

# Contratos de consultoría en *Corporate Procurement* do Banco Mundial



Pílula Informativa

Santiago de Compostela, 30 de maio de 2023

11:00h - 12:00h



# Que é o (Grupo) Banco Mundial?

- ✓ Creado no 1944, é unha Institución Financeira Internacional (IFI) formada por 189 países membros.
- ✓ Sede central en Washington DC (EUA) e 130 oficinas en países do mundo (48% staff nas *Country Offices*).
- ✓ Fonte: financiamento & coñecemento
- ✓ Componse de 5 institucións:

<b>BIRF</b> El Banco Internacional de Reconstrucción y Fomento	<b>AIF</b> La Asociación Internacional de Fomento	<b>IFC</b> La Corporación Financiera Internacional	<b>MIGA</b> El Organismo Multilateral de Garantía de Inversiones	<b>CIADI</b> El Centro Internacional de Arreglo de Diferencias Relativas a Inversiones
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Sede Central do Banco Mundial en Washington DC (EUA)

# Cifras do Grupo do Banco Mundial



## Concentración dos investimentos en África

Fonte: Informe anual 2022

### CUADRO 1

COMPROMISOS, DESEMBOLSOS Y MONTO BRUTO DE GARANTÍAS EMITIDAS DEL GBM POR EJERCICIO, EN MILLONES DE USD

	2018	2019	2020	2021	2022
<b>GBM</b>					
Compromisos <sup>a</sup>	74 265	68 105	83 547	98 830	104 370
Desembolsos <sup>b</sup>	45 724	49 395	54 367	60 596	67 041
<b>BIRF</b>					
Compromisos <sup>c</sup>	23 002	23 191	27 976	30 523	33 072
Desembolsos	17 389	20 182	20 238	23 691	28 168
<b>AIF</b>					
Compromisos <sup>c,d</sup>	24 010	21 932	30 365	36 028	37 727
Desembolsos	14 383	17 549	21 179 <sup>d</sup>	22 921 <sup>d</sup>	21 214 <sup>d</sup>
<b>IFC</b>					
Compromisos <sup>e</sup>	19 027	14 684	17 604	20 669	22 229
Desembolsos	11 149	9 074	10 518	11 438	13 198
<b>MIGA</b>					
Monto bruto de garantías emitidas	5 251	5 548	3 961	5 199	4 935
<b>FONDOS FIDUCIARIOS EJECUTADOS POR EL RECEPTOR</b>					
Compromisos	2 976	2 749	3 641	6 411	6 407
Desembolsos	2 803	2 590	2 433	2 546	4 461

# Como se organiza? Sistema matricial

## Áreas xeográficas:

- [África](#) Oriental e meridional/Occidental e central, [Asia](#) oriental e Pacífico, [Europa](#) e Asia central, [América Latina e Caribe](#), [Oriente Medio e Norte de África](#), [Asia meridional](#)

## Sectores temáticos:

5 Prácticas que integran (*Global Practices*) 14 sectores e cinco (5) áreas transversais: 1) Cambio climático; 2) Fraxilidade, Conflito e Violencia; 3) Xénero, 4) Traballo e 5) Xestión do Coñecemento



Agriculture and Food



Energy and Extractives



Environment, Natural Resources and Blue Economy



Transport



Urban, Disaster Risk Management, Resilience & Land



Water



Equitable Growth, Finance and Institutions [PG]



Digital Development



Education



Health, Nutrition and Population



Social Protection and Jobs



Social Sustainability and Inclusion

# Corporate Procurement

<https://www.worldbank.org/en/about/corporate-procurement>

The World Bank Group's Corporate Procurement Unit is responsible for the coordination and oversight of the sourcing strategy, selection, and contract execution for

- ✓ goods,
- ✓ services,
- ✓ construction,
- ✓ and **consulting services** (including financial and accounting services, training development, management consulting, and audit services).

