

EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT

**ANNUAL REPORT ON PROCUREMENT ACTIVITIES
UNDER THE CORPORATE PROCUREMENT POLICY**

2020

ANNUAL REPORT ON PROCUREMENT ACTIVITIES UNDER THE CORPORATE PROCUREMENT POLICY

1. INTRODUCTION

The annual report on procurement activities is prepared in accordance with Section VIII of the EBRD's Corporate Procurement Policy (POL/2017/2).

2. CORPORATE PROCUREMENT

This section covers the procurement of the goods, works, services and consultancy services contracted by the Bank and related to the Bank's corporate requirements.

The following tables detail the number and value of awards in 2020 only, split between new contract awards, extensions to existing contracts and purchase orders issued electronically via the Bank's SAP system.

All values in the tables below relate to anticipated expenditure. Some contracts, extensions and purchase orders are multi-annual in duration.

These values do not represent the actual total expenditure in 2020. Information in respect of actual expenditure in 2020 is provided in Annex A.

2.1 New corporate contracts awarded

Threshold and method of procurement.	Value GBP	% of Total Value	Number
Competitive selection > GBP 120k	4,887,368	34.55%	17
Competitive selection < GBP 120k	4,204,689	29.73%	100
Direct selection for goods, works and services	73,737	0.52%	22
Direct selection for corporate consultancy services	541,550	3.83%	15
Exceptions to competitive selection in accordance with the Corporate Procurement Policy	4,436,882	31.37%	17
Total	14,144,226	100%	171

2.2 Extensions to existing corporate contracts

The table below provides information on extensions (including amendments) to an existing contract, which results in an increased financial commitment for the Bank. These extensions are classified as either direct, competitive or as an exception to competitive selection. Direct extensions are those where the original contract was awarded through direct selection, but the direct extension is such that the cumulative value does not exceed the upper threshold for direct selection. Competitive extensions are those where the original contract was competitively awarded and the potential for an increase in the financial commitment was anticipated in the original procurement exercise.

Method of procurement	Value GBP	% of Total Value	Number
Direct and competitive	33,810,550	61.57%	406
Exceptions to competitive selection	21,099,358	38.43%	122
Grand Total	54,909,908	100%	528

2.3 Goods, works and services purchase orders

In addition to corporate contracts issued and administered by the Procurement Operations and Delivery Department (PODD), the Bank contracts with suppliers using its standard purchase order terms issued electronically from SAP. Functionality within SAP allows the Bank to operate a single stage competitive selection based on lowest price. This method of selection is typically used for commodities or commoditised services where no technical evaluation is required.

Method of procurement	Value GBP	% Total value	Number
Direct selection	2,660,031	36.62%	1,718
Competitive selection < GBP 120k	1,989,602	27.39%	63
Competitive selection > GBP 120k	1,605,873	22.12%	5
Exceptions to competitive selection in accordance with the Corporate Procurement Policy	1,007,468	13.87%	20
Total	7,262,974	100%	1,806

3. CONSULTANCY SERVICES IN SUPPORT OF BANK PROJECTS

This section covers the procurement of consultancy services in support of Bank projects. The table in Section 3.1 also includes the value and number of contracts for specialised consultancy services in connection with activities of the Project Complaint Mechanism and the Office of the Chief Compliance Officer. The table in Section 3.2 sets out the value and number of contracts relating to engagement of law firms and independent experts by the Office of the General Counsel.

3.1 Procurement of Consultancy Services

In 2020, 331 consultancy contracts with a total value of EUR 62.66 million (57 per cent of the total value of PODD contracts) were awarded through competitive consultant selection process. In 2019, competitive selection methods were used to award 58 per cent by value of the consultancy contracts signed by the Bank.

The table below shows the breakdown by threshold and selection method for such consultancy contract awards. A breakdown of awards split between technical cooperation and the Bank's own funds is included in Annexes E and F of this report. Annex F also includes a breakdown by extension and new contract awards.

