



CDB 2023

ANNUAL PROCUREMENT REPORT

JUNE 2024 | PREPARED BY THE
CARIBBEAN DEVELOPMENT BANK

COMMON ABBREVIATIONS AND DEFINED TERMS

Common abbreviations and defined terms that are used in this Report. Defined terms are written using capital letters.

Abbreviation/term	Full terminology/definition
Bid	An offer, by a Bidder, in response to an Invitation to Bid or equivalent, to provide the required Goods, Works or Non-Consulting Services
Bidder	A Firm or Joint Venture that submits a Bid for the provision of Goods, Works, or Non-Consulting Services in response to an Invitation to Bid or equivalent
CDB	Caribbean Development Bank
CIPS	Chartered Institute of Procurement and Supply
CQS	Consultants' Qualifications Selection
Consultant	Private and public entities, including, amongst others, Consulting Firms, engineering Firms, construction managers, management Firms, PAs, inspection agents, auditors, United Nations (UN) Agencies and other regional and multinational organisations, investment and merchant banks, universities, research institutions, government agencies, NGOs, as well as individuals, that provide Consulting Services. Where the Consultant is an individual and they are not engaged by the Recipient as an employee.
Consulting Services	Consulting Services are those advisory or intellectual services delivered by a Consultant Firm or an Individual Consultant
Core Procurement Principles	The Core Procurement Principles of Value for Money, Economy, Efficiency, Integrity, Equality and Fairness and Transparency, which govern all procurement under CDB Financing, as detailed in Section 3 of the Policy
CPTP	Caribbean Procurement Training and Consultancy Programme
CIPS	Chartered Institute of Procurement and Supply
DS	Direct Selection

COMMON ABBREVIATIONS AND DEFINED TERMS CONTD.

Abbreviation/term	Full terminology/definition
Electronic Government Procurement (e-GP)	The use of information technology (especially the internet) by government institutions and other public sector organisations in conducting and managing their procurement activities and relationships with providers of Goods, Works and Services required by the public sector.
EOI	Expression of Interest
FBS	Fixed Budget Selection
Goods	Includes commodities, raw materials, machinery, equipment, vehicles, Plant and equivalent. The term may also include related services, such as: transportation, insurance, installation, commissioning, training, or initial maintenance
Goods, Works, and Services	Goods, Works, Non-Consulting Services and Consulting Services
HOP	Heads of Procurement
ICB	International Competitive Bidding
ICS	Individual Consultant Selection
IDB	Inter-American Development Bank
Implementing/Executing Agency	An entity appointed by the Recipient to carry out the Project and provide its day-to-day management
INGP	Inter-American Network on Government Procurement
LCS	Least Cost Selection
MAPS	OECD Methodology for Assessing Procurement Systems
MDB	Multi-Lateral Development Bank
MC	Member Country
Member Country	CDB's Member Countries are those that are described in Annex II, as updated from time to time

Abbreviation/term	Full terminology/definition
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.
OAS	Organisation of American States
OECS	Organisation of the Eastern Caribbean States
OECD	Organisation for Economic Cooperation and Development
Policy	The Procurement Policy for Projects Financed by CDB, as amended from time to time.
PPU	Procurement Policy Unit
Procedures	The Procurement Procedures for Projects Financed by CDB, as amended from time to time.
Procurement Cycle	The Procurement cycle considers the key steps when procuring Goods, Works, and Services, including need identification, planning, approaching the market, evaluation of offers, contracting, contract management and incorporating lessons learned into future procurements.
Procurement Framework	The Policy and the Procedures, as amended from time to time.
QCBS	Quality and Cost Based Selection
QBS	Quality Based Selection
Utech	University of Technology (Jamaica)
WB	World Bank
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.
UKCIF	United Kingdom Caribbean Infrastructure Partnership Fund. The Fund provides grant funding for infrastructure projects in eight Caribbean countries eligible for Overseas Development Assistance, and one UK Overseas Territory. CDB is the implementing partner for the Fund.
UNEP	United Nations Environmental Programme
USD	United States Dollars

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A close-up photograph of a woman with dark hair in braids, wearing a vibrant, multi-colored patterned shirt. She is focused on working on the front wheel of a bicycle, with her hands on the spokes and tire. The background is softly blurred, suggesting an outdoor setting. The text 'EXECUTIVE SUMMARY' is overlaid in large, white, bold, sans-serif font on the right side of the image.

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Preface

The Caribbean Development Bank (CDB) is pleased to present its second Annual Procurement Report. The report provides analysis of the Bank's performance, initiatives and results delivered in the area of procurement during 2023.

Aligned with the Core Principle of transparency, that underpins CDB's Procurement Framework, the Annual Procurement Report serves **two main purposes**:

- providing stakeholders with **key information and statistics on procurement processes**, as executed by CDB's Clients under CDB-funded projects; and
- offering a **comprehensive overview on CDB's endeavours and initiatives aimed at enhancing procurement systems and practices** within its Client countries and private sector engagement. This includes details on procurement reform efforts, collaborations with other partners and outreach to the private sector.

We trust that this Report will be a valuable resource for our stakeholders, offering useful information and clarity on the Bank's Procurement Framework and activities. We welcome feedback from our readers, which will aid us in further improving the quality and relevance of our Annual Procurement Report in the future. Comments or inquiries can be directed to procurement@caribank.org.



OVERVIEW

OVERVIEW

Government procurement typically accounts for a large share of Gross Domestic Product in CDB's Caribbean member countries, which have small domestic economies. As such, it has the growing potential to play a **strategic role** against a backdrop of an increasing need to **achieve greater value for money with limited public resources**. Sound public procurement systems also **stimulate private sector growth** and can support the development of more **resilient and inclusive economies** by promoting wider national objectives such as environmental sustainability, gender equality and the empowerment of marginalised groups in society.

Over recent years, to help countries leverage the strategic value of public procurement, *CDB has provided technical assistance to its Client countries, with a particular focus on those in the Organisation of Eastern Caribbean States (OECS) sub-region, and to regional institutions that are seeking to modernise their public procurement legal and regulatory frameworks, and processes and institutions, as well as to build a suitably qualified cadre of procurement professionals.*

The effective management of public procurement is also central to the timely achievement of the **development outcomes sought under projects funded by CDB**. Procurement on CDB's projects is conducted in accordance with the Bank's procurement policy and procedures, which were introduced in 2019 and updated in 2021. These procedures seek to add greater flexibility, so that "**fit-for-purpose**" project procurement strategies can be developed and executed based on the specific realities and objectives of the country and project.

CDB supports its Clients to undertake proactive planning and effective management of the procurement process. It provides responsive procurement supervision to expedite project execution and the realisation of the development outcomes sought, while ensuring the fulfilment of the Bank's fiduciary responsibilities.

A young girl with braided hair, wearing a white top, is smiling and looking upwards. She is holding a red woven basket filled with colorful toys, including a yellow toy car and a green toy figure. The background is blurred, showing other people and a building. The text "PROCUREMENT UNDER CDB FINANCED PROJECTS" is overlaid in white, bold, sans-serif font on the right side of the image.

PROCUREMENT UNDER CDB FINANCED PROJECTS

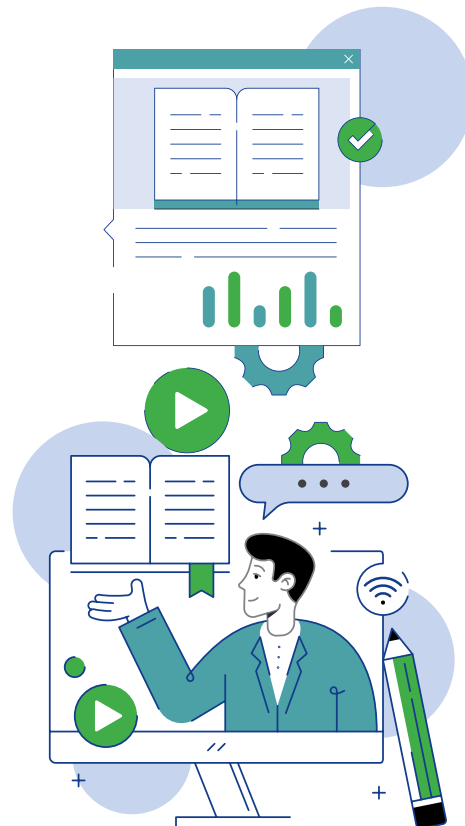
PROCUREMENT UNDER CDB FINANCED PROJECTS

Overview of CDB's Procurement Framework

CDB's Procurement Framework consists of CDB's Procurement Policy¹ ("the Policy") and Procurement Procedures² ("the Procedures"). This new Procurement Framework was introduced in 2019 and is applicable to projects in CDB Client countries approved on or after November 1, 2019 and replaced the previous procurement guidelines. The Framework is harmonised with those of other Multilateral Development Banks (MDBs) operating in the Region. It seeks to promote the use of best international procurement practices and deliver value for money, while upholding the highest standard of integrity, in order to provide the intended development outcomes in a timely and effective manner.

CDB's Procurement Policy establishes the core principles and requirements governing procurement activities undertaken by recipient/beneficiaries of CDB financing (i.e. CDB Client countries). The Procurement Procedures operationalise the Policy and provide detailed guidance on the relevant procedures that govern the procurement of Goods, Works and Services required for projects. Additionally, CDB's Standard Procurement Documents (SPDs) and Procurement Guidance Notes support and complement the Procurement Framework. In order to ensure that its Clients and relevant CDB staff are trained on the aforementioned Procurement Framework, CDB has introduced a set of online self-

learning courses, which are being blended with regular interactive online or "face-to-face" training. In addition, at the start of new projects, CDB usually holds a Procurement Workshop. This ensures that the benefits of the Procurement Framework are fully exploited, and that the relevant procurement requirements are observed.



“ The Procurement Procedures operationalise the Policy and provide detailed guidance on the relevant procedures that govern the procurement of Goods, Works and Services required for projects ”

⁽¹⁾ <https://www.caribank.org/sites/default/files/publication-resources/Procurement%20Policy%20for%20Projects-final.pdf>

⁽²⁾ https://www.caribank.org/sites/default/files/publication-resources/Procurement%20Procedures%20for%20CDB%20financed%20projects_Jan%202021-final_0.pdf



Improving Response and Resilience of the Health Sector to COVID-19 Project, St. Vincent and the Grenadines – CDB Project Launch Workshop, June 2023.

