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## The Integrity Learning Series

Ҳалоллик бўйича ўқув курслари

# Skills Development for a Modern Economy Project in Uzbekistan: Executing and Implementing Agencies and Project Implementation Units

Ўзбекистондаги замонавий иқтисодиёт лойиҳаси  
учун малака ошириш: Ижрочи ва бажарувчи  
агентликлар ҳамда Лойиҳани амалга ошириш  
бўлими

**Carlo Garcia**  
*Senior Integrity Officer*

29 July 2022

**Карло Гарсиа**  
*Коррупцияга қарши кураш  
бўйича катта ходим*

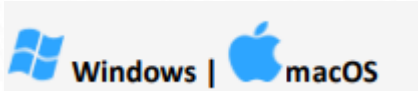
2022 йил 29 июль



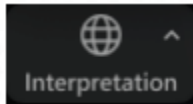
# Language selection

Use the Interpretation panel for real time language interpretation

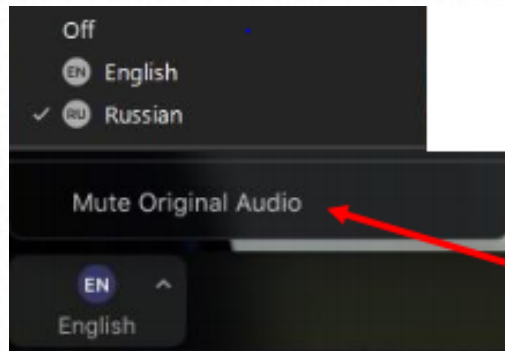
## Listening to language interpretation Windows



- In your meeting/webinar controls, click Interpretation.

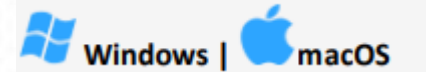


- Click the language that you would like to hear.

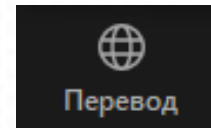


- (Optional) To only hear the interpreted language, click **Mute Original Audio**.

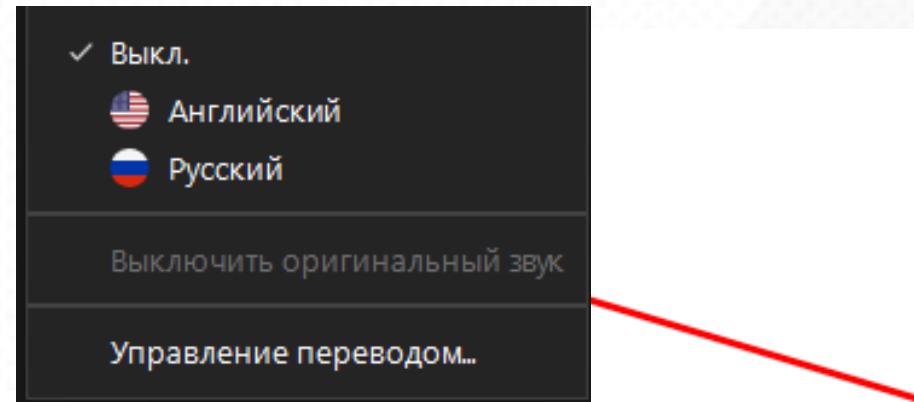
## Windows тил ўгиришни тинглаш



- Учрашув/вебинар бошқарувида Interpretation ни босинг.



- Ўзингиз эшитишни истаган тилни босинг.



- (Ихтиёрий) Фақат ўгирилган тилни эшитиш учун **Mute Original Audio** ни босинг.

# Reminders / Эслатмалар



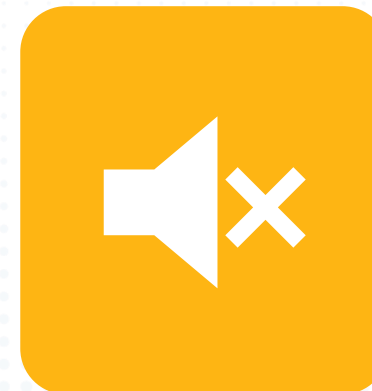
The session is  
being recorded

Сессия / ушбу  
семинар ёзиб  
олинмоқда



Type in your questions through  
the chat box at any time or  
unmute during Q&A

Исталган вақтда саволингизни  
ёзишингиз ва савол-жавоблар  
пайтида махсус тугма  
ёрдамида овозсиз режимга  
ўтиш мумкин



Please remain on  
mute if not speaking

Илтимос,  
гапирмасангиз  
овозсиз ҳолатда  
қолинг

# Objectives

## Мақсадлар



**Increase awareness** of potential integrity risks and remedial actions

Потенциал ҳалоллик рисклари ва уларни бартараф этиш чоралари ҳақида хабардорликни ошириш



**Enhance your knowledge** of ADB's integrity framework

ОТБ нинг ҳалоллик механизми ҳақида билимингизни оширинг



**Improve skills** in corruption and integrity risk detection, risk assessment, and prevention

Коррупция ва ҳалоллик riskини аниқлаш, riskни баҳолаш, ва олдини олиш бўйича **малака оширинг**



# Outline / Иш режаси

1

ADB's Vision and Strategy 2030 /

ОТБнинг 2030 йилгача бўлган мақсад ва стратегияси

2

Integrity Risk Impact / Ҳалоллик rischi таъсири

3

Recognizing and reducing risk / Riskни тан олиш ва камайтириш

4

Integrity Violations and Remedial Actions /

Ҳалолликни бузиш ва тузатиш чоралари

1

# ADB's Vision and Strategy 2030

## ОТБнинг 2030 йилгача бўлган мақсад ва стратегияси

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# Asian Development Bank / Осиё тараққиёт банки

ADB is committed to achieving a **prosperous, inclusive, resilient**, and **sustainable** Asia and the Pacific, while sustaining its efforts to eradicate extreme poverty.

ОТБ ўта қашшоқликка барҳам бериш бўйича саъй-ҳаракатларни давом эттириш билан бирга гуллаб-яшнаган, инклюзив, кучли ва барқарор Осиё ва Тинч океани минтақасига эришиш тарафдори.

**Effective governance and improved institutional capacity** in ADB's developing member countries is required to achieve ADB's vision.

ОТБ мақсадларини амалга ошириш учун ОТБ нинг ривожланаётган аъзо мамлакатларида самарали бошқарув ва такомиллашган институционал салоҳият талаб этилади.



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# Strategy 2030 / Стратегия 2030



Addressing remaining poverty and reducing inequalities /  
Мавжуд қашшоқликни бартараф этиш ва тенгсизликни камайтириш



Accelerating progress in gender equality /  
Гендер тенгликни таъминлашда ривожланишни тезлаштириш



Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability /  
Иқлим ўзгаришига қарши курашиш, иқлим ўзгариши ва табиий офатларга чидамлилиқни ошириш, шунингдек, экологик барқарорликни кучайтириш



Making cities more livable /  
Шаҳарларни яшашга қулайроқ қилиш



Promoting rural development and food security /  
Қишлоқ тараққиёти ва озиқ-овқат хавфсизлигини таъминлаш



Strengthening governance and institutional capacity /  
Бошқарув ва институционал салоҳиятни мустаҳкамлаш



Fostering regional cooperation and integration /  
Минтақавий ҳамкорлик ва интеграцияни ривожлантириш

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# Strengthening governance and institutional capacity

## Бошқарув ва институционал салоҳиятни мустаҳкамлаш



Support governments' efforts to **eradicate corruption**

Хукуматнинг **коррупцияни йўқ қилишга қаратилган** саъй-ҳаракатларини қўллаб-қувватлаш



Promote effective, timely, and **corruption-free** delivery of public services

Давлат хизматлари самарали, ўз вақтида ва **коррупциясиз** кўрсатилишига кўмаклашиш



Implement **anticorruption measures** in all ADB projects and programs

ОТБ нинг барча лойиҳа ва дастурларида **аксилкоррупциявий** чораларни жорий этиш

# 2

## Integrity Risk Impact / Ҳалоллик rischi таъсири

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“

Corruption is the **single greatest obstacle** to economic and social development around the world.

Коррупция бутун дунё бўйлаб иқтисодий ва ижтимоий ривожланиш йўлидаги **энг катта тўсиқдир**.

Every year, **\$1 trillion** is paid in bribes, while an estimated **\$2.6 trillion** are stolen annually through corruption.

Ҳар йили **1 трлн доллар** пора кўринишида тўланади, ҳар йили тахминан **2,6 трлн доллар** коррупция орқасидан ўмарилади

A sum equivalent to more than **5%** of the global GDP.

Бу жаҳон ялпи ички маҳсулотининг **5 фоиздан ортиғига** тенг маблағдир.