Threshold and method of procurement	Value EUR	% of Total Value	Number
Two stage open competitive selection – complex / special nature (>EUR 75k)	16,716,426	15.17%	46
Single stage open competitive selection (>EUR 75k)	45,939,731	41.69%	285
Direct selection (<EUR 75k)	34,315,919	31.14%	1,439
Exceptions to competitive selection in accordance with the Corporate Procurement Policy	13,219,917	12.00%	71
Total	110,191,993	100%	1,841

3.2 Breakdown of Specialised Consultancy Services

In connection with the procurement of certain consultancy services of a specialised nature, as set out below, relevant Bank departments may develop, provide and maintain procedures consistent with the Corporate Procurement Policy. As noted above, where specific procedures have not been developed, the relevant procurement activity has been captured under Section 3.1.

Office of the General Counsel¹⁰

Engagement of Law Firms	Value (EUR)	Number	% of Total Value
Direct Selection - Framework Agreements	5,807,377	287	35
Direct Selection - other (non-framework)	7,876,512	417	48
Competitive Selection - basic shortlist procedure (<250,000)	1,784,375	12	11
Competitive Selection - advanced shortlist procedure (≥EUR250,000)	926,530	2	6
Total	16,394,794	718	100

Engagement of Independent Experts	Value (EUR)	Number	% of Total Value
Chair of the Administrative Review Committee	5,162.85*	1	7.5
Members of the Enforcement Committee	38,155.59*	3	55
Members of the Administrative Tribunal	25,814.25	5	37.5
Total	69,132.69	9	100

* 2020 Retainer Fee only (excluding daily rate for each day worked)

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Section 1 Goods, works, services and consultancy services related to the Bank's corporate requirements

Annex A - Corporate procurement expenditure by category in 2020

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Section 1 – Goods, works, services and consultancy services related to the Bank’s corporate requirements

Annex A - Corporate procurement expenditure by category in 2020

Category of Goods, Works or Services	Amount Paid GBP in 2020	Percentage of total spend	Amount Paid GBP in 2019
Consultancy	14,117,418	17.40%	16,012,303
IT Services	13,716,832	16.91%	7,379,338
IT Software	12,848,769	15.84%	12,131,071
Information Services	7,620,688	9.39%	7,268,765
IT Hardware	4,628,249	5.70%	7,517,885
Buildings (HQ and RO) Related	3,723,069	4.59%	1,516,988
Telecommunications	2,526,135	3.11%	3,119,561
Building Maintenance	2,413,542	2.98%	3,069,283
Employee Benefits	2,280,811	2.81%	3,142,049
Recruitment Services	2,092,869	2.58%	2,788,337
Security	2,016,021	2.48%	2,150,249
Auditing Services	1,798,415	2.22%	1,176,397
Utilities	1,630,015	2.01%	1,963,427
Freight and Removals	1,619,084	2.00%	2,488,137
Catering and Hospitality	1,456,832 Net: 1,104,219*	1.80%	3,461,194 Net: 1,898,272*
Insurance	1,353,635	1.67%	1,162,116
Training Courses	1,313,746	1.62%	1,559,798
Other Outsourced Services	931,919	1.15%	1,442,990
Events	887,558	1.09%	1,572,457
Furniture and Building Equipment	455,655	0.56%	1,697,763
Health and Safety	358,241	0.44%	730,498
Transport Services	252,501	0.31%	932,128
Financial Services	223,351	0.28%	328,213
Audio-visual	205,742	0.25%	436,136
Reprographics and Document Recording	199,064	0.25%	288,639
Mail and Courier	197,025	0.24%	283,173
Translation and Interpretation	110,552	0.14%	103,764
Travel Agency**	85,849	0.10%	430,042
Stationery	30,935	0.04%	86,487
Accommodation	28,991	0.04%	110,275
Funds	0	0%	75,674
Grand Total	81,123,513	100%	86,425,137

* The total payment of GBP 1,456,832 covers the amount spent by the Bank however it is moderated by credit receipts received via staff catering cards amounting to GBP 352,613 in 2020.

** The total listed for Travel Agency does not include the transaction fees charged by the Travel Agent for each transaction and paid by the respective Budget Holding Department. In 2020 the total value of all transaction fees paid to the Travel Agent was GBP 46,950. In 2019 it was GBP 319,157.

