

# 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

May 11, 2023  
Washington DC



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”

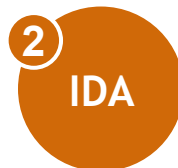
## WORK WITH GOVERNMENTS

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 Investment Project Financing (IPF) FY22

## World Bank Goals

- 1 End extreme poverty
- 2 Promote shared prosperity

## IPF WHAT DOES IT DO?

Provides IBRD loans, IDA credits and grants and guarantee financing to governments

## IPF WHAT DOES IT FUND?

Activities that create the physical & social infrastructure necessary to reduce poverty and create sustainable development



**\$239 billion**  
Total World Bank  
Commitments FY22

**1793 Projects**

**146**  
**Countries**

# World Bank Group Finances

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



## World Bank Group Finances

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IBRD/IDA

IFC

MIGA

### IBRD/IDA Summary



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 ▾](#) | [⋮](#)

### Bank-funded Contracts By Sector





# 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





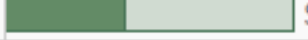


Agriculture & Food  
Climate Change  
Environment, Natural Resources & Blue Economy  
Social Sustainability and Inclusion  
Urban, Disaster Risk Management, Resilience and Land  
Water

## Infrastructure

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

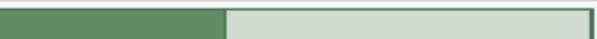



# Lending Amounts by FY – Global (5 May 2023)

## Region

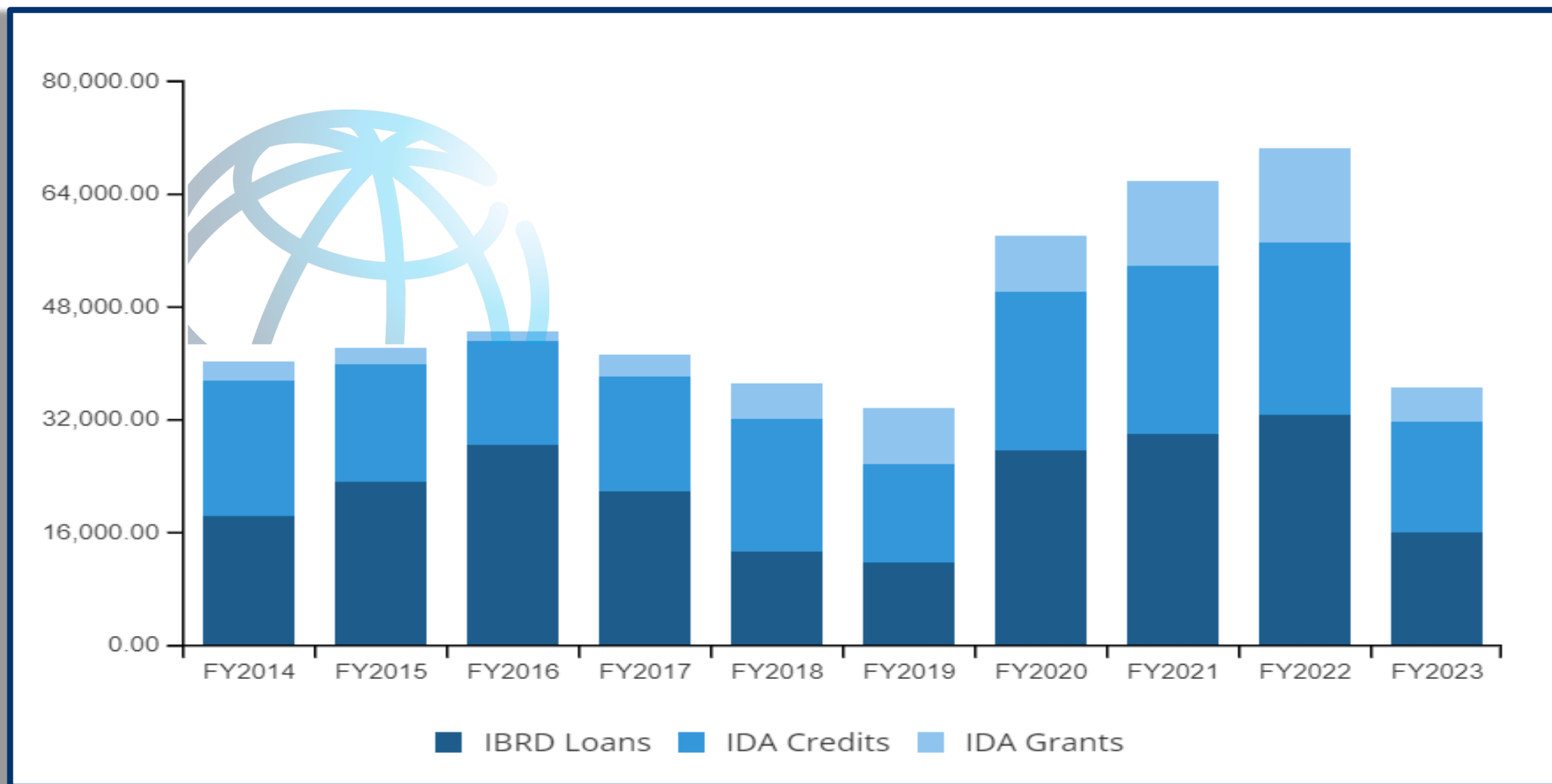
Region	Count	Commit...	Disbursed...	IPF Disburs. Ratio (YTD).	% Disbursed...	
AFE	397	\$72,621M	\$30,114M	15.8%	43%	 \$72,621M
SAR	285	\$57,525M	\$23,849M	14.0%	42%	 \$57,525M
AFW	385	\$54,071M	\$19,863M	12.5%	38%	 \$54,071M
ECA	256	\$38,127M	\$19,597M	22.0%	52%	 \$38,127M
EAP	285	\$34,347M	\$14,490M	11.3%	42%	 \$34,347M
LCR	245	\$31,486M	\$15,636M	13.9%	50%	 \$31,486M
MNA	146	\$25,869M	\$14,031M	20.1%	55%	 \$25,869M

PG = Practice Group

## PG

PG	Count	Commit...	Disbursed...	IPF Disburs. Ratio (YTD)..	% Disbursed...	
SD	754	\$107,688M	\$42,045M	13.2%	40%	 \$107,688M
HD	512	\$83,812M	\$42,137M	21.3%	51%	 \$83,812M
INFRA	417	\$73,330M	\$25,955M	9.0%	36%	 \$73,330M
EFI	317	\$49,217M	\$27,444M	26.3%	56%	 \$49,217M

