**APPENDIX C**

**Chart 5. Public procurement integrity risk events**

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| **#** | **Identified public procurement integrity risk events** |
| 1 | Procurement manipulation (public procurement designed to favor a specific bidder) |
| 2 | Bid rigging |
| 3 | Inadequate price survey |
| 4 | Lack of transparency in procurement planning, tendering, or management phases |
| 5 | Collusion among bidders (price fixing) |
| 6 | Overpricing |
| 7 | Non-compliance (lack of due procurement process) |
| 8 | Manipulation of bid specifications |
| 9 | Failure to meet administrative needs because the call lacked quality requirements |
| 10 | Illegal award of contract to bidder with formal restrictions on contracting |
| 11 | Contract amendments with improper changes in specifications, quantities, or price. |
| 12 | Undue extension of delivery deadline |
| 13 | Bribery and kickbacks to the contract manager or inspector |
| 14 | Fraudulent invoicing (certification of undelivered goods, services, or works) |
| 15 | Certification of substandard goods, services, or works |
| 16 | Unskilled contract inspection team |
| 17 | Influence peddling (conflict of interest between procurement agents, managers or inspectors and corresponding bidders or contractors) |
| 18 | Negligence of the contract managers and inspectors allowing contractual breach |
| 19 | Failure to record instances of the contractor's non-compliance with obligations |
| 20 | Unjustified delays in contractor payments |
| 21 | Receipt of goods, services, or works without contractual backing |
| 22 | Failure to impose penalties on suppliers who fail to meet their obligations |
| 23 | Non-use of evaluation information in planning new procurements |
| 24 | Failure to perform the public procurement process evaluation |
| 25 | Misrepresentation of bidder qualifications (falsification of documents) |
| 26 | Ghost bidding |
| 27 | Insider information concerning public procurement planning |
| 28 | Sheet manipulation scheme in bidding (bid rigging with understated costs) |

Source: Authors