Annex B - Top twenty corporate procurement suppliers by expenditure in 2020

Total Expenditure in 2020 GBP*	Start date if pre 2013	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
6,467,006					Board Online Document Solution (978,123)								
							Infrastructure & Networking Services (4,725,432)						
2,654,051							MSA & Trading Solution Upgrade (1,083,512)						
	Q1, 1997	Trading Solution Back Office Maintenance & Upgrade (1,570,538)											
2,628,210					Enterprise Software and Services Agreement								
1,770,943	Q3, 2010	Business Software Systems Support & Consultancy Services (52,134)											
							Testing PSL (106,634)						
							UX/UI Services PSL (808,540)						
							Business Software Sys App Sup Services (759,763)						
1,617,094		Database Management Services Agreement											
1,614,330		Relocation Services											
1,606,359	Q3, 2014	Engineering Maintenance Services (1,602,121)											
1,510,992		Recruitment Process Outsource Provider											
1,503,441							16 contracts	←	IT Contractor Services				
1,474,492		Network Maint. & Server Monitoring (242,382)											
							NetApps Support (164,536)						
							(3,075)	←	Unified Attendant Console Migration				
1,458,439							24 contracts	←	IT Contractor Services				
1,413,288**	Q4, 2011	Catering Services											
1,353,635		Managed Insurance Brokerage Services											
1,962,707							(1,236,102)	←	Electricity Supply to HQ				
							Gas Supply to HQ (111,533)						
1,318,499		Security Guard Services for HQ											
1,286,956	Q2, 1991	Real Time Trading Data											
1,260,499	Q4, 2002	Retirement Plans Administration Fees											
1,258,049		Software Development Services											
1,087,500		Audit Services											
1,082,901	Q2, 2013	Network Services											

* Where total expenditure includes spend under contract and standalone PO or multiple contracts, spend under contract is shown in brackets.

** The total expenditure of GBP 1,413,288 is moderated by credit receipts received via staff catering cards amounting to GBP 352,613 in 2020.

Annex C - List of exceptions to competitive procurement approved in 2020

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

Goods, Works or Services	New	Extension	GBP Value
Technical Security Analyst		110,550	110,550
Pre-trade Information for OTC Derivatives	8,700		8,700
Business Process Management Software and Cloud Services		28,321	28,321
Windows 10 Analyst		22,550	22,550
Where Women Work Website Subscription		23,998	23,998
Project Design and Financial Modelling Support Services		175,500	175,500
Annual Meeting Conference Management Services		1,050	1,050
Application and Data Workflow Orchestration Service		50,753	50,753
Risk Systems Developer	78,000	66,300	144,300
Window Cleaning Equipment Maintenance		48,450	48,450
Dispute Resolution Services		17,000	17,000
Catering Services to the EBRD's Headquarters		1,899,202	1,899,202
Spreadsheet Management Software		45,000	45,000
Communications and Collaboration Consultant		63,250	63,250
Global Credit Markets Research Subscription		260,966	260,966
Disaster Recovery Services		250,774	250,774
Data Integration Consultant		55,000	55,000
Security Response Services		15,000	15,000
Electronic Signature Solution		213,939	213,939
Executive Coaching Services		7,500	7,500
Reference Source for Economics Research		13,083	13,083
RO Expansion Fit-out Works	38,913		38,913
Emerging Markets Business News and Data Services		26,986	26,986
Family Life Solutions		74,103	74,103
Energy Market Modelling Software	69,443		69,443
Global Market Activity Intelligence Services		23,340	23,340
Global Market Research Database		168,740	168,740
Appian Development Consultant		11,000	11,000
Financial Modelling Training		26,000	26,000
Trading Solution	1,666,942		1,666,942
Financial Reconciliation Software Package		35,000	35,000
First Aid and Field Safety First Aid Training		12,000	12,000
Staff Engagement Survey		500	500
Leadership Councils and Programmes	46,000	500,300	546,300
Email Subscription Service		25,659	25,659
Internet Service Provision - SIP Trunking		25,170	25,170
Press and Broadcast Media Skills Training		4,000	4,000
Document Collaboration Services		31,020	31,020
Super Derivatives Service		2,839,764	2,839,764
Information and Analysis Online Subscription Services	32,978		32,978
Financial Risk Management News Analysis		10,934	10,934
International Emerging Market Fund Data and Analysis		21,663	21,663
Data Integration Software		189,992	189,992
International Health Screening Programme		88,092	88,092

