, goods and services. Under LLF projects PPR can provide enhanced procurement support and assistance, covering both projects already approved and new projects which are being prepared for approval.

PPR will designate FPOs to provide additional focused support for LLF operations in Regional Hubs (RHs) to support procurement processes in addition to the optimization of roles at Global, Regional and Field level for LLF projects.

The support to the Executing Agency's (EA) procurement functions can be enhanced at the project preparation, appraisal and implementation stages by the use of Hands-On Expanded Implementation Support (HEIS) as detailed under Chapter 1 of the Bank's Guidelines for the Procurement of Goods, Works and Related Services under IsDB Project Financing. Furthermore, country procurement capacity building through project start-up workshops, and addressing procurement-related issue during implementation support can be provided by PPRD.

1.5 LLF Project Preparation and Implementation Facility

Portfolio reviews and completion reports of IsDB financed projects revealed a number of shortcomings, in particular: (i) the long delays in project effectiveness; (ii) the weak capacity of the EA and delay in the mobilization of counterpart funds, (iii) the delay in setting up project coordination/management units; (iv) shortcomings in the project and financial management; and (iv) the long delays in the procurement process.

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To address these issues, the LLF Project Preparation Implementation Facility (PPIF) scope was updated. The PPIF existed as part of the LLF set up by the donors and their Charter, Direct Contribution Agreement and Operational Manual of LLF. While initially designed to support the preparation of projects, its scope has been enlarged by the LLF Donors, upon suggestion by the LLFMU to cover also activities aiming at supporting preparation and expediting the implementation of LLF projects.

Using the PPIF as required, (to complement the routine Bank processes as an add-on) will help to deploy additional resources for project preparation and is meant to, others, address the above issues. The enhanced quality at entry of the projects by hiring project consultants in support of the project team, as required to (i) develop the baseline situation; (ii) set up the monitoring and evaluation system, (iii) to prepare the detailed design of priority works, (iv) prepare project PP and PS and (v) to implement manuals to fast track the project preparation and implementation process.

While support for LLF projects has been extended to enhanced during the project preparation, appraisal and implementation stages with the availability of the PPIF provided by the LLF. This GN aims at providing a framework and tailored tools to address the specific requirements for LLF projects as expressed in the Action Plan for enhancing LLF Portfolio. The GN relies on the existing provisions or a special provision of the pre-existing approved Guidelines of the Bank. The deploying consultants for this preparation stage is not normal practice for the Bank, due to limited availability of the Project Preparation Facility (PPF).



SECTION 2 - PROCUREMENT ARRANGEMENTS TO SUPPORT NEW LLF PROJECTS

Section 2 – Procurement Preparation to support new LLF Projects

2.1 Overview

The assigned FPO of the PPRD for the LLF project should participate in all preparation missions to undertake procurement-related due diligence and planning. This should include the due diligence requires identification of risks/constraints for the procurement of goods, works and consulting services and risk mitigations. In addition to conducting capacity assessments of the EA and market research and analysis.

The information gained and based on the market situation will help to develop the most appropriate procurement approach and helps to develop the PP and PS.

2.2 Pre-Approval Preparation

The assigned PPRD procurement specialist should have advanced engagement during the development of new pipeline projects (and portfolio projects not yet included in the approved work program or processed for approval by the President/Board). Projects to be proposed for the consideration of the Impact Committee (IC) of the LLF should include an assessment of the procurement, procurement arrangements and a basic PP as part of pre-approval preparation.

It is important to have as early engagement as possible to help to shape upstream project preparation and to help deploy the additional resources needed at the concept stage to ensure project quality and readiness, including procurement. The PPR procurement specialist can assist with the following tasks.

1) Recruiting a Project Consultant

The PPR specialist can assist the OTL with the recruitment of a suitably qualified project procurement consultant to help with the preparation of the PS, updating of the feasibility study and other required work. The procurement of consultants must be done following the Bank Corporate Procurement Policy and Procedures (CPPP). This should be done as early as possible, and if needed, advanced contracting can be used to ensure quick mobilisation of the consultant(s) to ensure effective and efficient preparation of the LLF project.

2) Selection of the Task Team

Based on the detail and outcome of the additional work for updating the feasibility study for the project, the makeup of the task team should be considered, and members with the right experience and expertise in delivering similar projects should be assigned. This should include defining the roles of all the members prepare a PCN collaboratively. the task time (LLF, Hubs, PPR, PFM, FDO, CM, CSC) to prepare a PCN collaboratively.

It is convenient to specify the role of PPR at this stage of the preparation of the PCN and what level of detail of the PS is needed to be described in the Project Information Sheet (PIS) Brief (PIF) for the LLF IC.

The deploying consultants for this preparation stage is not routine practice for the Bank due to limited availability of the project preparation resources. (not to be confused with the LLF-PPIF)

3) Procurement Strategy Development

Once the needed information is made available by the EA to develop the PS, if a PS is required, it should be produced by the EA with the support of the assigned FPO. The earlier in the project preparation process, the PS is developed the, fewer delays are experienced in making procurement arrangements. If certain information is not available at the time of developing the PS, it should be updated accordingly periodically as the new information becomes available.

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4) LLF Project Preparation and Implementation Facility

The Bank's LLF PPIF can be used as required for activities aiming at supporting preparation and expediting the implementation of LLF projects by task teams. This could include deploying additional resources for project preparation, assisting with the recruiting of competent PMU staff and the hiring of project consultants, and the setting up of monitoring and evaluation systems.

