

Supervision, Implementation Support, and Third-Party Monitoring Across the World Bank Ukraine Portfolio

Key Messages

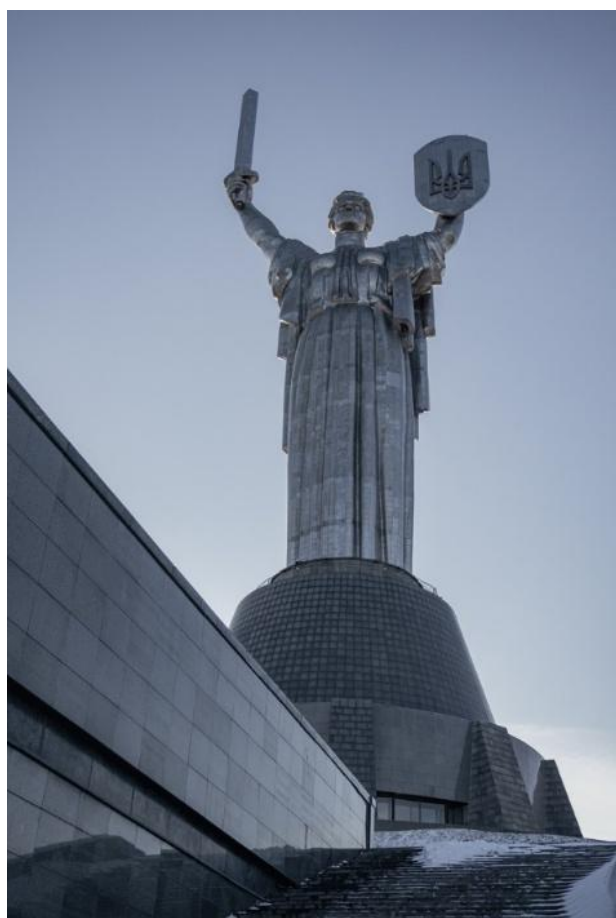
- The World Bank and the Government of Ukraine have adopted a comprehensive supervision and implementation support approach, combining Bank-wide mechanisms with Ukraine-specific measures tailored to a high-risk, war-affected environment.
- Projects are structured to reflect the institutional and sectoral context in which they operate, incorporating the World Bank's [Environmental and Social Framework \(ESF\)](#) requirements—including stakeholder engagement—for effective implementation.
- Supervision mechanisms reinforce fiduciary integrity, transparency, ESF compliance, and timely, results-oriented implementation.
- As a result of this set of measures, the [Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund \(URTF\)](#)-backed operations have achieved some of the highest ratings across the World Bank for development objectives and implementation progress—despite the elevated risk profile.

Institutional Approach

Implementation and Supervision Roles in World Bank Projects

The World Bank operations in Ukraine are tailored to their institutional and sectoral context, implemented through government agencies, and designed to address the needs of beneficiary groups.

- **Government of Ukraine:** Responsible for overall project implementation through project management units and project implementation units. The Government ensures that projects deliver results, while meeting the World Bank's and the country's own fiduciary, environmental and social standards.
- **World Bank:** Provides supervision and implementation support to the Government through task teams comprising technical experts and specialists in fiduciary (financial management & procurement), environmental, social, gender, citizen engagement, and climate issues.
- **Independent Entities:** Contribute to accountability and oversight, such as project financial statement auditors, third-party monitoring and independent verification agents.



World Bank's Approach to Project Supervision and Implementation Support

The World Bank takes a robust approach to project oversight, implementing and supervising key project-related measures and working with the wider portfolio, World Bank corporate, and country-specific initiatives.

Environmental and Social Framework (ESF): Embedded into the design and implementation of all World Bank-financed investment projects, the [suite of ESF tools](#) helps operations address environmental and social concerns.

- Environmental and Social Commitment Plan – outlines the specific commitments made by the borrower to address environmental and social risks and impacts throughout the project lifecycle. These commitments are agreed upon during project preparation and monitored during implementation.
- Stakeholder Engagement Plan – ensures inclusive, transparent, and continuous engagement with affected communities and stakeholders throughout the project lifecycle. The plan defines how information will be disclosed, how consultations are conducted, and how feedback is incorporated into project design and implementation.
- Grievance Redress Mechanism (GRM) – a formalized government system to receive, assess, and resolve grievances related to a project, its contracted entities, or employees. GRM encompasses a set of structures and procedures through which complaints, queries, or clarifications about a project receive responses, problems from implementation are resolved and grievances addressed.