United Nations Security Council 10 September 2018 /БМТ Хавфсизлик кенгаши 2018 йил 10 сентябрь

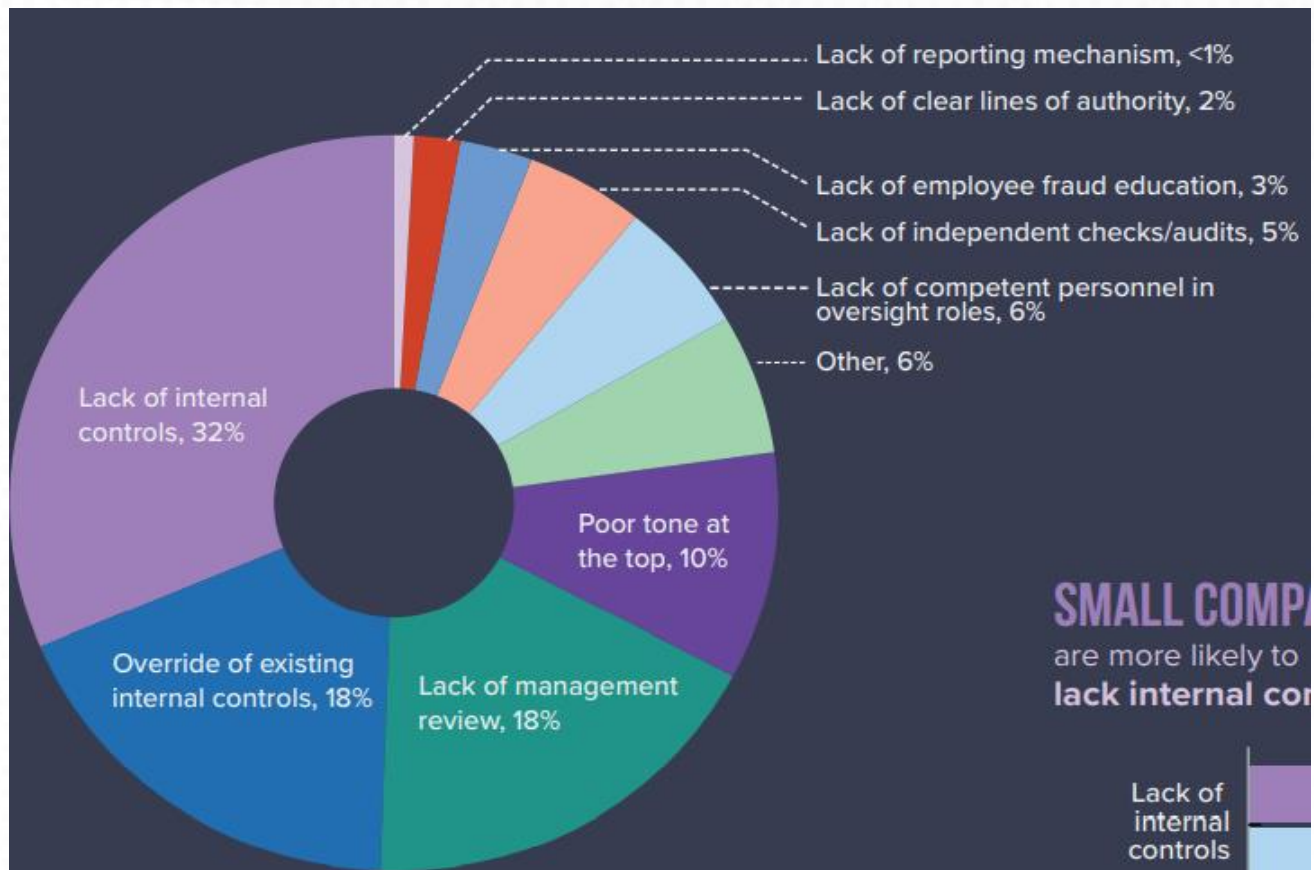


# Probability and Likelihood

## Эҳтимоллик ва ўхшашлик



Association of Certified Fraud Examiners; Report to the Nations 2020  
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Primary internal control weaknesses contributing to corruption and fraud



Коррупцияга қарши курашдаги заифлик ва фирибгарликка ҳисса қўшувчи асосий ички назорат

FINANCIAL CRISIS AT MAJOR CONTRACTOR: WHERE  
DID THE MONEY GO? / ЙИРИК ПУДРАТЧИДА  
МОЛИЯВИЙ ИНҚИРОЗ: ПУЛ ҚАЕРГА  
КЕТДИ?

Inappropriate contract negotiations cause of project  
failure / Шартнома бўйича ноўрин музокаралар  
лойиха муваффақиятсизлиги сабабидир

School wall collapses: hospital emergency /  
Мактаб девори қулаб тушди: тез тиббий  
ёрдам

Substandard materials and works:  
contractor 100% accountable / Сифатсиз  
материал ва иш: пудратчи 100 %  
жавобгар

Shock resignations following litigation scandal never verified / Суд можаросидан  
кейинги шов-шувли истеъфолар ҳеч қачон тасдиқланмаган



# 3

## Recognizing and Reducing Risk Рискни тан олиш ва камайтириш

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# ADB's Anticorruption Policy / ОТБнинг коррупцияга қарши сиёсати



Promoting efficient, effective, accountable, and transparent public administration including good governance and capacity building

Амалий, самарали, ҳисобдор ва шаффоф давлат бошқарувини, шу жумладан, яхши бошқарув ва салоҳиятни оширишни рағбатлантириш



Supporting anticorruption efforts in the region through quality dialogue with the DMCs

РАД билан сифатли мулоқот воситасида минтақада коррупцияга қарши курашни қўллаб-қувватлаш



Ensuring that ADB projects and staff adhere to the highest ethical standards

ОТБ лойиҳалари ва ходимлари энг юқори ахлоқий меъёрларга амал қилишини таъминлаш



ADB defines **corruption** as the **abuse of public or private office for personal gain**  
ОТБ коррупцияни шахсий манфаат учун давлат ёки шахсий мансабни суиистеъмол қилиш, деб таърифлайди

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# ADB's Anticorruption Policy / ОТБнинг коррупцияга қарши сиёсати



**Policy and  
Guidelines / Сиёсат  
ва кўрсатмалар**



**Operational Instructions  
/Фойдаланиш бўйича  
кўрсатмалар**



**Administrative  
Orders/Маъмурий  
буйруқлар**



Applies to **executing and implementing agencies, contractors, consultants, suppliers, ADB staff, and anyone** connected to an ADB-financed, -administered, or –supported activity.

**Ижрочи ва амалга оширувчи агентликлар, пудратчилар, маслаҳатчилар, етказиб берувчилар, ОТБ ходимлари ва ОТБ томонидан молиялаштириладиган, бошқариладиган ёки қўллаб-қувватланадиган фаолият турлари билан боғлиқ ҳаммага нисбатан қўлланилади**

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# Project Processes / Лойиҳа жараёнлари

## Procurement

### Харидлар



#### Bidding

##### Нарх қўйиш

Prequalification; bidding documents preparation; and bid advertisement, submission, and opening

Дастлабки баҳолаш; тендер ҳужжатларини тайёрлаш ва нархни эълон қилиш; ариза бериш ва очилиш



#### Bid evaluation

##### Таклифни баҳолаш

Assessment of bidders' compliance with bidding requirements, and preparation, and approval of evaluation report

Иштирокчиларнинг тендер талабларига мувофиқлигини баҳолаш, баҳолаш ҳисоботини тайёрлаш ва тасдиқлаш



#### Contract award

##### Шартнома тузиш

Post-bid evaluation activities until contract is awarded and signed

Ариза берилгач, шартнома тақдим этилиши ва имзоланишигача бўлган хатти-ҳаракатлар

These sub-processes reflect those assessed by OAI and do not necessarily reflect all sub-processes that exist within each process /


Ушбу қуйи жараёнлар АХБ томонидан баҳоланган жараёнларни акс эттиради ва ҳар бир жараёнда мавжуд бўлган қуйи жараёнларни акс эттириши шарт эмас.

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# Project Processes / Лойиҳа жараёнлари

## Contract & Asset Management

### Шартнома ва активларни бошқариш

 **Contract administration**  
Шартнома бошқаруви  
The management of the day-to-day practicalities and administrative requirements under the contract  
Шартнома бўйича ҳар кунлик амалий ва маъмурий талабларни бошқариш

 **Output monitoring**  
Натижалар мониторинги  
Engagement with/supervision of contractors, consultants, and suppliers in relation to project outputs  
Лойиҳа натижалари бўйича пудратчилар, маслаҳатчилар ва етказиб берувчилар билан ҳамкорлик қилиш/назорат қилиш

 **Asset control**  
Активларни назорат қилиш  
Safeguarding and maintenance of project assets including asset inventory  
Лойиҳа активларини, жумладан, мулк инвентаризациясини сақлаш ва техник хизмат кўрсатиш

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# Project Processes / Лойиҳа жараёнлари

## Financial Management

### Молиявий менежмент



#### Expenditure management

Харажатларни бошқариш

Approval and processing of payments for project expenditures

Лойиҳа харажатлари учун тўловларни тасдиқлаш ва унинг устида ишлаш



#### Financial reporting

Молиявий ҳисобот

Project accounting and auditing

Лойиҳанинг ҳисоби ва аудити

These sub-processes reflect those assessed by OAI and do not necessarily reflect all sub-processes that exist within each process /

Ушбу қуйи жараёнлар АХБ томонидан баҳоланган жараёнларни акс эттиради ва ҳар бир жараёнда мавжуд бўлган қуйи жараёнларни акс эттириши шарт эмас.

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# Commercial Benefits of Due Diligence / Комплекс баҳолашнинг тижорий фойдалари

- Due diligence allows **informed decision making** by enhancing the amount and quality of information available to decision makers and by ensuring that this information is systematically used to deliberate on the decision at hand and all its costs, benefits, and risks\*
- Assurance or otherwise that the third party:
  - a) Has the **necessary skills** and **experience** to provide the services for which they will be contracted;
  - b) Is a **reputable** and **reliable** business partner with a **good track-record**;
  - c) Is *bone fide* and there are no **identifiable risks of corruption or other integrity risks** associated with the third party;
  - d) Is charging a **fair market price** for their services (a company paying bribes may often charge more for its services in order to create a slush fund to pay bribes).
- Комплекс текширув қарор қабул қилувчилар учун очиқ бўлган маълумотларнинг сифати ва миқдорини ошириш ҳамда ушбу маълумотлардан қарор қабул қилиш ва унинг барча харажатлари, фойдалари ҳамда рискларини муҳокама қилиш учун тизимли равишда ишлатилишини таъминлаш орқали **асосли қарор қабул қилиш** имконини беради\*
- Кафолат ёки бошқача айтганда учинчи томон:
  - a) Шартнома тузилгандаги хизматларни кўрсатиш учун **зарурий кўникма ва тажрибага** эга бўлади;
  - b) Яхши **тажрибага** эга **обрўли** ва **ишончли** бизнес-ҳамкор;
  - c) **Тоза виждонли** ва **коррупция ёки учинчи томон билан боғлиқ ҳалолликка соя солувчи бошқа рисклар аниқланмаган**;
  - d) Хизмати учун **адолатли бозор нархида** ҳақ олади (пора берувчи компаниялар, кўпинча, пора харажатини қоплаш мақсадида ўз хизмати учун кўпроқ ҳақ олиши мумкин).