The PPIF is a reimbursable amount available for project preparation related activities for the LLF projects from an annual reserve amount allocated by LLF donor partners from their grant contributions to the Fund. The PPIF is administered according to, in addition to the IsDB policies and procedures, the LLF charter, operations manual, and the recommendations from the LLF IC and Technical Review Committee (TRC).

The LLF Management Unit (LLFMU) is the coordinating unit supporting the IC/TRC in exercising their functions, ensuring the exercise of the Trustee's (IsDB) LLF functions (including reporting), providing guidance to IsDB staff on modalities of the facility and communicating relevant IC/TRC decisions to them. In addition to managing the LLF pipeline (including sourcing potential Projects, Project selection, presentation of the Projects Pipeline to the IC/TRC for the approval). The PPIF utilization requires coordination between the RH's project teams and the LLFMU to comply with, and to ensure compliance with the aforementioned governing status.

LLF projects go through an additional phase of approval (in addition to the IsDB project cycle) by the LLF IC. The PPIF can be used for this initial phase (even prior to inclusion to the Annual CWP), as well as for further preparation, as needed, prior to IsDB BED approval. The PPIF can be utilized for all eligible LLF projects (including potential projects), as needed. Details on eligible member countries, and sector/sub-sectors are included in the LLF guide and from the LLFMU.

LLF Project Preparation Costs exclude costs incurred in the normal course of business by the Bank (i.e. regardless of the specific Project) such as staff salaries and staff travel etc.,, but include such costs as those incurred for feasibility studies, consultants, baseline survey, diagnostic work as per requirement.

5) Steps for PPIF processing and coordinating with the LLFMU

The consultant or firm hiring process with the PPIF must comply with the Bank's procurement process for consultants/firms for project-related activities with some additional steps provided in Annex II. The process is driven by the OTL and the project team in coordination with the LLFMU.

- Projects selected for utilization of PPIF by the OTL in coordination with the LLFMU.
- Business case, TORs and PPIF Request Form (Annex III) developed by the OTL. The LLFMU reviews the business case and TORs and provides clearance on the request form to ensure technical alignment with LLF requirements, and to review the proposed budget and provide the appropriate budget codes. Once approval is received from the Manager, LLFMU a notification is sent to the CRS Director's office by the concerned RH.
- The Request for Expression of Interest (REOI) is prepared and approved by the OTL after clearance from the Field Procurement Officer (FPO). The REOI is then disseminated by the PMS.
- EOIs received are shortlisted and Request for Proposals are issued where necessary.
- Evaluations of the technical and financial proposals are done by the concerned RH and thereafter cleared by the LLFMU to ensure compliance with LLF requirements and availability of resources. The consultant/firm is selected.

SECTION 2 - PROCUREMENT ARRANGEMENTS TO SUPPORT NEW LLF PROJECTS

- In case, the consultant is selected from the pool of Consultants from the Consultancy Framework Agreement (CFA), the LLFMU is provided with the signed CFA and the order form for their record.
- The project team negotiates with the successful consultant/firm and the minutes of negotiations are cleared by the Legal counsel.
- The draft negotiated contract is prepared by the Legal counsel on request of the OTL, and then approved by the RH Manager and shared with the LLFMU.
- The contract is signed, and LLFMU is notified of the signing, and a copy must be shared for their records.
- During the execution, the LLF-MU is kept abreast of payments made to the requirements and submits a report and other material to the OTL.
- The Consultant/firm executes the project preparation requirements and submits a report and other materials to the OTL.
- During the execution, the LLFMU must be kept abreast of payments made to the consultant/firms, for their records.
- OTL and project teams are responsible for ensuring quality deliverables by the consultant. Deliverables must be shared with the LLFMU at the time of completion.
- Performance evaluation must be conducted at the end of the assignment and shared with the LLFMU.

The consultant needed for project preparation needs to be deployed in a simplified process.

To speed up delivery of LLF projects it is best practice to use Advance Contracting, when appropriate, and to advance recruitment of the PMU and the Design/Supervision Consultant needed for the project as early as before the effectiveness of the financing agreement

2.3 Preparation Mission

The PPR procurement specialist, as part of the preparation missions for LLF projects, is responsible for identifying the categories of expenditure and any constraints that may impact the procurement of the goods, works and/or services. In the case of complex projects, the PPIF can be used to deploy consultants to undertake the required groundwork before the preparation mission is launched.

As part of the preparation mission for LLF projects the PPR specialist will assist the EA to prepare a simple PP, covering the first eighteen (18) months of project implementation and the preparation of the PS. The PS helps to identify a special focus should be maintained on expediting measures in addition to the mitigation of other risks. So that these risks can be addressed or managed as part of the PS and procurement process while ensuring that the procurement activities under the LLF project support the development objectives and deliver the best Value for Money (VfM) as per IsDB policy.

The PPR procurement specialist should also provide additional exceptional activities such as investigating the possible use of advanced procurement or Alternative Procurement Arrangements (APAs) based on the Market Analysis and practice of other MDBs present in the country as well as the National Procurement System/ Procedures.

More information on how to complete the PP and PS are detailed in Section 4 of this guidance note and, in IsDB's Guidance Note of Procurement Planning and Strategy², which can be found on IsDB's website³.

