



CDB 2025 ANNUAL PROCUREMENT REPORT

July 2026

COMMON ABBREVIATIONS AND DEFINED TERMS

This section outlines common abbreviations and defined terms used in this report. Defined terms are presented in capital letters.

ABBREVIATION/TERM	FULL TERMINOLOGY/DEFINITION
Bid	An offer made by a Bidder in response to an Invitation to Bid or equivalent, to supply 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
BMCs	Borrowing Member Countries.
CDB	Caribbean Development Bank.
CIPS	Chartered Institute of Procurement and Supply.
CQS	Consultants' Qualifications Selection.
Consultant	Private and public entities, including Consulting Firms, engineering Firms, construction managers, 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. This definition applies when the Consultant is an individual 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 govern all procurement under CDB Financing, as detailed in Section 3 of the Policy.
CPTP	Caribbean Procurement Training and Consultancy Programme.
CTCS	Caribbean Technological Consultancy Services.
DS	Direct Selection.
Electronic Government Procurement (e-GP)	The use of information technology (particularly the Internet) by government institutions and public sector organisations to conduct and manage 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 encompass 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.

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ABBREVIATION/TERM	FULL TERMINOLOGY/DEFINITION
Implementing/Executing Agency	An entity appointed by the Recipient to manage the Project and oversee 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 described in Annex II, as updated periodically.
Non-Consulting Services	Services that do not fall under Consulting Services. Non-Consulting Services are typically bid and contracted based on measurable outputs, with clearly defined and consistently applied performance standards. 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 periodically.
PPD	Procurement Policy Division.
Procedures	The Procurement Procedures for Projects Financed by CDB, as amended periodically.
Procurement Cycle	The Procurement Cycle encompasses the key steps involved in procuring Goods, Works and Services, including need identification, planning, market engagement, evaluation of offers, contracting, contract management and incorporating lessons learned into future procurements.
Procurement Framework	The Policy and the Procedures, as amended periodically.
QCBS	Quality and Cost Based Selection.
QBS	Quality Based Selection.
UTech	University of Technology (Jamaica).
WB	World Bank.
Works	A category of procurement that pertains to construction, repair, rehabilitation, demolition, restoration and maintenance of civil work structures, along with related services such as transportation, insurance, installation, commissioning and training.
UKCIF	United Kingdom Caribbean Infrastructure Partnership Fund. This Fund provides grant funding for infrastructure projects in eight Caribbean countries eligible for Overseas Development Assistance and one UK Overseas Territory. CDB serves as the implementing partner for the Fund.
USD	United States Dollars.

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The Horizon: A Strategic Outlook for Procurement

A Note from Our Division Chief (Ag.)

Procurement is often perceived as a behind-the-scenes function, quietly maintaining systems, facilitating contracts and ensuring the flow of resources. However, over the next 18 months, procurement will take on a more prominent role in **how the institution delivers results, adapts to change and creates value** for the communities it serves. **This is a story of evolution.**

From Gatekeeper to Enabler

The journey begins with a shift in mindset. Procurement is no longer solely about processes and paperwork; it is also about **enabling delivery**. As projects become more complex and timelines more demanding, procurement is increasingly at the forefront, helping shape solutions, anticipate challenges and support teams before delays arise.

This necessitates closer collaboration, clearer planning and smarter decision-making from the outset. By engaging earlier in the project cycle, procurement ensures that ideas transition smoothly from concept to reality, effectively lifting them off the page and brought to fruition.

A Digital Pulse

At the core of this evolution is technology. In the coming period, procurement will increasingly integrate **modern digital tools** that enhance clarity, consistency and speed. These tools facilitate progress tracking, enhance transparency and ensure that decisions are substantiated by reliable information.

For the public, this translates into greater confidence: processes that are traceable, fair and aligned with international best practices, without unnecessary complexity.

Faster Where It Matters, Careful Where It Counts

Not all procurement activities are the same and treating them uniformly can create unnecessary bottlenecks. The next phase will focus on **right sized approaches**: simplifying routine activities while maintaining robust safeguards for higher-risk or higher-value engagements.

By minimising unnecessary steps and promoting better planning, procurement aims to support faster implementation while continuing to uphold integrity, accountability and public trust.

Engaging Markets, Unlocking Value

The next chapter in this narrative is about **people and markets**. Procurement does not operate in isolation; it relies on suppliers, consultants, contractors and partners across the region and beyond.

In the months ahead, procurement will place greater emphasis on understanding markets and fostering healthy competition. This approach unlocks better solutions, fair pricing and innovative ideas, ensuring that every dollar spent works harder and delivers lasting impact.

Sustainability and Inclusion as Part of the Journey

Looking forward also entails a responsible approach. Procurement will continue to reflect broader commitments to **sustainability, inclusion and resilience**, integrating these considerations into everyday decision-making rather than treating them as add-ons.

Where appropriate, environmental and social factors will be thoughtfully incorporated, supporting opportunities for local and regional suppliers and encouraging future-ready solutions.

Powered by People

Behind every system and process are **people**. Strengthening skills, sharing knowledge and fostering collaboration will remain central to procurement's progress. As teams adapt to new tools and methodologies, the emphasis will remain firmly on professionalism, integrity and service within the procurement arena.

This human element ensures that change is not only implemented but also sustained.

A Forward Glance

Over the next 18 months, procurement is expected to be:

- More visible as a partner in delivery.
- More agile and digitally enabled.
- More focused on value, outcomes, and long-term impact.

Most importantly, it will continue its essential work—supporting development, safeguarding resources and transforming plans into progress.

This next chapter of procurement's story will be robust: **steady, purposeful and firmly focused on the future.**



EXECUTIVE SUMMARY

Preface

The Caribbean Development Bank (CDB) is pleased to present its Annual Procurement Report for 2025. This report provides an overview of the Bank's procurement-related performance, key initiatives and major achievements during 2025.

Guided by the Core Principle of **transparency** that underpins CDB's Procurement Framework, this Report aims to:

- present key data and insights on procurement conducted by CDB's clients under Bank-financed projects; and
- provide an account of CDB's efforts to strengthen procurement systems, advance reform and expand private sector participation across its Borrowing Member Countries (BMCs), including progress on partnerships, technical assistance and outreach.

We hope this edition serves as a practical reference for our stakeholders, offering a transparent view of procurement activity and a forward-looking perspective on how CDB is modernising its approach to support faster delivery and stronger development impact.

Your feedback is welcome and valued. It helps us enhance the quality, relevance and usefulness of future editions as we continue to raise the bar for procurement excellence across the region.

Please direct comments or inquiries to: procurement@caribank.org



OVERVIEW

Projects can falter not because of a lack of funding but because tenders fail, rebidding cycles multiply, and contractors struggle to mobilise under volatile conditions. In small island and thin markets, structural constraints—including limited supplier bases, exposure to external shocks and capacity limitations—shape procurement outcomes from the outset.

In this operating context, procurement cannot be treated as a purely administrative or compliance-driven process. It must function as a tool for delivery and resilience: one that reduces the likelihood of failed tenders, accelerates mobilisation following disruptions and sustains contractor performance during adverse conditions.

From the outset of the procurement cycle and throughout the life cycle of a project, **dedicated procurement staff serve as integral members of CDB project teams**. They collaborate closely with Executing Agencies in-country, offering technical advice, building capacity through training and providing hands-on guidance during implementation. This collaborative approach strengthens procurement execution and helps mitigate common risks related to delays or non-compliance.

Section 1 of this Report provides an overview of the procurement function within CDB, highlighting key developments undertaken in 2025 to enhance its procurement framework, systems and tools.

However, familiar procurement challenges persist, including limited competition, complex bidding processes and institutional capacity constraints that continue to hinder timely and effective project delivery in certain contexts. CDB addresses these barriers through a **multifaceted strategy** that combines **systemic reform at the country level, capacity building and market engagement**.

A key pillar of this strategy is recognising the **private sector** as an indispensable partner in achieving high-quality procurement outcomes. As demonstrated in the 2025 contract data analysis (**Section 2**), CDB-financed projects continue to benefit from strong participation by local and regional vendors, consultants and contractors, alongside growing interest from international bidders. This trend reinforces the importance of engaging the market early and highlights the need to ensure that all potential participants, particularly those from within the region, are well-informed about CDB-financed opportunities and equipped with the tools to compete effectively. In doing so, CDB not only enhances procurement outcomes but also supports the growth of a **dynamic and resilient private sector across the Caribbean**.

To this end, the Bank has placed increased emphasis on **market outreach initiatives, including workshops, procurement fairs and dedicated private sector engagement events**. These initiatives, described in **Section 4** of this Report, are designed to raise awareness, strengthen bidder capacity and align private sector offerings with the evolving needs of CDB's project beneficiaries. By fostering stronger linkages between public sector demand and private sector supply, CDB aims to make procurement more inclusive, competitive and development-focused.

Complementing these efforts, CDB continues to provide direct **technical assistance to its BMCs and regional institutions seeking to modernise their procurement systems and enhance the capacity of procurement professionals**. Key initiatives and achievements in this area during 2025 are detailed in Section 3 of this Report. Strengthening national procurement systems is essential for enabling countries to harness the full strategic value of public procurement. In the Caribbean, where public procurement accounts for a significant share of national Gross Domestic Product (GDP), well-functioning systems are critical for achieving greater value for money, particularly amid ongoing fiscal constraints. More broadly, **sound public procurement serves as a powerful lever for inclusive and sustainable development, advancing** national priorities such as environmental sustainability, gender equality and the empowerment of marginalised groups. In this way, procurement contributes to more resilient and equitable economies.

CDB recognises that such outcomes cannot be achieved in isolation. **Strategic partnerships with other development institutions and regional actors are key to advancing procurement reforms and innovation**. The Bank collaborates closely with these partners to support country reform efforts, which include the development of national e-procurement platforms, the adoption of sustainable procurement policies and practices, and the joint delivery of dedicated training and workshops to strengthen institutional and professional procurement capacity. In CDB's operations, such collaboration occurs at both project and regional levels. At the project level, it may include mutual reliance arrangements and the use of consolidated procurement mechanisms, such as regional pooled procurement platforms. At the regional level, CDB plays a pivotal role in connecting procurement professionals across its BMCs, subsequently supporting their participation in regional networks, technical workshops and other platforms for knowledge exchange and learning. These partnerships, essential for driving forward a shared agenda for procurement excellence across the Caribbean, are highlighted throughout this Report.



SECTION 1

SECTION 1 - PROCUREMENT UNDER CDB FINANCED PROJECTS

Overview of CDB's procurement framework

CDB's **Procurement Framework** is built on two core instruments: **CDB's Procurement Policy**¹ ("the Policy") and **Procurement Procedures**² ("the Procedures"). The revised Procurement Framework was introduced in 2019 and updated in 2021. The Framework applies to projects in CDB Client countries approved on or after November 1, 2019, and it replaced the Bank's previous procurement guidelines.

More than a set of rules, the Framework is the engine that helps projects move from concept to completion. It is harmonised with the approaches used by other Multilateral Development Banks (MDBs) operating in the region, drawing on widely recognised international good practices. At its heart is a clear ambition: to help deliver **value for money** through strong competition, sound decision-making and consistent processes. It also upholds the **highest standards of integrity**. The result is procurement that supports what matters most: achieving intended development outcomes **efficiently, credibly and on time**.

CDB's Procurement Policy sets the **principles and ground rules** for how procurement is undertaken by recipients of CDB financing (CDB Client countries). The Procurement Procedures then bring that Policy to life, translating principles into **clear, step-by-step guidance** for purchasing the Goods, Works and Services that make projects possible.

To make the Framework even more practical, CDB's **Standard Bidding Documents (SBDs)** and **Procurement Guidance Notes** provide ready-to-use templates, tools and clarifications that help clients move from "what we need" to "how we procure it" with confidence and consistency.

Equally important, CDB invests in people—not just policies. To ensure that Clients and CDB staff can apply the Framework effectively, the Bank offers **online, self-paced learning courses**, reinforced through regular interactive virtual sessions and in-person training. At the start of a new project, CDB organises project launch events, with procurement addressed through a dedicated session. These sessions are intended to be focused and practical, aiming to align the team, clarify roles and expectations, and lay the foundation for smooth project execution from the outset.

