

UKRAINE EMERGENCY ASSISTANCE AND RECONSTRUCTION

BUSINESS OUTREACH WITH PRIVATE SECTOR

WORLD BANK and URTF-FINANCED INVESTMENT PROJECTS IN UKRAINE

Partners

URTF = Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund

Partners

In this presentation, many slides contain hyperlinks. Click on the links to get more information

May 21 & 23, June 4, 2024



Presented by V S Krishnakumar (Krish)
International Procurement Consultant

The World Bank Group operating model



WORLD BANK GROUP

- Comprises 5 institutions
- Collectively, all 5 institutions are known as the “World Bank Group”

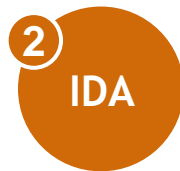
WORK WITH GOVERNMENTS

International Bank for Reconstruction and Development



Financing for middle-income developing countries

International Development Association



Financing for low-income developing countries

Together **IBRD** and **IDA** are known as the “**World Bank**”

WORK WITH PRIVATE SECTOR

International Finance Corporation



Investment and advisory services to encourage private-sector development

Multilateral Investment Guarantee Agency



Political risk insurance and credit enhancement guarantees

TRIBUNAL

International Centre for Settlement of Investment Disputes



International arbitration of investment disputes

World Bank Types of Financing

The World Bank (IDA and IBRD) finances government programs to support achievement of country development objectives, and support policy and institutional reforms of national and subnational governments by providing budget financing and global expertise. The World Bank also finances public projects to build physical and social infrastructure, and develop institutional capacity.

Development Policy Financing

Provides **budget support** to governments or a political subdivision for a **program of policy and institutional actions** to help achieve sustainable, shared growth and poverty reduction.

World Bank Procurement Regulations **DO NOT** Apply

Click on each box to get more information

Investment Project Financing

Provides financing to **governments** for activities that create the **physical/social infrastructure** necessary to reduce poverty and create sustainable development.

World Bank Procurement Regulations for Borrowers Apply

Click on each box to get more information

Program-for-Results

Links disbursement of World Bank funds **directly to the delivery of defined results**, helping countries improve the design and implementation of their own development programs and achieve lasting results by strengthening institutions, enhancing systems, and building capacity.

World Bank Procurement Regulations **DO NOT** Apply

World Bank Group Finances

<https://financesapp.worldbank.org/summaries/ibrd-ida/#ibrd-con/>



World Bank Group Finances

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IBRD/IDA

IBRD/IDA Summary

IFC

MIGA



The International Bank for Reconstruction and Development (IBRD) lends to governments of middle-income and creditworthy low-income countries. The International Development Association (IDA) provides interest-free loans – called credits – and grants to governments of the poorest countries. Together, IBRD and IDA make up the World Bank.

Data as of 05/01/2023

[Source Data](#)

[LENDING](#) [NET FLOWS](#) [CONTRACTS](#) [PROCUREMENT NOTICES](#)

[Countries](#) | [Regions](#) | [Project Global practice](#) | [Categories](#) | [Methods](#) | [Review type](#) | [Period](#) | [More](#)

Bank-funded Contracts By Sector



World Bank in Ukraine (Updated April 11, 2024)



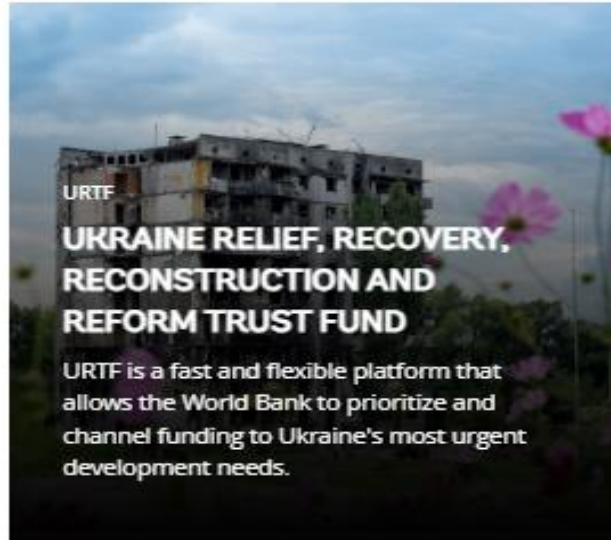
The World Bank In Ukraine

Entering into the third year, Russia's invasion of Ukraine is a tragedy with far-reaching human and economic impacts. We will continue supporting the people of Ukraine through urgent repair projects and coordination with the Government for recovery and reconstruction efforts.

Ukraine

Overview

Featured



Ukraine - OVERVIEW

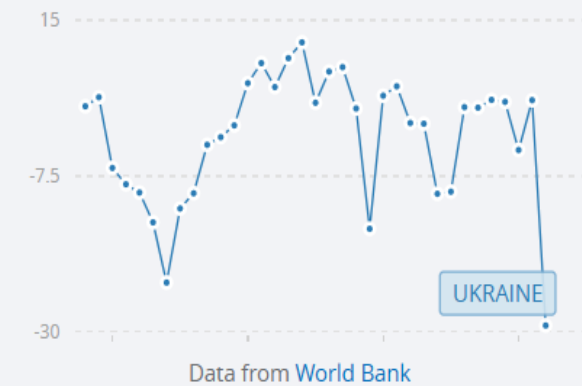
Ukraine At-A-Glance

The pace of recovery in Ukraine is projected to slow to 3.2% this year from 4.8% in 2023, reflecting a smaller harvest and persistent labor shortage. The country's economic outlook remains conditional on donor support and the duration of Russia's invasion.

[OVERVIEW >](#)

Data

GDP growth (annual %)



[DATA >](#)

Projects



PEACE in Ukraine

The Public Expenditures for Administrative Capacity Endurance (PEACE) Project became the World Bank's flagship financing instrument for Ukraine.

[VIEW ALL PROJECTS >](#)

Click on each box to get more information

Practice Groups and Global Themes

Equitable Growth, Finance and Institutions

Finance, Competitiveness and Innovation
Governance
Macroeconomics, Trade and Investment
Poverty & Equity

Human Development

Education
Gender
Health, Nutrition & Population
Social Protection & Jobs

Global Themes

Climate Change
Fragility, Conflict and Violence
Gender
Jobs
Knowledge Management

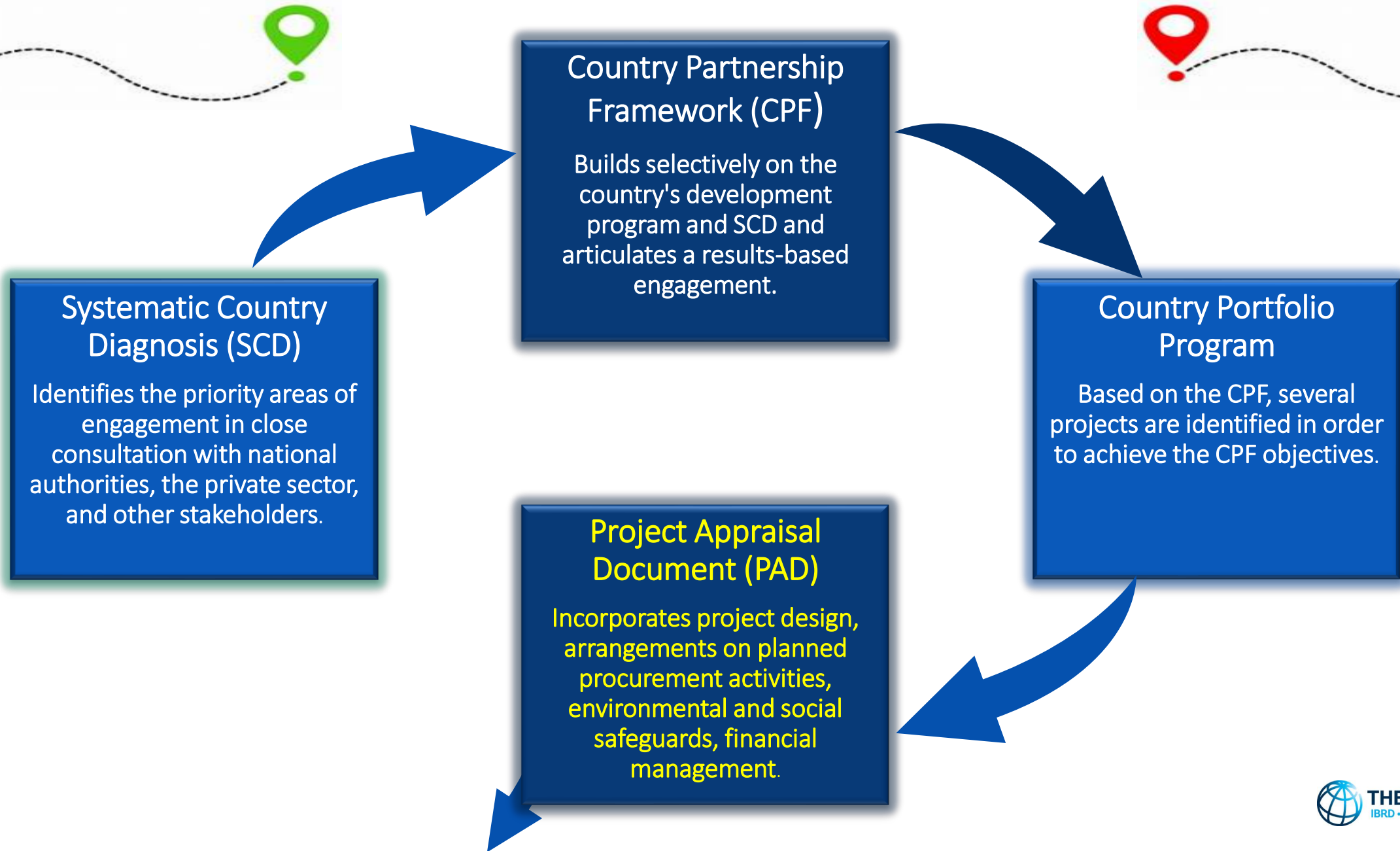
Sustainable Development

Agriculture & Food
Climate Change
Environment, Natural Resources & Blue Economy
Social Sustainability and Inclusion
Urban, Disaster Risk Management, Resilience and Land
Water

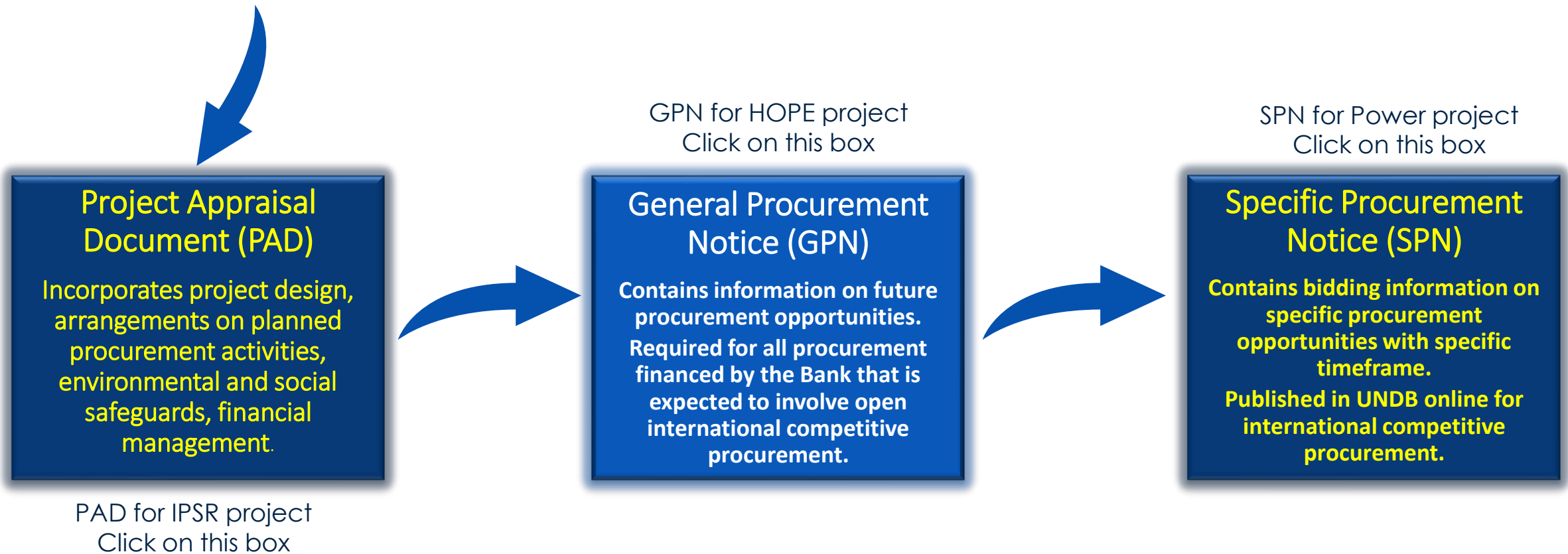
Infrastructure

Digital Development
Energy & Extractives
Infrastructure Finance, PPPs & Guarantees
Transport