CDB’s Procurement Policy and Procedures can be found at: [Procurement Policy and Resources | Caribbean Development Bank \(caribank.org\)](https://www.caribank.org). The Bank’s website also provides access to procurement information and resources such as procurement notices, standard procurement documents, guidance notes and contract awards.

eligibility may be expanded, as provided for in CDB’s Procurement Framework or with the approval of CDB’s Board of Directors.

Roles and responsibilities in CDB’s procurement process

Being responsible for the implementation of a Project, **the Recipient of a CDB loan or grant is tasked with conducting the entire procurement process**, while ensuring compliance with the provisions of the financing agreement and with the relevant procurement Policy, Procedures and documents. For its part **CDB carries**

Country eligibility criteria in CDB-funded project procurement

Under CDB’s Procurement Framework, only Firms and Individuals from its Member Countries³ can participate in procurement for projects funded by CDB. Exceptionally,

⁽³⁾ These consist of nineteen (19) Client Member Countries (i.e. Borrowing Countries) that are allowed to borrow funds from the Bank and also have voting rights: [Borrowing Members | Caribbean Development Bank \(caribank.org\)](https://www.caribank.org) and nine (9) non-Borrowing members that provide capital and have voting rights: [Non-Borrowing Members | Caribbean Development Bank \(caribank.org\)](https://www.caribank.org)

out a procurement oversight and advisory function seeking to maximise the value for money realised. Importantly, CDB ensures that its financing is used only for the purposes for which it was granted, with due attention to considerations of economy and efficiency as required by the Agreement Establishing CDB. Specifically, the Procurement oversight function at CDB consists of the **Supervising Officers** from the relevant Division or Unit, with support from the Procurement Policy Unit (PPU), in the Projects Department. The former are responsible for providing required no-objections at key stages of the procurement cycle and contract supervision, whereas PPU provides procurement technical advice and training.

Updates on CDB's Procurement Framework in 2023

Project implementation constitutes a key challenge on CDB financed projects, as reported by recent CDB Annual Review of the Performance of the Portfolio and Development Effectiveness Review reports. In particular, these and other analysis have highlighted the need to **strengthen the procurement capacity of CDB's Clients** to facilitate more efficient and effective procurement processes.

Over the past years, CDB has therefore supported its Clients by providing additional procurement resources, including templates, guidance notes and trainings on its Procurement Framework. These efforts have included the development of a set of Evaluation Guidance Notes and tools to support Clients in carrying out evaluation of bids and proposals. CDB has also provided specific training to support its Clients in this area, which experience has proven to be a rather problematic stage in the procurement cycle, and thus prone to inefficiencies and delays. CDB

efforts to improve its own Procurement Framework dovetail with the broader work of the Bank in supporting procurement reforms and capacity building at a national level (see Section 3 for more details), as it is expected that more effective national procurement systems will lead to improved procurement and project outcomes on CDB-funded projects.

In 2023 CDB has sought to further strengthen the implementation of its procurement framework, including by revising its own procurement documents and collaborating with other MDBs. Specific actions are detailed below.



These efforts have included the development of a set of Evaluation Guidance Notes and tools to support Clients in carrying out evaluation of bids and proposals

Procurement Templates

- Revised and enhanced CDB standard **Evaluation Report Templates** for Goods, Works and Services. These now include:
 - **Bid Evaluation Report Templates for Goods** procurements: One Stage - One Envelope; One Stage - Two Envelopes; Two Stages - Two Envelopes.
 - **Bid Evaluation Report Templates for Works** procurements: Evaluation Report for Prequalification Applications; One Stage - One Envelope; One Stage - Two Envelopes; Two Stages - Two Envelopes.
 - **Evaluation Report Templates for Consulting Services:** Expression of Interests Evaluation Reports under the methods of QCBS, QBS, FBS and LCS and ICS; Proposals Evaluation Reports under the methods of QCBS, QBS, FBS, LCS, CQS and DS.
- Upgraded CDB **Standard Bidding Documents**, specifically:
 - Developed an **Invitation for Prequalification Standard Procurement Document for Goods**;
 - Introduced new **Standard Bidding Documents for Goods:** One Stage - One Envelope, One Stage - Two Envelopes and Two Stages - Two Envelopes.



- Developed and piloted an *Expression of Interest (EOI) Submission for Consulting Services from Firms Template*. The template aims at standardising EOIs submissions from firms and facilitating a uniform approach to the subsequent Client's evaluation of EOIs before the Proposal stage⁴. It is expected to enhance the quality of submissions received from consulting firms in response to a Request for Expression of Interest and to provide for a more efficient and consistent approach to EOI evaluation.

Other initiatives Supporting CDB's Procurement Framework

- In 2023, CDB launched an internal project to review its current indicative **Procurement Thresholds for International Competitive Bidding (ICB)**⁵. The approach adopted is based on an analysis of trends on international bidders' participation (number of bids submitted) and contract awards under ICB opportunities during the 2018-2024 period in CDB Client countries under CDB and other MDB projects. The project, aimed at determining whether the current procurement thresholds are fit for maximising efficiency and competition under CDB-funded ICB contracts, is expected to be completed in 2024. Findings of this exercise will be shared in the next Annual Procurement Report.

Collaboration with other MDBs

In 2023, CDB continued to collaborate with other development banks to harmonise

procurement approaches, to improve their institutions' procurement policies and practices, ensuring these truly support development effectiveness results in the projects they finance.

- **E-Government Procurement Assessment Tool and Guide**

During 2023, a CDB-lead Heads of Procurement (HOP) Working Group collaborated to develop a Guide and an associated assessment Tool for assessing whether a country or executing agency's electronic government procurement (e-GP) system is fit for use under MDB-financed operations.

MDBs encourage the use of Client countries' e-GP solutions to lower transaction costs and expedite the achievement of the development outcomes sought under projects they finance. However, to be acceptable for conducting procurement under MDB-funded projects, e-GP platforms must comply with the basic requirements for e-GP systems defined by MDBs. These are a set of minimum standards, qualities and technical requirements designed to ensure that the core principles of good governance apply when Bank's resources are used.

Key facts:

- The new MDB assessment tool aims at ensuring a consistent approach to such e-GP assessments across the Banks, as well as facilitating joint assessments or mutual reliance between MDBs of each other's assessment reports, thus reducing the burden both for Clients and MDBs.
- The assessment can be undertaken both at national and subnational level of government, including at agency level, according to the

⁴ When required by the Client, consultancy firms have to use this form to submit their application in response to a Request for Expression of Interest. It is compatible for use with all selection methods for consultancy services.

⁵ Current thresholds can be found at: https://www.caribank.org/sites/default/files/publicationresources/Procurement%20Thresholds_Jan%202021_0.pdf.

⁶ For the purpose of the analysis, international firms are defined as all non-domestic bidders.



circumstances of each project and allows MDBs to determine if an e-GP system is fully accepted or additional requirements and restrictions need to be applied.

- The e-GP assessment is informed by wider assessments of the procurement policy, procedures and practices, including, where existent, an e-GP MAPS⁷ assessment report.

The effective utilisation of e-GP systems is critical for enhancing transparency, credibility, and efficiency of the procurement process while helping to elevate the procurement function to a strategic level. By consolidating procurement-related data and offering comprehensive insights, e-GP systems empower decision-makers in project preparation and delivery.

- **MDBs HoP Annual Meeting**

In September 2023, CDB participated at the **MDB HOP annual meeting, held at the Asian Development Bank's headquarters in Manila from September 13th to 15th.**

During the three days of discussions, the representatives of MDBs reaffirmed their commitment to harmonise and improve their operational procurement policies and practices, discussed their key strategic and operation priorities and shared updates on their institution's Procurement Frameworks. MDBs members recognised the need to strengthen their collaboration in key areas including environmental, social and global resilience, Value for Money, maximising competition in procurement, and their experience with mutual reliance procurement agreements in the context of co-financing of projects. Key outcomes from the Meeting included the endorsement of a Joint Statement on Sustainable Procurement⁸ by twelve (12) MDBs including CDB.

- **MDBs Working Groups**

In 2023, CDB participated in the following MDBs Working Groups:

- e-GP systems assessment
- Sustainable Public Procurement.

⁽⁷⁾ See: Methodology for Assessing Procurement Systems - OECD

⁽⁸⁾ Joint Statement on Sustainable Procurement Initiatives by the Heads of Procurement at Multilateral Development Banks | Caribbean Development Bank (caribank.org)



A photograph of a woman with short grey hair and glasses, wearing a white shirt with orange and blue stripes. She is smiling broadly and clapping her hands. In the background, other people are visible, some also clapping, suggesting a group activity or celebration. The text 'ANALYSIS OF CONTRACT AWARD DATA' is overlaid in white, bold, sans-serif font in the center of the image.

ANALYSIS OF CONTRACT AWARD DATA

ANALYSIS OF CONTRACT AWARD DATA

Disclaimer on data used

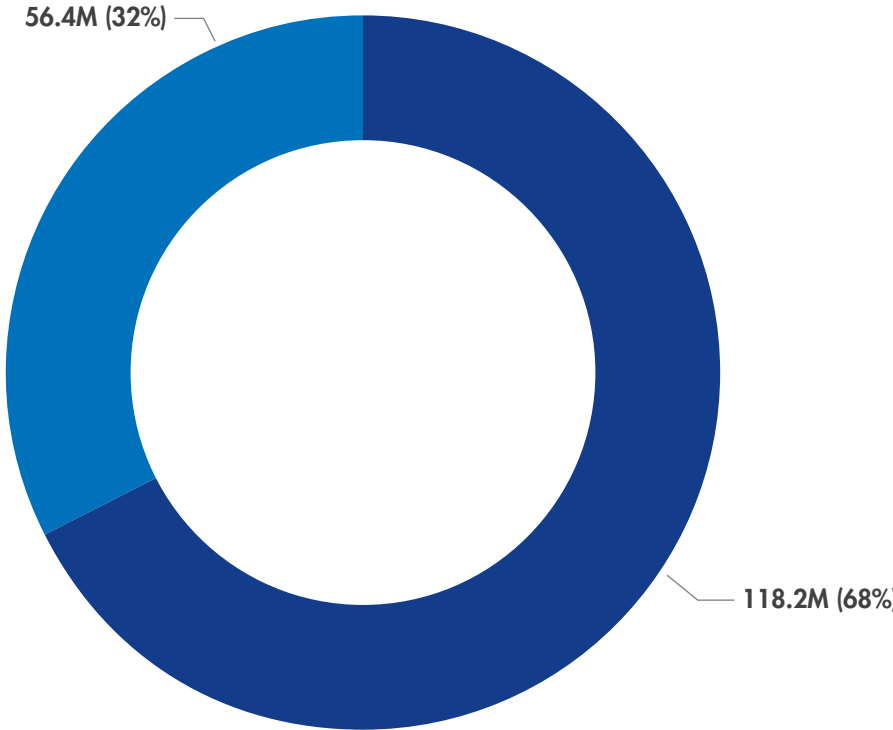
This section analyses the data related to the award of Goods, Works and Services contracts for projects funded by CDB during 2023. The data analysed in this report was extracted from CDB's

disbursement system and include all contracts awarded under CDB-funded projects (both Capital and Technical Assistance projects) subject to CDB's no-objection.

