

March 2012

# Engagement of Consultants by the European Bank for Reconstruction and Development in 2011



**European Bank**  
for Reconstruction and Development

# **ENGAGEMENT OF CONSULTANTS BY EBRD**

**2011**

Consultancy Services Unit  
Consultancy and Corporate Procurement Department  
March 2012

## EXECUTIVE SUMMARY

- In 2011, the EBRD and its clients awarded 2,797 consultancy contracts with a total value of €169.49 million. Although there was a small decrease overall in both number and value of consultancy contract awards in comparison to 2010 (0.82% and 3.15% respectively), the value and number of contracts remained at a high level.
- Technical Cooperation (TC) Funds including Special Funds, made available through the EBRD's donor-funded programmes, provided funding for 1,323 contracts totalling €99.04 million, or 47.30% of the total number and 58.43% of the total value of all consultancy contract awards. Included in the TC funded statistics were 387 contracts with a total value of €29.04 million funded from various EU funding programmes, and 323 contracts with a total value of €24.18 million financed from the EBRD Shareholder Special Fund. Approximately one fifth of the contracted TC funds (€20.21 million) carried restrictions on nationality of consultants imposed by the Donors of TC Funds.
- The Bank's budget was used to finance 1,454 contracts with an aggregate value of €55.36 million. This amounts to 51.98% of the total number and 32.66% of the total value of the 2011 contract awards.
- There were 20 contracts for consultancy services with a total value of €15.09 million funded from public sector loan proceeds and awarded by the Bank's clients, compared to €16.04 million for 17 contracts in 2010.
- Competitive selection accounted for 72.71% of the value of all contract awards by the Bank and its clients, a marginal decrease compared to 73.99% in the previous year. Within the remaining 27.29% of the value of contracts awarded through direct selection, the share of the value of contract awards under Section 5.9 of the Bank's Procurement Policies and Rules decreased to 5.92%, from 7.13% in 2010.
- The British consultants were at the top of the consultant nationality list by value of contract awards with €48.27 million for 840 contracts (€44.54 million for 773 contracts in 2010). Italian and Russian consultants were ranked second and third with €16.56 million (166 contracts) and €12.52 million (179 contracts) respectively. Consultancy contract awards to German consultants amounted to €11.83 million for 86 contracts.
- The value of contracts awarded to consultants from the Bank's countries of operations totalled €36.61 million for 858 contracts, a decrease in value of 8.53% compared to 2010 (€40.02 million for 931 contracts). Egyptian, Moroccan and Tunisian consultants were added to the list of consultant nationalities as the Bank started technical cooperation activities in the SEMED region.
- In 2011 there was a significant increase in the use of framework contracts and framework agreements as instruments for retention of consultants for repetitive, similar assignments allowing mobilisation of consultants at a short notice.

## Abbreviations

BAS	Business Advisory Services
CAR	Consultant Assignment Reporting
CCDP	Consultancy and Corporate Procurement Department
CSU	Consultancy Services Unit
EGP	Enterprise Growth Programme
ETC	Early Transition Countries
FI	Financial Institution
FIDIC	International Federation of Consulting Engineers
GEF	Global Environmental Facility
LTT	Legal Transition and Knowledge Management Team
MCCF	Multilateral Carbon Credit Fund
MDB	Multilateral Development Bank
MSE	Micro and Small Enterprises
MSME	Micro, Small and Medium-sized Enterprises
NSD	Nuclear Safety Department
OCCO	Office of the Chief Compliance Officer
OGC	Office of the General Counsel
PCC	Procurement Complaints Committee
PIP	Public Information Policy
PP&R	Procurement Policies and Rules
SBS	Small Business Support Programme
SEMED	The southern and eastern Mediterranean region
SME	Small and Medium Enterprise
SSF	EBRD Shareholder Special Fund
TAM	TurnAround Management Programme
TC	Technical Cooperation
TC Com	Technical Cooperation Review Committee

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## 1. Introduction

The Annual Report on Engagement of Consultants by EBRD (the “Report”) provides an overview and analysis of consultancy contract awards by the European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) and its clients during 2011 financed either from the Bank’s budget, public sector loan proceeds, Technical Cooperation (“TC”) funds including Special and Cooperation Funds, and funds managed by the Nuclear Safety Department (“NSD”).

The Report has been prepared by the Consultancy Services Unit (“CSU”) which operates as part of the Consultancy and Corporate Procurement Department (“CCPD”) and is the central unit in the Bank responsible for compliance with respect to engagement of consultants.

The Report presents consolidated figures of consultancy contract awards by CSU and the Office of the General Counsel (“OGC”) responsible for selection and engagement of outside counsel. It also includes the statistics on consultancy contract awards for the Small Business Support (“SBS”) team<sup>1</sup>. Consultancy contracts funded from public sector loan proceeds contracted by the Bank’s borrowers pursuant to the Bank’s Procurement Policies and Rules (“PP&R”) and under the ultimate oversight of the EBRD’s Procurement Department (“PD”) have also been included<sup>2</sup>.

To the extent possible the Report addresses the Audit Committee’s comments on the 2010 Annual Report on Engagement of Consultants. However due to limitations of the IT systems used by the Bank to maintain the details of consultancy contracts it was not always possible to expand on some issues highlighted by the Audit Committee, in particular nationality of sub-contractors and non-lead firms of contracted consortia.

It is intended that upon consideration and approval by the Executive Committee and the Audit Committee of the Bank and in accordance with the Bank’s Public Information Policy (“PIP”), the Report will be published on the Bank’s website<sup>3</sup>.

## 2. Overall Results of Consultancy Contract Awards



In 2011, the EBRD and its clients awarded 2,797 consultancy contracts with a total value of €169.49 million.

The chart illustrates the values and numbers of consultancy contracts awarded by the EBRD between 2007 and 2011.

In 2011 the value of contract awards slightly decreased (by 3.15% compared to 2010), however remained well above the contracted values reported prior to 2010 which was an exceptional year in terms of the value of contracted TC funds. The number of contract awards remained at a similar level in the past three years.

<sup>1</sup> TAM/BAS team was renamed to the Small Business Support team in January 2012

<sup>2</sup> These contract awards are also reported in the Annual Procurement Review prepared by the Procurement Department

<sup>3</sup> Annual Reports “Engagement of Consultants by EBRD” for previous years are available at <http://www.ebrd.com/pages/workingwithus/procurement/consultancy.shtml>

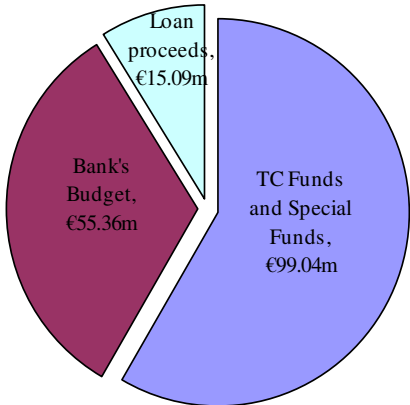
The data includes contract extensions, where contracts have been extended in value with additional scope of work.

### 3. Funding Sources

The funding sources of consultancy contracts included various technical cooperation funds, Special Funds, the Bank’s budget and public sector loan proceeds.

As in previous years, for the purpose of analysis of the funding sources and comparison to previous years, the funding sources are broadly grouped into (a) TC funds, denoting donor funding including Special Funds, such as Shareholder Special Fund, and funds managed by the NSD; (b) the Bank’s budget; and (c) public sector loan proceeds. The data for the Nuclear Safety Department (“NSD”) included in TC funded contract awards is also set out separately in Table 1 of the Annex.

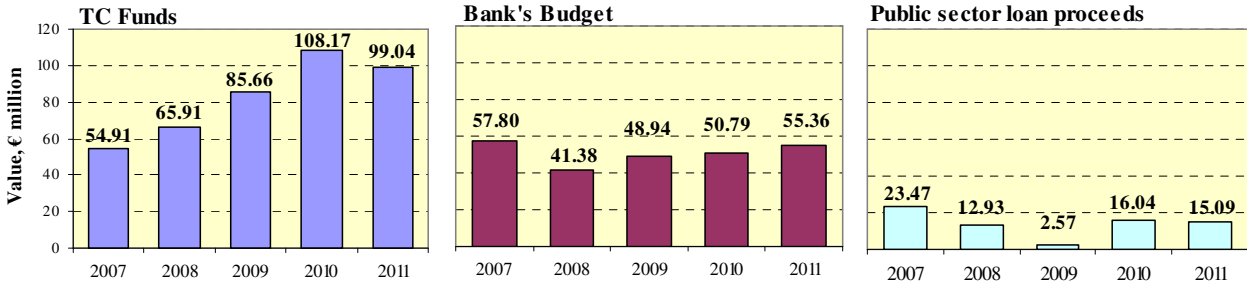
**Value of 2011 Consultancy Contract Awards by Funding Source**



In 2011, TC funding and Special Funds amounted to €99.04 million or 58.43% of the value of all contract awards by the EBRD and its clients. The Bank’s budget amounted to €55.36 million (32.66%), and public sector loan proceeds to €15.09 million or 8.91% of the total value. In 2010, the share of TC funded contracts was 61.81%, the Bank’s budget accounted for 29.02% and loan funds for 8.90% of the value of contracted funds.

Details of the value and number of contract awards for contracts funded by TC funds, the Bank’s budget and public sector loan proceeds for the past five years are presented in Table 2 of the Annex.

The charts below illustrate fluctuations in the value of contracted funds by funding source in the past five years.



### 3.1 Technical Cooperation Funds

In 2011, 1,323 contracts totalling €99.04 million were financed by TC funds made available through the EBRD's donor-funded programmes, including those for the NSD, EGP/BAS programmes and Special Funds. This represents 47.30% of the total number and 58.43% of the total value of all consultancy contract awards by the EBRD in 2011. Compared to 2010, both the value and number of TC funded contracts decreased, by 8.44% and 13.53% respectively (in 2010, the value and number of TC funded contracts amounted to €108.17 million for 1,530 contracts).

For contracts awarded in 2011 TC funding was provided through 84 separate TC contribution agreements, ranging from agreements with single donors for specific projects to programme-wide arrangements involving multiple contributors.

Table 12 of Annex lists number and value of consultancy contracts funded by TC and special donor funds including NSA by respective funding agreement.

In 2011 the European Union (EU), the Bank's largest donor of TC funds, provided funding for 387 contracts with a total value €29.04 million, notably through the SME Finance Facility, Private Sector Support Facilities for Turkey and Western Balkans, the EU Neighbourhood Facility.

Year	Value, € million	Number
2007	14.09	430
2008	10.70	414
2009	15.35	354
2010	25.33	280
2011	29.04	387

The table shows that the value and number of consultancy contracts funded from various EU funding programmes has substantially increased in the past two years. Historically, the level of contracted EU funding was at its highest in 1997 with over €50 million worth of EU funded consultancy contract awards financed primarily from EU-EBRD Tacis and Phare Programmes.

Another significant source of funding for contract awards in 2011 was the Global Environment Facility ("GEF"), channelled through the World Bank. The GEF funds provided financing for 25 contracts worth €5.45 million (there were four GEF funded contracts for €6.43 million in 2010).

The EBRD Shareholder Special Fund ("SSF") which was established in 2008, endowed with the resources of the Bank's net income, financed 323 contracts with a total value €24.18 million or 24.41% of the value of TC funds contracted in 2011. The SSF, which was initially established to complement TC funds provided by other donors using the principle of matching, is now recognised as a complementary facility to the donor funds, and provides funding for projects which do not fit the donors' priorities, covering funding gaps in some sectors and countries for which other TC funds cannot be found. The table below details the value and number of consultancy contract awards financed by the SSF since its establishment in 2008.

Year	Value, € million	% of Total Value of contracted SSF	Number
2008	6.81	8.28%	123
2009	23.72	28.86%	430
2010	27.49	33.44%	483
2011	24.18	29.42%	323
	<b>82.20</b>	<b>100%</b>	<b>1,359</b>

The EBRD's Board of Directors has recently agreed to release up to €50 million from the SSF for use on the Bank's strategic priorities in partnership with donors during 2012.



The Early Transition Countries Fund<sup>4</sup> financed by Canada, Finland, Germany, Ireland, Japan, Korea, Luxembourg, the Netherlands, Norway, Spain, Sweden, Switzerland, Taipei China and the United Kingdom provided funding for 80 contracts with a total value €4.85 million, a decrease compared to 2010, when the number and value of ETC funded contracts amounted to 135 and €8.02 million respectively.

Donor Country	Value, €	Number
Austria	4,496,357	24
Belgium	22,422	2
Canada	31,260	2
Czech Republic	3,462,024	9
Denmark	-	2
Finland	1,644,162	10
France	1,242,436	5
Germany	2,134,703	33
Greece	23,541	5
Ireland	57,000	1
Italy	1,948,398	50
Japan	1,910,635	134
Korea	2,602,091	32
Luxembourg	846,918	34
Netherlands	593,747	21
Norway	473,500	5
Portugal	244,163	6
Slovak Republic	1,101,623	5
Spain	337,284	17
Sweden	2,850,564	17
Switzerland	1,651,700	20
Taiwan	952,210	38
United Kingdom	90,000	1

The table lists countries that were bilateral donors of TC funds contracted in 2011. Among bilateral donors, the highest contracted values, provided through one or more TC contribution agreements, were by Austria, Sweden, Czech Republic, Korea, Germany, Italy, Japan, Switzerland, Finland, France, and Slovak Republic.

The highest value individual consultancy contracts funded by bilateral donors were financed by Korea (*Assignment: Kazakhstan National Green Growth Plan, Consultant: Global Green Growth Institute, Korea Contract Value: €1,500,000, Funding Source: Korean Assistance and Cooperation Fund*); and Switzerland (*Assignment: Kyrgyz Republic: Osh And Jalalabad Water Rehabilitation - PIU Support Including Engineering, Design And Contracts Supervision, Consultant: Ernst Basler Partner Ltd, Switzerland, Contract Value: €1,497,150, Funding Source: Swiss TC Fund - Osh and Jalalabad Projects*).

TC funds were used to finance consultants carrying out services on behalf of the Bank or its clients in support of the Bank's overall mandate of promoting transition towards open market-oriented economies including implementation of the Bank's key programmes, facilities and initiatives such as sustainable energy, climate finance, environmental infrastructure, support for small businesses, local currency and capital market development.

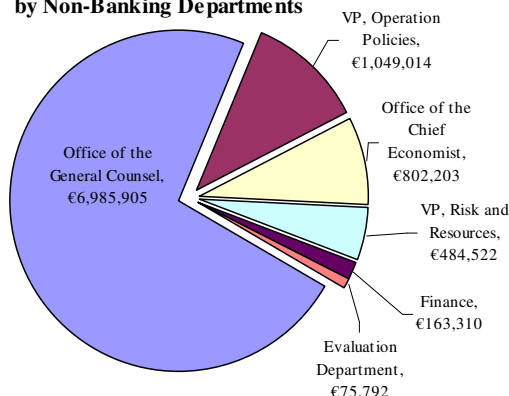
TC funds were also used to finance various preparation and implementation assistance in relation to specific operations, including capacity building initiatives for the Bank's clients.

In 2011, 90.35% of the value of contracted TC funds (€89.48 million for 1,252 contracts) was either for project preparation or implementation, or in relation to the Bank's key programmes carried out by the Banking department. Table 10 of Annex details value and number of 2011 TC funded consultancy contract awards by respective Banking teams.