²<https://www.isdb.org/sites/default/files/media/documents/2020-02/IsDB%20-%20Guidance%20Note%20-%20Procurement%20Planning%20and%20Strategy%20-%20FINAL%20v2.pdf>

³<https://www.isdb.org/project-procurement/documents>

SECTION 2 - PROCUREMENT ARRANGEMENTS TO SUPPORT NEW LLF PROJECTS

2.4 Appraisal Mission

The PPR procurement specialist, as part of the appraisal mission, should assist the EA in LLF Projects to finalise the PP and PS. The PP should provide details of the goods and works packages (specifications and quantity) including the requirements, cost estimates, procurement modes, advanced contracting, indicative disbursement information, implementation schedules, prior and post review approaches, related thresholds, nature and extent of IsDB monitoring and supervision, and other relevant factors in the first eighteen (18) months of project implementation.

The PS comprising of the strategic assessment of the operating context and beneficiary capability, opportunities for advanced procurement, use of country systems, market research and analysis to support the justification for the preferred procurement arrangements, procurement risk assessment, and EA/PMU/PIU assessments, and SMART procurement objectives and appropriate procurement approaches to support the development objectives of the project should also be updated and finalised.

2.5 Project Start-Up Workshop

The aim of the project start-up workshop is to familiarize the EA and the PMU staff with the Bank's' procurement procedures, processes and to familiarise project staff with the agreed PP and PS for procurement of works, goods and services.

The suitably qualified PPR procurement specialist, in addition to attending the start-up workshop is responsible for carrying out the following tasks.

- Strengthening of procurement capacity of the EA's staff to manage procurement activities and to help ensure an effective implementation of the LLF project.
- Re-assess the risks that might delay or hamper the implementation of the LLF project and propose remedial measures to any identified risks.
- Assist the Beneficiary in reviewing in detail the PP and PS, if required, to facilitate smooth and timely project implementation.

In cases the project or the EA/PMU needs additional support, the PPR can solicit upon justification PPIF to deploy consultant(s) to facilitate and expedite the procurement related work as required.

2.6 Supervision Mission

If required, the PPR procurement specialist will attend any supervision missions to support the procurement related aspects and in addressing any procurements issues facing LLF project during implementation. If required, the PPR procurement specialist should complete an assessment of the PP and PS and help in preparing an updated PP and/or PS, if required. The PPR procurement specialist may also provide assistance in drafting procurement documents, draft contracts and providing advice and guidance.

In cases the project or the EA/PMU needs additional support, the PPIF can solicit upon justification PPIF to deploy consultant(s) to facilitate the work as required.

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2.7 Country Portfolio Performance Reviews

The PPR procurement specialist plays a critical role during the Country Portfolio Performance Review (CPPR) mission to address any issues the Country Portfolio might be facing, giving special consideration to LLF projects.

The PPR procurement specialist should analyse any procurement issues faced in the implementation of the LLF projects and develop an action plan. Any actions should help to facilitate efficient procurement arrangements and performance that will lead to increased disbursements and performance of projects.

LLF projects should not wait until a fully-fledged CPPR is being undertaken. The LLFMU to constitute a quarterly portfolio performance review with the RHs and other relevant stakeholders. The procurement-related issues should be flagged, and PPR will ensure addressing issues in a timely manner. However, if there are still pending obstacles, this can be another avenue to sensitize Manager, PPR for addressing these issue.

2.8 Post Review

The proposed method of procurement and corresponding procedures, as well as the categories of Goods, Works and/or related services and the lots or packages, to which they apply, are agreed upon at the time of project preparation/appraisal and specified in the Financing Agreement.

Whether the LLF procurement process is subject to Prior or Post Review is determined based on the project and contract-specific procurement risks and ability of the EA/PMU to manage this. These risks are assessed by IsDB during project preparation and reassessed and updated during project implementation.

The default review type for LLF projects is post review and projects will be post reviewed on a case by case basis to help to speed up project delivery unless substantial risks have been identified as part of the risk assessment. If substantial risks have been identified that the first few contracts under the LLF project should be prior reviewed and depending on the results of that review future procurements will either be prior or post reviewed. However, IsDB shall always Prior review the PP, PS and specification or requirements for the Goods, Works and related services for LLF projects.

IsDB will carry out Post Reviews of the Beneficiary's LLF Procurement activities to determine whether they comply with requirements of the Financing Agreement and Guidelines. Post Reviews are normally carried out by IsDB. However, IsDB may use a third party to carry out Post Procurement Reviews (PPR). Any such party shall be acceptable to IsDB and carry out the reviews in accordance with the TOR provided to it by IsDB. More details are provided in IsDB's Guidance Note on "Prior and Post Reviews" for Islamic Development Bank financed Procurements⁴.

⁴<https://www.isdb.org/sites/default/files/media/documents/2020-02/IsDB%20-%20Guidance%20Note%20-%20Prior%20and%20Post%20Review%20-%20FINAL.pdf>

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The objective of the post review of LLF projects is to:

- Verify that the Procurement procedures followed for the project comply with the requirements of the Financing Agreement and identify any noncompliance with the Financing Agreement and applicable Procurement arrangements.
- Check that the Procurement arrangements agreed with the Beneficiary are in place and still valid.
- Identify and report any contract management issues.
- Check that the Beneficiary has carried out technical compliance reviews and physical completion reviews for implemented contracts.
- Identify and report any indications of possible Fraud and Corruption.
- Identify mitigating measures to correct Procurement deficiencies or deter future deficiencies and recommend them to the Beneficiary.
- Rate the performance of sampled contracts (Procurement process and contract implementation) on compliance with the Financing Agreement and agreed procedures and contribute to the overall Procurement performance rating of the implementing agency based on the rating of the PPR; and
- Provide a basis for updating the project Procurement risk and the risk mitigation plan. The details on format/checklist to carry out PPR are available on IsDB website.