What was the total value of procurement under CDB-funded projects in 2023?

Total Value and Volume Project Procurement 2023

INVESTMENT TYPE ■ CAPITAL ■ TECHNICAL ASSISTANCE



INVEST TYPE	N. CONTRACTS
CAPITAL	79
TECHNICAL ASSISTANCE	55
TOTALS	134

Figure 1 – Total Procurement Value and Volume, 2023

In 2023, a total of **one-hundred and thirty-four contracts (134)** were signed by CDB's Client countries under both Capital and Technical Assistance Projects, for a total amount of **USD174.5 million**.

The **highest value contract in 2023** was a **USD32.3 million Works contract** awarded in **Saint Lucia** to a contractor from **Trinidad and Tobago** under the **Millennium Highway and West Coast Road Reconstruction Project**.

USD32.3 million Works contract awarded in Saint Lucia





Country of Contract Award	Country of Awarded Contract	Contract type	Contract Amount (USD)	Project Name
Saint Lucia	Trinidad and Tobago	Works	32,396,715	Millennium Highway Project
Jamaica	Jamaica	Works	12,836,276	Southern Plains Agricultural Development Project
Saint Lucia	Trinidad and Tobago	Works	12,677,374	Millennium Highway Project
Guyana	United Kingdom	Consultancy	12,086,412	Linden to Mabura Hill Road Upgrade
Saint Lucia	Trinidad and Tobago	Works	10,437,219	Millennium Highway Project

Table 1 – Top five largest contracts in 2023

As depicted in the table above (Table 1), **in 2023 the top five (5) largest contracts by value alone amounted to approximately forty-six percent (46%) of the total value of contracts awarded.** These were all Works contracts, with the exception of a USD12 million contract for Consultancy Services awarded in Guyana.

Total Procurement in 2023 and historic trends

Over the last seven (7) years, the total value of contract awards under CDB-funded projects has been approximately **USD1 billion** consisting of a total of **seven hundred and fifty-four (754) contracts.**

The total procurement value seen in 2023 was below the record level reached in 2022. After passing the worse phase of

the Covid-19 pandemic, 2022 saw a substantial increase in contracts awarded, including two (2) unusually large works contracts. It should be noted that the general increase in the total value of contracts awarded over recent years has been accompanied by an increase in the average individual contracts value, especially on capital projects.

Compared to the peak year 2022 in terms of procurement value when one-hundred and twenty-nine contracts (129) were awarded, **2023 was the second highest year in terms of number of contracts awarded, equal to one hundred thirty-four (134),** after 2020 with one hundred and seventy contracts (170).

Over the last seven (7) years, the total value of contract awards under CDB-funded projects has been approximately USD1 billion consisting of a total of seven hundred and fifty-four (754) contracts.

Contract Awards Trends, 2017 - 2023

Total Procurement Value (USD millions)

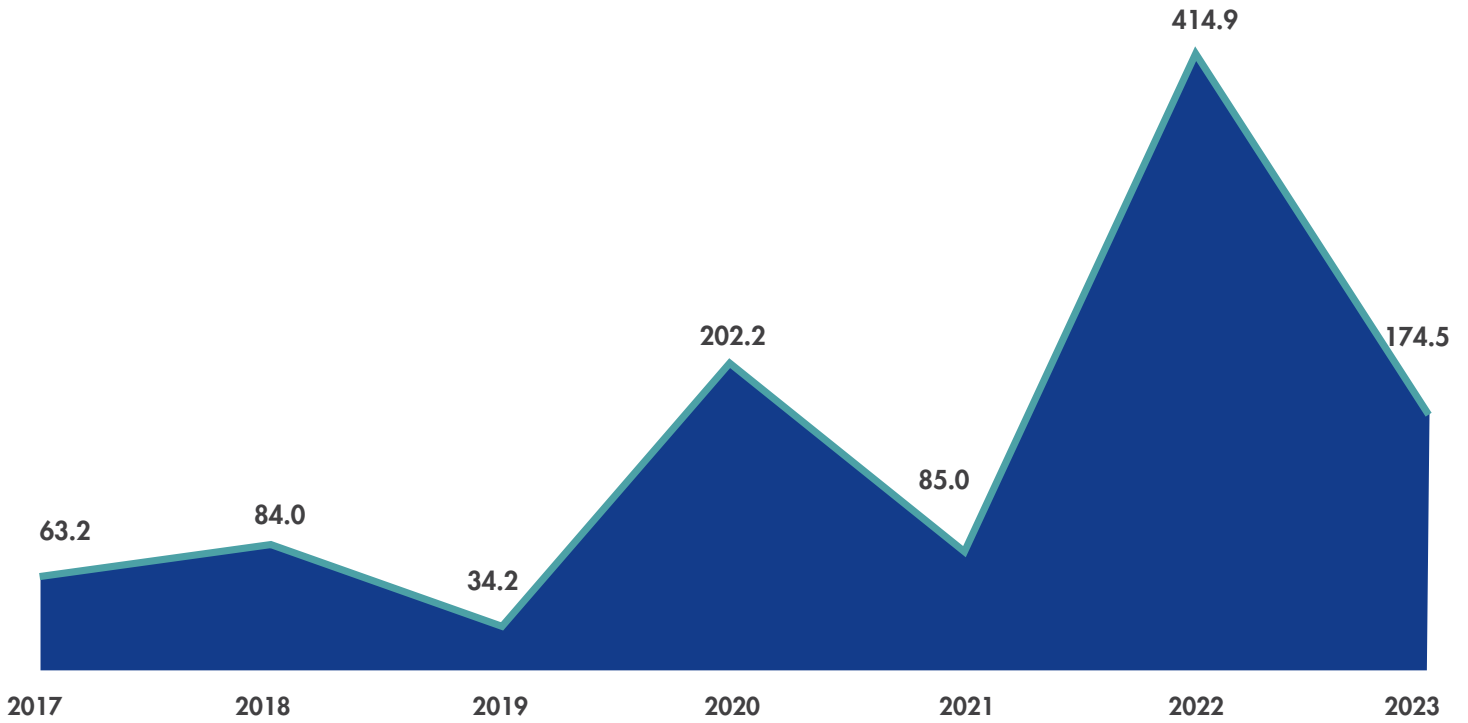


Figure 2 – Contract Awards Trends, 2017 - 2023



Analysis by Contract Type and Project Sector

Contract Awards by Value and Contract Type, 2023

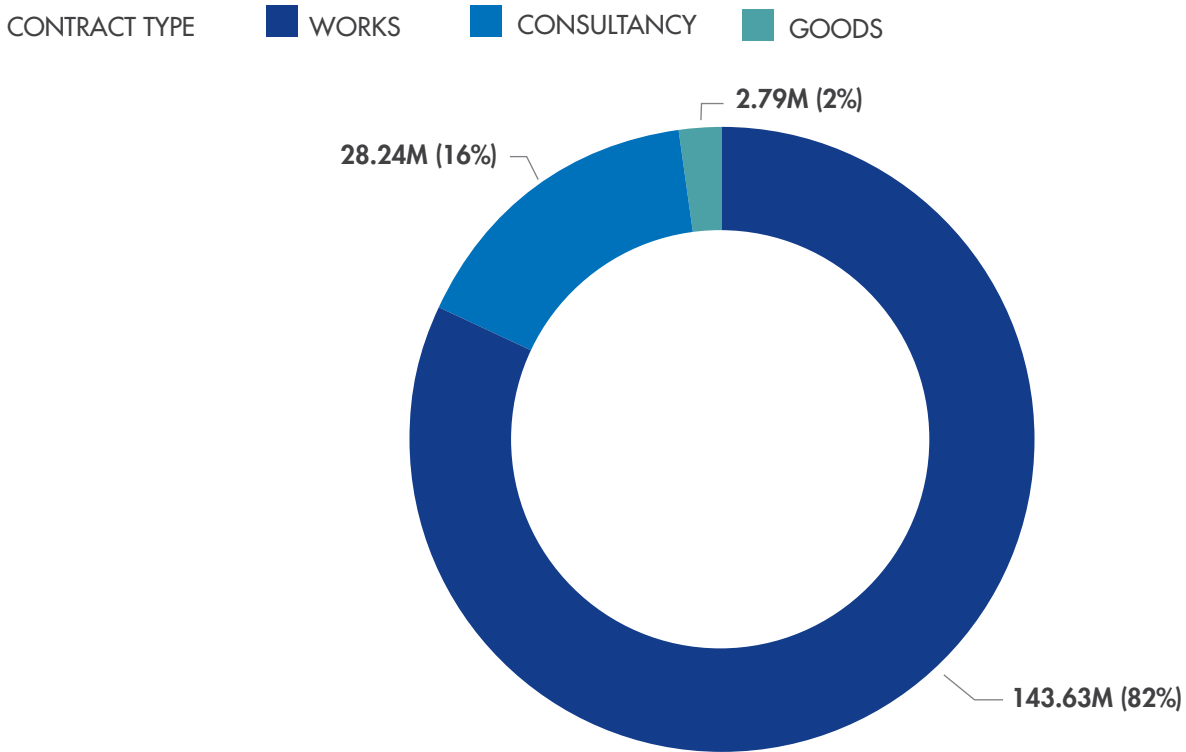


Figure 3 – Analysis by Value and Contract Type, 2023



In 2023, the **thirty-nine (39) Works contracts awarded represented the largest total value by contract type**, which equals to eighty-two percent (82%) of the overall contract award value. **Consulting Services constituted the largest category in terms of number of contracts awarded,**

for a total of sixty-nine (69) contracts. Of these, sixty-two percent (62%) were awarded under TA projects. Goods was the lowest category both by procurement value and number of contracts, equal to twenty-six (26) contracts. These trends are consistent with the previous year's data.