The remaining €9.56 million for 71 contracts, or 9.65% of the value of contracted TC funds, were for contract awards by the EBRD's non-banking departments, to finance projects directly relevant to the transition process (see Table 10 of the Annex).

<sup>4</sup> ETC countries: Armenia, Azerbaijan, Belarus, Georgia, Kyrgyz Republic, Moldova, Mongolia, Tajikistan, Turkmenistan and Uzbekistan

**2011 TC Funded Consultancy Contracts  
by Non-Banking Departments**



TC funds were used by the OGC’s Legal Transition and Knowledge Management Team (“LTT”) aimed at furthering policy dialogue and quality and effectiveness of the laws most directly relevant to the transition process<sup>5</sup>. 2011 TC funded contract awards by the LLT included the Diagnostics and Update of Laws - EBRD-UNCITRAL Initiative on Public Procurement in CIS and Mongolia (*Consultant: Crown Agents, UK, Contract Value: €1,600,000, Funding Source: SSF, Communications Policy & Regulatory Development in Georgia (Consultant: J. Kanervisto Consulting, Finland, Contract Value: €494,075, Funding Source:*

Ministry of Foreign Affairs Finland - EBRD TC Fund), Extractive Industries Transparency Initiative Implementation Support in Mongolia (*Consultant: Adam Smith International, UK, Contract Value: €425,850, Funding Source: ETC Fund*), Public Procurement Policy Development and Regulatory Capacity Building in Ukraine (*Consultant: Wolf Theiss Rechtsanwälte GmbH, Austria, Contract Value: €372,360, Funding Source: SSF*), Commercial Courts Restructure and Retraining Programme in Moldova (*Consultant: Wolf Theiss, Czech Republic, Contract Value: €345,000, Funding Source: Czech Republic ODA TC fund*), and others.

The Environmental and Sustainability Department which is part of the Operation Policies Vice Presidency used TC funds for consultancy services related to ecological, environmental, and health and safety assessments and initiatives.

Some studies carried out by the Office of the Chief Economist (“OCE”) were TC funded, such as the Business Environment and Enterprise Performance Survey V in Russia (*Consultant: Centre for Economic & Financial Research, Russia, Contract Value: €485,140, Funding Source: SSF*).

The number and value of the 2011 contract awards for the NSD funds and included within the TC funded contract statistics for the VP, Operational Policies, amounted to 12 contracts and €0.48 million, an increase from 2010 (four NSD contracts for €0.28 million). In 2009 there were 12 NSD contracts totalling €0.90.

The three contracts under Finance Vice Presidency were for the Treasury Department, namely for the assistance to reform TRLIBOR, Turkish money-market index (*Consultant: Minima Danismanlik Hizmetleri Ltd. Sti., Turkey, Contract Value: €135,000, Funding Source: SSF*), and delivery of the treasury risk management workshops in Georgia & Croatia (*Consultant: Moody’s Analytics UK Ltd, Contract Values: €14,750 & €13,550 respectively, Funding Source: SSF*).

A comprehensive review of the donors’ TC funding is prepared by Official Co-financing Unit (“OCU”) and published in the Bank’ Annual TC Donor Report<sup>6</sup>.

<sup>5</sup> These TC projects are contracted by CSU

<sup>6</sup> See: <http://www.ebrd.com/downloads/research/donor/dr11e.pdf>

### **3.2 Bank's Budget**

In 2011, the number and value of consultancy contract awards financed from the Bank's budget amounted to 1,454 contracts for €55.36 million (51.98% of the total number and 32.66% of the total value of contract awards). Compared to the previous year, both number and value of Bank funded contract awards increased by 14.22% and 9.00% respectively (in 2010 there were 1,273 contracts for €50.79 million financed from the Bank's budget).

The Bank's budget was used at pre- and post-signing phases of a project (transaction) cycle in order to finance project preparation, such as various due diligence assignments, e.g. legal, financial, technical, environmental, as well as project monitoring, such as lender supervisors and board nominee assignments on investee companies. The Bank's budget is also used to engage consultants for various non-Banking departments required to enable these departments to discharge their functions for the necessary operations of the Bank, e.g. the Evaluation Department, Office of the Chief Economist, Office of the Chief Compliance Officer and others (see Table 10 of Annex).

All contract awards for retention of outside counsel contracted by OGC (571 contracts with aggregate value €17.91 million) in response to the needs of the Banking Department, Administration, Human Resources and Treasury were funded from the Bank's budget.

### **3.3 Loan Proceeds in Public Sector Operations**

In 2011, there were 20 consultancy contracts with an aggregate value of €15.09 million funded by loan proceeds of public sector operations and awarded by the Bank's borrowers directly. These operations were 100% financed by the Bank. In 2010, there were 17 consultancy contracts totalling €16.04 million funded by loan proceeds in public sector operations with the Bank's financing amounting to 94.72%.

CSU is not involved in the selection of consultant services to be financed with the proceeds of Bank loans. Such selection is carried out by borrowers subject to the Bank's PP&R and under the ultimate oversight of the PD.

The number and value of public sector loan funded consultancy, although small, is dependent on the type of projects being financed by the Bank's loans in public sector operations.

In 2011, in addition to the loan funded consultancy contracts above, the PD reported 10 contracts for consultant services with a total value of €47.21 million funded with EU Cohesion Funds that are structural funds and part of the Community budget available to EU Member states whose GNI (Gross National Income) is lower than 90% of the EU average. These contracts and projects are co-financed by the Bank and allow for procurement in accordance with national law (aligned to the EU Procurement Directive) on exceptional basis<sup>7</sup>. The Commission is involved in programme monitoring, commits and pays out approved expenditure and verifies the control systems. As the Bank's involvement in these contracts for consultancy services is limited to monitoring they are not included in the overall count of the consultancy contract awards by EBRD and its borrowers presented in this Report.

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<sup>7</sup> Section 2.4 of the Bank's Procurement Policies and Rules

#### 4. Consultant Selection Methods

Consultant selection is carried out by the EBRD in accordance with the Bank's Procurement Policies and Rules ("PP&R")<sup>8</sup>.

The PP&R stipulate<sup>9</sup> that for consultancy contracts estimated to cost less than €75,000 with individuals or firms, a qualified consultant may be selected directly, without the requirement to prepare a short list. This consultant selection method is referred to as "**direct selection**".

For contracts estimated to cost €75,000 or more with individuals, selection is made on the basis of an evaluation of short-listed, qualified candidates and the rationale for the choice is recorded. For contracts with firms that are estimated to cost €75,000 or more and less than €300,000, a short list of qualified firms is prepared. The selection is based on an evaluation of the short-listed firms' proven experience and current expertise related to the assignment, without a requirement that the firms submit specific proposals for carrying out the assignment. This consultant selection method is referred to as "**selection from shortlist**".

Major contracts with firms estimated to cost €300,000 or more normally follow a competitive procedure based on invited proposals from a short list of three to six qualified firms. This selection method is based on formal "**evaluation of proposals**".

Section 5.9 of the Bank's PP&R also stipulate that whereas competition through a short list is preferred, in some circumstances it may be necessary or advantageous to engage or continue with a specific consultant, where:

- (a) the consultant has unique expertise or experience; or
- (b) the consultant has been or is involved in the early phases of the project such as feasibility or design and it has been determined that continuity is necessary and no advantage would be gained from following competitive procedures; or
- (c) additional services not included in the original contract have, through unforeseen circumstances, become necessary for the performance of the contracted services, on condition that those additional services cannot be technically or economically separated from the original contract without major inconvenience to the contracting authorities or when such services, although separable from the performance of the original contract, are strictly necessary for its completion.

In such cases the consultant in question may be invited to submit a proposal and a contract negotiated directly.

Table 3 of the Annex details the numbers and values of consultancy contracts and extensions by consultant selection method (direct selection, direct selection under Section 5.9 (a), (b) and (c) of the PP&R, selection from shortlist and evaluation of proposals) for TC funded contracts, Bank funded contracts and contracts funded by loan proceeds of public sector operations awarded in 2011.

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<sup>8</sup> The revised version of the Bank's PP&R was approved by the Board of Directors on 6 May 2009

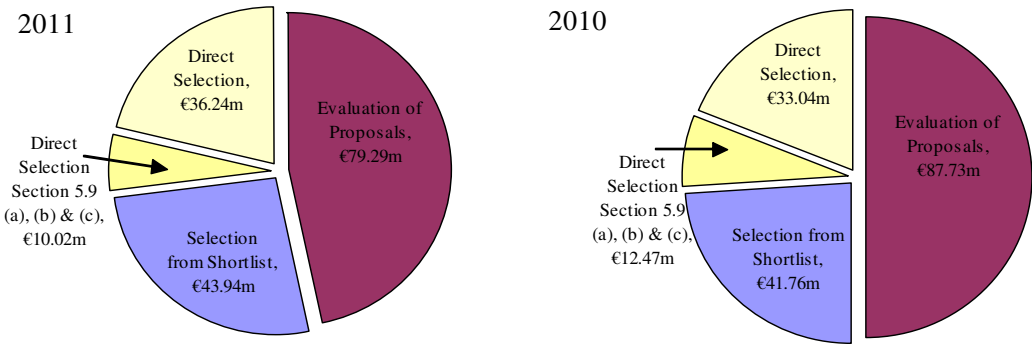
<sup>9</sup> See Section 5.3 of the Bank's PP&R available at

<http://www.ebrd.com/pages/research/publications/policies/procurement.shtml>

In 2011, the number and value of contracts awarded following a competitive consultant selection process (either evaluation of proposals or selection from shortlist) amounted to 680 contracts for €123.23 million, or 24.31% of the number and 72.70% of the value of all contract awards.

Further 2,117 contracts with an aggregate value €46.26 million were awarded through direct selection, including 154 contracts for €10.02 million under Section 5.9 of the Bank’s PP&R. Contracts awarded through direct selection amounted to 75.69% of the total number and 27.29% of the total value of the 2011 contract awards.

The overall picture is similar to the previous year as shown in the charts below.



**Value of Consultancy Contract Awards by Consultant Selection Method**

The table below provides a detailed breakdown of the values and numbers of contract awards by selection method for the past three years. In comparison to 2009 and 2010, there was a decrease in the share of value of contracts awarded under Section 5.9 (a), (b) & (c) of the Bank’s PP&R and an increase in the value and share of value of contracts awarded following a selection from shortlist procedure.

	2011			2010			2009		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	36,239,958	21.38%	1,963	33,039,306	18.88%	1,884	34,080,262	24.85%	1,983
Direct Selection under Section 5.9	10,022,704	5.91%	154	12,471,838	7.13%	219	11,400,337	8.31%	208
Selection from Shortlist	43,936,086	25.93%	544	41,758,735	23.86%	545	29,058,307	21.18%	475
Evaluation of Proposals	79,291,812	46.78%	136	87,729,637	50.13%	172	62,629,959	45.66%	155
	<b>169,490,560</b>	<b>100%</b>	<b>2,797</b>	<b>174,999,516</b>	<b>100%</b>	<b>2,820</b>	<b>137,168,865</b>	<b>100%</b>	<b>2,821</b>

The two tables over leaf show the share of value of the 2011 and 2010 contract awards by selection method for TC and Bank funded contracts. 20 contracts for consultancy services with a total value of €15,089,286 funded from public sector loan proceeds were awarded following either direct selection or evaluation of proposals processes (see Table 3 of the Annex for details).

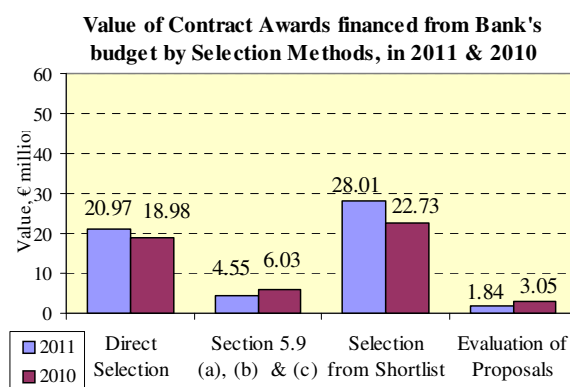
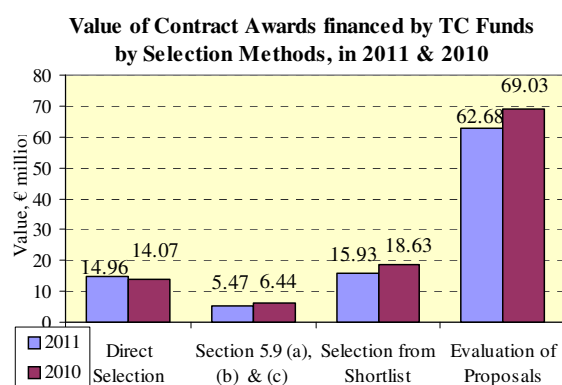
## TC Funded Contract Awards by Consultant Selection Method

	2011			2010		
	Value, €	% of Total Value	Number	Value, €	% of Total Value	Number
Direct Selection	14,957,880	15.10%	999	14,067,122	13.01%	1,097
Direct Selection under Section 5.9	5,471,598	5.52%	67	6,440,271	5.95%	121
Selection from Shortlist	15,931,013	16.08%	153	18,634,657	17.23%	185
Evaluation of Proposals	62,678,172	63.30%	104	69,027,319	63.81%	127
	<b>99,038,663</b>	<b>100%</b>	<b>1,323</b>	<b>108,169,369</b>	<b>100%</b>	<b>1,530</b>

## Bank Funded Contract Awards by Consultant Selection Method

	2011			2010		
	Value, €	% of Total Value	Number	Value, €	% of Total Value	Number
Direct Selection	20,965,739	37.87%	959	18,972,184	37.35%	787
Direct Selection under Section 5.9	4,551,106	8.22%	87	6,031,567	11.88%	98
Selection from Shortlist	28,005,074	50.59%	391	22,732,558	44.76%	357
Evaluation of Proposals	1,840,693	3.32%	17	3,052,489	6.01%	31
	<b>55,362,612</b>	<b>100%</b>	<b>1,454</b>	<b>50,788,798</b>	<b>100%</b>	<b>1,273</b>

The distribution of value comparing 2011 and 2010 contract awards by consultant selection method for contracts funded by TC funds and the Bank's budget (excluding loan proceeds) is also presented in the charts below.



The increase in the value of consultancy contracts funded from the Bank's budget and awarded following selection from shortlist was due to a large number of extensions<sup>10</sup>. In 2011, there were 201 such extensions totalling €14.40 million compared to 161 for €9.81 million in 2010. A significant number of high value extensions were for various IT projects, such as Trading and Risk Systems Project Manager - Summit Upgrade, Risk Systems Integration Specialist, GEF Project Support Consultant, various SAP specialists and others.

### 4.1 Analysis of Contract Awards Based on Tied/Untied TC Funds

The Bank's Procurement Policies and Rules require open international competition in selecting consultants. For consultancy contracts financed with Technical Cooperation Funds, the Bank's policies are followed to the extent that they do not conflict with agreements reached with the donors for the use of such funds.

<sup>10</sup> Foreseen contract extensions to previous contracts awarded following Selection from shortlist

TC funds that carry no nationality eligibility restrictions on consultant participation are referred to as “**untied**” funds.