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# Commercial Benefits of Due Diligence / Комплекс баҳолашнинг тижорий фойдалари

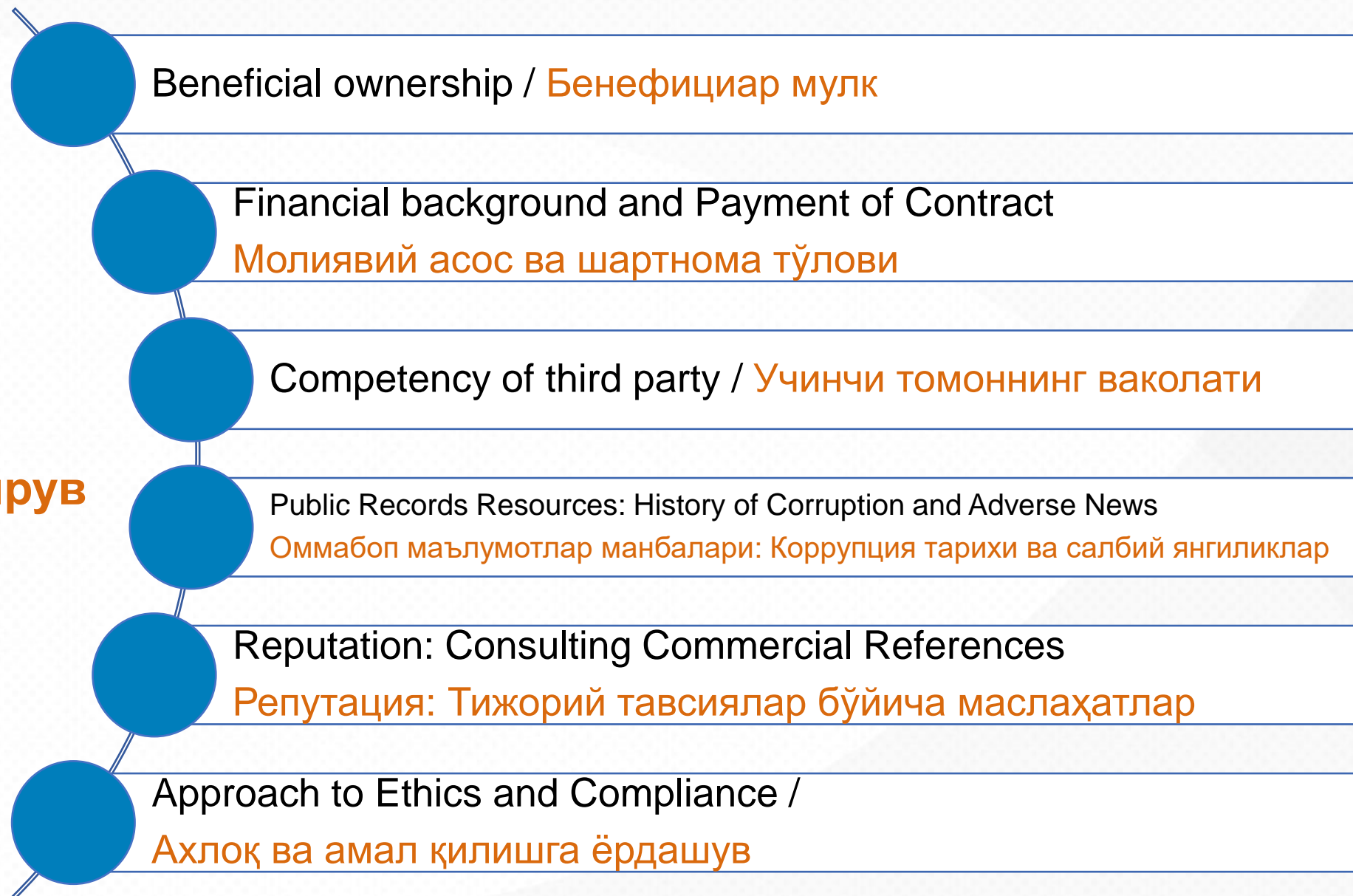
- Provide **actual knowledge of integrity risks**, or **red flags**, associated with the third party and the opportunity to **assess** and **mitigate** those risks at the outset which will reduce integrity risk.
- Not being associated with **disreputable** suppliers, contractors, counterparts.
- Contribute to safeguarding the project and **ensuring that the funds** are being **utilized** for their intended **development purpose**.
- Учинчи томон билан боғлиқ ҳалоллик riskлари ёки **шубҳали хатти-ҳаракат тўғрисидаги ҳақиқий маълумотни** ва ҳалоллик riskини камайтирадиган ушбу riskларни бошиданоқ **баҳолаш** ва **камайтириш** имкониятини тақдим этиш.
- **Нопок** етказиб берувчи, пудратчи ва ҳамкасблар билан алоқа боғламаслик.
- Лойиҳани ҳимоя қилиш ва **маблағ ривожланиш мақсадида ишлатилишига** ёрдамлашиш.

Chapman, C. E. (2006). *Conducting Due Diligence*. Practicing Law Institute, New York, NY

Чапмен, С. Е. (2006). *Комплекс текширув ўтказиш*. Амалий ҳуқуқ институти, Нью Йорк, NY

## Factors in Conducting Due Diligence

## Комплекс текширув ўтказиш учун омиллар



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# Industries considered higher risk

## Риски баланд ҳисобланадиган соҳалар



- Public works/construction
- Utilities
- Real estate, property, legal and business services
- Oil and gas
- Mining
- Power generation and transmission
- Pharmaceuticals and health care
- Heavy manufacturing
- Fisheries
- Arms, defence and military
- Transportation and storage
- Telecommunications
- Consumer services
- Forestry
- Banking/finance
- Information Technology
- Civilian aerospace
- Light manufacturing
- Agriculture
- Жамоат ишлари/қурилиш
- Коммунал хизматлар
- Кўчмас мулк, хўжалик, ҳуқуқий ва бизнес хизматлар
- Нефт ва газ
- Кончилик
- Энергия ишлаб чиқариш ва узатиш
- Фармацевтика ва соғлиқни сақлаш
- Оғир саноат
- Балиқчилик
- Қурол, мудофаа ва ҳарбий соҳа
- Ташиш ва сақлаш
- Телекоммуникация
- Маиший хизматлар
- Ўрмон хўжалиги
- Банк/молия
- Ахборот технологиялар
- Фуқаро аэрокосмик соҳаси
- Енгил саноат
- Қишлоқ хўжалиги

*Transparency International Bribes Payers Index Report 2011 which ranks 19 economic sectors from the most bribery-prone to the least bribery-prone.*  
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# Conducting Due Diligence / Комплекс текширув ўтказиш



## Financial background & payment of contract

### Молиявий асос ва шартнома тўлови

- ❑ Are there any payments that are not transparent where it is not clear who the payment is being paid to or why? E.g., are there vague or non-specific payments such as “consulting expenses”?
- ❑ Have the third party’s fees been commensurate with the services provided?
- ❑ Is there anything unusual about the frequency of payments?
- ❑ Consideration should also be given to expenses—particularly if they are excessive. This could be an indication of bribes.
- ❑ Кимга ёки нимага тўланаётгани ноаниқ, шаффоф бўлмаган тўловлар борми? Масалан, “консалтинг харажатлари” каби ноаниқ, муҳмал харажатлар борми?
- ❑ Учинчи томоннинг тўловлари тақдим этилган хизматлар билан мутаносибми?
- ❑ Тўловлар такрорланишида ғалати ҳолатлар йўқми?
- ❑ Харажатларга ҳам эътибор бериш керак – айниқса, улар меъёридан ортиқ бўлса. Бу поранинг аломати бўлиши мумкин.

# Conducting Due Diligence / Комплекс текширув ўтказиш



## Does/has the third party... / Учинчи томон...

- ☐ Have experience of the industry and country where the services will be provided?
- ☐ Have the qualifications and experience to provide the services required under the contract?
- ☐ Provided a competitive estimate for the work?
- ☐ Have a business presence in the country where the services are to be provided?
- ☐ Been recommended by a public official?
- ☐ Requested urgent payments or unusually high commissions?
- ☐ Requested payments to be made in cash, to a third party, or to different country?
- ☐ Suggested they know all the 'right people' to secure the contract?
- ☐ Been selected in a transparent way?
- ☐ Are there sufficient business reasons for awarding the contract to this third party?
- ☐ Are the scope of services necessary?
- ☐ Хизматлар тақдим этиладиган соҳада ва мамлакатда иш тажрибасига эгами?
- ☐ Шартнома бўйича талаб қилинган хизматларни кўрсатиш бўйича малака ва тажрибага эгами?
- ☐ Иш учун рақобатбордош смета тақдим этдими?
- ☐ Хизмат кўрсатилиши керак бўлган мамлакатда бизнес-ваколатхонасига эгами?
- ☐ Давлат амалдори томонидан тавсия этилганми?
- ☐ Шошилиш тўловлар ёки ғайриоддий юқори коммиссион тўловлар талаб қилинганми?
- ☐ Нақд пулда учинчи томонга ёки бошқа мамлакатга тўлов талаб қилдими?
- ☐ Шартнома тузиш учун барча "керакли одамлар"ни билишини сездирдими?
- ☐ Очиқ йўл билан танланганми?
- ☐ Шартномани ушбу учинчи томонга топшириш учун етарлича бизнес сабаблар борми?
- ☐ Керакли хизматларни қамраганми?