## En qué consiste?

- **O propio BM actúa como axencia executora** e define os *Terms of Reference ("TOR")* e Orzamento (*Budget*), termos e condicións, criterios de avaliación e ponderacións, e método de selección (entre outros):
  - **Consultor(a) individual\*** (*Short Term Consultant (STC), Short Term Temporary (STT), Extended Term Consultant (ETC), Extended Term Temporary (ETT), Junior Professional Associate (JPA), Regular, Local Staff Regular, Open-Ended, Term, Executive Director Assistant and Special Assignments*); ou
  - **Firma** Hai que ter en conta o alcance e orzamento, no caso de poder escoller.

Son incompatibles

**Referencias:** tener en conta que a solvencia técnica da empresa (firma, ou outra forma xurídica) non é a mesma que a solvencia profesional dos expertos (consultores/as individuais).

\*tratamento de empregado (Staff).



# Métodos de selección (I)

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**For firms**, there are three selection methods:

**Full competitive selection:** for firm selections estimated to cost over US\$250,000 where, given the value of the contract and/or risk associated with the assignment, a robust competitive selection process is required, including advertising the Expression of Interest (EOI) is required for a minimum of 14 calendar days and Procurement Specialist (PS) clearance of the shortlist and Request for Proposal (RFP); or

**Simplified competitive selection:** for selections estimated to cost up to and including US\$250,000 where a shorter time frame for advertisement is required (minimum 7 calendar days), no shortlist or RFP approval or clearance is required; a smaller evaluation committee is permitted; and a simplified contract award approval process is required; or

**Single Source selection:** where it can be demonstrated that it presents a clear advantage over competition, or where the contract value is US\$50,000 or less.

**For individuals (i.e., STC, STT, ETC...)**, there are two selection methods:

**Comparative selection:** for appointments where fees are estimated to be more than \$50,000, the TTL / TM compares three or more qualified CV's and proposes the selection to the Approver for approval; or

**Single Source selection:** where it can be demonstrated that it presents a clear advantage over a comparative selection, or for appointments where fees are estimated to be \$50,000 or less, the TTL / TM selects one candidate for approval by their Approver.

# Métodos de selección (II)

## FIRMAS

US Dollar Value	Competition Requirement	Procuring Staff Member	Selection Approver
Up to \$10,000	No competition required	Bank Group Staff Member	Manager
\$10,001 to \$50,000	Competition Recommended	Bank Group Staff Member	Manager
\$50,001 to \$250,000 (up to \$500,000 for Works)	Competition from a qualified list of Vendors is required.	Corporate Procurement	Corporate Procurement
Over \$250,000 (over \$500,000 for Works)	Advertised, formal competition required	Corporate Procurement	Corporate Procurement

### Consulting Firm Contracts – Single Source Selection

TTL's / TM's are responsible for ensuring the following actions are taken:

Contract Value	US\$50,000* and below	US\$50,001 - US\$250,000*	Over US\$250,000*
Clearance Needed Prior to seeking Approval	None	PS	PS
Approval Needed	Approver	Approver	Approver
Documentation Required	Single source justification; technical and financial proposal; approvals; TOR	Single source justification; technical and financial proposal; approvals; TOR	Single source justification; technical and financial proposal; approvals; TOR