TC contribution agreements carrying only broad nationality restrictions or those with restrictions applied to a portion of the funds provided (thus including both tied and untied elements) are referred to as “**semi-untied**” funds.

“**Tied**” funding has eligibility requirements, restricting its use to financing consultants of the donor’s nationality. Tied funding normally allows for local consultants (i.e. consultants from the country of operation where the project takes place, or from any of the Bank’s country of operations) to participate in the assignments by allocating a proportion of the funds, either in consortium with a firm of the nationality of the donor or on a stand-alone basis. The proportion varies between 10% and 50%.<sup>11</sup>

The analysis in this section presents a breakdown of TC funded consultancy contract awards in 2011 by their status based on the respective funding agreement, i.e. “untied”, “semi-untied” and “tied”.

In 2011, there were 1,323 contract awards with a total value of €99.04 million financed by TC funds. The table below presents a breakdown of the TC funded contracts for tied, untied and semi-untied TC funding, in comparison to 2010 and 2009.

	2011			2010			2009		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Untied	78,822,588	79.59	1,100	91,506,505	84.60%	1,265	67,952,016	79.32%	1,123
Semi-Untied	2,892,304	2.92	53	4,103,541	3.79%	38	2,850,853	3.33%	241
Tied	17,323,771	17.49	170	12,559,323	11.61%	227	14,860,399	17.35%	223
	<b>99,038,663</b>	<b>100%</b>	<b>1,323</b>	<b>108,169,369</b>	<b>100%</b>	<b>1,530</b>	<b>85,663,268</b>	<b>100%</b>	<b>1,587</b>

The value of “**untied**” funding, provided through 53 different contribution agreements, amounted to €78.82 million or 79.59% of all contracted TC funds. Among bilateral donors that provided untied funding were Austria, Canada, Denmark, Germany, Japan, Korea, Netherlands, Norway, Sweden, Switzerland and others. All multi-donor funds including Clean Technology Fund, ETC Fund, SSF, Russia Small Business Fund, Southern and Eastern Mediterranean Trust Fund, Western Balkans Fund, EBRD Water Fund, Kozoloduy International Decommissioning Support Fund and others, provided financing on an untied basis. All EU funds were untied.

“**Semi-untied**” funds i.e. those combining “tied” and “untied” components where nationality restrictions applied to a portion of the funds provided funding of €2.89 million for 53 contracts (2.92% of the total value of contracted TC funds).

It should be noted that in the previous reports on the Annual Engagement of Consultants by EBRD “semi-untied” funds also included those with broad nationality eligibility requirements such as some of the EU funds that were open to consultants from the EU and recipient countries, or the Northern Dimension Environmental Partnership Support Fund (“NDEP”). The EU has since untied all their funding and there were no contract awards financed from other funds with broad nationality eligibility restrictions in 2011.

<sup>11</sup> This classification of TC Donor funding agreements is provided by the Official Co-financing Unit

The list of “semi-untied” TC funds and the respective value and number of contract awards in 2011 are provided in the table below:

<b>“Semi-untied” funding:</b>	<b>TC Fund Name</b>	<b>Value, €</b>	<b>No</b>
Japan	Japan-SEI TC Fund	220,730	6
Spain	Spanish SEI Fund II ODA Fund	222,214	8
Switzerland	Swiss TC Fund for Osh and Jalalabad Projects	1,497,150	1
Taiwan	Taiwan Business - EBRD TC Fund	952,210	38
		<b>2,892,304</b>	<b>53</b>

In 2011, all of 53 consultancy contracts funded from the “semi-untied” funds listed above were awarded using their tied components, i.e. either to consultants of the respective donor nationality or nationals of the EBRD’s countries of operations as per the donor eligibility requirements. For contracts awarded through competitive selection specific consultant nationalities were targeted. For example, in case of the consultancy assignment funded from the Swiss TC Fund for Osh and Jalalabad Projects (see page 4 for details), the consultant selection process was open only to firms registered in Switzerland providing experts of Swiss nationality, with up to 50% of the value of the contract permitted to be utilised on subcontractors or consortium partners from the Bank’s countries of operations.

In 2011, “**tied**” funding financed 170 consultancy contracts with an aggregate value of €17.32 million or 17.49% of the total value of contracted TC funds. 16 donors through 27 different contribution agreements provided TC funding on a tied basis.

Jointly, “**tied**” and “**semi-untied**” with applicable nationality eligibility restrictions accounted for 20.41% of the total value of TC funded contracts awarded in 2011.

The distribution of “**tied**” TC funds contracted in 2011 by the donor country and TC funding agreement is presented in the below table.

<b>“Tied” funding:</b>	<b>TC Fund Name</b>	<b>Value, €</b>	<b>No</b>
	Austrian Fund for Municipal Infrastructure	2,880,421	7
Austria	Austrian Technical Assistance Co-operation Fund	815,215	7
	Austria-EBRD Ukraine Energy Efficiency Programme	440,000	3
Belgium	Walloon Technical Cooperation Fund	22,422	2
Czech Republic	Czech Republic ODA TC fund	3,462,024	9
	Ministry of Foreign Affairs Finland - EBRD TC Fund	993,747	3
Finland	Finnish Ministry of Employment and the Economy TC Fund	644,695	5
	Finnish Technical Cooperation Fund	5,720	2
	France Technical Cooperation -Treasury	1,174,700	4
France	France Technical Cooperation - Foreign Affairs	67,736	1
Germany	Germany II Technical Cooperation Fund	1,668,355	7
Greece	Hellenic Technical Cooperation	23,541	5
Ireland	Ireland-European Bank Cooperation	57,000	1
	Italian Technical Co-operation	706,258	23
	Central European Initiative - Ministry of Foreign Affairs	494,915	3
Italy	EBRD-ICF-PSD in Western Balkans	426,900	2
	Central European Initiative	216,545	21
	EBRD Italian TC Fund Albanian Water Resources Study	103,780	1
	Luxembourg - ODA Technical Co-operation Fund	743,559	26
Luxembourg	Luxembourg - European Bank Technical Co-operation	103,359	8
Netherlands	Netherlands Technical Assistance Co-operation	355,815	3
Portugal	Portuguese Technical Cooperation Fund 2008	244,163	6
Slovak Republic	EBRD - Slovak Republic TC Fund	1,101,623	5
Spain	EBRD-ICEX Technical Co-operation	115,070	9



Sweden	Sweden (SIDA) - EBRD Technical Cooperation Fund - Phase II	408,722	2
Switzerland	Switzerland-EBRD FYR Macedonia MEAP Grant Fund	25,000	1
	Swiss Technical Co-operation	22,486	4
		<b>17,323,771</b>	<b>170</b>

## 4.2 Targeted Selection

For competitively awarded assignments funded by TC funds where the donors of TC funds confirm their decision to provide funding prior to the commencement of the consultant selection process, the Bank ensures economy, efficiency, transparency and donor visibility by stating the source of TC funding and applicable requirements in the procurement notice inviting expressions of interest.

**Unrestricted open** consultant selection process refers to assignments that open to consultants of all nationalities without restrictions in participation.

For “tied” TC funds, in order to ensure participation of consultants from the countries that are donors of TC funds and the recipient countries, the consultant selection process is targeted at consultants from these countries as specified under the relevant contribution agreement with the donors of TC funds. This is reflected in consultant procurement notices under the “Eligibility Requirements” section. The competitive selection process which is open only to consultants from the donor country is referred to as “**targeted**” selection.

There were 193 TC funded contracts with a total value of €62.68 million (excluding extensions) awarded in 2011 following a new competitive consultant selection process. This number includes 14 call-off notices totalling €2.26 million which were awarded following competition among consultants contracted under framework agreements. The breakdown of the remaining 179 contracts into open / targeted consultant selection is presented below:

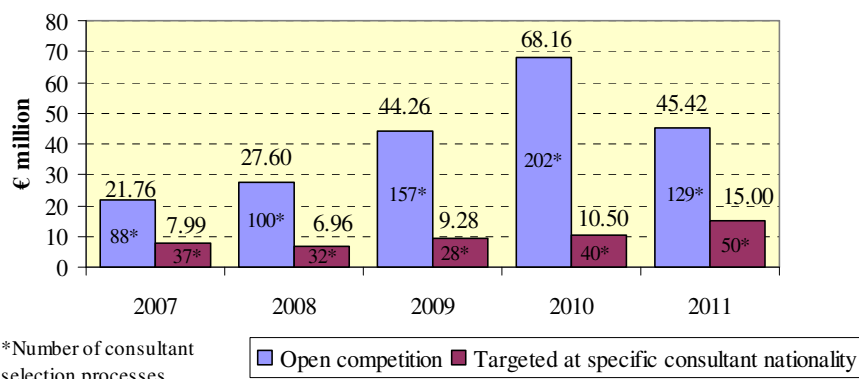
	Open competition		Targeted competition		Total	
	Value, €	Number	Value, €	Number	Value, €	Number
Evaluation of Proposals	37,217,524	54	9,219,474	21	46,436,998	75
Selection from Shortlist	8,199,997	75	5,785,653	29	13,985,650	104
<b>Total</b>	<b>45,417,521</b>	<b>129</b>	<b>15,005,127</b>	<b>50</b>	<b>60,422,648</b>	<b>179</b>

129 contracts totalling €45.42 million were awarded following **unrestricted or open** consultant selection process. This number included 23 framework agreements with potential value of €9.50 million (value of framework agreements is recorded as zero and financial commitments are made at the call-off notice award level).

The remaining 50 contracts for an aggregate amount of €15.00 million were awarded as the result of consultant selection processes **targeted** specifically at consultants from the countries specified in contribution agreements with the donors of TC funds, including six framework agreements under three framework facilities with potential value of €1.08 million.

Therefore approximately one in four new consultant selection processes that resulted in a contract award in 2011 was targeted at consultants of one of the following nationalities: Austrian, Czech, Finnish, French, German, Italian, Japanese, Dutch, Portuguese, Slovak, Spanish, Swedish, Swiss, or Taiwanese.

### Competitively Awarded TC Funded Consultancy Contracts by "Open" / "Targeted" approach to consultant selection



The chart shows a split of new consultancy contract awards financed with TC funds, excluding extensions classified into open / targeted consultant selection processes as described above for the past five years.

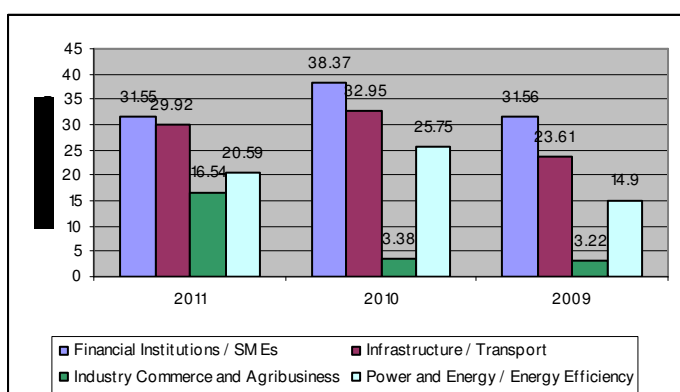
The contract values shown in the chart exclude potential value of framework agreements.

## 5. Consultants Engaged for Operations and Institutional Needs

### 5.1 Consultancy Contracts in relation to the EBRD's Operations

Contracts included in this section are either in relation to specific loan / investment operations, from project preparation by the Bank to project implementation loan/transaction assistance to the Bank's clients, or for assistance with implementation of the Bank's key programmes, facilities and initiatives promoting transition in the Bank's countries of operations, such as sustainable energy investment and climate change.

In 2011, out of all consultancy contract awards by the EBRD and its borrowers, 84.77% of the total number (2,371) and 87.80% of the total value (€148.82 million) were for the Bank's operational needs, i.e. consultancy contracts in relation either to specific operations, including project preparation and project implementation loan/transaction assistance to the Bank's clients, or for assistance with implementation of the Bank's key programmes, facilities and initiatives promoting transition in the Bank's countries of operations, such as sustainable energy investment and climate change. These figures included 1,307 contracts for €97.59 million financed by TC funds, 20 contracts for €15.09 million funded by loan proceeds in public sector operations, and 1,044 contracts for €22.97 million funded from the Bank's budget including retention of outside counsel by OGC (522 contracts totalling €17.13 million by OGC were for the needs of the Banking Department).



In terms of **sector distribution**, consultancy contract awards to support in the financial institutions / bank lending / SME sector had the highest share of the value but the actual values decreased compared to the previous two years. The value of consultancy contracts to support projects in the municipal infrastructure and power and energy sectors also decreased compared to

2010, whereas the value of contracts in the agribusiness sector has gone up.

Among the Bank's 29 countries of operations, the largest value of contract awards for operational needs were in Russian Federation with €28.99 million worth of contracts (an increase compared to €17.34 million worth of contracts in 2010), followed by projects in Ukraine (€16.62 million compared to €8.86 million in 2010), and Turkey (€10.80 million). Consultancy contracts supporting the Bank's activities in the SEMED region amounted to €0.91 million, including, among others, Market Demand Study of Sustainable Energy Investment potential in Morocco (*Consultant: Mattig Management Partners, Austria, Contract Value: €277,890, Funding Source: Neighbourhood Investment Facility - EC SEMED Project Preparation Framework*).

## **5.2 Consultants Engaged for the Bank's Institutional Needs**

In 2011, 426 contracts totalling €20.67 million were for consultancy assignment related to the Bank's institutional needs (15.23% of the total numbers and 12.21% of the total value of contract awards). In 2010 CSU reported 414 contracts with a total value of €22.89 million for the Bank's institutional needs, and in 2009, there were 337 such contracts totalling €20.51 million.

Contracts for the Bank's institutional needs included, among others, contracts for EBRD retirement scheme investment consultancy services, IT development, staff training and coaching, executive searches for Human Resources, assistance with the Bank's publications, advice in relation to the Bank's new resident offices in Morocco, Egypt and Tunisia, etc. Economic studies by the Office of the Chief Economist Office, such as the Implementation of the Business Environment and Enterprise Performance Survey V in Russia, have been included in the contract count for the Bank's institutional needs. Within contracts for the Bank's institutional needs are those awarded to internal consultants either for provision of specialised expertise or to supplement human resources requirements.

The value of contract awards to consultants retained for the Bank's IT systems development, upgrade and maintenance amounted to €11.32 million for 133 contracts, compared to €10.37 million for 134 contracts in 2010 and €13.75 million for 117 contracts in 2009.

Contracts for the needs of the following departments were classified as for the Bank's institutional needs - the Office of the Chief Economist, the Office of the Chief Compliance Officer, the Evaluation Department. A summary of consultancy contract awards for all non-Banking departments are presented in Table 10 of the Annex.

Out of 426, 410 contracts with an aggregate value of €19.22 million were funded from the Bank's budget. The remaining 16 contracts for €1.45 million were financed from TC funds, out of which 13 contracts were financed from the EBRD Shareholder Special Fund (such as the Implementation of the Business Environment and Enterprise Performance Survey V in Russia, and the European Infrascopes Index 2012 Country Readiness and Capacity Index for Public Private Partnerships Study) and the remaining three TC funded contract were financed by Luxembourg (the Evaluation of EBRD's Legal Transition Programme implemented during 2001-2010) and Japan (two Research Assistant for the Diversification of the Russian Economy Study).