The Bank, depending on the nature, risks and scope of the project (for example, many small value and simple contracts) may agree to the Beneficiary appointing an independent entity to carry out Post Reviews of LLF projects in accordance with acceptable terms, conditions and reporting. In such cases, the Bank shall review reports prepared by the independent entity and submitted by the Beneficiary. The Bank would still retain its right to directly conduct post reviews during project implementation as may be needed.

LLF projects that are subject to post review, the Beneficiary is required to retain all procurement documentation with respect to each LLF contract not governed by prior review. The documentation should include all Bidding Documents, The record of selection of contractors, documentation related to project implementation and all records up to two (2) years after closing of the Financing Agreements.



SECTION 3 -PROCUREMENT SUPPORT FOR PROJECT IMPLEMENTATION

Section 3 – Procurement Support for Project Implementation

3.1 Overview

Through extensive engagement with the relevant RH's of the Bank and other key stakeholders, PPR developed comprehensive support process for LLF projects. This includes the ability to provide HEIS, the use of APAs, advanced contracting and the development of a risk-based approach for LLF projects as detailed in this section.

3.2 Hands-on Expanded Implementation Support

PPR procurement specialists or suitably qualified procurement consultant approved by PPR are available to provide support to EAs/PMUs in certain cases. If an LLF project is approved for HEIS, additional support will be provided to help in the preparation of the bidding documents and other procurement related documents. In pursuant to the paragraph 1.35 and 1.36 of Guidelines for Procurement of Goods, Works and related services (April 2019), in situations of urgent need of assistance or capacity constraints the Bank may go beyond the regular implementation support to provide HEIS. In broad terms, HEIS may include, among other activities.

- Drafting Procurement Documents.
- Identifying the strengths and weaknesses of Bids/Proposals.
- Observing dialogues and negotiations with Bidders/Consultants.
- Drafting Procurement reports and contract award documentation.

The use of HEIS allows task teams to assist Beneficiaries in delivering effective procurement processes to support LLF projects beyond the normal implementation support. Providing HEIS through the procurement process can enable projects to progress faster and provides a direct opportunity to transfer procurement skills as the Bank and Beneficiary staff work more closely together. HEIS can also help to speed up delivery of LLF projects, potentially encouraging more businesses to respond to procurement opportunities, and to help improve overall project quality in the lowest-capacity situations.

Under specific cases, PPIF will be used to deploy additional resources to help the EA/PMUs in the preparation of procurement documents and support needed. PPIF should only be used if all efforts by PPR have been exhausted. The use of PPIF should not be used to substitute the PMU's Procurement Specialists function or to overrule the country responsibility in performing the Procurement.

3.3 Alternative Procurement Arrangements

Under LLF projects the PPR procurement specialist will systematically explore the possibility of outsourcing implementation of some LLF procurements through specialized UN Agencies, Bilateral and Multilateral Development Banks (MDBs) using Alternative Procurement Arrangements tools as detailed in the Guidance Note on Alternative Procurement Arrangements (APA) for Islamic Development Bank financed Procurements⁵. These APA arrangements should be considered especially in cases of LLF projects, and their use explored as the preferred option whenever the assessment/due diligence are favourable and for projects in fragile or challenging areas, where attracting contractors/suppliers can be challenging. APA should be considered as the preferred option whenever the assessment/due diligence are favourable during preparation/appraisal stage.

⁵<https://www.isdb.org/sites/default/files/media/documents/2020-02/IsDB%20-%20Guidance%20Note%20-%20Alternative%20Procurement%20Arrangements%20-%20FINAL.pdf>

SECTION 3 -PROCUREMENT SUPPORT FOR PROJECT IMPLEMENTATION

The Role of IsDB

The role of IsDB under an APA procurement process instead of a traditional procurement process is that IsDB no longer undertakes prior or post reviews of individual procurement transactions. Instead, IsDB focuses on ensuring that the procurement planning is carried out efficiently at the project preparation and approval stage, leading to the approval for the use of an APA, and subsequent monitoring and reporting during implementation. Oversight and monitoring are defined in accordance with the agreement reached with the development partner/specialized UN agency.

Fiduciary Requirements under APA

Partner, MDBs and bilateral donor APA's, the assertion is that the Bank's fiduciary requirements are met is based on the principles of mutual reliance and recognition among the parties. This is reflected in the agreements with the lead financier, specific procurement arrangements for each operation, regular exchange of information on the status of the procurement process during implementation, periodic involvement of IsDB in monitoring overall progress and transactions as needed, and appropriate recourse by the Bank in the event of a disagreement and/or noncompliance.

3.4 Advanced Contracting

Under LLF projects, Bank management may agree to allow the EA to undertake advance contracting, based on the risk assessment undertaken by the PPR procurement specialist and is the preferred option whenever the assessment/due diligence is favourable.

