



INTERNATIONAL  
**TRADE**  
ADMINISTRATION



# GUIDE TO DOING BUSINESS WITH THE MULTILATERAL DEVELOPMENT BANKS

April 2019

## Overview

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The U.S. Department of Commerce's (USDOC) International Trade Administration (ITA) has a Foreign Commercial Service Officer stationed at five different Multilateral Development Banks (MDBs): the [African Development Bank](#); the [Asian Development Bank](#); the [European Bank for Reconstruction and Development](#); the [Inter-American Development Bank](#); and the [World Bank](#). The MDB program resides in the USDOC's Advocacy Center. Each MDB differs from the other in its geographic coverage, emphasis on public vs private projects, and overall development goals.

These MDBs lend billions of dollars in developing countries for projects aimed at accelerating economic growth and social development by reducing poverty and inequality, improving health and education, advancing infrastructure development, and encouraging privatization, good governance and rule of law. When an MDB finances a project, all responsibility for its implementation, and for the award and administration of related contracts, rests with the borrower with oversight and support from the MDB.

Doing business with any of the MDBs depends on a company's ability to do business in the country where the project will be implemented, and with the borrowing government that runs the procurement process. Knowledge of the local language, culture, business practices, legal system, and other local conditions is essential. Firms with a local presence, whether through a partner or representative, or their own branch office or subsidiary, will be able to position themselves more effectively to compete than firms operating remotely or with no local experience.

MDB Project life cycles tend to be long, often beginning years before the first procurement notice is ever issued. Firms that begin focusing on a project at the issuance of a procurement notice may find themselves at a competitive disadvantage. It is essential that firms pro-actively engage with bank and host-country officials during the development and design of projects, and not wait until projects are approved by the MDB boards. Many US firms are not able to take on the risk profile of being the prime contractor in some of the world's most challenging and poor countries, and instead opt to supply goods and services as a sub-contractor to foreign prime contractors.

Your "first stop" should be your [local U.S. Export Assistance Center](#). They can help you to assess your international market development goals to evaluate opportunities around the world, and help you find partners in overseas markets. The ITA has offices in US Embassies and Consulates in 74 countries around the world. These offices can assist you in finding agents, distributors, and partners so that you can establish a viable position to bid and win MDB tenders. It is also important to review the [Country Commercial Guide \(CCG\)](#) for the countries you intend to target. CCGs are updated throughout the year at US Embassies and Consulates and provide valuable information for US companies trying to do business overseas.

World Bank ([worldbank.org](http://worldbank.org) and [export.gov/worldbank](http://export.gov/worldbank)):

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## World Bank Overview

[The World Bank Group](#) is headquartered in Washington, DC, and lends over \$US 60 billion per year throughout the world to both public and private sector projects. 188 countries own shares in the Bank, and projects are funded in Africa (26%), East Asia and Pacific (16%); South Asia (16%); Europe and Central Asia (14%), Middle East and North Africa (12%), and Latin America and the Caribbean (16%). Top sectors include energy infrastructure, transportation infrastructure, healthcare, and water management.

The World Bank Group is a family of five international organizations:

- [International Bank for Reconstruction and Development \(IBRD\)](#) provides debt financing to governments of middle-income and creditworthy low-income countries.
- [International Development Association \(IDA\)](#) provides concessional financing (interest-free loans and grants) to governments of the world's poorest countries.
- [International Finance Corporation \(IFC\)](#) supports global development by providing financing, investment and venture capital in the private sector.
- [Multilateral Investment Guarantee Agency \(MIGA\)](#) promotes investment in developing countries by offering political risk insurance (guarantees) to investors and lenders.
- [International Centre for Settlement of Investment Disputes \(ICSID\)](#) provides facilities for conciliation and arbitration of investment disputes.