### Consulting Firm Contracts – Competitive Selection

Competitive Selection	Simplified Competitive Selection	Simplified Competitive Selection	Full Competitive Selection
Estimated Contract Value	US\$50,000* and below	US\$50,001 - US\$250,000*	Over US\$250,000*
Advertise Expression of Interest	Not required <sup>LI</sup>	Yes, for at least 7 calendar days	Yes, for at least 14 calendar days
Shortlist Requirement	Adequate competition (i.e. more than one qualified firm)	Adequate competition (i.e. more than one qualified firm)	Adequate competition with three or more qualified firms
Evaluation Criteria	Price and Quality weights (0 to 100) to be decided by TTL / TM. Financial proposal evaluation criteria that are weighted less than 20% or more than 50% requires PS clearance.	Price and Quality weights (0 to 100) to be decided by TTL / TM. Financial proposal evaluation criteria that are weighted less than 20% or more than 50% requires PS clearance.	Price and Quality weights (0 to 100) to be decided by TTL / TM. Financial proposal evaluation criteria that are weighted less than 20% or more than 50% requires PS clearance.
Evaluation Committee	TTL / TM and at least <b>one</b> other qualified staff member. The Committee may include External Party representative if the External Party is paying / co financing a significant portion of the cost of the consulting assignment.	TTL / TM and at least <b>one</b> other qualified staff member. The Committee may include an External Party representative if the External Party is paying / co financing a significant portion of the cost of the consulting assignment. GSDPR clearance of voting and non-voting External Party participation in evaluation committees is required. External parties cannot exceed 33% of the voting members.	TTL / TM and at least <b>two</b> other qualified staff members. The Committee may include an External Party representative if the External Party is paying / co financing a significant portion of the cost of the consulting assignment. GSDPR clearance of voting and non-voting External Party participation in evaluation committees is required. External parties cannot exceed 33% of the voting members.
Contract Award Clearance	None	None	PS
Contract Award Approval	Approver	Approver	Approver
Documentation Requirement	Award justification, contract details; technical and financial proposals; approvals; TOR	Award justification, contract details; technical and financial proposals; approvals; TOR	Award justification, contract details; technical and financial proposals; approvals; TOR

# Métodos de selección (III)

## CONSULTORES(AS) INDIVIDUAIS

	<b>Single Source</b>	<b>Comparative Selection</b>
Procedure	Confirm that the CV and expertise of the candidate meets the requirements	Compare CVs of at least three qualified candidates and select one
Advertised Competition Required	No	No
Documentation Requirement	CV, single source justification and appointment details	Three CVs of qualified candidates, award justification and appointment details
Maximum Number of Days the STC / STT can work for the Bank Group per Fiscal Year	150	150
Approval Needed	Approver	Approver
Process once Selection is Approved	Initiate SAP transaction for the issuance of an Appointment Letter	Initiate SAP transaction for the issuance of an Appointment Letter
Amendments to STC / STT Appointments	Approver clearance required if the original appointment and extension exceeds \$50,000 (fees only).	Approver clearance required

# Corporate Procurement

<https://www.worldbank.org/en/about/corporate-procurement>

## 1. FIRMAS:

### Corporate Procurement / Business Opportunities

<https://www.worldbank.org/en/about/corporate-procurement/business-opportunities/administrative-procurement>

<https://wbgeprocure-rfxnow.worldbank.org/rfxnow/public/advertisement/index.html>

## 2. CONSULTORIAS INDIVIDUAIS: Short Term Opportunities ONLY

<https://wbappse.worldbank.org/gmsapps/WorldBankJobsWeb/pages/default.aspx?Page=STOppor>

# Preparación estratéxica (I)

- ✓ **Definición e identificación de oportunidades** (áreas xeográficas e sectores temáticos, importancia dos temas transversais, coma xénero) e **localización da unidade** (*unit*) onde se está a preparar o préstamo (*loan*) e onde se enmarca a oportunidade de negocio que nos interesa:
  - ✓ Para **identificación dos TTLs** (*Task Team Leaders*), das personas responsables polos proxectos (non os RR.HH., que teñen un rol administrativo/*clearance*).
  - ✓ Identificar a **fase do ciclo de vida do proxecto** (hai máis oportunidades de consultoría durante as fases iniciais e finais: preparación e avaliación) e as potenciais necesidades ao longo deste. Olo co conflito de intereses entre fases e entre métodos de selección.



# Corporate Procurement

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## 1. FIRMAS:

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<https://wbappse.worldbank.org/gmsapps/WorldBankJobsWeb/pages/default.aspx?Page=STOppor>

# Preparación estratéxica (II)

## ✓ Consultar:

✓ **os planos de adquisicións** (*procurement plans*) para saber tamén por onde se moveran os fondos e “tendencias” cara a determinadas temáticas, por exemplo, se haberá máis investimento en temas de vulnerabilidade climática, ou en economía azul.