Together, these initiatives help ensure the Procurement Framework is not only understood but also adequately utilised. This allows its full benefits to be realised and procurement requirements to be met with rigour, clarity and momentum.



¹ [Procurement Policy for Projects financed by CDB, 2019](#)

² [Procurement Procedures for Projects financed by CDB, 2021](#)

Country eligibility criteria in CDB-financed project procurement

CDB's procurement does more than acquire goods, works and services; it **builds Caribbean capability**. As the region's only **indigenous** development bank, CDB is intentional about how opportunities are created and where they are allocated. Therefore, under CDB's Procurement Framework, **only firms and Individuals from CDB's Member Countries** can participate in procurement for projects funded by CDB.

There are exceptions, but they are just that—exceptional. Where the Procurement Framework allows or where CDB's Board of Directors approves, eligibility may be expanded. The overall intent remains steady: to strengthen trust, build capacity and grow a competitive regional supplier base. This ambition aligns with system diagnostics and reform pathways.

Roles and responsibilities in CDB's procurement process

CDB's role is to provide oversight and practical support to ensure procurement remains on track. The Bank offers procurement oversight and practical advice to maximise value for money and to ensure that CDB financing is used only for its intended purpose, and the funds are applied economically, efficiently and with integrity, as required under the Agreement Establishing CDB.

Here's how that oversight works in practice:

- Supervising Officers in the relevant CDB Division/Unit act as the "quality gate" during key moments of the procurement cycle and contract supervision, issuing no-objections at critical stages before the project moves forward.
- The Procurement Policy Division (PPD) in the Projects Department then fortifies this by providing technical guidance and training, as well as conducting more in-depth reviews for higher value and/or higher risk procurements.
- The net result: Recipients lead and deliver, while CDB helps protect the funds, strengthen decisions and keep procurement moving toward results, without surprises, detours or costly re-runs.

Looking for the "how-to" behind CDB-financed procurement? Start here: Procurement Policy and Resources on the CDB website: [Procurement Policy and Resources | Caribbean Development Bank \(caribank.org\)](#). It's more than a document library, it's where procurement comes to life, with **current procurement notices, standard documents, practical guidance notes, and published contract awards** all in one place.

CDB's Procurement Framework and Systems – Updates in 2025

Project implementation constitutes a key challenge for CDB-financed projects, as reported by recent CDB Annual Review of Performance of the Portfolio and Development Effectiveness Review reports. These reports, along with other analyses, 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 supported its partner Clients by providing additional procurement resources, including templates, guidance notes and trainings on its procurement framework. These efforts have included the development of a suite of Evaluation Guidance Notes and tools to assist Clients in evaluating bids and proposals.

CDB's 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). It is anticipated that more effective national procurement systems will lead to improved procurement and project outcomes on CDB-financed projects.

³ These consist of 19 BMCs that are allowed to borrow funds from the Bank and also have voting rights: [Borrowing Members | Caribbean Development Bank \(caribank.org\)](#) and nine non-BMCs that provide capital and have voting rights: [Non-Borrowing Members | Caribbean Development Bank \(caribank.org\)](#)

In 2025, the CDB sought to further strengthen the implementation of its procurement framework by revising its procurement documents and guidance material and collaborating with other Multilateral Development Banks (MDBs). Specific achievements are detailed below.

Procurement and Guidance Documents

Strengthening Procurement for Complex Infrastructure Projects through Updated Design and Build Bidding Documents

- In 2025, CDB published an updated version of its **Design and Build (D&B) Bidding Document Templates**, now available on the Bank's website in both **One-Stage Two-Envelope (1+2)** and **Two-Stage Two-Envelope (2+2)** formats, ensuring full alignment with the current Procurement Policy and Procedures.
- The updated documents are based on the harmonised **Master Bidding Document for Design and Build Procurement of Works**, developed jointly by MDBs. These documents are intended for use in the procurement of contractor-led design and build works through **International Competitive Bidding (ICB)**, where prequalification has been completed prior to the bidding stage. The D&B documents are particularly suitable for projects where the Employer defines performance requirements and output specifications, and the contractor assumes responsibility for both detailed design and construction.

This approach may also be appropriate in select cases, including where:

- the project involves **complex technical solutions** requiring **innovation** or optimisation by the contractor;
- **early contractor involvement** can **enhance constructability and risk management**;
- **time efficiencies** are sought through overlapping design and construction phases; or
- the Employer wishes to **transfer greater design responsibility** and associated **risks** to the contractor.

The availability of both the 1+2 and 2+2 procedures provides flexibility. The one-stage procedure is generally suitable where requirements are well defined and market familiarity is high. The two-stage procedure may be preferable for more complex or innovative projects where technical dialogue and refinement of solutions are beneficial prior to the submission of final financial proposals.

Strengthening Gender Responsiveness in CDB-financed Procurement through Training and Capacity Building

- In 2025, CDB advanced efforts to strengthen the integration and implementation of gender-responsive provisions in infrastructure procurement. Building on existing contractual requirements, CDB initiated a review of the gender-related clauses included in its **Standard Bidding Documents (SBDs) for Large Works**, aiming to enhance their clarity, practicality and effectiveness.
- As part of this process, CDB conducted **initial internal and external consultations** to gather feedback from stakeholders regarding their experience implementing these provisions. Discussions focused on the extent to which contractors have complied with gender-related requirements in CDB-financed projects, the challenges encountered during implementation and the types of support or actions needed to facilitate meaningful application of these provisions.
- These efforts complement the capacity-building activities undertaken in **2024**, when CDB's Procurement Policy Division (PPD) and Social Sector Division (SSD) jointly delivered a series of virtual training sessions aimed at **strengthening the supervision and management of gender-related requirements in large infrastructure works contracts**. The sessions focused on building staff capacity to effectively apply and monitor gender provisions included in contract clauses, promoting a cross-functional understanding of how gender considerations can be integrated throughout the project life cycle. The target audience consisted of staff involved in the procurement and implementation of infrastructure projects, including engineers, social analysts, education officers and procurement officers.

Without appropriate gender considerations, infrastructure projects risk reinforcing existing inequalities. CDB's **Standard Bidding Documents (SBDs) for Large Works** therefore include Particular Conditions requiring contractors to implement specified gender mitigation measures. Looking ahead, CDB will continue engaging with stakeholders to ensure that gender-responsive provisions are not only incorporated into infrastructure programmes but also effectively implemented. This work will be undertaken in collaboration with other MDBs and partner organisations.

CDB Digital Systems Modernisation

Strengthening CDB Procurement Data Governance and Analytics

- CDB has enhanced its internal **contract award tracking framework** by making the entry of contract award information into its OP365 platform **mandatory and systematic for all CDB-funded projects**.
- The enhanced tracking system enables the Bank to consolidate contract award information in a structured manner, improving **data integrity** and facilitating **portfolio-level analysis of procurement trends** in CDB-funded projects. It also supports **stronger operational oversight** by enabling more systematic monitoring of contract execution.
- In the near future, this enhanced data foundation will further support the planned development of a publicly available **contract award dashboard**, which will allow for improved transparency in reporting and analytics.

Additionally, during 2025, CDB continued the development of two core digital procurement platforms scheduled for full release in 2026. These initiatives, previously introduced in the 2024 CDB Procurement Annual Report, represent a key step in modernising and strengthening the Bank's procurement operations, improving transparency, efficiency and engagement with BMCs, clients and the private sector.

Key developments include:

Completion of the Procurement Client Portal and delivery of internal training

- The CDB **Procurement Client Portal** is an **end-to-end digital platform** designed to streamline procurement processes and strengthen collaboration between CDB and project teams in **BMCs**. The platform supports the **full procurement cycle** under CDB-financed projects, enabling clients to **prepare and manage procurement plans, upload procurement documentation, and submit requests for prior review and no-objection** through a structured online workflow.
- By **digitising procurement interactions**, the Portal improves **efficiency, transparency and traceability** while facilitating **real-time collaboration** between clients and CDB teams during the review process. It also provides a **centralised system for document management and tracking procurement activities**, helping ensure greater consistency and oversight across projects.
- Hosted on **OP365**, the Portal was **launched in early 2026** and will be **progressively operationalised throughout the year**, accompanied by **internal training and capacity-building activities** to support effective use of the system.

Development of BRIDGE and PPRD

During 2025, CDB advanced the development of two complementary **digital procurement platforms: BRIDGE** and the **Procurement Publication Registry Database (PPRD)**. Together, these platforms form an important part of CDB's wider efforts to **modernise procurement processes**, improve **transparency** and strengthen **engagement with the private sector**.

- **BRIDGE** is CDB's new **online vendor registry**, designed to enable **firms, consultants, suppliers, and contractors** to register and maintain their profiles with the Bank. The platform will allow CDB staff to browse and search a **centralised database of registered market participants**, supporting improved **market intelligence** and strengthening engagement with the private sector across both **project and corporate procurement**. BRIDGE will replace the Bank's former **Register of Consultants (ROCS)**, which was deactivated in 2023, and will provide an enhanced **user experience** for both external users and CDB staff. Once launched, the platform will be accessible at: www.bridge.caribank.org.
- **PPRD**, the **Procurement Publication Registry Database**, is a new system, hosted in the CDB OP365 environment, designed to streamline the management and publication of **procurement information**, including **procurement plans, procurement notices, and contract awards**.

Information managed through PPRD will feed directly into CDB's **public procurement online portal**, improving transparency and facilitating access to **procurement information**. PPRD is linked to the BRIDGE vendor registry, enabling registered entities to more easily **identify, save and track procurement opportunities and projects of interest**.

Together, **BRIDGE and PPRD** will support a more **integrated and user-friendly procurement ecosystem** by improving access to information for **market participants**, strengthening CDB's internal **procurement data management** and enhancing engagement between **CDB, BMCs, project beneficiaries and the private sector**.

The platforms are expected to undergo an **internal soft launch in May 2026**, with the **official launch to external users scheduled for early June 2026**. This will mark an important milestone in CDB's **digital transformation of procurement**.



Institutional Partnerships in 2025 (Project-Procurement Related)

In 2025, CDB continued to **collaborate closely with other development banks and partners** to harmonise and align procurement approaches, improving the procurement policies and practices of participating institutions to ensure they effectively support development outcomes in the projects they finance. Some key initiatives are detailed below.

Advancing Sustainable Procurement through MDBs Knowledge Sharing

- In October 2025, **CDB**, in partnership with other **MDBs**, delivered two virtual **Knowledge-Sharing Sessions** on *Circular Economy Principles and Practices among Multilateral Development Banks*. The sessions explored the **practical application of Circular Procurement Principles (CPPs)** across the procurement cycle in MDB-financed projects and highlighted their relevance within the **broader procurement approaches adopted by MDBs** to promote sustainable and climate-aligned procurement.

- The webinars brought together staff from the Bank's **procurement units**, as well as colleagues working in **environmental and social safeguards, infrastructure, and other procurement-related disciplines**, fostering cross-disciplinary dialogue on the integration of circular economy considerations into procurement operations.
- The sessions also marked the launch of a **joint MDB capacity-building initiative** led by the **MDB Working Group on Sustainable Public Procurement (SPP)**, established under the **Heads of Procurement (HoP) Network**. The initiative aligns with the **Joint Statement on SPP issued by MDBs in September 2023**, reflecting the institutions' commitment to strengthening collaboration in advancing priorities such as **climate finance, Paris alignment, adaptation, mitigation and climate finance tracking**.

Collaboration with MDBs on the Use of National Procurement Systems

- In 2025, the CDB joined an **MDB working group focused on the Use of National Procurement Systems**. This group was established to enhance **alignment and coordination among MDBs** regarding the use of national procurement frameworks in MDB-financed operations.
- The working group aims to develop a more **harmonised approach to the acceptance and use of national procurement systems**, encompassing specific elements such as **procurement laws and regulations, standard bidding documents (SBDs), and electronic government procurement (e-GP) platforms**. By adopting shared principles and methodologies, the initiative seeks to facilitate **greater reliance on country systems**, strengthen national procurement frameworks, and improve the efficiency and coherence of MDB-supported projects.