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# Conducting Due Diligence / Комплекс текширув ўтказиш



## Reputation / Обрў-эътибори

- ☐ How long have you known the third party?
- ☐ In what capacity do you know the third party?
- ☐ Have you experienced any problems with the third party?
- ☐ Have you ever had any concerns of corruption or other integrity risks in respect of the third party?
- ☐ Are you aware of any allegations of criminal activity against the third party or any of its employees?
- ☐ Do you consider the third party to be honest in its business dealings?
- ☐ Do you know if the third party has any connections with government officials or government agencies?
- ☐ Do you know if any of the third party's employees or family members of the employees have any connections with government officials or government agencies?
- ☐ Учинчи томонни қанчадан бери биласиз?
- ☐ Учинчи томонни қанчалик даражада биласиз?
- ☐ Учинчи томон билан бирор-бир муаммога дуч келганмисиз?
- ☐ Сизда учинчи томонга нисбатан коррупция ёки бошқа ҳалоллик рисклари бўйича хавотирлар бўлганми?
- ☐ Сиз учинчи томонга ёки унинг ходимларига нисбатан жиноий айбловлар борлигидан хабардормисиз?
- ☐ Сиз учинчи томонни ўз бизнес муносабатларида ҳалол деб ҳисоблайсизми?
- ☐ Учинчи томоннинг давлат амалдорлари ёки давлат идоралари билан алоқаси борлигини биласизми?
- ☐ Учинчи томон ходимларининг ёки ходимларининг оила аъзоларидан бирортасининг давлат амалдорлари ёки давлат идоралари билан алоқаси борлигини биласизми?

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# Mitigating Measures: Vulnerabilities in Bid Evaluation

## Юмшатиш чоралари: Таклифларни баҳолашдаги заифликлар

BEC members should undergo hands-on training on all aspects of bid evaluation, especially due diligence, before embarking on new bid evaluation assignments. Support from ADB regional departments, supervision consultants, and engaged procurement experts required.

Тендер таклифларини баҳолаш комиссияси (ТТБК) аъзолари таклифларни баҳолашнинг барча жиҳатлари бўйича амалий машғулотлардан ўтиши керак, айниқса, таклифларни баҳолаш бўйича янги ишга киришишдан олдин комплекс текширувдан ўтиши керак.

Perform rigorous review of bid evaluation reports, particularly when the executing agency's procurement capacity is not strong or when contracts are high-value, high-risk, or complex. Rigorous review entails seeking clarifications from the executing/implementing agencies, calling in bids on a sample basis, validating evaluation report information against bids, and assessing the reasonableness of significant evaluation committee decisions.

Тендер таклифларини баҳолаш ҳисоботлари, айниқса, ижрочи агентликнинг харид қобиляти кучли бўлмаганда ёки шартномалар қиммат, rischi баланд ёки мураккаб бўлганда, диққат билан кўриб чиқилади. Синчиклаб кўриб чиқиш ижро этувчи/амалга оширувчи ташкилотлардан изоҳлар олишни, танлов асосидаги таклифларга чақириқни, таклифлар бўйича баҳолаш ҳисоботи маълумотларини тасдиқлашни ва текширув қўмитасининг муҳим қарорлари асослилигини баҳолашни ўз ичига олади.



# Mitigating Measures: Vulnerabilities in Bid Evaluation

## Юмшатиш чоралари: Таклифларни баҳолашдаги заифликлар

The executing/implementing agency should hold pre-bid meetings for high-value, high-risk, or complex procurement, where bidding requirements are carefully discussed with bidders. These requirements must be understood by the bidders and consistently applied by the BEC.

Ижро этувчи/бажарувчи агентлик қиммат, rischi баланд ёки мураккаб харидлар олдидан йиғилишлар ўтказиши керак, бунда олди-сотди талаблари савдо иштирокчилари билан яхшилаб муҳокама қилинади. Бу талаблар иштирокчилар томонидан тушунилиши ва ТТБК томонидан изчил қўлланиб борилиши керак

The executing/implementing agency should check accuracy and completeness of information in BERs before submitting these for ADB's approval. For transparency, decisions made and justifications for deviations should be properly documented in the BERs.

Ижрочи/бажарувчи агентлик ОТБ тасдиқлаши учун топширишдан олдин маълумотларнинг аниқлиги ва тўлиқлигини тендер таклифларини баҳолаш маълумотномаларидан (ТТБМ) текшириши лозим. Қабул қилинган қарорларнинг шаффофлигини ва четланишларнинг асослилигини таъминлаш учун ТТБМда тегишли тарзда ҳужжатлаштирилиши керак.



# Mitigating Measures: Non-Publication of Contract Award

## Юмшатиш чоралари: Таклифларни баҳолашдаги

The executing agency should publish the contract award notice immediately after receiving ADB's no objection.

Ижрочи агентлик ОТБнинг эътирози йўқлиги ҳақидаги жавобни олгандан кейин шартнома тузилгани тўғрисида дарҳол эълон қилиши керак.

The no-objection letter should highlight the requirement to immediately publish the award notice.

Эътироз йўқлиги ҳақидаги жавоб хатида қарор тўғрисидаги хабарни дарҳол чоп этиш талаби кўрсатилган бўлиши керак.



# Mitigating Measures: Guarantee and Warranty Deficiencies

## Юмшатиш чоралари: Кафолат ва кафолат йўқлиги

The executing/implementing agencies should obtain adequate advance payment guarantee from contractors. In cases of delay in completion of services, the contractor should be requested to accordingly extend the validity period or increase the amount of the bank guarantee.

Ижрочи/бажарувчи агентликлар пудратчилардан тегишлича бўнак тўловига кафолат олиши керак. Хизматларни бажариш кечиктирилган тақдирда, пудратчидан тегишли равишда фаолият муддатини узайтириш ёки банк кафолати миқдорини ошириш сўралиши керак.

The executing/implementing agencies should include warranty provision for project assets in contracts. This provision should be enforced on the suppliers and contractors, holding them accountable for any asset defects.

Ижрочи/бажарувчи агентликлар шартномаларга лойиҳа активлари учун кафолат қоидасини киритиши керак. Ушбу қоида етказиб берувчилар ва пудратчиларга нисбатан қўлланилиб, активларнинг ҳар қандай камчилиги учун масъулиятни улар зиммасига юклаши керак.



# Mitigating Measures: Substandard materials and defective works

## Юмшатиш чоралари: Сифатсиз материаллар ва нуқсонли ишлар

Erring contractors, consultants, and suppliers should be held accountable to ensure that they fulfill their contractual obligations. This entails enforcing relevant penalty clauses and reporting poor performance to ADB.

Хатога йўл қўйган пудратчилар, маслаҳатчилар ва етказиб берувчилар ўз шартнома мажбуриятларини таъминлаш учун жавобгарликни олиши керак. Бу тегишли жазо чоралари қўлланиши ва ишнинг ёмонлиги тўғрисида ОТБга ҳисобот берилишига олиб келади.

For decentralized, complex, or high-risk projects, third party monitoring firms should be engaged to augment the monitoring activities performed by executing/implementing agencies, ADB regional departments, and supervision consultants.

Марказлаштирилмаган, мураккаб ёки риски баланд лойиҳалар учун учинчи томон кузатув фирмаларини ижрочи/бажарувчи агентликлар, ОТБ минтақавий бўлимлари ва назорат бўйича маслаҳатчилар томонидан амалга ошириладиган мониторинг фаолиятини кенгайтириш учун жалб қилиш керак.

Executing/implementing agencies should closely monitor the supervision consultants. This entails rigorous review of the consultants' progress reports and, as necessary, verification of the progress through field visits.

Ижрочи/бажарувчи агентликлар назорат бўйича маслаҳатчиларни яқиндан кузатиб бориши керак. Бу маслаҳатчиларнинг ўсиш бўйича ҳисоботларини синчиклаб кўриб чиқишга ва зарурият туғилганда жойларга ташрифлар орқали ўсишни текширишга сабаб бўлади.

# Mitigating Measures: Ineligible Expenditures

## Юмшатиш чоралари: Номақбул харажатлар

Ensure that prior to endorsing claims for payment

- i. payment approval procedures are followed,
- ii. supporting documents are checked for accuracy and completeness, and
- iii. details in the claims are validated against the contracts and supporting documents.

Тўлов талабини тасдиқлашдан олдин қуйидагиларга ишонч ҳосил қилинг

- i. тўловни тасдиқлаш тартиб-қоидаларига риоя қилинади,
- ii. тасдиқловчи ҳужжатларнинг аниқ ва тўлиқлигин текширилади ҳамда
- iii. даъволардаги тафсилотлар шартномалар ва тасдиқловчи ҳужжатлар билан солиштириб тўғриланади.

Payments should be refused or reduced in line with relevant contractual provisions for works or services that were not performed or goods that were not delivered.

Бажарилмаган ишлар ё хизматлар ёки етказиб берилмаган товарлар учун тўловлар тегишли шартнома қоидаларига мувофиқ рад этилиши ёки камайтирилиши керак.

# Mitigating Measures: Contract awarded without ADB's approval

## Юмшатиш чоралари: ОТБ тасдиғисиз тузилган шартнома

For contracts requiring prior approval, the executing agency should only award contracts after ADB's approval of the procurement decision.

Олдиндан тасдиқлаш талаб қилинадиган шартномалар учун ижрочи агентлик фақат ОТБ харид тўғрисидаги қарорни тасдиқлаганидан кейин шартнома тузиши керак.

Post-facto approvals for prior review contracts are inappropriate and should only be sought for exceptional circumstances.

Олдиндан кўриб чиқиладиган шартномаларни аввалги сана билан тасдиқлаш ярамайди ва фақат истисно ҳолатларга унга мурожаат қилинади.

## Mitigating Measures: Unauthorized substitution of key post contract award

### Юмшатиш чоралари: Шартнома тузилгандан кейин асосий мазмунини рухсатсиз ўзгартириш

After contract award, the executing agency should approve any substitutions of key experts before these experts are deployed.

The approval should be

- i. based on whether the substitute expert has the qualifications required (at least equal to the expert to be replaced) for the position and
- ii. properly documented.

Шартнома тузилгандан сўнг ижрочи агентлик асосий мутахассисларни жойлаштиришдан олдин уларнинг ҳар қандай алмаштирилишини тасдиқлаши керак.

Қуйидагилар тасдиқланиши керак

- i. алмаштириладиган мутахассис лавозим учун зарур бўлган малакага (энг камида ўзи алмаштирадиган мутахассисга тенг) эга ёки йўқлиги асосида ва
- ii. тегишли тартибда ҳужжатлаштирилиши.