# Lending Amounts by FY – Global

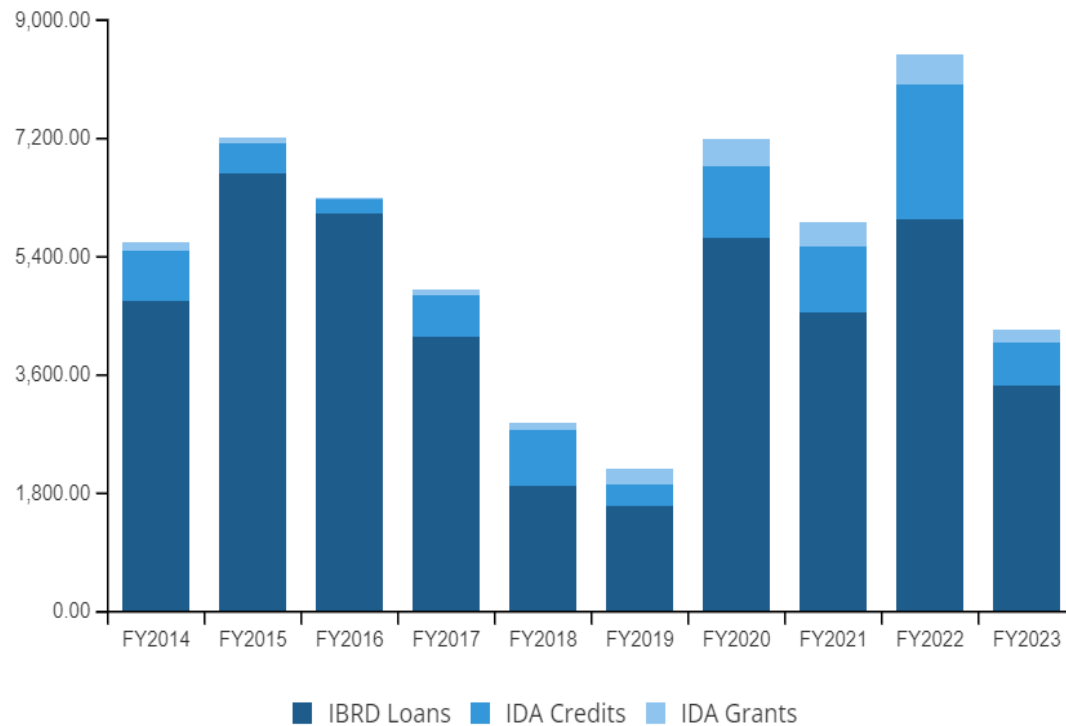


Data on FY2023 is as of end April 2023

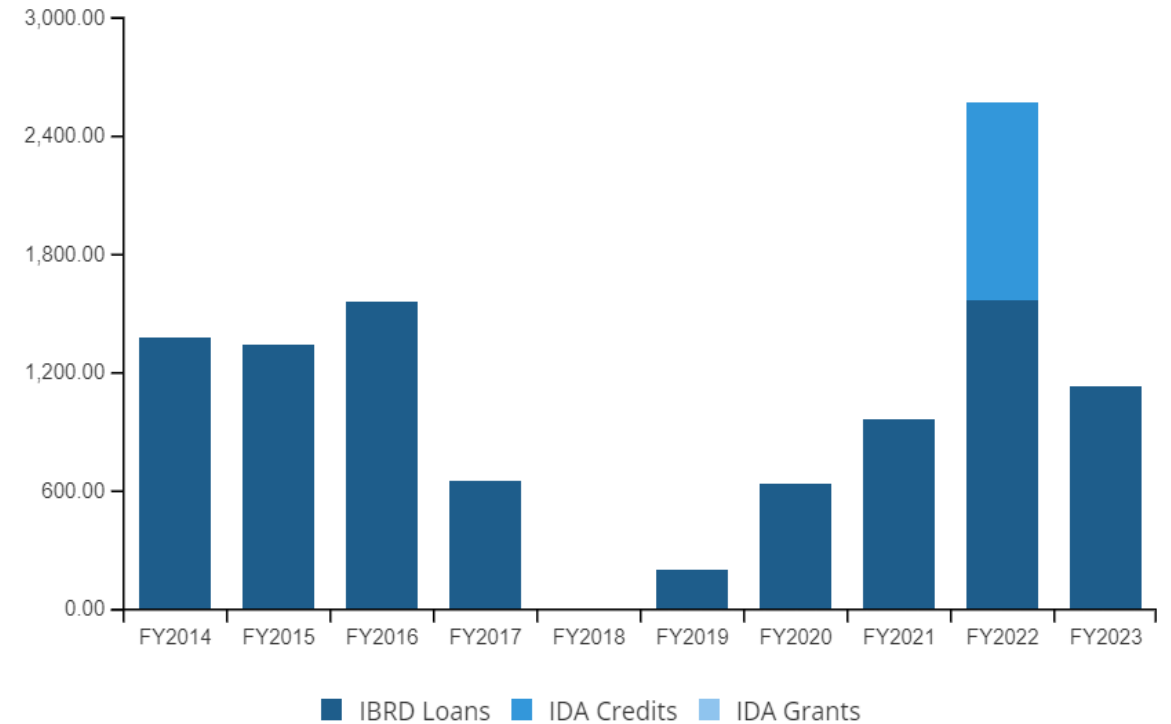
- The fiscal year begins on July 1st of the previous year and runs through June 30th of the designated year. (**Data on FY2023 is as of end April 2023**)
- Chart data in millions of US\$ equivalent, rounded to 2 decimal places. Less than US\$ equivalent 5,000 displayed as 0.00.
- Data presented does 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

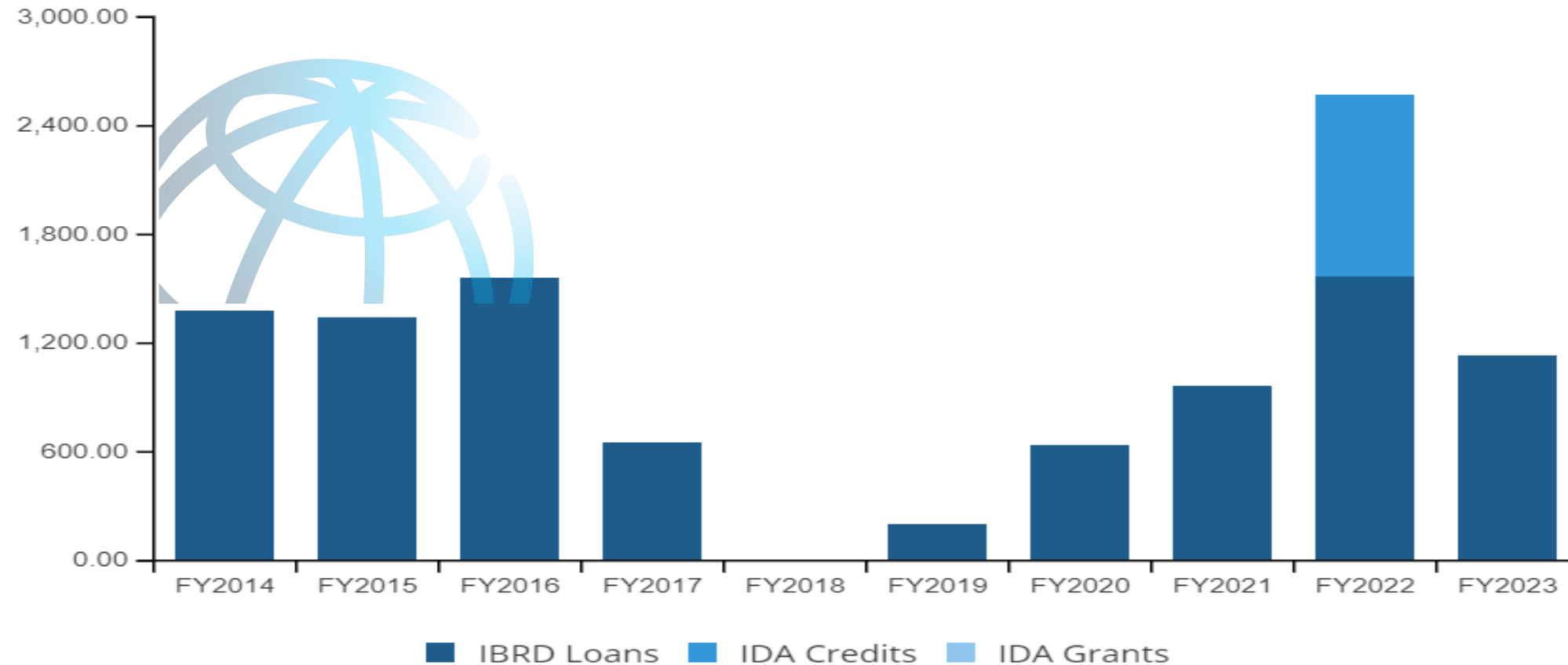


## Ukraine



- The fiscal year begins on July 1st of the previous year and runs through June 30th of the designated year. **Data on FY2023 is as of end April 2023)**
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- 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 - UKRAINE



- The fiscal year begins on July 1st of the previous year and runs through June 30th of the designated year. **Data on FY2023 is as of end April 2023.**
- 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.



# INFORMATION ON PROJECTS AND PROCUREMENTS

## UKRAINE





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



# Ukraine Loan and Grant Commitments by Sector

Sector	No of Projects	Net Com. Amt (US\$ Million)
Agriculture and Food	1	200
Education	1	200
Energy & Extractives	3	599
Finance, Competitiveness and Innovation	1	250
Governance	1	2522
Health, Nutrition & Population	3	785
Social Protection & Jobs	1	750
Transport	1	50
Water (Urban Infrastructure)	1	277
<b>Total</b>	<b>13</b>	<b>5,633</b>

# WB-URTF Financed Active Projects in Ukraine

	Project Name	Project ID	Age Years	Closing Date	Loan/Grant Amount (\$ Million)	Disbursed Amount (\$ Million)	Undisbursed Amt (\$ Million)	% Disbursed
1	Restoration Project of Winterization and Energy Resources	P180332	0	04/30/2025	\$200	\$0.0	\$200.00	0%
2	Repairing Essential Logistics Infrastructure	P180318	0.2	12/31/2024	\$50	\$0.0	\$50.00	0%
3	Health Enhancement and Lifesaving	P180245	0.3	12/31/2024	\$104	\$0.0	\$104.00	0%
4	Public Expenditures for Administrative Capacity Endurance (PEACE) in Ukraine	P178946	0.8	06/30/2023	\$2,522	\$2,253	\$269.00	89%
5	Improving Power Systems Resilience for Energy	P176114	1.8	12/31/2026	\$177	\$0.5	\$176.50	0%
6	Ukraine Emergency COVID-19 Response and Vaccination Project	P175895	2.0	09/30/2024	\$331	\$279	\$52.00	84%
7	Ukraine Improving Higher Education for Results Project	P171050	2.0	12/31/2026	\$200	\$131	\$69.00	66%
8	Access to Long Term Finance	P156766	6.0	06/30/2023	\$250	\$171	\$79.00	68%
9	Serving People, Improving Health Project	P144893	8.1	03/31/2024	\$350	\$307	\$43.00	88%
10	Second Power Transmission Project	P146788	8.3	12/31/2023	\$270	\$178	\$92.00	66%
11	The District Heating Energy Efficiency Project	P132741	9.0	06/30/2023	\$152	\$131	\$21.00	86%
12	Second Urban Infrastructure Project	P132386	9.0	06/30/2023	\$277	\$163	\$114.00	59%
13	Social Safety Nets Modernization Project	P128344	8.9	08/31/2024	\$750	\$630	\$120.00	84%
14	GPSA Ukraine: Empowering Civil Society And Journalists In Oversight And Promotion Of Effective Anti-Corruption Environment Project	P172392		06/30/2023	\$0.45	\$0.33	\$0.12	73%
TOTALS					\$5,633	\$4,244	\$1,390	75%