To speed up delivery of LLF projects, it is best practice to use advance contracting, when appropriate, to recruit the Design/Supervision Consult start after initiating the PS and before effectiveness of the Financing Agreement. Therefore, when the effectiveness is declared (approx. 12 months after approval) the PMU staff and Consultant's contract may already have been finalized for signature and first disbursement to be made soon after the effectiveness of the Financing Agreement.

Other special arrangements for advance contracting need to be discussed with the countries both prior to and after approval, to enable projects disbursements to take place soon after project effectiveness. Required due diligence will be undertaken before suggesting post-review and needed safeguards to be in place in case of post review.

3.5 LLF project preparation and implementation facility

One of the responses to increasing LLF project delivery the Bank set up an LLF Preparation and Implementation Fund facility (PPIF) to be effectively deployed to provide additional support for the preparation and implementation of LLF projects. The LLF PPIF can be used, following appropriate approvals to assist with quicker project preparation through external support.

3.6 Risk Based Approach

The Bank introduced a risk-based procurement approach under the new procurement framework. A risk assessment is required to be completed for each new Bank project including LLF projects. Project Risk assess-

SECTION 3 -PROCUREMENT SUPPORT FOR PROJECT IMPLEMENTATION

ment starts at the concept stage and is updated during preparation/appraisal and finalized at approval stage. The results of this assessment are used to determine the appropriate market and procurement approach based on the risks identified as part of the assessment. It is also used to help the Bank to determine the post or prior review requirements, if National Procurement Procedures (NPP) or if Country Systems can be used, or if HEIS is required after satisfactory assessment by the Bank.

For Projects that are currently under implementation, the PPR procurement specialist should explore the possibility to change the procurement review requirement from prior review to post review with appropriate thresholds after reassessment of the resources, expertise and procurement capability and experiences of the EA/PMU to implement such LLF procurement arrangements along with procurement risks analysis conducted by the Bank.

3.7 Community Driven Procurement

Community Driven Procurement could be the best procurement approach to deliver the LLF social sector project, the proposed arrangements and the project activities to be carried out by community participation need to be outlined in the procurement arrangement and in the Financing Agreement and further elaborated in the relevant project implementation document approved by the Bank.

^{3.7}<https://www.isdb.org/sites/default/files/media/documents/2020-02/IsDB%20-%20Guidance%20Note%20-%20Gender%20Consideration%20Social%20and%20Sustainable%20Public%20Procurement%20-%20FI-NAL.pdf>



Section 4 – Project Implementation and Procurement Planning

4.1 Overview

A detailed Project Implementation and PP (Annex IV) is required for all LLF projects prior to Board approval, with special emphasis on procurement support work and expedited procurement processes to enable the project to disburse as soon as possible after the declaration of effectiveness.

4.2 Project Implementation and Procurement Plan

The Project Implementation and PP to be completed for all LLF projects must contain the following information. Completion of the template should focus on describing the details of each of the higher value/risk contracts identified. All similar contracts, having similar approaches should be consolidated and described under one heading.

The Project Implementation and PP includes the following sections that are needed to be completed by the EA / PMU with support from the PPR procurement specialist.

- Project Overview
- Overview of Country, Beneficiary and Marketplace including:
 - o Operational Context
 - o Client Capability and PIU Assessment
 - o Market Analysis
- Procurement Risk Analysis including risk ownership and mitigation measures
- Procurement Objectives
- Recommended Procurement Approach for the LLF Project including:
 - o of specification(s) to be used for each procurement process
 - o The sustainability requirements for the project and how these will be addressed through the PS and approach
 - o The contract type (Traditional, Design and Build; Design, Build, Operate, Maintain, Design and Build-Turnkey or Other; EPC and EPCM)
 - o Pricing and costing mechanism (Lump Sum, Performance based contracts, Schedule of Rates / Ad-measurement, Time and Materials or Cost Plus)
 - o The type of supplier relationship
 - o Price adjustments (None, fixed price, Negotiated or Percentage)
 - o Form of Contract (Terms and Conditions)
 - o The selection method (Request for Proposals, Requests for Bids, Requests for Quotations or Direct Contracting)
 - o The selection arrangements (Public Private Partnerships (PPP), Commercial Practices, Specialized Agencies, Imports, Commodities, Community Participation, Force Account or Framework Agreements)
 - o The market Approach:
 - Type of Competition (ICB, ICB/MC, LIB, NCB or No Competition – Direct Contracting)
 - Number of Envelopes/Stages (Single Stage or Multi-Stage)
 - BAFO (Yes/No)
 - Negotiations (Yes/No)
 - o pre /post qualification will be utilised (Pre-Qualification, Post-Qualification or Short List Preparation)

SECTION 4 -PROJECT IMPLEMENTATION AND PROCUREMENT PLAN

- o The chosen evaluation selection method and justification (Quality Cost Based Selection (QCBS), Fixed Budget Based Selection (FBS), Least Cost Based Selection (LCS), Quality Based Selection (QBS), Consultant's Qualifications Based Selection (CQS) or Direct Contracting)
 - o The evaluation of costs (Adjusted Bid Price, Life-Cycle Costs)
 - o The use of domestic preference or Member Country preference
 - o Any non-monetary criteria such as the type of criteria to be used and if it is mandatory or desired criteria.
-
- Preferred arrangement for low value, low risk activities (if applicable)
 - Summary of PS to inform the Bank's preparation of the PAD
 - Project Procurement Plan
 - Procurement Package Summary
 - Procurement Description