Out of 426 contracts with a total value of €20.67 million, 250 contracts for €16.54 million, or 58.68% of all contracts for the Bank's institutional needs, were awarded to the British consultants. Among other consultant nationalities engaged for the Bank's institutional needs were American (19 contracts for €0.79 million), Russian (eight contracts for €0.74 million), and Australian consultants (eight contracts for €0.60 million). Overall, the Bank awarded

contracts for its institutional needs to 34 consultant nationalities, including Albanian, Argentinean, Bosnian, Bulgarian, Egyptian, Macedonian and Tunisian consultants.

### ***Internal Consultants***

Internal consultants are defined as those required to perform services at the Bank's Headquarters or its Resident Offices, under the guidance and supervision of Bank staff, and for no less than six consecutive calendar months or 60 consecutive working days.

Proposed engagement of internal consultants is jointly reviewed by CSU and Human Resources in order to ensure that there are no other options of engagement (including contracts of employment) and costs (including "least cost" option, taking into account the administrative support costs to the Bank) preferable to the Bank. If the period of the services is expected to exceed 12 months, internal approvals from the Executive Committee member of the department requesting the engagement and the Vice President of Operational Policies are also required.

In 2011, among 166 contracts totalling €13.20 million to internal consultants there were 153 contract for individual services, and 13 contracts awarded to five firms for provision of services based at the Bank's Headquarters, such as Willis Ltd that were contracted under a framework agreement for provision of advice in relation to insurance advisory services.

The 153 contracts for €12.48 million for individual services were awarded 108 individual consultants and included 112 contract extensions. The table overleaf presents a breakdown of consultancy contract awards to internal consultants (individuals only) by respective team in the Bank. Out of 153, 110 contracts and extensions totalling €9.35 million were to British consultants. Among other internal consultants nationalities were Australian, Indian and American consultants.

EBRD Team	Number	Value, €
Information Technology	119	10,881,000
Manufacturing & Services	2	330,568
Information & Communications Technology	3	294,183
Office of the General Counsel	2	198,623
Small Business Support Programme	1	178,000
Transport Team	2	123,915
Communications	8	106,260
Nuclear Safety	2	90,150
Office of the Chief Economist	6	73,976
Resident Offices Support Division	1	61,298
Risk Management Front Office	1	49,813
TEECCA Front Office	1	43,310
Consultancy Services Unit	1	35,610
Financial Institutions	1	8,536
Office of the Secretary General	2	6,767
Central & South Eastern Front Office	1	2,400

The Internal Audit's recommendation for additional reference checks to be carried out on internal consultants to minimise risks to the Bank has been addressed. Systems have been put in place in order to ensure that all internal consultants requiring access to the Bank's IT systems have now their references checked.

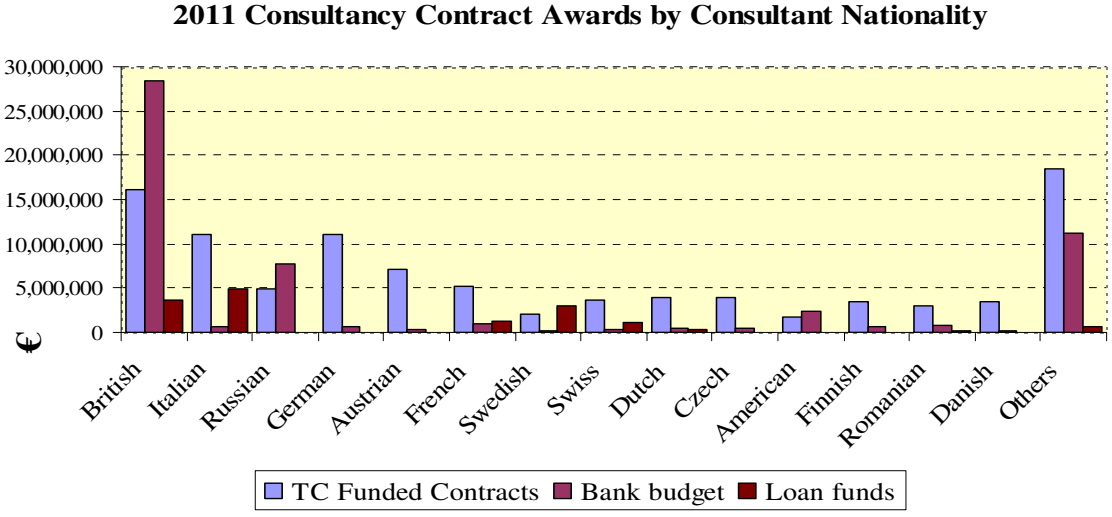
## 6. Nationality of Consultants

### 6.1 Overall Results

The list of consultant nationalities engaged by the Bank expanded from 67 in 2010 to 69 in 2011 and included consultants from the SEMED region.

Table 7 details the ranking of consultant nationalities<sup>12</sup> engaged by the Bank in 2011 by value of contract awards, for TC funded, Bank budget and loan funded contracts. Table 8 of the Annex provides details of contracts for 69 consultant nationalities awarded through direct selection vs. competitive selection, for TC funds and Bank’s budget.

The table below highlights the share of the value of consultancy contracts funded from the Bank’s Budget awarded to British consultants. As described in Section 5 British consultants were engaged for the Bank’s institutional needs and as internal consultants due to their proximity to the Bank’s Headquarters.



**British consultants** had the highest value of contract awards with €48.27 million for 840 contracts. In 2010, contract awards to British consultants amounted to €44.54 million for 773 contracts. In 2011 the British consultants’ share of the contracted value amounted to 28.48%, which is higher than 25.45% in 2010. Out of €48.27 million of contracts awarded to British consultants, more than half were funded from the Bank’s budget (€28.43 million). Among the 840 contracts, 560 for €13.64 million (or 28.26% of the value of contract awards to British consultants) were awarded by direct selection. The remaining 280 contracts with a total value of €34.63 million (including contract extensions and competitively awarded call-off notices under existing framework agreements) were awarded through competitive selection. British consultants’ expertise ranged from information technology, financial, accounting, legal, engineering, environmental, procurement, integrity, marketing across all sectors including financial institutions, SME, energy efficiency, power and energy, transport and manufacturing.

<sup>12</sup> Only nationality of the lead firm is recorded

**Italian consultants** were ranked second with €16.56 million (a 9.77% share) for 166 contracts. 22 contracts for a total of €14.23 million or 85.92% of the value of consultancy contract awards to the Italian consultants were awarded following a competitive selection process. Approximately two thirds (66.6%) of €16.56 million were TC funds, 29.74% were public sector loan proceeds, and only 3.67% were Bank budget. A significant portion of the TC funded contract awards were in the sustainable energy investment sector, including the highest value contract award for the EBRD/UNIDO Energy Management System and Systems Optimization Capacity Building for Large Industry in Russian Federation (*Consultant: MWH S.p.A., Italy, Contract Value: €2,595,000, Funding Source: The Global Environmental Facility II Fund*). The other areas of expertise were in a wide range of sectors, including power and energy, transport, municipal infrastructure, SME, manufacturing, telecommunications, legal reforms etc.

Included in the statistics on contract awards to the Italian consultants were four contracts with a total value €4.93 million funded from public sector loan proceeds awarded by the Bank's clients following competitive selection as follows:

- *Assignment: Serbia: EPS Metering Consultants Services*  
*Consultant: CESI S.p.A., Italy*  
*Contract Value: €1,890,140, Funding Source: Loan proceeds*
- *Assignment: Moldova Road Rehabilitation Project – Supervision of Works (lot 1)*  
*Consultant: IRD Engineering, Italy*  
*Contract Value: €1,161,100, Funding Source: Loan proceeds*
- *Assignment: Montenegro EPCG Metering and Distribution Project PIU Consultant*  
*Consultant: SESI S.p.A., Italy*  
*Contract Value: €949,982, Funding Source: Loan proceeds*
- *Assignment: Ukraine Pan-European Corridors - Consulting Services for Supervision of Works*  
*Consultant: IRD Engineering, Italy*  
*Contract Value: €925,640, Funding Source: Loan proceeds*

In 2011 **Russian consultants** were ranked third with 179 contracts with a total value of €12.52 million representing a 7.39% share of the value of all contract awards. For comparison, in 2010 Russian consultants won 191 contracts totalling €15.39 million. The Bank's budget financed 61.40% of the total value of contract awards to the Russian consultants. Out of 179 contracts, 116 for €4.19 million (33.48% of the value of contract awards to Russian consultants) were awarded by direct selection. The main areas of expertise were in the municipal infrastructure, property and tourism, MSME and sustainable energy sectors, including the consultancy services in relation to Improving Energy Efficiency in Russian Public Buildings Project (Phase 1) (*Consultant: The Institute for Urban Economics, Russia, Contract Value: €2,176,240, Funding Source: The Global Environmental Facility II Fund*). Many of the Russian consultants engaged by the Bank were Russian offices of international firms such as KPMG, COWI, Ernst & Young, Roland Berger and others.

Consultancy contract awards to **German consultants** amounted to €11.83 million (a 6.98% share) for 86 contracts. There was a considerable drop in value of contract awards to German Consultants compared to the previous years (€24.92 million in 2010 and €17.83 million in 2009). Out of €11.83 million worth of contracts awarded to the German consultants, 93.66% were TC funded, and 86.75% (€10.26 million for 32 contracts) were awarded following a competitive selection process. The main industry sectors that German consultants excelled in included MSME, financial institutions, power and energy and municipal infrastructure.

It should be noted that the Bank’s reporting on consultants’ nationality is based on the office location of the lead firm. This can distort the nationality reporting in two ways. Firstly, many of the lead consultants are global or multinational firms that choose their bidding office location depending on the requirements of the assignment. For example, “nationality” of Ernst and Young was reported as French, Kazakh or Russian, depending on the location of their office that entered into a contract with the Bank. Secondly, nationalities of associated firms or consultants engaged as subcontractors or as non-lead members of consortia are not reported on. This is significant if one takes into account that nearly a quarter of the value of all contract awards by CSU was recorded as contract awards to consortia of firms (€31.30 million out of €132.39 million).

Consultants’ participation in new assignments awarded through competitive selection by nationality is presented in Table 11 of the Annex. The table shows the number of expressions of interest by consultant nationality and the resulting contract awards by CSU for open competition (excluding competition among firms with framework agreements as these are already awarded and competition is limited to firms which have entered into framework agreements), as well as the level of response for contracts awarded following “targeted” selection. Again, nationality of bidders is based on the country from which an expression of interest was submitted. For open competition, British and German consultants were the most responsive and had the highest number of contract awards.

**6.2 Consultants from the Bank’s Countries of Operations / Recipient Countries**

**Distribution of Value of 2011 Contract Awards to Consultants from Countries of Operation by Region**

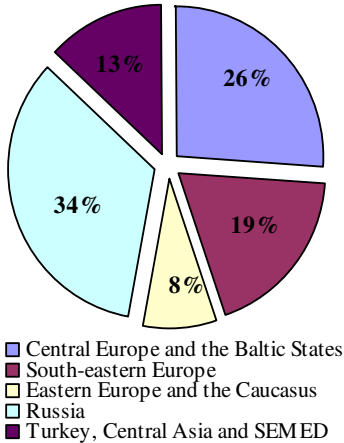


Table 9 of the Annex details the value and number of contract awards to consultants from the Bank’s countries of operations in comparison to 2010, for TC, Bank and loan funded contracts as well as the number of contracts awarded directly and through a competitive selection process.

In 2011, the value of contract awards to local consultants amounted to €36.61 million for 858 contracts. This represents a decrease of 8.52% in value and 7.84% in number of

consultancy contract awards compared to 2010 when 931 contracts with a total value €40.02 million were awarded to consultant offices located in the Bank’s countries of operations and recipient countries<sup>13</sup>. Included in the contract awards to local consultants were 371 contracts with total value €11.18 million by OGC. Russian consultants were the highest ranked nationality for contract awards by OGC (€5.86 million for 108 contracts).

<sup>13</sup> Egypt, Morocco and Tunisia are not countries of operations yet but recipient countries

The 2011 highlights of contract awards to consultants from the Bank’s countries of operations included:

- *Assignment:* Kyrgyz Republic: Bishkek Solid Waste - Feasibility Study  
*Consultant:* Cemi Szolgaltato Korlatolt Felelossegu Tarsasag, Hungary  
*Contract Value:* €548,630, *Funding Source:* Early Transition Countries Fund
- *Assignment:* Polish SME Sustainable Energy Financing  
*Consultant:* Enviros, s.r.o, Czech Republic<sup>14</sup>  
*Contract Value:* €397,704, *Funding Source:* EC-SME Finance Facility.

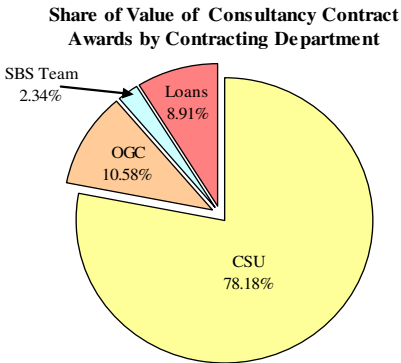
Analysis of consultancy contract awards to consultants from countries of operations shows that they are bidding and winning contracts not only in their own countries i.e. in domestic markets thereby showing participation in international markets / cross border and in the Bank’s other countries of operations.

In 2011 consultants from the Russian Federation, Czech Republic, Romania and Hungary had the highest share of the value of contract awards among local consultants. The list of local consultants expanded with contract awards to consultants from Egypt, Morocco and Tunisia (12 consultancy contracts totalling €474,745 were awarded to consultants from these countries).

It should be noted that the real participation of local consultants is wider than appears from this data, as the Bank’s reporting on nationality does not include local consultants that were sub-contracted by the lead firms directly engaged by the Bank and its clients, or those participating in the Bank’s assignments as non-lead members of consortia.

The Audit Committee noted that the statistics may gain in informative value by including the nationality of subcontracting, as local consultants’ participation is estimated to be wider than reported. However it is not currently possible to capture participation of sub-contractors that are non-lead firms in consortia or subcontractors due to the limitations in CCS/TCS system.

**7. Analysis of Consultancy Contracts by Contracting Department**



The distribution of the contract awards by each respective department in 2011 in comparison to 2010 is presented in Table 1 of the Annex.

In 2011, CSU was responsible for contracting 78.18% of the total value of consultancy contract awards by the Bank. CSU’s statistics include consultancy contracts for the SBS Team. The SBS consultancy contracts reported in Table 1 of the Annex and shown in the chart on the left are those issued prior to August 2011. With effect from August 2011, in line with the recommendation of

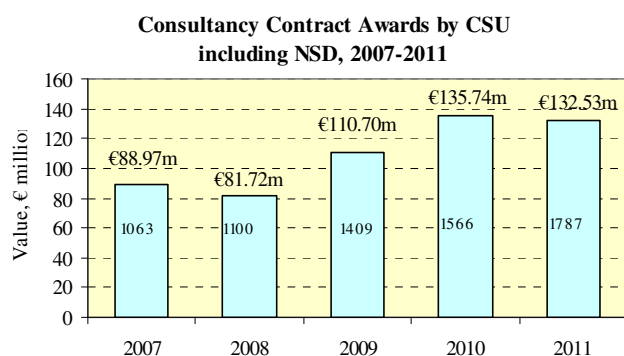
Internal Audit and subsequent TC Com discussion, the responsibility for contracting of consultants for the EGP Team was transferred from the SBS team to CSU. Contracting of BAS programme consultants and market development consultants providing services directly to the BAS Programme<sup>15</sup> was transferred to CSU in 2009.