Data Source: World Bank Country Snapshot Dashboards (15 April 2023)

# WB-URTF Financed Active Projects in Ukraine-Procurement Plans

UKRAINE ACTIVE INVESTMENT PROJECTS									
	Project Name	Project ID	Age Years	Closing Date	Loan/Grant Amount (\$ Million)	Disbursed Amount (\$ Million)	Undisbursed Amt (\$ Million)	% Disbursed	Procurement Plans
1	Restoration Project of Winterization and Energy Resources	P180332	0	04/30/2025	\$200	\$0.0	\$200.00	0%	No Procurement Plan (PP) yet. <b>Tentative Plan included in the PAD.</b>
2	Repairing Essential Logistics Infrastructure and Network Connectivity (Relinc)	P180318	0.2	12/31/2024	\$50	\$0.0	\$50.00	0%	<b>PP Available</b>
3	Health Enhancement and Lifesaving (HEAL)	P180245	0.3	12/31/2024	\$104	\$0.0	\$104.00	0%	<b>PP Available</b>
4	Public Expenditures for Administrative Capacity Endurance (PEACE) in Ukraine	P178946	0.8	06/30/2023	\$2,522	\$2,253	\$269.00	89%	No procurements. The only procurement, currently envisaged under the Project, is the procurement of consulting services for audit of Project expenditures.
5	Improving Power Systems Resilience	P176114	1.8	12/31/2026	\$177	\$0.5	\$176.50	0%	<b>PP Available</b>
6	Ukraine Emergency COVID-19	P175895	2.0	09/30/2024	\$331	\$279	\$52.00	84%	<b>PP Available</b>
7	Ukraine Improving Higher Education for Results Project	P171050	2.0	12/31/2026	\$200	\$131	\$69.00	66%	<b>PP Available</b>
8	Access to Long Term Finance	P156766	6.0	06/30/2023	\$250	\$171	\$79.00	68%	No procurements
9	Serving People, Improving Health Project	P144893	8.1	03/31/2024	\$350	\$307	\$43.00	88%	Project is closing within 1 year. <b>There will be some small value procurements which will be advertized.</b>
10	Second Power Transmission Project	P146788	8.3	12/31/2023	\$270	\$178	\$92.00	66%	No new major procurements expected. Project is closing this calendar year. Any extension will be purely for completion of ongoing contracts. <b>There will be some small value procurements which will be advertized.</b>
11	The District Heating Energy Efficiency Project	P132741	9.0	06/30/2023	\$152	\$131	\$21.00	86%	No new major procurements expected. Project is closing this fiscal year. Any extension will be purely for completion of ongoing contracts. <b>There will be some small value procurements which will be advertized.</b>
12	Second Urban Infrastructure Project	P132386	9.0	06/30/2023	\$277	\$163	\$114.00	59%	No new major procurements expected. Project is closing this fiscal year. Any extension will be purely for completion of ongoing contracts. <b>There will be some small value procurements which will be advertized.</b>
13	Social Safety Nets Modernization Project	P128344	8.9	08/31/2024	\$750	\$630	\$120.00	84%	<b>Expected hardware and software procurements for USD 30 million</b>
14	GPSA Ukraine: Empowering Civil Society And Journalists In Oversight And Promotion Of Effective Anti-	P172392		06/30/2023	\$0.45	\$0.33	\$0.12	73%	No major procurements. Project included here to highlight the objectives of this project in the context of Strengthening Oversight and Anti-Corruption.
<b>TOTALS</b>					<b>\$5,633</b>	<b>\$4,244</b>	<b>\$1,390</b>	<b>75%</b>	
Data Source: World Bank Country Snapshot Dashboards (15 April 2023)									

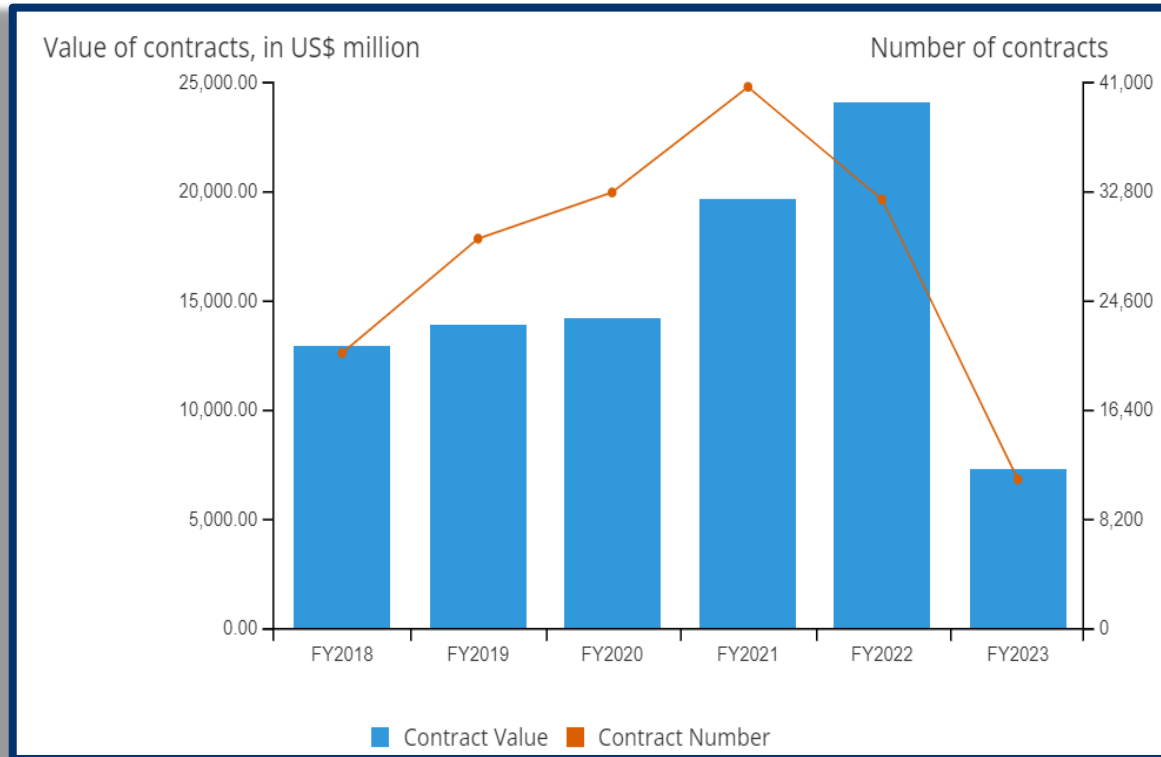
# URTF Support for Ukraine's Framework Projects

Framework Project	Development Objective	Funding Needs	Funding Secured	Current Gap
Repairing Essential Logistics Infrastructure and Network Connectivity ( <b>RELINC</b> ) Project	Provide the means for mitigating the immediate impact that disrupted transport networks have on Ukraine's population and economy.	\$585 million	\$100 million grant - URTF	\$485 million
Restoration Project of Winterization and Energy Resources Ukraine	Enable the restoration of essential energy services in Ukraine.	\$500 million	\$200 million grant - URTF	\$300 million
Health Enhancement and Lifesaving ( <b>HEAL</b> ) Ukraine Project	Restore and improve access to essential mental health and rehabilitation services, address urgent needs for health services, and provide financial protection in the emergency context.	\$500 million	€100 million IBRD loan  \$10 million grant - GFF  \$10 million grant - URTF	\$375 million

