

**ANNUAL REVIEW OF PROCUREMENT ACTIVITIES
UNDER THE CORPORATE PROCUREMENT POLICY**

2017

**Procurement Operations & Delivery Department
April 2018**

EXECUTIVE SUMMARY

This is the annual report on the procurement activities of the Bank carried out under the Corporate Procurement Policy.

Following the review of the Corporate Procurement Policy and the Procurement Policy and Rules in October 2017, procurement activities were realigned, with all procurement of goods, works and services contracted by the Bank being covered by the Corporate Procurement Policy. Any procurement of goods, works, services and consultancy services contracted by the Bank's clients is covered by the Procurement Policy & Rules and a separate report is prepared for procurement of these activities.

To allow a meaningful comparison of the 2017 Bank contracted data presented by PODD with the data previously reported by the Technical Cooperation (TC) team, the TC team's statistics for 2013 – 2016 have been adjusted to exclude consultancy contracts awarded by the Bank's clients (funded either through donor Technical Cooperation (TC) funds or public sector loan proceeds) that were previously included in the annual reports prepared by the TC team.

Consultancy Services Supporting Projects

- Following this adjustment, the overall conclusion is that the value and number of consultancy contract awards by EBRD in 2017 was at a similar level to 2016. In 2017, there were 2,877 consultancy contracts awarded with a total value EUR 129.06 million, compared to 2,863 contracts totalling EUR 129.54 million in 2016, showing less than 1% variation.
- In 2017, 73% of the value of the Bank contracted assignments were funded through various Donor TC funds programmes and agreements, compared to 70% in 2016.
- Increase in use of Donor funds reported by TC team the previous year continued in 2017, with EUR 94.40 million of Donor TC funds utilised to award 1,617 consultancy contracts), representing a 4.5% increase in value of contracted TC Donor funds compared to 2016 when EUR 90.32 million of Donor TC funds were contracted by the Bank (1,636 contracts).
- In 2017, competitive selection methods were used to award 56% by value of the consultancy contracts awarded by TC Team/PODD (EUR 111 million).

Goods, Works and Services including Consultancy Services for Corporate Purposes

- In 2017 corporate procurement expenditure was GBP 70,641,948, matching the 2016 total of GBP 70,646,000.
- Over 40% of the Bank's corporate procurement expenditure in 2017 was disbursed via contracts with twenty suppliers.
- Seventeen of the twenty suppliers were contracted following a competitive procurement process. One of the suppliers directly engaged, a major professional services firm, was

awarded three contracts, one of which was awarded competitively (International Financial Reporting Standard (IFRS) 9 Implementation Services).

- Of the three directly engaged suppliers, the major professional services firm was engaged directly in order to maintain continuity following the competitive award of the contract to review the Bank's project life cycle and budget processes.
- The remaining two directly awarded suppliers have been engaged as long-standing exceptions to competitive procurement on the grounds that they provide a service or software that is currently uniquely capable of responding to the Bank's needs.
- In 2017, competitively awarded contracts and extensions made up 55% of total contract value. This is a decrease from the same figure for 2016 of circa 70%. However, the drop is due to the direct award of a single high-value contract extension. Excluding this exceptional direct award the percentage of contracts and extensions competitively awarded in 2017 rises to the 2016 figure of 70%.

Abbreviations

ASB	Advice for Small Businesses
CPP	Corporate Procurement Policy
CPPP	Corporate Procurement Policy and Procedures
DCF	Donor Co-Financing
EBRD	European Bank for Reconstruction and Development
GYCB	Grow Your Consulting Business
IDLO	International Development Law Organisation
IFRS	International Financial Reporting Standard
IPPF	The Infrastructure Project Preparation Facility
OE&E	Operational Effectiveness and Efficiency
PO	Purchase Order
PODD	Procurement Operations and Delivery Department
PP&R	Procurement Policies and Rules
PPAD	Procurement Policy and Advisory Department
RO	Resident Office of the Bank
SAP	Electronic system used by the Bank
TC	Technical Cooperation

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1 Introduction

The Annual Bank Procurement Review (the “Report”) provides an overview of the procurement activities of the European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) in procuring the goods, works and services including consultancy services contracted by the Bank.

Following the review of the Corporate Procurement Policy and the Procurement Policy and Rules in October 2017, procurement activities were realigned, with all procurement of goods, works and services contracted by the Bank being subject to the Corporate Procurement Policy. Any procurement of goods, works, services and consultancy services contracted by the Bank’s clients is covered by the Procurement Policy & Rules and a separate report is prepared for procurement of these activities.

The two sections of the Report provide an overview of procurement activities relating to: (1) consultancy services required by the Bank in support of its projects; and (2) goods, works and services including consultancy services required for corporate purposes.

Following review by the Audit Committee, and in accordance with the Bank’s Public Information Policy, the Report will be published on the Bank’s website.¹

¹ Annual Reports on Engagement of Consultants by EBRD for previous years are available at <http://www.ebrd.com/work-with-us/procurement/consultancy-services.html>.

Section 1: Procurement of Consultancy Services In Support Of Projects

2 Consultancy Contract Awards

In 2017, the Bank entered into **2,877 consultancy contracts totalling EUR 129.06 million**. This is consistent with the procurement activity in 2016 when 2,863 consultancy contracts awarded for a total value of EUR 129.5 million.

The Table shows the split in the values and numbers of contracts.

Table 1 Total Value and Number of Consultancy Contract Awards by Contracting Department

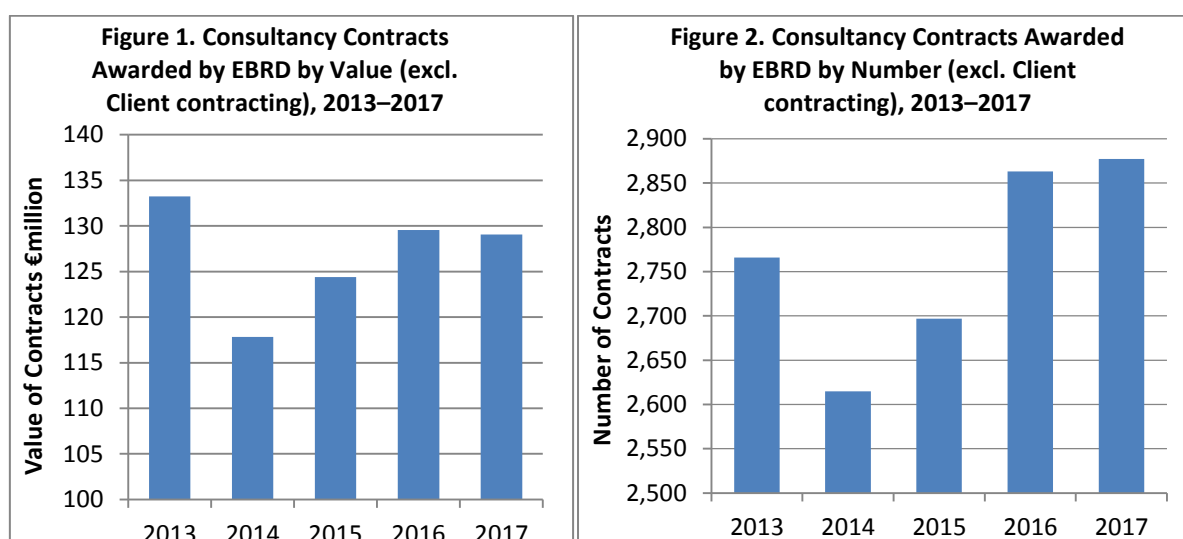
Contracting Department	Value (EUR m)			Number			% of Total Value	
	2017	2016 excl. client contracting	2016 reported by TC team	2017	2016 excl. client contracting	2016 reported by TC Team	2017	2016 (as reported by TC Team)
TC Team/PODD	96.94	93.81	132.91	1,310	1,177	1,301	75.11%	70.27%
Nuclear Safety Department ^a	0.42	2.07	2.07	10	6	6	0.32%	1.09%
Office of the General Counsel	18.20	21.99	21.99	662	730	730	14.10%	11.63%
Advice for Small Business ^b	13.50	11.67	11.67	895	950	950	10.46%	6.17%
Loans ^c	-	-	20.51	-	-	18	-	10.84%
	129.06	129.54	189.15	2,877	2,863	3,005	100%	100%

^a Contracted by TC Team/PODD

^b The responsibility for consultancy contracts for the Advice for Small Business (“ASB”) was with the Technical Cooperation Team and is currently with PODD

^c Contracted by the Bank’s borrowers. Reporting on these contracts is provided in the Annual Report on Procurement produced by the PPAD.

The Figures below present the value and number of consultancy contract awards (excluding contracts signed by the clients previously included in the Annual Reports on Engagement of Consultants) in the past five years.



In 2017, 73% of the contracts funded through various Donor TC funds programmes and agreements, compared to 70% in 2016. EBRD’s Annual Donor Reports prepared by the Donor Co-Financing (“DCF”) team provide a comprehensive review of the donors’ TC funding.

3 Consultant Selection

3.1 Selection Methods

In 2017, competitive selection methods were used to award 56% by value of the consultancy contracts signed by the Bank (EUR 111 million).

The Table below shows the breakdown by selection method for such consultancy contract awards.

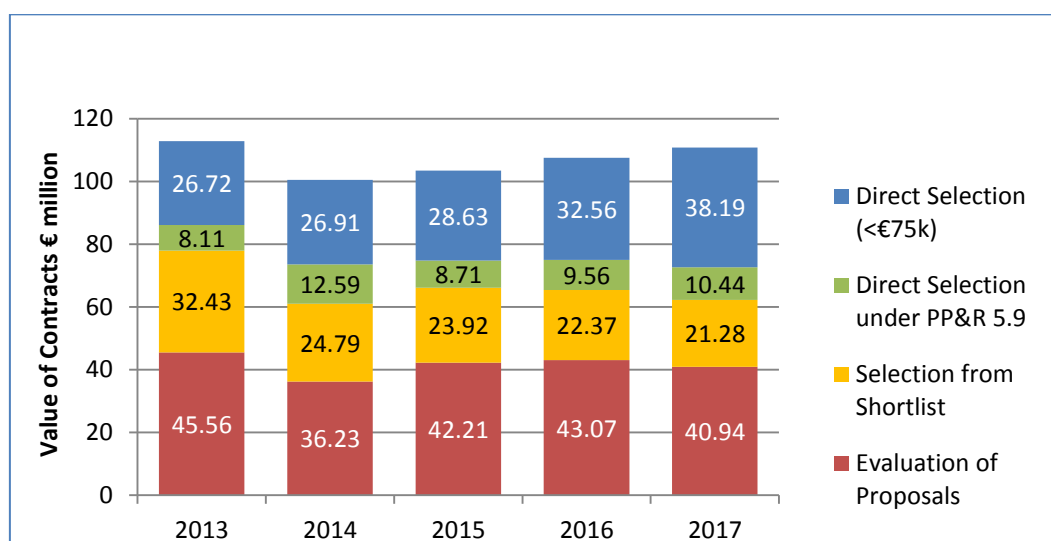
Table 2 Value and Number of Contract Awards by Consultant Selection Methods in 2017

Selection Method	Law firms		TC Team/PODD		Total	
	Value, (EUR m)	Number	Value, (EUR m)	Number	Value, (EUR m)	Number
Direct Selection	8,927,836	565	38,189,197	1,715	47,117,033	2,280
Direct Selection above EUR75K	3,381,854	59	10,440,486	142	15,595,679	205
Selection from Shortlist	5,891,548	38	21,283,137	258	25,401,347	292
Evaluation of Proposals	-	-	40,944,669	100	40,944,669	100
Total	18,201,238	662	110,857,489	2,215	129,058,728	2,877

3.2 Engagement of Consultants by PODD

In 2017 the number and value of consultancy contracts other than law firms amounted to 2,215 and EUR 110.86 million respectively. In 2016, TC Team reported the selection and engagement of 2,257 contracts, with a total value of EUR 146.7 million, including 124 consultancy contracts totalling EUR 39.1 million signed by the Bank’s clients under the grant agreement structure. When comparing the 2017 data with 2016 on a like-for-like basis (i.e. excluding grant agreements with clients), the number of consultancy contracts signed by EBRD increased by 0.49%, and the value decreased by 0.38%. The distribution of value of contract awards by selection method for the past five years is presented in Figure 3 overleaf.