Total Procurement Value and Volume of Contracts by Sector of Project, 2023

The blue line indicates the number of contracts awarded (refer to right side of the chart)

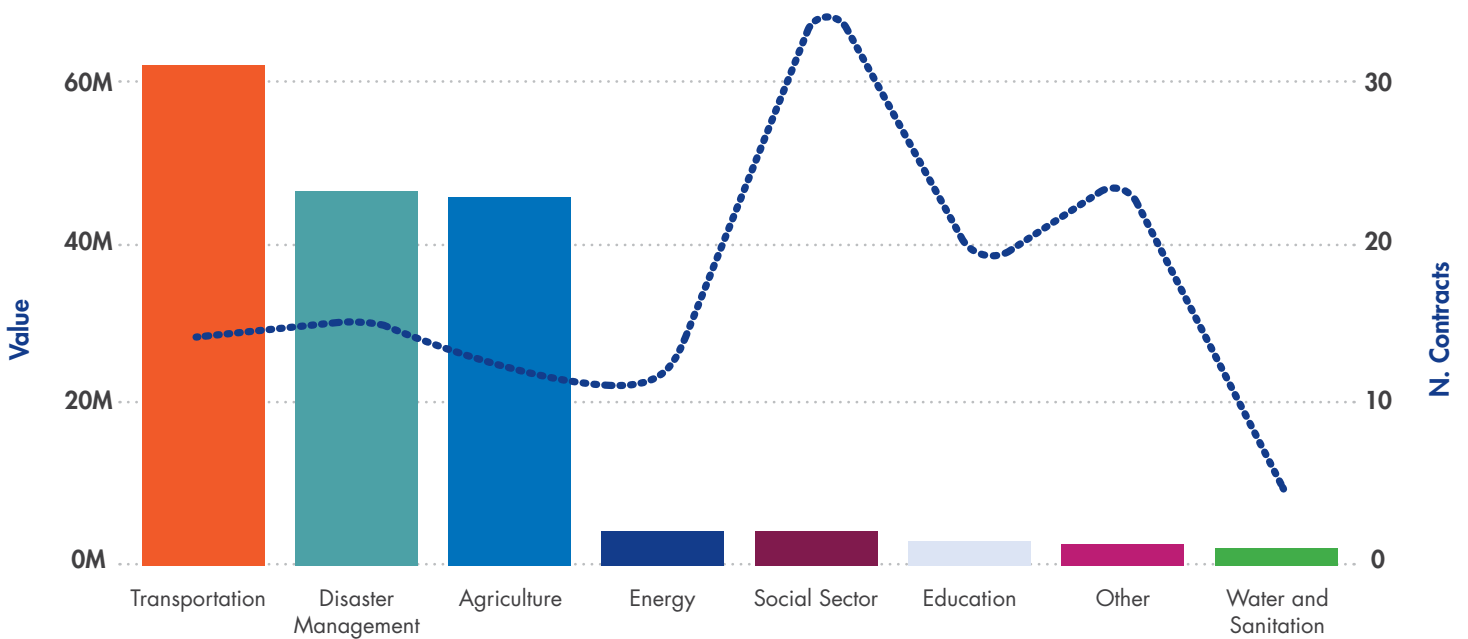


Figure 4 – Total Procurement Value and Volume of Contracts by Sector of Project, 2023

In 2023, the **Transportation sector** was the largest sector in terms of the value of contracts awarded, equal to sixty-three million (63million), where three (3) out of five (5) of the highest value contracts awarded last year were recorded,

followed by the Disaster Management and Reconstruction and Agriculture sectors.

The highest number of contracts, equal to thirty-four (34), were awarded under **Social sector projects**, followed by the Other (23) and Education (19) sectors.

Which countries awarded more contracts?

Contract Awards by Clients Countries, Total Procurement and Value and Volume, 2023

The blue line indicates the number of contracts awarded (referred to the right side of chart)

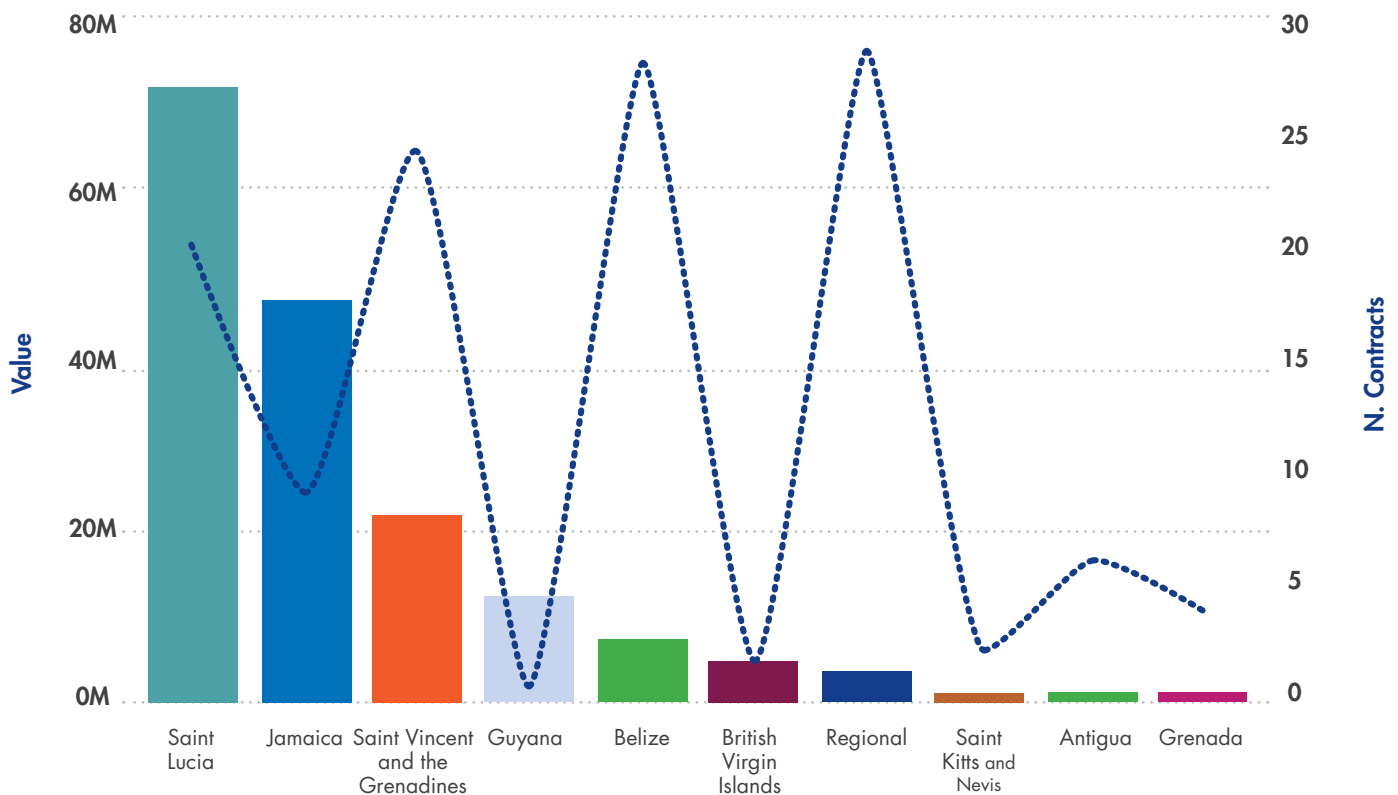


Figure 5 – Contract Awards by Client Countries, Total Procurement Value and Volume, 2023

In 2023, under both Capital and Technical projects, Saint Lucia awarded the largest share of contracts by value, for an estimated value of 72 million⁹. It was followed by Jamaica, Saint Vincent and the Grenadines and Guyana.

Belize and CDB’s Regional projects awarded the highest number of contracts, equal to twenty-eight for both (28).

⁹) Countries that awarded less than 1 contract or that awarded no contracts are not shown in the chart.

¹⁰) Regional Projects are Technical Assistance projects funded by CDB own resources and implemented by the Bank itself.

Which countries win more contracts?

Contracts Awards by Country of Origin of the Winning Bidder, 2023

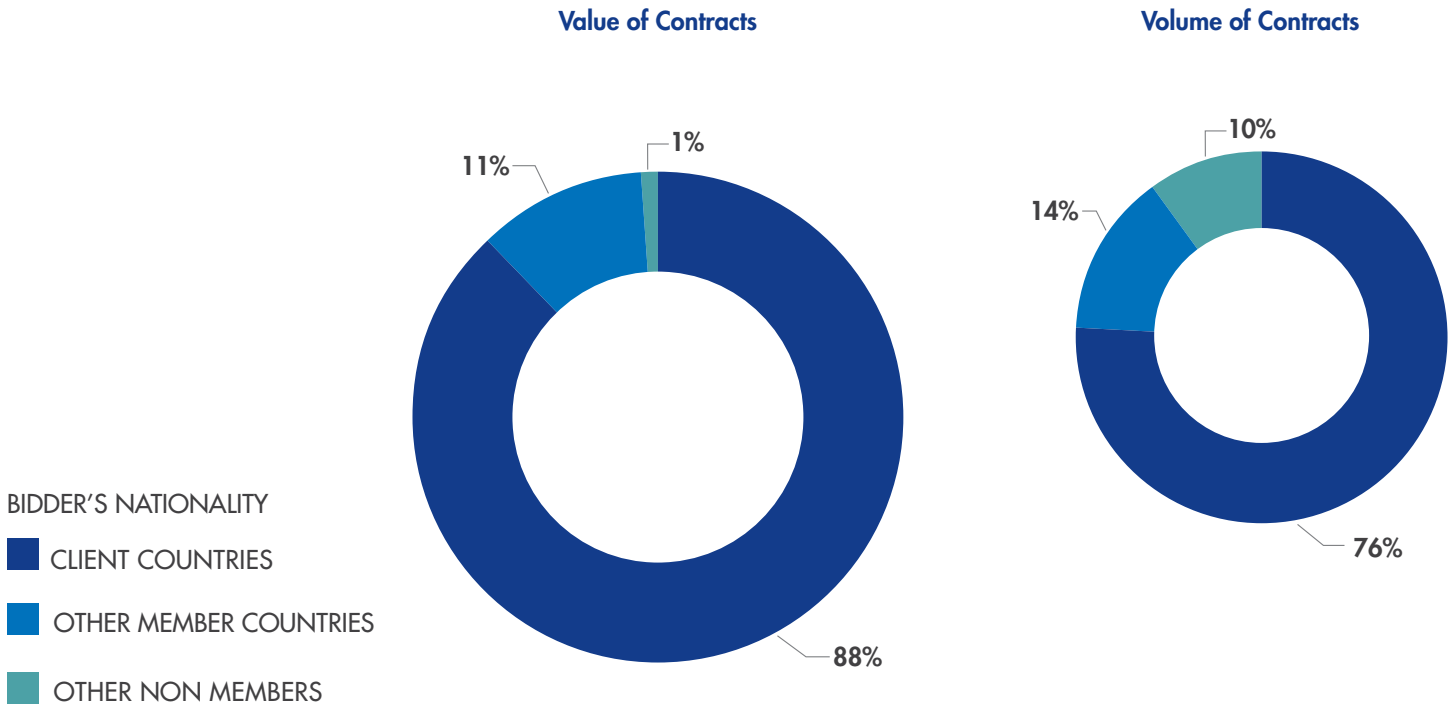


Figure 6 – Contract awards by country of origin of the winning bidder (country of awarded contract), 2023