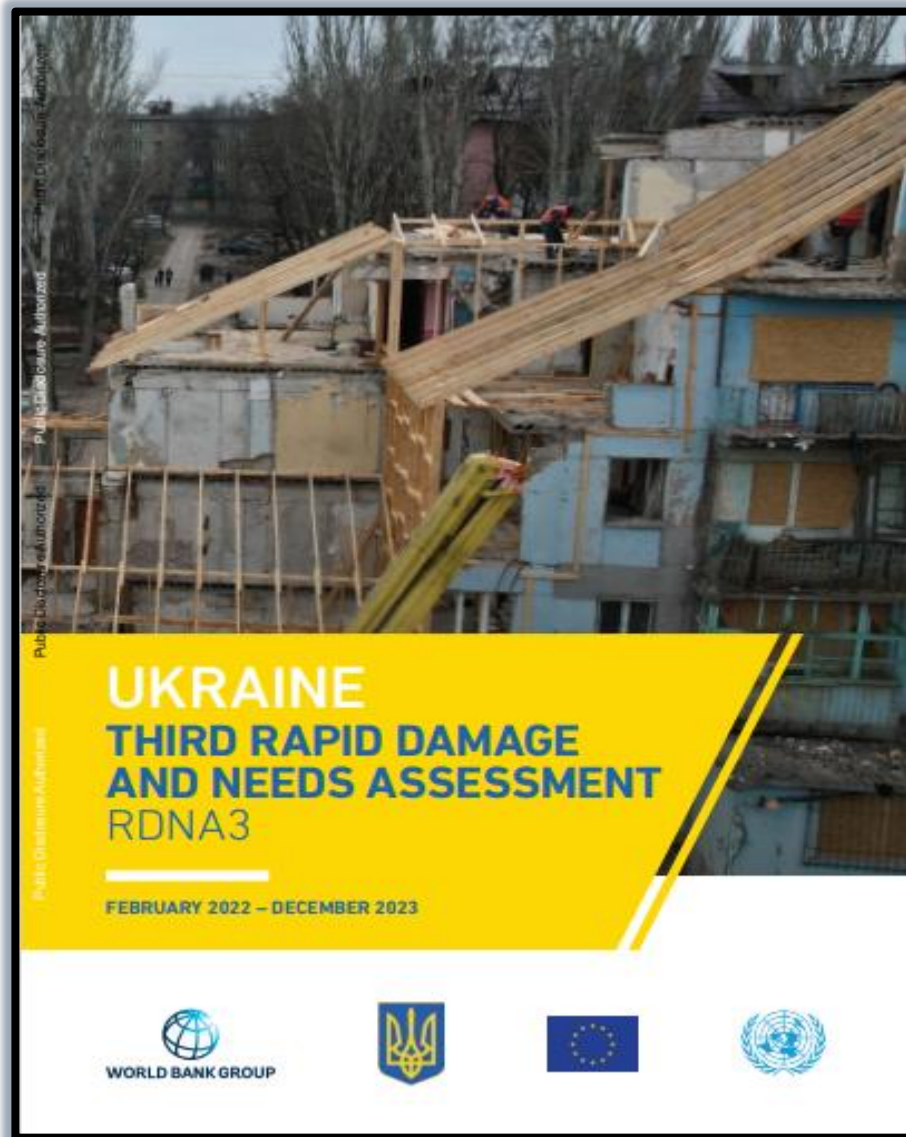
Path to Identification and Preparation of Investment Projects



Exploring Opportunities for Contracts in WB Borrowing Countries



Ukraine' Needs: Rapid Damage and Needs Assessment (Feb 2024)



The Rapid Damage and Needs Assessment (RDNA3), released in February 2024, estimates that the **cost of reconstruction and recovery** stands at **\$486 billion over the next decade**, and combines both needs for public and private funds. The **highest estimated needs are** in housing, transport, commerce and industry, agriculture, energy, social protection and livelihoods, and explosive hazard management.

In this presentation, many slides contain hyperlinks. Click on the links to get more information

Ukraine' Needs: Rapid Damage and Needs Assessment (Feb 2024)



- ❑ As the war drags on, the road to recovery is long.
- ❑ Donor support so far has been impressive as development partners continue to pull together to support Ukraine's reconstruction, but Ukraine's current and future financing needs are immense.
- ❑ Private sector investment and reforms that improve the investment climate will be critical.

Ukraine: World Bank Group Support Mobilization to Ukraine



Since February 2022, the World Bank Group has mobilized \$42 billion in financial support to Ukraine, of which nearly \$36 billion has been disbursed to date (April 5, 2024). 95% of this financing was provided by development partners.



For more information , click on the links provided in the underlined phrases

Ukraine' Needs: Rapid Damage and Needs Assessment (Feb 2024)

The highest estimated recovery and reconstruction needs are in **housing (17% of the total)**, followed by **transport (15%)**, **commerce and industry (14%)**, **agriculture (12%)**, **energy (10%)**, **social protection and livelihoods (9%)**, and **explosive hazard management (7%)**.

Across all sectors, the cost of debris clearance and management (and demolition where needed) reached almost **\$11 billion**.

The image is a graphic of an open spiral notebook. The notebook is oriented vertically, with the spiral binding in the center. The pages are white. In the top right and bottom left corners, there are faint, light blue line-art illustrations of globes. A dark blue horizontal bar with a thin orange border runs across the middle of the notebook, containing the text "A few relevant data for information" in white. In the bottom right corner, there is a small logo of the World Bank Group, which consists of a globe icon followed by the text "WORLD BANK GROUP".

A few relevant data for information

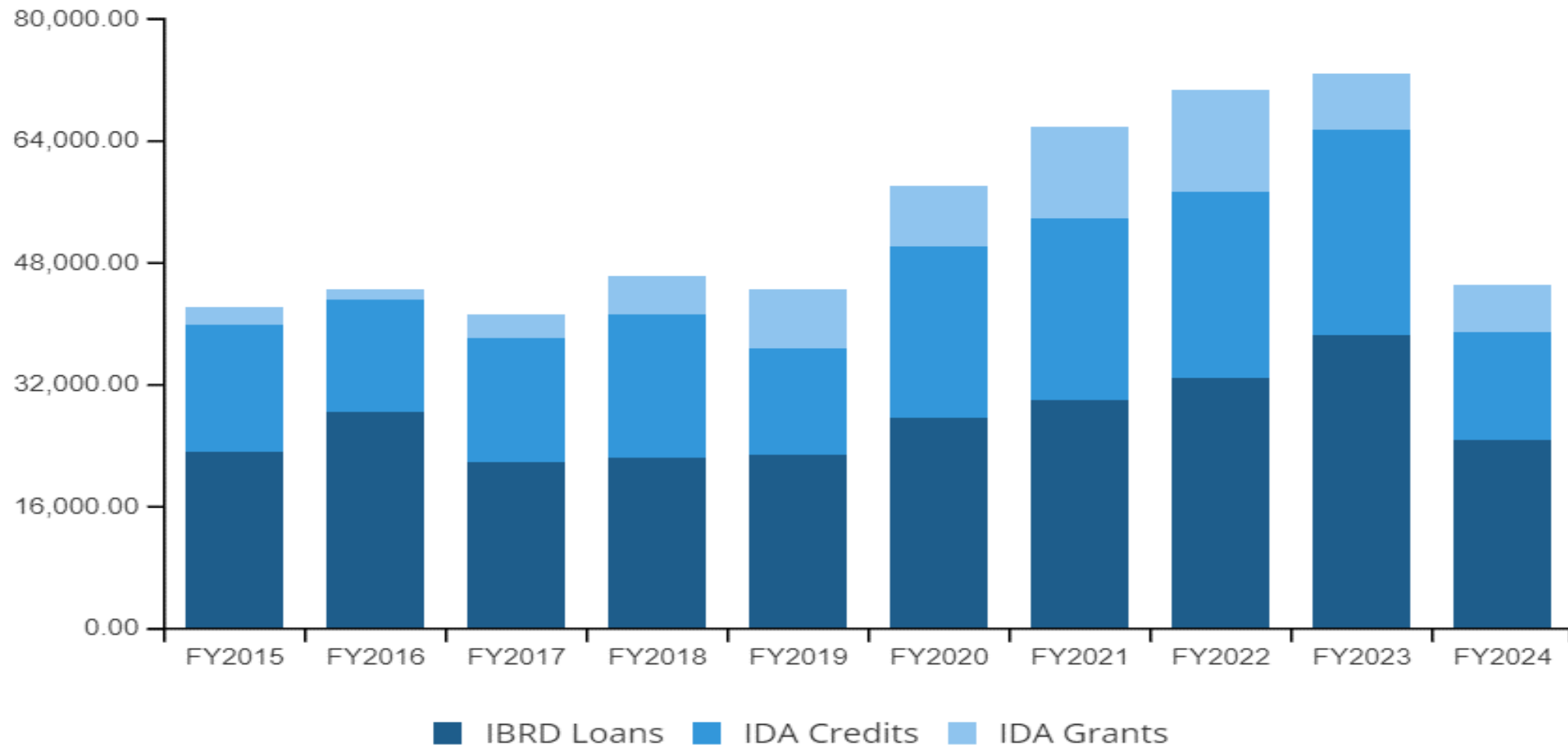
Lending Amounts by FY – Global (17 May 2024)

Investment Project Financing (IPF) – 1924 Projects Global Total

	Active Portfolio Project #	Active Total Net Commitment	Undisb. Balance	% Disbursed	Cum. Disb.
Total	1,924	\$340.27bn	\$182.85bn	45.3%	\$151.62bn
Region					
Africa					
East Asia And Pacific	260	\$36.06bn	\$20.57bn	42.7%	\$15.30bn
Eastern And Southern Africa	408	\$82.19bn	\$44.52bn	44.4%	\$35.57bn
Europe And Central Asia	262	\$47.71bn	\$21.11bn	55.5%	\$26.29bn
Latin America And Caribbean	252	\$34.19bn	\$19.54bn	42.6%	\$14.51bn
Middle East And North Africa	138	\$27.31bn	\$12.24bn	54.7%	\$14.80bn
South Asia	264	\$56.07bn	\$30.14bn	45.0%	\$24.70bn
Western And Central Africa	340	\$56.74bn	\$34.74bn	37.1%	\$20.45bn

Undisbursed amounts include Contracts under Implementation, Procurements in Process, and Procurements yet to commence

Lending Amounts by FY – Global

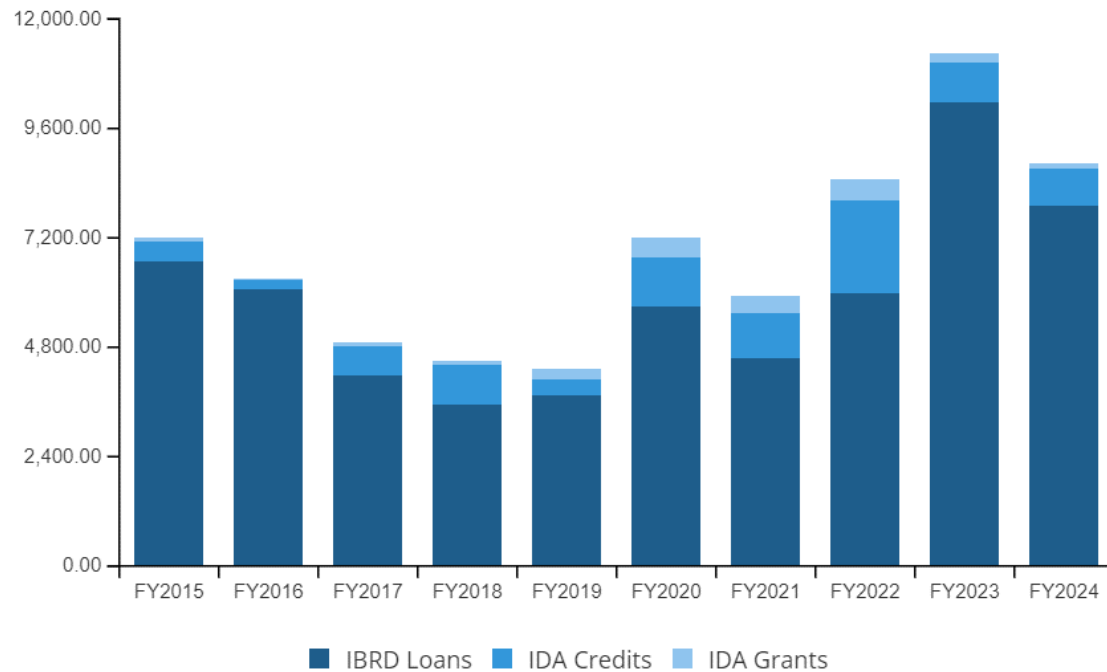


Data on FY2024 is as of 31 March 2024

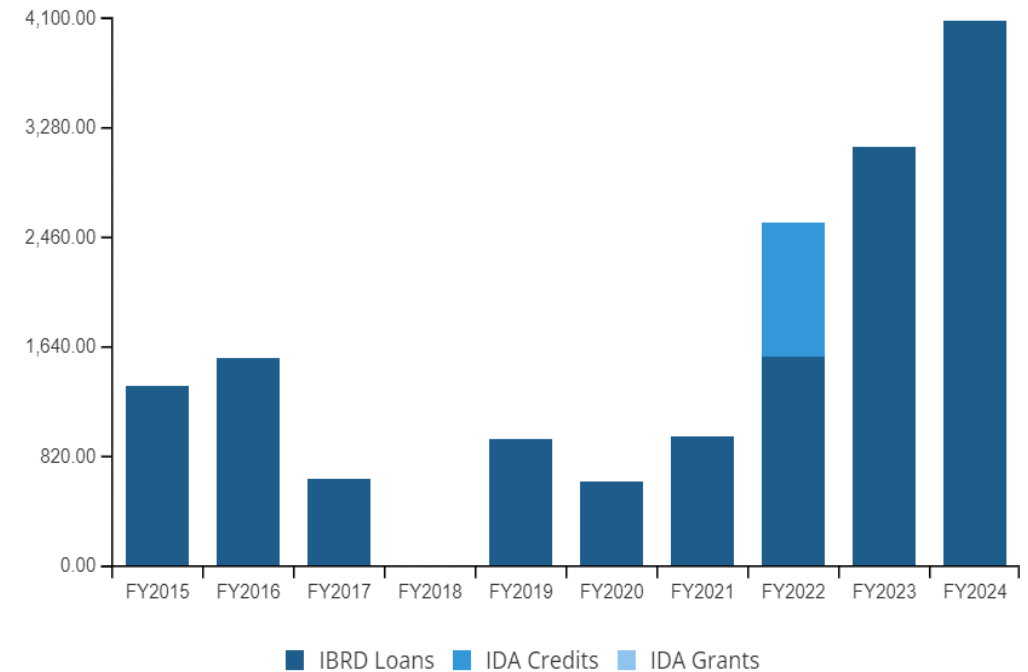
- The fiscal year begins on July 1st of the previous year and runs through June 30th of the designated year. (**Data on FY2024 is as of 31 March 2024**)
- Chart data in millions of US\$ equivalent, rounded to 2 decimal places. Less than US\$ equivalent 5,000 displayed as 0.00.
- Data presented does not include Trust Funds, Financial Intermediary Funds (FIFs) Commitments, loans to IFC nor IBRD/IDA guarantees.
- Based on unaudited data.