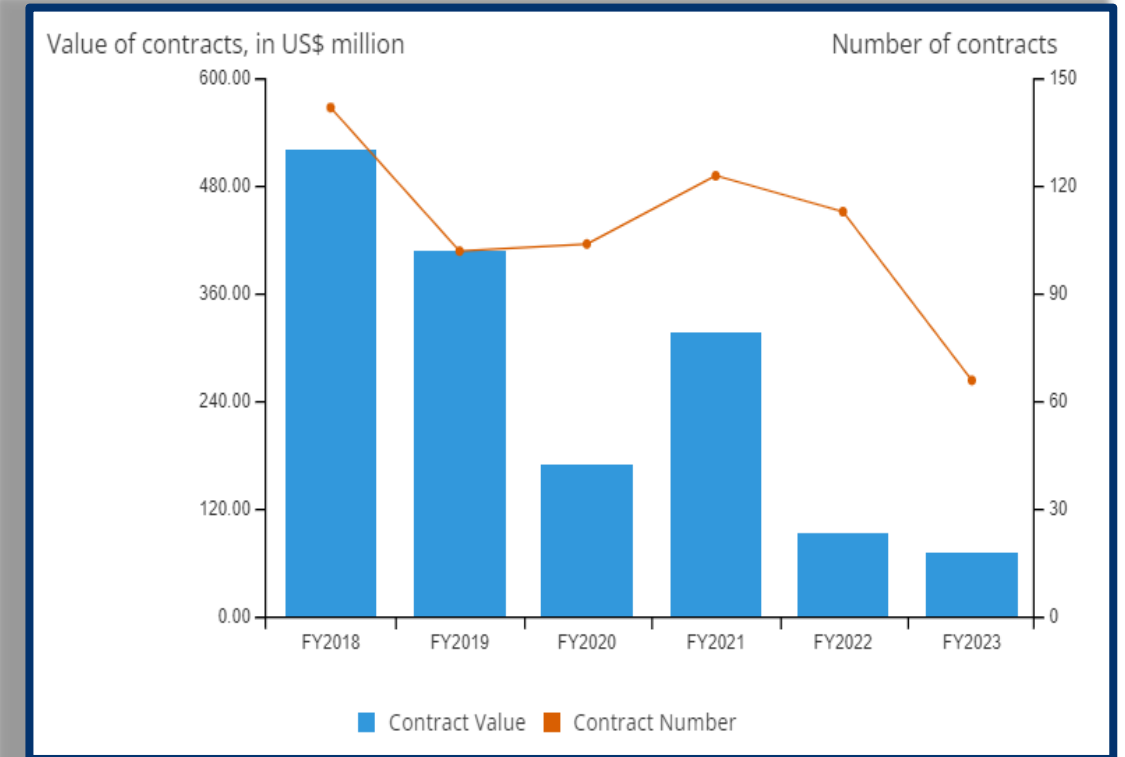
# Bank Financed Contracts by Fiscal Year

Data on FY2023 is as of end April 2023

## Global



## Ukraine



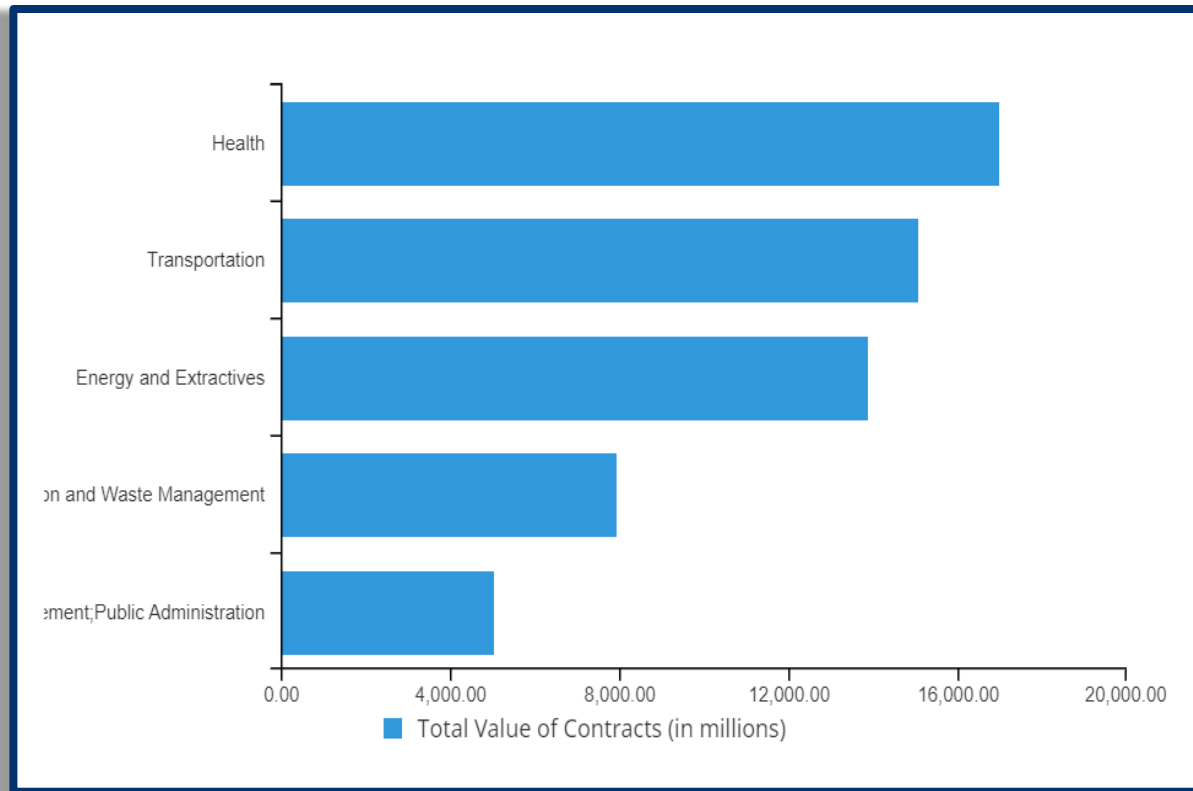
**Two main reasons for decline in contract awards: (i) war/conflict situation in Ukraine; and (ii) 3 new projects under 1 year**  
**See previous slide on Active Projects – Procurement Plans**

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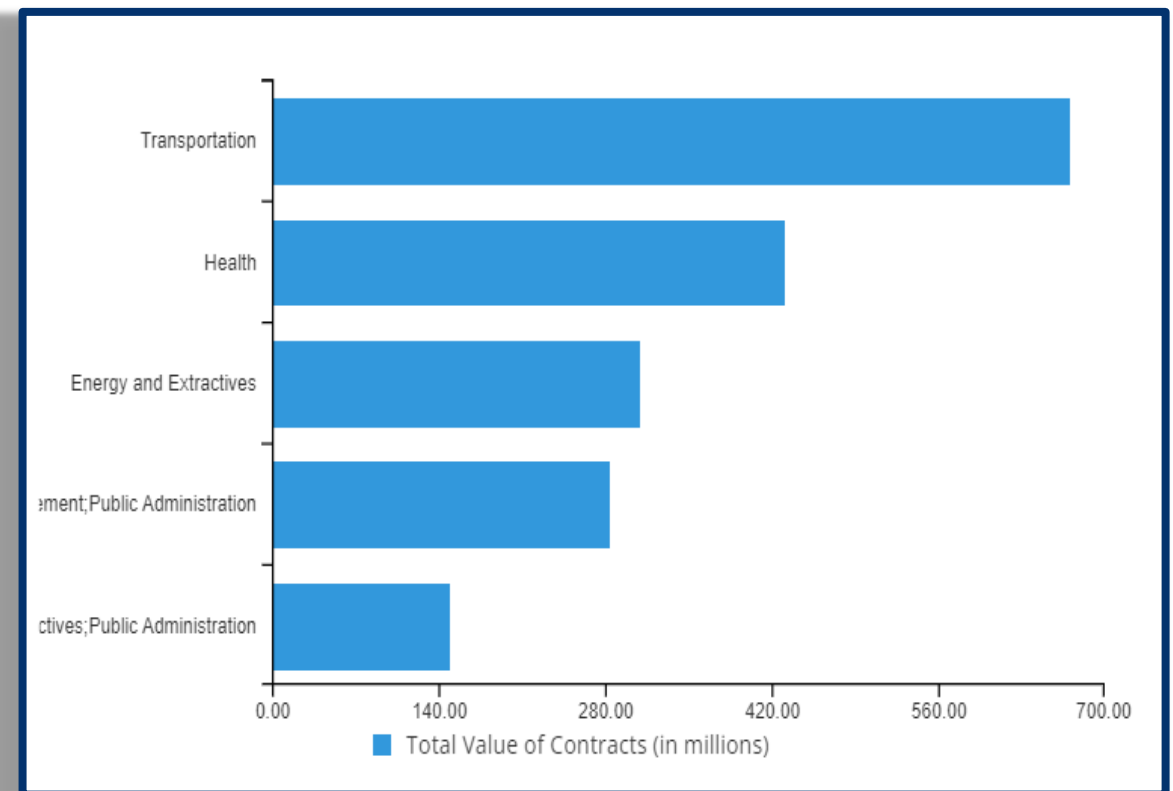