<sup>14</sup> Czech Republic is the first country to graduate from the EBRD’s countries of operations and is no longer the country of operation however the Bank continues to monitor its portfolio in this country

<sup>15</sup> Contracting of BAS project consultants advising clients is done by BAS clients, who are beneficiaries of business advisory services, through TC funded grant agreements that are prepared in the BAS Offices



## 7.1 Consultancy Contracts Awarded by Consultancy Services Unit



In 2011, 1,787 contracts with a total value of €132.53 million were awarded through CSU, including 12 contracts totalling €0.48 financed from the NSA contracted for the Nuclear Safety Department. The CSU statistics for 2011 also includes 472 consultancy contract awards with a total value of €6.68 for the SBS Team.

In 2010, CSU awarded 1,566 contracts with a total value €135.74 million. Compared to 2010, the number of contract awards by CSU increased by 14.11% and the value of contract awards decreased by 2.36%. The increase in number of contracts was due to the SBS contracts being transferred to CSU and included in CSU's statistics. Without the SBS team's contracts issued by CSU in 2011, a year on year comparison in number and value of contract shows a decrease of 19.09% and 7.39% respectively.

1,210 new contracts amounted to €98.06 million, whereas 577 contract extensions (in value with additional scope of work) amounted to €34.47 million. Among contract awards by CSU, there were 904 contracts totalling €95.08 million financed with TC funds, and 883 contracts with total value of €37.45 million financed with the Bank's budget.

The two tables below and overleaf show the distribution of TC and Bank funded contract awards by consultant selection methods in 2011, 2010 and 2009.

### CSU Contract Awards: TC Funds

	2011			2010			2009		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	11,141,572	11.74%	581	7,576,031	7.45%	369	7,110,820	9.43%	296
Direct Selection Section 5.9	5,327,634	5.61%	66	6,440,271	6.33%	121	5,844,814	7.75%	99
Selection From Shortlist	15,793,718	16.63%	153	18,634,657	18.33%	185	8,337,618	11.06%	107
Evaluation of Proposals	62,678,172	66.02%	104	69,027,319	67.89%	127	54,106,018	71.76%	134
	<b>94,941,096</b>	<b>100%</b>	<b>904</b>	<b>101,678,278</b>	<b>100%</b>	<b>802</b>	<b>75,399,270</b>	<b>100%</b>	<b>636</b>

The increase in the number and value of directly awarded TC funded contracts is explained by the transfer of consultancy contracts from SBS team to CSU.

## CSU Contract Awards: Bank's Budget

	2011			2010			2009		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	11,252,570	30.05%	498	9,246,767	27.15%	375	9,548,962	27.05%	397
Direct Selection Section 5.9	3,299,815	8.81%	54	4,444,547	13.05%	70	4,064,960	11.52%	62
Selection From Shortlist	21,059,263	56.23%	314	17,314,483	50.84%	288	15,677,408	44.41%	299
Evaluation of Proposals	1,840,693	4.91%	17	3,052,489	8.96%	31	6,009,430	17.02%	15
	<b>37,452,341</b>	<b>100%</b>	<b>883</b>	<b>34,058,286</b>	<b>100%</b>	<b>764</b>	<b>35,300,760</b>	<b>100%</b>	<b>773</b>

The increase in the number and value of directly awarded Bank funded contracts is explained by the increase in the Bank's business volume.

### Consultant Selection Methods for Individuals and Firms

Among the 1,787 contracts awards by CSU, there were 797 contracts with a total value of €25.83 million for individual services, and 990 contracts for €106.56 million with firms and lead firms of consortia. The two tables below compare the value and number of contract awards by selection methods for individual and consulting firms, for 2011 and 2010. Selection from shortlist is the most competitive method used for selecting individual consultants. The increase in the number and value of directly awarded contracts to individual consultants is explained by inclusion of SBS Team's contracts into CSU's statistics.

#### Individual Consultants\*

	2011			2010		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	6,124,900	23.71%	461	3,508,374	15.12%	233
Direct Selection Section 5.9	3,869,685	14.98%	89	4,854,235	20.91%	153
Selection From Shortlist	15,835,508	61.31%	247	14,846,874	63.97%	253
	<b>25,830,093</b>	<b>100%</b>	<b>797</b>	<b>23,209,483</b>	<b>100%</b>	<b>639</b>

\* Including individuals engaged through firms, whereas consultant selection was made based on the individual consultant's qualifications and experience.

#### Firms/Consortia of Firms\*

	2011			2010		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	16,269,243	15.25%	618	13,311,635	11.83%	510
Direct Selection Section 5.9	4,757,764	4.46%	31	6,033,372	5.36%	39
Selection From Shortlist	21,017,473	19.82%	220	21,102,267	18.75%	220
Evaluation of Proposals	64,518,864	60.47%	121	72,079,807	64.06%	158
	<b>106,563,344</b>	<b>100%</b>	<b>990</b>	<b>112,527,081</b>	<b>100%</b>	<b>927</b>

\* Lead Firm is contracted

In 2011, CSU published 183 procurement notices inviting expression of interest in consultancy assignments on the Bank's website; compared with 176 in 2010, 172 in 2009, 147 in 2008, and 177 in 2007 (not all of them resulted in a contract award in the same year). CSU continued to prepare grant agreements for consultancy funded by Investment Cooperation Funds.

## Multiple Contract Awards

The 1,787 consultancy contracts totalling €132.53 million awarded by CSU included stand alone contracts and extensions in value, as well as framework agreements and call-off notices under existing framework agreements. Framework agreements are instruments used by the Bank for retaining of consultants for performance of similar or repetitive assignments. Following competitive selection, consultants are awarded framework agreements which contain broad terms of reference defining the nature and scope of services that may be required and applicable fee rates. Only as and when the Bank identifies the requirement for specific services, an individual call-off notice is awarded. For the purposes of analysis of multiple contract awards in this section, framework agreements, as instruments for contracting consultants for multiple repetitive assignments, and call-off notices have been separated from other contract awards.

The 1,457 consultancy contracts, excluding framework agreements and call-off notices, were awarded to **980 consultants** (either individuals or firms). Regional offices of multinational consulting firms located in different countries are reported by CSU as separate contracting entities. Out of 980 consultants, 880 had one or two contract awards each, 55 consultants had three contract awards each, 21 consultants had four contract awards each and the remaining 24 consultants had five or more contract awards. Among the 24 consultants with five or more contract awards, there were seven individual consultants (six of which were EGP team coordinator and one external board nominee director), and 17 consultancy firms.

The table below lists 17 consultancy firms with five or more contract awards (excluding call-off notices and framework agreements) by consultant selection method.

	Area of expertise	Number of Contracts			Value, €		
		Direct Selection	Competitive Selection	Total	Direct Selection	Competitive Selection	Total
The Risk Advisory Group Plc, UK	Pre-employment screening	12	0	12	113,195	0	113,195
Ascentia, UK	Training and Coaching	7	2	9	93,501	60,153	153,654
Mott Macdonald Ltd, UK	Engineering and Environmental	5	2	7	146,631	2,501,399	2,648,030
Studio Legale Tributario Associato (DLA Piper Milan), Italy	Legal	7	0	7	227,000	0	227,000
Act Partnership, Turkmenistan	Legal	6	0	6	69,850	0	69,850
D'Appolonia S.p.A., Italy	Energy Efficiency	3	3	6	106,000	1,334,070	1,440,070
WS Atkins International Ltd, UK	Industry & Manufacturing	3	3	6	151,684	298,294	449,978
AF-Consult Ltd, Finland	Engineering	1	4	5	72,965	395,079	468,044
Arcadis, UK	Property Management	5	0	5	205,914	0	205,914
COWI A/S, Denmark	Engineering & Environmental	2	3	5	68,000	1,165,218	1,233,218
FPC, Belgium	Fire & Safety	5	0	5	33,937	0	33,937
IC Consulente Ziviltchniker Gesmbh, Austria	Engineering	0	5	5	0	2,316,866	2,316,866
Keystone Resilience Limited, UK	Business Continuity	5	0	5	80,605	0	80,605
Metro Consulting Services, Taipei China	Municipal Infrastructure	3	2	5	115,530	270,450	385,980
MWH Spa, Italy	Energy Efficiency	2	3	5	75,300	5,068,210	5,143,510
PJR Management Pty Ltd, Australia	Engineering and Environmental	2	3	5	45,507	150,635	196,142
Seaspan Shipping Ltd, UK	Shipping	5	0	5	160,370	0	160,370

The table below lists multiple awards to the 17 consultancy firms with five or more contract awards by funding source.

	TC Funds		Bank Budget		TOTAL	
	Number	Value, €	Number	Value, €	Number	Value, €
The Risk Advisory Group Plc, UK	0	0	12	113,195	12	113,195
Ascentia, UK	0	0	9	153,654	9	153,654
Mott Macdonald Ltd, UK	1	2,252,620	6	395,410	7	2,648,030
Studio Legale Tributario Associato (DLA Piper Milan), Italy	7	227,000	0	0	7	227,000
Act Partnership, Turkmenistan	6	69,850	0	0	6	69,850
D'Appolonia S.p.A., Italy	5	1,405,670	1	34,400	6	1,440,070
WS Atkins International Ltd, UK	0	0	6	449,978	6	449,978
AF-Consult Ltd, Finland	2	272,965	3	195,079	5	468,044
Arcadis, UK	0	0	5	205,914	5	205,914
COWI A/S, Denmark	3	1,165,218	3	68,000	5	1,233,218
FPC, Belgium	5	33,937	0	0	5	33,937
IC Consulanten Ziviltechniker Gesmbh, Austria	5	2,316,866	0	0	5	2,316,866
Keystone Resilience Limited, UK	0	0	5	80,605	5	80,605
Metro Consulting Services, Taipei China	5	385,980	0	0	5	385,980
MWH Spa, Italy	2	5,043,210	3	100,300	5	5,143,510
PJR Management Pty Ltd, Australia	0	0	5	196,142	5	196,142
Seaspan Shipping Ltd, UK	0	0	5	160,370	5	160,370

Consultancy firms with the highest number of multiple awards by each of the banking teams are listed below. For the reason described above call-off notices and framework agreements have been excluded from this analysis.

Banking Team	Consultant Name, Nationality	Number	Value, €
Financial Institutions including Group for Small Business	IPC – Internationale Projekt Consult GmbH, Germany	3	3,979,840
	DAI Europe Ltd, UK	3	3,732,924
	Frankfurt School of Finance & Management, Germany	4	250,000
Energy and Natural Resources	PJR Management Pty, Ltd, Australia	3	115,347
	Morning Star, USA	2	191,311
Energy Efficiency & Climate Change	Economic Consulting Associates, UK	4	2,049,741
	MWH S.p.A., Italy	4	2,595,000
	WS Atkins International Ltd, UK	3	0
Industry, Commerce and Agribusiness (excluding SBS Group)	Jones Lang Lasalle LLC	3	68,721
	Birgli AG	3	214,000
	WS Atkins International Ltd, UK	3	180,949
Infrastructure	D'Appolonia S.p.A., Italy	5	615,070
	Metro Consulting Services, Taiwan	5	385,980
	Seaspan Shipping Ltd, UK	5	160,370
Turkey, Eastern Europe, Caucasus and Central Asia	Act Partnership	6	69,850
	Akhmedov, Azizov, Abdulhamidov, Attorneys (Simple Partnership)	4	29,156
	Avesta Investment Group LLC	4	36,058
Central and South Eastern Europe	Studio Legale Tributario Associato (DLA Piper Milan), Italy	4	150,000
	Studio Legale Associato In Associazione Con Linklaters LLP, Italy	2	89,975

## Framework Contracts/Agreements and Call-Off Notices Analysis

### Framework Contracts

The details of seven framework contracts awarded in 2011 are listed in Section 8 of the Report. The total value of the six TC funded and one Bank funded framework contracts amounted to €6,810,212. Call-off notices issued under the framework contracts are not included in the consultancy contract statistics to avoid double counting. The maximum number of call-off notices under a framework contract awarded in 2011 was to MWH S.p.A. for the Mid-size Sustainable Energy Financing Facility Extension (a total of 12 call-off notices were issued).

### Framework Agreements

Table 6 of the Annex details the 15 framework facilities with their respective potential values and lists consultants awarded framework agreements in 2011. These included 10 TC funded framework facilities with potential value of €10 million approved by the donors, and five Bank funded framework facilities which do not have a maximum value. The 46 framework agreements awarded in 2011 included 12 framework agreements to the EGP team coordinators. All framework agreements are recorded with zero value as financial commitments are made at the call-off notice award level.

In 2011 there were 283 call-off notices with a total value €9.84 million awarded under framework agreements. 222 call-off notices were awarded to consultancy firms, and 61 to individual consultants. The table below provides the names of individual consultants with call-off notices awarded in 2011. The list of firms excluding individuals with respective number and value of call-off notice awards by funding source in 2011 is presented in the table overleaf.

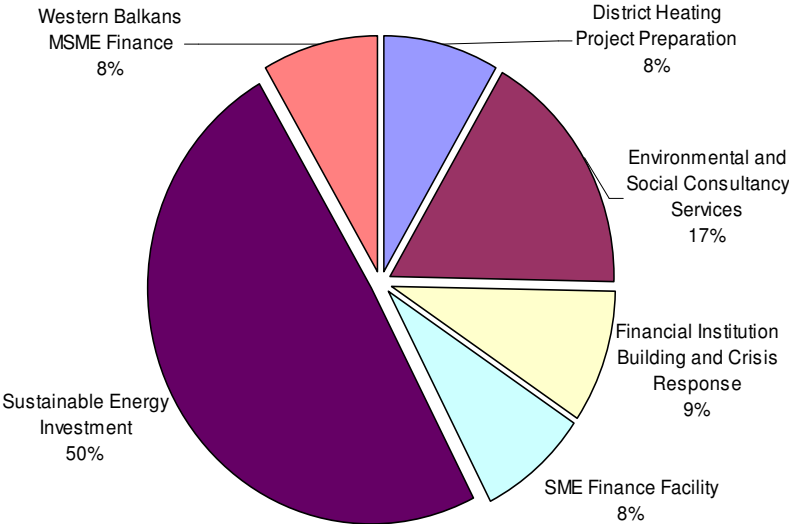
All framework agreements with individuals are awarded for EGP Team Coordinators. For transparency the table below lists the number of call-off notices and extensions awarded to the EGP coordinators that were previously highlighted as an area of concern.