More information on how to complete the PP and PS are detailed IsDB's Guidance Note of Procurement Planning and Strategy⁶ , which can be found on IsDB's website .⁷

⁶<https://www.isdb.org/sites/default/files/media/documents/2020-02/IsDB%20-%20Guidance%20Note%20-%20Procurement%20Planning%20and%20Strategy%20-%20FINAL%20v2.pdf>

⁷<https://www.isdb.org/project-procurement/documents>



SECTION 5 -COMMUNITY DRIVEN PROCUREMENT

Section 5 - Community Driven Procurement

Community Driven Procurement could be considered as a possible procurement approach for social and agriculture sector LLF projects. Under Community-Driven Procurement the procurement arrangements, specifications, and contract packaging may be suitably adapted, in a way that is acceptable to the Bank, when, in the interest of project sustainability, or to achieve certain specific social objectives of the project, it is desirable to.

- Gain participation of local communities and/or non-governmental organizations in civil Works and the delivery of Non-consulting Services.
- Increase the use of local know-how, Goods, or materials.
- Employ labour-intensive and other appropriate technologies.

LLF projects generally envisage many small-value contracts for Goods, Non-consulting and/or Consulting Services, and many small works. Commonly used procurement procedures under Community Driven Procurement include RFQ; local competitive bidding inviting prospective bidders for Goods and Works located in and around the local community, direct contracting for small-value Goods, Works, and Non-consulting Services and the use of community labour and resources.

If as part of the PS development, if it is identified that using Community Driven Procurement could be the best procurement approach to deliver the LLF project, the proposed arrangements and the project activities to be carried out by community participation need to be outlined in the Legal Agreement and further elaborated in the relevant project implementation document approved by the Bank.

It is recommended that an operational manual is produced with templates and procedures covering the different procurement modes such as Shopping, LCB, NCB and Direct Contracting.



ANNEX I. ISDB MEMBER COUNTRIES

The Islamic Development Bank is made up of fifty-seven (57) Member Countries. Thirty-three (33) countries are LLF eligible.

- **Afghanistan ***
- **Albania**
- **Algeria**
- **Azerbaijan**
- **Bahrain**
- **Bangladesh ***
- **Benin ***
- **Brunei**
- **Burkina Faso ***
- **Cameroon ***
- **Chad ***
- **Comoros ***
- **Cote D'Ivoire ***
- **Djibouti ***
- **Egypt ****
- **Gabon**
- **Gambia ***
- **Guinea ***
- **Guinea Bissau ***
- **Guyana**
- **Indonesia ****
- **Iran**
- **Iraq**
- **Jordan**
- **Kazakhstan**
- **Kuwait**
- **Kyrgyz Republic ***
- **Lebanon**
- **Libya**
- **Malaysia**
- **Maldives ***
- **Mali ***
- **Mauritania ***
- **Morocco ****
- **Mozambique ***
- **Niger ***
- **Nigeria ****
- **Oman**
- **Pakistan ***
- **Palestine ***
- **Qatar**
- **Saudi Arabia**
- **Senegal ***
- **Sierra Leone ***
- **Somalia ***
- **Sudan ***
- **Suriname**
- **Syria**
- **Tajikistan ***
- **Togo ***
- **Tunisia**
- **Turkey**
- **Turkmenistan**
- **Uganda ***
- **United Arab Emirates**
- **Uzbekistan ****
- **Yemen ***

* 35% grant portion countries

** 10% grant portion eligible countries

ANNEX II. HIRING OF CONSULTANTS FOR PROJECT RELATED ACTIVITIES UNDER PPIF

Annex II. Hiring of Consultants for Project related Activities under PPIF

DOA Code (from original DOA August 2018)	Activities/Process	Regional Hub				HQ		
		Country Relations and Services				Project Procurement	General Council	LLF-MU
		Project Management Specialist	Operations Team Leader (Sector)	Concerned Manager, Regional Hub	Concerned Director, Country Relations and Services	Field Procurement Officer (FPO)	Legal Council	Project Management Specialist / Finance Specialist
29.1	Business Case for hiring of Individual Consultant/Firm for use by IsDB		O, C1	A	N			C2
29.2	Request for Expression of Interest (REOI)	Re	O, A			C		
29.3	Shortlisting	Re	O, A			C		
29.4	Request for Proposals (RFP)	Re	O, A			C		
29.5	Evaluation of Technical Proposals	Re	O, A			C		
29.6	Evaluation of Combined Technical and Financial Proposals	Re	O, C2	A		C1		
29.7	Negotiation with the Successful Consultant/Firm (Minutes of Negotiation)	Re	O, A			RC1	C2	C3
29.8	No-Objection for the Draft Negotiated Contract	Re	O	A			Re	N
29.9	Signing of the Contract	Re	O	A			Re	N
31.2	Consultant/Firm Performance Evaluation for Project-related activities	Re	O, C	A				N

Key	
Originate "O"	Always the first step in a process / activity and indicates the beginning or a process / activity.
Responsible "Re"	Always follows "Originate" and describes the person responsible for that activity
Clearance "C"	Permit and action to proceed prior to move to the next step. Non-clearance means the entire process/proposal must be re-reviewed by previous entities
Review and Contribute "RC"	Contribute in a process based on which a decision will be made, or an action taken (inputs may or may not be included in decision process)
Approve "A"	Provides final authority that an action or a decision can be undertaken or made
Notify "N"	Follows Approve (A)