Table 3 Consultancy Contracts by EBRD (excluding Client contracting) by Consultant Selection Methods, by Value 2013–2017 (contracts with law firms and grant agreements signed with EBRD clients are excluded)



3.2.1 Consultants Contracted as Individuals In 2017 out of 848 contracts with a total value of EUR 19.85 million awarded to consultants contracted as individuals, 76% by value were awarded through direct selection. This is comparable to 2016 when TC Team reported 68% by value of the contracts awarded by direct selection including 13% awarded under section 5.9 of PP&R (which applied to these contracts until 1 October 2017).

3.2.2 Consultants Contracted as Firms EBRD contracts a large number of consulting firms to support its TC and operational needs. The use of competitive selection methods with consulting firms is higher with 63% by value of contracts for firms being awarded following competitive processes (45% by value of contracts were awarded as Evaluation of Proposals, which is the most competitive method).

Table 4 Firms with Largest Number of Contract Awards (regardless of office location), 2017^a

Consultancy Firm	Main Areas of Expertise	Number of Contracts	Value (EUR)
Mott MacDonald	Engineering, Environment	24	2,193,749
Alaco Ltd	Integrity Due Diligence	24	526,734
NORAU 1990, SL	Industry, SME	23	328,857
RINA Consulting S.p.A.	Engineering, Environmental	20	828,393
Beglobal Spain SL	Industry, SME	18	179,060
Martinoz Beheer B.V.	Industry, SME	17	158,993
WSP UK Limited	Engineering, Environmental	17	2,811,044
Keypath Ltd	Multi-disciplinary, SME	16	96,337
r-team-sphere e.U.	Industry, SME	15	186,726
International Development Law Organisation (IDLO)	International organisation for legal and judicial reform	13	1,387,288
TOTAL		187	8,697,181

^a This Table excludes call-off notices under framework agreements.

3.3 Engagement of Law firms

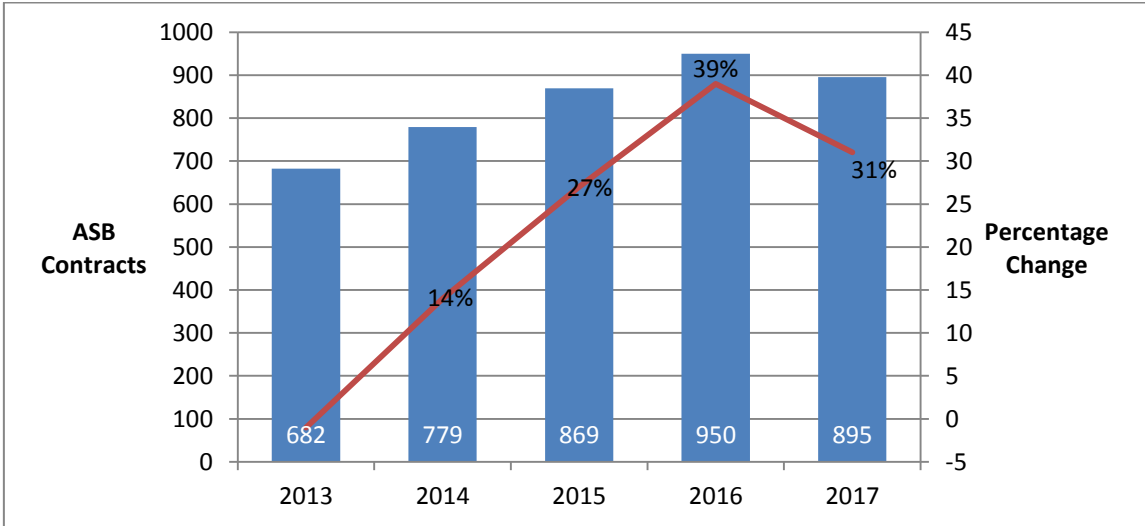
In 2017, the Bank entered into 662 contracts with law firms totalling EUR 18.2 million which was a decrease compared to 2016, when the Bank awarded 730 contracts totalling EUR 22 million. Engagements include services for corporate purposes as well as support for banking and treasury operations. Costs incurred by the Bank in relation to banking projects are typically reimbursed by the client.

3.4 Advice for Small Businesses (“ASB”)²

In 2017, a total of 895 ASB contracts for EUR 13.5 million were awarded including contracts for the International Advisory (“IA”) Advisory and Team Coordinators, and Market Development Activities consultants. As most ASB contracts were within the direct selection threshold, this method was used for more than 90% of contracts (EUR 12.09 million) with the balance of contracts selected from a shortlist. In 2016, by comparison, a total of 950 contracts for EUR 11.7 million were awarded for ASB, with 97% of the value of contracts (EUR 11.3 million) awarded directly and the balance of contracts selected from shortlist.

With the exception of contracts issued to consultants for Local Consultancy (formerly Business Advisory Services) projects, PODD is now responsible for the engagement of consultants for ASB activities. Table 5 shows the number of ASB contracts issued from 2013 onwards and also plots the percentage change in comparison to 2013³. Numbers of contracts issued have risen steeply in the five years to 2016, with the number of contracts issued in 2017 increasing by 31% relative to the number issued in 2013.

Table 5 Number of ASB Contracts Issued Annually and Percentage Annual Change Relative to 2013



² Because of the volume of small business support activity, data is represented separately here. PODD (formerly TC Team) undertakes the engagement of consultants for ASB activities.

³ ASB contracts were transferred to TC Team in 2011

4 Consultancy Contracting Type

4.1 Overview

In 2017 standard (stand-alone) contracts accounted for almost 83% of the number (1,830 contracts) and 76% of the value (EUR 84.78 million) of all contract awards. 10 framework contracts totalling EUR 11.19 million (10%) were awarded, with further 55 framework agreements with zero value but carrying a potential value in excess of EUR 20 million (see Section 4.2 on framework contracts and agreements). 320 call-off notices under the existing framework agreements accounted for 14% of the value of all contracted assignments (EUR 14.89 million).

4.2 Framework Contracts and Framework Agreements

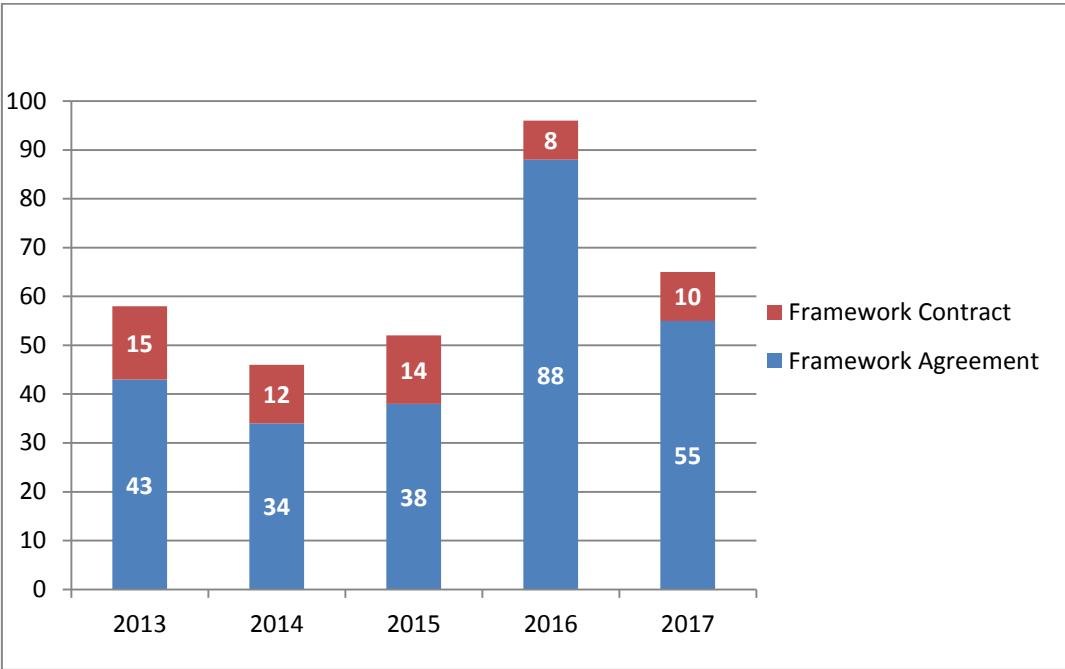
Framework Contracts and Framework Agreements are used by the Bank as instruments for retention of consultants for repetitive, similar assignments requiring the same expertise. Following competitive selection, consultants are awarded framework contracts or agreements with broad terms of reference defining the nature and scope of the services required. The use of frameworks enables procurement to be carried out earlier, facilitating rapid consultant mobilisation once specific service requirements are finalised, and provides an efficient contracting instrument. The key distinction between a framework agreement and a framework contract is that the framework agreement does not have a committed budget (ceiling on value) when the framework agreement is entered into.

Framework consultants are only mobilised as and when the Bank identifies the requirement for a specific assignment and awards a call-off notice (either directly or following evaluation of proposals submitted by consultants with framework agreements) which contains the specific terms of reference and budget for the assignment. Framework Agreements permit the rapid mobilisation of consultants which bring efficiency gains.

The number of frameworks issued by EBRD over the past five years has been broadly consistent with recent years⁴.

⁴ The exceptionally high number of framework agreements awarded in 2016 was explained by two large clusters – 25 framework agreements for the SBS Training programmes delivery, and further 18 framework agreements for the Gender Advisory Services Programme.

Table 6 Number of Framework Agreements and Contracts, 2013-2017



Among the 55 framework agreements awarded in 2017, 20 were pre-qualification panel agreements whereby the Bank selected and retained firms for provision of standardised services (such as corporate development programmes and project implementation support) funded by grants.

In 2017, there were 320 call-offs awarded under existing Framework agreements (an increase compared to 236 in the previous year) totalling EUR 14.89 million (EUR 17.7 in 2016). Out of 320 call-offs, 76 with a total value of EUR 9.54 million were awarded following competitive selection process among the framework agreement holders, with the remaining 244 call-off totalling EUR 5.35 million awarded directly to preferred consultants with framework agreements, without secondary competition, either because individual assignments were below the EUR 75K threshold or justified under Section 5.9 of the Bank’s PP&R (which applied to these contracts until 1 October 2017). The competitively awarded call-offs included 15 assignments with a total value of EUR 5.5 million contracted under the Infrastructure Project Preparation Facility (IPPF) which has been designed by the Bank in the context of an international push to accelerate infrastructure investment and allocated EUR 40 million from Bank net income under the Shareholder Special Fund.