	Type of Services	Number of Call-off Notices in 2011
Atena Duicu	EGP Team Coordinator	1
Brian Ballingall	EGP Team Coordinator	3
Robin Drewett (EMD Skills Ltd)	EGP Team Coordinator	2
Chris Rudd (Fineco Ltd)	EGP Team Coordinator	4
Frederic Giovannetti	Environmental Services	7
Harmut Voelkl	EGP Team Coordinator	5
John Emanuel	EGP Team Coordinator	4
John Eskebaek	EGP Team Coordinator	5
John Gore	EGP Team Coordinator	6
Ozren Tosic	EGP Team Coordinator	11
Bernand Keim (Pegasos UG)	EGP Team Coordinator	4
Tetsuo Fukuyama (Truspire Co., Ltd)	EGP Team Coordinator	1
Vasilis Kyriakou	EGP Team Coordinator	5
Vittorio Mattiuzzi	EGP Team Coordinator	3

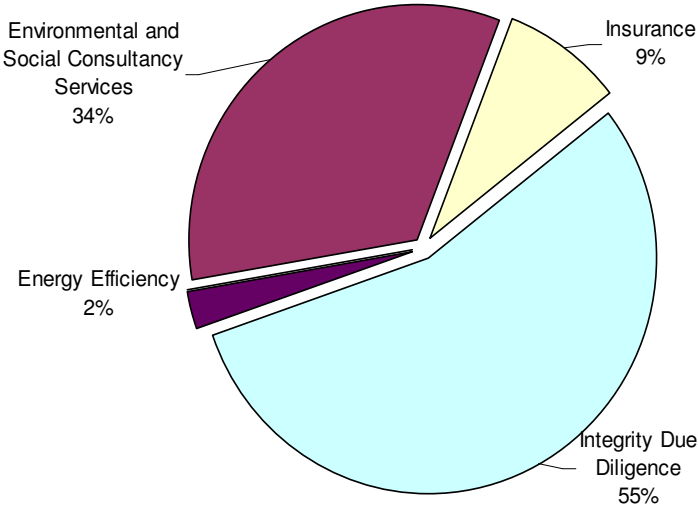
Depending on type of services provided under framework agreements, the Bank's budget is used to finance services where the Bank is the beneficiary of the services such as integrity investigations and environmental due diligence, whereas TC funds financed services for the benefit of the Bank and its clients. To mitigate risks associated with provision of the services to the Bank's clients, the clients are asked to exclude the Bank from any liability and waive any conflict of interest.

Call-off notices under framework agreements are awarded either directly or following competition among firms with framework agreements under the same framework facility. The level of competition is specified in the framework agreements. Some framework agreements, such as for integrity investigations services, specify that the Bank will request proposals from framework agreement holders prior to any call-off notice being issued by the Bank. In 2011, there were 91 call-off notices with a total value €5.00 million funded from TC funds, and 131 call-off notices totaling €3.59 million funded from the Bank's Budget. For TC funded call-offs, the highest number of awards was to D'Appolonia for various energy efficiency studies and performance assessments (11 call-off notices, €409,080), followed by MHW S.p.A. for the same type of services (eight call-off notices, €265,650). For the Bank funded call-off notices, integrity investigations amounted to 86 out of 131 awards, with The Risks Advisory Group Plc (37 call-off notices for €759,798) and GPW Ltd (30 call-off notices for €764,517).

**TC Funded Call-Off Notices under FAs: Share of Value by Type of Consultancy Services in 2011**

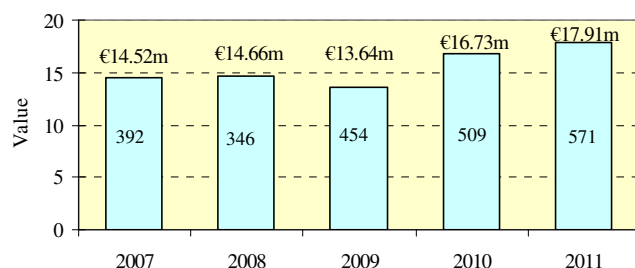


**Call-Off Notices funded from Bank's Budget: Share of Value by Type of Consultancy Services in 2011**



## 7.2 Contracts awarded by OGC

Retention of Outside Counsel by OGC, 2007-2011



In 2011, OGC awarded 571 contracts with a total value €17.91 million.

This represents a 12.18% increase in numbers and a 7.05% increase in value of OGC contract awards compared to 2010 (509 contracts for €16.73 million).

Out of 571, 461 contracts with a total value of €9.71 million were awarded by direct selection from the OGC database of registered law firms. Further 33 contract extensions with an aggregate value of €1.25 million were awarded directly under Section 5.9 of the Bank's PP&R. The remaining 77 contracts totalling €6.95 million were awarded following competitive selection.

522 contracts totalling €17.13 million were for the needs of the Banking Department. The remaining 49 contracts for €0.78 million were for the needs of non-Banking departments.

Analysis of contracts by country of operation where project was located shows that 37.98% of the value of all consultancy contract awards by OGC were for the projects in Russian Federation (€6.80 million for 138 contracts), followed by 10.91% related to the projects in Ukraine (€1.95 million for 67 contracts), and 6.88% for projects in Turkey (€1.23 million for 26 contracts).

In terms of consultant nationality, law firms based in the Russian Federation had a 32.72% share of the value of OGC contract awards (€5.86 million, 108 contracts), closely followed with 32.62% share by law firms based in UK (€5.84 million, 159 contracts). The remaining 43 nationalities of law firms by location of office contracted by OGC had a much smaller share of value of contract awards (with Poland being the highest at 4.21%).

The table below lists the ten law firms, regardless of location, with the highest aggregate value of contracts awards by OGC in 2011, in each case also indicating the number of contacts. In almost all cases the Bank contracted offices of the listed firms in more than one country.

	Number	Value, €
Linklaters	16	1,945,924
White & Case	26	1,667,066
Allen & Overy	21	1,157,408
Gide Loyrette Nouel	29	1,119,716
Clifford Chance	21	983,180
Salans	19	962,786
Bird & Bird	26	760,066
CMS Cameron McKenna	22	690,918
Baker Botts	20	579,079
Radu Tărăcilă Pădurari Retevoescu SCA	20	518,000

The next table lists the ten law firms, regardless of location, with the highest number of contracts awarded in 2011, in each case also indicating the aggregate contract value. Again, most cases the Bank engaged offices of the listed firms in more than one country.

	Number	Value (€)
Gide Loyrette Nouel	29	1,119,716
Bird & Bird	26	760,066
White & Case	26	1,667,066
CMS Cameron McKenna	22	690,918
Allen & Overy	21	1,157,408
Cleary Gottlieb Steen & Hamilton LLP	21	184,998
Clifford Chance	21	983,180
Baker Botts	20	579,079
Radu Tărăcilă Pădurari Retevoescu SCA	20	518,000
Salans	19	962,786

It will be noted that some firms appear on both lists, while others feature in only one of the lists.

Most assignments for these firms are separate retentions of offices in the Bank's countries of operations, including e.g. Moscow, Kiev, Warsaw and Bucharest. These assignments relate primarily to Banking operations in the respective countries, where the number of firms able to assist within significant cross-border financial transactions remains limited. The London-based Bird & Bird also appears on the lists as it has been engaged for various lower-value assignments averaging some Euro 30,000 per assignments, for providing English law advice in the context of specific Banking operations. In the case of Cleary Gottlieb, the assignments related to borrowing transactions in the form of debt securities placed with US investors.

In implementing Paragraph 5.6 of the Procurement Policies and Rules, OGC applies competitive procedures for assignments estimated to cost €75,000 or above. The shortlists of firms to be invited to compete for individual assignments above that value are constructed from among firms that have responded to an invitation posted on the Bank's website for expressions of interest in all appropriate assignments by EBRD falling in their particular areas of expertise and have been registered in the "OGC Database of Registered Law Firms". While in the case of non-legal assignments invitations for expressions of interest are posted for each specific assignment, the general invitation of expressions of interest for legal assignments on ebrd.com and registration of responding firms on the "OGC Database of Registered Law Firms" takes account of the following special considerations:

- A public invitation for expressions of interest for each specific legal assignment would require the disclosure of confidential or commercially sensitive client information and hence would not be compatible with the Bank's obligation to preserve the confidentiality of such information.
- OGC's reliance on its OGC Database of Registered Firms serves to streamline the competitive selection of outside counsel. It also makes best use of OGC's expertise regarding the capabilities of firms and practitioners operating in the Bank's countries of operations and other significant jurisdictions.

Notwithstanding these variations from the Bank's selection process for non-legal assignments, the OGC approach serves the same fundamental objectives by ensuring that a large number of firms have the opportunity to be considered for each assignment.



The costs of engagement of outside counsel by OGC for operations, funded from the Bank’s budget, are mainly recoverable from the clients as part of transaction costs.

**7.3 Consultancy Contracts for the Small Business Support (SBS) Team**

In January 2012, the TAM/BAS team was renamed the Small Business Support (SBS) team in line with the Strategic Plan which was Board approved at the end of 2010. The TAM programme has been renamed the Enterprise Growth Programme (EGP) and the name of Business Advisory Services (BAS) Programme remained unchanged.

Following the Internal Audit’s recommendation and subsequent TC Com discussion, the responsibility for contracting EGP coordinators was transferred to CSU with effect from August 2011. From January to August 2011, there were 419 contract awards with a total value €3,960,272 to EGP consultants by the SBS team. In addition, CSU issued 472 consultancy contracts with a total value of €6,676,819 for the SBS Team, **bringing the combined total number and value of 2011 consultancy contracts for the SBS team to 891 and €10,637,091 respectively.** This figure includes contracts for EGP Coordinators as well as BAS programme consultants and market development contracts (the responsibility for BAS contracts was transferred to CSU in 2009).

The main sources of funding for SBS team’s contracts were SSF (198 contracts totalling €2,097,383), Japan Technical Cooperation Fund (121 contracts, €1,561,888), and various EU funding programmes, most notably EU TAM/BAS Programme in Eastern Partnership Countries (57 contracts, €1,251,571) and EU Support for Business Development in Kosovo through TAM (94 contracts, €812,277). Among other bilateral TC fund donors providing financing for the SBS team were Austria, Belgium, Italy, Finland, Germany, Greece, Korea, Luxemburg, the Netherlands, Portugal, Sweden, Switzerland and Taiwan.

Out of 891 contracts, 835 with a total value €9,231,536 were recorded as awarded through direct selection, with further 56 contracts totalling €1,405,555 awarded through selection from shortlist.

It should be noted that SBS team has two permanent procurement notices on the Bank’s website offering opportunities for experienced international directors, industry experts and financial specialists (for EGP) and local consultants (for BAS) to register with the Bank<sup>16</sup>.

	Value, €	% of Total value	Number
British	1,335,382	12.55%	116
Japanese	1,079,479	10.15%	95
Danish	722,592	6.79%	75
Italian	649,165	6.10%	99
Greek	455,791	4.28%	37
Canadian	421,071	3.96%	25
Irish	415,779	3.91%	32
German	355,621	3.34%	29
Kazakh	309,217	2.91%	13
Austrian	284,337	2.67%	37
Other	4,608,657	43.34%	333
	<b>10,637,091</b>	<b>100%</b>	<b>891</b>

SBS team’s consultants represented 51 different nationalities with British, Japanese and Danish consultants having the highest share of the value of contract awards.

The table provides consultant nationality breakdown for the top ten consultant nationalities with respective value and number of contract awards.

It should be noted that contracting of BAS Project consultants is done by BAS clients, i.e. beneficiaries of business advisory services. Grant agreements for part payments of TC funds are prepared by BAS Programme consultants in BAS Offices in countries of operations. In

<sup>16</sup> <http://www.ebrd.com/pages/workingwithus/sbs/work.shtml>

2011, 1,324 Grant agreements were signed by the Bank for BAS projects for a total value of €6.2m. The total net value of the underlying consultancy assignments amounts to €11.4m of which the remaining €5.2m were paid by BAS clients (46% of the total value of the assignments as client contributions). Client cost sharing is the BAS business model.

**7.4 Loan Funded Contracts**

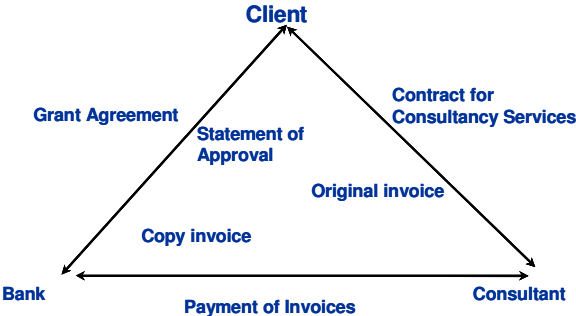
In 2011, there were 20 consultancy contracts with an aggregate value of €15.09 million funded by loan proceeds of public sector operations and awarded by the Bank’s borrowers directly. These operations were 100% financed by the Bank. In 2010, there were 17 consultancy contracts totalling €16.04 million funded by loan proceeds in public sector operations with the Bank’s financing amounting to 94.72%. The number and value of public sector loan funded consultancy, although small, is dependent on the type of projects being financed by the Bank’s loans in public sector operations. The loan funded contracts are also reported in the Annual Procurement Review prepared by Procurement Department.

**8. Contracting Methods**

Table 5 of the Annex summarises the value and number of contract awards by contract type.

1,335 contracts with a total value €85.58 million (or 49.52% of value of all contract awards) were awarded as CSU **stand alone standard contracts** with the Bank as the contracting party, which is at a similar level as in the previous year when there were 1,212 stand alone contracts worth €88.35 million (or 50.49% of value of the 2010 contract awards).

**Client contracting** refers to TC funded consultancy assignments which are managed by the clients, as an important instrument in the provision of TC assistance. The Bank’s clients, as beneficiaries of services are able to select, engage and manage consultants in accordance with the Bank’s PP&R and donor requirements. CSU advises and assists the clients on all aspects of management of TC assignments and ensures compliance with the Bank’s PP&R and the necessary procedures, including provision of any necessary specimen documents, assistance in formulation of terms of reference for selecting and contracting consultants, drafting and publishing procurement notices, issuing requests for proposals, preparing consultancy contracts and funding agreements, monitoring the quality of the services provided and coordinating the administration of consultancy contracts. The Bank also makes payments directly to consultants upon receipt of a statement of approval signed by the clients.



This structure provides for avoidance of conflict of interest for the Bank as the lender and the party managing consultants during project implementation. It also enables capacity building as most often TC funded assignments are implemented prior to procurement of contracts under loan proceeds, resulting in a “learning curve”/ training of new clients, greater “ownership”

of the assignment and thus adding to the transition impact and capacity building.

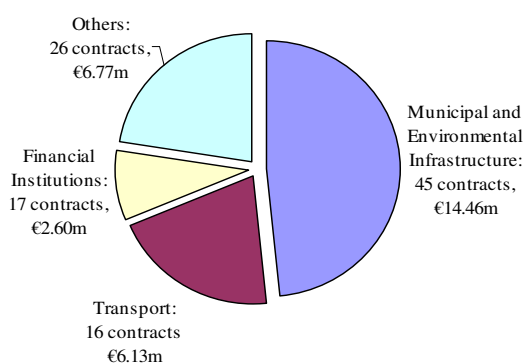
In 2011, there were 104 consultancy assignments contracted and managed by the Bank's clients. The total value of these consultancy contracts was €29.96 million (or 17.36% of the value of all contracts). In 2010, there were 134 such contracts totalling €36.36 million (or 20.78% of the value of all contract awards in 2010).

	Number of Grant Agreements	Value, € million
2007	66	10.22
2008	89	17.45
2009	109	27.79
2010	134	36.36
2011	104	29.96

The numbers and values of client contracted consultancy assignments in the past five years are provided in the table, generally showing an increase in the value of contracts where the clients were the beneficiaries and recipients of consultancy services.