# Bank Financed Contracts by Sector Since FY 2017

## Global

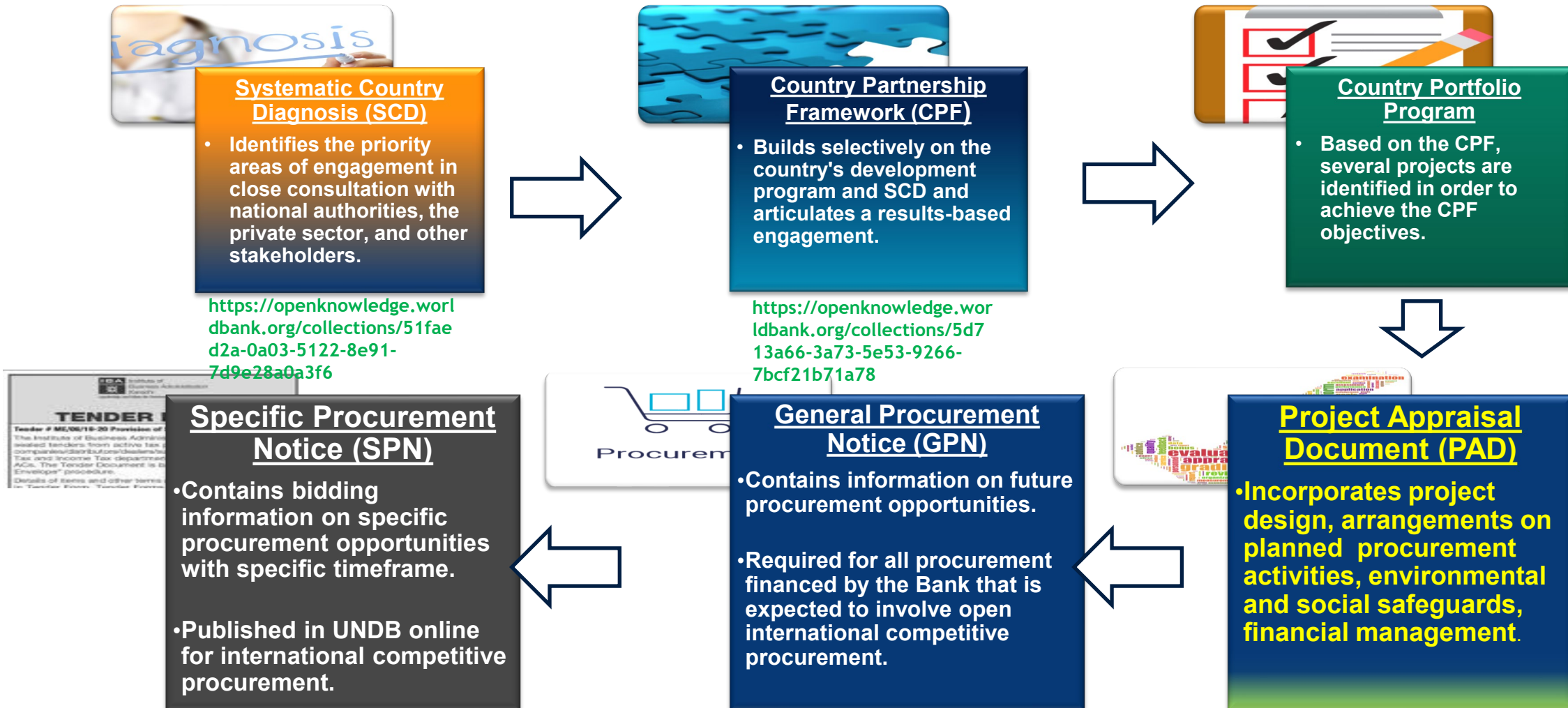


## Ukraine



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- Based on unaudited data.

# Exploring Opportunities for Contracts in WB Borrowing Countries





## IMPORTANT

Read the Publicly Disclosed Project Appraisal Document



# An Example: Project Appraisal Document

Publicly Disclosed Document

Public Disclosure Authorized

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**THE WORLD BANK**  
IBRD • IDA | WORLD BANK GROUP

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Report No: PAD5253

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT AND  
INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT  
ON A  
PROPOSED FINANCING  
IN THE AMOUNT OF US\$500 MILLION  
TO  
UKRAINE  
FOR A  
RESTORATION PROJECT OF WINTERIZATION AND ENERGY RESOURCES

April 11, 2023

Energy & Extractives Global Practice  
Europe And Central Asia Region

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Publicly Disclosed Document

# An Example: Table of Contents from a Project Appraisal Document



**The World Bank**

Restoration Project of Winterization and Energy Resources (P180332)

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# Restoration Project of Winterization and Energy Resources

	Project Name	Project ID	Age Years	Closing Date	Loan/Grant Amount	Disbursed Amount (\$ Million)	Undisbursed Amt (\$ Million)	% Disbursed	Procurement Plans
1	Restoration Project of Winterization and Energy Resources	P180332	0	04/30/2025	\$200	\$0.0	\$200.00	0%	No Procurement Plan (PP) yet. <b>Tentative Plan included in the PAD.</b>

- ❑ The Energy Community Secretariat (EnCS), an international organization that supports EU neighboring countries join an integrated pan-European energy market, has established the “Ukraine Energy Support Fund” (UESF) to arrange procurement and donation of emergency energy equipment and fuels.
- ❑ The United States Agency for International Development (USAID) is supporting the UESF acting as a procurement agency in verifying the list of urgent equipment and procuring the equipment.
- ❑ The UESF has received financial support from Denmark in the amount of US\$0.5 million, while Germany and the United Kingdom are planning to contribute to the fund. The European Bank for Reconstruction and Development (EBRD) allocated US\$ 150 million of a EUR 300 million loan to UE19 for emergency support (the remaining USD 150 million will provide liquidity support).
- ❑ **USAID will allocate US\$50 million from the ongoing Energy Security Project technical assistance program for urgent heating needs and another US\$53 million for electricity infrastructure repairs**, while the Nordic Environment Finance Corporation is planning to provide US\$50 million for heating at the community level.
- ❑ Given that the **estimated financial need for urgent equipment to restore energy services is at least US\$900 million**, the financing gap is estimated to be at least **US\$500 million** at the time this project was appraised.



# 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.**

# Transportation, Installation & Commissioning

## Excerpt from the Project Appraisal Document

### Restoration Project of Winterization and Energy Resources

- ☐ **The project will exclusively finance supply of goods including transportation to sites,** while the direct beneficiaries, including DHCs and UE will conduct civil work, installation, and commissioning of the supplied goods with help from local construction companies.
- ☐ **Suppliers will deliver goods/equipment to hubs in Poland or the border, while beneficiaries will arrange transportation of goods/equipment to final locations while some suppliers can arrange transportation to sites within the supply contracts.** The works for the installation and commissioning of equipment will be conducted by the direct beneficiaries.

# 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"><li>• 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</li><li>• Regular monitoring through procurement plan and quarterly updates and reports</li><li>• Streamlined Tender Commissions with clear timelines specified in the Project Operational Manual for evaluation and approval process</li></ul>	PIU	<ul style="list-style-type: none"><li>• During project implementation</li><li>• During project implementation</li><li>• 1 month after project effectiveness</li></ul>
Payment delays to suppliers	<ul style="list-style-type: none"><li>• Direct Payment to Suppliers by the Bank (WFA) and clear timelines for approvals defined in the PoM</li></ul>	PIU, WB	During project implementation


# Identified Risks & Mitigation – Excerpt from the Project Appraisal Document

## Restoration Project of Winterization and Energy Resources

- ☐ Due to suspended missions to Ukraine, the **Bank team will rely on local consultants, third-party monitoring agents, and/or NGOs/CSOs to enhance risk mitigations while physical presence is not possible.**
- ☐ **The Bank will agree with the implementing agencies on a reliable tracking system of goods coming to Ukraine and/or produced in the country.**
- ☐ **The Bank's supervision team will work closely with Integrity Vice Presidency Preventive Services for additional risk mitigation measures during implementation** as the Ukraine's evolving situation may require.
- ☐ **The World Bank will intensify third-party technology-based implementation support** and post-reviews, including, whenever possible, intensified implementation support missions.
- ☐ **The Bank will provide Hands on Expanded Implementation Support to implementing agencies during the procurement process for all open tender process.**

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

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 **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.



# Project Paper for Small Grant: Ukraine Procurement System Enhancement

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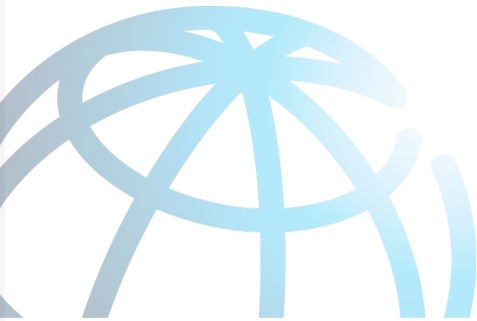
Report No: PP5248

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT AND/OR  
INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT PAPER  
ON A  
PROPOSED GRANT  
IN THE AMOUNT OF  
US\$ 0.15 MILLION  
TO THE  
(SOE PROZORRO)  
FOR A  
(UKRAINE PROCUREMENT SYSTEM ENHANCEMENT PROJECT )  
(DATE)

(Governance Global Practice)  
(Europe And Central Asia Region)

Public Disclosure Authorized



Publicly Disclosed Document

## Objectives of this project

**The objectives of the Project are to increase the transparency of Ukraine's procurement activities and strengthen the capacity of Ukraine to implement and monitor procurement activities.**

## Key results indicators for this project will be:

- ☐ **Development and Launch of Automatic Risk Indicators:** development of an automatic indicators system for public procurement, including a risk management tool, risk engine system, admin panel, and business intelligence module.
- ☐ **Support for Business Analysis and Integration:** provision of support for integration of the Prozorro system and Digital Reconstruction Management System (to be implemented by the Ministry of Communities, Territories, and Infrastructure Development under the Government Resolution №1286 as of 15.11.2022) with systems used for procurement financed by international financial institutions...