ANNEX III. PPIF REQUEST FORM

A. Basic Project Information

Project Title	<<Name of the Project>>
Beneficiary Country	<<Name of the Country>>
Executing Agency	<<Name of the Executing Agency>>
Regional Hub	<<Name of Regional Hub>>
Operations Team Leader (OTL)	<<Name of the OTL>>
Total Cost of Project	<<US\$----->>
Proposed IsDB Financing for the Project	<<US\$----->>
Proposed IsDB Modes of Financing(s)	<<Mode(s) of Financing proposed by CPD>>
Names of Co-Financiers with Amounts (if Any)	<<Name(s), US\$----->>

B. Project Quality at Entry

The project has an Official Request	<<Yes>>	<<No>>	
The project is included in the Annual Country Work Program (ACWP)	<<Yes>>	<<No>>	
Type of Project Documents(s) Provided by the Beneficiary Country	<<Feasibility or Pre-Feasibility Report>>	<<Project Document (prepared by Beneficiary Country) >>	<<Project Performance (prepared by the Beneficiary Country) >>
Quality of the provided Project Document(s)	<<Excellent>>	<<Good>>	<<Poor>>
Alignment of the project with MCPS, Thematic/Sector Strategy and SDG's (Max 100 words)	<<A paragraph with high level statements on alignment of the project with the MCPS (if any) and Thematic/Sector Strategy (if any) >>		

ANNEX III. PPIF REQUEST FORM

C. Consultancy Services

Key shortcomings of project Document(s)	<<Provide Key shortcomings and justification for the PPIF and how it can add value>>	
Purpose of use of PPIF (max 100 words)	<<A paragraph elaborating the purpose of the use of PPIF>>	
Terms of Reference (TOR) for the Consultancy Services are prepared and copy is attached	<<Yes>>	<<No>>
Consultants are Short-Listed	<<Yes>>	<<No>>
Method of Selection of Consultant (max 100 words)	<<Mention the Procurement Selection Method>>	
Scope of the Consultancy Services (max 100 words)	<<A paragraph elaborating the main services to be provided by the consultant>>	
Expected Date of stated Completion of the Consultancy Services	<<Start date and duration of consultancy services>>	
Deliverables of the Consultancy Services	<<List all the deliverables of the consultancy services>>	
Estimated Cost of the Consultancy Services	<<US\$----->>	

D. Request by the Originating Department

Name of the OTL	<<Name and Signature (Staff filling in the Checklist) with Date>>
Regional Hub Manager	<<Name and Signature with Date>>

E. Final Approval by the Head LLF-MU

Authorized Amount of the Budget	<<US\$----->> <<Budget year----->>	<<Name and Signature with Date>>
<<Insert Remarks, if any>>		

ANNEX IV. PROCUREMENT STRATEGY AND PROCUREMENT PLAN TEMPLATE

Annex IV. Procurement Strategy and Procurement Plan Template

- **Project Overview**

Completion of the template should focus on describing the details of each of the higher value / risk contracts identified. All similar contracts, having similar approaches should be consolidated and described under one heading.

Country:	
Full Project Name:	
Total Finance (\$):	
Project Number:	
Summary of Project Development Objectives	

For each key contract detail a short one-line summary of the requirement including the cost estimate.

- Overview of Country, Beneficiary an Marketplace

- o Operational Context
- Governance aspects
- Economic Aspects
- Sustainability Aspects
- Technological Aspects

Key Conclusions

ANNEX IV. PROCUREMENT STRATEGY AND PROCUREMENT PLAN TEMPLATE

o Client Capability and PIU Assessment

- Experience
- Need for hands-on support
- Contract management capability and capacity
- Complaints management and dispute resolution systems

Key Conclusions

o Market Analysis

- Market sector dynamics
- Financial
- Procurement trends

Key Conclusions

• Procurement Risk Analysis

Risk Description	Description of Mitigation	Risk Owner

• Procurement Objective

- 1.
- 2.
- 3.
- 4.
- 5.

ANNEX IV. PROCUREMENT STRATEGY AND PROCUREMENT PLAN TEMPLATE

- **Recommended Procurement Approach for the Project**
- o Contract and Estimated Cost:
- o Procurement Approach (select from options and complete table below):

Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance/Performance	
Sustainability Requirements	Yes/No	
Contract Type	A. Traditional B. Design and Build C. Design, Build, Operate, Maintain D. Design and Build – Turnkey E. Oter: _____	
Pricing and costing mechanism	A. Lump Sum B. Performance based contracts C. Schedule of Rates / Admeasurement D. Time and Materials E. Cost Plus	
Supplier Relationship	A. Adversarial/Collaborative	
Price Adjustments	A. None, fixed price B. Negotiated C. Percentage	
Form of Contract (Terms and Conditions)	D. State any special conditions of contract	
Selection Method	A. Request for Proposals (RFP) B. Requests for Bids (RFB) C. Requests for Quotations (RFQ) D. Direct Contracting	
Selection Arrangement	A. Public Private Partnerships (PPP) B. Commercial Practices C. Specialized Agencies D. Imports E. Commodities F. Community Participation G. Force Account H. Framework Agreements	