What does “Use of National Procurement Systems” mean?

Multilateral Development Banks (MDBs) traditionally require that procurement under their financed projects follows the respective MDB’s procurement procedures. This approach helps ensure transparency, integrity and value for money.

However, where a country’s national procurement system—including its laws, regulations, SDBs and e-GPs—is deemed to be sufficiently aligned with international good practice, MDBs may, subject to their relevant procedures, allow certain elements of that system to be used for projects they finance.

This approach, often referred to as the Use of National Procurement Systems, can help:

- strengthen country ownership of procurement processes
- reduce duplication of procedures for governments and implementing agencies
- build long-term institutional capacity within national procurement systems.

At the same time, MDBs carefully assess national systems before allowing their use, ensuring that core principles such as transparency, fairness, competition, integrity and value for money remain fully safeguarded.

As many CDB BMCs are actively modernising their procurement frameworks and enhancing procurement capacity - including through reform initiatives supported by CDB (see Section 3)—developing a coherent approach for the eventual use of these strengthened systems in CDB-financed projects will become increasingly important. Aligning with the evolving practices of other MDBs, particularly in countries where multiple institutions operate, can help promote consistency, efficiency and the long-term strengthening of national procurement systems.

Advancing Value for Money in MDB-Financed Procurement

As part of the MDB Heads of Procurement working group, CDB contributed to the development of the [MDB Value for Money \(VfM\) Framework](#) and its accompanying **practical guide in 2025**. This **guide**, now available on the CDB website, is part of the CDB suite of guidance documents and is designed to support **Borrowers and project teams in integrating VfM considerations into the procurement cycle of MDB-financed projects** and in **assessing VfM**. The concept of **Value for Money** extends beyond merely selecting the lowest-cost option; it considers how procured **goods, works and services deliver quality, efficiency, effectiveness and sustainability throughout their lifecycle**. Reflecting a growing emphasis across MDBs, the framework promotes more systematic approaches to **measuring and demonstrating VfM in development investments**. Building on this work, **CDB will soon explore how to operationalise VfM assessment within the projects it finances**, ensuring alignment with emerging MDB practices and reinforcing the focus on development results.

MDB Heads of Procurement Meeting 2025

From **August 27 to 29, 2025**, CDB participated in the **Annual Meeting of the Heads of Procurement (HoP)** of the **Multilateral Development Banks (MDBs)**, hosted by the **New Development Bank (NDB)** in Shanghai, China.

⁴ [Guidance Note: Assessment of Value for Money \(VfM\) in Procurement under MDB-Financed Infrastructure Projects | Caribbean Development Bank](#)

The meeting brought together Heads of Procurement from participating MDBs to exchange updates on **procurement practices, strategic reforms and emerging priorities**. A central theme was the continued evolution of procurement from a primarily compliance-focused function into a **strategic instrument for achieving development outcome**, supporting **value for money, sustainability, innovation** and stronger project outcomes.

Discussions highlighted the increasing use of **advanced technologies**, including **artificial intelligence, machine learning** and **data analytics**, to modernise procurement processes, enhance transparency, support better market analysis, and strengthen evidence-based decision-making. MDBs also discussed initiatives to improve data quality and procurement performance monitoring, including through dashboards and common data initiatives.

A strong emphasis was placed on the ongoing shift toward procurement approaches that reward **quality, long-term value**, and **social and environmental outcomes**, rather than price alone. Sessions on **Sustainable Public Procurement (SPP)**, **Value for Money (VfM)**,

circular procurement and carbon reduction explored how MDBs can better integrate environmental and social considerations into procurement strategies, particularly for infrastructure projects with long asset life cycles.

Progress under several MDB Heads of Procurement working groups was also reviewed, including those focused on the **Use of Country Procurement Systems (UCPS)**, **mutual reliance arrangements**, **private sector procurement** and **early market engagement**. Discussions underscored the importance of strengthening national procurement systems, aligning MDB approaches where possible, and engaging markets earlier to improve competition, innovation and supplier readiness.

Overall, the 2025 HoP meeting reaffirmed the importance of **collaboration, harmonisation and knowledge sharing** among MDBs. The discussions underscored procurement's increasingly strategic role—not only in ensuring fiduciary assurance but also in helping countries deliver more sustainable, resilient and development-focused outcomes.



Group picture of all participants at the MDB Heads of Procurement Meeting, including CDB's former Head of Procurement, Mr. Douglas Fraser.



SECTION 2

SECTION 2 - 2025 CONTRACT AWARD DATA ANALYSIS

This section analyses contract award of Goods, Works and Services procured under CDB-funded projects during 2025. The analysis is based on data extracted from CDB's disbursement system and includes all contracts awarded under Capital and Technical Assistance projects that were subject to the Bank's no-objection.

Note on Joint Ventures (JVs)

For contracts awarded to JVs comprising firms from different countries, each partner's country has been credited with one contract for reporting purposes. Where contract values are presented, the total contract value has been apportioned equally among the JV partners. This approach ensures equitable representation of participating countries throughout the analysis.

1. Total Procurement Value and Volume in 2025

In 2025, **182 contracts** were awarded under CDB-financed projects, with a combined value of approximately **USD 82.7 million**.

Compared to 2024, which recorded 193 contracts with a total value of approximately USD 83.4 million, this represents:

- a moderate decline in the number of contracts awarded; and
- a slight decline in total procurement value.

This overall stability in procurement activity suggests a relatively consistent level of project implementation across the Bank's portfolio. The marginal reduction in both volume and value may reflect normal year-to-year fluctuations in the timing and composition of contract awards, including the balance between higher-value infrastructure contracts and lower-value consultancy assignments.

2. Contract Award Trends (2017–2025)

The total annual value of contracts awarded under CDB-financed projects has exhibited notable fluctuations over the 2017–2025 period, reflecting variations in project cycles, portfolio composition and the timing of high-value infrastructure investments.

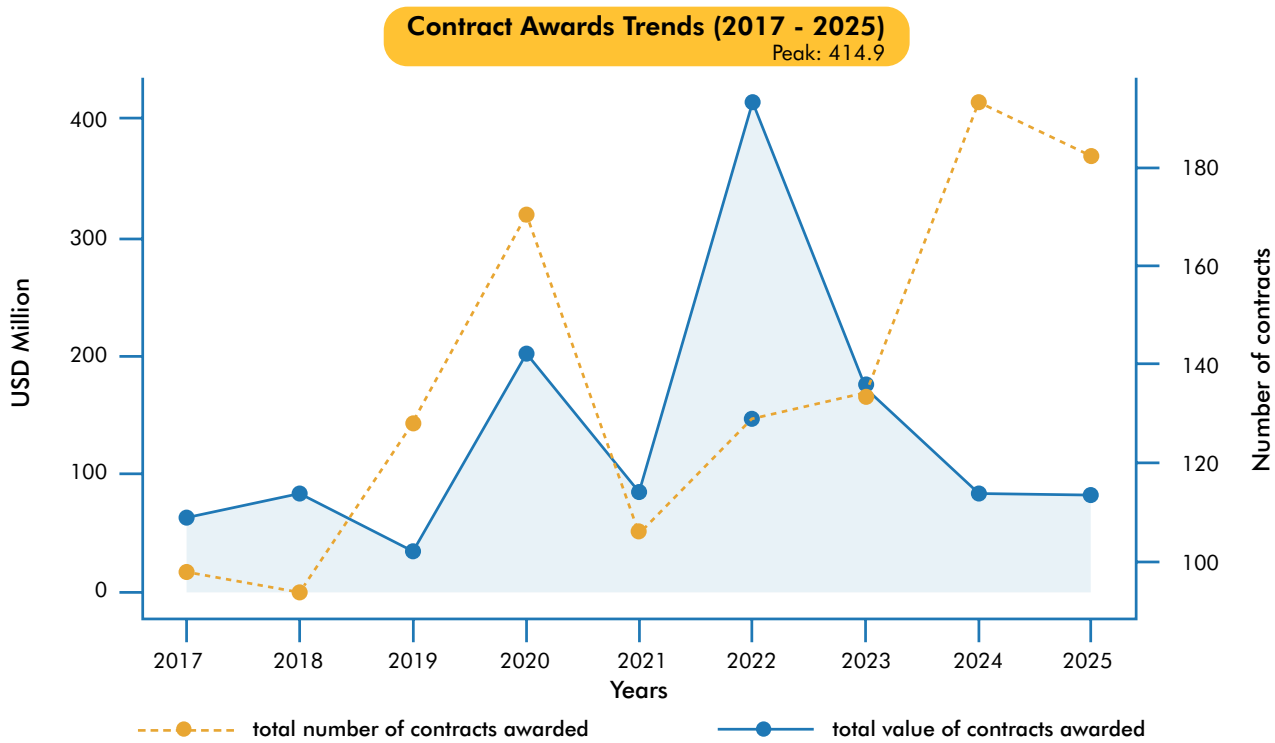


Figure 1 - Total Annual Value and Volume of Awarded Contracts, 2017-2025. The figure shows total annual value (USD million) and number of contracts awarded in the period 2017–2025.



Following relatively moderate levels between 2017 and 2019, procurement activity increased significantly in 2020, reaching approximately **USD 202.2 million**, accompanied by a marked increase in the number of contracts awarded. This upward trajectory continued into 2022, which recorded a peak of approximately **USD 414.9 million**, largely driven by the award of several high-value Works contracts and accelerated project implementation during the post-pandemic period.

Since 2022, total procurement value has declined, with **USD 174.5 million in 2023**, stabilising at approximately **USD 83.4 million in 2024** and **USD 82.7 million in 2025**. This reduction reflects a return to more typical procurement levels following the exceptional peak observed in 2022, as well as a shift in the composition of awarded contracts towards lower-value consultancy services.

In contrast, the **number of contracts awarded** has shown a generally increasing trend over time, peaking in 2024 with **193 contracts**, before slightly declining to **182 contracts in 2025**. This suggests sustained procurement activity across the Bank's portfolio, with a greater volume of smaller-value contracts contributing to overall implementation.

Overall, the data highlights the cyclical nature of procurement under CDB-financed projects, while fluctuations in total procurement value are primarily driven by the timing and scale of major infrastructure investments, while contract volume reflects ongoing operational activity and technical assistance delivery.

3. Analysis by Contract Type

In 2025, the distribution of contract awards by procurement category followed a pattern consistent with previous years, with **Consulting Services** accounting for the **largest share of contracts by number**, while **Works contracts** represented the **largest share by value**.

Total Procurement Value by Contract Type (2025)

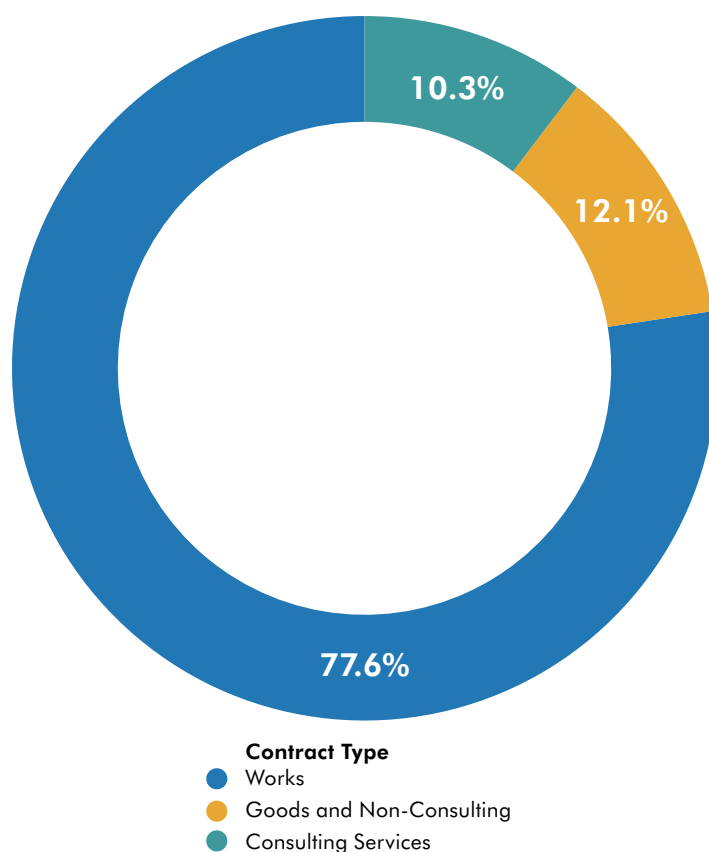


Figure 2 - Total Procurement Value by Contract Type, 2025
The figure shows the distribution of total procurement value (USD) across contract types in 2025, including Works, Goods and Non-Consulting Services, and Consulting Services.