Section 2: Procurement of Goods, Works, Services for Corporate Purposes.

5 Corporate Procurement

Total corporate procurement expenditure (excluding expenditure by the ROs) in **2017** was **GBP 70,641,948 which is in-line with the 2016 total of GBP 70,646,000**. Expenditure in previous years was as follows: **GBP 44,785,376 (2013), GBP 54,367,703 (2014), GBP 85,203,365 (2015) and GBP 70,646,000 (2016)**. Table 7 (below, page 15) lists the categories in order of the amount paid by the Bank in 2017. Consultancy, IT Software, Information Services and Telecommunications accounted for over 50% of the Headquarters' Corporate Procurement expenditure in 2017.

The Bank's reported expenditure on **Consultancy Services (other than from law firms)** in 2017 remained at the same level as for 2016. Project specific consultancy expenditure was comparatively high in 2017 including the contract for the implementation of the **IFRS 9 project (GBP 1.5 million), and support to the Bank's operational effectiveness and efficiency programme GBP 1.7 million**.

The remaining 82% (GBP 15.9 million) of the consultancy expenditure relates to advice and support for IT projects and the IT Department itself (a reduction from the 2016 total of GBP 17.6 million).

The **IT Software** category consists of software licences and the associated on-going support costs. Circa 60% of the expenditure was for the provision of specialist software required for the delivery of the IFRS 9 project.

Information Services covers all forms of business and technical data purchased from vendors of information services. Most of the contracts awarded in this area are subject to sole source approval as these data services are usually of a unique nature and there are few, if any, opportunities for competitive tendering.

Telecommunications covers data network services, mobile and landline telecommunications. The Bank's expenditure on mobile telephony remained at a similar level to the 2016 figures (GBP 1.17 million in 2017 and GBP 1.33 million in 2016). The increase in expenditure in this category for 2017 compared to 2016 is predominantly due to expenditure on the WAN Upgrade contract (GBP 1.6 million)

IT Services consists of significant contracts for the provision of specific technical support for the Bank's main IT infrastructure and business continuity services. Competitively awarded contracts with fixed and competitive pricing make up approximately 85% of this category: (i) provision of the Bank's helpdesk; (ii) business continuity services; and (iii) specialist system development services.

Almost the entire **Catering and Hospitality** category (98%) is covered by the contract to provide catering services at the Bank's HQ. The contract was tendered in 2011 and a new caterer engaged as a result in December 2011. The contract covers the cost of operating the Mozart Restaurant, the Executive Dining Room and Coffee Bar including the cost of food, beverages and necessary supplies. The figure quoted covers the amount spent by the Bank however it is moderated by cash receipts received via staff catering cards amounting to GBP 1,359,766 in 2017.

Employee Benefits expenditure in 2017 includes specialised services required to operate the Retirement Plan (70%) and the preferential corporate gym membership (20%).

Building Maintenance includes all forms of maintenance for Headquarters including mechanical/electrical and fabric maintenance representing circa 50% of the total spend in 2017 (GBP 1.3 million) and cleaning services representing circa 35% of the total spend in 2017 (GBP 0.86 million).

IT Hardware includes the cost of purchasing hardware and its maintenance including managed firewall services (GBP 484,270) and server maintenance (GBP 156,668 in 2017).

Security expenditure is predominantly made up of manned guarding services (over 60%). A new provider of Manned Guarding Services for the HQ was contracted in 2014 following a tender process (GBP 5,303,352.50 over a period of 5 years).

Buildings (HQ and RO) Related includes the works on level two of Headquarters (GBP 1.17 million).

Freight and Removals services are provided for almost entirely via the contract awarded in 2014 to provide relocation and removal services. This contract was retendered in 2017.

Expenditure in the **Training Courses** category increased in 2017 compared to 2016. The increase in 2017 was driven by the Bank's investment in new training courses, specifically in relation to management training.

Utilities expenditure for the Bank's Headquarters in 2017 was split as follows: Electricity GBP 1.45 million and gas GBP 116,040.

Recruitment Services are provided via a range of framework contracts for the recruitment of permanent and temporary staff at both the support and professional level. 60% of the expenditure in this category during 2017 was made with Resource Solutions under the contract retendered in 2016 (GBP 0.8 million in 2017).

Insurance includes commercial, vehicle, medical, personal and travel insurance with approximately 99% of the category total paid via the Bank's contract with its competitively selected broker.

The Bank's Annual Meeting Event Management specialist (GBP 290,632), Equipment hire for the Annual Meeting (GBP 74,074), the art and design specialist for the Annual Meeting (GBP 136,832), and partnership with the World Economic Forum (GBP 0.3 million) make up over 50% of the **Events** category.

Reprographics and Document Recording include the services of design agencies, printing firms and the in-house print room facilities which are predominantly provided via competitively awarded contracts.

Furniture and Building Equipment includes expenditure for Headquarters and Resident Offices. The major part of Headquarters' furniture is purchased under a framework contract competitively awarded in 2010 with the rates negotiated at the same (2010 rates) until the end of 2018.

Health and Safety consists of medical services, protective clothing and ergonomic equipment. Approximately 80% of the expenditure was made for medical services.

Auditing Services are provided by the Bank's external auditor, selected following a competitive procurement process.

The **Travel Agency** category is made-up of:

(i) Business travel agency services. The introduction of a new on-line booking tool and the move from a management fee to a transaction fee business model following a change in supplier in June 2015 reduced the Bank's travel agency costs. The cost increase between 2016 and 2017 in transaction fees (GBP 190,024 in 2016 and GBP 290,161 in 2017) is the result of higher volumes of transactions. The contract with the Travel agent provides for a reduction in the transaction fees as the volume of transactions increases.

Table 7 Headquarters' and RO Building Related Expenditure in 2017 by Category of Goods, Works and Services

Category of Goods, Works or Services	Amount Paid GBP in 2017	Percentage	Amount Paid GBP in 2016
Consultancy	19,439,036	28%	19,762,685
IT Software	8,632,357	12%	6,291,517
Information Services	6,276,099	9%	6,906,395
Telecommunications	3,995,532	6%	3,638,556
IT Services	3,216,522	5%	3,318,556
Catering and Hospitality	2,867,606 Net: 1,507,840*	4%	2,946,256 Net: 1,598,352*
Employee Benefits	2,511,212	4%	2,304,414
Building Maintenance	2,450,455	3%	2,715,441
IT Hardware	2,304,095	3%	2,609,824
Security	2,009,333	3%	2,033,855
Buildings (HQ and RO) Related	1,955,471	3%	2,735,528
Freight and Removals	1,754,614	2%	1,880,090
Training Courses	1,655,433	2%	1,425,151
Utilities	1,524,718	2%	1,555,371
Recruitment Services	1,429,852	2%	1,596,740
Insurance	1,100,991	2%	1,198,959
Events	1,094,644	2%	990,926
Reprographics and Document Recording	926,201	1%	941,246
Other Outsourced Services	879,666	1%	786,410
Auditing Services	866,901	1%	920,437
Travel Agency**	851,026	1%	409,855
Transport Services	770,853	1%	725,251
Furniture and Building Equipment	552,639	1%	936,057
Health and Safety	398,715	1%	544,670
Audiovisual	320,236	<1%	432,523
Financial Services	303,757	<1%	329,310

Category of Goods, Works or Services	Amount Paid GBP in 2017	Percentage	Amount Paid GBP in 2016
Mail and Courier	275,983	<1%	406,603
Stationery	152,501	<1%	175,062
Translation and Interpretation	111,312	<1%	122,513
Accommodation	7,470	<1%	2,563
Funds	6,719	<1%	3,236
Grand Total	70,641,948	100%	70,646,000

* The total payment of GBP 2,867,606 covers the amount spent by the Bank however it is moderated by cash receipts received via staff catering cards amounting to GBP 1,359,766 in 2017.

** The total listed above does not include the transaction fees charged by the Travel Agent for each transaction and paid by the respective Budget Holding Department. In 2017 the total value of all transaction fees paid to the Travel Agent was **GBP 290,161.00**.

(ii) Event management services. The Bank reduced its expenditure in this area mainly due to a reduction in the number of team retreats. The event management service provider does not charge the Bank for its service (commissions are paid to the event management service provider by the venues). In addition to the operational efficiency gains generated, the event management service provider delivers an average 21% cost saving for the Bank by negotiating preferential rates with venues.

Other Outsourced Services includes specialised design services and HR support services making up 55% of the costs. The balance of the expenditure was via POs or contracts with “one-off” service providers.

Transport Services consist mainly of taxi services making up more than 70% of the total expenditure in 2017.

Mail and Courier services are bought from courier services with a major courier company representing the largest share of the total at 77 % of the category total, the balance relates to the UK postal service and local couriers.

6 Management of the Bank’s Suppliers

Almost half of the 933 suppliers paid by the Bank in 2017 were engaged using a contract as opposed to a standalone PO. Contracts provide for a longer-term relationship with a supplier than a PO which is a legally binding agreement that is typically used for one-off requirements.

The percentage of total expenditure under contract remained high in 2017 at 93% (95% in 2016 & 2015, 93% in 2014 and 92.5% for 2013). By utilising contracts the Bank optimises its commercial leverage and builds more effective relationships with its suppliers.

The use of standalone POs is an efficient and legally secure manner in which to procure one-off requirements. Approximately 50% of the total expenditure using standalone POs relates to the procurement of IT Hardware from IT resellers.

Table 8 Suppliers by Threshold under Contract and via Stand-Alone Purchase Orders

Under Contract	No. of Suppliers	Cumulative Expenditure GBP	% Total no. of Suppliers	% Total Cumulative Expenditure
<5k	55	132,477	0.2	0.2
5-20k	107	1,214,095	11.5	1.7
20-50k	84	2,732,690	9.0	3.9
50-150k	118	11,063,634	12.6	15.7
>150k	82	50,757,266	8.8	71.9
Total	446	65,900,162	47.8	93.3

Stand-Alone PO	No. of Suppliers	Cumulative Expenditure GBP	% Total no. of Suppliers	% Total Cumulative Expenditure
<5k	396	602,821	42.4	0.9
5-20k	108	1,051,234	11.6	1.5
20-50k	15	494,430	1.6	0.7
50-150k	9	848,410	1.0	1.2
>150k	4	1,744,892	0.4	2.5
Total	532	4,741,786	57.0	6.7

Overall*	No. of Suppliers	Cumulative Expenditure GBP	% Total no. of Suppliers	% Total Cumulative Expenditure
<5k	426	688,210	45.7	1.0
5-20k	202	2,146,788	21.7	3.0
20-50k	95	3,126,612	10.2	4.4
50-150k	126	12,073,070	13.5	17.1
>150k	84	52,607,269	9.0	74.5
Total	933	70,641,948	100.0	100.0

*The 'Overall' figure is less than the sum of the 'Under Contract and 'Standalone PO' totals because some suppliers are engaged both under a contract and using a standalone PO.