Goods, Works or Services	New	Extension	GBP Value
International Economic and Investment Research Services		1,185,319	1,185,319
Cloud-Based Trading Data Management Solution	8,919	243,027	251,946
Specialised Information Provider		40,275	40,275
Project Management and Resource Tool		78,628	78,628
Job Evaluation Management Tools and Staff Salary Survey Data		31,710	31,710
Global Database of Financial Institutions	77,760		77,760
Language Training Services		100,000	100,000
Legal, Government, Business and High-Tech Information Source Provider		9,600	9,600
Outplacement Services		50,000	50,000
Legal Database Subscription		2,843	2,843
Loan Market Association Membership		8,700	8,700
HQ Project, Tower Hamlets Service Charter	69,750		69,750
Staff Salary Survey		131,100	131,100
Audio-Visual Services		6,209	6,209
Hosting and Learning Management Platform		3,200	3,200
Retirement Investment Advice		589,722	589,722
Financial Markets Research, Analysis and Data Information Services		228,781	228,781
Risk Training Platform		2,375	2,375
Enterprise Software and Services		6,476,091	6,476,091
Cloud Subscription Services	56,240		56,240
Tracking Services		107,553	107,553
Database Management Services		1,597,505	1,597,505
Strategic Analysis of World Events		112,550	112,550
Staff Engagement Survey	12,495	77,847	90,342
Retail Intelligence, Analysis, News and Data Services		15,000	15,000
Lotus Notes Support		32,360	32,360
Specialist Subscription Agency Services		20,000	20,000
Security Training	22,579		22,579
Chairman of the EBRD Alumni Association		44,232	44,232
Travel Agency Services	2,000,000		2,000,000
Risk Intelligence Data for Due Diligence		168,260	168,260
Financial News Services		1,921	1,921
Employee Benefits Portal		25,335	25,335
Test Automation Tool	210,000		210,000
Scorecard Services		44,618	44,618
Business Software Systems Licences and Cloud Services		587,976	587,976
IT Portfolio Project Analyst		55,000	55,000
Software Supply Chain Management Platform	38,163		38,163
Publications Off-site Storage and Retrieval Facility		62,000	62,000
Executive Search Services		108,000	108,000
Building Command Centre Services		113,535	113,535
World News, Business and Financial Information Publication		12,856	12,856
World Business, Finance and Political News Information Service Subscription		1,333	1,333
Competitiveness Research Network Membership		8,995	8,995

Goods, Works or Services	New	Extension	GBP Value
Management Development and Coaching Services		6,122	6,122
Ergonomist Services		90,000	90,000
Online Legal Know-How Service		61,150	61,150
Enterprise Service Bus		358,750	358,750
Trading and Risk Systems EOD Batch Runner		79,200	79,200
Recruitment Advertising Services		17,218	17,218
Russian Legal Database		1,571	1,571
Information Security (IS) Risk Mitigation Support		26,400	26,400
Retirement Plan Administration Services		495,622	495,622
Cloud-Based Mentoring Solutions		30,000	30,000
Upstream and Energy Markets Services		66,420	66,420
Total	4,436,882	21,099,358	25,536,240

Section 2 – Consultancy services in support of Bank projects

Annex D - Consultants' participation in competitive selection by bidders' nationality in 2020

Nationality	Competitive Selection	
	Bids	Contract Awards
Albania	10	2
Algeria	1	0
Argentina	1	0
Armenia	5	1
Australia	7	2
Austria	34	6
Belarus	5	4
Belgium	22	2
Bosnia and Herzegovina	2	0
Bulgaria	10	2
Canada	12	0
Chile	4	0
China	2	0
Croatia	16	2
Cyprus	3	3
Czech Republic	23	1
Denmark	18	7
Egypt	18	2
Estonia	7	0
Finland	2	0
France	41	8
Georgia	5	2
Germany	82	19
Greece	20	3
Hungary	10	1
India	26	1
Iran	6	0
Ireland	4	0
Israel	7	0
Italy	31	5
Jordan	17	0
Kazakhstan	10	4
Korea, Republic of	3	2
Kosovo	2	0
Kyrgyz Republic	1	0
Latvia	2	1
Lebanon	11	0
Lithuania	4	1
Luxembourg	2	0
Malta	1	0
Moldova	5	0
Mongolia	3	1