# Heath Enhancement and Lifesaving (HEAL) Project

Project Name	Project ID	Age Years	Closing Date	Loan/Grant Amou	Disbursed Amount (\$ Million)	Undisbursed Amt (\$ Million)	% Disbursed	Procurement Plans
Health Enhancement and Lifesaving (HEAL)	P180245	0.3	12/31/2024	\$104	\$0.0	\$104.00	0%	PP Available

## 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 01601 Ukraine**  
**Telephone: +380 (44) 253 61 94**

**E-mail: [moz@moz.gov.ua](mailto:moz@moz.gov.ua), copied to [moz.wb.procurement@gmail.com](mailto:moz.wb.procurement@gmail.com)**

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

# Repairing Essential Logistics Infrastructure & Network Connectivity (RELINC)

Project Name	Project ID	Age Years	Closing Date	Loan/Grant Amount	Disbursed Amount (\$ Million)	Undisbursed Amt (\$ Million)	% Disbursed	Procurement Plans
Repairing Essential Logistics Infrastructure and Network Connectivity (Relinc)	P180318	0.2	12/31/2024	\$50	\$0.0	\$50.00	0%	PP Available

## 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-1501Ukraine**  
**Telephone: +380444069656**  
**E-mail: [ananiev.m.u@uz.gov.ua](mailto:ananiev.m.u@uz.gov.ua)**  
**Contact: Mykola Ananiev**



# IDENTIFYING OPPORTUNITIES AND HOW TO BID




# Where Do I Find Business Opportunities for Ukraine Projects?



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What We Do / Projects & Operations

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## Procurement Notices

PROCUREMENT

Subscribe to receive email alerts for new procurement notices.


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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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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



# 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 be used for International Procurements once the system is 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.**

# Where Do I Find Business Opportunities for Ukraine Projects?



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118685 PROCUREMENT NOTICES 1023 OPEN FOR BIDDING

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## 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](mailto:emailerts@worldbank.org)



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FAQ



## How to create a new email alert!

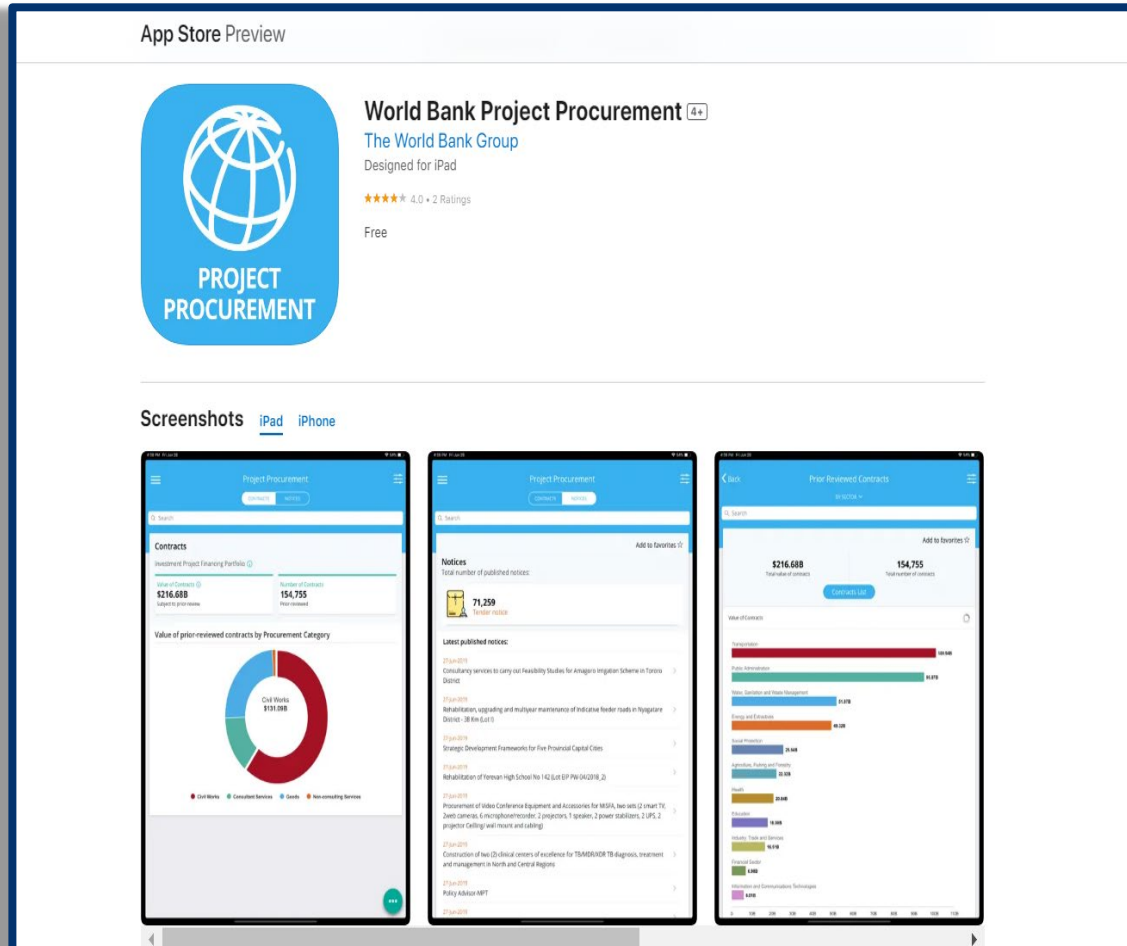
- 1 Click the button above to login or create a profile.
- 2 Pick the type of alert you wish to receive: General, Follow a Project, or Procurement.
- 3 Pick the items of interest: countries/regions; topics; type of resources; languages; or procurement codes (depending on the type of alert).
- 4 Name 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



# Finding Business Opportunities – Procurement Guidance



**Finding business opportunities and  
winning contracts financed by the  
World Bank**

October 2021



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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](http://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](http://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.