# Mitigating Measures: Books and records

## Юмшатиш чоралари: Китоблар ва ҳужжатлар

Project accounts should be maintained separately from other projects and activities of executing/implementing agencies.

Лойиҳа ҳисоблари бошқа лойиҳалар ва ижрочи/бажарувчи агентликлар фаолиятдан алоҳида юритилиши керак.

Periodic account reconciliations between

- i. project accounts and ADB financial records, and
- ii. project accounts and bank records should be performed monthly or quarterly, as necessary and practicable, and any discrepancies should be immediately addressed.

Қуйидагиларнинг ҳисобларини мунтазам солиштириб турилади

- i. лойиҳа ҳисоби ва ОТБ молиявий ҳужжатлари ҳамда
- ii. лойиҳа ҳисоблари ва банк ҳужжатлари ҳар ойда ёки чорақда зарурият ва имкониятга қараб тузилиши ва ҳар қандай номувофиқлик тезлик билан бартараф этилиши керак.

Implement records management procedures to facilitate records storage and retrieval, improve accountability, and prevent misplacement.

Ҳужжатларни сақлаш ва қидиришни осонлаштириш, ҳисобдорликни яхшилаш ва нотўғри жойлаштиришнинг олдини олиш учун ҳужжатларни бошқариш тартиб-қоидаларини жорий этиш.

# Mitigating Measures: Books and records

## Юмшатиш чоралари: Китоблар ва ҳужжатлар

The executing agency should:

- develop a manual on maintaining adequate and reliable accounting systems and procedures,
- train all the project management agencies/units/offices on applying this manual, and
- monitor compliance with the manual. The manual should at least include guidelines on maintaining financial records, performing account reconciliations, segregation of duties, and flow of project information.
- The executing agency is encouraged to implement a computerized accounting system, where the critical functions can be automated and data can be generated in real time.

Ижрочи агентлик қуйидагиларни амалга ошириши керак

- адекват ва ишончли бухгалтерия тизимлари ва процедураларини юритиш бўйича қўлланма ишлаб чиқиш,
- лойиҳани бошқариш бўйича барча агентликлар/бўлимлар/офисларни ушбу қўлланмани қўллашга ўргатиш ҳамда
- қўлланмага риоя этилаётганини назорат қилиш. Қўлланма энг камида молиявий ҳисоботлар юритиш, ҳисоб-китобларни солиштириш, вазифаларни тақсимлаш ва лойиҳа маълумотлари оқими бўйича йўл-йўриқларни ўз ичига олиши керак.
- Ижрочи агентликка муҳим функциялари автоматлаштирилган ва реал вақт режимида маълумотларни яратиш мумкин бўлган компютерлаштирилган бухгалтерия ҳисоби тизимини яратиш тавсия қилинади.



# Sanctions / Санкциялар





# Executing agencies (EAs) are responsible for sanction screening

## Ижрочи агентликлар (ИА) санкцияларни текшириш учун жавобгардир

### Procurement of Goods and Works - Stages



### Товар ва иш харид қилиш - Босқичлар



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# Executing agencies (EAs) are responsible for sanction screening

## Ижрочи агентликлар (ИА) санкцияларни текшириш учун жавобгардир

### Procurement of Consulting Services



### Консалтинг хизматларини харид қилиш



# EA and IA Access to ADB's Complete Sanctions List

Ижрочи ва бажарувчи агентликлар ОТБ нинг тўлиқ санкциялар рўйхатига кириши

## Sanctions List

The following page lists the entities sanctioned by the Asian Development Bank (ADB) and also those cross-debarred by All other Multilateral Development Banks (MDBs). These entities are not eligible to participate in ADB-financed, -administered, or -supported activities for violating the specified Anticorruption Policy.

**PUBLISHED LIST**  
Accessible to the public

**ЧОП ЭТИЛГАН РЎЙХАТ**  
Жамоат учун очик

**Published List (No Login Required)**

What you will see in the list:

- Sanctions violation while ineligible
- Second and subsequent violations
- Debarred entities who are uncontactable
- Cross debarred entities
- Subset of the complete list

[VIEW PUBLISHED LIST](#)

**Complete List (For authorized users only\*)**

What you will see in the list:

- Published List
- First violations

*This is a secure application operated by ADB for its official business. Only those given access to the application can access the list.*

[VIEW COMPLETE LIST](#)

## COMPLETE LIST ТЎЛИҚ РЎЙХАТ

Password-protected, accessible to:

- ADB Staff
- BoD
- Parties with a “need to know”: international organizations, bilateral and government partners
- EAs and IAs

Парол билан ҳимояланган, қуйидагилар кира олади:

- ОТБ ходимлари
- Директорлар кенгаши
- “Билиши зарур” бўлган томонлар: халқаро ташкилотлар, икки томонлама ва давлат ҳамкорлар
- Ижрочи ва бажарувчи агентликлар

[.../related/79926/adb-sanctions-list-faq.pdf](#)

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# Requesting Access / Тизимга кириш сўрови

## Sanctions List

The following page lists the entities sanctioned by the Asian Development Bank (ADB) and also those cross-debarred by ADB from other Multilateral Development Banks (MDBs). These entities are not eligible to participate in ADB-financed, -administered, or -supported activities for violating the specified Anticorruption Policy.

### Published List (No Login Required)

What you will see in the list:

- Sanctions violation while ineligible
- Second and subsequent violations
- Debarred entities who are uncontactable
- Cross debarred entities
- Subset of the complete list

[VIEW PUBLISHED LIST](#)

### Complete List (For authorized users only\*)

What you will see in the list:

- Published List
- First violations

*This is a secure application operated by ADB for its official business. Only those given access to the application can access the list.*

Are you a registered user?

[LOGIN](#)

Are you a qualified (non-ADB staff) user who needs access to the complete sanctions list?

[SIGN-UP](#)

#### Qualified users:

- Officially involved in an ADB-financed, -administered or -supported activity (e.g. Project Director, Deputy Project Director)
- Favorably endorsed by ADB Project Officer

If you have problems submitting the online application, please download the [Application Form](#), complete it and email to [integrity@adb.org](mailto:integrity@adb.org)

Рўйхатдан ўтинг

Sign up here

Қўлланма шакли  
мавжуд

Manual form  
available

<http://sanctions.adb.org>

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# Requesting Access Тизимга кириш сўрови

## Apply for access to Asian Development Bank full sanctions list:

\* - required fields

Your Name *	<input type="text"/>	<input type="text"/>	<input type="text"/>
	First Name	Middle Name	Last Name
User Name / Password *	<input type="text"/>	<input type="text"/>	<input type="text"/>
	User Name	Password	Confirm Password
Designation *	<input type="text"/>		
(i.e. Deputy Secretary / Proj Officer)			
Organization / Agency *	<input type="text"/>		
(i.e. name of Organization, Ministry, Employer, etc)			
Address *	<input type="text"/>		
Country *	<input type="text"/>		
Telephone Number *	<input type="text"/>		
Fax Number	<input type="text"/>		
Email Address *	<input type="text"/>		

### In connection with this application, I confirm that:

**I am involved in an ADB-financed, administered or supported activity in my capacity as:**

Designation *	<input type="text"/>
(i.e. Project Director etc)	
Project(s) *	<input type="text"/>
ADB Loan number(s) *	<input type="text"/>

### Project is being executed/implemented by:

Organization / Agency *	<input type="text"/>
-------------------------	----------------------

### ADB Project Officer's contact information:

Project Officer *	<input type="text"/>
Officer's ADB Email *	<input type="text" value="@adb.org"/>
Information on why access is required	<input type="text"/>

If granted access, I shall use the information in ADB Sanctions List exclusively in connection with the project identified above.  
I shall protect the confidentiality of the information and use it only for the purpose for which the access has been granted.

Лойиҳага  
алоқадорлигингизни  
тасдиқлайдиган ОТБ  
лойиҳаси ходими  
номини ва электрон  
почта манзилини  
киритинг

Make you fill in the  
name of an ADB  
project officer and  
email address who  
can verify your  
involvement in the  
project



# Requesting Access

## Тизимга кириш сўрови

Your registration has been successfully submitted. You will receive an email after the approval process. Thank You.

[Back to Home Page](#)

Рўйхатдан муваффақиятли ўтдингиз. Тасдиқлаш жараёни якунланганидан сўнг электрон почтангизга хат келади. Ташаккур

[Бош саҳифага қайтиш](#)

# Managing the Access / Тизимга киришни бошқариш



EAs and IAs should...

Ижрочи ва бажарувчи агентликлар  
қуйидагиларни қилиши керак

- ❑ Designate the appropriate person(s) from the organization/agency requiring access on a 'need-to-know' basis
- ❑ Not share user accounts or passwords – each user must apply for a unique user ID.
- ❑ Submit accurate, detailed information that allows the user ID to be identifiable to a single user
- ❑ Inform ADB ([integrity@adb.org](mailto:integrity@adb.org)) or ADB project officer if the user profile details have changed since the initial request or require deactivation (access no longer required or user no longer connected with the EA)
- ❑ Ташкилот/агентликдан “хизмат зарурати” тамойили асосида рухсат талаб қилинган тегишли шахсни белгилаш
- ❑ Фойдаланувчи ҳисоб ва пароллари бошқага берилмайди – ҳар бир фойдаланувчи хос идентификаторга эга бўлади.
- ❑ Битта фойдаланувчи учун фойдаланувчи ID ни аниқлаш имконини берувчи аниқ ва муфассал маълумотларни киритиш
- ❑ Агар фойдаланувчи профили маълумотлари дастлабки сўровдан кейин ўзгарган бўлса ёки ўчириб қўйишни талаб қилса, ОТБ ([integrity@adb.org](mailto:integrity@adb.org)) ёки ОТБ лойиҳа ходимиға хабар бериш (кириш бошқа талаб қилинмайди ёки фойдаланувчи ижрочи агентлик билан боғланмайди)

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# Searches

## Қидирувлар

33 documents for query "viet nam"

Page: 1 | 2

Search: viet nam

GO

TIP: Use the \* for better search results. Type \*example\* to list all entities containing the text 'example' anywhere in the line