7 The Bank's Top Twenty Corporate Procurement Suppliers (by value)

The Bank has optimised its procurement and contracting strategy for complex and high value contracts, the results of which are as follows:

- Over 40% of the Bank's corporate procurement expenditure in 2017 was disbursed via contracts with twenty suppliers.
- Seventeen of the twenty suppliers were contracted following a competitive procurement process. One of the suppliers directly engaged, a major professional services firm, was awarded three contracts, one of which was awarded competitively (IFRS 9 Implementation Services).
- Of the three directly engaged suppliers, the major professional services firm was engaged directly in order to maintain continuity following the competitive award of the contract to review the Bank's project life cycle and budget processes.

- The remaining two directly awarded suppliers have been engaged as long-standing exceptions to competitive procurement on the grounds that they provide a service or software that is currently uniquely capable of responding to the Bank's needs.

Table 9 Top Twenty Corporate Procurement Suppliers 2017

Total Expenditure in 2017 GBP	Start date if pre 2012	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
3,643,979							(1,765,341)	← IFRS9 Implementation			
							(1,584,132)	← OE&E Process and Business Service Centre			
							(295k)	← BSC Operational Risk Assessment			
2,862,336 *	Q4, 2011	Catering Services (2,852,840 spend in 2017 under contract)									
2,721,312	Q1, 1997	Summit Systems Maintenance & Upgrade									
1,751,394		Relocation Services									
1,608,667		MPLS Master Services Agreement									
1,527,978		Provis. of HP UX Server Maintenance (156,668)									
		Provision of Cisco Equip. and Related Services (228,661)									
		Riverbed Maintenance (3,375)									
		Network Maint. & Server Monitoring (224,834)									
		DDOS (84,126)									
		(453,432) ← Mobile Telephone Devices									
1,523,998		Electricity Supply to HQ (1,424,437)									
		Gas Supply to HQ (99,561)									
1,474,692		Engineering Maintenance Services (1,474,166 spend in 2017 under contract)									
1,330,285		IT Trans. Support									
1,324,448		15 contracts									
1,261,983	Q1, 2011	Mobile Telephony Services (1,192,673) spend in 2017 under contract)									
1,251,784		Security Guard Services for HQ									
1,176,841		IT Helpdesk Staff									
1,168,039		← Level 2 Workplace Optimisation									
1,158,671	Q2, 1991	Real Time Trading Data									
1,086,563		Managed Insurance Brokerage Services									
1,077,876	Q2, 1998	Investment Management Services									
995,883		Desktops and Other IT Equipment (182,733 spend in 2017 under contract)									
916,538		HR Information System Project (305,757)									
	Q4, 2004	SAP Licences and Support (610,781)									
887,972	Q2, 2011	Audit Services									

* The total expenditure of GBP 2,862,336 is moderated by cash receipts received via staff catering cards amounting to GBP 1,359,766 in 2017.

8 Contracts Awarded in 2017

The total number of contracts issued in 2017 decreased when compared to the volume and value issued in 2016 but the total value increased comparatively. Since 2009 the trend in the overall number and value of contracts awarded has been upward. This is explained by the investments made by the Bank in its infrastructure, new initiatives and the expanded remit of the CPP following its update in January 2014.

Table 10 Overview of Corporate Procurement Contract Awards in 2009-2017

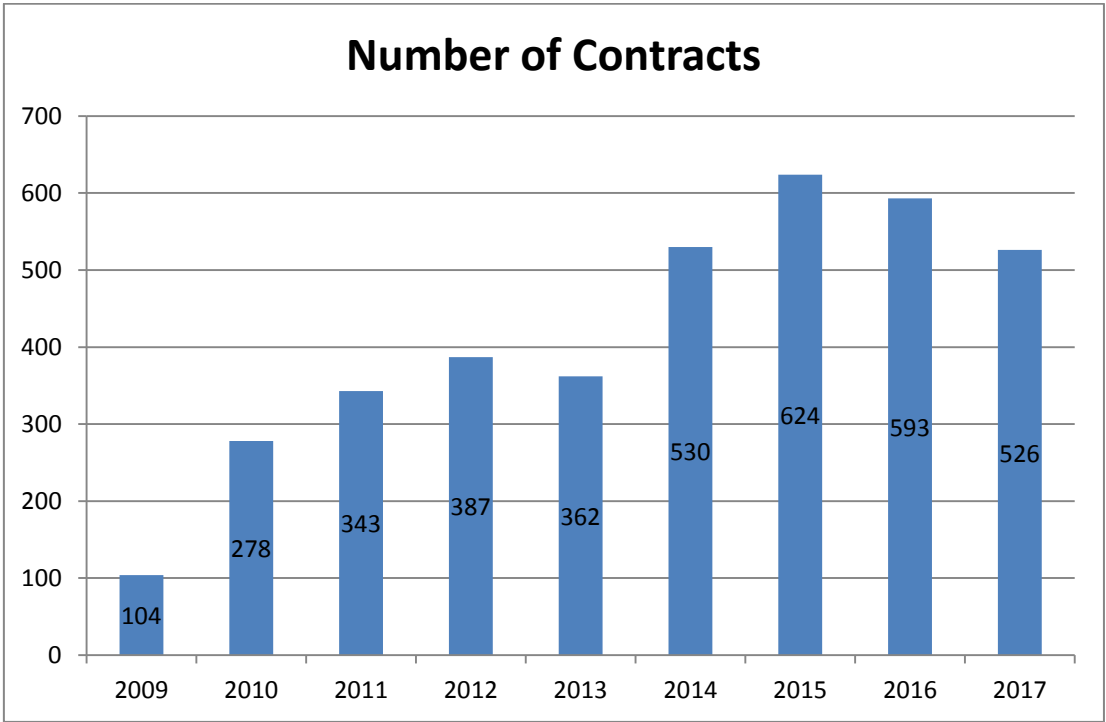
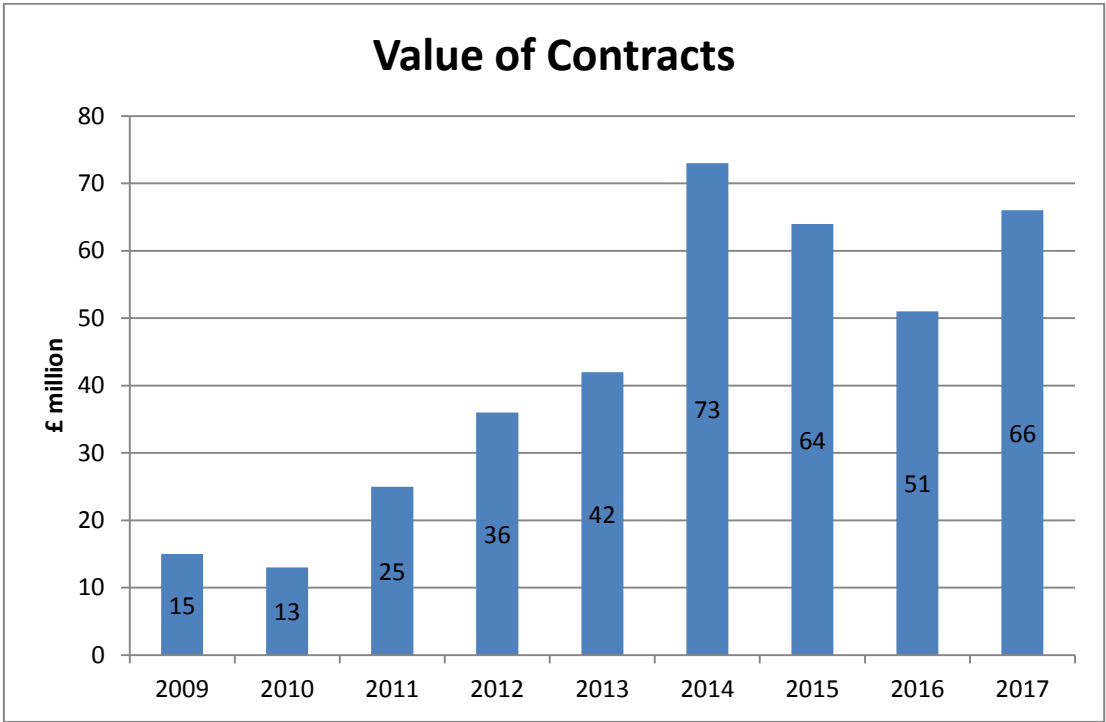


Table 11 Contracts by Procurement Thresholds in 2017 and 2016

(Contract value relates to anticipated expenditure under contract. Some contracts are multi-annual in duration.)

	2017			2016		
	Value GBP	% of Total Value	Number	Value GBP	% of Total Value	Number
>150k	48,398,363	73%	46	28,248,414	55%	62
50-150k	11,426,694	17%	145	16,697,344	33%	194
20-50k	5,080,809	8%	148	4,553,806	9%	135
5-20k	1,222,944	2%	108	1,252,287	2%	110
<5k	126,138	<1%	79	152,970	<1%	92
Grand Total	66,254,949	100%	526	50,904,821	100%	593

Competitively Awarded Contracts

In 2017 competitively awarded contracts and extensions made-up 55% of the total value of contracts awarded. Competitively awarded contracts often provide for an extension subject to the performance of the supplier and the Bank's requirements. The competitive procurement process followed at the outset to award all such contracts assumes the maximum contract duration and value including all potential extensions. The Table below shows the distribution of contracts by method of award (direct or competitive) and by value.

Table 12 Contracts by Procurement Method in 2017 and 2016

(Contract value relates to anticipated expenditure under contract. Some contracts are multi-annual in duration.)

	2017			2016		
	Value GBP	% of Total Value	Number	Value GBP	% of Total Value	Number
Competitively Awarded Contracts	21,063,651	32%	102	16,865,716	33%	124
Extensions to Competitively Awarded Contracts	15,502,621	23%	234	18,032,699	35%	235
Directly Awarded Contracts	691,258	1%	56	3,462,209	7%	65
Directly Awarded Extensions	28,997,420	44%	134	12,544,197	25%	169
	66,254,949	100%	526	50,904,821	100%	593

Directly Awarded Contracts and Extensions

The direct award of contracts is permitted for contracts estimated to cost less than GBP 5,000 (increased to GBP 10,000 from 1 October 2017). For contracts estimated to cost more than GBP 5,000 competitive procurement is required unless an exception to competitive procurement is approved. The large increase in the value of directly awarded extensions is explained by the significant contract extension negotiated with the Bank's life insurance company for a value of GBP 14 million over a five year term (2017 to 2022). The contract to

provide Group Life insurance and Working Incapacity insurance was awarded in 2011 following an extensive search for an appropriate provider. Given the specific requirements of the EBRD the contract was awarded directly to the chosen provider on the grounds that it was the only viable provider of the services required. The same market search in 2017 reached the same conclusion.

To ensure value for money the Bank engaged a major advisory, broking and solutions company in February 2017 to perform an in-house actuarial modelling/benchmark exercise. The results of the company's analysis showed that the renewal rates quoted by the Bank's life insurance company with regards to the working incapacity benefit were competitive (GBP 1 million lower than company's in-house modelling). However, the report also identified that there could be greater opportunity for cost savings with regard to the group life renewal terms. HR and Corporate Procurement negotiated with the life insurance company to achieve a revised offer providing a 33% saving and a fixed price for a period of 5 years (backdated to 1 April 2017). The advisory, broking and solutions company confirmed that the pricing was in line with its benchmark and that a five year fixed-price contract represents a highly competitive proposal.