Lending Amounts by FY – ECA and Ukraine

Europe and Central Asia



Ukraine

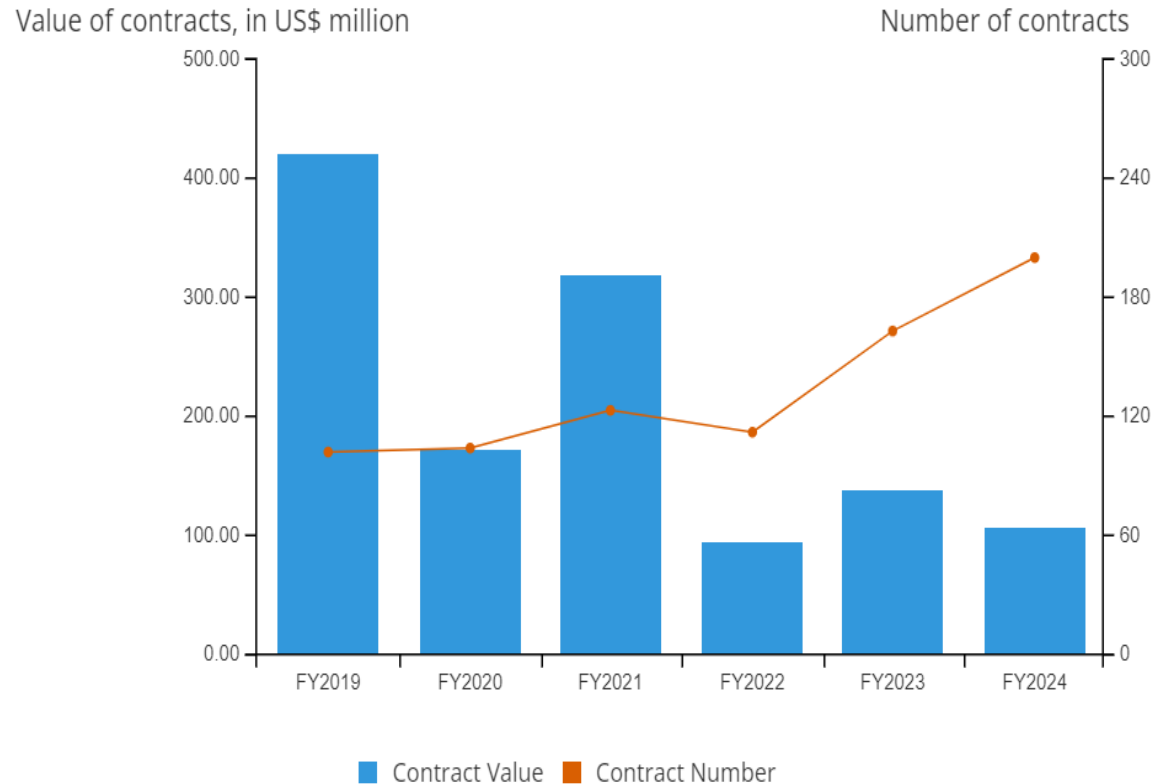


- The fiscal year begins on July 1st of the previous year and runs through June 30th of the designated year. **Data on FY2024 is as of 31 March 2024)**
- Chart data in millions of US\$ equivalent, rounded to 2 decimal places. Less than US\$ equivalent 5,000 displayed as 0.00.
- Data presented does not include Trust Funds, Financial Intermediary Funds (FIFs) Commitments, loans to IFC nor IBRD/IDA guarantees.
- Based on unaudited data.

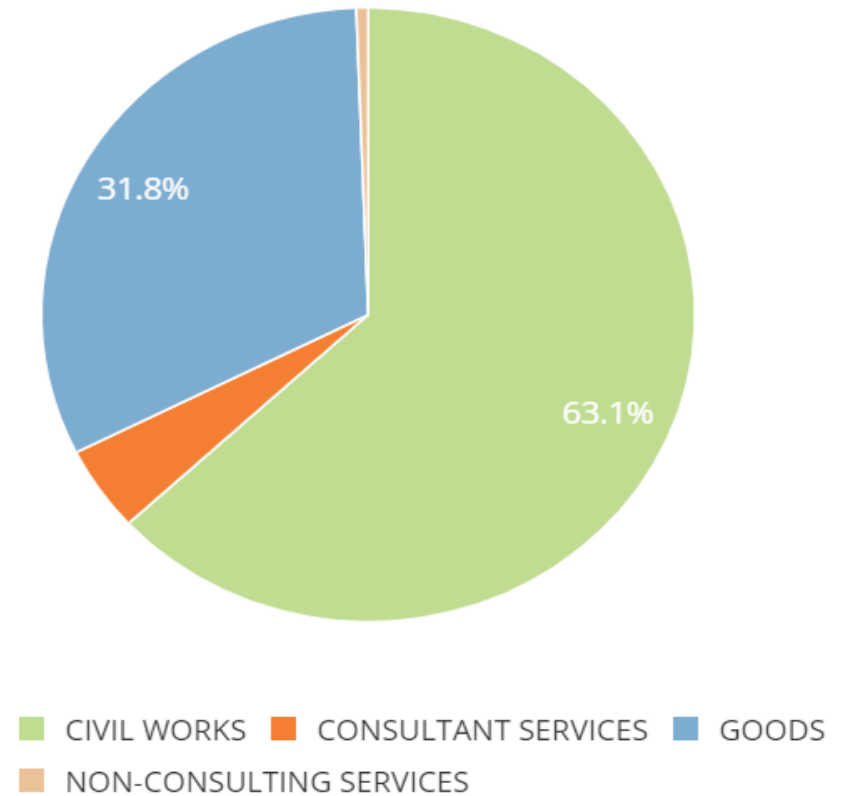
Bank Financed Contracts by Fiscal Year (Ukraine)

Data on FY2024 is as of 18 April 2024

Ukraine



Ukraine



- The fiscal year begins on July 1st of the previous year and runs through June 30th of the designated year. Data on FY2024 is as of 18 April 2024.
- Chart data in millions of US\$ equivalent, rounded to 2 decimal places. Less than US\$ equivalent 5,000 displayed as 0.00.
- Based on unaudited data.




INFORMATION ON PROJECTS AND PROCUREMENTS UKRAINE

Ukraine Projects WB-URTF Financed

<https://projects.worldbank.org/en/projects-operations/projects-home>

Projects


Search.. 


SUMMARY PROJECT LIST DOCUMENT LIST ARCHIVAL RECORDS


FILTER


Clear All x


Go


Timeframe 


Specific Date Range 

Financing Type 

Status 


Country 









Region 

Sector 

Click the Excel icon to download all project data. Or you can download filtered data in groups of 500. Select from filters along the left side of this site, click Go, then click the Excel icon.

Showing 1 - 20 of 155 projects matching the search criteria -

Download: 

Project Title 	Country 	Project ID 	Commitment Amount 	Status 	Approval Date 	Last updated Date 	Last Stage Reached 
Growth Foundations DPO	Ukraine	P502032	0.00	Active	March 26, 2024	September 22, 2023	Bank Approved
Sixth Additional Financing for Public Expenditures for Administrative Capacity Endurance (PEACE) in Ukraine	Ukraine	P181514	1346.00	Active	December 14, 2023	November 22, 2023	Bank Approved
Investing in Social Protection for Inclusion, Resilience, and Efficiency	Ukraine	P181081	1200.00	Active	November 30, 2023	April 15, 2023	Bank Approved

WB-URTF Financed Active Projects in Ukraine-Procurement Plans (May17, 2024)

	Project ID	Project Name	Age, years	Closing Date	Loan/Grant Amount (\$ mln)	Disbursed Amount (\$ mln)	Undisbursed Amount (\$ mln) ¹	% Disbursed	Procurement
1	P128344	Social Safety Nets Modernization Project	9.9	31/08/2024	\$750.0	\$719.15	\$30.85	96%	Expected hardware and software procurements. Project closing extension is being considered.
2	P132386	Second Urban Infrastructure Project	10.0	30/06/2024	\$277.1	\$238.76	\$38.33	86%	No new major procurements expected. Project is closing this year, there will be some small value procurements which will be advertized. Project closing extension is considered.
3	P144893	Serving People, Improving Health Project	9.2	30/06/2024	\$349.7	\$343.29	\$6.44	98%	No new procurements expected. Project is closing this fiscal year.
4	P146788	Second Power Transmission Project	9.4	30/06/2025	\$270.0	\$196.52	\$73.48	73%	Procurement plan is available on Bank's external website.
5	P171050	Ukraine Improving Higher Education for Results Project	3.0	31/12/2026	\$200.0	\$132.45	\$67.55	66%	Procurement plan is available on Bank's external website.
6	P175895	Ukraine Emergency COVID-19 Response and Vaccination Project	3.0	30/09/2024	\$331.4	\$303.14	\$28.25	91%	Procurement plan is available on Bank's external website.
7	P176114	Improving Power System Resilience for European Power Grid Integration	2.9	31/12/2026	\$177.0	\$0.48	\$176.52	0%	Major procurements include DS&I of battery energy storage systems and solar photovoltaic systems.
8	P178946	Public Expenditures for Administrative Capacity Endurance (PEACE) in Ukraine	1.9	30/06/2025	\$4,107.9	\$4,032.31	\$86.92	98%	The only procurement envisaged under the project is the procurement of consulting services for audit of Project expenditures which is completed.
9	P180242	Strengthening the Partial Credit Guarantee (PCG) Fund for small farmers in Ukraine (Strengthening the PCGF in Agriculture Project)	0.8	30/06/2026	\$10.9	\$0.00	\$10.72	0%	No procurements envisaged.
10	P180245	Health Enhancement And Lifesaving (HEAL) Ukraine Project	1.4	31/12/2024	\$103.5	\$57.44	\$48.26	55%	Procurements include solar power plants and vehicles for health care facilities, design services and civil works (restoration of HCFs buildings), IT software and hardware. AF is considered.
11	P180318	Repairing Essential Logistics Infrastructure & Network Connectivity (RELINC) Project	1.3	31/12/2024	\$50.0	\$48.10	\$1.90	96%	Procurements include flatbed wagons, machineries and equipment to restore bridges and supervision consultant services. AF is being considered.
12	P180332	Restoration Project of Winterization and Energy Resources	1.1	30/04/2025	\$200.0	\$0.00	\$200.00	0%	Emergency equipment for the electricity transmission infrastructure and heating services as well as civil works and consultancy services. AF is being considered.
13	P180732	Ukraine Agriculture Recovery Inclusive Support Emergency (ARISE) Project	0.5	30/09/2025	\$230.0	\$230.00	\$0.00	100%	Procurement is limited to the selection of individual consultants and audit services.
14	P181081	Investing in Social Protection for Inclusion, Resilience, and Efficiency (INSPIRE) Project	0.5	30/12/2024	\$1,200.0	\$1,200.00	\$0.00	100%	No procurements envisaged.
15	P181200	Housing Repair for People's Empowerment Project (HOPE) ²	0.7	31/12/2025	\$162.7	\$150.18	\$12.50	92%	Procurements will include consulting services and civil works required for capital repair of partially damaged multi-family buildings. AF is being considered.
Totals					\$8,420.2	\$7,651.8	\$781.7	91%	
¹ Undisbursed amounts include Contracts under Implementation, Procurements in Process, and Procurements yet to commence.									
² Includes co-financing Source of data: World Bank Operations Portal, 17 May 2024									

Links to Active Major WB-financed Projects in Ukraine with Procurement Activities

Project (Click on the Link in each box below)	Planned Procurements (Click on the Link for the latest PP)
<p style="text-align: center;"><u>HEAL (Health)</u> Health Enhancement And Lifesaving (HEAL) Ukraine Project <u>P180245</u></p>	<p>Medical equipment, consultancy services, trainings, IT, civil works (mostly reconstruction of health facilities countrywide): Procurement Plan-Link</p>
<p style="text-align: center;"><u>REPOWER (Energy)</u> Restoration Project of Winterization and Energy Resources <u>P180332</u></p>	<p>Energy equipment like transformers, substations, civil works, special machinery: Procurement Plan-Link</p>
<p style="text-align: center;"><u>IPSR (Hydro Energy)</u> Improving Power System Resilience for European Power Grid Integration – <u>P176114</u></p>	<p>Energy equipment for hydro facilities (transformers, etc.), consultancy services: Procurement Plan-Link</p>
<p style="text-align: center;"><u>RELINC (Transport)</u> Repairing Essential Logistics Infrastructure & Network Connectivity (RELINC) Project <u>P180318</u></p>	<p>Special machinery and vehicles, boats/ships, modular bridges (<i>already procured</i>); railway wagons (<i>already procured</i>): Procurement Plan-Link</p>
<p style="text-align: center;"><u>IHERP (Education)</u> Ukraine Improving Higher Education for Results Project <u>P171050</u></p>	<p>Learning equipment for education facilities, consultancy services, IT, trainings: Procurement Plan-Link</p>
<p style="text-align: center;"><u>HOPE (Housing)</u> Housing Repair for People's Empowerment Project (HOPE) <u>P181200</u></p>	<p>Consultancy services, equipment and preparation for future reconstruction (civil works) of the destroyed housing sector in Ukraine: Procurement Plan-Link</p>



IMPORTANT

Read the Publicly Disclosed Project Appraisal Document




An Example: Project Appraisal Document (Ukraine)

Publicly Disclosed Document

Public Disclosure Authorized

Public Disclosure Authorized


THE WORLD BANK
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Report No: PAD00052

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

PROJECT APPRAISAL DOCUMENT
ON A
FRAMEWORK APPROACH PROJECT OF
US\$800 MILLION

OF WHICH A
PROPOSED LOAN

IN THE AMOUNT OF US\$70 MILLION
AND

PROPOSED UKRAINE RELIEF, RECOVERY, RECONSTRUCTION, AND REFORM TRUST FUND GRANT

IN THE AMOUNT OF US\$162.5 MILLION

TO
UKRAINE

FOR A

HOUSING REPAIR FOR PEOPLE'S EMPOWERMENT PROJECT (HOPE)
(P181200)

AUGUST 16, 2023

Urban, Resilience and Land
Europe And Central Asia

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 **The World Bank**
Housing repair for People's Empowerment Project (HOPE) (P181200)

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Page 5 of 61

Publicly Disclosed Document

Some Flexibilities– Excerpt from the Project Appraisal Document

Restoration Project of Winterization and Energy Resources

The proposed procurement approach prioritizes fast-track emergency procurement for the required goods and services.