Nationality	Competitive Selection	
	Bids	Contract Awards
Netherlands	25	5
North Macedonia	2	0
Norway	4	1
Oman	1	0
Pakistan	1	0
Poland	16	1
Portugal	7	1
Qatar	1	0
Regional	1	0
Romania	14	5
Russian Federation	10	2
Serbia	16	1
Singapore	1	0
Slovak Republic	1	0
Slovenia	1	0
South Africa	2	0
Spain	64	7
Sweden	8	0
Switzerland	15	1
Taipei	3	1
Tajikistan	1	0
Tunisia	3	2
Turkey	41	9
Ukraine	23	3
United Arab Emirates	24	2
United Kingdom	166	63
United States of America	31	6
Uzbekistan	9	1
West Bank and Gaza	2	1

**Includes contracts awarded by PODD following competitive selection processes. Contracts awarded pursuant to Direct Selection <75K and Section 4.3 (a), (b) & (c) of the Corporate Procurement Policy extensions and competitively awarded call-off notices under existing framework agreements are excluded.*

Annex E - Consultancy contract awards by consultant nationality (value in € and number) in 2020

Consultant Nationality	Value TC Funded	Number TC Funded	Value Bank Funded	Number Bank Funded	Value Total TC+B (EURO)	% of Total Value	Number Total TC+B
United Kingdom	18,967,679	227	5,161,058	147	24,128,737	21.90	374
Germany	10,001,787	64	953,620	22	10,955,406	9.94	86
Italy	8,353,608	41	223,727	5	8,577,335	7.78	46
Turkey	7,719,113	49	454,152	7	8,173,265	7.42	56
Austria	6,681,762	49	88,619	2	6,770,381	6.14	51
International	4,683,802	15	58,548	1	4,742,350	4.30	16
Ukraine	3,287,885	75	49,696	3	3,337,580	3.03	78
United States of America	2,064,534	30	965,182	18	3,029,716	2.75	48
France	2,646,317	56	291,689	12	2,938,006	2.67	68
Denmark	2,913,875	12	0	0	2,913,875	2.64	12
Serbia	1,849,550	58	141,901	3	1,991,451	1.81	61
Romania	1,713,224	30	276,412	8	1,989,636	1.81	38
Bulgaria	1,502,378	14	108,457	4	1,610,835	1.46	18
Spain	1,380,493	19	147,004	10	1,527,496	1.39	29
Netherlands	1,283,805	44	207,573	4	1,491,377	1.35	48
Kazakhstan	1,237,412	38	152,585	3	1,389,997	1.26	41
Tunisia	1,209,233	57	10020	2	1,219,253	1.11	59
Greece	1,039,094	22	108,000	3	1,147,094	1.04	25
Switzerland	1,082,735	16	39,827	2	1,122,562	1.02	18
Poland	596,130	13	477,943	8	1,074,073	0.97	21
Croatia	1,048,666	22	0	0	1,048,666	0.95	22
Belgium	953,625	20	93,872	5	1,047,497	0.95	25
Egypt	923,319	46	108,945	5	1,032,264	0.94	51
United Arab Emirates	918,844	5	68,769	3	987,613	0.90	8
Cyprus	950,256	11	10,000	1	960,256	0.87	12
Russian Federation	847,542	36	104,459	4	952,001	0.86	40
Georgia	798,596	18	3,640	1	802,236	0.73	19
Albania	787,512	17	0	0	787,512	0.71	17
Armenia	703,386	38	60,800	2	764,186	0.69	40
Bosnia & Herzegovina	713,153	20	0	0	713,153	0.65	20
Latvia	522,952	3	130,060	2	653,012	0.59	5
Mongolia	592,795	6	28,550	1	621,345	0.56	7
Slovak Republic	498,192	16	62,725	2	560,917	0.51	18
India	560,545	3	0	0	560,545	0.51	3
Belarus	467,790	19	36730	2	504,520	0.46	21
Norway	493,793	2	0	0	493,793	0.45	2
North Macedonia	488,386	16	0	0	488,386	0.44	16
Czech Republic	305,552	7	124,050	3	429,602	0.39	10
Korea, Republic of	427,909	6	0	0	427,909	0.39	6
Kyrgyz Republic	385,600	16	35,398	2	420,998	0.38	18
Jordan	394,443	18	7264	1	401,707	0.36	19
Ireland	303,221	24	98,212	5	401,433	0.36	29