To address concerns raised in relation to increased dependency of the Bank's clients on TC funds, on 18 January 2011 the Board of Directors approved the Donor Fees and Cost Sharing Policy (BDS10-249 (Rev 2)), and guidelines have been developed for operation leaders of

#### 2011 Client Contracting by Banking Team



EBRD projects to ensure that cost sharing with the Bank's clients is applied where appropriate. Increasingly grant agreements signed with the Bank's clients stipulate financial and other contributions by the clients such as provision of office space, telephone lines, workshop venues etc. CSU's records show that in 2011 nine grant agreements included a cost

sharing element with defined financial contributions from the clients ranging from 10% to 50%. Further six grant agreements detailed contributions in kind, e.g. use of computers, interpreters and airport transfers.

#### Client Contracting by Country of Operation in 2011

	Number	Value, €
Ukraine	9	5,876,930
Russian Federation	16	3,978,221
Kazakhstan	9	2,484,353
Georgia	6	2,453,997
Kyrgyz Republic	3	2,145,770
FYR Macedonia	7	2,087,947
Moldova	7	1,998,636
Serbia	9	1,664,425
Tajikistan	7	1,190,774
Mongolia	3	1,113,290
Romania	3	1,069,430
Montenegro	4	867,680
Turkey	4	833,440
Croatia	3	603,000
Armenia	6	599,524
Bosnia & Herzegovina	2	538,565
Turkmenistan	2	248,224
Albania	3	195,512
Bulgaria	1	6,550
<b>Total</b>	<b>104</b>	<b>29,956,268</b>

CSU's analysis of the client contracted consultancy assignments in 2011 shows that a large number of these contracts were in relation to the projects in the Early Transition Countries. In 2011, CSU increased its involvement in overseeing all aspects of client managed TC assignments, including oversight of consultant selection process, client training and attendance of evaluation meetings. The EBRD's Guidelines for Clients Managing TC funded consultancy assignments were revised and published on the Bank's website in English and Russian.<sup>17</sup> CSU is developing a training programme for the Bank's clients to enable further capacity building and training of the Bank's clients.

**Framework contracts and framework agreements**<sup>18</sup> are used by the Bank as instruments for retention of consultants for repetitive, similar assignments requiring same / similar expertise. Following competitive selection, consultants are awarded framework agreements with broad terms of reference defining the nature and scope of the services that may be required. The 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.

	Number of Framework Contract awards	Number of Framework Agreement awards
2006	1	22
2007	2	35
2008	1	27
2009	1	19
2010	3	32
2011	7	46

In 2011, the EBRD awarded 46 framework agreements and seven framework contracts, showing a marked increase in use of these instruments by the Bank.

The seven framework contracts and extensions were as follows:

Facility	Consultant	Value, €	Funding Source
Mid-size Sustainable Energy Financing Facility Extension	MHW S.p.A., Italy	2,022,475	EU Private Sector Support Facility for Turkey
Diagnostics and Update of Laws - EBRD-UNCITRAL Initiative on Public Procurement in CIS and Mongolia	Crown Agents, UK	1,600,000	Shareholder Special Fund
Belarus: Implementation of the Belarus Sustainable Energy Finance Facility	KPMG Ceska Republic, S.R.O.	1,458,335	Czech Republic ODA TC Fund
Regional: Western Balkans Sustainable Energy Direct Financing Facility ("WeBSEDF") - Institutional Capacity Building – Extension	Economic Consulting Associates Ltd, UK	1,200,000	Shareholder Special Fund
Western Balkans Sustainable Energy Direct Financing Facility Institutional Capacity Building – Extension	Economic Consulting Associates Ltd, UK	300,000	The New Norway Cooperation Fund
Regional: Quick Assessment of Energy Performance within the Built Environment	ENSI Energy Saving International AS, Norway	150,000	The New Norway Cooperation Fund
Appian Application Support Framework Contract	Appian Corporation, US	79,402	Bank budget

Table 6 of the Annex details the framework facilities values and lists the consultants awarded framework agreements in 2011.

In 2011, there were 283 call-off notices totalling €9.84 million awarded under existing framework agreements out of which 94 for €4.48 million were awarded following competition amongst consultants with framework agreements. In 2010, there were 180 call-off notices

<sup>17</sup> <http://www.ebrd.com/pages/workingwithus/procurement/consultancy.shtml>

<sup>18</sup> The distinction between a framework agreement and a framework contract is that a framework agreement does not have a committed budget (ceiling on value) when the framework agreement is entered into. For the majority of Bank funded framework facilities there are no upper limits on the value of framework agreements; for framework agreements funded from TC/Special Funds an overall facility amount is referred to during selection processes. The value of framework agreements is reported as zero for both Bank funded and TC funded assignment and values of call-off notices, therefore, depend on the budget for specific assignments as per call-off notices.

totalling €9.32 million awarded under existing framework agreements, out of which 98 for €6.48 million were awarded following competition amongst consultants with framework agreements.

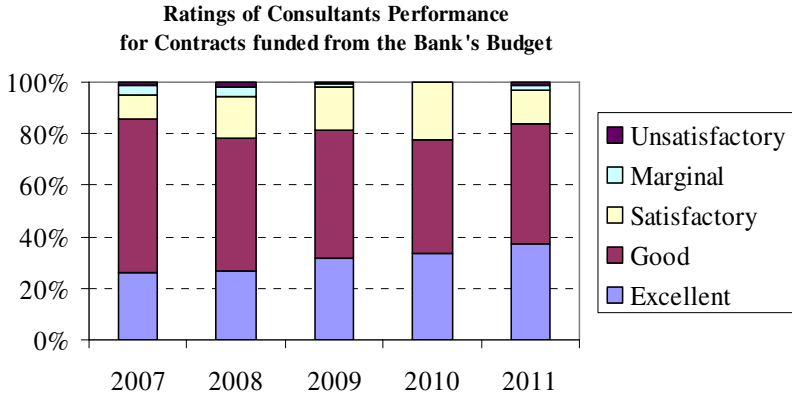
**Pre-selected panels of experts** allow the users of consultancy services to mobilise experts in various fields, such as board nominees, industry specialists, water and urban transport specialists and institution building experts, at short notice.

**9. Performance of Consultants**

The Bank maintains a Consultant Assignment Reporting (“CAR”) system which is designed as a tool for reporting on TC and Bank funded consultancy assignments. CAR is a database containing information provided by operation leaders throughout the Bank on consultants’ performance. The CAR TC Funded Module is used to generate reports for the donors of TC funds. CAR reports for consultancy contracts funded from the Bank’s budget are reviewed by CSU and are intended to be used to provide feedback information on consultants’ performance to users of consultancy services across the Bank as and when required.

CAR is an important tool in ensuring value for money from consultancy assignments, and provides the Bank with feedback to ensure that user departments are informed of any instances where a proposed consultant may have performed sub-standard work on a previous assignment. The chart presents ratings of consultants’ performance for contracts funded from the Bank’s budget by year of contract award for which CAR reports have been completed by the Bank’s operation leaders to date.

The chart presents ratings of consultant’s performance for contracts funded form the Bank’s budget by year of contract award for which CAR reports have been completed by the Bank’s operations leaders to date.



CSU’s objective is to enhance monitoring of the evaluation of consultants’ performance through CAR application (Bank-funded module) more closely and enforce completion of CAR reports by the Bank’s operation leaders which will be used to guide the possible future selection and engagement of the same consultant and discuss any performance issues identified during the review of CAR report with the relevant users.

## **ANNEX - TABLES OF STATISTICS**

- Table 1** Total Value and Number of Consultancy Contract Awards by Contracting Department
- Table 2** Total Value and Number of Consultancy Contract Awards by Funding Source (Technical Cooperation Funds, Bank Budget and Loan Funded)
- Table 3** 2011 Consultancy Contract Awards by Consultant Selection Method (Value and Number)
- Table 4** 2011 Consultancy Contract Awards by Country of Operations (Value and Number)
- Table 5** Consultancy Contract Awards by Contract Type
- Table 6** Framework Agreements Awarded in 2011
- Table 7** 2011 Consultancy Contract Awards by Consultant Nationality (Value and Number)
- Table 8** 2011 Consultancy Contract Awards by Consultant Nationality and Selection Method (Value and Number)
- Table 9** Consultants from EBRD Countries of Operations in 2011 and 2010
- Table 10** 2011 Consultancy Contract Awards by EBRD Department (Value and Number)
- Table 11** Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by CSU in 2011
- Table 12** 2011 Consultancy Contract Awards funded by Technical Cooperation and Special Funds by Funding Agreement

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

	Value (€m)		Number		% of Total Value	
	2011	2010	2011	2010	2011	2010
Consultancy Services Unit	132.05	135.46	1,775	1,562	77.91%	77.53%
Nuclear Safety Department*	0.48	0.28	12	4	0.28%	0.16%
Office of the General Counsel	17.91	16.73	571	509	10.57%	9.51%
Small Business Support Team**	3.96	6.49	419	728	2.34%	3.69%
Loans ***	15.09	16.04	20	17	8.90%	9.11%
	<b>169.49</b>	<b>175.0</b>	<b>2,797</b>	<b>2,820</b>	<b>100%</b>	<b>100%</b>

\* Contracted by CSU

\*\* From August 2011 the responsibility for consultancy contracts for EGP (formerly Turnaround Management or TAM) Coordinators and industry advisors was transferred to CSU. The statistics for the Small Business Support Team detailed separately above are contracts by the SBS team awarded between January and August 2011

\*\*\* Contracted by the Bank's borrowers

**Table 2 Total Value and Number of Consultancy Contract Awards by Funding Source (Technical Cooperation, Bank Budget and Loan Funded)**

	TC Funded		Bank Budget		Loan Funded		TOTAL			
	Value (€m) (A)	Number (B)	Value (€m) (C)	Number (D)	Value (€m) (E)	Number (F)	Value (€m) (A)+(C)+(E)	% Yr/Yr Value Increase /Decrease	Number (B)+(D)+(F)	% Yr/Yr Number Increase / Decrease
2005	50.22	963	42.74	925	8.33	11	101.29	-14.71%	1,899	17.22%
2006	68.25	1,100	51.96	964	14.84	13	135.05	33.33%	2,077	9.37%
2007	54.91	1,239	57.80	1,102	23.47	36	136.18	0.84%	2,377	14.44%
2008	65.91	1,331	41.38	1,087	12.93	16	120.22	-11.72%	2,434	2.40%
2009	85.66	1,587	48.94	1,227	2.57	7	137.17	14.10%	2,821	15.90%
2010	108.17	1,530	50.79	1,273	16.04	17	175.00	27.58%	2,820	-0.04%
2011	99.04	1,323	55.36	1,454	15.09	20	169.49	-3.15%	2,797	-0.82%



**Table 3 2011 Consultancy Contract Awards by Consultant Selection Method (Value and Number)**

Selection Method	Original Contracts / Extensions to Previous Contract	TC Funded		Bank Budget		Loan Funded		TOTAL (TC, Bank Budget and Loan Funded Contracts)			
		Value (€m)	Number	Value (€m)	Number	Value (€m)	Number	Value (€m)	% of Total Value	Number	% of Total Number
		(A)	(B)	(C)	(D)	(E)	(F)	(A)+(C)+(E)		(B)+(D)+(F)	
Direct Selection (< € 75K)	Original	12,574,229	626	19,105,636	801	316,338	5	31,996,204	18.88%	1432	51.20%
	Extensions*	2,383,652	373	1,860,103	158	0	0	4,243,754	2.50%	531	18.98%
Direct Selection (> € 75K as per Section 5.9 (a), (b) & (c) of the Bank's PP&R)	Original	3,080,485	10	1,153,184	9	0	0	4,233,668	2.50%	19	0.68%
	Extensions**	2,391,113	57	3,397,923	78	0	0	5,789,036	3.42%	135	4.83%
Selection from Shortlist	Original	14,724,765	111	13,604,063	190	0	0	28,328,828	16.71%	301	10.76%
	Extensions***	1,206,248	42	14,401,011	201	0	0	15,607,259	9.21%	243	8.69%
Evaluation of Proposals	Original	48,091,796	82	993,977	12	14,772,947	15	63,858,720	37.68%	109	3.90%
	Extensions***	14,586,376	22	846,716	5	0	0	15,433,091	9.11%	27	0.97%
<b>Total</b>		<b>99,038,663</b>	<b>1323</b>	<b>55,362,612</b>	<b>1454</b>	<b>15,089,285</b>	<b>20</b>	<b>169,490,560</b>	<b>100.00%</b>	<b>2797</b>	<b>100.00%</b>

\* 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 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

**Table 4 2011 Consultancy Contract Awards by Country of Operations (Value and Number)**

	<b>Contract Value (€)</b>	<b>Number of Contracts</b>	<b>% of Total Value</b>
Russian Federation	28,995,082	375	17.11%
Regional*	16,997,767	267	10.03%
Ukraine	16,617,466	193	9.80%
Turkey	10,801,497	105	6.37%
Romania	9,958,836	95	5.88%
Kazakhstan	7,830,527	107	4.62%
Georgia	7,324,558	75	4.32%
Serbia**	5,863,891	117	3.46%
Moldova	4,953,800	69	2.92%
Mongolia	4,662,839	157	2.75%
Poland	4,399,663	26	2.60%
Bosnia and Herzegovina	4,292,484	72	2.53%
Kyrgyz Republic	4,003,952	72	2.36%
FYR Macedonia	3,592,720	85	2.12%
Armenia	2,992,091	82	1.77%
Bulgaria	2,815,029	34	1.66%
Montenegro	2,767,336	39	1.63%
Tajikistan	2,582,747	74	1.52%
Belarus	2,486,660	51	1.47%
Croatia	2,340,317	69	1.38%
Turkmenistan	1,276,727	53	0.75%
Albania	1,261,898	58	0.74%
Kosovo	1,144,270	105	0.68%
Azerbaijan	813,099	60	0.48%
Egypt	452,853	10	0.27%
Morocco	410,890	4	0.24%
Lithuania	277,789	9	0.16%
Slovak Republic	183,250	2	0.11%
Uzbekistan	134,116	13	0.08%
Latvia	122,732	3	0.07%
Czech Republic***	115,643	5	0.07%
Tunisia	47,939	6	0.03%
Slovenia	23,784	2	0.01%
Hungary	18,046	1	0.01%
Estonia	7,508	2	0.00%
	<b>152,569,803</b>	<b>2497</b>	<b>90.01%</b>

\* Where more than one country of operations was the beneficiary of the services

\*\* Including Kosovo

\*\*\* Effective 31<sup>st</sup> December 2007 the Bank's operations in the Czech Republic is considered to have graduated. However, the Bank continues to manage its portfolio of projects in the Czech Republic.