- The use of such emergency measures will be carefully monitored and applied as and when needed.
- Key measures to fast-track procurement including **use of the Bid Securing Declaration may be required** instead of a guarantee; **performance security may not be required for small contracts**; and **advance payment may be increased to 40 percent while secured with the advance payment guarantee.**
- The time for submission of bids/proposals can be shortened depending on the value and complexity of the requested scope of bid and capacity of local and international firms** to prepare responsive bids in the proposed periods.
- The standstill period will not apply in any procurement under the project.**
- Overall, **since the situation is fragile and dynamic, the World Bank will be flexible in advice and approval of the MoE's and UE's requests, which may be provided on a case-by-case basis** depending on the circumstances and **risks and will be described in the detailed PPSD.**

Identified Risks & Mitigation – Excerpt from the Project Appraisal Document

Restoration Project of Winterization and Energy Resources



For More Information, Refer to Pages 28 and 29 of the Project Appraisal Document



Major procurement-related risks and the mitigation plan

Risk Factor	Mitigation Measure	Who is Responsible	Timeframe
Slow procurement processing and decision-making with potential implementation delays	<ul style="list-style-type: none"> Use of qualified procurement staff and technical experts with knowledge of Bank procedures in the implementing agencies. Currently, UE PIU have three procurement specialists, and ten technical staffs Regular monitoring through procurement plan and quarterly updates and reports Streamlined Tender Commissions with clear timelines specified in the Project Operational Manual for evaluation and approval process 	PIU	<ul style="list-style-type: none"> During project implementation During project implementation 1 month after project effectiveness
Payment delays to suppliers	<ul style="list-style-type: none"> Direct Payment to Suppliers by the Bank (WFA) and clear timelines for approvals defined in the PoM 	PIU, WB	During project implementation


Excerpt from the Project Appraisal Document

The use of Ukraine's national e-procurement system ProZorro or e-catalogues system are approved by the World Bank.

- ProZorro may be used for procurement of goods and works using Request for Quotations or National Request for Proposal methods. **ProZorro will also be used for International Procurements as the system has been updated to include all the required features acceptable to the World Bank.**
- Irrespective of the use of ProZorro as a tool for procurement or World Bank standard procedures, **all procurement-related notices will be published in ProZorro and UNDB website to enhance competition and transparency.**
- The national procurement law in force meets the requirements of the Procurement Regulations for national open competitive procurement, **except the necessity to include the World Bank's Anti-Corruption Guidelines, including the World Bank's right to sanction and the World Bank's inspection and audit rights in the sample procurement documents. The World Bank will not finance any contracts that do not include the World Bank's fraud- and corruption-related clauses.**

Empowering Civil Society and Journalists in Oversight and Promotion of Effective Anti-Corruption Environment Project (P172392) –US\$450,000

Public Disclosure Authorized

 **The World Bank**
GPSA UKRAINE: EMPOWERING CIVIL SOCIETY AND JOURNALISTS IN OVERSIGHT AND PROMOTION OF EFFECTIVE ANTI-CORRUPTION ENVIRONMENT PROJECT (P172392)


REPORT NO.: RES49544

RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF
GPSA UKRAINE: EMPOWERING CIVIL SOCIETY AND JOURNALISTS IN OVERSIGHT AND PROMOTION OF EFFECTIVE ANTI-CORRUPTION ENVIRONMENT PROJECT
APPROVED ON JUNE 12, 2020
TO
ANTI-CORRUPTION ACTION CENTER (ANTAC)

SOCIAL SUSTAINABILITY AND INCLUSION
EUROPE AND CENTRAL ASIA

Public Disclosure Authorized

Regional Vice President:	Anna M. Bjerde
Country Director:	Arup Banerji
Global Director:	Louise J. Cord
Practice Manager/Manager:	Ingo Wiederhofer
Task Team Leader(s):	Laura Pop, Ann-Sofie Jespersen, David S. Bernstein



The Development Objective

To improve the implementation of anti-corruption legislation in Ukraine by strengthening the country's anticorruption coalition's capacities to enhance and enforce said legislation through collaborative social accountability processes at the national and sub-national levels.

- Component 1: Capacity building for collaborative social accountability.
- Component 2: Implementing collaborative social accountability mechanisms for improved anticorruption efforts.
- Component 3: Improving knowledge and learning on the use of social accountability for anticorruption in Ukraine.
- The activities implemented under the project between June 2020 and October 2021 are contributing to the achievement of the project development objective, which is to improve the implementation of anticorruption legislation in Ukraine by strengthening the country's anticorruption coalition's capacities to enhance and enforce said legislation through collaborative social accountability processes at the national and sub-national levels.

Health Enhancement and Lifesaving (HEAL) Project

An Example

General Procurement Notice Published on April 25, 2023

- ❑ Procurement of contracts financed by the World Bank will be conducted through the procedures as specified in the World Bank's *Procurement Regulations for IPF Borrowers, dated November 2020 (Procurement Regulations)*, and is open to all eligible firms and individuals as defined in the *Procurement Regulations*. After project negotiations, the World Bank shall arrange the publication on its external website of the agreed initial procurement plan and all subsequent updates once it has provided a no objection.
- ❑ Specific procurement notices for contracts subject to open international competitive procurement will be announced, as they become available, in ***UN Development Business online, on the World Bank's external website, Borrower's website <https://moz.gov.ua/> and <https://prozorro.gov.ua/>.***
- ❑ Interested eligible firms and individuals who would wish to be considered for the provision of goods, works, non-consulting services and consulting services for the above mentioned project, or those requiring additional information, should contact the Borrower at the address below:

The Ministry of Health of Ukraine

7 Hrushevskogo Street, Kyiv 01601Ukraine

Telephone: +380 (44) 253 61 94

E-mail: moz@moz.gov.ua, copied to moz.wb.procurement@gmail.com

Website: <https://moz.gov.ua/>

An Example

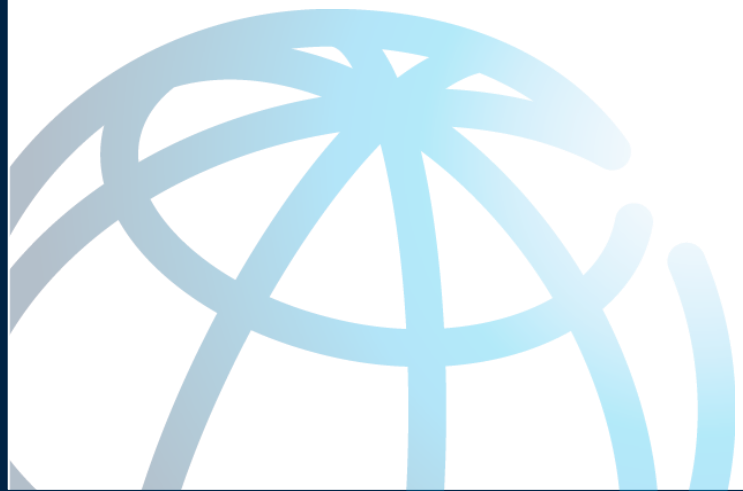
General Procurement Notice Published on March 27, 2023

- ❑ Ukraine has received financing in the amount of US\$ 50 mln equivalent (24.945 mln for JSC “Ukrainian railways” components) from the World Bank toward the cost of the Repairing Essential Logistics Infrastructure & Network Connectivity (RELINC), and it intends to apply part of the proceeds to payments for goods, works, non-consulting services and consulting services to be procured under this project.
- ❑ The project will include the following JSC “Ukrainian railways” components:
 - Flatbed wagon construction
 - Machineries and equipment to restore bridges
 - Supervision consultant services
 - Services for technical, social, environmental preparation of urgent reconstruction projects
 - Services for UZ PIU (incl. E&S)
 - UNOPS Delivery of Outputs Agreement

Ukrainian Railways
5 Jerzy Giedroyc Str. 03150 MSP Kyiv-1501 Ukraine
Telephone: +380444069656
E-mail: ananiev.m.u@uz.gov.ua
Contact: Mykola Ananiev



Where can I find Project Procurement Plans?



Repairing Essential Logistics Infrastructure & Network Connectivity (RELINC) Project

SUMMARY

PROCUREMENT

DOCUMENTS

NEWS AND MEDIA

PHOTO GALLERY

ABSTRACT

KEY DETAILS

FINANCES

RATINGS

RESULTS

Abstract*

The development objectives of Repairing Essential Logistics Infrastructure and Network Connectivity (RELINC) Project is to provide the means for mitigating the immediate impact that disrupted transport networks have on Ukraine's population and economy. This project has two components. 1) The first component, Lifeline road connections, has the following sub-components: (i) Modular bridges needed to restore damaged bridge connections; (ii) Materials... [Show More +](#)

Procurement Plans from WB External Website – An Example

<https://projects.worldbank.org/en/projects-operations/project-procurement/P176114>

Improving Power System Resilience for European Power Grid Integration

SUMMARY

PROCUREMENT

DOCUMENTS

NEWS AND MEDIA

PHOTO GALLERY

NOTICES

CONTRACTS

PLANS

Download to Excel: 

DOCUMENT TITLE ^	DATE ^	REPORT NO. ^	DOCUMENT TYPE ^
Ukraine - EUROPE AND CENTRAL ASIA- P176114- Improving Power System Resilience for European Power Grid Integration - Procurement Plan (English)	March 13, 2024	STEP93897	Procurement Plan
Ukraine - EUROPE AND CENTRAL ASIA- P176114- Improving Power System Resilience for European Power Grid Integration - Procurement Plan (English)	February 15, 2024	STEP92616	Procurement Plan
Ukraine - EUROPE AND CENTRAL ASIA- P176114- Improving Power System Resilience for European Power Grid Integration - Procurement Plan (English)	November 2, 2023	STEP88053	Procurement Plan



IDENTIFYING OPPORTUNITIES AND HOW TO BID



Where Do I Find Business Opportunities for Ukraine Projects?



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THE WORLD BANK
WHO WE ARE WHAT WE DO WHERE WE WORK UNDERSTANDING POVERTY WORK WITH US WE LIVE

What We Do / Projects & Operations This page in: English Español Français العربية Русский 中文 ▾

Procurement Notices

PROCUREMENT

Subscribe to receive email alerts for new procurement notices.

FILTER

Country

- India (28814)
- Western and Central Africa (6978)
- Bangladesh (5558)
- Bolivia (5404)
- Madagascar (5306)

NOTICES

Showing 1 - 20 of 1,220 procurement notices matching the search criteria -

Description	Country	Project Title	Notice Type	Language	Published Date	Download to Excel:
Training under the advanced training program	Ukraine	JSDf: Community-based Social Service Delivery Project - P165346	Contract Award	English	April 28, 2023	
Sports equipment within the micro-projects	Ukraine	JSDf: Community-based Social Service Delivery Project - P165346	Contract Award	English	April 28, 2023	



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prozorro

Eng - Укр

About Analytics & Monitoring Partners Information Security

SEARCH: Tenders Purchasing plans

Product name, product code, company name or EDRPOU, date, etc.

For Example: [Active tenders for road repairs in Zakarpattia Region](#) [Як шукати тендери](#)

Keyword Value CPV SCGS-code Procurement No. Date Procurer Region Status Procedure type

Обґрунтування

ProZorro is a hybrid electronic open source government e-procurement system, created as the result of a partnership

Where Do I Find Business Opportunities for Ukraine Projects?



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118685 PROCUREMENT NOTICES

1023 OPEN FOR BIDDING

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Knowledge Centre
Newsletter
Events
Free
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Everything included in Basic Account
Individual subscription license
Procurement Notices
Firm Consultancy Projects
Individual Consultancy projects
Contract Awards
Exclusive Publications of Monthly Operational Summaries
Advanced Search
Multiple Email Alerts
Tender Archives
One-on-One Customer Service
\$590.00
[+ ADD TO CART](#)

Corporate Subscription
One-Year Corporate Subscription
Five individual Full Subscription accounts
Option to add extra accounts. Use contact us page to request more than five accounts.
\$2,400.00
[+ ADD TO CART](#)

Welcome to Email Alerts!

Subscribe to the latest World Bank news, project documents, procurement notices, research, and more.