In 2023, the largest proportion of contracts both in terms of value and volume of contracts were won by suppliers, contractors and consultants from CDB's Client Countries, for a total value of USD153.8 million and one hundred and one (101) contracts awarded. Conversely, USD18.6 million and nineteen (19) contracts were awarded to bidders from CDB Member Non-Client Countries¹¹. A small percentage of total procurement was also won by bidders domiciled in other countries not member of CDB¹², mostly from the United States.

This means that the largest share of total procurements (and especially medium and low value contracts) were predominantly won by local and regional firms.

⁽¹¹⁾ CDB non-Client/non-Borrowing countries are: Brazil, Canada, China, Colombia, Germany, Italy, Mexico, United Kingdom, Venezuela.

⁽¹²⁾ As mentioned above, whereas only Firms and Individuals from CDB Member Countries can participate in procurement for projects funded by CDB, award to bidders from non-member countries can occur under projects where eligibility is extended due to the source of the financing or other procurement waivers approved by the Board of Directors.

101 Contracts awarded
CDB's Client Countries

19 from CDB Member Non-Client Countries

Which countries win more contracts?

Contract Awards by Value and Contract Type, 2003

Country of Awarded Contract	N. Contracts	Tot. Value
Trinidad and Tobago	13	66,349,736.27
Jamaica	14	48,145,284.97
Saint Vincent and the Grenadines	16	13,478,171.39
Saint Lucia	14	12,392,804.70
British Virgin Islands.	2	4,603, 245.15
Dominica	3	4,347,146.04
Belize	25	3,093,649.64
Saint Kitts and Nevis	1	802,004.09
Barbados	5	392,961.50
Grenada	4	217,662.76
Antigua	1	53,487.00

Table 2 – Contract Awards to bidders from CDB Client countries, value and volume, 2023

Considering CDB Client countries only, the **largest share of contracts by number were won by bidders from Belize¹³ (25)**, followed by Saint Vincent and the Grenadines and Jamaica. **Firms from Trinidad and Tobago were awarded the highest proportion of contracts by value**, including three (3) large Works contracts under the Millennium Highway Project in Saint Lucia.

Concerning awards to non-Client member countries, in 2023 **bidders from the United Kingdom won the largest share of contracts both in terms of value (USD14.2 million) and number (10)**, followed by Canada. All countries from CDB non-Regional non-Client member countries (Canada, China, Germany, Italy and the United Kingdom) won at least one (1)

contract in 2023. Countries from Regional Non-Client countries were not awarded any contracts in 2023. In addition, eight (8) out of thirteen (13) contracts won by companies from countries that are not members of CDB were won by United States companies, of which six (6) were Consultancy contracts in the Energy Sector.

When cross-referencing procurement data by type of contracts with the suppliers/contractors/consultants' nationality, it is noted that **thirty-seven¹⁵ (37) out of the thirty-nine (39) Works contracts awarded in 2023 were awarded to bidders from CDB's Client countries**. The remaining two (2) contracts were awarded to contractors from non-Client countries. In particular, contractors from Jamaica and Saint Vincent



⁽¹³⁾ The majority of these contracts were awarded under the Belize Social Investment Fund (BSIF) III and the Basic Needs Trust Fund (BNTF) Projects.

⁽¹⁴⁾ Other contracts in this category were won by firms from Finland, France and Switzerland.

⁽¹⁵⁾ The two contracts were awarded to contractors from China and from Germany.

and the Grenadines won ten (10) and fourteen (14) contracts respectively which were procured by a contracting authority of their own country. The prevalence of domestic bidders in Works contracts' awards is a trend that was noted also in 2022, with few exceptions such as very large or specialised type of Works.

Conversely, bidders from outside the Caribbean region tend to be more successful in the Consultancy Services procurement category, mostly under Regional projects. However, in 2023 **forty-one (41) out of sixty-one (61) Consultancy contracts were still awarded to consultants from Client countries**, with

consultants from Belize being awarded the highest number of contracts. Therefore, it might be inferred that international consultants, rather than having a systematic advantage, might be slightly more successful in some specific/specialised areas of consulting services for which local expertise and resources might be scarce.

% of Total Number of Contracts Awarded Nationally, 2020 - 2023

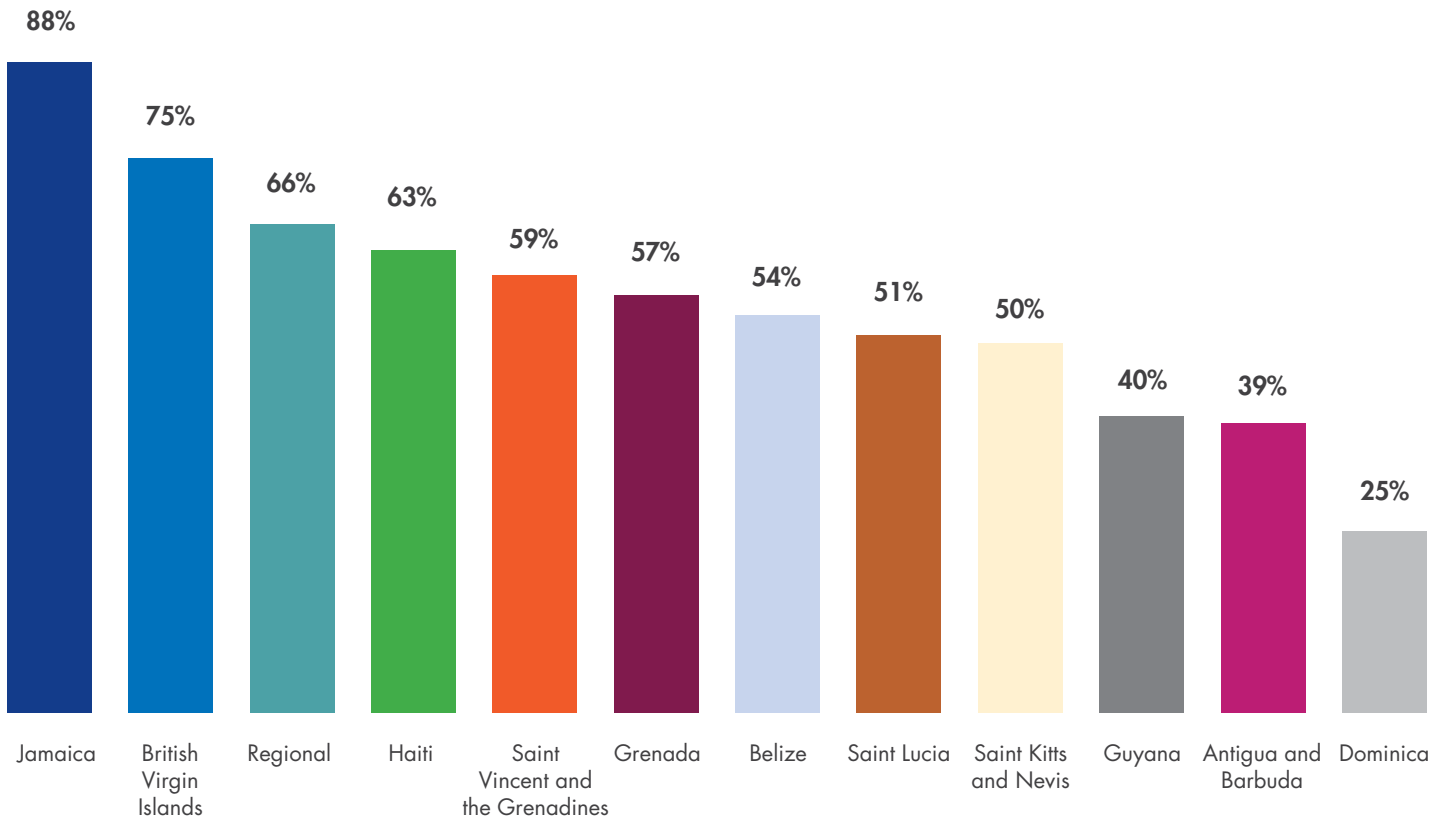


Figure 7 – Percentage of Total Number of Contracts awarded Nationally, 2020 - 2023

Considering the past four-year trends (2020-2023), it can be noted that the highest percentage of contracts awarded to suppliers, contractors and consultants domiciled in the

same country of the contracting authority was awarded in Jamaica (88%, i.e. 43 out of 49 contracts).