ANNEX IV. PROCUREMENT STRATEGY AND PROCUREMENT PLAN TEMPLATE

Market Approach	<ul style="list-style-type: none"> A. Type of Competition <ul style="list-style-type: none"> 1. ICB 2. ICB/MC 3. LIB 4. NCB 5. No Competition – Direct Contracting B. Number of Envelopes/Stages <ul style="list-style-type: none"> 1. Single Stage 2. Multi-Stage B. BAFO (Yes/No) C. Negotiations (Yes/No) 	
Pre / Post Qualification	<ul style="list-style-type: none"> A. Pre-Qualification B. Post-Qualification C. Short List Preparation 	
Evaluation Selection Method	<ul style="list-style-type: none"> A. Quality Cost Based Selection (QCBS) B. Fixed Budget Based Selection (FBS) C. Least Cost Based Selection (LCS) D. Quality Based Selection (QBS) E. Consultant’s Qualifications Based Selection (CQS) D. Direct Contracting 	
Evaluation of Costs	<ul style="list-style-type: none"> A. Adjusted Bid Price B. Life-Cycle Costs 	
Domestic Preference	Yes / No	
Non-Monetary Criteria	List the type of criteria to be used (mandatory/desired)	

ANNEX IV. PROCUREMENT STRATEGY AND PROCUREMENT PLAN TEMPLATEE

7 Preferred arrangement for low value, low risk activities (if applicable)

Activity	Category	Estimated cost	Procurement Arrangement

8 Summary of PPSD to inform the Bank's preparation of the PAD

Contract Title, Description and Category	Estimated Cost US\$ and Risk Rating	Procurement Approach/ Competition ICB ICB/MC LIB NCB Direct Contracting	Selection Method Pre/Post Qualification SPD (RFP/SBD) Framework Agreement QCBS/QBS etc. BAFO	Evaluation Method Rated Criteria (VfM) Lowest Evaluated Cost

9 Project Procurement Plan

PROCUREMENT PLAN PURPOSE

(VERSION# DATE: dd/mm/yr)

Procurement Plan Purpose

This PP shows the contracts required to carry out the Project. It is used to provide information about the procurement of goods, works and services, how vendors will be chosen, what kind(s) of contract(s) will be used, how vendors will be managed, and who will be involved at each stage of the process. Project information for the PP is in Table 1.

ANNEX IV. PROCUREMENT STRATEGY AND PROCUREMENT PLAN TEMPLATEE

Table - 1: Project Information

Country	
Name of Beneficiary	
Project Name	
Project Pipeline Number	
Project Code (After Approval)	
Date of Approval (tentative)	
Date of Signature (tentative)	
Date of Effectiveness (tentative)	
Amount IsDB financing	
Mode of Financing	
Executing Agency	
Expected date of General Procurement Notice	
Project Implementation Period	After 12 months, PIAR to be carried out and
Period covered by this plan (12 months from approval)	Procurement Plan to be updated for remaining period

PROCUREMENT PACKAGE SUMMARY

Table 2: Procurement Package summary Goods and Works

Procurement Method	Number of packages	Total amount U\$S
International Competitive Bidding limited to Member Countries (ICB-MC)		
International Competitive Bidding (ICB)		
Limited International Bidding (LIB)		
National Competitive Bidding (NCB)		
Shopping		
Direct Contracting or Single Source		
Force Account		
Community Participation		
Specialized Agencies		
Commercial Practices		
Subtotal Goods and Works		

ANNEX IV. PROCUREMENT STRATEGY AND PROCUREMENT PLAN TEMPLATE

Table 3 Procurement Package Summary - Consultancy Services/Technical Assistance

Method of Short-listing*	Number of packages	Total amount US\$
International Firms		
Member Country Firms		
National Firms		
Subtotal Consultancy Services Technical Assistance		
Consultancy		
Total Procurement Package		

PROCUREMENT DESCRIPTION

Procurement Description

The list of indicative Procurement Packages is presented in Table 4 below with the related procurement method, the expected date for advertisement.

Table 4 - List of Indicative Procurement Packages IsDB financed items

Project Components (as in PAD)	Contract Package #	Contract Package – Type and Description	Budget US\$	Procurement /Selection Methods *	Expected date for advertisement	Remarks

NA = not applicable

*Procurement Method for Goods, Works to be mentioned in Table 4

1. International Competitive Bidding limited to Member Countries (ICB-MC) – Indicate whether Domestic Preference will apply when ICB/MC is used

ANNEX IV. PROCUREMENT STRATEGY AND PROCUREMENT PLAN TEMPLATE

2. International Competitive Bidding (ICB) – Indicate whether Domestic Preference will apply when ICB is used

3. Limited International Bidding (LIB)

4. National Competitive Bidding (NCB)

5. Shopping

6. Direct Contracting or Single Source

7. Force Account

8. Community Participation

9. Specialized Agencies

10. Commercial Practices

* Selection Method used for Consultants to be mentioned in Table 4

1. Quality and Cost-Based Selection (QCBS)

2. Quality Based Selection (QBS)

3. Least Cost Selection (LCS)

4. Fixed Budget Method (FB)

5. Consultant Qualification Selection (CQ)

6. Sole-Source/Direct Contracting

For all packages review of the procurement methods will be carried out by IsDB as per its procurement guidelines and as specified in the Financing Agreement.





For any additional information, Please see

www.isdb.org/procurement

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