Alerts are delivered to your inbox daily and can be customized by country, topic, and type of content. Questions or suggestions? Email: emailerts@worldbank.org



PUBLIC LOGIN

WB STAFF LOGIN

FAQ



How to create a new email alert!

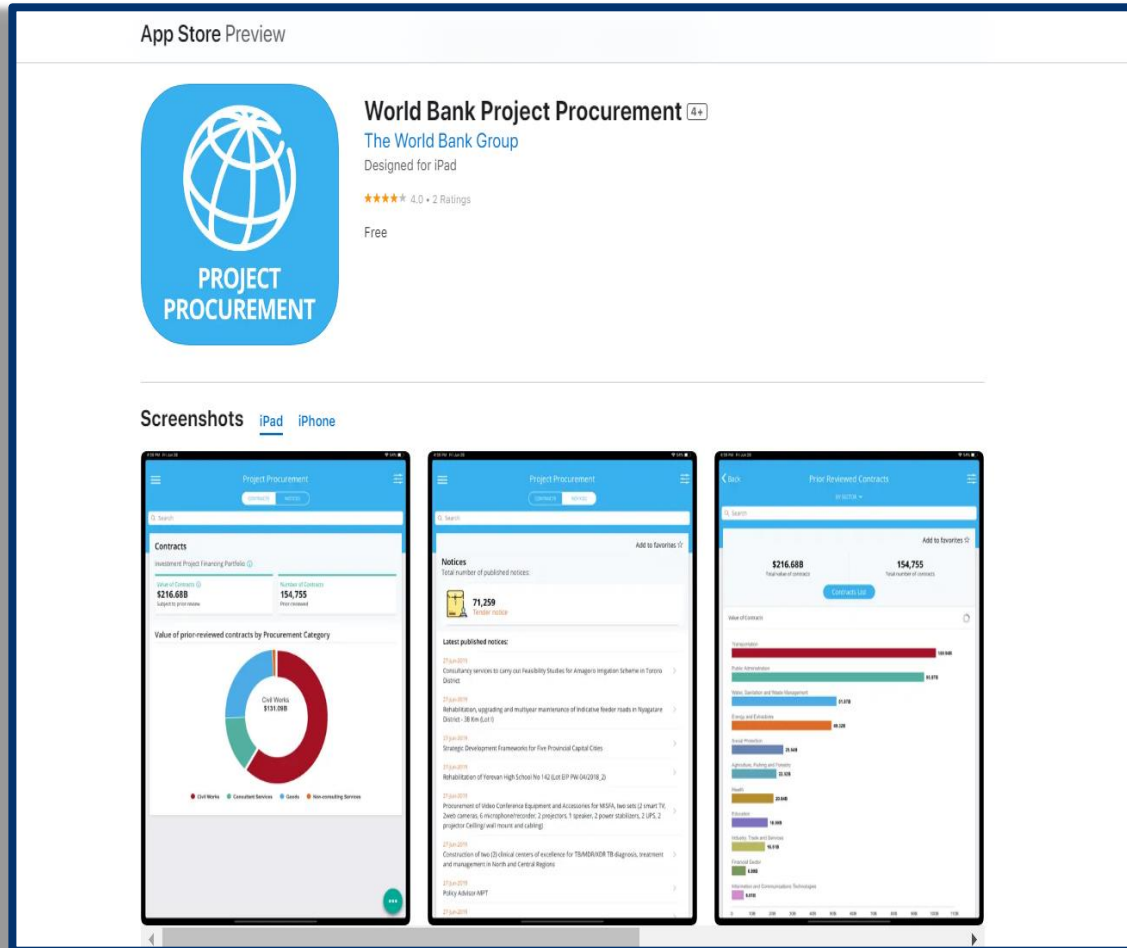
- 1 Click the button above to login or create a profile.
- 2 Pick the type of alert you wish to receive: **General, Follow a Project, or Procurement.**
- 3 Pick the items of interest: **countries/regions; topics; type of resources; languages; or procurement codes (depending on the type of alert).**
- 4 Name and save your alert. You can subscribe to multiple alerts and can change the alert preferences at any time

Where Do I Find Business Opportunities for Ukraine Projects?

Project Procurement Data and Opportunities

Understanding how to use the World Bank Project **Procurement** Mobile Application June 2019

App Store Preview



World Bank Project Procurement (4+)
The World Bank Group
Designed for iPad
★★★★★ 4.0 • 2 Ratings
Free

Screenshots iPad iPhone

The screenshot shows three iPad screens from the app. The first screen displays 'Contracts' with a total value of \$216,688 and a 'Value of prior-reviewed contracts by Procurement Category' pie chart showing 'Civil Works' at \$131,088. The second screen shows 'Notices' with a total of 71,259 notices. The third screen shows 'Prior Reviewed Contracts' with a total value of \$216,688 and a bar chart of contract values.



PROCUREMENT GUIDANCE


Project Procurement App
Understanding how to use the World Bank Project Procurement Mobile Application
June 2019

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

The graphic features a hand pointing at a screen with the text 'PROCUREMENT GUIDANCE' at the top. Below the hand, the title 'Project Procurement App' is written in orange, followed by the subtitle 'Understanding how to use the World Bank Project Procurement Mobile Application' in black. The date 'June 2019' is centered below. At the bottom right is the World Bank logo.

NEW Additional Guidance

How to Use Finances One to Find Contract Data and Opportunities



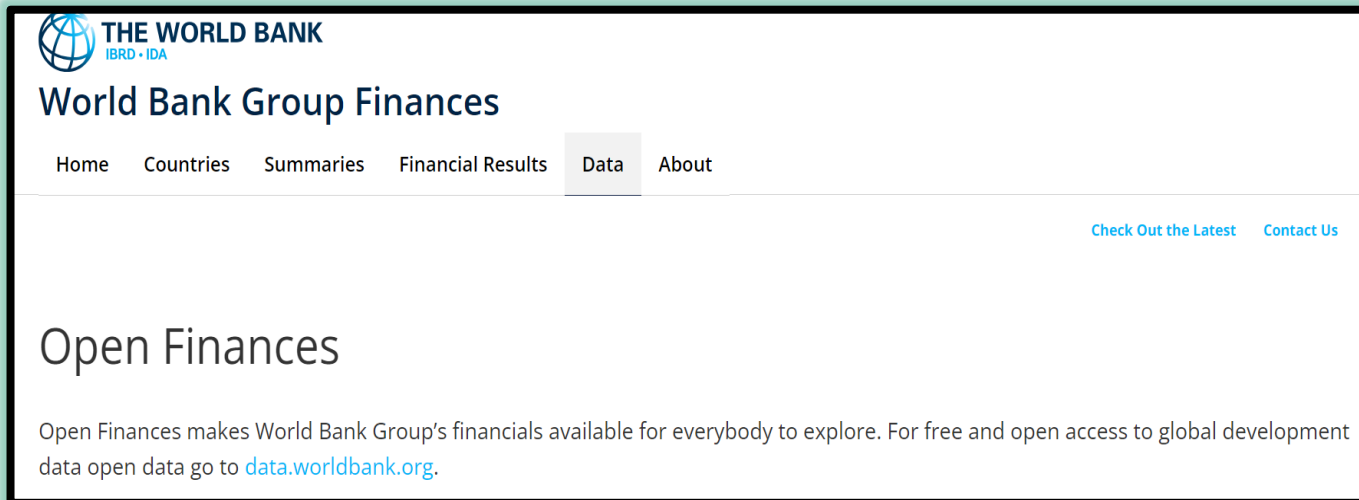
PROCUREMENT GUIDANCE

WBG FINANCES ONE

How to Use Finances One to Find Contract Data and Opportunities

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MARCH 2023



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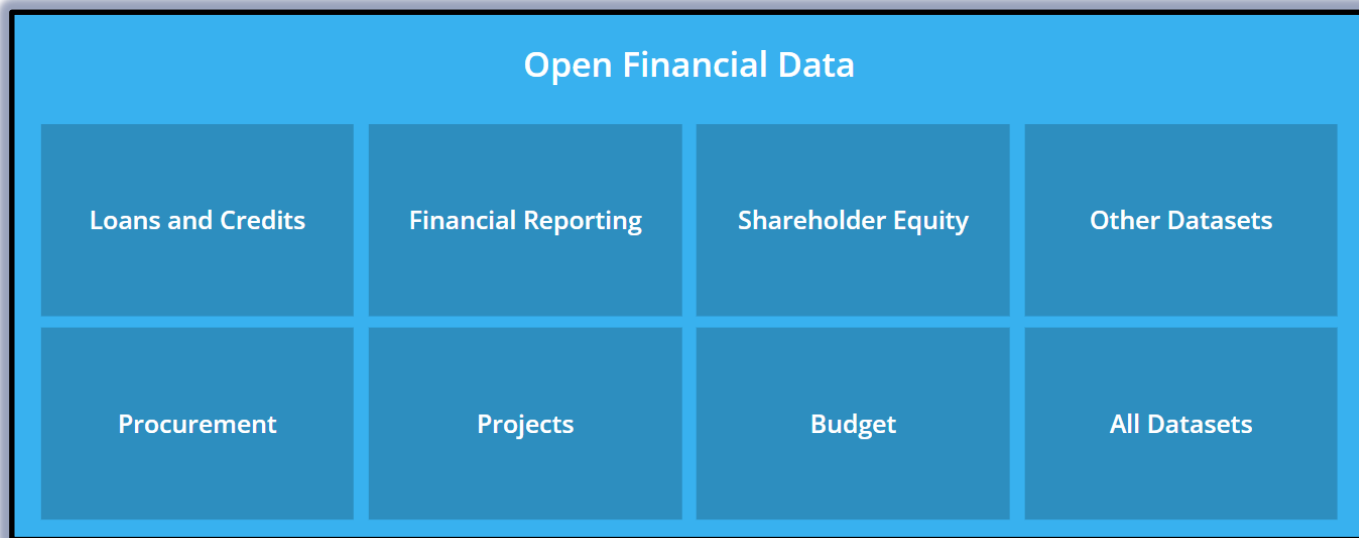
World Bank Group Finances

Home Countries Summaries Financial Results **Data** About

[Check Out the Latest](#) [Contact Us](#)

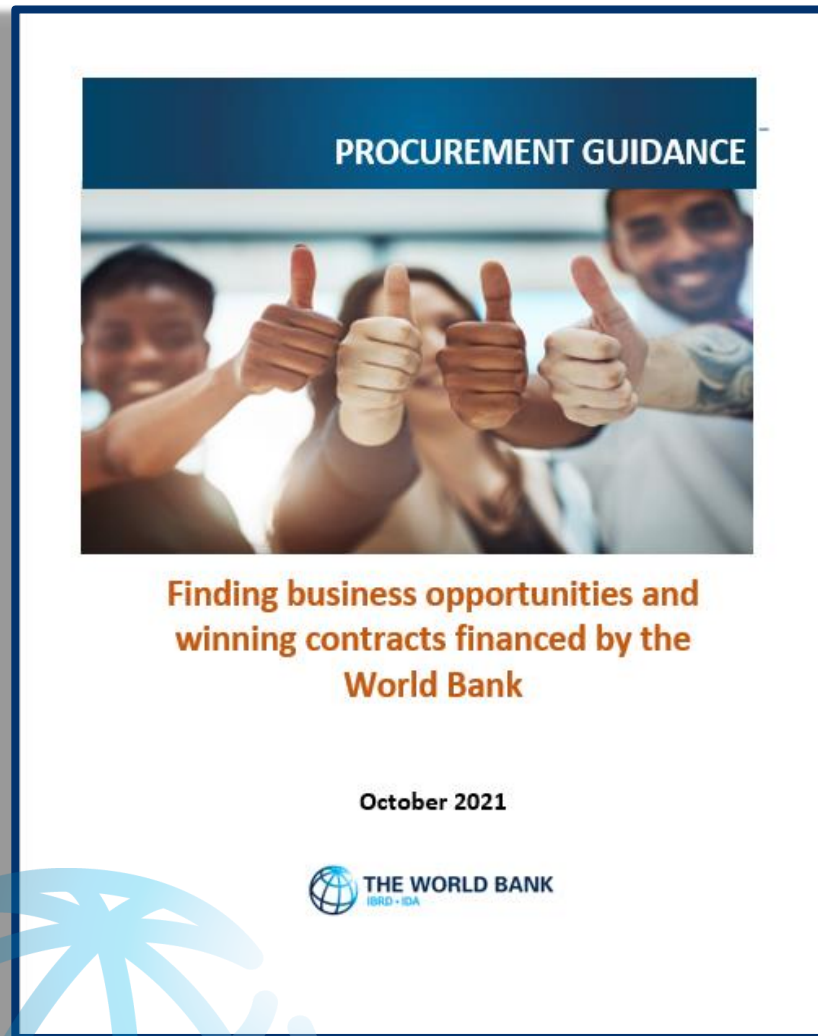
Open Finances

Open Finances makes World Bank Group's financials available for everybody to explore. For free and open access to global development data open data go to data.worldbank.org.



Open Financial Data			
Loans and Credits	Financial Reporting	Shareholder Equity	Other Datasets
Procurement	Projects	Budget	All Datasets

Finding Business Opportunities – Procurement Guidance



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Procurement Regulations for Borrowers



THE WORLD BANK Procurement Regulations for IPF Borrowers

PROCUREMENT IN INVESTMENT PROJECT FINANCING
Goods, Works, Non-Consulting and
Consulting Services

Fourth Edition
November 2020



Foreword

Welcome to the World Bank Procurement Regulations for IPF Borrowers (Regulations).

Our vision is:

"Procurement in IPF operations supports Borrowers to achieve value for money with integrity in delivering sustainable development"

The Regulations have been written to support this vision, and reflect the extensive feedback received from stakeholders involved in IPF procurements financed by the World Bank. They are designed to support a modern, fit for purpose procurement framework. The Regulations detail many options to tailor individual procurement processes to meet operational needs and deliver the right result.