## Finding Business Opportunities

Opportunities exist to provide goods and services on both the corporate and project sides of the World Bank. [Corporate procurement](#) relates to the procurement done to operate the Bank, while [project procurement](#) are the opportunities relating to development projects overseas. These projects often take years to develop, and there are many opportunities to provide consulting and technical assistance during the project's formation. It is important to be active during the project's development, as many firms will find themselves at a disadvantage if they wait until a project is formally approved. This requires a pro-active approach, with companies being engaged in-country with the World Bank and host government via the company's local representatives, agents, etc. Each country that borrows from the World Bank completes a [Country Partnership Framework \(CPF\)](#), which is an important document to review for any country where a company wants to do business with the World Bank. Companies can view World Bank opportunities by [country](#), [industry sector](#), or by [general theme](#). In addition, the World Bank publishes [datasets](#) which companies will find helpful in evaluating opportunities.

## Additional Resources

- [Finding World Bank Business Opportunities](#) and [World Bank Procurement Policies PPT](#) for in-depth information on the bidding process for either project or corporate procurement opportunities.
- The [WB Project Procurement App](#) and the [WB Finances App](#) to locate Bank-financed projects, receive procurement/tender notices, get updates on pending projects in the pipeline as well as latest approved projects.
- The [eConsultant2 portal](#) provides information on consulting opportunities with the World Bank Group.

## African Development Bank ([afdb.org](http://afdb.org) and [export.gov/afdb](http://export.gov/afdb))

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### AfDB Overview

The [African Development Bank](http://afdb.org) (AfDB) is a multilateral development bank established in 1964 and headquartered in Abidjan, Cote d'Ivoire. It lends nearly US\$ 8 billion dollars per year to government projects (75%) and private sector projects and specialized trust funds (25%). Eighty countries own shares in AfDB, and fifty-four countries borrow from the AfDB. The top countries for AfDB projects are Nigeria, Morocco, Tunisia, and Egypt. The AfDB's top priorities are energy infrastructure, agriculture and food processing, industrial mechanization and modernization, transportation, infrastructure, healthcare, and education.

### Finding Business Opportunities

Bidders on AfDB Group funded projects must be nationals of one of its 80 member countries. Interested bidders can access important resources and documents via the [AfDB's Resources for Businesses Guide](#). The AfDB hosts a service for consultants, known as the Database on Consultants (DACON). It is a database of individual consultants and consulting firms, where interested parties may register. For more information, consult the [AfDB Acquisition of Consultancy Services](#). Opportunities exist to provide goods and services on both the corporate and project sides of the AfDB. [Corporate procurement](#) relates to the procurement done to operate the Bank, while [project procurement](#) are the opportunities relating to development projects overseas. These projects often take years to develop, and there are many opportunities to provide consulting and technical assistance during the project's formation. It is important to be active during the project's development, as many firms will find themselves at a disadvantage if they wait until a project is formally approved. This requires a pro-active approach, with companies being engaged in-country with the AfDB and host government via the company's local representatives, agents, etc. Each country that borrows from the AfDB completes a [Country Strategy Paper \(CSP\)](#), which is an important document to review for any country where a company wants to do business with the AfDB. Companies can view AfDB opportunities by [country](#), [industry sector](#), or by [general theme](#). In addition, the AfDB maintains a [Data Portal](#) which companies will find helpful in evaluating opportunities."

### Additional Resources

- [Country Strategy Papers](#) provide an assessment of the political, economic and social context for each country.
- [General Procurement Notice](#) (GPN) for alerts on upcoming tenders.
- [Expressions of Interest for Consultants](#) (EOI) for direct opportunities to bid on consulting contracts.
- [Specific Procurement Notice](#) (SPN) for direct opportunities to bid on consulting, goods and works contracts.
- [Project Cycle](#) for an understanding of how projects are identified, selected, conducted, and evaluated.
- [Prior Projects and Operations](#) in conjunction with the [AfDB's MapAfrica Service](#) to get an understanding where projects are being conducted, by whom, and what they entail.
- The [Selected Projects Page](#) for examples of good practices and highlighted successful projects.
- [News publications](#), [Events](#), [Multimedia](#), [Social media](#), and other sources of information. This ensures the use of accurate, up to date information, as well as identifying future opportunities.
- [Data Portal](#) AfDB's data portal providing real time statistics on projects and procurement.