Name	Address	Sanction Type	Other Name/Logo	Effect Date   Lapse Date	Grounds
Viet Nam Industrial Commercial Investment and Development Joint Stock Company (Short name: Viet Nam Indetra Co., JSC)	No. 10, Cluster 17, Mai Dich Ward, Cau Giay District, Hanoi, VIET NAM  41 Nguyen Trung Ngan, Vinh City, Nghe An, VIET NAM	Debarred	Công ty cổ phần đầu tư thương mại và phát triển công nghiệp Việt Nam	16/Sep/2021   16/Mar/2025	Violated ADB's Integrity Principles and Guidelines 2A (ii).
Hoang Mai Construction Import and Export Joint Stock Company (Trade Register No.: 0103774823)	Xom Bo, Commune Thanh Liet, District Thanh Tri, Hanoi VIET NAM  Room 3016, Building B, Vinaconex Building Nguyen Xien (Phòng 3016 Tòa B Vinaconex 2 Nguyễn Xiển) Dai Kim Ward, Hoang Mai District (Phường Đại Kim, Quận Hoàng Mai) Hanoi 100000 (Hà Nội) VIET NAM  No. 14, TT6B Urban West Nam Linh Dam, Hoang Mai (Số 14, TT6B Khu đô thị Tây Nam Linh Đàm, Hoàng Mai) Hanoi 100000 (Hà Nội) VIET NAM	Debarred	Công ty CP xuất nhập khẩu xây dựng Hoàng Mai	17/Feb/2021   17/Aug/2026	Violated ADB's Integrity Principles and Guidelines 2.A(ii)

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# Search Functionality / Қидирув функциялари

## Complete Sanctions List

Search:

TIP Use the \* for better search results. Type \*example\* to list all entities containing the text 'example' anywhere in the line.

Category:

View by:

Filter by:



Search names using the search bar

Қидирув ойнаси ёрдамида номларни қидириш

"Ltd", "Company", "LLC"

Example: Use "A2Z" when searching for A2Z Waste Management



Avoid including common terms when searching

Қидиришда умумий атамаларни киритишдан сақланинг

“чекланган”, “компания”, “МЧЖ”

Масалан: A2Z Waste Management ни қидиришда “A2Z” киритинг



Remove leading terms such as "M/S, or M/S." from company names

Компания номидан "M/S, or M/S." каби етакчи атамаларни олиб ташланг

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# Searches / Қидирувлар

14 documents for query "A2Z"

Search: A2Z

GO

TIP: Use the \* for better search results. Type \*example\* to list all entities containing the text 'example' anywhere in the line.

Name	Address	Sanction Type	Other Name/Logo	Nationality	Effect Date   Lapse Date	Grounds
A2Z WASTE MANAGEMENT (LUDHIANA) LTD.	PLOT NO. B. 38, INSTITUTIONAL AREA, SECTOR -32, GURUGRAM- 122001, HARYANA, INDIA	Debarred		India	23/Jun/2021   11/Nov/2024	Cross-Debarment: WB
A2Z WASTE MANAGEMENT (ALIGARH) LTD.	PLOT NO. B. 38, INSTITUTIONAL AREA, SECTOR -32, GURUGRAM- 122001, HARYANA, INDIA	Debarred		India	23/Jun/2021   11/Nov/2024	Cross-Debarment: WB
A2Z INFRASERVICES LTD.	O-116, 1ST FLOOR, DLF SHOPPING MALL, ARJUN MARG, DLF PH-I GURUGRAM - 122002, HARYANA, INDIA	Debarred		India	23/Jun/2021   11/Nov/2024	Cross-Debarment: WB
A2Z POWERCOM LTD.	O-116, 1ST FLOOR, DLF SHOPPING MALL, ARJUN MARG, DLF PH-I GURUGRAM - 122002, HARYANA, INDIA	Debarred		India	23/Jun/2021   11/Nov/2024	Cross-Debarment: WB
RISHIKESH WASTE MANAGEMENT LTD. (FORMERLY KNOWN AS A2Z POWERTECH LTD.)	O-116, 1ST FLOOR, DLF SHOPPING MALL, ARJUN MARG, DLF PH-I GURUGRAM - 122002, HARYANA, INDIA	Debarred		India	23/Jun/2021   11/Nov/2024	Cross-Debarment: WB
A2Z INFRASERVICES LANKA PVT. LTD.	BOC MERCHANT TOWER, LEVEL 8, NO: 28 ST. MICHAEL'S ROAD, COLOMBO 3, SRI LANKA	Debarred		Sri Lanka	23/Jun/2021   11/Nov/2024	Cross-Debarment: WB
A2Z INFRA ENGINEERING LIMITED(Previously known as A2Z Maintenance & Engineering Services Limited)	PLOT NO. B-38, SECTOR 32, INSTITUTIONAL AREA, GURGAON - 122001, HARYANA INDIA	Debarred		India	8/Dec/2020   11/Nov/2024	Cross-Debarment: WB
A2Z WASTE MANAGEMENT (NAINITAL) PRIVATE LIMITED	PLOT NO. B-38 INSTITUTIONAL AREA, SECTOR 32, GURGAON, 122001, HARYANA, INDIA	Debarred		India	23/Jun/2021   11/Nov/2024	Cross-Debarment: WB

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## United Nations Security Council Sanctions: Obligations

Бирлашган Миллатлар  
Ташкилоти Хавфсизлик  
кенгашининг санкциялари:  
Мажбуриятлар



# United Nations Security Council Sanctions

## Бирлашган Миллатлар Ташкилоти Хавфсизлик кенгашининг санкциялари

Home » About the Council » United Nations Security Council Consolidated List

### United Nations Security Council Consolidated List

- [Technical actions](#)
- [Composition of the List](#)
- [Identifiers and acronyms in the List](#)
- [Individuals](#)
- [Entities](#)
- [Mailing list Subscription](#)
- [Search UN Security Council Consolidated Lists](#)

United Nations Security Council Consolidated List

Қидирув функцияси

Search function

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# UNSC Sanctions: Search

## БМТ ХК санкциялари: Қидирув

### United Nations Security Council Consolidated List Search

#### Language

☐ العربية☐ 中文☒ English☐ Français☐ Русский☐ Español

Select the language of the report

#### FULL TEXT SEARCH

#### Enter keywords

A

You can enter more than one word to search separated by space.

*For example:*

*case 1:* if you enter **John Doe** the results shown will consist of individuals or entities that contain the word "John" or "Doe". If you are searching for an exact phrase include it between quotes "your phrase here". **The field is not mandatory when Advanced search options are used.**

For best results search words entered must be at least 3 characters long.

Search

reset

For Advanced search options [click here](#)



# UNSC Sanctions: Advanced Search

## БМТ ХК санкциялари: Кенгайтирилган қидирув

### FULL TEXT SEARCH

Enter keywords

A

You can enter more than one word to search separated by space.

*For example:*

case 1: if you enter **John Doe** the results shown will consist of individuals or entities that contain the word "John" or "Doe". If you are searching for an exact phrase include it between quotes "your phrase here". **The field is not mandatory when Advanced search options are used.**

For best results search words entered must be at least 3 characters long.

Exclude

B

You can enter more than one word to exclude separated by space.

*For example:*

case 2: if the keywords entered in **A** are **John Doe** and you want to exclude all individuals or entities that contain "1987" from the search results of **A** then you would enter **1987** in **B**. Therefore the search results will show all the entries with John Doe that do not have 1987 (John Doe born in 1987 will be excluded).

Case 3: if you want to exclude individuals or entities that contain the word **Taliban** then you would leave **A** blank and enter **Taliban** in **B** (All entries that have the word Taliban will be excluded). If you want to exclude a phrase put it between quotes "your phrase". **The field is not mandatory.**

Date of Birth

FROM: Year  Month  Day  TO: Year  Month  Day

Choose only a year (e.g. **FROM 1987 TO 1990**) or a full date (e.g. **FROM 1987-01-01 TO 1990-01-01**).

Another case would be **FROM 1987 TO 1990-01-01** or **FROM 1987-01-01 TO 1990**.

If **TO** is completely blank then only **FROM** date will be selected. **The field is not mandatory.**

# Red Flag Indicators / Сергаклантирувчи индикаторлар



Translation of certificates or supporting documents: bidding documents not clear from whom attestation should be obtained from

Сертификатлар ёки тасдиқловчи ҳужжатлар таржимаси: қаердан тасдиқлатиш ноаниқ бўлган тендер ҳужжатлари



Local government minister is strongly encouraging the project implementation unit to hire the spouse of the minister as one of the PIU consultants.

Маҳаллий ҳукумат вазири лойиҳани амалга ошириш гуруҳига вазирнинг турмуш ўртоғини маслаҳатчи сифатида олишга қаттиқ ундамоқда



In several bids over procurement of several packages, 70-80% of unit price items in the bill of quantities were identical (i.e., exactly the same unit price).

Баъзи тендер савдоларида бир нечта пакетларни сотиб олишда бир бирлик учун 70-80% нарх позициялари бир хил, яъни олдинги нархнинг ўзи бўлган

# Red Flag Indicators / Сергаклантирувчи индикаторлар



Three firms have discussed to bid for an executing agency-administrated procurement opportunity. They have fairly amongst themselves decided to adjust the prices to ensure that one of the firms is awarded the project and the remaining two agree will cooperate for future biddings.

Учта фирма ижрочи агентлик бошқарадиган харид савдосида қатнашишни муҳокама қилишди. Улар фирмалардан бири лойиҳани олиши, қолган иккитаси эса келгуси савдоларда ҳамкорлик қилишига келишиш учун нархларни ўзгартиришга қарор қилишди.



A bidding submission included bidder's experience which looks unreasonably large in comparison to the nature of works and contracted period. It appears that one digit was added to the contracted price in the supporting documents. Notes were attached in a local language. A photocopy was submitted as part of the bid document. In the photocopy, the numbering was not aligned in a straight line.

