



The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL FINANCE CORPORATION
MULTILATERAL INVESTMENT GUARANTEE AGENCY

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I hereby certify that Mr. Tomasz Szuba has been involved in the following World Bank projects (see below). We highly acknowledge his professional knowledge, engagement, professionalism, ability to manage complex issues, as well as his ideas to change and improve existing processes and procedures.

1. Rural Development Project/Ministry of Agriculture/Poland/budget EUR 260 m.

The aim of the project was to support economic development of rural areas in Poland. Special support was given to those actions that led to employment outside of agricultural sectors, decentralization of public administration and rural development as well as actions that strengthened capacity to absorb EU structural funds.

Date	Position	Key tasks
April 2002 – April 2003	Financial Manager	<ul style="list-style-type: none">• Manage 6-people team• Prepare and execute improvement plan that lead to substantial shortening of the payment and reporting cycles,• Coordinate information flow,• Introduce new financial and analytical tools e.g. cash flow, day-to-day data analysis,• Improve MIS system,• Strengthen financial section capacity,• Improve internal procedures

2. Village Investment Project/Kyrgyz Government/Kyrgyzstan/budget \$15 m.

The aim of the project was to prepare a program for rural areas on strengthening decentralization process and improving infrastructure on rural areas.

Date	Position	Key tasks
July 2003 – October 2003	External expert	<ul style="list-style-type: none">• Prepare financial manuals for the central implementation agency and communities that describe all aspects of financial management within the project (e.g. disbursement, monitoring, reporting, flow of funds etc.) to be in line with the Kyrgyz law and the World Bank procedures

3. Post-Accession Rural Support Project/Ministry of Social Policy/Poland/budget \$628,000

PARSP was divided into 3 parts: program for social integration, reform of social insurance for farmers and a PR campaign on problems of social integration. The aim was to develop sufficient tools for rural administration units to effectively tackle social problems.

Date	Position	Key tasks
August 2004 – April 2005	Financial Manager	<ul style="list-style-type: none">• Prepare necessary procedures consistent with Polish law on public finances and the World Bank requirements,• All aspects of financial management of the grant

4. Small Town Investment and Capacity Building Program/Kyrgyz Government/Kyrgyzstan

The aim of the project was to improve access, quality, and efficiency of public utilities services in small towns in Kyrgyzstan. There were 3 components involved: improvement of infrastructure; preparing plans for improving utilities services; preparing a monitoring system for project evaluation.

Date	Position	Key tasks
July 2004 – January 2005	External expert	<ul style="list-style-type: none">• Prepare financial documents describing financial system of the grant as well as all possible aspects of financial management: flow of funds, reporting, auditing requirements, disbursement, control etc.) to be in line with the Kyrgyz law and the World Bank procedures.

Ryszard Malarski
Rural Development Specialist