Country of Contract Award Trends by Group of Countries, 2018 - 2023

% of Total Annual Procurement Value Awarded to Bidders from Countries in each Group

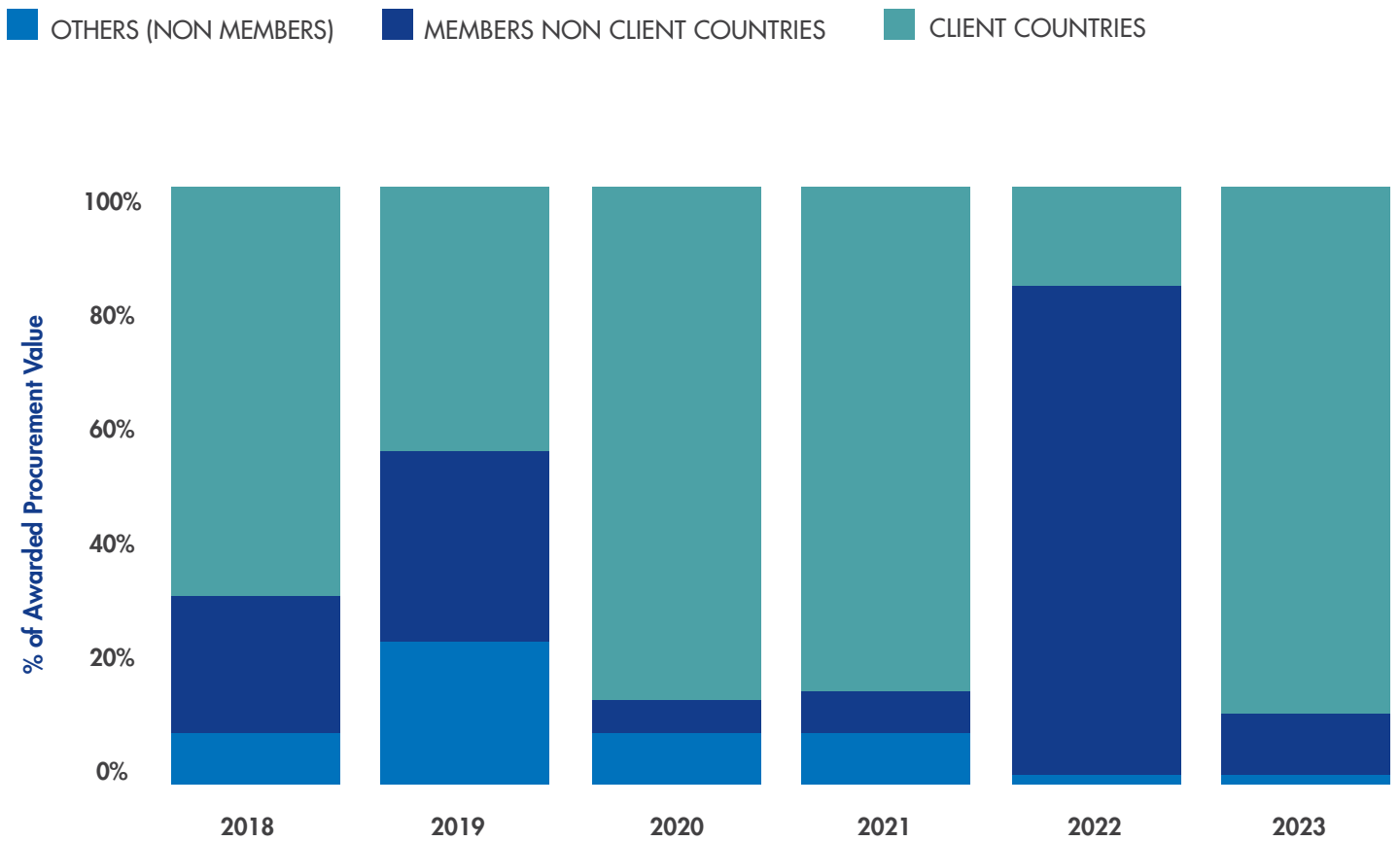


Figure 8 – Country of Award Trends by Group of Countries, 2018 - 2023

“ bidders from Belize have won the highest number of contracts by value (total USD122.5M) and number, with an average of twenty-three (23) contracts won every year.”

Overall, the above analysis for 2023 is consistent with the past six (6) years' trends on contract awards by nationality of bidders. As depicted in Figure 8, between 2018 and 2023 suppliers, contractors and consultants from CDB's Client Countries have been consistently awarded the largest share of total procurement by value¹⁶ and volume of contracts each year. Year 2022 was an exception, due to two (2) large Works contracts being awarded

to contractors from non-Client countries. During this period, bidders from Belize have won the highest number of contracts by value (total USD122.5M) and number, with an average of twenty-three (23) contracts won every year. Belize is followed by Jamaica, Saint Vincent and the Grenadines and Saint Lucia. Considering the total procurement value awarded, Bidders from Barbados are second to bidders from Belize.



¹⁶ Year 2022 marked an exception to this trend, mostly due to two (2) unusually large works contracts being awarded to firms from the non-Client CDB member countries group.

Total Contract Awards to Bidders from CDB non-Regional (non-Client) Member Countries, 2018 - 2023

The blue line indicates the number of contracts awarded (referred to the right side of chart)

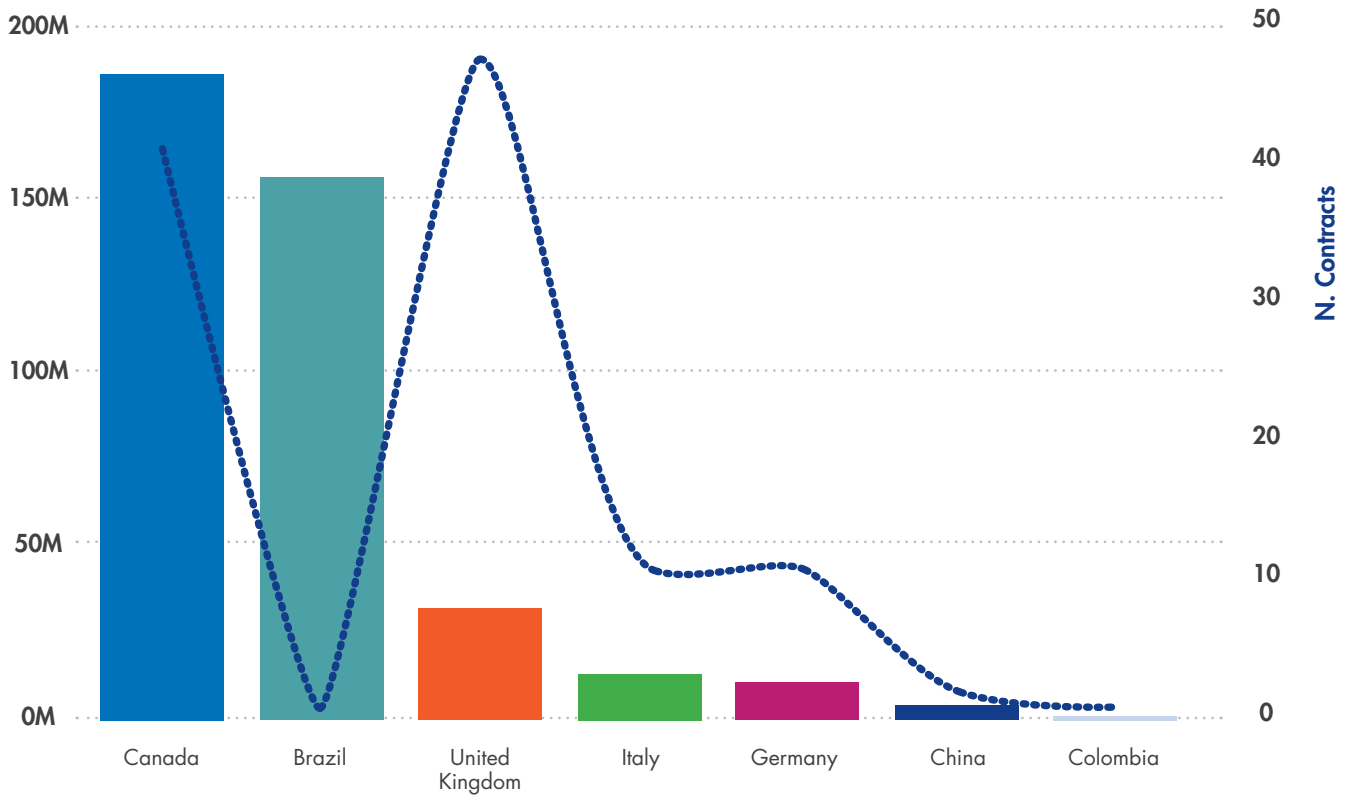


Figure 9 – Total Contract Awards to bidders from CDB non-Regional Member Countries, 2018 - 2023

As shown in the chart above (Figure 9), between 2018 to 2023, bidders from **CDB Non-Client Member countries** have been awarded contracts for an aggregated value of **USD399.1 million** (equal to 40.7% of the total procurement value in the six years considered) **and one-hundred and thirty three (133) contracts**.

Over the period considered, bidders from Canada were awarded the highest share of contracts by value (USD184.5M), whereas bidders from the United Kingdom won the highest number of contracts (52 contracts). The inclusion of Brazil in the chart above actually only reflects one (1) large USD155 million Works contract that

was awarded in 2022 by Guyana under the Linden to Mabura Hill Road Upgrade Project.

Every year, bidders from non-Client Member countries, apart from China, Mexico and Venezuela have won at least one (1) contract.

PROCUREMENT REFORM AND CAPACITY BUILDING ACTIVITIES



PROCUREMENT REFORM AND CAPACITY BUILDING ACTIVITIES

This section provides a summary of current and anticipated procurement reform and capacity building work that CDB supports.

Procurement reform: progress in 2023 and future support

2023 saw CDB continuing to support its Client countries' procurement reform and capacity building efforts. Under CDB's [Procurement Reform Programme in the OECS sub-region](#), new public procurement laws and regulations were completed in Antigua and Barbuda, St. Kitts and Nevis and Montserrat. CDB also assisted Saint Lucia with a comprehensive review of their existing public Procurement Framework. Work also commenced on preparing a procurement manual for St. Vincent and the Grenadines and preparing standard bidding documents for the Virgin Islands.

In addition to the work in the OECS region, CDB collaborated with Inter-American Development Bank (IDB) to support the finalisation of a new [procurement law](#) in [The Bahamas](#), and continued support for the development of a new procurement law in [Belize](#) and provided advice to the [Suriname](#) on their [draft procurement Act](#).

Main accomplishments in the area of procurement reforms during 2023 are summarised page following:





THE BAHAMAS

The Bahamas: CDB, in collaboration with IDB, provided technical support to the preparation on a new procurement Act that was approved in 2023 and preparations started for similar CDB support to the drafting of accompanying regulations in 2024.

TURKS AND CAICOS

Belize: CDB, in collaboration with IDB, provided technical support to the drafting of the new Procurement Act which was at an advanced stage at the end of 2023 and which is expected to be completed in early 2024. CDB expects to provide similar support for the drafting of accompanying regulations in 2024.

BELIZE

CAYMAN ISLANDS

HAITI

JAMAICA



British Virgin Islands: following previous CDB financing to prepare a new Procurement Act and Regulations, a set of Standard Bidding Documents (SBDs) have been developed with CDB support and are expected to be completed in Q2 2024. Training was also provided to government officials and the private sector on the content and application of the new framework.