In 2025, the distribution of contract awards by procurement category remained largely consistent with established patterns across CDB-financed projects. Consulting Services accounted for the majority of contracts by number, while Works contracts represented the largest share of total procurement value.

A total of 96 Consulting Services contracts were awarded, with a combined value of approximately USD 8.5 million. This reflects the ongoing demand for technical expertise, advisory services and project implementation support across the Bank’s portfolio.

The Goods and Non-Consulting Services category accounted for 65 contracts, with a total value of approximately USD 10.0 million. These contracts primarily pertain to the procurement of equipment, materials and associated services necessary for project execution.

Although only 21 Works contracts were awarded in 2025, they accounted for the largest share of procurement value, amounting to approximately USD 64.2 million or nearly 78% of the total. This underscores the capital-intensive nature of infrastructure investments financed by the CDB, where a relatively small number of contracts drive overall expenditure.

Overall, the data confirms a consistent trend: Consulting Services dominate procurement activity in terms of volume, while Works contracts, despite being fewer in number, account for the majority of total procurement value.

4. Contract Awards by Borrowing Member Country

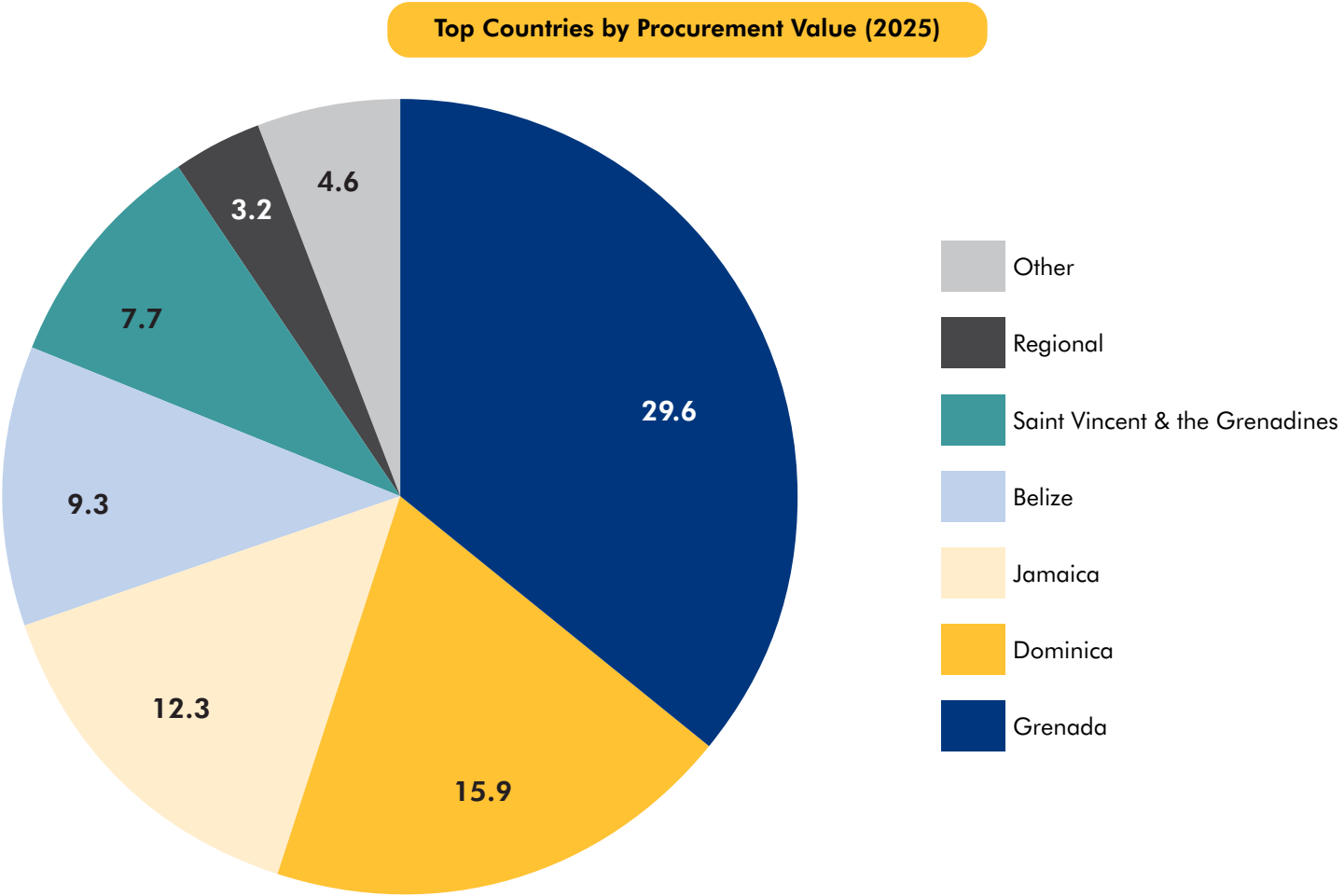


Figure 3 - Contract Awards by Borrowing Member Country (Top Recipients), 2025
The figure shows the distribution of total procurement value (USD million) by Borrowing Member Country in 2025, highlighting the countries with the highest levels of contract awards.

In 2025, contract awards under CDB-financed projects were distributed across several BMCs, although higher-value contracts were concentrated in a small number of countries reflecting the location of major infrastructure investments.

Grenada recorded the highest total procurement value, with **12 contracts** awarded amounting to approximately **USD 29.6 million**. This reflects the implementation of significant infrastructure and resilience-focused projects.

Dominica ranked the second, with **8 contracts** valued at approximately **USD 15.9 million**, followed by **Jamaica** with **4 contracts** totalling approximately **USD 12.3 million**.

In terms of contract volume, **Belize** recorded the highest number of contracts awarded, with **27 contracts**, although with a comparatively lower total value of approximately **USD 9.3 million**, indicating a higher concentration of smaller-value contracts.

Similarly, **Saint Vincent and the Grenadines** recorded **20 contracts**

with a total value of approximately **USD 7.7 million**, reflecting continued procurement activity across multiple project components.

Regional projects spanning multiple countries, accounted for **58 contracts** with a combined value of approximately **USD 3.2 million**, primarily comprised technical assistance and capacity-building initiatives.

Other BMCs, including **Antigua and Barbuda, Saint Lucia, Saint Kitts and Nevis**, and **Guyana**, recorded comparatively smaller shares of total procurement value, reflecting the scale and timing of project implementation within these jurisdictions.

Overall, the distribution of contract awards by country highlights the project-driven nature of CDB-funded procurement, where total procurement value largely influenced by the presence of major infrastructure contracts, while contract volume reflects ongoing technical assistance and smaller-scale procurement activities across the Bank’s portfolio.

5. Contract Awards by Supplier/Contractor Country of Origin

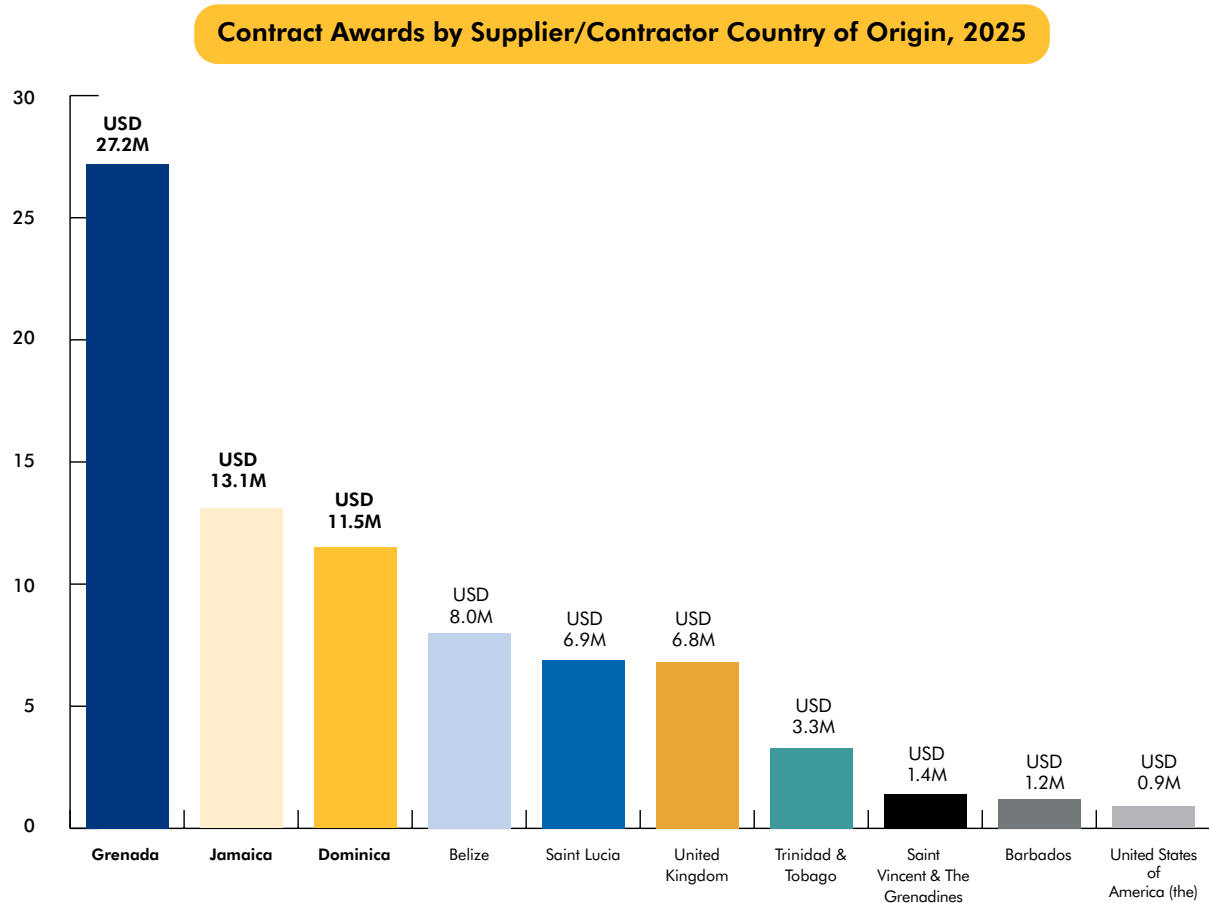


Figure 4 - Contract Awards by Supplier/Contractor Country of Origin, 2025
The figure shows the top 10 supplier/contractor countries by total value of contracts awarded in 2025, expressed in USD million. It highlights that firms and individuals registered in Grenada, Jamaica and Dominica received the highest value of contract awards during the year.

Considering contract awards by supplier country of registration, **Grenada** recorded the highest total value of contracts awarded to firms and individuals registered in the country, with **11 contracts** amounting to approximately **USD 27.2 million**. This was followed by **Jamaica**, with **16 contracts** valued at approximately **USD 13.1 million**, and **Dominica**, with **7 contracts** totalling approximately **USD 11.5 million**. In terms of contract volume, **Belize** recorded the highest number of contracts awards, with **27 contracts** amounting to approximately **USD 8.0 million**. Belize was followed by **Barbados**, with **21 contracts**, **Trinidad and Tobago**, with **19 contracts**, and **Jamaica**, with **16 contracts**. These figures indicate that while the highest-value awards were concentrated in a relatively small number of countries, contract activity by number was more broadly distributed. Among non-regional suppliers, the **United Kingdom** recorded the highest total value of awarded contracts, with **15 contracts** amounting to approximately **USD 6.8 million**. Other non-regional awards were made to firms from the **United States of America** and **Italy**, although at significantly lower values.