The savings on Group Life insurance total **GBP 0.6 million** a year and **GBP 3 million** over the five year term of the contract extension.

Exceptions to Competitive Procurement

In 2017 the value of exceptions to competitive procurement was higher than for previous years with a total cumulative value of GBP 27.9 million compared to the 2016 figure of GBP 14.1 million. This rise is due to the award of the contract extension to the Bank's life insurance company (as described above) with a value of GBP 14 million.

Over 80% of the exceptions related to contracts for on-going and previously approved exceptions which is slightly higher than the figure for 2016 (75%).

9. Procurement by the Bank's Resident Offices

In 2017, the corporate procurement expenditure by the ROs amounted to GBP 2,946,301 compared with GBP 2,984,176 in 2016. These figures exclude office rent⁵ and include the costs of office maintenance⁶, cleaning, service charges⁷, vehicle running costs and items of office equipment such as printers and scanners, stationery, minor repairs. In sourcing works, goods and services for the ROs' needs, preference is given to local suppliers.

The expenditure totals exclude the cost of items purchased for the ROs using the centrally managed budget held by the Administrative Services and IT Departments.

In accordance with the Guidelines on Corporate Procurement in Resident Offices (issued in September 2011), when purchasing goods, works or services with a value of less than GBP 5,000 (or equivalent in local currency), the Bank will normally use the terms provided by the supplier to ensure that the procurement process can be concluded quickly and efficiently to avoid any operational disruptions.

⁵ Leases of Headquarters and ROs are excluded from the Bank's CPP which apply to goods, works and services whereas lease is classified as neither of these and as such is outside the scope of the CPP.

⁶ Extent of maintenance required varies under individual leases and may include air conditioning units, UPS, central heating system, generators, fire alarms, security equipment, photocopiers, and non-mechanical items such as carpets, windows, internal and external decoration, gardens and landscaped areas, gutters and rainwater down-pipes.

⁷ Payment of service charges is the direct responsibility of the ROs and is made locally whenever possible.

ANNEX

Section 1: Consultancy Services In Support Of Bank Projects

Total Value and Number of Consultancy Contract Awards by Funding Source (Technical Cooperation (TC) and Bank Funded)

Year	TC Funded Contracts		Bank Funded Contracts		TOTAL (TC and Bank Funded Contracts)			
	Value (EUR m) (A)	Number (B)	Value (EUR m) (C)	Number (D)	Value (EUR m) (A)+(C)	% Yr/Yr Value Increase/Decrease	Number (B)+(D)	% Yr/Yr Number Increase/Decrease
2013*	99.69	1,222	45.19	924	144.88	15.04	2,146	2.19
2014*	98.96	1,342	25.29	663	124.25	-14.24	2,005	-6.57
2015*	117.99	1,525	19.98	568	137.98	11.05	2,093	4.39
2016*	129.34	1,758	39.30	1,229	146.65	6.28	2,257	7.84
2017	94.40	1,723	16.46	492	110.86	-24.41	2,215	-1.82

** 2013 – 2016 data also include consultancy contracts signed by the EBRD's clients funded by TC donor funds under the grant agreement structure. The 2017 data excludes these contracts; they are now report by PPAD*

2017 Consultancy Contract Awards by Consultant Selection Method (Value and Number)

Selection Method	Original Contracts/Extensions to Previous Contract	TC Funded Contracts		Bank Funded Contracts		TOTAL (TC and Bank Funded Contracts)			
		Value (EUR) (A)	Number (B)	Value (EUR) (C)	Number (D)	Value (EUR) (A)+(C)	% of Total Value	Number (B)+(D)	% of Total Number
Direct Selection (< EUR 75K)	Original	29,264,866	1,354	7,930,837	302	37,195,703	33.55%	1,656	74.76%
	Extensions*	605,456	28	388,038	31	993,494	0.90%	59	2.66%
Direct Selection (> EUR 75K)	Original	2,770,848	21	585,124	6	3,757,347	3.39%	28	1.26%
	Extensions**	5,878,071	90	1,206,443	25	6,683,139	6.03%	114	5.15%
Selection from Shortlist	Original	15,924,649	125	1,810,923	66	17,735,572	16.00%	191	8.62%
	Extensions***	856,876	15	2,690,689	52	3,547,565	3.20%	67	3.02%
Evaluation of Proposals	Original	28,265,736	72	1,693,482	8	29,959,218	27.02%	80	3.61%
	Extensions***	10,834,164	18	151,287	2	10,985,451	9.91%	20	0.90%
TOTAL		94,400,666	1,723	16,456,823	492	110,857,489	100.00%	2,215	100.00%

* Aggregate value of a previous contract and a contract extension did not exceed EUR 75K

** Aggregate value of a previous contract and an unforeseen contract extension exceeded EUR 75K and was justified on the basis of Section 5.9 (a), (b) or (c) of the Bank's PP&R

*** Foreseen contract extensions to previous contracts awarded by Selection from Shortlist or Evaluation of Proposals

2017 Consultancy Contract Awards by Country of Operation (Value and Number)

Country of Operation	Contract Value (EUR)	Number of Contracts	% of Total Value
Regional*	25,302,818	367	22.82%
Ukraine	14,747,345	307	13.30%
Turkey	11,050,854	102	9.97%
Kazakhstan	6,479,196	151	5.84%
Tunisia	4,338,495	154	3.91%
Egypt	4,252,170	106	3.84%
Tajikistan	4,081,993	58	3.68%
Georgia	3,970,729	75	3.58%
Jordan	3,907,858	56	3.53%
Belarus	3,502,538	62	3.16%
Kyrgyz Republic	3,134,445	65	2.83%
Mongolia	2,524,502	57	2.28%
Romania	2,345,822	35	2.12%
Albania	2,106,690	33	1.90%
Serbia	1,889,363	68	1.70%
Armenia	1,675,888	59	1.51%
Bosnia and Herzegovina	1,644,765	34	1.48%
Moldova	1,596,782	59	1.44%
Croatia	1,442,615	24	1.30%
Slovak Republic	1,324,250	3	1.19%
Morocco	1,207,133	62	1.09%
Bulgaria	1,139,524	15	1.03%
Uzbekistan	908,534	23	0.82%
Russian Federation	901,207	20	0.81%
Greece	887,635	14	0.80%
Montenegro	614,826	21	0.55%
FYR Macedonia	602,252	27	0.54%
Azerbaijan	555,242	24	0.50%
Kosovo	519,790	31	0.47%
Turkmenistan	508,774	41	0.46%
Lebanon	253,810	6	0.23%
Slovenia	234,292	4	0.21%
Cyprus	179,345	9	0.16%
Poland	172,063	7	0.16%
Czech Republic	132,416	2	0.12%
Lithuania	100,825	2	0.09%
Estonia	74,696	1	0.07%
Hungary	52,816	1	0.05%
South Korea	46,015	1	0.04%
West Bank and Gaza	44,473	1	0.04%
Total**	110,454,786	2,187	99.64%
Headquarter Assignments	Contract Value (EUR)	Number of Contracts	% of Total Value
United Kingdom	402,701	28	0.36%

* More than one Country of Operation beneficiary of services

** Contracts for the EBRD's Headquarters related assignments

2017 Consultancy Contract Awards by Contracting Structure (Value in EUR and Number)

Contract Type	Value (EUR m)		Number		% of Total Value	
	2017	2016		2016	2017	2016
Grant Agreements with the Bank's Client (Consultancy Contracts are signed by the Bank's Clients)***	-	39.09	-	124	-	20.02%
Technical Cooperation/PODD Standard Standalone Contracts	84.36	81.27	1,820	1,795	59.00%	41.63%
Framework Agreements*	0	0	55	88	0.00%	0.00%
Framework Contracts	11.19	6.55	10	8	7.83%	3.35%
Call-Off Notices under Framework Agreements	14.89	17.67	320	236	10.41%	9.05%
Call-Off Notices under Framework Contracts**	13.94	6.09	57	61	9.75%	3.12%
Contracts with law firms	18.20	21.99	662	730	12.73%	11.26%
Contracts signed directly by the Bank's borrowers with use of public sector loan proceeds ***	-	20.51	-	18	-	10.51%
Nuclear Safety	0.42	2.07	10	6	0.29%	1.06%
Total	142.99	195.24	2,934	3,066	100%	100.00%

* Framework Agreements have zero value

**The values and numbers of Call-Off Notices under Framework Contracts are not included in the total value of contracts contracted by TC to avoid double counting (the values are recorded under Framework Contracts)

***Grant Agreements with the Bank's Client and Loans now reported by PPAD

**Consultants' Participation in Competitive Selection by Bidders' Nationality for
Consultancy Contract Awards by TC Team/PODD in 2017⁸**

	Competitive Selection	
	Expressed Interest	Contracts Awarded
Afghanistan	2	
Albania	7	1
Armenia	40	8
Australia	3	
Austria	84	12
Azerbaijan	6	
Bangladesh	2	
Belarus	4	
Belgium	22	1
Bolivia	1	
Bosnia and Herzegovina	7	
Bulgaria	26	2
Canada	26	1
Chile	1	
China	6	
Croatia	21	2
Cyprus	3	1
Czech Republic	35	4
Denmark	41	5
Egypt	20	
Estonia	1	
Finland	15	3
France	77	8
Georgia	17	1
Germany	140	15
Greece	53	2
Hungary	11	
Iceland	2	
India	12	
International	4	3
Iran	3	
Ireland	14	1
Israel	7	1
Italy	74	9
Japan	13	3
Jordan	18	1
Kazakhstan	51	8
Korea	3	1
Kosovo	4	
Kyrgyz Republic	3	
Latvia	6	
Lebanon	2	
Lithuania	11	
Luxembourg	8	1
Malta	11	
Moldova	12	
Mongolia	10	
Montenegro	2	
Morocco	2	1
Netherlands	49	7
Norway	5	

	Competitive Selection	
	Expressed Interest	Contracts Awarded
Philippines	1	
Poland	31	3
Portugal	8	
Romania	25	3
Russian Federation	33	8
Saudi Arabia	2	
Serbia	38	1
Singapore	1	
Slovak Republic	3	
Slovenia	8	
South Africa	1	
Spain	82	3
Sweden	14	2
Switzerland	32	4
Taipei China	8	
Tajikistan	15	2
Thailand	1	
Trinidad and Tobago	2	
Tunisia	5	
Turkey	111	9
Ukraine	103	7
United Arab Emirates	15	
United Kingdom	301	52
United States	84	3
Uzbekistan	2	
TOTAL	1923	199

¹ Includes contracts awarded by TC Team/PODD following competitive selection process. Contracts awarded pursuant to Direct Selection <75K and Section 5.9 (a), (b) & (c) of the Bank's PP&R, extensions and competitively awarded call-off notices under existing framework agreements are excluded.