BRITISH VIRGIN ISLANDS

VIRGIN ISLANDS

ANGUILLA

Antigua and Barbuda: Revised version of Procurement Act and Regulations have been finalised with CDB support and expected to enter into force in 2024. CDB also liaised with the Canadian-Caribbean Emergency Resilience Facility to ensure Emergency Procurement Regulations there were financing aligned with the wider Procurement Framework.

ST. KITTS AND NEVIS

Saint Kitts and Nevis: new Procurement Act and Regulations completed in mid-2023 and expected to be implemented in early 2024.

ANTIGUA AND BARBUDA

MONTSERRAT

Montserrat: Drafting of Procurement Act and Regulations completed in 2023 and expected to be approved early 2024.

DOMINICA

Saint Lucia: Review of the existing Procurement Act and Regulations undertaken to inform possible future reform.

SAINT LUCIA

Saint Vincent and the Grenadines: Work commenced on preparing a Procurement Manual for public procurement staff, which is expected to be finalised in quarter 2 2024. CDB also undertook a technical review of new SBDs with the intention of using them on national competitive bidding processes on CDB financed projects.

ST. VINCENT THE GRENADINES

BARBADOS

Barbados: CDB reviewed and provided feedback on Procurement Regulations, which were completed in 2023.

GRENADA

TRINIDAD AND TOBAGO

GUYANA

SURINAME

Enhancing Gender Responsive Public Procurement

From May 22 to 24 2023, two CDB delegates attended the *Gender Responsive Procurement in the Caribbean Workshop*, held in Miami, United States. During the event, organized by the World Bank Group in collaboration with the Canada Caribbean Resilience Facility (CRF) and other partners, the benefits of including gender considerations throughout the public procurement cycle, as well as the obstacles towards its implementation, were discussed. It was noted that, while

significant procurement reforms have occurred in the Caribbean countries to improve the efficiency and transparency of the procurement systems, public procurement is not yet systematically used in the Region as an instrument to promote gender equality. By attending the workshop, participants gained insights on existing best practices and developed targeted procurement actions and practical solutions to advance gender-responsive procurement in the Region.



Gender-Responsive Public Procurement workshop participants, including Ms. Christine P. Mohammed, CDB Operations Officer (Procurement), and Dr. Maria Ziegler, CDB Gender Specialist.

Capacity building activities: progress in 2023

¹⁷ See: RICG - Red Interamericana de Compras Gubernamentales

- **Inter-American Network on Government Procurement**

During 2023 CDB continued to support its Client countries' participation in the *Inter-American Network on Government Procurement (INGP)*¹⁷. The INGP aims to strengthen the institutional capacity of national public procurement agencies

in the Latin American and Caribbean region. To this end, the network promotes the generation of knowledge in public procurement in order to enhance domestic capacity to define strategies and implement programs to modernise government procurement. Importantly, the INGP, through its Secretariat at the Organization of the American States



(OAS), provides a professional network for all public procurement officials in Latin America and the Caribbean and has a specific Caribbean chapter – currently chaired by Jamaica - which includes all CDB’s Client member countries.

In 2023, CDB supported the following INGP initiatives aimed at building capacity of public procurement professionals in the Region:

- o In June 2023, the INGP hosted a virtual event to present the **INGP Inn-Site tool**¹⁸ and CDB has financed its simultaneous translation from Spanish to English. The INN-Site is a web-based tool developed by the IDB and the OAS. The Webinar consisted of a presentation of the new tool, which is meant to foster institutional strengthening and measurement in the area of innovation in public procurement. The translation of the event has allowed a broader plateau of Regional English-speaking stakeholders, including public procurement officials and practitioners from CDB Client countries, to effectively participate in the webinar and hence being exposed to relevant public procurement topics.
- o In July 2023, the INGP, with support from CDB and IDB, held an online **Caribbean Sub-Regional Workshop**¹⁹. **Procurement Directors from Caribbean countries attended the event** and discussed key procurement topics of relevance for the implementation of procurement reforms in the region. During the workshop, procurement directors intervened to present

advances and challenges aimed at strengthening their public procurement legal and regulatory frameworks, practices and institutions. Key topics in the agenda were **strategies for the professional development of procurement practitioners and SPP implementation**. During the first session of the event, among others, Trinidad and Tobago’s journey in implementing a public procurement professionalisation strategy was presented whereas Jamaica provided updates on the launch of their professionalisation pathway system. Cayman Island shared insights on its procurement maturity model as part of the country’s overall vision for the procurement function. Finally, Barbados introduced its new Sustainable Public Procurement Policy.

- o In 2023, CDB has financed the English translation and the digitalisation costs of an online course on **Digital Transformation of Public Procurement**²⁰ developed by the OAS School of Government. The course is expected to go live later in 2024 and CDB will provide nineteen (19) partial scholarships for participants from its Client countries to complete the course.

The 2023 Annual INGP Conference, which every year gathers procurement Directors from regional governments, procurement professionals, representatives from international and regional organisations and from the academia, and is supported by CDB and IDB, was postponed until early 2024 due to a change in the host country.

¹⁸ See: HOME (ricg.org)

¹⁹ A recording of the workshop can be founded at: <https://www.youtube.com/watch?v=KmdJlR-EX0c&t=1192s>

²⁰ For further information on the equivalent Spanish edition of the course, see: OEA-GP09.pdf (oas.org)

To further its support for procurement professionalisation, CDB

- **Procurement Scholarship Initiative**

In 2023, CDB partnered with the IDB to offer scholarships for two (2) candidates from a Caribbean government or regional organisation to undertake the **International Master's in Public Procurement Management degree programme at the Tor Vergata University of Rome²¹** for the academic year 2024/2025. This follows the very positive experience CDB enjoyed in 2022 when it provided its first scholarship to the programme⁷. Financing was made possible through technical assistance funds provided to the Bank by the Government of the Republic of Italy. IDB partnered with CDB in 2023 under a joint scholarship approach, in alignment with the organisations' common goal of strengthening public procurement capacity in the Region. After evaluation of the submissions by a joint IDB-CDB selection panel, a total of six (6) candidates were shortlisted and subsequently interviewed by the University for final selection at the end of 2023. The two (2) candidates awarded the scholarship for the Programme in 2023



were Ms. Amoi Romeo from the Tobago House of Representatives, and Ms. Melissa Ramkumarsingh from the Trinidad and Tobago Office of Procurement Regulation. In 2023 and 2024 other students from the Caribbean region, including Jamaica, Suriname and Trinidad and Tobago have also joined the programme with funding from other sponsors or self-funded. This initiative is therefore effectively supporting the establishment of a route for post-graduate procurement education for regional public procurement leaders, who in turn are better qualified to build and oversee modern and efficient public procurement systems.



Ms. Amoi Romeo, awardee of the CDB Procurement Scholarship.

⁽²¹⁾ Public Procurement Management International Master (masterprocurement.eu)



Left: In picture, Samantha Marchan (awardee of 2022 CDB Procurement Scholarship) during her classes at IMPPM. The picture also includes Baynath Maureen from Suriname who received a scholarship by Foundation RomeExpo2023.

Right: Samantha and other IMPPM colleagues attending the 2023 Global Procurement Conference (which marks the end of the in-class period of the Master) in Rome. In photo also Baynath Maureen (Suriname) and Francine Browne (Jamaica).

- **Collaboration with CIPS**

In May 2023, CDB’s Head of Procurement participated at a roundtable discussion hosted by the Chartered Institute of Procurement & Supply (CIPS) and the CIPS Caribbean Chapter in Port of Spain, Trinidad and Tobago. The event, attended by thirty-four (34) participants from several countries and various sectors, discussed strategies to create an active professional community across the Caribbean region and increase training and capability development opportunities for procurement professionals, in collaboration with CIPS. It also provided an opportunity for participants to discuss ethical procurement in the region.

As part of its effort to further procurement professionalisation in the Region, CDB has continued to sponsor procurement officials from its Client countries to attend technical public procurement training courses at the University of Technology, Jamaica’s Caribbean Procurement Training and Consultancy Programme (CPTP). The CPTP, established with the financial support of CDB and World Bank (WB), has been accredited as a regional Study Centre and an Exam Centre by the CIPS.



L-R: Maurissa De La Rosa, Head, Procurement Capacity Development, Office of Procurement Regulation (OPR), Trinidad and Tobago, and Delrene Liverpool-Young, Corporate Secretary, OPR and Frederick Bowen, Member of the Procurement Board of Trinidad and Tobago

Total numbers of Participants by Sponsor, 2017 - 2023

SPONSOR ■ CDB ■ OTHER SPONSORS ■ IDB ■ WB ■ BANK OF JAMAICA

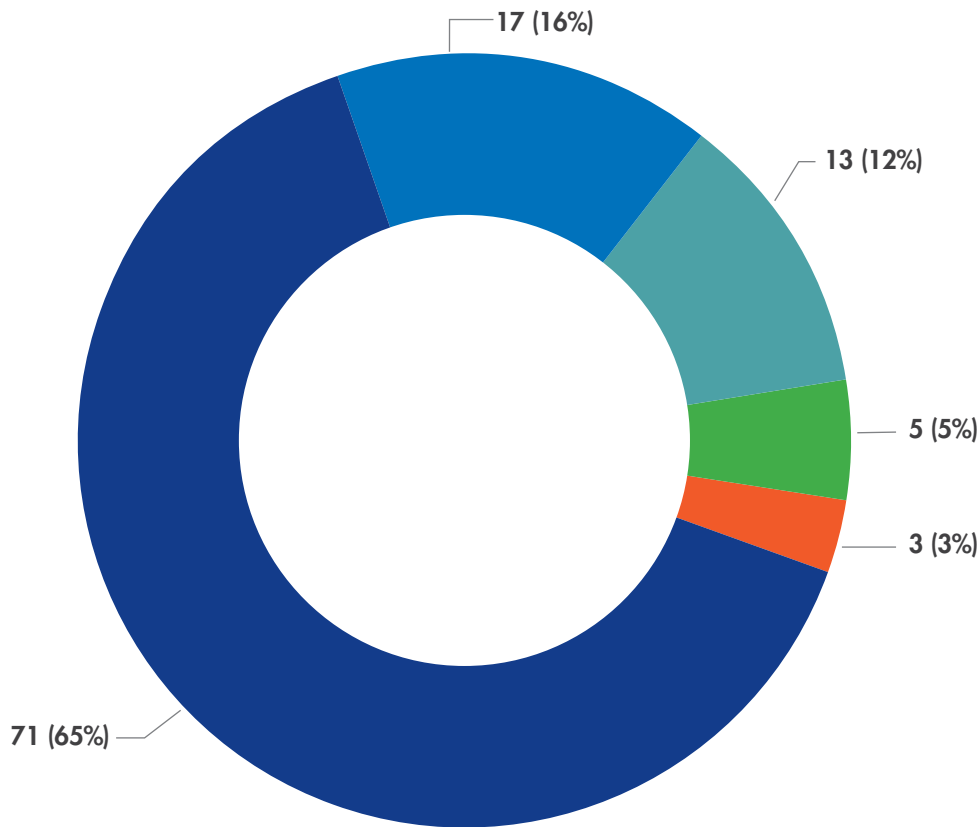


Figure 10 – Total Number of Participants by Sponsor, 2017 - 2023

Since the start of the program, in 2017, and the end of 2023, CDB, IDB, the WB, bilateral donors and national governments have financed over one hundred and five (105) students to attend these technical CIPS courses, allowing public procurement officials to obtain the necessary practical operational skills to better perform their

duties. CDB has financed a total of seventy-one (71) participants to attend CIPS accredited courses through the CPTP. The total number of males and females sponsored by the CDB under the CIPS Level 4 Programme from 2017 - 2023 are nineteen (19) and forty-seven (47), respectively and four (4) males under CIPS