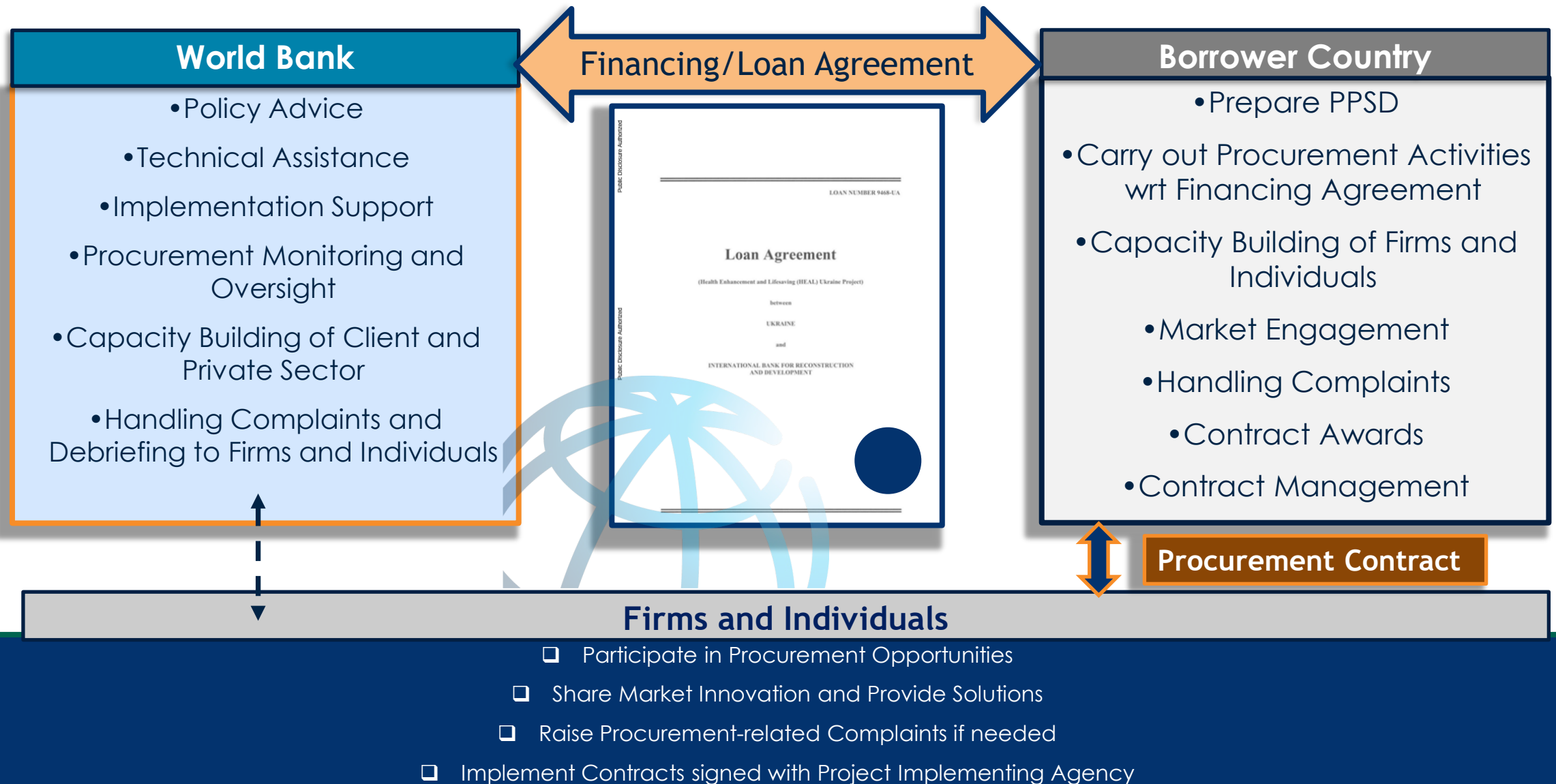


# Procurement Regulations for Borrowers



- ☐ **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





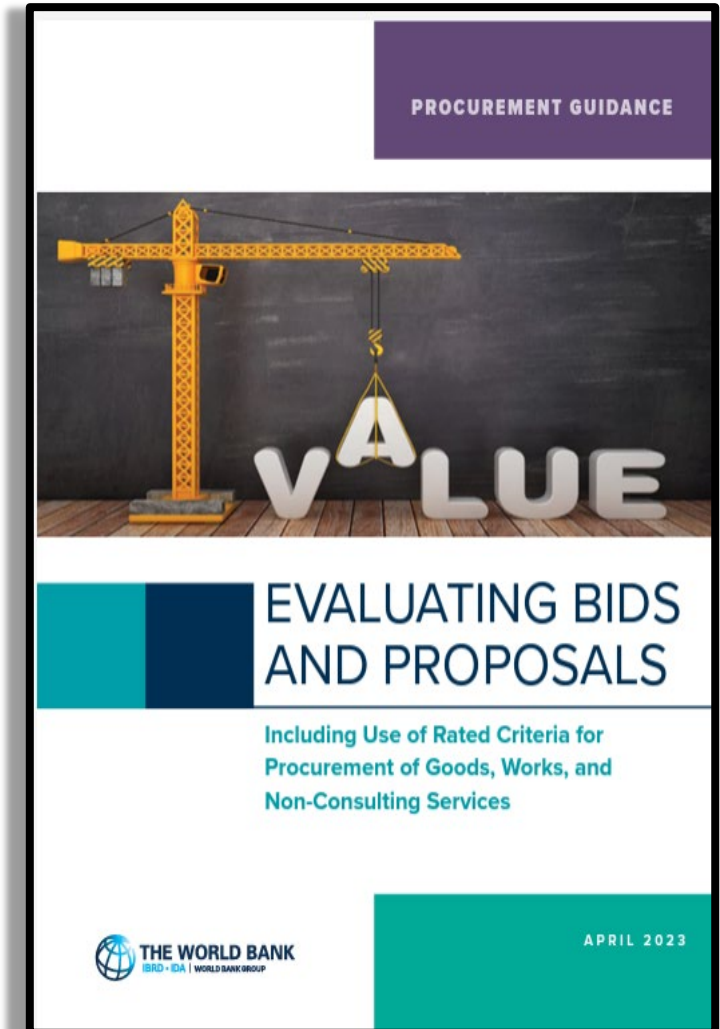
# Use of Rated Criteria for Most International Procurements (Default Approach)

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 Document<sup>1</sup>
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”

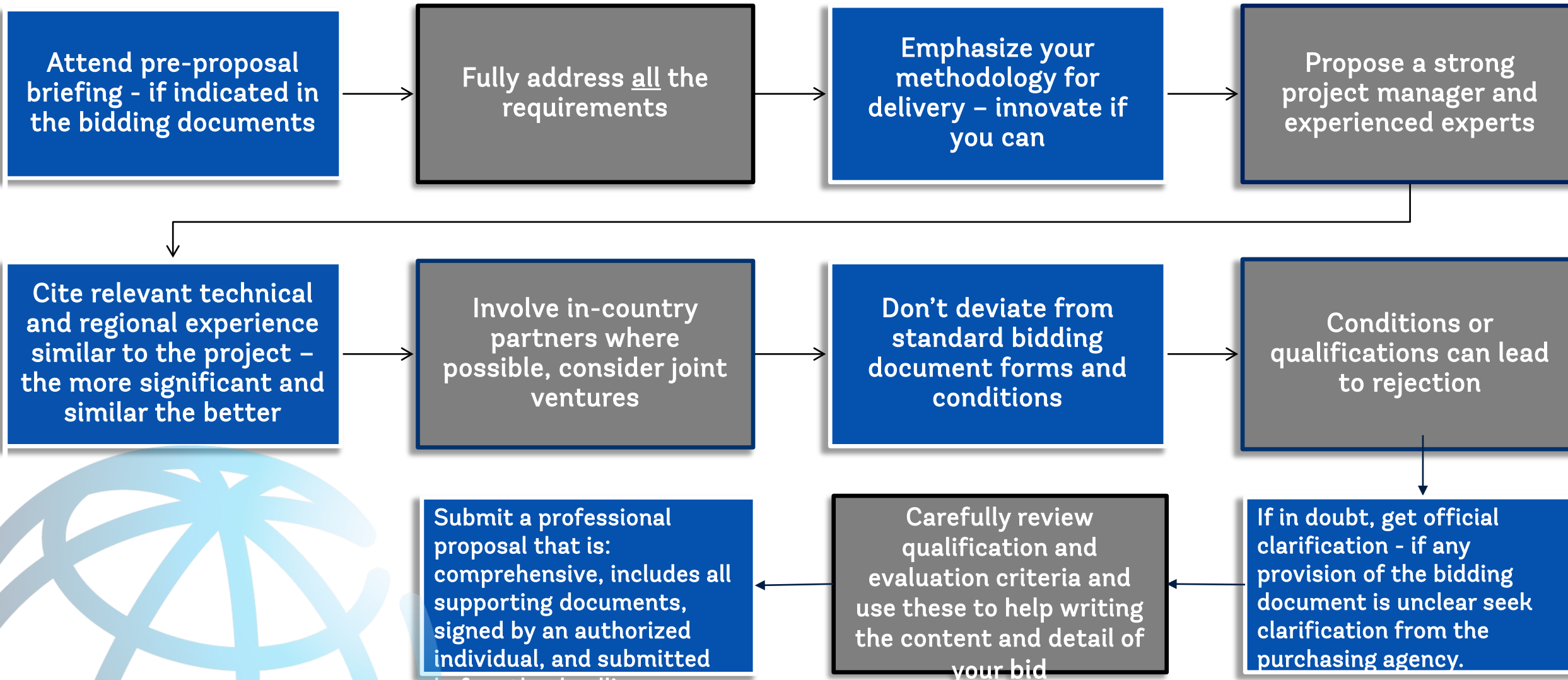
*Seek official clarification before bid submission*

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

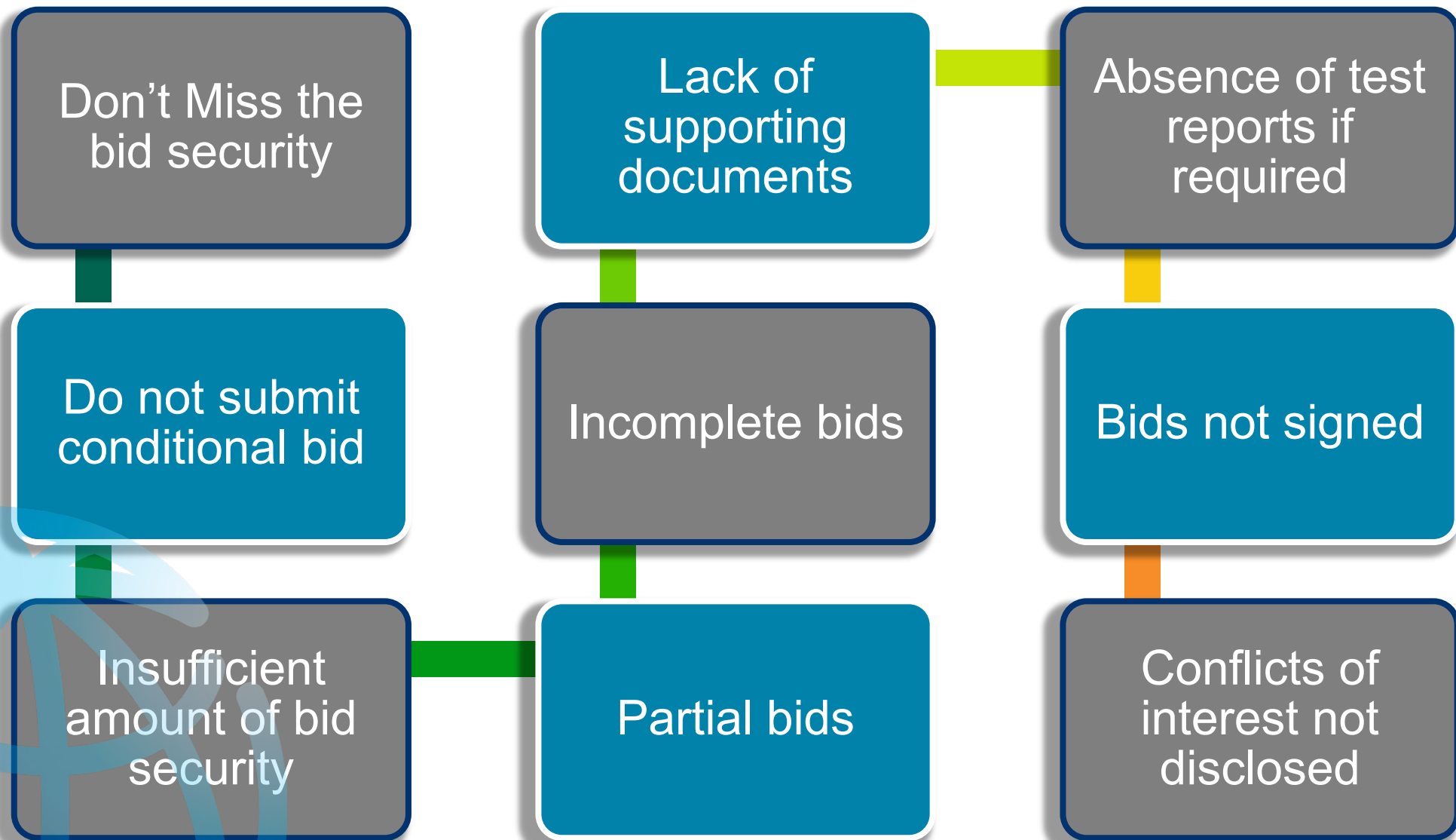
*Write to WB directly if the executing agency fails to respond promptly or there is a complaint against the executing agency.*