Consultancy Contract Awards by Consultant Nationality (Value in EUR and Number)

Consultant Nationality	TC Funded Contracts	Nos of TC Funded Contracts	Bank Funded Contracts	Nos of Bank Funded Contracts	Total Value Of Contracts (EURO)	% of Total Value	No. Of Contracts
UNITED KINGDOM	20,886,820	262	8,362,812	199	29,249,633	26.38%	461
GERMANY	9,359,927	66	774,113	19	10,134,040	9.14%	85
TURKEY	8,430,276	52	305,632	8	8,735,907	7.88%	60
AUSTRIA	8,210,406	59	137,009	6	8,347,415	7.53%	65
UKRAINE	3,780,783	121	379,438	24	4,160,221	3.75%	145
FRANCE	3,171,401	51	774,044	20	3,945,444	3.56%	71
UNITED STATES	2,447,745	28	664,905	16	3,112,649	2.81%	44
ITALY	2,600,007	62	498,667	19	3,098,674	2.80%	81
DENMARK	2,741,667	21	0	0	2,741,667	2.47%	21
SPAIN	2,447,342	57	50,143	5	2,497,485	2.25%	62
ROMANIA	2,065,697	41	297,020	9	2,362,717	2.13%	50
POLAND	1,700,987	20	391,647	13	2,092,634	1.89%	33
SLOVAK REPUBLIC	1,916,990	23	0	0	1,916,990	1.73%	23
NETHERLANDS	1,544,586	61	330,569	10	1,875,155	1.69%	71
RUSSIAN FEDERATION	1,303,784	34	442,704	16	1,746,488	1.58%	50
INTERNATIONAL	1,593,388	13	93,900	1	1,687,288	1.52%	14
GREECE	1,246,682	46	167,424	5	1,414,106	1.28%	51
CZECH REPUBLIC	1,233,804	21	167,384	2	1,401,188	1.26%	23
KAZAKHSTAN	1,043,177	45	211,097	11	1,254,273	1.13%	56
SWITZERLAND	1,046,046	13	1	1	1,046,047	0.94%	14
TAIWAN, R.O.C.	934,810	26	0	0	934,810	0.84%	26
IRELAND	893,999	46	2,032	2	896,031	0.81%	48
CANADA	540,342	27	249,170	6	789,512	0.71%	33
GEORGIA	781,481	20	0	0	781,481	0.70%	20
FINLAND	645,587	29	134,000	2	779,587	0.70%	31
KOREA, DEMOCRATIC PEOPLE'S REPUBLIC	652,801	11	74,926	1	727,727	0.66%	12
JAPAN	715,427	7	0	0	715,427	0.65%	7
CYPRUS	596,473	13	110,711	19	707,184	0.64%	32
CROATIA	676,031	20	20,000	1	696,031	0.63%	21
SERBIA	509,231	32	169,652	9	678,883	0.61%	41
PORTUGAL	666,260	14	0	0	666,260	0.60%	14
EGYPT	525,018	27	97,765	6	622,783	0.56%	33
ARMENIA	542,064	27	61,380	6	603,444	0.54%	33
BULGARIA	515,525	10	59,750	1	575,275	0.52%	11
KYRGYZ REPUBLIC	529,660	15	38,822	3	568,482	0.51%	18
SWEDEN	527,158	18	3,161	1	530,319	0.48%	19
TUNISIA	494,758	51	24,320	1	519,078	0.47%	52
AUSTRALIA	280,070	10	208,031	4	488,101	0.44%	14
NORWAY	451,722	8	0	0	451,722	0.41%	8
TAJIKISTAN	360,442	12	40,266	3	400,708	0.36%	15
BELARUS	267,118	15	114,966	5	382,084	0.34%	20
LITHUANIA	245,562	8	135,500	1	381,062	0.34%	9
BOSNIA AND HERZEGOVINA	241,700	20	128,295	3	369,995	0.33%	23
MOLDOVA	353,467	17	7,337	1	360,804	0.33%	18
ALBANIA	341,120	11	13,000	2	354,120	0.32%	13
JORDAN	311,445	4	41,668	3	353,113	0.32%	7
MOROCCO	152,100	13	191,777	6	343,877	0.31%	19
LATVIA	261,915	14	37,884	1	299,799	0.27%	15
BELGIUM	221,558	15	56,308	3	277,866	0.25%	18
LUXEMBOURG	184,435	8	0	0	184,435	0.17%	8
MONGOLIA	140,500	5	0	0	140,500	0.13%	5

Consultant Nationality	TC Funded Contracts	Nos of TC Funded Contracts	Bank Funded Contracts	Nos of Bank Funded Contracts	Total Value Of Contracts (EURO)	% of Total Value	No. Of Contracts
HUNGARY	44,960	2	92,887	2	137,847	0.12%	4
UNITED ARAB EMIRATES	62,500	2	74,458	1	136,958	0.12%	3
UZBEKISTAN	114,614	6	0	0	114,614	0.10%	6
SOUTH AFRICA	108,891	7	0	0	108,891	0.10%	7
TURKMENISTAN	100,169	13	0	0	100,169	0.09%	13
FYR MACEDONIA	95,033	13	0	0	95,033	0.09%	13
KOSOVO	92,070	7	0	0	92,070	0.08%	7
SLOVENIA	82,972	2	0	0	82,972	0.07%	2
AZERBAIJAN	32,200	3	39,000	2	71,200	0.06%	5
BRAZIL	64,245	3	5,644	1	69,889	0.06%	4
ARGENTINA	67,000	2	0	0	67,000	0.06%	2
ESTONIA	65,490	3	0	0	65,490	0.06%	3
CHINA	10,568	2	37,542	2	48,110	0.04%	4
NEW ZEALAND	0	0	47,408	2	47,408	0.04%	2
INDIA	40,625	2	2,772	1	43,397	0.04%	3
LEBANON	0	0	36,210	2	36,210	0.03%	2
VIRGIN ISLANDS (BRITISH)	36,000	1	0	0	36,000	0.03%	1
ISRAEL	34,215	3	0	0	34,215	0.03%	3
MONTENEGRO	0	0	34,000	2	34,000	0.03%	2
MEXICO	0	0	14,674	2	14,674	0.01%	2
MALTA	11,930	2	0	0	11,930	0.01%	2
INDONESIA	5,890	1	0	0	5,890	0.01%	1
GIBRALTAR	0	0	3,000	1	3,000	0.00%	1
TOTALS	90,400,665	1,723	16,456,823	492	110,857,488	100.00%	2,215

Consultants from EBRD Countries of Operations in 2017 and 2016

Country of Operation/Location of contracted consultant	Value of Contract Awards (EUR) in 2017		Number of Contract Awards in 2017		Total Value of Contracts (EUR) in 2017 (A)+(B)	Total Number of Contracts in 2017 (C)+(D)	Value of Contract Awards (EUR) in 2016		Number of Contract Awards in 2016		Total Value of Contracts (EUR) in 2016 (E)+(F)	Total Number of Contracts in 2016 (G)+(H)
	TC Funded (A)	Bank Funded (B)	Direct Selection (C)	Competitive Procedure (D)			TC Funded (E)	Bank Funded (F)	Direct Selection (G)	Competitive Procedure (H)		
Turkey	8,430,276	305,632	8	52	8,735,908	60	9,376,373	409,426	46	15	9,785,799	61
Ukraine	3,780,783	379,438	24	121	4,160,221	145	6,165,214	287,782	77	12	6,452,996	89
Romania	2,065,697	297,020	9	41	2,362,717	50	1,597,529	195,945	59	5	1,793,474	64
Poland	1,700,987	391,647	13	20	2,092,634	33	2,303,152	576,427	26	9	2,879,579	35
Slovak Republic	1,916,990	0	0	23	1,916,990	23	2,329,398	0	18	10	2,329,398	28
Russian Federation	1,303,784	442,704	16	34	1,746,488	50	2,543,099	193,247	43	12	2,736,346	55
Greece	1,246,682	167,424	5	46	1,414,106	51	931,419	82,016	37	3	1,013,435	40
Czech Republic	1,233,804	167,384	2	21	1,401,188	23	5,297,372	142,151	9	19	5,439,523	28
Kazakhstan	1,043,177	211,097	11	45	1,254,274	56	4,162,425	380,928	39	8	4,543,353	47
Georgia	781,481	0	0	20	781,481	20	512,393	117,320	27	3	629,713	30
Cyprus	596,473	110,711	19	13	707,184	32	100,700	43,250	6	2	143,950	8
Croatia	676,031	20,000	1	20	696,031	21	960,828	42,012	22	2	1,002,840	24
Serbia	509,231	169,652	9	32	678,883	41	1,700,090	111,074	55	5	1,811,164	60
Egyptian	525,018	97,765	6	27	622,783	33	412,740	135,500	25	1	548,240	26
Armenia	542,064	61,380	6	27	603,444	33	494,626	25,892	12	9	520,518	21
Bulgaria	515,525	59,750	1	10	575,275	11	663,118	48,153	10	3	711,271	13
Kyrgyz Republic	529,660	38,822	3	15	568,482	18	505,773	50,179	19	7	555,952	26
Tunisian	494,758	24,320	1	51	519,078	52	105,282	5,126	13	1	110,408	14
Tajikistan	360,442	40,266	3	12	400,708	15	1,019,922	32,619	12	8	1,052,541	20
Belarusian	267,118	114,966	5	15	382,084	20	143,571	14,918	13	0	158,489	13
Lebanon	245,562	135,500	1	8	381,062	9	0	0	0	0	0	0
Bosnia & Herzegovina	241,700	128,295	3	20	369,995	23	670,110	81,380	30	3	751,490	33
Moldova	353,467	7,337	1	17	360,804	18	201,419	4,900	7	6	206,319	13
Albania	341,120	13,000	2	11	354,120	13	566,938	0	6	6	566,938	12
Jordanian	311,445	41,668	3	4	353,113	7	0	74,500	1	1	74,500	2
Moroccan	152,100	191,777	6	13	343,877	19	405,038	38,067	7	1	443,105	8
Latvia	261,915	37,884	1	14	299,799	15	528,457	0	12	2	528,457	14
Mongolia	140,500	0	0	5	140,500	5	156,076	27,245	6	1	183,321	7
Hungary	44,960	92,887	2	2	137,847	4	681,068	184,428	5	6	865,496	11
Turkmenistan	100,169	0	0	13	100,169	13	62,017	0	8	0	62,017	8
FYR Macedonia	95,033	0	0	13	95,033	13	75,195	0	13	2	75,195	15
Kosovo	92,070	0	0	7	92,070	7	4,200	0	1	0	4,200	1
Slovenia	82,972	0	0	2	82,972	2	456,711	0	7	1	456,711	8
Azerbaijan	32,200	39,000	2	3	71,200	5	286,900	16,500	5	1	303,400	6
Estonian	65,490	0	0	3	65,490	3	71,974	34,808	5	1	106,782	6
Lithuania	0	36,210	2	0	36,210	2	1,746,332	1	7	8	1,746,333	15
Montenegro	0	34,000	2	0	34,000	2	0	0	0	0	0	0
Uzbekistan	114,614	0	0	6	114,614	6	152,296	0	14	0	152,296	14
Total	31,195,298	3,857,536	167	786	35,052,832	953	47,389,755	3,355,794	702	173	50,745,549	875