“ CDB has financed a total of seventy-one (71) participants to attend CIPS accredited courses through the CPTP ”

Level 5. Particular emphasis was placed on public procurement officials from its OECS¹⁰ Client countries, where the need for capacity building is deemed greatest.

In 2023, a total of three candidates (all females) sponsored by CDB successfully completed modules under a CIPS Level four Diploma.

Participants in CIPS Training (Levels 4 and 5) under CDB Sponsorship by Country, 2017 - 2023

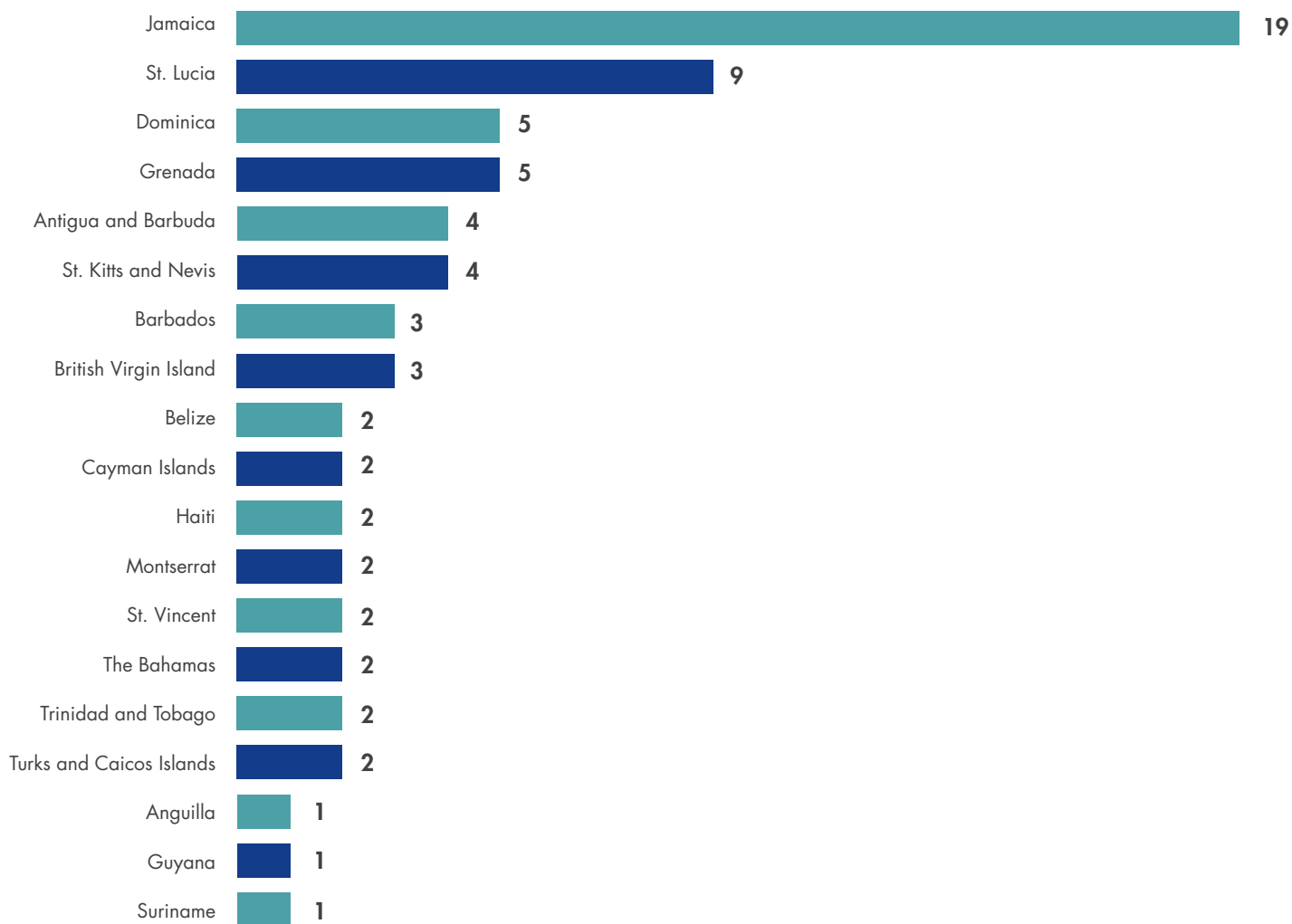


Figure 11 – Participants in CIPS Trainings (Lv. 4 and Lv. 5) under CDB Sponsorship by Country, 2017 - 2023

- **Trainings on CDB Procurement Framework**

In 2023, CDB completed the upgrading of its **online procurement training courses to reflect the requirements of the new Procurement Framework**, which are available to CDB clients and staff without charge. The self-paced e-learning training is hosted on CDB's

e-Learning Platform⁸ and consists of three modules: Course 1 ("Introduction to Procurement on CDB-Financed Projects"), Course 2 ("Procurement of Consulting Services") and Course 3 ("Procurement of Goods, Works and Non-Consulting Services").



- **What benefits can be expected from the training?** Gain familiarity with the requirements of CDB's Procurement Framework, which promote smooth and effective project implementation. In addition, a certificate of completion is released upon successful completion of each course, resulting in three separate certificates being earned.
- **Who can register?** 1) Non-CDB personnel Staff at Implementing/Executing Agencies responsible for procurement planning or oversight activities in CDB-

financed projects; 2) CDB personnel: all interested CDB staff members and specifically CDB staff with supervisory roles for CDB-funded projects.

- **How much time is needed to complete the course?** All three courses can be completed in collectively approximately 20 contact hours and are self-paced.

For further information including content, timelines and registration modalities, please see [Procurement Training | Caribbean Development Bank \(caribank.org\)](#) or contact procurement@caribank.org

CDB Procurement E-Learning 2023 participation statistics

For 2023, statistics on number of registered persons and number of persons who completed and passed the course, obtaining a final certificate, were as follows:

Course	Enrolled participants	Passes
Course 1	4	3
Course 2	356	186
Course 3	363	26

Table 3 – Participation Statistics in CDB Procurement E-Learning, 2023

The low participation rate for Course 1 (“Introduction to Procurement”) in 2023 can be attributed to its standalone launch already in 2022, which was successfully completed by more than one-hundred and ten (110) participants. It is plausible that many of these participants may have transitioned to Courses 2 and 3, which are now also accessible.

The majority of participants were representatives from implementing/ executing agencies of CDB-funded projects, governments, regional organisations, and fellow development banks. **Therefore, the Procurement e-Learning Training complements other CDB’s efforts to support procurement capacity development in its Client countries.**



PRIVATE SECTOR ENGAGEMENT ACTIVITIES

PRIVATE SECTOR CAPACITY BUILDING ACTIVITIES

Project procurement presents a source of business and consultancy opportunities for private sector actors willing to compete for CDB-funded contracts, ranging from small-scale services to the provision of goods and services for large-scale infrastructure works. Such inputs are critical to the success of the Bank's projects. The private sector is thus a key partner in ensuring the operational success of the Bank.

Furthermore, procurement activities have also a direct impact on the economic growth of CDB's member countries and private sector development.

For these reasons, CDB recognises the critical importance of **engaging in fruitful exchanges and cooperation with companies and businesses**. Therefore, CDB has improved its **efforts to deepen the private sector's understanding of its**

Procurement Framework and requirements, to the benefit of higher quality bids and proposals and faster project delivery.

- In November 2023 CDB presented to a United Kingdom trade mission to Barbados and the Eastern Caribbean on upcoming CDB projects opportunities and its procurement framework.
- In July 2023, CDB's Head of Procurement attended a Caribbean Institute of Certified Management Consultants (CICMC) event for its members and provided a briefing on the strategic objectives of the Bank, the procurement process and opportunities under CDB financed projects.



Ms. Prudence Wiltshire, CDB Procurement Analyst, with Ms. D'Jamila Ward, Regional Director, Commonwealth Caribbean, and Shane Nicholls, Country Director for Barbados and the Eastern Caribbean - Department of Business and Trade, United Kingdom High Commission.





- In August 2023, CDB's Procurement Officer Ms. Christine P. Mohammed presented at a webinar on **Sustainable Public Procurement organised by CIPS Americas**²². The session, hosted by CIPS Americas, provided insights to the private and public sectors, including CDB, on how organisations in the Caribbean region are incorporating sustainable procurement requirements into their procurement policies and procedures.

During these events, CDB outlined its strategic objectives and key sectors of operation, stakeholders and Procurement Framework.

CDB maintains a **private sector newsletter** on procurement opportunities related to its Projects at: [Caribbean Development Bank: Sign Up to Stay in Touch \(constantcontact.com\)](#) and publishes details of all contracts awarded, the procurement for which was subject to CDB's no-objection.

^[22] A recording of the session is available at: (1568) Sustainability - Hot Topic in the Tropics - Global Sourcing Insights | CIPS Americas - YouTube (Christine Mohammed from minute 28.40).





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