Overall, the data shows that contract awards in 2025 were primarily concentrated among firms and individuals registered in CDB BMCs, with regional suppliers and contractors continuing to capture the majority of procurement value. At the same time, participation from non-regional countries remained relevant in selected procurement processes, particularly where specialised expertise or supply capacity was required.

6. Contract Awarded to BMC-Based Suppliers

In 2025, **150 contracts** were awarded to firms, individuals and organisations registered in CDB's BMCs. These contracts had a combined value of approximately **USD 74.1 million**, accounting for **82.4%** of the total number of contracts awarded and **89.6%** of the total procurement value.

This confirms that BMC-based suppliers and contractors continued to capture the overwhelming majority of procurement opportunities under CDB-financed projects in 2025. Compared with 2024, this reflects a stronger concentration of awards within the region, both in terms of contract volume and value.

By number of contracts, **Belize** recorded the highest number of awarded contracts, with **27 contracts**, followed by **Antigua and Barbuda (23 contracts)**, **Barbados (22 contracts)**, **Trinidad and Tobago (19 contracts)** and **Jamaica (16 contracts)**.

By procurement value, **Grenada** ranked first, with contracts amounting to approximately **USD 27.2 million**, followed by **Jamaica (USD 13.1 million)**, **Dominica (USD 11.5 million)**, **Belize (USD 8.0 million)** and **Saint Lucia (USD 6.9 million)**.

These figures indicate that while procurement activity by number was broadly distributed across several BMCs, procurement value remained concentrated in a smaller number of countries, reflecting the location of major capital-intensive contracts.



Contract Awards by Group of Supplier/Contractor Countries, 2025

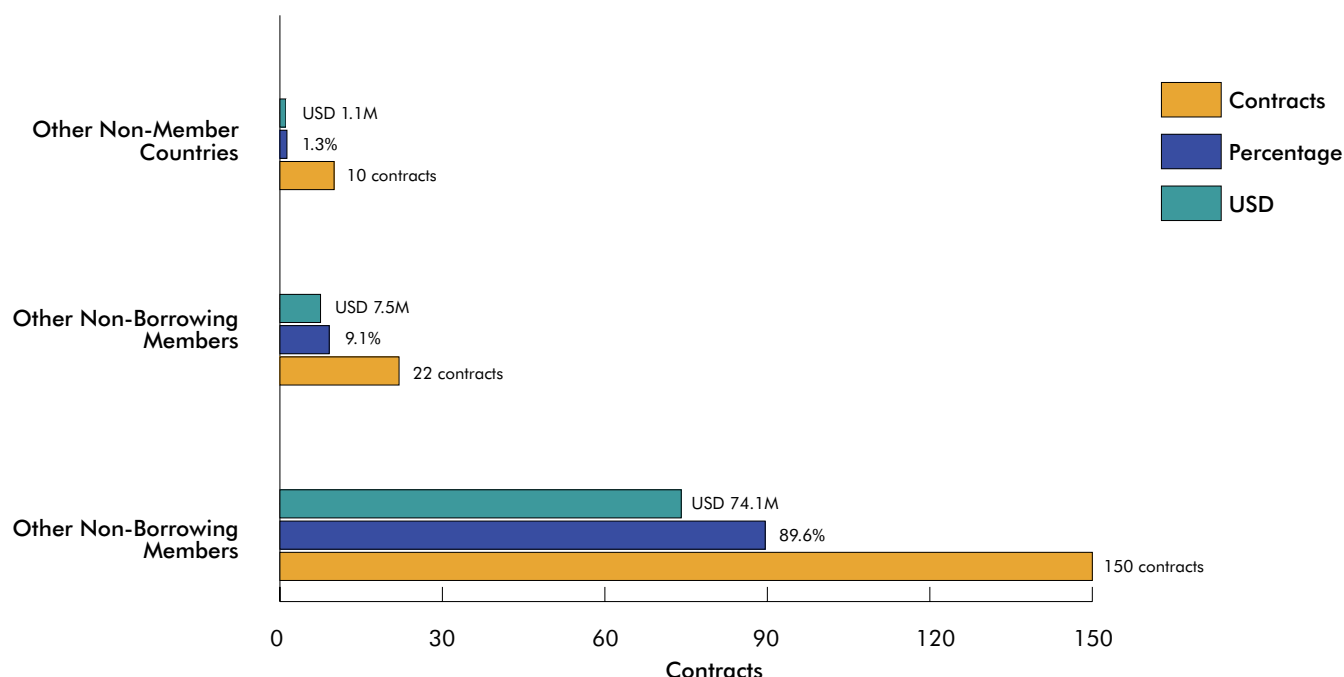


Figure 5 - Contract Awards by Group of Supplier/Contractor Countries, 2025

The figure illustrates the distribution of contract awards in 2025 by supplier/contractor country group, distinguishing between firms and individuals registered in CDB's BMCs, CDB non-BMCs, and other non-member countries. The chart presents total procurement value, percentage share of total value and number of contracts awarded for each group.

7. Contracts Awarded to Suppliers from Other Countries

In 2025, 32 contracts were awarded to bidders from countries outside CDB's BMCs, with a combined value of approximately USD 8.6 million. These awards represented 17.6% of the total number of contracts and 10.4% of the total procurement value.

Of these:

- **22 contracts**, valued at approximately **USD 7.5 million**, were awarded to firms from **CDB Non-BMCs**; and
- **10 contracts**, valued at approximately **USD 1.1 million**, were awarded to firms from **other non-member countries**.⁵

Among non-regional suppliers, the **United Kingdom** recorded the highest total value of awards, with **15 contracts** amounting

to approximately **USD 6.8 million**. It was followed by the **United States of America**, with **7 contracts** valued at approximately **USD 0.9 million**, and **Italy**, with **2 contracts** amounting to approximately **USD 0.4 million**.

Other non-regional awards were made to firms from **Canada, Colombia, Mexico, the Netherlands, Uruguay** and the **Dominican Republic**, although at relatively modest levels.

Overall, the 2025 data confirms that firms and individuals registered in CDB's BMCs remained the primary beneficiaries of contract awards under CDB-financed projects, while non-regional participation continued to play a complementary role, particularly in selected procurement processes where specialised expertise or supply capacity was required.

⁵ Awards to bidders from non-CDB member countries may occur where eligibility has been expanded with the approval of CDB's Board of Directors or were permitted under the applicable source of financing.





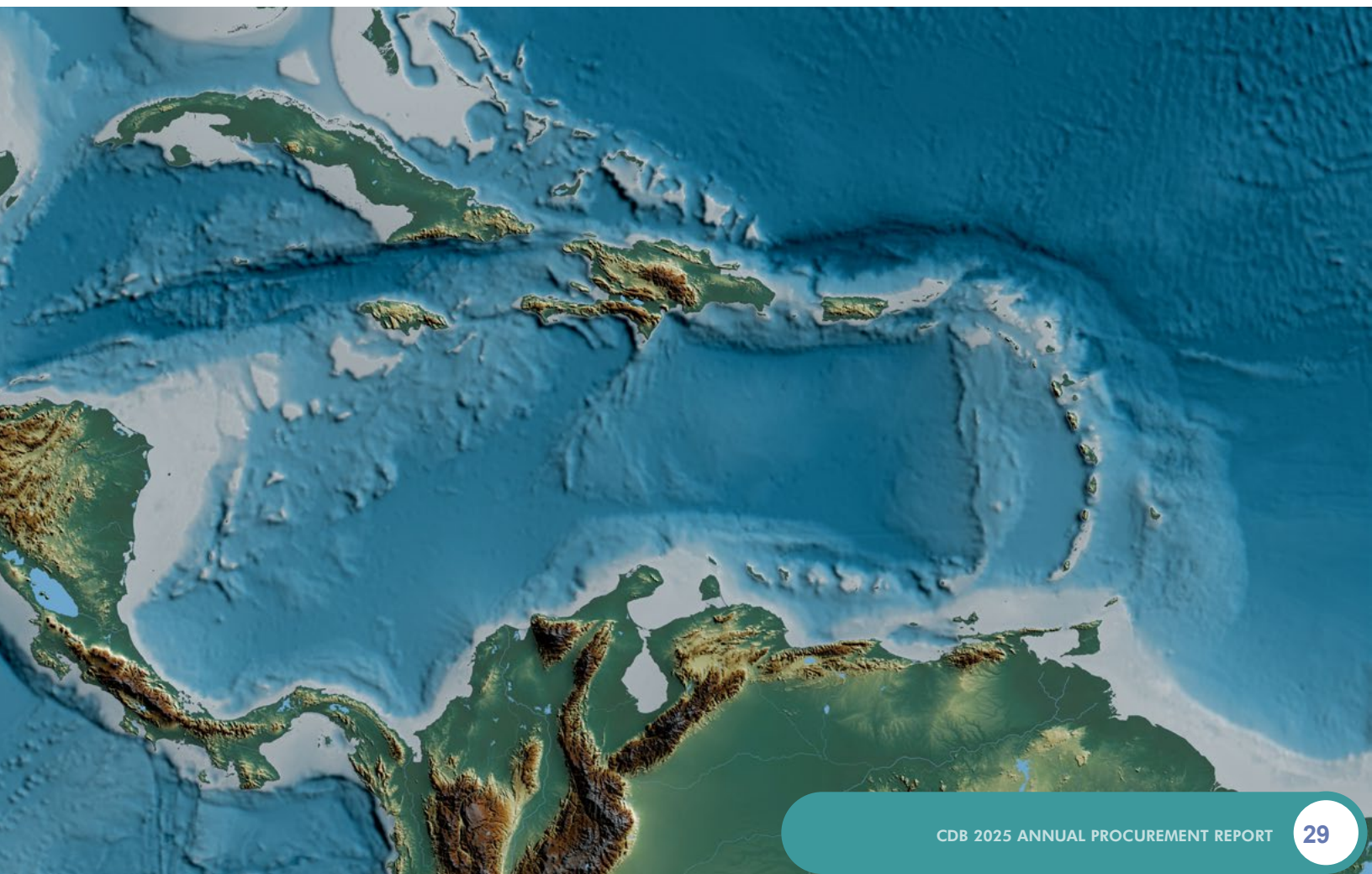
SECTION 3

SECTION 3 - PROCUREMENT REFORM AND CAPACITY BUILDING ACTIVITIES

As Caribbean nations strive to modernise their procurement systems and enhance institutional capacity, the CDB plays a pivotal role in supporting these initiatives. This section provides an overview of key procurement reform and capacity-building activities supported by CDB in 2025, highlighting progress across its BMCs. It also includes reflections from stakeholders directly involved in leading these reforms, offering insights into the challenges faced, strategies employed and early outcomes achieved.

The section begins with a regional overview of progress in procurement reform and capacity building in 2025, followed by detailed coverage of specific initiatives supported by CDB, including partnerships and programmes such as the Inter-American Network on Government Procurement (INGP) and IMPPM.

Note: If a CDB BMC is not listed, it indicates that no significant CDB-supported procurement reform or capacity-building activities were recorded for that country in 2025.



Anguilla

- Initial discussions commenced regarding future support for procurement reform efforts, focusing on planning for a potential e-GP solution.
- CDB supported capacity building by financing two scholarships for procurement officers to participate in the Organisation of American States (OAS) Digital Transformation through Public Procurement course.



The Bahamas

- Implementation of the new procurement framework continued, including the operationalisation of institutional arrangements under the 2023 Act.
- CDB supported capacity building by financing one scholarship for a procurement officer to participate in the OAS Digital Transformation through Public Procurement course.



Barbados

- CDB supported capacity building by financing one scholarship for a procurement officer to participate in the OAS Digital Transformation through Public Procurement course.
- A CDB delegation participated in a technical workshop on Barbados' e-GP system, hosted by the Inter-American Development Bank (IDB), to facilitate knowledge sharing on system use and implementation.