✓ **os Country Partnership Framework** (**CPF**) dos países onde queremos traballar.

✓ O portfolio de proxectos: novo xeoportal do WB  
<https://maps.worldbank.org/projects>

✓ **Anticiparse e prepararse:** formarse e consolidar as equipas con experiencia nas materias que van a ser prioridades de acción a medio prazo.

# Corporate Procurement

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## 1. FIRMAS:

### Corporate Procurement / Business Opportunities

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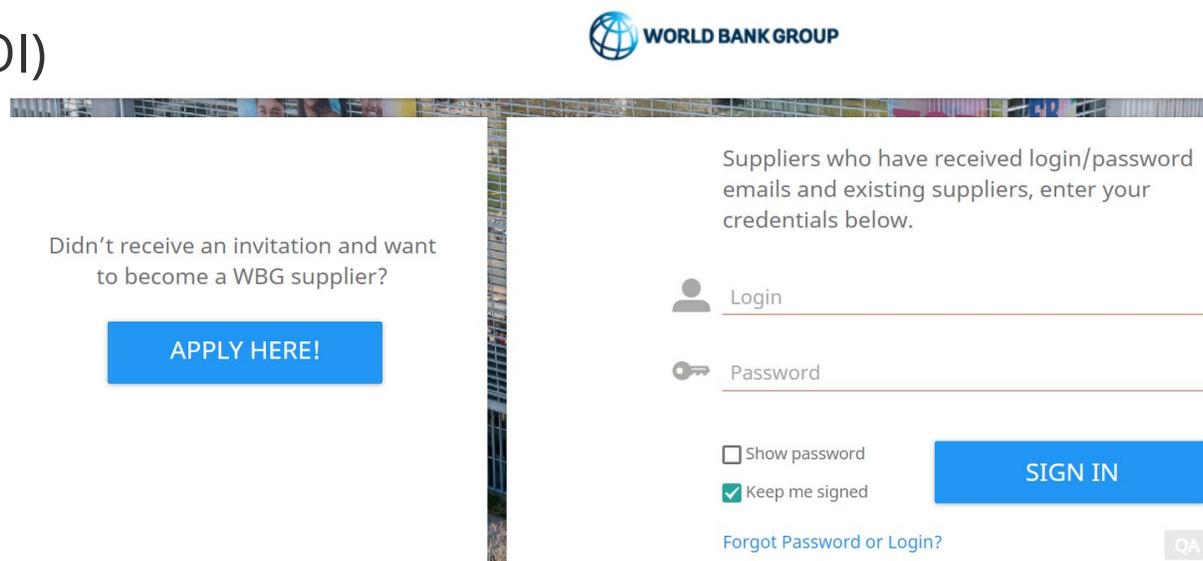
## Preparación estratéxica (III)

- ✓ **Procura e seguimento de oportunidades** (como non todas se publican nos sitios web oficiais. Atención ás RR.SS. – LinkedIn- e redes de contactos chave; sistemas de alertas e seguimento; rede de oficinas exteriores como ICEX Washington DC, Igape e CEG através do Salt)
- ✓ **Presentación do noso perfil adaptado** (CV nos formatos axeitados e modelos propostos, cartas de presentación e pequenas biografías adaptadas aos ToR.) Perfís técnico Especialista vs Xeralista (i.e., apoio en operacións). Disponibilidade para viaxar/traslado de residencia (*field assignments*)
- ✓ **Networking para mellorar a visibilidade:** participación en eventos, impartición de obradoiros, presentación e publicación de casos de éxito e artigos académicos...

# Sistema de Rexistro (I)

[WBGeProcure RFX Now](#) substitúe á antiga “eConsultant2”

- Permite expresar interese (EOI)
- Completar o rexistro
- Presentar ofertas (*proposal*)



WORLD BANK GROUP

Didn't receive an invitation and want to become a WBG supplier?