# Preparing the Proposal



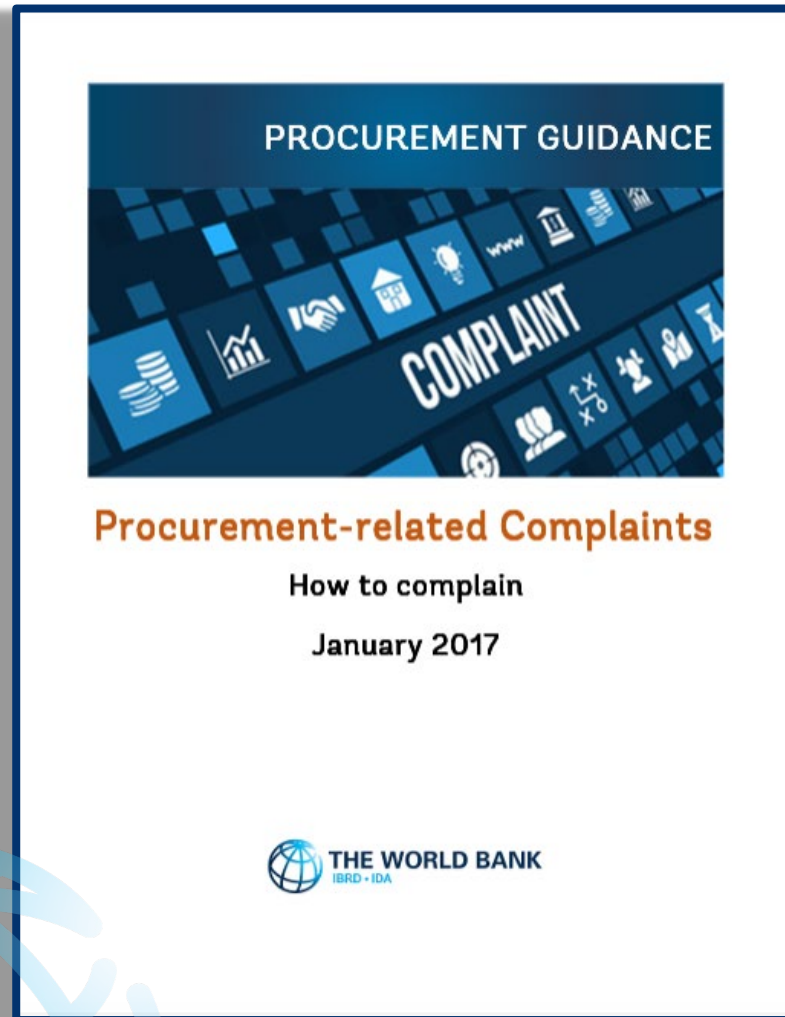
# Advice on Bid Preparation ---What not to do ---



# 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>



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## Integrity Vice Presidency

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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 complaint with at least an email address so that we may clarification.

Pop up questions to guide reporting

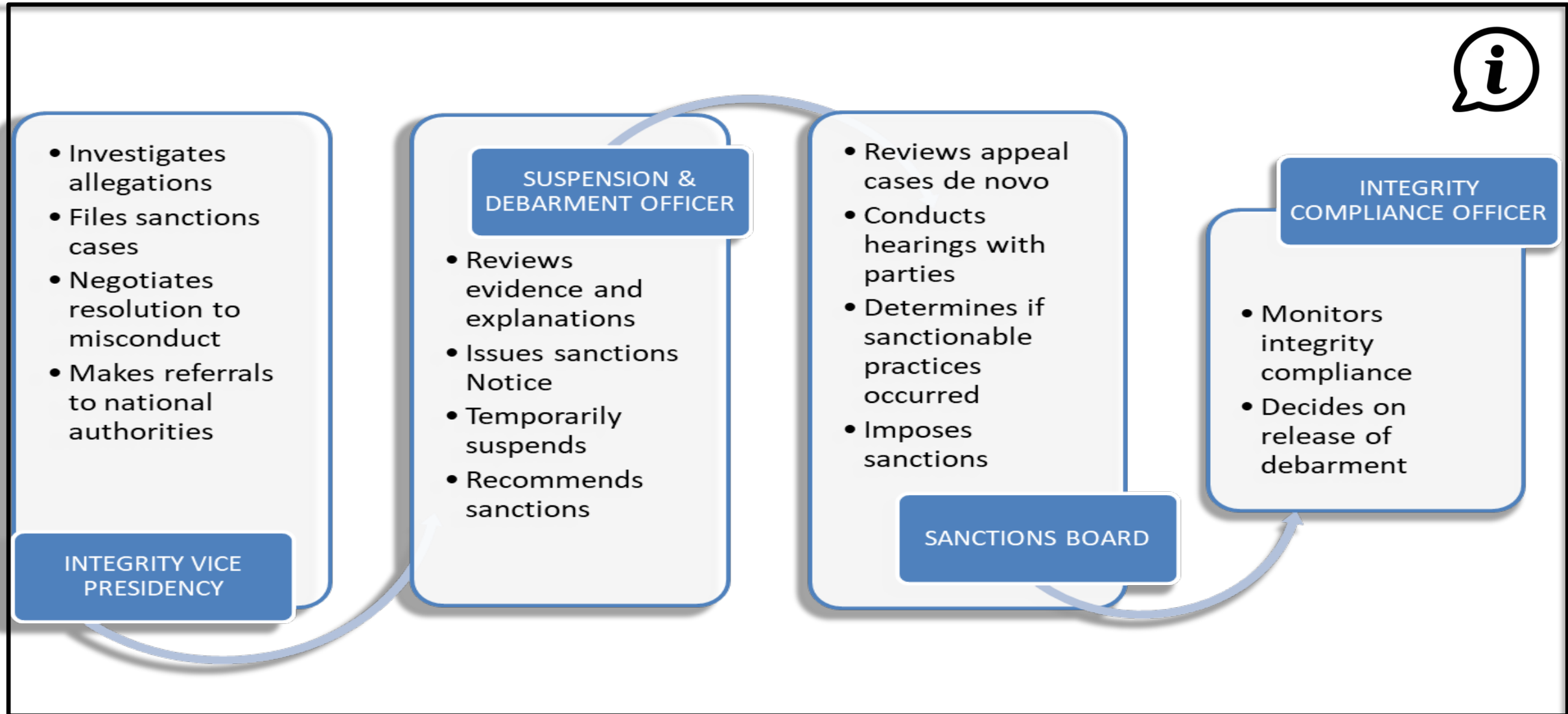
#### Guide Questions:

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?



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# From Investigations to Sanctions





# World Bank Group Finances

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



## World Bank Group Finances

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IBRD/IDA

IFC

MIGA

### IBRD/IDA Summary



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 ▾](#) | [⋮](#)

### Bank-funded Contracts By Sector



# Finding Business Opportunities – Procurement Guidance



**Finding business opportunities and  
winning contracts financed by the  
World Bank**

**October 2021**



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# Links to Useful Information



## 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/>

# Q & A



# Annex

## Additional Information



# Prevention of Fraud and Corruption Risks

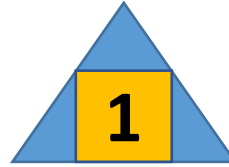
Corrupt  
Practice

Fraudulent  
Practice

Coercive  
Practice

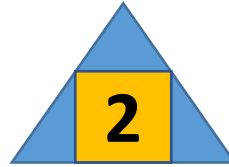
Collusive  
Practice

Obstructive  
Practice



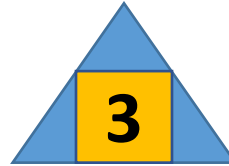
## Corrupt Practice

- ❑ 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.

## 1

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