Belize

- The drafting of a new Public Procurement Act and implementing regulations (financed by IDB) reached an advanced stage, with technical support from a joint CDB-IDB working group. Progress also included advancements in e-GP planning, including participation in regional study tours and training funded by IDB.
- CDB supported capacity building through the completion of the CIPS Level 4 Diploma by senior procurement officials and financed seven scholarships for procurement officers to participate in the OAS Digital Transformation through Public Procurement course.





British Virgin Islands

- Implementation of the modernised procurement framework continued.
- CDB supported capacity building by financing the participation of senior procurement officials in the CIPS Level 4 Diploma and two scholarships for procurement officers to participate in the OAS Digital Transformation through Public Procurement course.

Cayman Islands

CDB supported capacity building by financing one scholarship for a procurement officer to pursue the International Master in Public Procurement Management (IMPPM) and one scholarship to participate in the OAS Digital Transformation through Public Procurement course.



Dominica

In 2025, the drafting of a Procurement Manual commenced under CDB financing, alongside the adaptation of OECS-harmonised Standard Bidding Documents (SBDs) to the national framework and preparation of training for key oversight bodies. These activities are being implemented under a single consultancy and support the operationalisation of the new procurement framework. Training is scheduled for May 2026 and is financed by the U.S. Department of Commerce.

Grenada

- Implementation of e-procurement progressed with the continued piloting of the In-Tend system under CDB- and World Bank-financed projects. This was followed by the launch of a comprehensive assessment of the system using the Multilateral Development Banks' Harmonised e-GP methodology, for which CDB signed the consultancy contract in 2025.
- CDB supported capacity building by financing three scholarships for procurement officers to participate in the OAS Digital Transformation through Public Procurement course in 2025, alongside training and scholarships supported under the CDB Health Sector Strengthening Project.



Jamaica

CDB supported capacity building by financing two scholarships for procurement officers to participate in the OAS Digital Transformation through Public Procurement course.



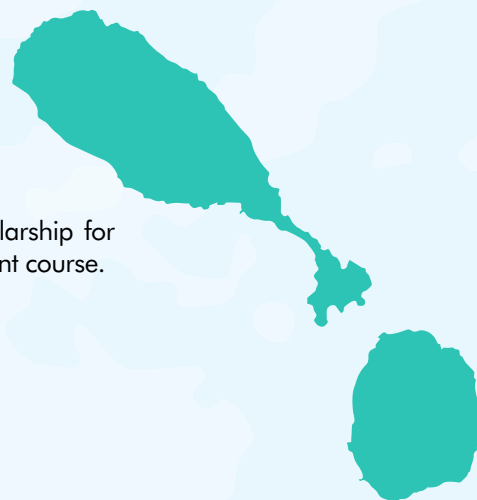
Montserrat

- In 2025, CDB continued to partner closely with the Government of Montserrat throughout its reform journey. The new Procurement Act and Regulations, developed under CDB technical assistance in previous years, came into force, marking a significant milestone in Montserrat's procurement reform. In Q4 2025, work also commenced on the development of a Procurement Manual and a complete set of SBDs under a CDB-funded consultancy, with drafting now at an advanced stage, alongside training to support the implementation of the new framework.
- CDB supported capacity building through the completion of the CIPS Level 4 Diploma by senior procurement officials and financed one scholarship for the OAS Digital Transformation through Public Procurement course in 2025.



Saint Kitts and Nevis

CDB supported capacity building by financing one scholarship for the OAS Digital Transformation through Public Procurement course.



Saint Lucia

CDB supported capacity building by financing two(2) scholarships for the OAS Digital Transformation through Public Procurement course.



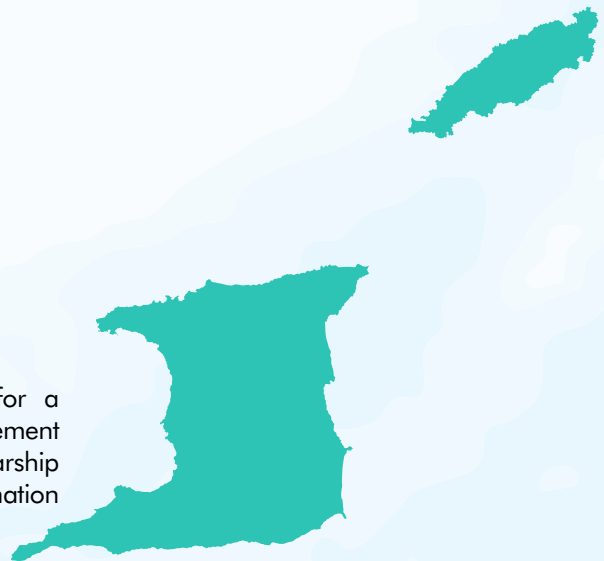


Saint Vincent and the Grenadines

- CDB provided technical support by partnering with the World Bank in the adaptation and finalisation of a set of OECS regional SBDs during 2025. Starting in Q3 2025, CDB also initiated discussions with the Government of Saint Vincent and the Grenadines to finance a consultancy to update the Procurement Manual, develop e-GP regulations and an emergency procurement framework, and adapt the full OECS SBD suite, as done for Dominica. The assignment commenced in early 2026 and is currently ongoing.
- CDB supported capacity building through the completion of the CIPS Level 4 Diploma by senior procurement officials and financed one scholarship for the OAS Digital Transformation through Public Procurement course.

Trinidad and Tobago

CDB supported capacity building by financing one scholarship for a procurement officer to pursue the International Master in Public Procurement Management (IMPPM), funded by IDB under the CDB-IDB IMPPM Scholarship Initiative, and financed two scholarships for the OAS Digital Transformation through Public Procurement course.



Suriname

Initial steps toward the implementation of the new Public Procurement Act continued, supported through ongoing technical engagement.

Driving Regional Procurement Reform and Impact – Key Highlights from 2025

e-GP in Action



In May 2025, CDB participated in a two-day technical site visit to the **Barbados e-GP system (Bonfire)**, hosted by IDB at its Barbados office as part of a regional study tour initiative. The visit brought together officials from **Barbados, Belize, Guyana, and Trinidad and Tobago, providing** a platform for regional knowledge sharing on e-GP implementation. Discussions underscored the importance of aligning e-GP systems with **national legal frameworks** to enhance **transparency, efficiency and accountability**, while assisting countries in strengthening or developing their own digital procurement solutions. In the accompanying image (left side): Ms. Christine Mohammed (Operations Officer, Procurement, CDB) and Ms. Alice Castro (Operations Officer, Procurement, CDB).

From Graduation to New Beginnings - The IMPPM Journey

In March 2025, CDB's 2024 IMPPM scholarship recipient, Ms. Amoi Romeo of the Tobago House of Assembly, successfully graduated from the programme. She defended a dissertation exploring innovative strategies to increase the participation of SMEs in government contracts, with the view to enhancing fiscal development in the Caribbean.

Reflecting on her experience, Ms. Romeo said:
"I am grateful to the Caribbean Development Bank for providing me with the incredible opportunity to attend the IMPPM. This master's programme has deepened my understanding of public procurement and its impact on the economic development of the Caribbean. My dissertation on 'Increasing the Participation of SMEs in Public Procurement Contracts' explored new ways to contribute to the fiscal development of the region, and it will be published in the European Journal of Public Procurement Markets in May 2026. The IMPPM has and will continue to strengthen public procurement in the Caribbean and Latin America, and I am thankful for the opportunity to contribute to its advancement."



The annual IMPPM Opening Ceremony, held at the end of February or the beginning of March, marks both the culmination of the academic journey for the graduating cohort, who defend their dissertations in Rome, and the beginning of a new phase for incoming scholars as they commence the in-person component of the programme.

In 2025, Mr. Robert Tatum, recipient of the CDB scholarship in 2025, embarked on his own IMPPM journey. Sharing his enthusiasm, Robert stated: "My expectations for the IMPPM programme were high, and in just my first week, they have already been exceeded. I look forward to the challenges ahead and appreciate CDB's commitment to this high-quality programme."

As highlighted during the 2025 Opening Ceremony by Ms. Delrene Liverpool-Young, IMPPM Valedictorian Speaker: "Every dollar invested in this programme multiplies in impact as graduates return home equipped to reform systems, combat corruption and enhance transparency. This investment isn't just in us—it's in our communities and nations."



Mr. Robert Tatum and Ms. Tamara Peters at the Tor Vergata campus with fellow participants.

Advancing Procurement Reform and Professionalisation through the Inter-American Network on Government Procurement

During 2025, CDB continued and strengthened its partnership with the Inter-American Network on Government Procurement (INGP) through participation in the Network's Annual Conference and support for selected activities throughout the year. CDB's engagement with INGP is closely linked to the Bank's **ongoing technical assistance to its BMCs in the areas of procurement reform, capacity building and professionalisation**.

On CDB partnership with INGP

- CDB participates in INGP as a **Permanent Supporting Institution**, and the Network has become a key platform for procurement authorities across the Caribbean and Latin America to **exchange experiences, access practical tools and advance improvements in their procurement systems and practices**. While each country's reform journey is shaped by its national context, Caribbean BMCs face many common challenges. Through the INGP, procurement authorities can benefit from **shared knowledge, peer learning and exposure to international good practices**, while building professional networks that support the implementation of reforms.
- Since 2016, CDB, jointly with the IDB, has supported the participation of Caribbean procurement authorities in the INGP Annual Conferences, while also contributing to a range of network initiatives throughout the year. These include financing webinars, translation of technical materials, development of tools and other activities aimed at ensuring **active and sustained engagement of Caribbean BMCs within the Network**.
- Prior to CDB's engagement in this initiative, most Procurement Directors in the Caribbean had **limited opportunities to interact regularly with peers across the region**, and professional networks were relatively underdeveloped. Participation in the INGP has helped address this gap by facilitating **peer dialogue, access to good practices and practical insights into reform implementation**, including in current priority areas such as **e-procurement, procurement instruments and sustainable public procurement**.

As procurement systems in the region continue to mature, the **long-term sustainability of reforms will increasingly depend on robust regional networks that facilitate continuous dialogue, shared learning and collaborative problem-solving among Caribbean countries**.

• INGP XIX Annual Conference

Each year, as stipulated in the INGP statute, the Network holds its **Annual Conference in one of its Member Countries**. This event serves as the Network's principal plenary forum and highest decision-making body, bringing together heads of national public procurement agencies, internationally recognised experts, practitioners and academics. The Conference aims to strengthen **horizontal cooperation, knowledge exchange, and the adoption of modern and effective public procurement practices**.

The **19th INGP Annual Conference** took place from **28–30 October 2025 in Barranquilla, Colombia**,⁶ hosted by Colombia Compra Eficiente, the Colombian national public procurement authority. The event gathered procurement leaders from across Latin America and the Caribbean, along with international experts and representatives of supporting institutions.



⁶ For further information on the XIX Annual Conference, including full recordings of the Day 1 and Day 2 sessions, see: [RICG - Red Interamericana de Compras Gubernamentales](#).

The CDB supported the participation of **procurement authorities from 17 BMCs**, continuing its long-standing commitment to enhancing **regional procurement capacity and collaboration**.

The central theme of the Conference, **“Effective Public Procurement: The Key to Connecting Policies with Impact,”** focused on how procurement systems can evolve from a largely procedural function into a more strategic, **results-oriented instrument for promoting sustainability, innovation and developmental impact**.

At the opening session, **CDB’s Acting Head of Procurement, Ms. Naomi Akoy-Bouguenon**, delivered opening remarks emphasising the INGP’s role as a **strategic platform for advancing procurement professionalisation and reform**, particularly in priority areas for Caribbean BMCs, such as **digitalisation and sustainable public procurement**.

“The professionalisation of the public procurement workforce is an essential pillar for reducing gaps and strengthening equal opportunities.”

(Ms. Naomi-Akoy Bouguenon, Acting Head of Procurement, CDB)



Mrs. Naomi Akoy-Bouguenon, Chief of CDB’s Procurement Policy Division, delivered her opening remarks at the start of the INGP Conference.