Савдода қатнашиш учун ариза берган қатнашчининг иш тажрибаси иш тури ва шартнома даврига солиштирганда асоссиз даражада катта кўринмоқда. Маълум бўлишича, тасдиқловчи қўшимча ҳужжатларда шартнома нархига битта рақам қўшилиб қолган. Эслатмалар маҳаллий тилда ёзилган. Ксеронусхаси тендер ҳужжатлари қаторида тақдим қилинган. Ксеронусхалар бир текис рақамланмаган.



Submitted bid included a set of photocopied bidder's invoices as supporting their experience. No official receipt, certification of works completion or other documents issued by the client were submitted.

Тақдим қилинган аризада савдо иштирокчиларининг тажрибасини тасдиқловчи ҳисобварақ-фактуралар нусхалари тўплами мавжуд. Буюртмачи берадиган квитанция, бажарилган иш далолатномаси ва бошқа ҳужжатлар тақдим қилинмаган.



# Red Flag – Other Examples

## Сергаклантирувчи белгилар – Бошқа мисоллар



- Insufficient on-site monitoring and supervision of contracts
- Poor quality of works, services and goods
- Weak enforcement of professional standards
- Lack of required equipment and qualified personnel
- Contracts exceed original contract amount
- Deviation from construction design or Terms of Reference
- Submission of irregular interim and final performance certificates
- Submission of irregular contract variations (exaggerated contract amount, scope of contract)
- Manipulation of Bill of Quantities
- Шартномаларни жойида етарли мониторинг ва назорат қилмаслик
- Иш, хизмат кўрсатиш ва товарлар сифатсизлиги
- Касбий стандартларга чала амал қилиш
- Зарур жиҳоз ва малакали ходимлар етишмаслиги
- Шартнома дастлабки қийматидан ошиб кетиши
- Қурилиш лойиҳаси ёки қўйилган вазифалардан четга чиқиш
- Бажарилган ишлар тўғрисидаги оралиқ ва якуний далолатномаларни номунтазам тақдим этиш
- Ностандарт шартнома вариантлари тақдим этиш (шартнома ҳажми, қиймати оширилган)
- Тақдим қилинган нархларни сохталаштириш



# Bids/ Proposals: Red Flags

## Аризалар/ Таклифлар: Сергаклантирувчи белгилар

Bidding Forms / Ариза шакллари

**Bill of Quantities**

**Objectives**  
The objectives of the Bill of Quantities are

- (a) to provide sufficient information for the preparation of bids to be prepared efficiently and
- (b) when a Bill of Quantities is prepared for use in the periodic

and be itemized in the Bill of Quantities in sufficient detail of Works, or between Works of the same nature carried out circumstances that may give rise to different considerations of cost. requirements, the layout and content of the Bill of Quantities should be as simple

**Content**  
The Bill of Quantities should be divided generally into the following sections:

**BOQ and bidding documents should be authentic**  
**Таклиф этилган нархнома ва тендер хужжатлари ҳақиқий бўлиши керак**

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# Bids/ Proposals: Red Flags

## Аризалар/ Таклифлар: Сергаклантирувчи белгилар

Bidding Forms / Ариза шакллари

Technical Proposal

Technical Proposal – Personnel

Form PER – 1: Proposed Personnel

Bidder shall provide the following information in the following forms below:

1.	Title of position
	Name
2.	Title of

Form PER – 2: Resume

Position		
Personnel		Date of birth
Address of employer		
Telephone		
Contact (manager / personnel officer)		

Proposed personnel should be aware and available  
Таклиф қилинган ходимлар ишдан хабардор ва тайёр бўлиши керак

# Bids/ Proposals: Red Flags

## Аризалар/ Таклифлар: Сергаклантирувчи белгилар

### Bidding Forms / Ариза шакллари

Technical Proposal – Equipment

Form EQU: Equipment

The Bidder shall provide adequate information and details to demonstrate the ability to meet the equipment requirements indicated in Section 6 (Employment of Equipment) below. A separate Form shall be prepared for each item of equipment proposed by the Bidder.

Item of Equipment	
Equipment Information	Name of manufacturer and model and power rating
	Year of manufacture
Current Status	

Equipment should be available  
Жиҳозлар мавжуд бўлиши керак

# Bids/ Proposals: Red Flags

## Аризалар/ Таклифлар: Сергаклантирувчи белгилар

### Bidding Forms / Ариза шакллари

**Bidder's Qualification**

To establish its qualifications to perform the contract (and meet the Qualification Criteria) the Bidder shall provide the following information in the Information Sheets included hereunder:

**Form ELI - 1: Bidder's Information**

Bidder's Name	
Bidder's legal address and country of constitution	
Bidder's ownership and management structure, including names and positions of owners, managers, authorized representatives, JV partners, etc.	
Bidder's financial statements for the last three years	
Bidder's constitution	

**Information on incorporation documents, shareholders, owners and managers, authorized representative, JV partners, legal address and country of constitution should be in order**

**Таъсис ҳужжатлари, акциядорлар, мулкдорлар ва менежерлар, ишончли вакил, қўшма корхона бўйича ҳамкорлар, юридик манзил ва қайддан ўтган давлат ҳақидаги маълумотлар тегишли тартибда бўлиши керак**

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# Bids/ Proposals: Red Flags

## Аризалар/ Таклифлар: Сергаклантирувчи белгилар

### Bidding Forms / Ариза шакллари

Form LIT - 1: Pending Litigation

Each Bidder or member of a JV must fill in this form if so required under Criterion 2.2 of Section 3 (Evaluation and Qualification Criteria)

Choose one of the following:

Form FIN - 2: Average Annual Construction Turnover

Each Bidder or member of a JV must fill in this form

The information supplied must be for the last three years of the amounts billed at the rate of exchange of the local currency to US\$

Year

Form FIN - 1: Historical Financial Statements

Each Bidder or member of a JV must fill in this form

The information supplied must be for the last three years of the amounts billed at the rate of exchange of the local currency to US\$

Year

Should meet the bid qualification requirements

Аризанинг малакавий талабларига мувофиқ бўлиши керак

Contract of Similar Size and Nature

Contract Identification

Form EXP - 1(b): Construction Experience in Key Activities

Fill up one (1) form per contract.

Contract with Similar Key Activities	
Contract No ..... of .....	Contract Identification
Award Date	Completion Date
Total Contract Amount	US\$

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# 4

## Integrity Violations and Remedial Actions

### Ҳалолликка путур етиши ва тузатиш чоралари

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Integrity Violations / Ҳалолликка путур етиши

Remedial Actions / Тузатиш чоралари

Cross debarment / Ҳуқуқдан маҳрум этиш

Complaints Assessment / Шикоятларни баҳолаш

Investigation Process / Текшириш жараёни

Appeal Process / Апелляция жараёни



# Following an ADB Investigation

## ОТБ текширувидан сўнг

1. ADB proposes a debarment, which is accepted by the entity
2. Via the Integrity Oversight Committee

1. ОТБ тасдиқланган фирмани четлатишни таклиф қилади
2. Ҳалоллик назорати қўмитаси орқали



firms and individuals  
currently debarred by ADB  
ҳозиргача ОТБ томонидан  
четлатилган фирма ва шахслар  
СОНИ



# Following Another MDB Investigation

## Бошқа Халқаро тараққиёт банки текширувидан сўнг



- ADB receives a notice from the MDB of the debarment which ADB enforces, otherwise known as a cross debarment
- ОТБ ХТБ дан ОТБ га қўлланувчи, бошқача айтганда ўзаро тақиқ деб аталадиган огоҳлантириш олади



Fraud



Corruption



Collusion



Coercion



832

firms and individuals  
currently debarred by ADB  
ҳозиргача ОТБ томонидан  
четлатилган фирма ва  
шахслар сони