Borrowers using the Regulations spend billions each year procuring the works, services, or goods they need from third-party suppliers, contractors and consultants. Procurements under these Regulations happen in over 170 countries across the globe. They cover diverse locations and some challenging operating environments. Procurements range from highly complex infrastructure, cutting edge consultancy, major pieces of plant/equipment, high tech information technology, research and development, and critical supplies, to simple, routine goods and services. Therefore, these Regulations must be practical, in all situations, to ensure the correct procurement approach is used to deliver the right results.

The Regulations are guided by the following core procurement principles: value for money, economy, integrity, fit for purpose, efficiency, transparency and fairness.

In supporting the core procurement principles, the Regulations provide many choices for Borrowers to design the right approach to market. The Regulations also specify the rules that must be followed, so that it is easier, for all those involved, to understand the procurement process.

Complementing the Regulations are a series of Standard Procurement Documents (SPDs), Guidance, and a set of briefing, training and e-learning materials - all accessible through:

www.worldbank.org/procurement.

Undertaking any procurement can be a challenging prospect. The World Bank is there to support its Borrowers as needed. For more information please contact your local World Bank representative, or see www.worldbank.org/procurement.

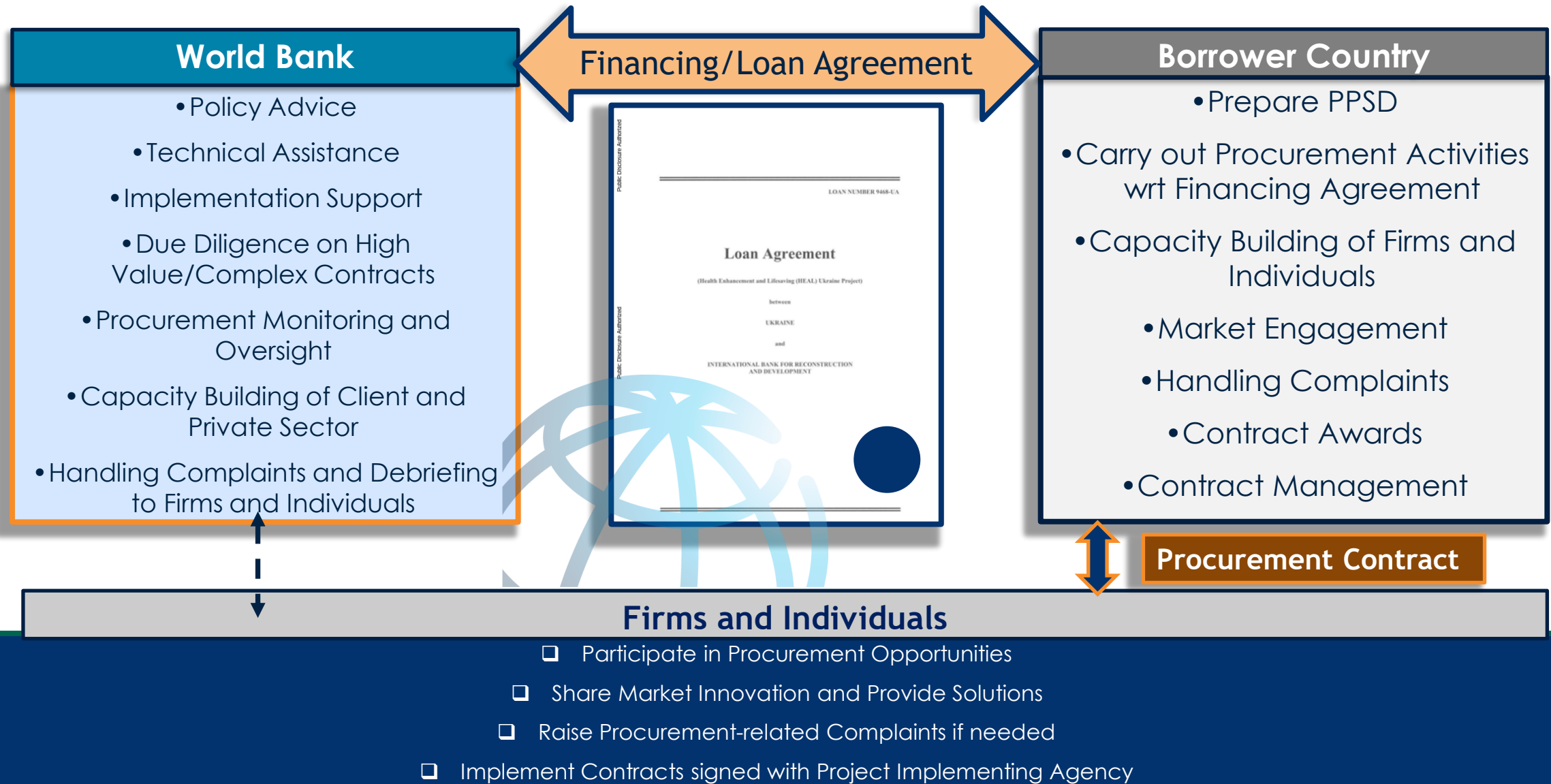
We wish you every success in using these Regulations, and look forward to supporting you to deliver your project development objectives.

Procurement Regulations for Borrowers



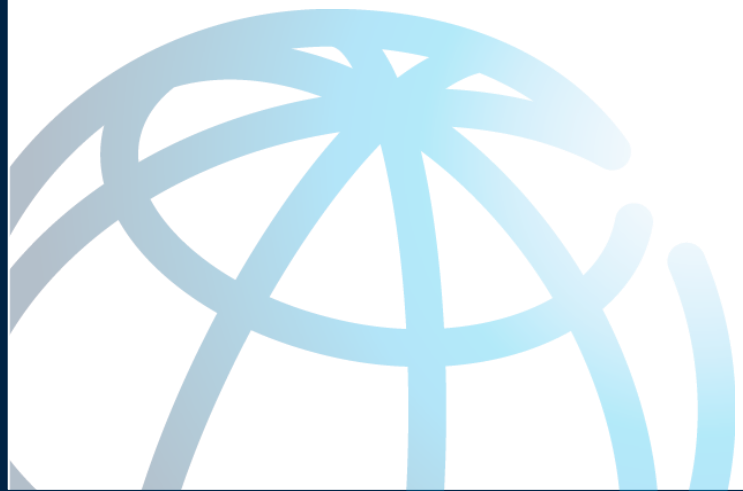
- The Legal Agreement governs the legal relationship between the Borrower and the Bank.**
- The Procurement Regulations are applicable to the procurement of Goods, Works, Non-consulting Services and Consulting Services in IPF operations, as provided for in the Legal Agreement.
- The rights and obligations of the Borrower and the providers of Goods, Works, Non-consulting Services and Consulting Services for IPF operations are governed by the relevant request for bids/request for proposals document and by the contracts signed by the Borrower and the providers of Goods, Works, Non-consulting Services, and Consulting Services, and not by these Procurement Regulations or the Legal Agreement.**
- No party other than the parties to the Legal Agreement shall derive any rights from, or have any claim to, financing proceeds.**

Roles and Responsibilities World Bank, Borrower, Private Sector





Procurement Oversight



World Bank's Procurement Oversight

Prior and Post Procurement Reviews

- The Bank carries out prior reviews of procurement activities** that are of high value and/or high risk to determine whether the procurement is carried out in accordance with the requirements of the Legal Agreement.
- The Bank also carries out post reviews of procurement activities** undertaken by the Borrower to determine whether they comply with the requirements of the Legal Agreement. **The Bank may use a third party such as a supreme audit institution, acceptable to the Bank, to carry out post reviews.** Any such third party shall carry out the reviews in accordance with the terms of reference (TOR) provided to it by the Bank.
- Independent procurement reviews are procurement audits performed by independent third parties appointed by the Bank when the Bank determines the need for such a review based on its assessment of risk. The Borrower shall cooperate with the third parties and provide all necessary access.

For more details, refer to Annex II of the World Bank [Procurement Regulations](#)

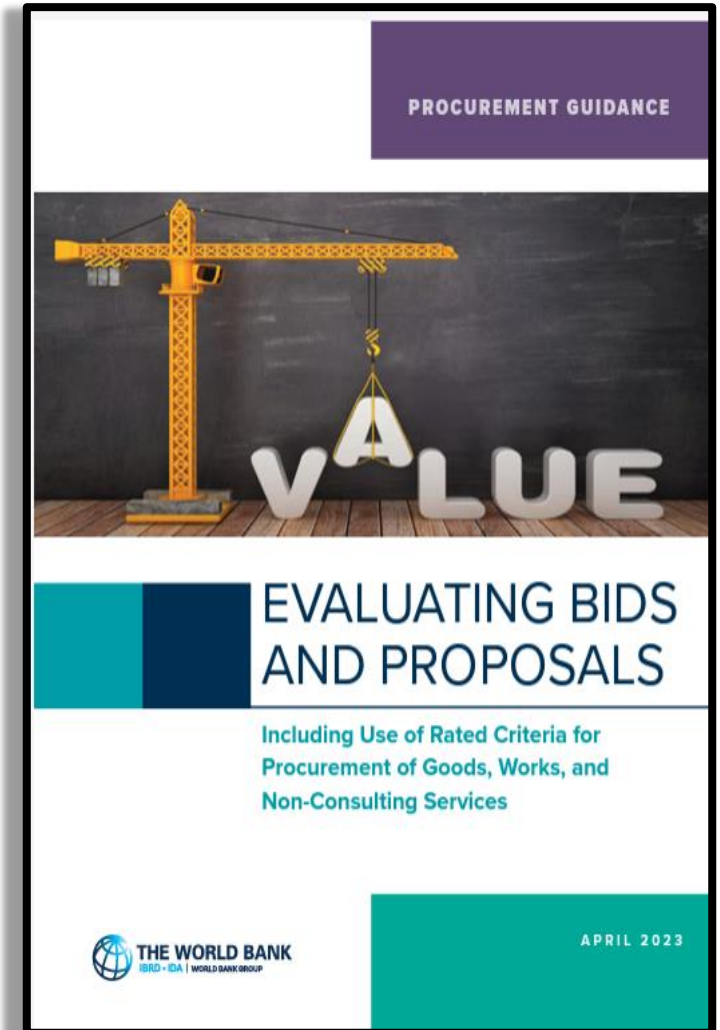
Use of Rated Criteria for Most International Procurements (Default Approach)

New International Procurements advertised on or after September 1, 2023 using a Bank Standard Procurement Document

- ❑ Using Rated Criteria more widely will increase Borrowers' flexibility to procure works, goods and non-consulting services best suited to their specific situation and provide a more fit-for-purpose approach.
- ❑ Rated Criteria will also increase willingness of the best suppliers to bid and participate in Bank-financed projects—with the knowledge that their added value will be part of the evaluation, thereby increasing options, global competition, and likelihood for effective market solutions.
- ❑ More Information:
<https://www.worldbank.org/en/news/feature/2023/03/08/rated-criteria-a-game-changer-for-promoting-value-in-world-bank-procurement>



Application of Rated Criteria will not be mandatory for:
Pharmaceuticals
Vaccines
Off the shelf goods and educational materials
Commodities
Other exception cleared by the CPO on a fit-for-purpose basis



Mainstreaming Beneficial Ownership Disclosure For All International Procurement

Scope

Investment Project Financing: For all procurement subject to international competition (open or limited), Borrowers shall require the winning bidder to provide Beneficial Ownership information. The Beneficial Owner of a bidder/proposer/consultant is any natural person who ultimately owns or controls the bidder/proposer/consultant by meeting one or more of the conditions specified in the Beneficial Ownership Disclosure Form. Borrowers shall publish this Beneficial Ownership information as part of the Contract Award Notice. Specifically, the following shall apply for such procurement:

1. The Procurement Plan shall specify that this procurement is subject to Beneficial Ownership disclosure
2. The Specific Procurement Notice shall specify that the Borrower shall disclose information on the successful bidder/proposer/consultant's Beneficial Ownership, as part of the Contract Award Notice, using the Beneficial Ownership Disclosure Form (see sample in annex II) as included in the Procurement Document¹
3. The Procurement Document issued to the bidders/proposers/consultants shall require the winning bidder/proposer/consultant to provide Beneficial ownership Information in the form required in the Procurement Document (see Annex I)
4. The Letter of Acceptance (see sample in annex III) shall require Beneficial Ownership information to be provided within 8 business days
5. Contract Award Notice publication shall include the Beneficial Ownership Disclosure Form provided by the successful bidder/proposer/consultant.