During the Conference, **Ms. Alice Castro (Operations Officer, Procurement, CDB)** moderated a panel discussion titled “Multisectoral Collaborations in Public Procurement,” which explored how partnerships among public institutions, the private sector and other stakeholders can position procurement as a strategic instrument **for delivering broader**

policy objectives. The discussion highlighted how governments can intentionally design procurement processes—through evaluation criteria, tender requirements and contract structures—to encourage **collaborative and innovative solutions to complex development challenges.**



Panel discussion “Multisectoral Collaborations in Public Procurement.” In the photo, Ms. Alice Castro (Procurement Officer, CDB), Mr. Jean-Jacques Verdaux (Senior Procurement Practice Manager for Latin America and the Caribbean, World Bank), Mr. Esteban Vega de la O. (Head of Logistics, Costa Rica Social Security Fund), and Mr. Jose Calcedo (Head of Procurement, Barranquilla City District).

The panel discussions and dedicated knowledge sessions underscored the growing importance of **technology, data and Public Procurement of Innovation** as key drivers in the ongoing transformation of public procurement into a more **strategic function of the State**. **Sustainability, performance measurement** and **cross-sector collaboration** also emerged as critical priorities for enhancing **competitiveness, transparency and sustainable development outcomes.**

Overall, the conference reaffirmed the role of effective public procurement in translating **public policy objectives** into **tangible development results** while promoting greater **value for money** through **quality, sustainability and innovation**. It also highlighted the importance of **regional cooperation** and **knowledge exchange** among countries and international organisations in strengthening **governance systems** and reinforcing **public trust** in public institutions.



Group photo of participants, including Heads of Procurement from Caribbean and Latin American countries, alongside representatives of INGP sponsoring institutions.

Key Highlights from the Conference and Way Forward

- On the margins of the Conference, **Caribbean procurement authorities reaffirmed the importance of ongoing exchange and collaboration across the region.** On the third day of the event, during the Caribbean sub-regional meeting facilitated by CDB, Procurement Directors reviewed progress on national reforms, identified priority challenges and discussed opportunities for joint action. These exchanges also provided valuable inputs for the **design and implementation of CDB-supported procurement reform initiatives.** A key outcome of the discussions was the agreement to establish a **Caribbean Sub-Regional e-GP Working Group**, with CDB providing technical and logistical facilitation. This working group will support coordinated progress in the **development and implementation of e-GP systems**, which remain a priority reform area across many BMCs. To further support collaboration, CDB plans to develop a **secure regional online platform and knowledge repository**, enabling continuous exchange among Caribbean procurement authorities, facilitating access to shared tools and resources, and supporting the coordination of INGP- and CDB-supported activities. The platform will be managed by CDB's **Procurement Policy Division (PPD)**, with implementation expected to begin in early 2026.
- At the conclusion of the Conference, **INGP member countries and supporting institutions formally endorsed a Declaration on Professionalisation in Public Procurement**,⁷ reflecting a shared commitment across the region to strengthen procurement capacity and professional standards.
- In accordance with the INGP statutes and Conference agenda, the Network also elected its authorities for the **2026–2028 period.** **Paraguay** was elected as **President**, while the members of the **Executive Committee** were confirmed as follows: **Mexico (North America Region), Trinidad and Tobago (Caribbean Region), Honduras (Central America Region), Colombia (Andean Region), and Uruguay (Southern Cone Region).** The Conference also confirmed that the **next INGP Annual Conference (2026)** will be hosted in **Monterrey, Mexico.**

⁷ The Declaration can be accessed at: <https://ricg.org/wp-content/uploads/2025/10/Declaracion-RICG-2025-Profesionalizacion-en-CP.pdf>

Trinidad and Tobago was re-elected as the Caribbean representative for the second consecutive year.



Group picture from the Caribbean sub-regional working group session, featuring procurement authorities from participating Caribbean countries and the CDB delegation.

- **INGP Initiatives Supported by CDB in 2025**

Besides supporting the Annual Conference, CDB contributes to the development of INGP tools and capacity-building initiatives based on priorities identified by Caribbean procurement authorities.

During 2025, CDB supported several initiatives, including:

- **The translation and launch in English of the “Digital Transformation in Public Procurement” course**, hosted on the OAS School of Governance platform.⁸
- **The award of 28 partial scholarships** for procurement professionals from CDB BMCs to participate in the course. The programme explores international good practices in digital procurement systems and includes Caribbean case studies from Jamaica, the Cayman Islands and Saint Lucia.
- **The English translation of the INGP Sustainability Self-Assessment Tool (ASEC)** for procuring entities, now available online.⁹
- **Financing of simultaneous interpretation** during selected INGP webinars and virtual dialogues on topics such as professionalisation and procurement innovation.

⁸ See: [OEA: Campus Virtual de la Escuela de Gobierno](#)

⁹ ASEC is a practical tool designed to assist public entities in assessing their action plans and government management practices in the area of Sustainable Public Procurement (SPP). Further information at: [RICG - Red Interamericana de Compras Gubernamentales](#)

Overall, CDB's support has been instrumental in expanding access for BMCs to knowledge resources, technical tools and regional collaboration opportunities in priority procurement reform areas while strengthening their engagement within the INGP network.

Strengthening Procurement Capacity in the Caribbean through the IMPPM Scholarship Programme

In 2025, CDB, in partnership with the IDB, continued advancing the professionalisation of public procurement in the Caribbean through scholarships for procurement professionals to complete the **International Master in Public Procurement Management (IMPPM)**¹⁰ at the University of Rome Tor Vergata, Italy.

This marked the fourth consecutive year of CDB's support for the programme, reflecting sustained regional demand for **specialised postgraduate training in public procurement** and the strategic importance of building a cadre of highly skilled procurement professionals.

Following a highly competitive selection process undertaken in 2024, CDB and IDB awarded three scholarships to candidates who commenced their in-class studies in Rome in March 2025. The CDB-funded candidate was **Mr. Robert Tatum** (Deputy Director, Central Procurement Office, **Cayman Islands** Government), while IDB-funded **Ms. Angeles Itzab** (Senior Procurement Officer, **Belize** Social Investment Fund) and **Ms. Tamara Peters** (Project Officer, **Trinidad and Tobago's** Water and Sewerage Authority). In early 2026, all three scholars successfully completed the programme and returned to their home countries, where they are contributing to strengthening procurement practices within their respective institutions.



The Caribbean recipients of the CDB-IDB scholarship programme during their studies at the University of Rome Tor Vergata.

¹⁰ [Public Procurement Management International Master](#)

How CDB is Strengthening Procurement Professionalisation through IMPPM

Recognised globally as a leading postgraduate programme in public procurement, IMPPM offers a **comprehensive curriculum** covering both core pillars—such as **public procurement legal frameworks and economic principles**—and advanced areas including **digital procurement, sustainable (green) procurement, and emergency procurement**. The programme also included a distance-learning module on **procurement in fragile and conflict-affected contexts**, focusing on practical challenges and procurement approaches in high-risk environments. These areas are **particularly relevant to Caribbean countries**, which are increasingly required to **modernise procurement systems, respond to climate-related challenges and enhance resilience**.

For CDB, the **partnership with IMPPM represents a strategic investment in building sustainable procurement capacity** across its BMCs. Beyond technical knowledge, the programme offers a **unique international, in-person learning environment**, bringing together professionals from **Europe, Africa, the Middle East and the Caribbean**. This exposure enables participants to **exchange practical experiences, learn from diverse procurement systems and build lasting professional networks**—an experience that is difficult to replicate through traditional training formats.

Since 2023, a total of 11 **Caribbean professionals have participated in the programme with CDB's support**, reflecting the Bank's **continued commitment to strengthening procurement professionalisation in the region**. CDB first supported participation in the IMPPM programme in 2022 and 2023 through **technical assistance funding provided to CDB by the Government of Italy** for institutional strengthening in the Caribbean. Building on the strong interest and positive reception of the initiative in the region, IDB subsequently joined CDB in financing additional scholarships and establishing a joint selection process to expand the programme's reach. The initiative also benefits from the **support of other multilateral development banks**, including the European Bank for Reconstruction and Development (EBRD), reflecting its recognition as a **leading global programme in public procurement capacity development**.

The IMPPM scholarship programme continues to play a **central role in advancing procurement professionalisation in the region**. By equipping practitioners with **specialised knowledge, analytical skills and exposure to international best practices**, the programme supports the **transition from transactional procurement approaches to more strategic, value-driven systems**. Graduates are **better positioned to design and implement procurement reforms, strengthen regulatory and institutional frameworks, and promote transparency, efficiency and value for money**. Importantly, they also serve as **knowledge multipliers within their organisations**, contributing to **capacity building and the dissemination of good practices across the public sector**.

Through initiatives such as the IMPPM scholarship programme, the CDB continues to invest in the long-term enhancement of procurement capacity in the region. Investment in human capital remains a cornerstone of procurement reform, facilitating more effective public spending, improved service delivery and the achievement of sustainable development outcomes across the Caribbean.





CDB PROCUREMENT SCHOLARSHIPS

Building Procurement Capacity, Investing in People



ACADEMIC YEAR	COUNTRY AND Awardees DETAILS	Awardees ORGANISATIONS	CDB SCHOLARSHIPS	IDB SCHOLARSHIPS	OTHER SELF-FUNDED
2023–2024	Trinidad and Tobago (1 Female)	Office of Procurement Regulation	1	—	—
2024–2025	Trinidad and Tobago (2 Females)	Office of Procurement Regulation, Tobago House of Assembly	1	1	- Jamaica/Barbados (1, Male), - Jamaica (2, Female), - Suriname (1, Female) - Trinidad and Tobago (1, Female)
2025–2026	Belize (1 Female) Cayman Islands (1 Male) Trinidad and Tobago (1 Female)	Belize Social Investment Fund (BSIF), Central Procurement Office of the Cayman Islands Government, Water & Sewerage Authority of Trinidad & Tobago	1	2	—
ADDITIONAL SCHOLARSHIPS AWARDED IN 2025 (Academic Year 2025–2026) In 2025, additional scholarships were awarded to: Trinidad and Tobago University of the West Indies Saint Vincent and the Grenadines Ministry of Economics and Planning Jamaica Statistical Institute of Jamaica (STATIN)					
SCHOLARSHIPS AT A GLANCE 2023–2026 10 Total Scholarships Awarded 7 Female Awardees (70%) 6 Caribbean Countries Benefiting 5 Awardees Organisations 6 Additional Scholarships Awarded in 2025					

CDB Procurement Scholarships Programme (2023–2026) Key Statistics

In Q3 2025, CDB and the IDB launched a new call for applications for the 2026–2027 cohort, which garnered significant interest, resulting in over 50 applications. Following a rigorous evaluation process, three candidates were selected (two funded by CDB and one by IDB) and are currently undertaking the programme in Rome. As part of the 2025 application intake, CDB introduced a new requirement for scholarship recipients to undertake structured training and knowledge transfer activities within their institutions or governments upon completion of the programme. This requirement is formalised in the conditional offer letter, with awardees committing to deliver capacity-building activities after graduation.

The training and knowledge transfer plan is developed during the programme in consultation with both the employer and the candidate, ensuring it is relevant, practical and aligned with institutional needs and local contexts. This approach aims to extend the impact of the scholarship beyond the individual beneficiary, fostering sustainable capacity development within public institutions.





Some students from the IMPPM 13th Edition, including CDB-IDB scholarship recipients Robert Tatum, Tamara Peters and Angeles Itzab, along with Professor Gustavo Piga and Dr. Sladjana Sredojevic, who teaches the Module “Public and Private Partnerships,” participated in the programme.

Building Procurement Capacity through CDB’s E-Learning Programme

CDB continues to strengthen procurement capacity across its BMCs through a suite of **online procurement training** courses aligned with its Procurement Framework. Delivered through CDB’s dedicated **e-Learning Platform**, these courses provide accessible, flexible and self-paced learning opportunities for staff of implementing agencies, government officials, regional organisations, development partners and CDB personnel involved in procurement activities under CDB-financed projects.

The programme currently comprises three core modules:

- **Course 1: Introduction to Procurement on CDB-Financed Projects**, covering the fundamentals of procurement processes and principles applicable to CDB-financed operations;
- **Course 2: Procurement of Consulting Services**, focusing on the selection and management of consulting services in accordance with CDB procedures; and
- **Course 3: Procurement of Goods, Works and Non-Consulting Services**, providing practical guidance on procurement methods and processes for a broad range of procurement activities.