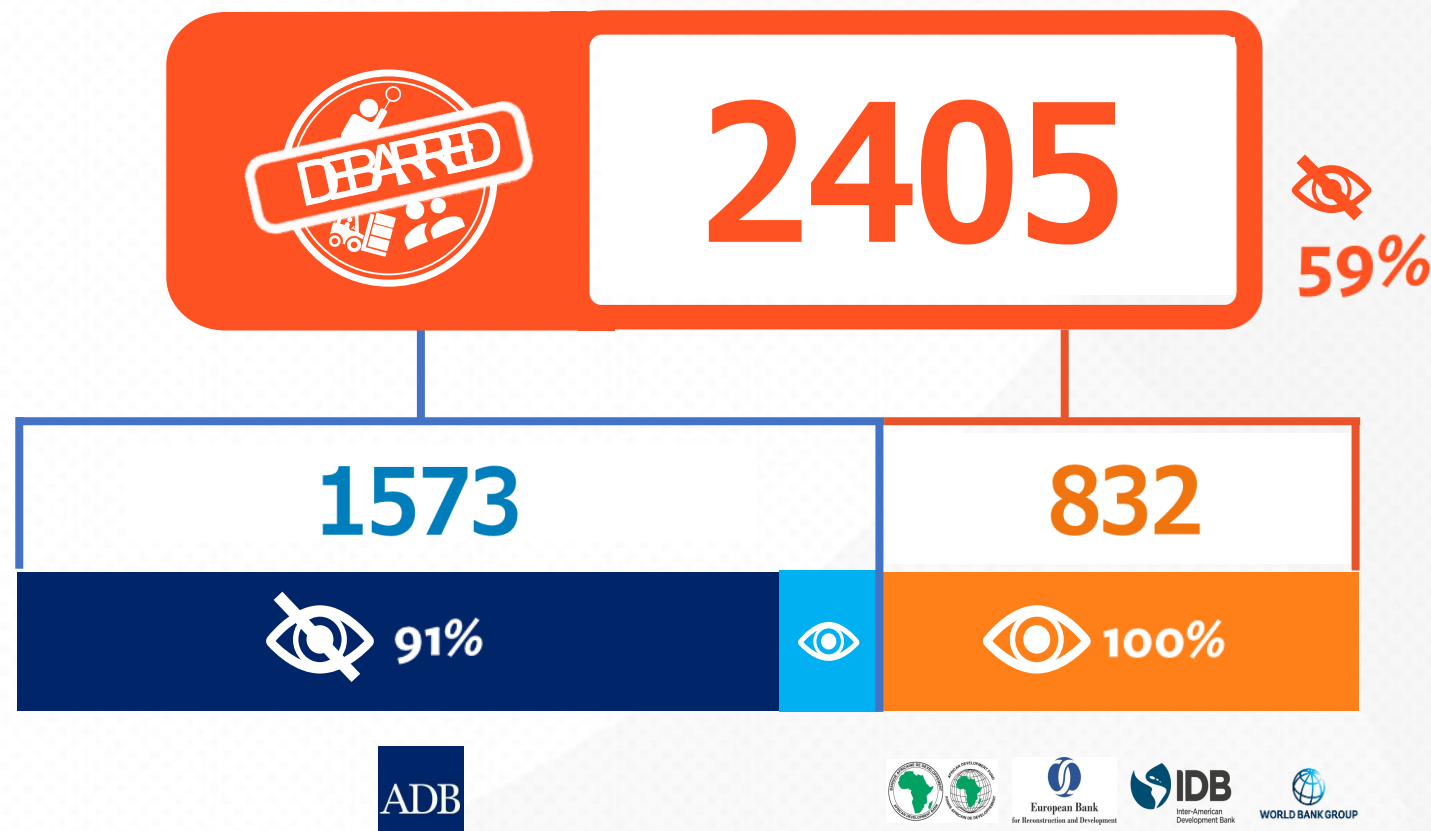
# Consequences of a Debarment

## Четлаштириш оқибатлари

To publish or not to publish:

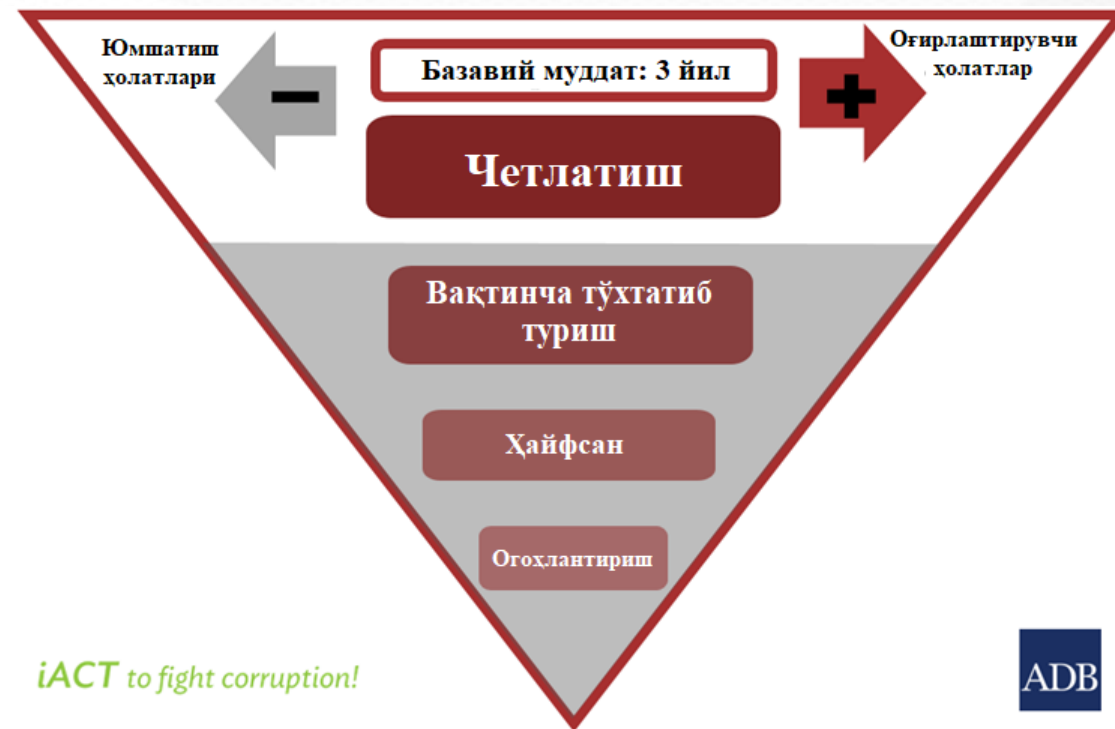
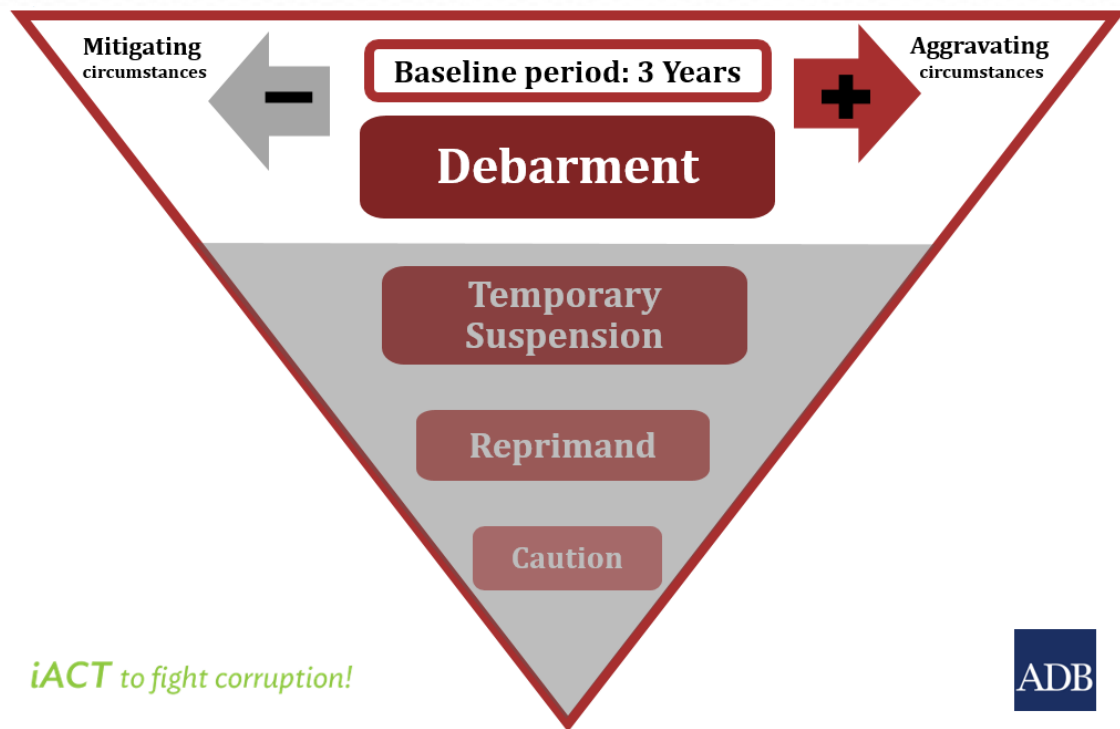
Чоп этиш ёки чоп этмаслик:

1. ADB debarments are generally not published  
ОТБ чекловлари, одатда, чоп этилмайди
2. Cross debarments are always published  
Ўзаро тақиқлар ҳар доим чоп этилади



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# Remedial Actions / Тузатиш чоралари



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# Consequences of Integrity Violations in ADB-financed Projects

ОТБ молиялаштирган  
лойиҳаларда  
**ҲАЛОЛЛИККА ПУТУР  
ЕТИШИНИНГ**  
оқибатлари



Sanctions of firms or individuals  
Фирмалар ёки шахсларнинг санкциялари

**Suspension** of the loan or grant allocations  
Кредит ёки грант ажратишни **тўхтатиб туриш**

Termination of loan or grant allocations  
Кредит ёки грант ажратишни тугатиш

**Return** of misused loan or grant resources back to ADB  
Нотўғри ишлатилган кредит ёки грант ресурсларини ОТБ га  
**қайтариш**

Changes of administrative arrangements  
Маъмурий тартибдаги ўзгаришлар

Request to **investigate or change** government staff  
Ҳукумат ходимларини **текшириш ёки алмаштиришни** талаб  
қилиш

Cross debarment  
Бир-бирини ҳуқуқлардан маҳрум қилиш



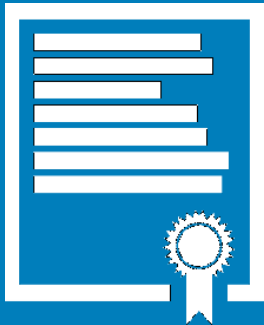
with appropriate permission.



# Impact while under sanction / Санкция оқибатлари

Current contracts

Жорий  
шартномалар



Contract  
variations

Шартноманинг  
ўзгариши



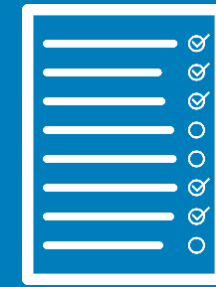
Reinstatement

Қайта  
тикланиш



Future tenders

Келгуси  
тендерлар



**MAY  
CONTINUE/  
ДАВОМ ЭТИШИ  
МУМКИН**

**OAI  
APPROVAL  
АХБ  
ТАСДИҒИ  
БИЛАН**

**NOT AUTOMATIC  
АВТОМАТИК  
ЭМАС**

**NOT  
PERMITTED  
РУХСАТ ЙЎҚ**

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# Ресар / Қисқа хулоса



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Open Floor  
Баҳс очиш

# Office of Anticorruption and Integrity

## Аксилкоррупция ва ҳалоллик бошқармаси (АХБ)



[www.adb.org/integrity](http://www.adb.org/integrity)



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ADB Anticorruption and Integrity  
ОТБ Аксилкоррупция ва ҳалоллик



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Due to the COVID-19 pandemic, please reach out to OAI via email.

Report integrity violations through OAI's complaint form:

<https://www.adb.org/integrity/report-violations>

COVID-19 пандемияси сабабли АХБ билан электрон почта орқали боғланинг  
АХБ шикоят шакли орқали ҳалоллик бузилиши ҳақида хабар беринг:

<https://www.adb.org/integrity/report-violations>