Environmental and Social (Risk Management)

- Bank supports infrastructure development US\$114 billion globally which includes a significant volume of civil works contracts
- Multiple global initiatives and organizations emphasize sustainable infrastructure with very similar approaches
- Bank has developed specific policies to manage Environmental and Social (ES) risks, with additional requirements for large civil works
- Such risks include:
 - resettlement
 - labor force influx
 - community health and safety
 - occupational accidents
 - environmental protection
 - sexual exploitation and abuse (SEA) and sexual harassment (SH)



Environmental and Social (Relevance to Procurement)

- Bank's ES policies are a cornerstone of the World Bank's approach to ensure strong protections for people and for the environment
- Bank's policies require ES risks to be assessed and addressed through specific ES instruments (e.g., Environmental and Social Management Plans)
- Many ES risks must be managed by the contractor building the infrastructure – so the Bank has integrated ES considerations throughout the procurement process e.g.:
 - specification and KPIs
 - contractor's Code of Conduct
 - ES reporting
 - contractors ESMPs regularly updated
 - contract variations to address ES risks
 - role of engineer to oversee implementation
 - contractual remedies



Protecting vulnerable communities

Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH)

- Gender-based Violence (GBV):
 - affects 1 in 3 women in their lifetime
 - entails significant social and economic costs estimated at 3.7% GDP
- SEA/SH incidents have occurred in Bank-financed projects - perpetrated by contractors' personnel against community members
- The Bank's new SEA/SH measures apply to large Works contracts classified as high-risk SEA/SH
- New Bank remedy - 2 years "disqualification" for non-compliance with GBV obligations; after which strengthened qualifications must be demonstrated



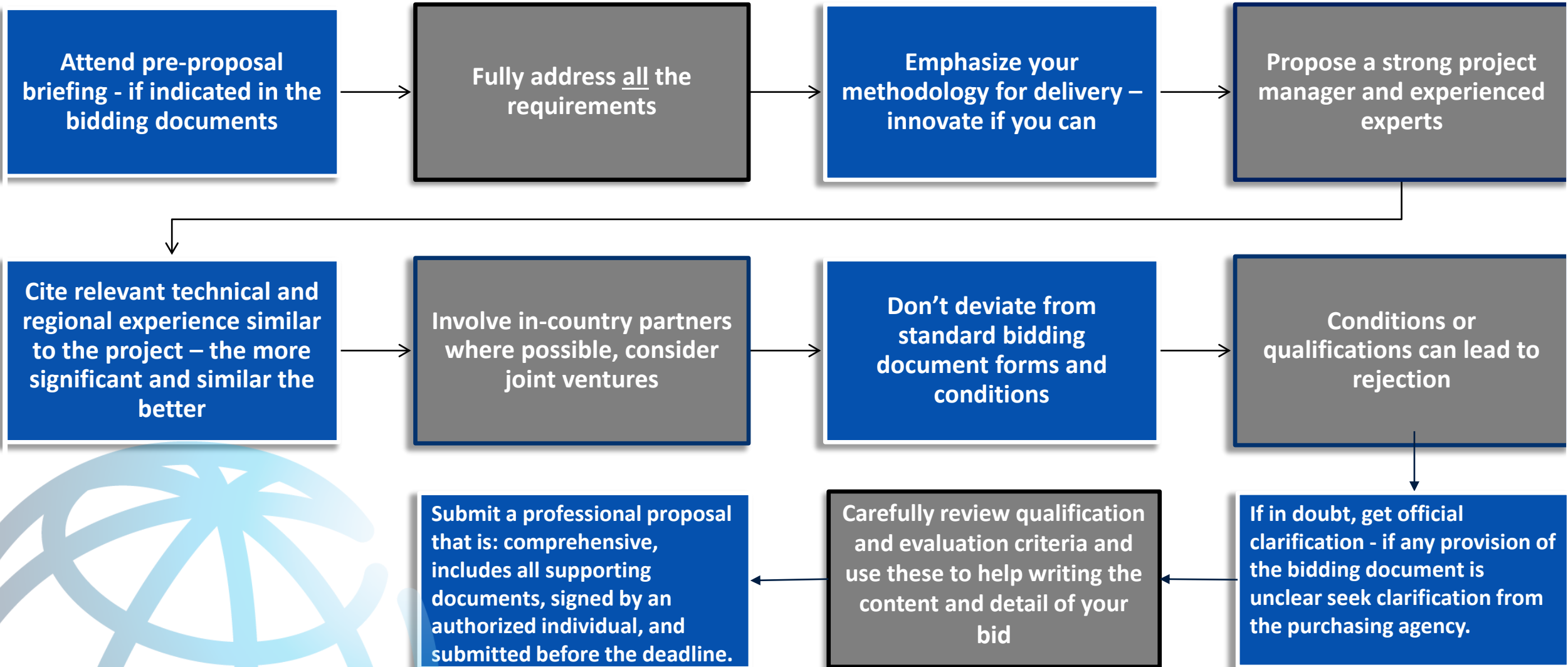
Seek Clarification - “Don’t wait till it’s too late”

Seek official clarification before bid submission

BIDDING DOCUMENT / REQUEST FOR PROPOSALS	POTENTIAL ISSUES
Bid/Proposal Conditions	<ul style="list-style-type: none">• Unreasonable bid preparation
Qualification Criteria	<ul style="list-style-type: none">• Unclear which entity must comply with qualification criteria• Ambiguous criteria• Restrictive criteria
Requirements	<ul style="list-style-type: none">• Incomplete, unclear, or restrictive requirements
Contract Conditions	<ul style="list-style-type: none">• Unreasonable contract completion period• Unbalanced risk allocation

Write to WB directly if the executing agency fails to respond promptly or there is a complaint against the executing agency.

Preparing the Proposal



Advice on Bid Preparation ---What not to do ---

Don't Miss the bid security

Do not submit conditional bid

Insufficient amount of bid security

Lack of supporting documents

Incomplete bids

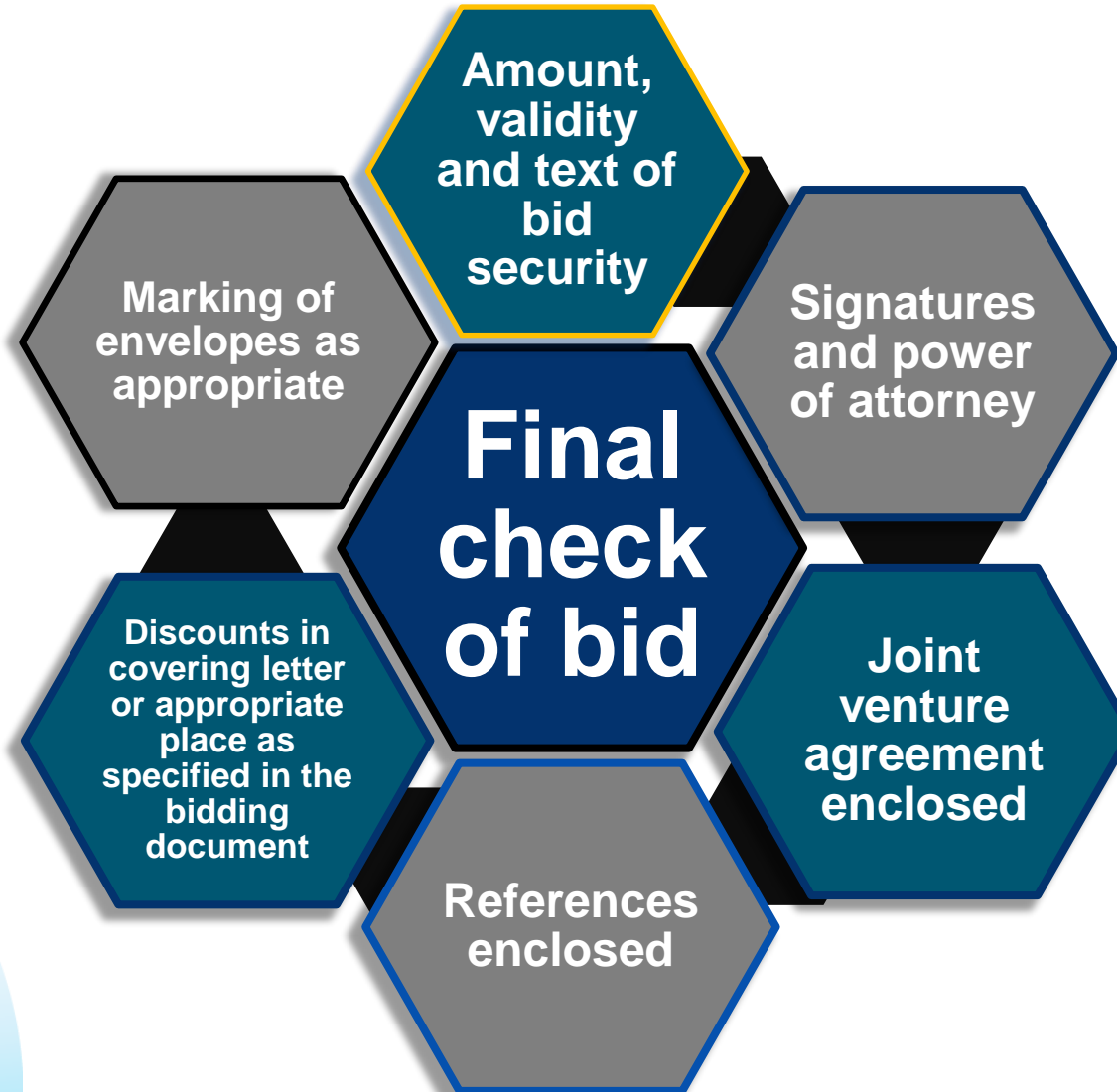
Partial bids

Absence of test reports if required

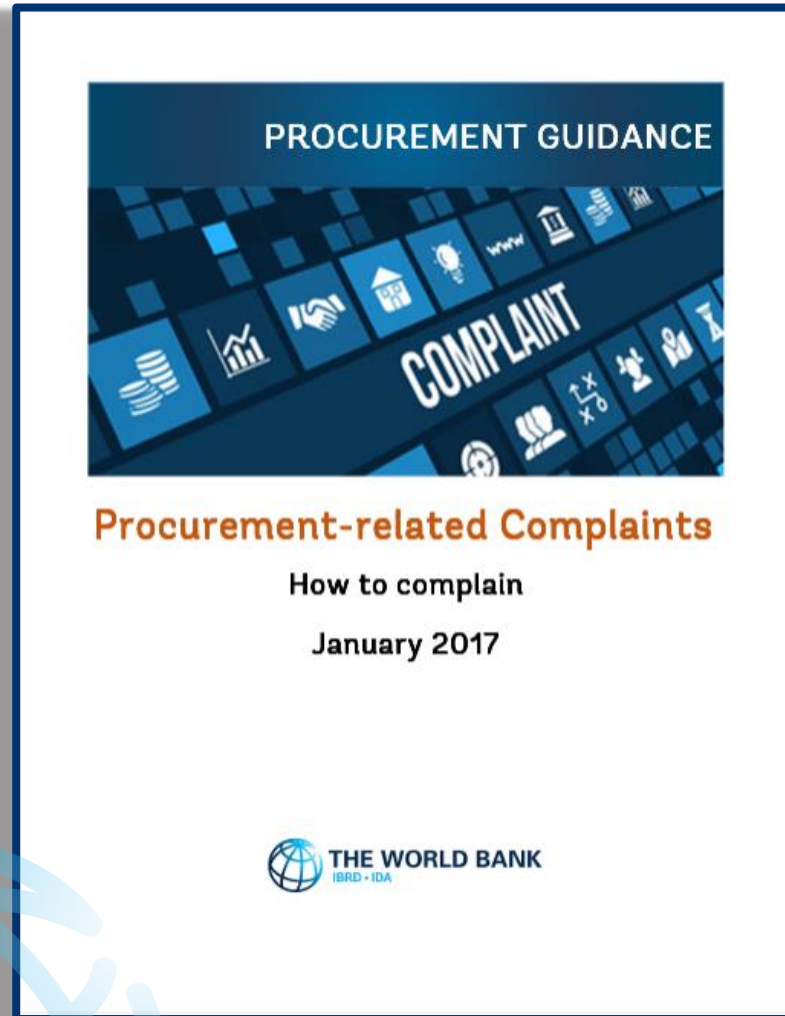
Bids not signed

Conflicts of interest not disclosed

Advice on Bid Preparation ---What to do---



Procurement-related Complaints



For specific details, including the mandatory requirements for procurement-related complaints, **refer to the World Bank Procurement Regulations for IPF Borrowers (Procurement Regulations), paragraphs 3.26 to 3.31 and Annex III.**

Procurement-related Complaints

In what circumstances?

There are three circumstances in which a procurement-related complaint may be made. These are:



For specific details, including the mandatory requirements for procurement-related complaints, refer to the World Bank Procurement Regulations for IPF Borrowers (Procurement Regulations), paragraphs 3.26 to 3.31 and Annex III.

Debriefing And Complaints Handling

Debriefing:

- ❑ Unsuccessful bidders may request debriefing from executing agency. If they are not satisfied with the explanation given, they may contact World Bank (WB) directly.

Complaints:

- ❑ Bidders may file complaint directly with WB and may copy WB on correspondence with executing agencies.
- ❑ More streamlined complaints submission by bidders/consultants through provision of:
 - ❖ A standstill period to submit a complaint before the borrower proceeds to signing the contract;
 - ❖ A standstill period following the notification of the results of technical evaluation for consultants to complain before opening of the financial proposals.
- ❑ **World Bank Department of Institutional Integrity – One of the responsibilities: Investigations on allegation of fraud and corruption >>> <https://www.worldbank.org/en/about/unit/integrity-vice-presidency>**

Complaints Handling– Excerpt from the Project Appraisal Document

UKRAINE: Restoration Project of Winterization and Energy Resources

Complaint handling mechanism. To address procurement complaints received by the proposed Project, the Implementing Agency will implement a complaint handling mechanism.

Both the World Bank and Implementing Agency will use STEP to track complaints.

The implementation agencies will be responsible for performing the following actions in STEP:

- promptly record all complaints relating to the procurement process in IPF operations;
- for procurement process complaints received on contracts subject to the World Bank's prior review, submit the Implementing Agency's proposed response to each complaint before issuing it to the complainant(s);
- record the Implementing Agency's response to the procurement process complaints upon issuance to the complainant(s); and
- promptly register requests for debriefings and update STEP with the record of the debriefings to interested parties. The Implementing Agency will publish on their Prozorro website and in bidding documents emails and telephone hotlines for reporting fraud and corrupt practices.



INTEGRITY IN WORLD BANK-FUNDED OPERATIONS



Anti Corruption Guidelines



Fraud and Corruption

The Bank requires application of, and compliance with, the Bank's Anti-Corruption Guidelines, including without limitation the Bank's right to sanction and the Bank's inspection and audit rights. [For details see Annex IV, Fraud and Corruption, of the Procurement Regulations](#)

The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders (applicants/proposers), consultants, contractors and suppliers; any sub-contractors, subconsultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.