Consultant Nationality	Value TC Funded	Number TC Funded	Value Bank Funded	Number Bank Funded	Value Total TC+B (EURO)	% of Total Value	Number Total TC+B
Lithuania	348,000	3	13149.77	2	361,150	0.33	5
Portugal	349,262	11	0	0	349,262	0.32	11
Uzbekistan	279,502	16	15,928	4	295,430	0.27	20
Tajikistan	262,164	11	13974.04	1	276,138	0.25	12
Taipei China	269,430	11	0	0	269,430	0.24	11
Australia	257,976	5	6,026	2	264,002	0.24	7
Kosovo	261,803	10	0	0	261,803	0.24	10
Hungary	239,000	3	15,300	1	254,300	0.23	4
Canada	172,565	6	66511.5	2	239,077	0.22	8
Sweden	191,488	9	36,500	1	227,988	0.21	10
Morocco	197,800	13	14,970	6	212,770	0.19	19
Moldova	199,346	15	10,849	2	210,194	0.19	17
China	161,672	3	40,542	2	202,214	0.18	5
West Bank & Gaza	199,190	5	0	0	199,190	0.18	5
Finland	158,696	14	36,161	2	194,857	0.18	16
Azerbaijan	190,687	14	0	0	190,687	0.17	14
Estonia	171,035	13	0	0	171,035	0.16	13
Luxembourg	142,458	6	0	0	142,458	0.13	6
Montenegro	141,116	7	0	0	141,116	0.13	7
Japan	57,326	2	82,162	2	139,488	0.13	4
Lebanon	133,602	14	0	0	133,602	0.12	14
Turkmenistan	117,059	11	0	0	117,059	0.11	11
New Zealand	0	0	49,965	2	49,965	0.05	2
Singapore	0	0	33,040	1	33,040	0.03	1
Ghana	0	0	25,202	1	25,202	0.02	1
Iceland	16,050	1	0	0	16,050	0.01	1
Israel	8,612	2	0	0	8,612	0.01	2
South Africa	6,000	1	0	0	6,000	0.01	1
Uruguay	0	0	4,164	1	4,164	0.00	1
Slovenia	3,000	1	0	0	3,000	0.00	1
Hong Kong	2,732	1	0	0	2,732	0.00	1
TOTAL	98,838,064	1,506	11,353,929	335	110,191,993	100	1,841

Annex F - Consultancy contract awards by consultant selection method in 2020

Selection Method	Original Contracts / Extensions to Previous Contract	TC Funded Contracts		Bank Funded Contracts		TOTAL (TC and Bank Funded Contracts)			
		Value (€) (A)	Number (B)	Value (€) (C)	Number (D)	Value (€) (A)+(C)	% of Total Value	Number (B)+(D)	% of Total Number
Direct Selection (< EUR 75K)	Original	28,773,980	1,226	4,956,368	177	33,730,348	30.61%	1,403	76.21%
	Extensions*	433,651	24	151,920	12	585,571	0.53%	36	1.96%
Direct Selection (> EUR 75K)	Original	11,813,579	43	101,000	2	11,914,579	10.81%	45	2.44%
	Extensions**	462,600	12	842,738	14	1,305,338	1.18%	26	1.41%
Single Stage Open Competitive Selection	Original	40,093,629	136	1,813,672	75	41,907,301	38.03%	211	11.46%
	Extensions***	1,661,618	26	2,370,812	48	4,032,430	3.66%	74	4.02%
Two stage open competitive selection – complex/special nature (>EUR 75k)	Original	14,984,567	35	976,037	6	15,960,604	14.48%	41	2.23%
	Extensions***	614,440	4	141,381	1	755,821	0.69%	5	0.27%
TOTAL		98,838,064	1,506	11,353,928	335	110,191,992	100%	1,841	100%

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

** Aggregate value of a previous contract and an unforeseen contract extension exceeded € 75K and was justified on the basis of Section 4.3 (a), (b) or (c) of the Bank's Corporate Procurement Policy.

*** Foreseen contract extensions to previous contracts awarded by Single Stage Competitive Selection or Two Stage Open Competitive Selection.