APPLY HERE!

Suppliers who have received login/password emails and existing suppliers, enter your credentials below.

Login

Password

Show password

Keep me signed

SIGN IN

Forgot Password or Login?

QA

[Q&A](#)

<https://wbgeprocure.worldbank.org/ngp414/loginprocess>

# Sistema de Rexistro (II)

 **Supplier Self Registration** Status: Application Not Complete  
Support: please click [HERE](#)

WELCOME PAGE   COMPANY INFORMATION   CATEGORY ASSIGNMENT   DOCUMENTS   CERTIFICATE OVERVIEW   GENERAL INFORMATION QUESTIONNAIRE   ⋮

## Welcome to Supplier Self Registration (SSR)

Thank you for your interest in becoming a potential vendor for the World Bank Group (WBG). The supplier self-registration form should take approximately 10 minutes to complete. Before submitting your application, we recommend you review the [Vendor Guide](#), [Vendors Code of Conduct](#), [Vendor Eligibility Policy](#) and the [Restrictions on Current and Former WBG Staff documents](#).

Suppliers need to register in the WBG Supplier Database to participate in a solicitation process; however, only suppliers which have been approved as WBG Vendors can be awarded a contract. By completing this application, you confirm that:

- Your company meets the WBG [Vendor Eligibility](#) Requirements.
- Your company and any subcontractors you propose or intend to propose as part of a solicitation understand the WBG Privileges and Immunities as stated in the [General Terms and Conditions](#), including immunity from taxes. These Privileges and Immunities are applicable only to the WBG and do not apply to your company or subcontractors.
- You and your subcontractors have read and will comply with the [Vendors Code of Conduct](#) and the [Code of Conduct for On-site Vendor Employees](#).
- No WBG staff member or their immediate family is an owner, officer, partner, or board member or has a financial interest in either your company or its subcontractors in accordance with the [Restrictions on Current and Former WBG staff](#).

Once the application is complete you will be assigned a unique WBG application number. You may be required to provide this application number to a WBG representative upon request.

NEXT



# Sistema de Rexistro (III)

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Varios documentos chave a revisar. [1\) Vendor Guide](#), [2\) Vendors Code of Conduct](#), [3\) Vendor Eligibility Policy](#), [4\) Restrictions on Current and Former WBG Staff documents](#), [5\) Corporate Procurement Policy Summary for Vendors](#), [6\) General Terms and Conditions Consulting Services April 2023](#)

Aspectos a salientar:

- Todas as formas xurídicas teñen cabida (p.ex., cooperativas, fundacións, sociedades limitadas...)
- En caso de cancelación, só se pagará polo traballo realizado ata ese momento sen indemnización.
- Pódense solicitar certificados de exención do pagamentos de impostos (igual que para os staff).
- Elexibilidade limitada na contratación de familiares; e para staff (incluíndo consultorías individuais) como *vendors* ou *subcontractors*, ata 12 meses despois da fin do contrato (“*Cooling Off Period*”). Tamén afecta as entidades sen ánimo de lucro.

# Sistema de Registro (IV)

## Quick Reference Guide Submitting an Expression of Interest

To express interest in an advertisement, navigate to Advertisements and select the procurement of interest. The details of the procurement will display. Review the details and ensure requirements align with your firm's capabilities.

<https://thedocs.worldbank.org/en/doc/bba17e77f5d7eb6a752e36667da1e5fb-0180012023/original/RFxNow-Submitting-an-Expression-of-Interest-Vendors.pdf>

## Quick Reference Guide Submitting a Proposal

Firms that are shortlisted on a procurement are invited to submit a proposal. The Submit Proposal and Read Terms And Conditions actions will become available in the procurement, they will display under Available Actions. These actions may be completed in any order.