[Asian Development Bank \(adb.org and 2016.export.gov/adb/\)](http://adb.org):

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## **ADB Overview**

The Asian Development Bank (ADB) is a multilateral development bank established in 1966 and headquartered in Manila, Philippines. It lends approximately US\$32 billion per year to government projects (75%) and private projects (25%). Sixty-eight countries own shares in ADB, and forty-five countries borrow from the ADB. The top countries for ADB projects are Bangladesh, Indonesia, and India. Top sectors include energy infrastructure, transportation infrastructure, smart cities, health care, and water management. To help guide its mission in the coming decades, ADB has launched a new strategy, [Strategy 2030](#), which outlines the bank's vision and key directions for engagement with its developing member countries.

## **Finding Business Opportunities**

Opportunities exist to provide goods and services on both the corporate and project sides of the Asian Development Bank. [Corporate procurement](#) relates to the institutional procurement done to operate the Bank, while [project procurement](#) are the opportunities relating to development projects across Asia and the Pacific. These projects often take years to develop, and there are many opportunities to provide consulting and technical assistance during the project's formation. It is important to be active during the project's development, as many firms will find themselves at a disadvantage if they wait until a project is formally approved. This requires a proactive approach, with companies being engaged in-country with the Asian Development Bank and host government via the company's local representatives, agents, etc. Each country that borrows from the Asian Development Bank works with the Bank to develop a [Country Partnership Strategy \(CPS\)](#), which is an important document to review for any country where a company wants to do business with the Bank. The Bank also produces [Country Operations Business Plans \(COBP\)](#) that show pipeline projects from an early stage. [Consulting opportunities](#) exist in most of the projects. Interested consultants must register in [ADB's Consultants Management System \(CMS\)](#) to participate in consulting opportunities.

## **Additional Resources**

- [ADB Business Center](#)
- [Country Planning Documents](#) for ADB and Developing Member Country's sectoral thrusts and project investments during a three- to five-year timeframe.
- [Procurement Plans](#) for documents on the procurement schedule.
- [Project Information](#) for project details, and project officers.
- [Business Opportunities](#) for the latest procurement and consulting opportunities.
- [ADB Procurement Regulations for ADB Borrowers: Goods, Works, Non-consulting and Consulting Services](#) for all projects with concept notes approved on or after 1 July 2017.
- [ADB Procurement Policy: Goods, Works, Non-consulting and Consulting Services](#) for all projects with concept notes approved on or after 1 July 2017.
- [ADB Events](#) to learn more about upcoming and past ADB events.
- [ADB Subscription](#) to receive updates on projects, events, business opportunities and jobs by e-mail alert or by newsletter.
- [ADB Trade Leads](#) for information about imminent government tenders under ADB projects.

## European Bank for Reconstruction and Development ([ebrd.com](http://ebrd.com) and [export.gov/ebrd](http://export.gov/ebrd)):

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### EBRD Overview

The European Bank for Reconstruction and Development (EBRD) is a multilateral development bank established in 1991 and headquartered in London, United Kingdom. First established to help build a new, post-Cold War era, the EBRD now funds projects across three continents: from the Southern and Eastern Mediterranean, to Central and Eastern Europe, to Central Asia. The EBRD helps develop open and sustainable market economies in countries committed to, and applying, democratic principles. Its team of bankers, economists and analysts work with each borrowing country to develop a strategy of how the country and EBRD will work together to accomplish main objectives over the next three to five years.

The EBRD finances over US\$11 billion per year, with investments in the private sector (75-80%) and funding public sector projects (20-25%). The European Union, European Investment Bank and 67 countries are shareholders in the EBRD, with 38 borrowing countries. Top recipients of EBRD financing are Turkey, Ukraine, Kazakhstan, and Egypt. Top sectors include transportation infrastructure, municipal and environmental infrastructure, and power and energy.