How to Report Fraud and Corruption

<https://www.worldbank.org/en/about/unit/integrity-vice-presidency>



English | العربية | 汉语 | Français | Русский | Español | Português

Integrity Vice Presidency

[ABOUT](#) | [INVESTIGATIONS](#) | [SANCTIONS & COMPLIANCE](#) | [PREVENTION](#) | [ANNUAL REPORTS](#)

The Integrity Vice Presidency (INT) is an independent unit within the World Bank Group that investigates and pursues sanctions related to allegations of fraud and corruption in World Bank Group-financed projects. INT supports the main business units of the World Bank Group and external stakeholders, mitigating fraud and corruption risks through sharing investigative findings, advice, prevention and outreach efforts.

[Report Suspected Fraud or Corruption](#)

Staff Rule 8.01

“A staff member has a duty to report suspected fraud or corruption in Bank-Group financed projects or in the administration of Bank Group business to his or her direct manager, or to the Department of Institutional Integrity ('INT'). A manager who suspects or receives a report of suspected fraud or corruption has an obligation to report it to INT.”

- Suspicious not evidence**
- Early reporting**
- Online complaint form speeds up process**



Integrity Complaint Form

Items marked with a diamond ♦ are required fields.

Complaint Details

♦ What are you reporting? Select all that apply, at least one is required.

- Fraud Collusion Obstruction
 Corruption Coercion Other

Where is the World Bank project located (country), if applicable?

What is the name of the World Bank project, if known?

Does this complaint involve World Bank staff?

- Yes No

♦ Please describe what happened. Please write as much as you want in the box below.
[Click for Guide Questions.](#)

If you have any supporting documents, you submit button below.

Contact Information

The World Bank will still review your complain with at least an email address so that we may clarification.

Pop up questions to guide reporting

Guide Questions:

1. What happened?
2. Who is involved in your complaint? How are they involved?
3. Where did it happen? Please provide country, region, province, municipality, or exact address, if known.
4. When did it happen? Please provide dates, times and how many times, if known.
5. How do you know about this?
6. Does the involved person/company know about your report?
7. Does anyone else know about your report?
8. Is there anyone who we could contact about your report?



From Investigations to Sanctions



- Investigates allegations
- Files sanctions cases
- Negotiates resolution to misconduct
- Makes referrals to national authorities

INTEGRITY VICE
PRESIDENCY

SUSPENSION &
DEBARMENT OFFICER

- Reviews evidence and explanations
- Issues sanctions Notice
- Temporarily suspends
- Recommends sanctions

- Reviews appeal cases de novo
- Conducts hearings with parties
- Determines if sanctionable practices occurred
- Imposes sanctions

SANCTIONS BOARD

INTEGRITY
COMPLIANCE OFFICER

- Monitors integrity compliance
- Decides on release of debarment



Guidance on finding Business Opportunities

<https://thedocs.worldbank.org/en/doc/2cfc324c78283a513859cb5de5c8deb3-0290032021/original/Finding-Business-Opportunities-and-Winning-Contracts-Financed-by-the-World-Bank.docx>

Procurement-related Complaints - Guidance

<https://pubdocs.worldbank.org/en/975671478891365829/Complaints-Guidance-FINAL-Revised.pdf>

World Bank Procurement Regulations for IPF Borrowers

<https://pubdocs.worldbank.org/en/178331533065871195/Procurement-Regulations.pdf>

Standard Procurement Documents (SPD) templates

<https://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework#SPD>

Project Procurement App - Understanding how to use the World Bank Project Procurement Mobile Application

<https://pubdocs.worldbank.org/en/433521492462144143/Procurement-App-Guidance.pdf>

World Bank Group Finances

<https://financesapp.worldbank.org/summaries/ibrd-ida/#ibrd-con/>

Updated Ukraine Recovery and Reconstruction Needs Assessment

[Ukraine - Third Rapid Damage and Needs Assessment \(RDNA3\) : February 2022 - December 2023 \(worldbank.org\)](#)

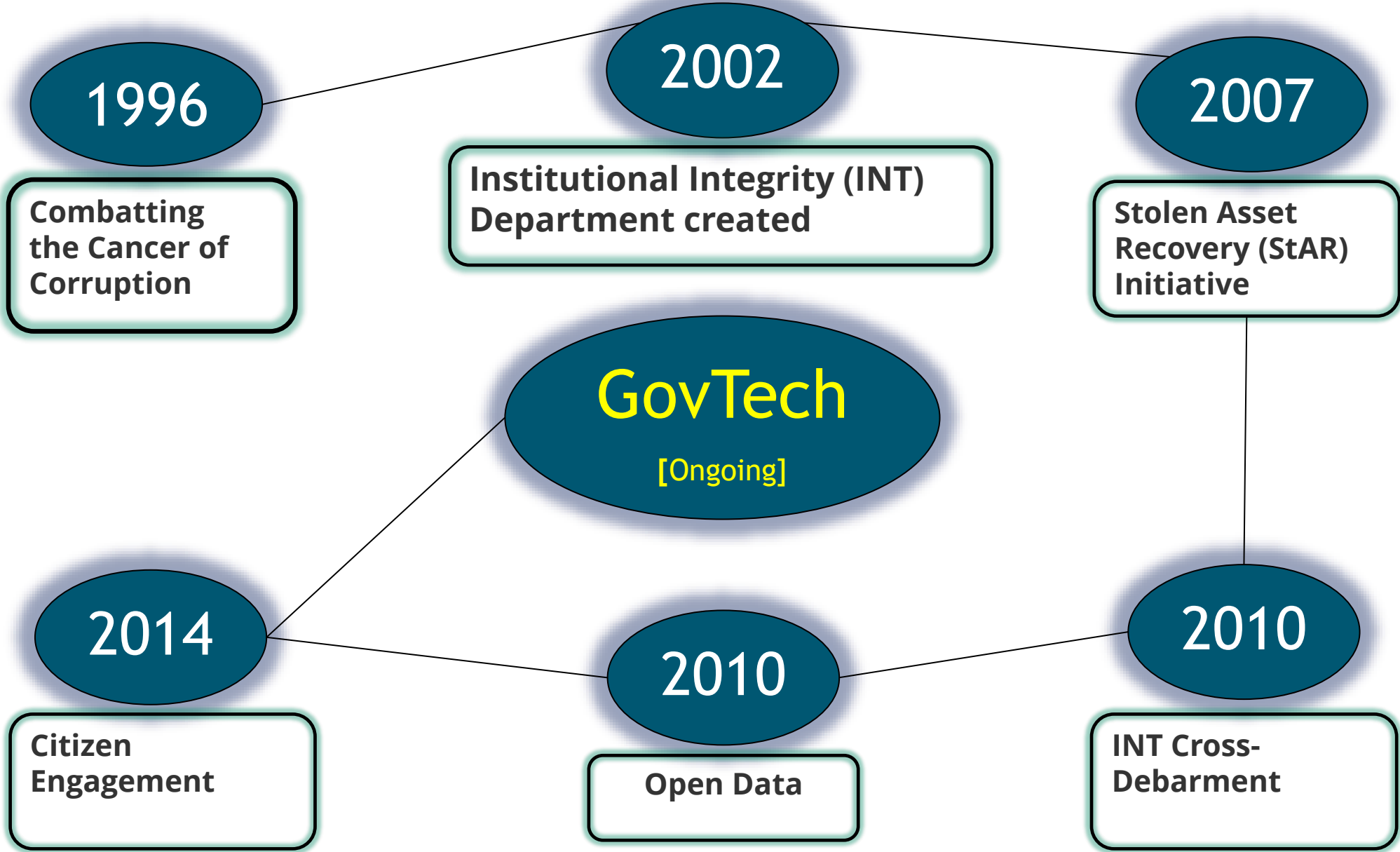
Q & A



Annex

Additional Information

Historic World Bank Timeline on Anti-Corruption



1996

Combating the Cancer of Corruption

In his Annual Meetings speech, WBG President James Wolfensohn offered Bank assistance to governments who would implement national programs to discourage corrupt practices, emphasizing the need to “deal with the cancer of corruption” - **the first such statement by a WBG president.**

2002

Institutional Integrity (INT) Department created

INT's role is to investigate allegations of fraud and corruption in World Bank Group-financed operations and pursue sanctions when wrongdoing is found.

2007

Stolen Asset Recovery (StAR) Initiative

A partnership between the UN Office on Drugs and Crime and the WBG, StAR works with developing countries and financial centers to prevent the laundering of the proceeds of corruption and to facilitate more systematic and timely return of stolen assets.

2010

INT Cross-Debarment

To ensure that if you steal from one IFI you get punished by all, five multilateral development banks (MDBs) agreed that entities debarred by one MDB will be sanctioned for the same conduct by the others

2010

Open Data

The initiative provides free and open access to data that had previously been restricted to commercial use and was only available to paying users. Bank data use has seen a 10-fold increase, accessed by over 30 million people per year.

2014

Citizen Engagement

The World Bank has taken steps to institutionalize citizen engagement across all our programs because it can improve the delivery and quality of public services; enhance the management of public finances; and bring greater transparency, accountability, and social inclusion.

Gov Tech

[Ongoing] Gov Tech

Makes government operations and services simple, transparent and efficient, powered by technology. Incorporating big data, AI, blockchain into systems for carrying out core government operations (such as Public Financial Management, procurement, monitoring and evaluation, and taxation) can detect patterns of corruption and help prevention. Also, digitally enabling public service delivery to citizens and businesses can minimize human interactions and consequently the opportunity to ask for and receive bribes.

Prevention of Fraud and Corruption Risks

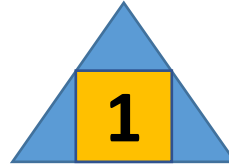
Corrupt
Practice

Fraudulent
Practice

Coercive
Practice

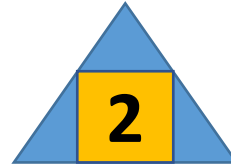
Collusive
Practice

Obstructive
Practice



Corrupt Practice

- ❑ Is the offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.
- ❑ Example: A company is awarded Bank-financed contracts from governments in exchange for a bribe or kickbacks. Kickbacks generally occur when a company that is awarded a contract “kicks back” money to the ministry official(s) who steered the award of the contract to that company. Typically, the kickback is a percentage of the value of the contract and, in countries with systemic corruption, the percentage is built into the cost that all bidders consider when bidding on contracts. In most cases, the money paid in bribes or kickbacks is extracted from the project financing, decreasing development impact.



Fraudulent Practice

- ❑ is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
- ❑ Example: During the implementation of a project, the poor performance of a key consulting company raises suspicion that the capacities and qualifications of the company might have been misrepresented. An investigation reveals that the experience and credentials of the principal as well as the qualifications and certifications of the consulting firm were misrepresented in order to meet the selection criteria of the tender.

Coercive Practice

- ❑ is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.
- ❑ Example: In a roads project, procurement for two Bank financed roads is found to be tainted by the use of intimidation of competing bidders. An investigation reveals that a company that was pre-determined to win contracts in a collusive scheme used a combination of threats to the future business interests of competitor companies or threats to the physical well being of competitors' staff, in addition to payments to “losing” bidders, to ensure that other bidders submitted inflated bids. The effect is that winning bid prices are considerably higher than they would have been through genuine competitive bidding. As a result, the project's developmental impact is eroded and confidence in the Bank's procurement system severely undermined.

Collusive Practice

- ❑ Is an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party.
- ❑ Example: A borrowing government arrests an official of an agency that is responsible for implementing a Bank financed project on charges of financial impropriety. On the basis of that arrest and subsequent information from a contractor, an investigation of the relevant contracts is carried out, and reveals that the agency official had arranged a collusion “ring” to steer a large number of contract awards to his own company and to the companies of people known to him. To implement the collusion, the agency official influenced local officials who had a role in awarding the contracts



Obstructive Practice

- ❑ Is deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a World Bank investigation.
- ❑ Example: Based on an allegation of corruption, investigators contacted a company that was awarded a contract on a Bank financed project to audit the financial records. While the company is obligated under its contract to allow access to these records, it refused to do so. This refusal of access is itself an offense that could render the company ineligible to bid on future Bank contracts.

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Implementing Agency (IA) understanding of the Bank Anti-corruption policies and the obligation to report F&C to the Bank.

IA members involved into decision-making and procurement processes could be asked to sign a statement confirming that

- they are fully aware of the Bank Anti-Corruption requirements and
- will inform the IA management and the Bank Team about their potential Conflict of Interest associated with a particular bidding procedure.

Implementing Agency practices conducting the due diligence on the winning bidder to address the issue of fraud at bidding stage. Fraud at bidding stage is a permanent pattern in cases where an investigative reports reveal multiple F&C practices.

Investigations have found that fraud occurs mostly during bidding stage. If not identified, the fraud at bidding stage may result in contract non-performance and/or sub-standard quality of deliverables. It can also evolve into additional F&C practices at contract implementation stage.

The most common manifestations of fraud at bidding stage requiring attention at bids evaluation are:

- Misrepresentation of experience;
- Misrepresentation of qualifications including financial capacities;
- Submission of falsified supporting documents (Manufacturer's Authorization Forms, Audited Financial Statements etc.)
- Undisclosed Conflict of Interest
- False bid/ performance/ advance payment guarantees

Implementing Agency (IA) capacity to identify the signs of bid rigging/collusion to address the issue of manipulation of bidding procedure and price fixing. The problem is increasing in situations of limited number of qualified bidders on specific markets.

The Signs of Potential Bid Rigging

- Bidders have the same CEO, business address, phone number etc.
- Bids have unusual similarities in their bids (identical unit prices, bid securities issued by the same bank have sequential numbers, same technical deviations, same typos, etc.)
- Unusually high prices proposed by all bidders