<https://thedocs.worldbank.org/en/doc/17544c8d163f03cd679bef94f288e6e0-0180012023/original/RFxNow-Submitting-a-Proposal-Vendors.pdf>

# Contrato (I)

Exemplo de *Letter of Appointment (LOA)* para **consultorías individuales**. Neste caso *STC (no benefits)*:

Contén información:

- Días de contrato, salario (*rate per diem: net/gross*), divisa
- Viaxes oficias (misiones) e visados
- Seguros de accidentes
- Confidencialidade, conflitos de interese

## Benefits & Compensation



1818 H Street, NW • Washington, DC • 20433 USA



000520345000099

04/27/23

Dear Ms. [REDACTED]

We are pleased to offer you a Short-Term Consultant appointment at the the World Bank for an assignment with SubNational Business - WB. Your Task Team Lead (TTL) for this assignment will be Ms [REDACTED] who is responsible for determining your Terms of Reference and for providing guidance, supervising, and confirming the completion of your work.

The International Bank for Reconstruction and Development ("IBRD"), the International Development Association ("IDA"), the International Finance Corporation ("IFC"), the Multilateral Investment Guarantee Agency ("MIGA"), and the International Centre for Settlement of Investment Disputes ("ICSID") are collectively known as "the World Bank Group". The term "World Bank" refers to IBRD or IDA, or both, as applicable.

We expect to need your services for about [REDACTED] from May 02, 2023 to June 30, 2024. Your appointment will terminate accordingly unless it is extended or a new appointment is made.

Please note that total World Bank Group Short-Term appointments may not exceed 150 days or 1,200 hours per fiscal year, unless The World Bank Group Senior Management makes an exception to these limits because of exceptional circumstances

The World Bank will remunerate you in an amount of \$ [REDACTED] net of taxes per day worked. You may direct any questions to Ms [REDACTED], who will handle the administration associated with this appointment. After the start date of your contract, please submit your bank account information at



# Contrato (II)

THE WORLD BANK GROUP

GENERAL TERMS AND CONDITIONS  
CONSULTING SERVICES  
April 2023

Condições xerais de prestación de servizos para **firmas**:

Contén información:

- Pagamentos (*Lump Sum Fee or reimbursable expenses*)
- Facturación (30 días despois da aceptación das entregas)

<https://thedocs.worldbank.org/en/doc/f9fd931b1d771033773ea466e82ed5eb-0180012023/original/WBG-Terms-and-Conditions-Consulting-Services-English-2023.pdf>

This Contract is between the **INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT** or **INTERNATIONAL FINANCE CORPORATION** (the "Purchaser"), and the Contractor for the services described in this Contract.

## 1. CONTRACT DOCUMENTS AND SCOPE OF WORK

1.01 Contractor shall provide to Purchaser consulting services as stipulated in Annex A.

1.02 The Contract Documents shall consist of:

- The Contract and any Special Conditions (SC) therein;
- These General Terms and Conditions;

1.03 In the event of a conflict between the terms of the Contract and any other of the Contract Documents, the provisions of this Contract and Annexes A and B shall govern, and take precedence, unless otherwise expressly agreed by the Purchaser, in writing.

1.04 The Contract Documents shall include all modifications or changes agreed upon in writing between the parties and issued during the Term of this Contract. Any such modification or change shall supersede the original Contract Documents where modified or changed.

1.05 Contractor agrees to furnish to the Purchaser and the

## 2. COMPLIANCE WITH APPLICABLE LAW

Contractor represents that it, and its services, are in compliance with all the applicable laws.

## 3. DEFINITIONS

3.01 The following terms, whenever used in this Contract, shall have the following meaning:

- "Authorized Representative" means an individual who is authorized to legally bind the Purchaser or the Contractor by virtue of his/her signature. He/She can agree to changes to the Service(s), Contract Price and rates, as well as change the designated Contract Manager or Contractor's Representative by providing Notice in accordance with Article 42, Notices.
- "Contractor" means the company, consulting firm, university, organization, or other such entity retained by the Purchaser to perform the Services under this Contract.
- "Contract" means this Consulting Services Contract signed by each party's Authorized Representative together with all the other Contract Documents listed in Article 1 of the signed Contract.
- "Contract Currency" means U.S. Dollars or any other currency of a Purchaser member country as may be specified in the SC.