Framework Agreements Awarded in 2017

Framework Facility Name	Overall Facility Value	Consultant Nationality	Duration
Regional: EBRD-IDLO Cooperation Framework for Strengthening Dispute Resolution Systems in EBRD's Countries of Operations	5,000,000.00	International	2 years
Romania: SMART Framework - Capacity Building Programme	3,100,000.00	Israel Romania Italy	2 years
Regional: Green Cities Action Plan & Policy Dialogue	3,000,000.00	United Kingdom United Kingdom United Kingdom Poland	3 years
Ukraine: Ukraine Public Transport Framework - Procurement Implementation Support and Contract Supervision	2,500,000.00	Austria United Kingdom France	3 years
Ukraine: Public Transport Framework - Project Due Diligence Frameworks	2,000,000.00	France Ukraine United Kingdom	3 years
Kazakhstan: Enhanced Partnership Water and Wastewater and District Heating Modernisation Frameworks - DISTRICT HEATING SECTOR - PIU Support Including Engineering, Design and Contracts Supervision Consultancy Framework	1,500,000.00	Kazakhstan United Kingdom France Finland Denmark	4 years
Kazakhstan: Enhanced Partnership Water and Wastewater and District Heating Modernisation Programme - WATER AND WASTEWATER SECTOR - PIU Support Including Engineering, Design and Contracts Supervision Consultancy Framework	1,500,000.00	United Kingdom Czech Republic Kazakhstan Netherlands Kazakhstan Denmark Austria Finland	4 years
Regional: Inclusion Technical Assistance Framework - Lot B Finance and Entrepreneurship	740,000.00	United Kingdom Germany Italy Belgium Switzerland	3 years
Regional: Component C: Technical Assistance Framework for Green Logistics	350,000.00	Netherlands United Kingdom	3 years
Kazakhstan: Enhanced Partnership Water and Wastewater and District Heating Modernisation - Corporate Development Programme Consultancy (Panel Extension)	1,500,000.00	Kazakhstan Sweden Kazakhstan Armenia	3 years 3 months
Regional: Programme for Improving Animal Welfare Standards in Agribusiness - Audits and Action Plans	138,500.00	United Kingdom United Kingdom Netherlands	3 years
Regional: Financial Management Enhancement Project for SMEs	to be confirmed	Russian Federation United Kingdom Ukraine	3 years
Regional: Insurance Services	as required	United Kingdom	2 years

Framework Facility Name	Overall Facility Value	Consultant Nationality	Duration
Regional: International Advisory Team Co-ordinator	as required	Netherlands Spain Ireland Austria Spain	3 years
Regional: SBS Training Programmes - Delivery of Grow Your Consulting Business (GYCB) Training Series for Local Consultants	as required	Kazakhstan Armenia Morocco Armenia Ukraine	3 years

Framework Contracts Awarded in 2017

Facility	Consultant Nationality	Funding Source	Duration	Value (EUR)
Turkey Sustainable Energy Finance Facility (TurSEFF) III - Project Consultant	Turkey	Enhancement of the Turkish Energy Sector in line with EU Energy Strategies	3 years 11 months	3,528,000.00
Regional: Western Balkans Regional Energy Efficiency Programme Phase II - Policy Dialogue (REEP+)	United Kingdom	European Western Balkans Joint Fund - Sub Fund (EBRD Operations under WBJF)	2 years 2 months (extension)	2,500,000.00
Turkey: Turkey Sustainable Energy Finance Facility (TurSEFF) III	Turkey	Private Sector Support Facility for Turkey	3 years 11 months (extension)	1,876,250.00
Ukraine Public Sector Energy Efficiency Framework: Project Support Unit - Implementation Consultant	Austria	SIDA-EBRD Ukraine Energy Efficiency and Environment Consultant Cooperation Fund	3 years 3 months	1,250,000.00
Turkey: Mid-size Sustainable Energy Financing Facility	Turkey	Enhancement of the Turkish Energy Sector in line with EU Energy Strategies	1 year (extension)	410,000.00
Ukraine Public Sector Energy Efficiency Framework: Project Support Unit - Implementation Consultant	Austria	EBRD Shareholder Special Fund	3 years 3 months	350,000.00
Romania: SMART Framework - Benchmarking and Funding Strategy	Romania	EBRD Shareholder Special Fund	2 years 11 months	350,000.00
Regional: Urban Transport PSC Prep Framework	United Kingdom	EBRD Shareholder Special Fund	7 months (extension)	325,000.00
Ukraine: Supporting Investment in Energy Efficiency in Residential Buildings	Austria	Austrian Technical Assistance Co-operation Fund	9 months (extension)	300,000.00
Regional: Framework for Peer-to-Peer Assistance to Energy Regulators	International	EBRD Shareholder Special Fund	1 year 6 months	300,000.00
TOTAL				11,189,250.00

**Total Value in EUR and Number of Office of the General Counsel
Consultancy Contract Awards**

Year	Value (EUR m) (C)	Number (D)
2013	20.43	719
2014	17.27	708
2015	20.91	717
2016	21.99	730
2017	18.20	662

**Office of the General Counsel Consultancy Contract Awards
by Consultant Selection Method (Value in EUR and Number)**

Selection Method	Original Contracts/Exten sions to Previous Contract	Bank Funded Contracts	
		Value (EUR) (C)	Number (D)
Direct Selection (< EUR 75K)	Original	8,007,426	437
	Extensions*	920,409	128
Direct Selection (> EUR 75K as per Section 5.9 (a) & (b) of the Bank's PP&R)	Original	801,666	6
	Extensions**	2,580,189	53
Selection from Shortlist	Original	4,078,321	18
	Extensions***	1,813,227	20
TOTAL		18,201,238	662

* Aggregate value of a previous contract and a contract extension did not exceed EUR 75K

** Aggregate value of a previous contract and an unforeseen contract extension exceeded EUR 75K and was justified on the basis of Section 5.9 (a) or (b) of the Bank's PP&R

*** Foreseen contract extensions to previous contracts awarded by Selection from Shortlist or Evaluation of Proposals

**Office of the General Counsel Consultancy Contract Awards by Country of Operation
where Project is Located (Value in EUR and Number)**

Country of Operation	Contract Value (EUR)	Number of Contracts	% of Total Value
EGYPT	3,168,557.11	37	17.41
UKRAINE	2,052,896.95	88	11.28
TURKEY	1,997,935.97	55	10.98
KAZAKHSTAN	1,223,786.19	57	6.72
RUSSIAN FEDERATION	1,127,616.58	40	6.20
JORDAN	1,086,701.06	16	5.97
<i>UNITED KINGDOM</i>	<i>976,396.29</i>	<i>19</i>	<i>5.36</i>
REGIONAL	954,854.59	28	5.25
MONGOLIA	839,615.15	36	4.61
GREECE	608,412.39	16	3.34
ROMANIA	548,292.59	28	3.01
BELARUS	434,034.71	22	2.38
POLAND	388,087.98	17	2.13
GEORGIA	350,904.11	14	1.93
AZERBAIJAN	341,537.82	32	1.88
CROATIA	279,950.00	15	1.54
BULGARIA	279,155.18	19	1.53
MOLDOVA	212,650.00	12	1.17
MONTENEGRO	202,186.22	8	1.11
SERBIA	161,620.00	12	0.89
ALBANIA	121,594.92	11	0.67
TURKMENISTAN	114,219.10	2	0.63
ARMENIA	72,000.00	9	0.40
MOROCCO	71,750.00	7	0.39
TUNISIA	70,898.10	5	0.39
TAJIKISTAN	70,527.77	10	0.39
BOSNIA AND HERZEGOVINA	67,400.00	9	0.37
UZBEKISTAN	57,168.14	6	0.31
CYPRUS	54,000.00	3	0.30
LITHUANIA	47,500.00	3	0.26
SLOVENIA	40,620.00	4	0.22
KYRGYZ REPUBLIC	39,450.85	10	0.22
LEBANON	38,719.10	2	0.21
LATVIA	33,500.00	2	0.18
FYR MACEDONIA	32,400.00	3	0.18
HUNGARY	23,800.00	3	0.13
ESTONIA	6,500.00	1	0.04
KOSOVO	4,000.00	1	0.02
Total	18,201,238.87	662	100%

* More than one Country of Operation beneficiary of services

**Office of the General Counsel Consultancy Contract Awards
by location of Consultant's office (Value in EUR and Number)**

Rankings 2016	Rankings 2017	Consultant (location of office)	Contract Value (EUR)	Number of Contracts	% of Total Contracts Value
1	1	UNITED KINGDOM	8,941,627.17	181	49.13
4	2	TURKEY	1,474,801.63	44	8.10
3	3	UKRAINE	1,209,163.22	50	6.64
2	4	RUSSIAN FEDERATION	957,786.41	31	5.26
8	5	ROMANIA	564,600.00	29	3.10
5	6	KAZAKHSTAN	507,094.79	33	2.79
6	7	POLAND	464,399.72	17	2.55
7	8	JAPAN	317,522.95	2	1.74
20	9	JORDAN	314,166.12	9	1.73
23	10	NETHERLANDS	218,444.69	6	1.20
21	11	SWITZERLAND	218,414.72	4	1.20
13	12	GREECE	217,258.94	8	1.19
18	13	MONGOLIA	212,384.34	23	1.17
15	14	CYPRUS	184,382.88	16	1.01
9	15	GEORGIA	183,300.00	9	1.01
14	16	CROATIA	173,050.00	12	0.95
12	17	BULGARIA	168,598.63	16	0.93
31	18	AUSTRIA	157,455.22	5	0.87
17	19	BELARUS	152,600.00	13	0.84
10	20	ITALY	149,219.10	8	0.82
11	21	FRANCE	118,705.16	2	0.65
27	22	AZERBAIJAN	116,981.63	18	0.64
16	23	SERBIA	111,370.00	11	0.61
29	24	UNITED STATES	92,575.51	3	0.51
41	25	TAJKISTAN	76,802.46	10	0.42
37	26	MOLDOVA	75,650.00	9	0.42
26	27	EGYPT	75,623.25	9	0.42
19	28	MOROCCO	71,750.00	7	0.39
22	29	UNITED ARAB EMIRATES	67,300.63	2	0.37
30	30	ARMENIA	63,000.00	8	0.35
39	31	SINGAPORE	62,331.72	3	0.34
51	32	UZBEKISTAN	57,168.14	6	0.31
-	33	CZECH REPUBLIC	56,799.32	2	0.31
32	34	LUXEMBOURG	53,500.00	4	0.29
24	35	BOSNIA AND HERZEGOVINA	49,000.00	7	0.27
42	36	MONTENEGRO	40,000.00	3	0.22
36	37	KYRGYZ REPUBLIC	36,500.24	10	0.20
28	38	SLOVENIA	28,120.00	3	0.15
34	39	GERMANY	26,500.00	3	0.15
44	40	HUNGARY	23,800.00	3	0.13
43	41	TUNISIA	20,000.00	3	0.11
38	42	VIRGIN ISLANDS (BRITISH)	17,120.97	4	0.09
33	43	ALBANIA	17,000.00	4	0.09
25	44	LITHUANIA	13,000.00	2	0.07
-	45	INDIA	11,064.80	1	0.06
49	46	AUSTRALIA	8,612.49	1	0.05
-	47	IRELAND	8,000.00	1	0.04
54	48	ESTONIA	6,500.00	1	0.04
48	49	KOSOVO	4,000.00	1	0.02
52	50	QATAR	2,581.79	1	0.01
-	51	JERSEY	1,790.23	1	0.01
47	52	JAMAICA	1,320.00	2	0.01
53	53	LATVIA	500.00	1	0.00
			18,201,238.87	662	100%

Section 2: Goods, Works, Services including Consultancy Services for the operation of the Bank.

Major Contracts in 2017 with a Value Greater than GBP 150,000

(Contract value relates to anticipated expenditure under contract. Some contracts are multi-annual in duration.)