The courses, updated in 2023 to reflect CDB’s latest procurement policies and international best practices, continue to promote consistent understanding and application of CDB’s Procurement Framework.

Participants who successfully complete each course receive a **certificate of completion**, while the self-paced format allows users to complete the programme flexibly over approximately 20 contact hours.

CDB Procurement E-Learning Programme – 2025 Participation Statistics

In 2025, the e-Learning programme continued to record strong participation levels across the region, with a total of **362 enrolments** and **122 course completions** achieved during the year. Additionally, participants completed **724 learning activities** across the platform, demonstrating sustained engagement with the training materials, even where full course completion had not yet been achieved.

The statistics indicate continued interest in procurement capacity development and active utilisation of the platform by stakeholders involved in CDB-financed projects and procurement reform initiatives.

Participant feedback highlights the ongoing relevance and quality of the programme content. Participants consistently described the course as comprehensive and well-structured, emphasising its strong focus on **compliance requirements and procedural knowledge**. This feedback reinforces the value of the e-Learning programme as a **practical tool for supporting consistent understanding and application of CDB’s procurement framework**.

CDB PROCUREMENT E-LEARNING 2025 PARTICIPATION STATISTICS

Strong engagement with CDB's e-Learning platform continued in 2025, reflecting ongoing commitment to building procurement capacity across the region.



COURSE ENROLMENTS

362

Total number of enrolments recorded in 2025



COURSE COMPLETIONS

122

Participants who successfully completed a course in 2025



LEARNING ACTIVITIES COMPLETED

724

Total number of activities completed across the platform in 2025



High activity completion levels demonstrate strong participant engagement with the e-Learning content beyond formal course completions.



Summary statistics of participation in the CDB Procurement e-Learning during 2025.



SECTION 4

SECTION 4 - PRIVATE SECTOR ENGAGEMENT 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 projects. The active participation of qualified private sector firms is essential to the successful delivery of the Bank's initiatives. As such, the private sector is a strategic partner in ensuring the operational success of the Bank's developmental objectives. Furthermore, procurement activities also directly impact the economic growth of CDB's Member Countries and the development of the private sector. For these reasons, CDB recognises the 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, thereby supporting higher-quality bids and proposals to faster project implementation.

OECS Procurement Fair 2025

On 29–30 October 2025, CDB, in collaboration with the **World Bank (WB)**, the **OECS Commission**, and the **Government of Saint Vincent and the Grenadines**, hosted the **OECS Procurement Fair 2025** in Kingstown, Saint Vincent and the Grenadines.

Held on a rotating basis across OECS Member States, the OECS Procurement Fair is CDB's flagship outreach initiative that aims to **strengthen private sector participation** in public procurement by improving businesses' understanding of procurement processes and requirements, particularly for MDB-financed projects. The Fair equips businesses with **practical guidance** on **preparing responsive and compliant bids**, interpreting bidding documents and meeting **evaluation requirements**, thereby supporting broader and **more effective access to procurement opportunities** across the region.

Participation was offered both in person and virtually to maximise reach. The event brought together private sector representatives, Project Executing Units and development partners. Participants benefited from sessions focused on identifying procurement opportunities under CDB-, WB- and OECS-financed projects, as well as **hands-on guidance and tools for bid preparation**. The first day featured presentations on procurement procedures and provided executing agencies with a platform to showcase upcoming opportunities. The second day, held in person, included more detailed technical sessions on procurement processes, alongside a specialised "clinic" for contractors. This clinic featured demonstrations by CDB's Caribbean Technological Consultancy Services (CTCS) of the Costing Job Estimating Tool (CJET), designed to support more accurate and competitive bid pricing.

The Fair also promoted inclusive participation by encouraging **women-owned and women-controlled businesses**, as well as firms from underrepresented groups, to engage in procurement opportunities.

By lowering barriers to entry in public procurement and enhancing bidder capacity, the initiative contributes to more competitive procurement processes and improved value for money in public investment projects across the OECS.

Building on this momentum, **Grenada** is set to host the next OECS Procurement Fair in 2026, bringing the region together once again.



Participants attending a training session during the OECS Procurement Fair aimed at strengthening understanding of procurement requirements and supporting more effective project implementation.



Group picture of all participants.

Belize Procurement Week

CDB collaborated with IDB, the World Bank (WB), the Central American Bank for Economic Integration (CABEI) and the Ministry of Finance of Belize to host the Belize Procurement Week from 30 June to 4 July 2025. Held for the second consecutive year, the event was organised under the theme **“Opening Doors to Boundless Possibilities,”**¹¹ underscoring

its focus on expanding access to procurement opportunities for firms and individuals across consulting services, goods, works and non-consulting services under MDB-financed projects in Belize.

Participants gained valuable insights into upcoming project opportunities, received guidance on bidding best practices and engaged directly with key stakeholders through networking sessions.



In the photo (left to right): Mr. Christian Lunstedt Tapia (Procurement Specialist IDB); Ms. Xiomara E. Hernández (Procurement Fiduciary Specialist, CABEI); Ms. Rocío Medina Bolívar (Country Manager of the IDB Group in Belize); and Mrs. Naomi Akoy-Bouguenon (CDB Division Chief (Ag.), Procurement Policy Division).

¹¹ A full agenda of the event is available here: [Belize Procurement Week 2025 \(June 30 to July 4 2025\) - Procurement Portal](#)



Mrs. Monique Harper (Senior Procurement Specialist, World Bank)



Left to Right: Mr. Christian Lunstedt Tapia (Procurement Specialist IDB); Mr. Rey Guerrero (Director of the Central Executing Unit in the Belize Ministry of Finance); and Fayne Nicasio (Senior Economist – Policy and Planning Unit (PPU) of the Ministry of Economic Transformation (MET) in Belize).



Participants during a workshop session.



Left: Thandiwe Lyle Head (Ag.), Office of Integrity, Compliance Accountability, CDB; and Right: Vanessa Campbell, Integrity, Compliance and Accountability Officer, Office of Integrity, Compliance and Accountability, CDB.



Group picture of participants.

Antigua and Barbuda Private Sector Engagement Event

CDB hosted a **Private Sector Engagement** event in Antigua and Barbuda from 24 to 28 November 2025, aimed at increasing awareness of procurement opportunities under CDB-financed projects. The event focused on strengthening the capacity of firms and individuals to participate effectively in procurement processes, including **practical guidance on preparing competitive bids for consulting services, goods, works and non-consulting services.**

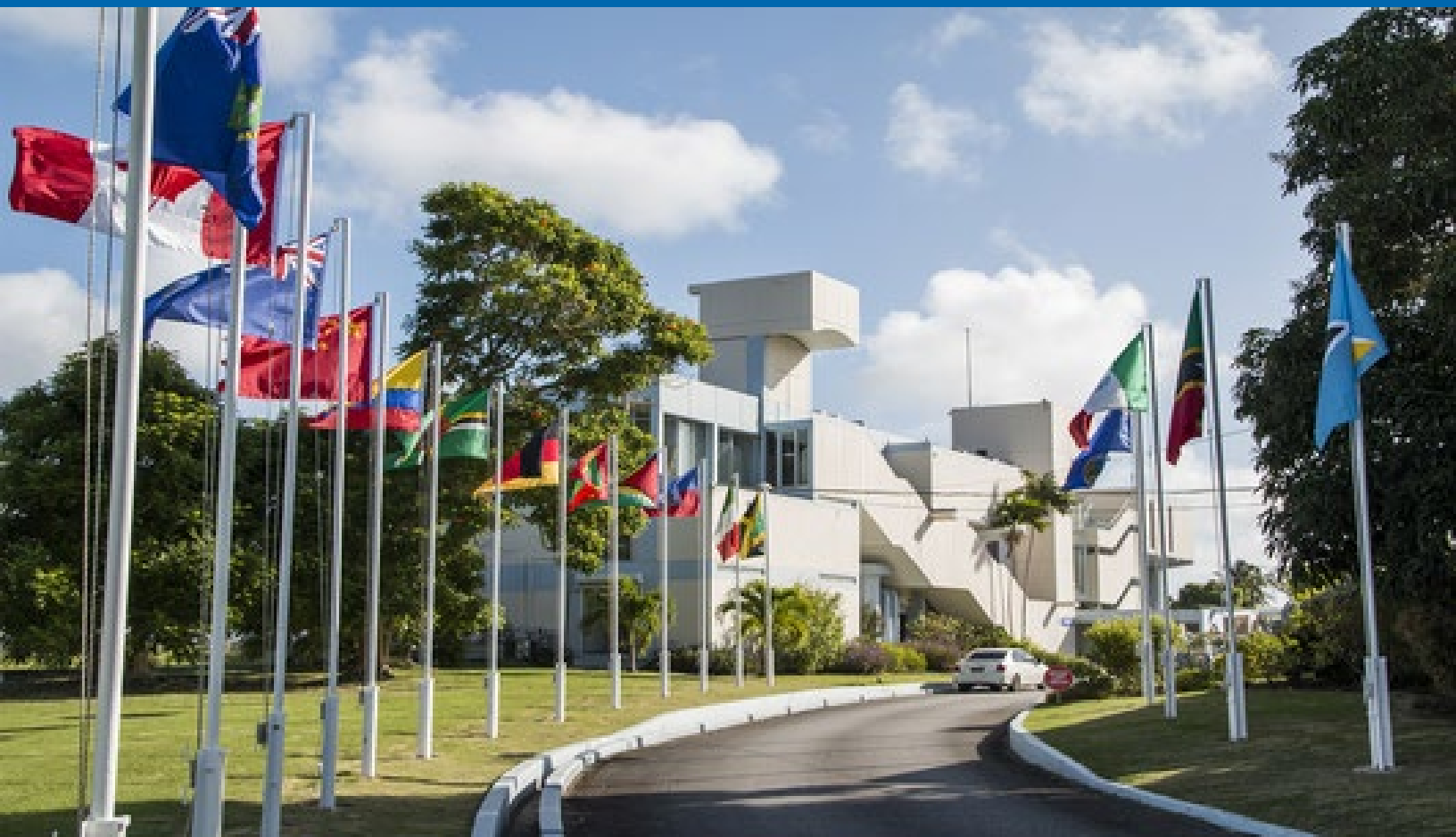
A dedicated component of the event included contributions from the Bank's environmental and social specialists, who delivered targeted training and practical insights. The event also provided a forum for dialogue between the private sector representatives and key stakeholders.



Group picture of the CDB delegation at the event. Left to right: Mr. Whitfield Clarke (Operations Officer, Economic Infrastructure Division, CDB); Ms. Kemberley Gittens (Operations Officer, Social Analyst, Social Section Division, CDB); Ms. Prudence Wiltshire (Procurement Analyst, Procurement Policy Division, CDB); Mrs. Naomi Akoy-Bouguenon (Division Chief (Ag.), Procurement Policy Division, CDB); Mr. Hopeton Peterson (Operations Officer, Environmental Specialist, Environmental Sustainability Unit, CDB); Mr. Marlon Martin (Procurement Consultant, Procurement Policy Division, CDB).



Participants engaged during the training session in Antigua and Barbuda.



Conclusion

The 2025 reporting period reflects continued progress in strengthening procurement practices, improving operational efficiency and reinforcing transparency and accountability across all activities. Throughout the year, the Bank advanced a broad programme of procurement reforms with established policies while responding to evolving operational demands.

Key achievements included enhanced compliance oversight, increased stakeholder engagement and ongoing efforts to streamline review timelines and procurement planning. These advancements have contributed to more effective execution of projects and improved value for money in resource utilisation.

Notwithstanding these gains, the Bank recognises opportunities for further improvement, particularly in capacity building, digital transformation and data-driven decision-making. Efforts are underway to address these areas, ensuring that procurement continues to support the Bank's strategic objectives and development mandate.

Looking ahead, the Procurement Policy Division will continue to strengthen its advisory and oversight roles, promote best practices, and foster collaboration with internal and external stakeholders. By doing so, it aims to further enhance the efficiency, integrity and impact of procurement operations across the institution.



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