### Finding Business Opportunities

Opportunities exist to provide goods and services on both the corporate and project sides of the EBRD. Corporate procurement relates to the procurement done to operate the Bank, while Project Procurement details the opportunities relating to public sector projects in the EBRD's countries of operation. These projects often take years to develop, and there are many opportunities to provide consulting and technical assistance during the project's formation. It is important to be active during the project's development, to gain knowledge of the parameters and timelines of the project. Companies should establish or maintain relationships with the borrowing country and the public sector entities involved. This requires a pro-active approach, with companies being engaged in-country with the EBRD's Resident Offices as well as the U.S. Embassy/Consulate's Commercial Team. Companies may wish to engage local representatives, agents, or joint-venture partners if they do not have a presence in-country. The EBRD works with each of its borrowing countries of operation to develop a [Country Strategy](#) identifying the top areas where the EBRD will assist in meeting the country's economic development goals. Companies can view EBRD public sector project and consultancy opportunities by [country](#) or [industry sector](#). Clients interested in bidding on EBRD procurement projects should register on the [EBRD's E-Procurement Portal](#).

### Additional Resources

- [EBRD's Projects](#) For information on the financing process for EBRD projects
- [Email Newsletters, News, and Events](#) Sign up for automatic delivery of information on projects, upcoming events and recent developments at the EBRD
- [EBRD Procurement Notices](#) To review Procurement notices for goods, public works and consultancy services not procured via ECEPP.
- [Contract Awards Notification](#) To view companies that will conduct EBRD-financed projects.
- [Consultancy opportunities](#) The EBRD often utilizes consultants as a project moves through the Project Cycle.
- [Standard Procurement Documents and Guidance Notes](#) For Standard EBRD Tender Documents.
- [Trade Facilitation Program](#) To learn more about EBRD's Trade Facilitation Program with international banks.

## Inter-American Development Bank ([iadb.org](http://iadb.org) and [export.gov/idb](http://export.gov/idb)):

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### **IDB Overview**

The Inter-American Development Bank Group (IDB) is a multilateral development bank established in 1959 and headquartered in Washington, DC. It lends nearly US\$12 billion per year to government projects in Latin America. Forty-eight countries own shares in the IDB, and 26 of those countries borrow from the IDB. Top countries for IDB-funded projects include Brazil, Argentina, Mexico, Peru and Colombia. Top sectors include energy infrastructure, transportation infrastructure, telecommunications infrastructure, and water management.

The Inter-American Development Bank Group is organized into three distinct entities:

- [The IDB](#): IDB does sovereign lending and some concessional lending depending on the country. It accounts for about 80% of total lending.
- [IDB Invest](#): Formerly the Inter-American Investment Corporation (IIC), IDB Invest is the private sector lending arm of the Bank. It accounts for about 20% of total lending.
- [IDB Lab](#): Formerly the Multi-lateral Investment Fund (FOMIN), IDB Lab provides grants to support social and economic development. It finances about \$85 million per year.

### **Finding Business Opportunities**

Opportunities exist to provide goods and services on both the corporate and project sides of the IDB. Corporate procurement, also known as [BEO Procurement](#), relates to the institutional procurement done to operate the Bank, while [project procurement](#) are the opportunities relating to development projects across the region. These projects often take years to develop, and there are many opportunities to provide consulting and technical assistance during the project's formation. It is important to be active during the project's development, as many firms will find themselves at a disadvantage if they wait until a project is formally approved. This requires a pro-active approach, with companies being engaged in-country with the IDB and host government via local representatives, agents, etc. Each country that borrows from the IDB works with the Bank to develop a formal [strategic plan](#), which is an important document to review for any country where a company wants to do business with the IDB.

### **Additional Resources**

- [Events](#): seminars and networking opportunities.
- [Procurement Policies and Guidelines](#): including the latest procurement notices and requests for expression of interest.
- [Private Sector Project Financing](#): U.S. companies can apply for project financing from IDB Invest to support qualified private sector investments located in the 26 borrowing countries.
- [ConnectAmericas](#): A social network for businesses in the Americas hosted by the IDB. It provides access to communities of clients, suppliers and investors in the region and all over the world, and provides useful information about procedures and regulations for international commerce.