Goods, Works or Services	New	Extension	GBP Value
Group Life and Working Incapacity Insurance		14,000,000	14,000,000
Printing Services	3,637,225		3,637,225
Client Financials Equity FV and Portfolio Management	3,014,850		3,014,850
Level 2 Refurbishment	2,588,831		2,588,831
Catering Services to the EBRD's Headquarters		2,500,000	2,500,000
Managed Relocations Services (new provider)	2,245,313		2,245,313
Managed Relocations Services (previous provider)		2,000,000	2,000,000
Financial Information Monitoring and Analysis Tools		1,587,553	1,587,553
EBRD Medical Services	1,526,540		1,526,540
Ratings and Analysis Services		1,336,301	1,336,301
IT Transformation Phase 2		1,318,500	1,318,500
Assignment Services (Technical and Professional Positions)		1,300,000	1,300,000
Furniture for HQ	1,250,000		1,250,000
Mobile Telephony		900,000	900,000
OE&E Process and Business Service Centre		862,172	862,172
Cleaning and Associated Services for HQ		855,000	855,000
Managed Firewall Services		631,365	631,365
Security Response Services	543,500		543,500
Mobile Phone Devices	453,432		453,432
Business Continuity Management Services		406,650	406,650
Spreadsheet Management Tool	386,050		386,050
Data Framework and Converged Data Platform	372,618		372,618
Design Services	350,000		350,000
Tracking Services		345,000	345,000
Data Enterprise Governance	336,250		336,250
Courier Services		315,000	315,000
Visualisation Analytics Platform	301,364		301,364
Event Management Services		300,000	300,000
Occupational Health Services	299,786		299,786
Annual Meeting Services		289,720	289,720
Global Credit Markets Research Subscription		237,000	237,000
Credit Assessment Scorecards		226,087	226,087
Service Management Tool		219,131	219,131
IT Leadership Executive Programme		215,200	215,200
Financial Markets Research, Analysis and Data Information Services		201,127	201,127
Virtualised Storage Equipment		200,406	200,406
Architect & Design Services for Level 2	191,572		191,572
Monarch Programme Manager		176,000	176,000
Risk Systems Integration Specialist		170,200	170,200
Power and Renewable Energy Industry Research Service		158,048	158,048
Global Market Research Database		150,572	150,572

Projects Reviewed and Approved in 2017

Date	Project	Approval for
11/01/17	CCTV and Access Control Maintenance	Award of Contract
11/01/17	Platform for Client Financials Equity Fair Valuation and Portfolio Management	Project Plan
08/02/17	Outplacement Services	Project Plan
16/02/17	Agile Development Partner for Results Management	Project Plan
20/02/17	Visual Analytics Platform	Award of Contract
14/03/17	Summit Enhancement-Treasury Internals	Exception to CPPP
16/03/17	Data Framework Platform	Project Plan
21/03/17	Venue Finding Agency	Exception to CPPP
30/03/17	Enterprise Spreadsheet Management Tool	Project Plan
03/04/17	Managed Relocation Services	Project Plan
07/04/17	Software Development Services for Board on line Documents Management	Project Plan
13/04/17	Publications Off-Site Storage and Retrieval Facility, Distribution and Printing Services	Exception to CPPP
19/04/17	Platform for Client Financials Equity Fair Valuation and Portfolio Management	Award of Contract
20/04/17	Furniture Consolidation	Project Plan
25/04/17	Managed Print Services	Project Plan
26/04/17	Ad-hoc Aviation Safety and Technical Advice	Exception to CPPP
	International Medial Access and Rescue Services	Exception to CPPP
	Self-Defence Courses	Exception to CPPP
	Health and Safety on-line Training and Development Programmes	Exception to CPPP
	Permit to Work Manager	Exception to CPPP
04/05/17	Crisis Response Services	Exception to CPPP
10/05/17	IT Security Architect	Exception to CPPP
15/05/17	Meeting Room Booking Tool	Project Plan
16/05/17	IT Roadshow	Exception to CPPP
18/05/17	IT Helpdesk Resourcing	Exception to CPPP
24/05/17	IFRS 9 Cashflow Generation Module for FusionRisk	Exception to CPPP
06/06/17	Mobile Telephony Contract	Exception to CPPP
08/06/17	Mobile Telephone Device Purchase	Project Plan
08/06/17	P2P Solution for the EBRD	Project Plan
09/06/17	E-Tendering System for Bank Clients	Exception to CPPP
16/06/17	Managed Tracker Services	Exception to CPPP
19/06/17	Group Life and Working Incapacity Insurance Extension	Exception to CPPP
19/06/17	Agile Development Partner for Results Management	Award of Contract
21/06/17	Data Framework Platform	Award of Contract
26/06/17	Software Development Services for Board on line Documents Management	Award of Contract
29/06/17	Enterprise Spreadsheet Management Tool	Award of Contract
03/07/17	Business Continuity and Disaster Recovery Services Contract Extension	Exception to CPPP
14/07/17	Enterprise Data Governance	Project Plan
19/07/17	Catering Services	Exception to CPPP
26/07/17	Managed Relocation Services	Award of Contract
15/08/17	Main Contractor for Level 2	Award of Contract
24/08/17	Mobile Telephone Device Purchase	Award of Contract
30/08/17	Furniture Consolidation	Award of Contract
14/09/17	Data Framework Project Network Connectivity	Exception to CPPP

Date	Project	Approval for
22/09/17	Managed Print Services	Award of Contract
18/10/17	General Stationery Supply Project	Project Plan
26/10/17	Meeting Room Booking Tool	Award of Contract
01/12/17	UX Framework Project and SAP Support Extension	Exception to CPPP
15/12/17	DXC Management Firewall Service	Exception to CPPP
19/12/17	Microsoft Enterprise License	Exception to CPPP
20/12/17	General Stationery Supply Project	Award of Contract
21/12/17	Informatica Enterprise Information Catalogue	Exception to CPPP
21/12/17	Enterprise Data Governance	Award of Contract

List of Exceptions to Competitive Procurement Approved in 2017

(Some suppliers may be engaged under more than one contract. Values shown are the aggregated values.)

Goods, Works or Services	New	Extension	GBP Value
International Banking and Financial Services Market Information Services		24,391	24,391
In-memory Computing		24,200	24,200
Furniture for Ulaanbaatar RO	29,904		29,904
Learning Portal Tools		15,883	15,883
Business Process Management Software and Cloud Services	102,000	75,000	177,000
Mobile Telephony		918,315	918,315
Business Software Systems Support and Consultancy Services		155,595	155,595
Event Management Services		300,000	300,000
eTendering System		112,950	112,950
Design Services	21,000		21,000
Batch Scheduling Tool		34,716	34,716
IT Security Architect		74,250	74,250
Project Audit Services for HQ Restack Project		25,200	25,200
Communications Leadership Council Subscription		42,200	42,200
Catering Services to the EBRD's Headquarters		2,524,202	2,524,202
Leadership Masterclass Programme	8,000		8,000
Financial Reconciliation Software Package		13,500	13,500
Group Life and Working Incapacity Insurance		14,000,000	14,000,000
Competitiveness Research Network Membership		8,873	8,873
Global Credit Markets Research Subscription		237,000	237,000
Travel Services for Russia		8,574	8,574
Business Continuity Management Services		406,650	406,650
Cairo Office Fit-out for Office Expansion	49,990		49,990
Courier Services		315,000	315,000
Electronic Signature Solution		11,928	11,928
Reference Source for Economics Research		19,335	19,335
Recruitment Advertising		55,000	55,000
Emerging Markets Business News and Data Services		48,706	48,706
Accommodation Allowance Data		38,150	38,150
Membership of the Endeavor Investor Network		11,102	11,102
Managed Firewall Services		631,365	631,365
Energy and Infrastructure Finance Industry Intelligence		10,000	10,000
Global Market Research Database		150,572	150,572
Financial and Political News Information Service Subscription		16,000	16,000
Summit IFRS 9 Upgrade		321,676	321,676
Corporate Credit Analysis Training		85,500	85,500
World Poll Subscription	22,205		22,205
IT Leadership Executive Programme		215,200	215,200
Global Market Activity Intelligence Services		24,625	24,625
Power and Renewable Energy Industry Research Service		158,048	158,048
Annual Meeting Services		289,720	289,720
Accounting System Upgrade Project Manager		137,250	137,250
Economic and Financial Data Services		7,400	7,400
Information Systems Appian Developer		39,000	39,000
Catering Risk Assessment Services		6,900	6,900
Printed Stationery		6,000	6,000
International, emerging market fund data and analysis		20,764	20,764
Data Integration Software		148,229	148,229
Level 2 Catering Consultant	24,000		24,000
Advisory Services	51,000		51,000
News Information Subscription		9,750	9,750
Athens Democracy Forum 2018 Sponsorship	44,365		44,365
Corporate Medical and Travel Assistance Services	8,876		8,876

Goods, Works or Services	New	Extension	GBP Value
Medical Services Clinic Plan Kazakhstan	24,259		24,259
IT Advisory Board Member	25,000		25,000
IT Advisory Board Member	25,000		25,000
Permit to Work Manager		5,629	5,629
Assignment Services-Technical and Professional Positions		5,000	5,000
Training for Dangerous Areas	20,562		20,562
specialised information provider		16,080	16,080
Project Management and Resource Tool		53,220	53,220
Job Evaluation Management Tools and Staff Salary Survey Data		61,201	61,201
Outplacement Services		140,000	140,000
Legal, Government, Business and High-Tech Information Source Provider		9,600	9,600
Financial Markets Research, Analysis and Data Information Services		201,127	201,127
Ratings and Credit Analysis Services		1,336,301	1,336,301
Estimated and Policy-Advice Model	13,500	13,838	27,338
Tracking Services		345,000	345,000
Database Software Services		29,463	29,463
Training for IT Software and Bespoke Bank Applications		60,000	60,000
Partition Alterations		25,240	25,240
Business and Report Writing Skills Training		32,898	32,898
PowerBuilder Developer	24,200		24,200
Specialist Subscription Agency Services		18,000	18,000
Data and Intelligence for the Alternative Assets Industry Subscription		15,259	15,259
Social Security Regulations and Operational Processes Consultancy Services	7,000	1,151,842	1,158,842
Professional Risk Managers' International Association Partnership	18,504		18,504
Chairman of the EBRD Alumni Association		23,917	23,917
Results Management Business Analyst	48,000		48,000
Corporate Finance and Banking Training Courses	40,000		40,000
Risk intelligence data for due diligence		79,875	79,875
Energy Consultancy		55,000	55,000
Credit Assessment Scorecards		226,087	226,087
Business Software Systems Licences and Cloud Services		6,176	6,176
Structural Engineer Services for Level 2 Refurbishment	6,500		6,500
Global Financial Information Database		57,750	57,750
Mobile Telephony Benchmarking and Procurement Support	16,100		16,100
Penetration Testing Services		13,950	13,950
Information Security Online Awareness Training		13,878	13,878
World News, Business and Financial Information Publication	10,034		10,034
Online Legal Know How Service		45,000	45,000
Recruitment Advertising Services		16,037	16,037
Financial Education Project		32,000	32,000
Off-Site Storage		70,000	70,000
Network Consultancy		55,950	55,950
Assignment Services (Technical and Professional Positions)		1,300,000	1,300,000
Grand Total	639,999	27,294,036	27,934,036