Financial Management: The Bank [supports clients in improving their financial management capacity](#) while encouraging public disclosure and transparency. It also provides reasonable assurance on the use of project proceeds, including through *the Annual Project Financial Statement Audit* – which is available on each project's World Bank webpage.

Procurement: [Procurement in World Bank-financed investment projects](#) is carried out by borrowers under the fiduciary oversight and with technical support from the Bank.



- Hands-on Expanded Implementation Support (HEIS) – where capacity is limited or the operating environment is challenging, HEIS is a tailored form of procurement support designed to assist borrowers in navigating complex, high-risk, or urgent procurement processes.

Third-Party Monitoring: TPM is used to strengthen oversight in areas where the World Bank or the client require enhanced implementation support. In Ukraine, the Bank projects employ TPM agents to:

- verify implementation of activities against agreed project design (e.g., project appraisal document) and signed agreements between the client and the World Bank (e.g., loan or grant agreement) as well as relevant safeguard instruments (e.g., ESF-related documentation).

- monitor compliance of supported projects with the World Bank’s ESF framework and agreed procurement and financial management arrangements in line with World Bank guidelines (e.g., anti-corruption guidelines).

Project Third-Party Actors: Ukrainian authorities contract third-party actors to strengthen oversight in World Bank-financed operations. Fiduciary agents—such as UNOPS—are engaged to provide financial control and supply chain management in high-risk or hard-to-access areas (for ex., under RELINC and REPOWER projects). Independent Verification Agents (IVAs) are appointed to validate results and compliance, particularly in Program-for-Results operations and other projects requiring rigorous results verification.

World Bank Group Corporate Oversight Mechanisms

The World Bank Group has a robust set of corporate oversight mechanisms, which include:

- **Grievance Redress Service**—a [platform for individuals and communities to submit complaints directly to the World Bank](#) if they believe a Bank-financed project has or may have adverse effects. The GRS ensures timely review and resolution of grievances, enhancing accountability and responsiveness to project-affected people.
- **Integrity Vice Presidency**—an [independent unit that investigates allegations of fraud, corruption](#), collusion, and misconduct in Bank-financed projects—including by vendors and Bank staff. All World Bank staff are required to report suspected corruption or sanctionable practices.
- **Inspection Panel**—an [independent accountability mechanism](#) that reviews complaints from people who believe they have been harmed by a Bank-financed project due to non-compliance with Bank policies. It conducts compliance investigations and reports directly to the Board of Executive Directors.
- **Group Internal Audit Vice Presidency**—[provides independent, objective assurance and advice to senior management and the Board](#) on the effectiveness of governance, risk management, and internal controls across the World Bank Group.

Ukraine Portfolio Specific Support and Oversight Measures

The World Bank also works at the country level to strengthen the government’s capacity to implement development projects effectively. This includes targeted support measures such as:

- **Joint implementation reviews with the Government of Ukraine**—to ensure funds are used effectively and project delivery aligns with intended objectives and outcomes.
- **Listening to Citizens of Ukraine Survey**—a monthly phone survey of 1,500–2,000 households conducted by the Bank in collaboration with the Kyiv International Institute of Sociology since April 2023 to assess living standards and government services delivery.



- **Efforts to mitigate corruption**—supporting Ukraine’s anti-corruption architecture by monitoring the legislative framework and adherence to the rule of law and by promoting civic oversight of anti-corruption institutions (the National Anti-Corruption Bureau (NABU), the Specialized Anti-Corruption Prosecutor’s Office (SAPO), and the High Anti-Corruption Court (HACC)).

- **Work with the Government to further develop Prozorro, Ukraine’s electronic procurement platform**—as of March 2024, its use is mandatory under Bank-supported projects for all procurements of goods, works, and non-consulting services.
- **Cooperation with other multilateral development banks (EBRD, EIB, CEB)** to harmonize procurement practices for public sector investments—helping to streamline processes while maintaining fiduciary oversight.

Results

As a result of the strong supervision and implementation support measures outlined above, the URTF portfolio has delivered high performance—even in a high-risk, war-affected environment:

- As of September 30, 2025, the URTF disbursement stands at 70%, with \$1.4 billion disbursed out of \$2 billion programmed, demonstrating the program portfolio’s ability to channel resources quickly and effectively.
- The portfolio maintains one of the highest ratings across the World Bank for achievement of development objectives and implementation progress.