# Fiscalidade

## The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street N.W.  
Washington, D.C. 20433  
U.S.A.

## The World Bank Group

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION  
INTERNATIONAL FINANCE CORPORATION

1818 H Street N.W.  
Washington, D.C. 20433  
U.S.A.

(202) 473-1000  
Cable Address: INTBAFRAD  
Cable Address: INDEVAS

The INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT is an international organization of which the United States is a member.

Article VII, Section 9(b) of the Articles of Agreement of the Bank (60 Stat. 1458) provides as follows:

"No Tax shall be levied on or in respect of salaries and emoluments paid by the Bank to executive directors, alternates, officials or employees of the Bank who are not local citizens, local subjects, or other local nationals."

This provision has full force and effect in the United States by virtue of Section 11 of the Bretton Woods Agreements Act (22 U.S.C., Section 286(h)), which provides:

"The provisions of article IX, sections 2 to 9, both inclusive, and the first sentence of article VIII, section 2(b), of the Articles of Agreement of the Fund, and the provisions of article VI, section 5(i), and article VII, sections 2 to 9, both inclusive, of the Articles of Agreement of the Bank, shall have full force and effect in the United States and its Territories and possessions upon acceptance of membership by the United States in, and the establishment of, the Fund and the Bank respectively."

Consequently, no state or federal income tax may be levied within the United States on or in respect of remuneration received by a non-United States national from the International Bank for Reconstruction and Development. This exemption does not apply to taxable income paid by other employers or from other sources.

April 23, 2018

To Whom It May Concern:

This is to certify that Ms. [REDACTED] is appointed to the staff of the International Bank for Reconstruction and Development (IBRD) since September 5, 2017. In accordance with Article VI, Section 19, Paragraph (b) of the Convention of the Privileges and Immunities of the Specialized Agencies with respect to the IBRD, Ms. [REDACTED], as an official of the IBRD, should "Enjoy the same exemptions from taxation in respect of the salaries and emoluments paid to them by the specialized agencies and on the same conditions as are enjoyed by officials of the United Nations." The IBRD considers all appointees to its staff as "officials" for purposes of the Convention noted above.

The Government of Spain became a party to the Convention with respect to the IBRD on September 26, 1974. Ms. [REDACTED] should therefore not be taxed by the Government of Spain in respect of her IBRD emoluments.

## Tax-Exemption-Certificate

<https://thedocs.worldbank.org/en/doc/82a685d798e2a28f2b5f70e172252182-0180012023/original/Tax-Exemption-Certificate-2023.pdf>

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گابلیو

SALT

Servicio de  
Licitaciones  
Internacionales



# Mudanzas próximas

O **Acordo de París** (*Paris Agreement*) é un tratado internacional legalmente vinculante sobre o cambio climático. Foi adoptado por 196 países na COP 21 en París, o 12 de decembro de 2015, e entrou en vigor o 4 de novembro de 2016.

- World Bank: aliñamento de todas as novas operacións presentadas ao Board a **partir do 1 de xullo de 2023**.
- IFC e MIGA: aliñamento do 85% das operacións aprobadas polo *Board* desde o 1 de xullo 2023, e do 100% a partir do 1 de xullo 2025.

O financiamento debe contribuir activamente ás medidas de adaptación e mitigación, ademais do enfoque do Acordo de París de "non causar danos/*do not harm*", no conxunto da operación.

## Cambio de presidencia



*"Bank's goals of addressing poverty, shared growth and climate as "intertwined."*

**Ajay Banga**, anterior director executivo da Mastercard. É o candidato do Presidente Biden para liderar o Banco Mundial

# Moitas grazas pola vosa atención.

Algunha cuestión, comentario, dúbida?

Pregunta sempre 😊

Iria Buxán Raposo

[ibuxanraposo@proton.me](mailto:ibuxanraposo@proton.me)