#### **EBRD HQ Related Assignments**

	<b>Contract Value (€)</b>	<b>Number of Contracts</b>	<b>% of Total Value of all Contracts</b>
United Kingdom	16,920,754	300	9.99%

**Table 5 2011 Consultancy Contract Awards by Contracting Structure (Value in € and Number)**

Contract Type	Value (€m)		Number		% of Total Value	
	2011	2010	2011	2010	2011	2010
CSU Standard Stand-alone Contracts (including BAS contracts)	85.44	88.35	1335	1212	49.43%	50.42%
Contracts signed directly by the Bank's borrowers with use of public sector loan proceeds	15.09	16.04	20	17	8.73%	9.05%
Retention of Outside Counsel by OGC	17.91	16.73	571	509	10.36%	9.44%
Grant Agreements with the Bank's Client (Consultancy Contracts are signed by the Bank's Clients)	29.96	36.36	104	134	17.33%	20.52%
Call-Off Notices under Framework Agreements**	9.84	9.32	283	180	5.69%	5.26%
Call-Off Notices under Framework Contracts**	3.20	1.19	29	16	1.85%	0.67%
TAM Contracts***	3.96	6.49	419	728	2.29%	3.66%
Nuclear Safety Department	0.48	0.28	12	4	0.28%	0.16%
Framework Contracts	6.81	1.36	7	3	4.03%	0.77%
Netherlands Emissions Reductions Cooperation Fund	0	0.06	0	1	0.00%	0.03%
Framework Agreements*	0	0	46	32	0.00%	0.00%
<b>Total</b>	<b>172.84</b>	<b>176.19</b>	<b>2826</b>	<b>2836</b>	<b>100%</b>	<b>100%</b>

\* Framework Agreements are recorded as zero value

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

\*\*\* TAM contracts include awards up to the 5<sup>th</sup> August 2011, after this period CSU took over responsibility for TAM consultancy contract awards (TAM renamed Small Business Support Team on 1<sup>st</sup> January 2012)

**Table 6 Framework Agreements Awarded in 2011**

Framework Facility Name	Funding Source	Overall Facility Value	Name /Nationality of Consultants awarded Framework Agreements	Duration
Regional: Framework on Energy Performance Assessment & Corporate Policy Support for Built Environment	Japan Technical Cooperation Fund	€428,800	<ul style="list-style-type: none"> <li>Hannah Consulting Ltd, Japan</li> <li>Padeco Co Ltd, Japan</li> </ul>	Two years
Russian Federation: Russia Small Business Fund (RSBF) TC Programme	Russia Small Business Fund	\$7,500,000	<ul style="list-style-type: none"> <li>Business and Finance Consulting GmbH, Germany</li> <li>DAI Europe Ltd, UK</li> <li>Frankfurt School of Finance and Management, Germany</li> </ul>	4.5 years
Turkey and the Caucasus Sustainable Energy Programme (TCSEP)	Spanish SEI Fund II ODA Fund	€530,600	<ul style="list-style-type: none"> <li>Gas Natural Fenosa Engineering (formerly Socoin Ingeniería y Construcción Industrial), Spain</li> <li>Heymo Ingeniería S.A (Pöyry Management Consulting), Spain</li> <li>Mercados - Energy Markets International S.A., Spain</li> </ul>	Two years
Russian Federation: EBRD/UNIDO process integration and process innovation support for large industry - Pulp and Paper	Global Environmental Facility	€450,000	<ul style="list-style-type: none"> <li>AF Industry AB, Sweden</li> <li>Poyry Finland Oy, Finland</li> <li>WS Atkins International Limited, UK</li> </ul>	Two years
Russian Federation: EBRD/UNIDO process integration and process innovation support for large industry – Machine Building	Global Environmental Facility	€450,000	<ul style="list-style-type: none"> <li>Agiplan GmbH, Germany</li> <li>MWH S.p.A., Italy</li> <li>Ove Arup and Partners International Ltd, UK</li> <li>WS Atkins International Limited, UK</li> </ul>	Two years
Russian Federation: EBRD/UNIDO process integration and process innovation support for large industry - Cement	Global Environmental Facility	€450,000	<ul style="list-style-type: none"> <li>A TEC Production and Services GmbH, Germany</li> <li>MWH S.p.A., Italy</li> <li>WS Atkins International Limited, UK</li> </ul>	Two years
Russian Federation: EBRD/UNIDO process integration and process innovation support for large industry - Ferrous Metals	Global Environmental Facility	€450,000	<ul style="list-style-type: none"> <li>MWH S.p.A., Italy</li> <li>Tebodin Eastern Europe BV, Russian Federation</li> <li>WS Atkins International Limited, UK</li> </ul>	Two years
Russian Federation: EBRD/UNIDO process integration and process innovation support for large industry - Chemicals	Global Environmental Facility	€450,000	<ul style="list-style-type: none"> <li>KBC Process Technology Ltd, UK</li> <li>Jacobs Consultancy, UK</li> <li>Tebodin Eastern Europe BV, Russian Federation</li> </ul>	Two years
Romania: EU Cohesion Funds Water Co-financing Framework - Environmental and Social Due Diligence	Spanish EBRD-ICEX Technical Co-operation	€125,100	<ul style="list-style-type: none"> <li>IDOM S.A., Spain</li> </ul>	One year

**Table 6 (cont.) Framework Agreements Awarded in 2011**

Framework Facility Name	Funding Source	Overall Facility Value	Name /Nationality of Consultants awarded Framework Agreements	Duration
Ukraine MSME Technical Co-operation Programme	<ul style="list-style-type: none"> <li>NIF Trust: Financial Sector Institution Building &amp; Crisis Response</li> <li>The Danish Rural Financial Services TC Fund</li> </ul>	€1,250,000	<ul style="list-style-type: none"> <li>Frankfurt School of Finance and Management, Germany (x 2)</li> <li>IPC - Internationale Projekt Consult GMBH, Germany (x2)</li> </ul>	Three years
Regional: TurnAround Management Team Coordinators (TTCC / EGP Coordinators)	Bank Budget	As required	<ul style="list-style-type: none"> <li>Brian Ballingall, Canada</li> <li>Robin Drewett (EMD Skills Ltd), UK</li> <li>John Emanuel, UK</li> <li>John Eskebaek, Denmark</li> <li>Tetsuo Fukuyama, Japan</li> <li>John Gore, UK</li> <li>Bernhard Keim, Germany</li> <li>Vasilis Kyriakou, Greece</li> <li>Vittorio Mattiuzzi, Italy</li> <li>Chris Rudd (Fineco Ltd), UK</li> <li>Ozren Tomic, Ireland</li> <li>Hartmut Voelkl, Germany</li> </ul>	Three years
Regional: Insurance Consultancy Services	Bank Budget	As required	<ul style="list-style-type: none"> <li>Willis, Ltd., Project Finance, UK</li> </ul>	Two years
Regional: Environmental and Social Due Diligence Training of EBRD's Financial Intermediaries	Bank Budget	As required	<ul style="list-style-type: none"> <li>PricewaterhouseCoopers LLP, UK</li> </ul>	One year
Georgia: Paravani Hydro Power Plant - Lender's Engineer	Bank Budget	As required	<ul style="list-style-type: none"> <li>Mott Macdonald Ltd, UK</li> </ul>	Five years
Regional: Integrity Investigation Services - Expansion	Bank Budget	As required	<ul style="list-style-type: none"> <li>Alaco Ltd, UK</li> <li>AXIS &amp; Co, France</li> </ul>	One year

**Table 7 2011 Consultancy Contract Awards by Consultant Nationality (Value and Number)**

Ranking	Consultant Nationality	TC Funds €	% of Total Value of TC Funds	Bank Budget €	% of Value of Bank Budget	Loan Funds €	Total Value €	% of Total Value	Total Number
1.	BRITISH	16,141,053	16.30%	28,434,408	51.44%	3,695,498	48,270,959	28.48%	840
2.	ITALIAN	11,030,213	11.14%	607,656	1.10%	4,926,862	16,564,731	9.77%	166
3.	RUSSIAN	4,834,186	4.88%	7,688,415	13.89%	0	12,522,601	7.39%	179
4.	GERMAN	11,075,192	11.18%	693,132	1.25%	59,430	11,827,754	6.98%	86
5.	AUSTRIAN	7,125,164	7.19%	264,201	0.48%	0	7,389,365	4.36%	73
6.	FRENCH	5,150,638	5.20%	946,721	1.71%	1,200,300	7,297,659	4.31%	48
7.	SWEDISH	2,103,868	2.12%	172,530	0.31%	2,963,450	5,239,848	3.09%	23
8.	SWISS	3,567,550	3.60%	367,143	0.66%	1,154,872	5,089,565	3.00%	31
9.	DUTCH	4,014,322	4.05%	485,939	0.88%	267,762	4,768,023	2.81%	46
10.	CZECH	3,977,668	4.02%	489,158	0.88%	0	4,466,826	2.64%	25
11.	AMERICAN	1,685,092	1.70%	2,434,467	4.31%	0	4,119,559	2.43%	68
12.	FINNISH	3,435,603	3.47%	660,473	1.19%	0	4,096,076	2.42%	51
13.	ROMANIAN	2,935,988	2.96%	852,490	1.54%	230,800	4,019,278	2.37%	54
14.	DANISH	3,491,545	3.53%	130,660	0.24%	0	3,622,205	2.14%	89
15.	INTERNATIONAL**	2,026,403	2.05%	0	0.00%	0	2,026,403	1.20%	4
16.	HUNGARIAN	670,208	0.68%	711,952	1.29%	359,788	1,741,948	1.03%	13
17.	NORWEGIAN	1,339,280	1.35%	350,000	0.63%	0	1,689,280	1.00%	7
18.	KAZAKHSTANIAN	1,439,917	1.45%	221,186	0.40%	0	1,661,103	0.98%	28
19.	UKRAINIAN	379,559	0.38%	1,017,599	1.84%	51,784	1,448,941	0.85%	66
20.	AUSTRALIAN	8,200	0.01%	1,407,520	2.54%	0	1,415,720	0.84%	24
21.	SPANISH	1,319,608	1.33%	80,609	0.15%	0	1,400,217	0.83%	23
22.	SLOVAK	1,348,173	1.36%	3,250	0.01%	0	1,351,423	0.80%	6
23.	TURKISH	517,190	0.52%	788,628	1.42%	0	1,305,818	0.77%	36
24.	JAPANESE	1,300,209	1.31%	0	0.00%	0	1,300,209	0.77%	101
25.	POLISH	198,264	0.20%	976,948	1.76%	0	1,175,212	0.69%	34
26.	IRISH	1,045,339	1.06%	92,059	0.17%	0	1,137,398	0.67%	40
27.	SERBIAN*	424,011	0.43%	664,704	1.12%	0	1,088,715	0.64%	57
28.	CANADIAN	705,651	0.71%	342,290	0.62%	0	1,047,941	0.62%	39
29.	GREEK	995,367	1.01%	11,574	0.02%	0	1,006,941	0.59%	45
30.	TAIPEI CHINA	885,472	0.89%	1	0.00%	0	885,473	0.52%	29
31.	BELGIAN	403,847	0.41%	190,450	0.34%	0	594,297	0.35%	28
32.	BULGARIAN	292,750	0.30%	291,456	0.53%	0	584,206	0.34%	21
33.	CROATIAN	221,136	0.22%	314,135	0.57%	0	535,271	0.32%	29
34.	BOSNIAN	237,713	0.24%	200,124	0.36%	74,625	512,462	0.30%	20
35.	KYRGYZ	362,691	0.37%	118,780	0.21%	11,065	492,535	0.29%	41
36.	GEORGIAN	128,939	0.13%	250,587	0.45%	93,050	472,576	0.28%	25
37.	ARMENIAN	215,352	0.22%	198,908	0.36%	0	414,260	0.24%	24
38.	INDIAN	0	0.00%	398,494	0.72%	0	398,494	0.24%	5
39.	EGYPTIAN	85,000	0.09%	288,189	0.52%	0	373,189	0.22%	6
40.	MONGOLIAN	101,257	0.10%	246,625	0.45%	0	347,882	0.21%	26
41.	FYR MACEDONIAN	214,179	0.22%	80,348	0.15%	0	294,527	0.17%	23
42.	NEW ZEALANDER	0	0.00%	281,628	0.51%	0	281,628	0.17%	4
43.	MOLDOVAN	83,206	0.08%	187,474	0.34%	0	270,680	0.16%	21
44.	TAJIK	161,303	0.16%	102,505	0.19%	0	263,808	0.16%	27
45.	PORTUGESE	229,001	0.23%	5,000	0.01%	0	234,001	0.14%	5
46.	SOUTH KOREAN	218,643	0.22%	0	0.00%	0	218,643	0.13%	19
47.	BELORUSSIAN	60,900	0.06%	131,800	0.24%	0	192,700	0.11%	6
48.	SOUTH AFRICAN	0	0.00%	187,532	0.34%	0	187,532	0.11%	4
49.	CHINESE	97,492	0.10%	77,958	0.14%	0	175,450	0.10%	4
50.	ALBANIAN	132,497	0.13%	37,500	0.07%	0	169,997	0.10%	15
51.	ESTONIAN	17,570	0.02%	138,970	0.25%	0	156,540	0.09%	9
52.	TURKMAN	137,265	0.14%	18,350	0.03%	0	155,615	0.09%	10
53.	AZERI	66,882	0.07%	84,306	0.15%	0	151,188	0.09%	20
54.	LUXEMBOURGEOIS	141,738	0.14%	0	0.00%	0	141,738	0.08%	14
55.	CYPRIT	0	0.00%	123,835	0.22%	0	123,835	0.07%	12
56.	MONTENEGRIN	105,750	0.11%	8,800	0.02%	0	114,550	0.07%	10
57.	UZBEK	73,125	0.07%	38,840	0.07%	0	111,964	0.07%	12
58.	ZIMBABWEAN	0	0.00%	92,088	0.17%	0	92,088	0.05%	1
59.	LITHUANIAN	0	0.00%	84,530	0.15%	0	84,530	0.05%	6
60.	SINGAPOREAN	0	0.00%	79,966	0.14%	0	79,966	0.05%	2
61.	MOROCCAN	60,000	0.06%	0	0.00%	0	60,000	0.04%	1
62.	LEBANESE	0	0.00%	57,747	0.10%	0	57,747	0.03%	2
63.	TUNISIAN	0	0.00%	41,555	0.08%	0	41,555	0.02%	5
64.	ARGENTINIAN	0	0.00%	35,610	0.06%	0	35,610	0.02%	1
65.	MAURITIAN	0	0.00%	29,385	0.05%	0	29,385	0.02%	1
66.	ISRAELI	7,715	0.01%	19,733	0.04%	0	27,448	0.02%	2
67.	SLOVENIAN	11,779	0.01%	14,400	0.03%	0	26,179	0.02%	3
68.	CAYMAN ISLANDS	0	0.00%	5,500	0.01%	0	5,500	0.00%	1
69.	BRITISH VIRGIN ISLS	0	0.00%	3,792	0.01%	0	3,792	0.00%	1
		<b>99,038,663</b>	<b>100%</b>	<b>55,362,612</b>	<b>100%</b>	<b>15,089,285</b>	<b>169,490,560</b>	<b>100%</b>	<b>2,797</b>

\*including Kosovan

\*\*International organisations: International Law Development Organisation is an international organisation based in Italy, Global Green Growth Institute is an international organisation based in South Korea.

**Table 8 2011 Consultancy Contract Awards by Consultant Nationality and Selection Method\***

	Direct Selection**				Competitive Selection				TOTAL	
	TC Funds		Bank Budget		TC Funds		Bank Budget			
	Value €	No	Value €	No	Value €	No	Value €	No	Value €	No
British	2,829,139	146	10,812,771	414	13,311,914	29	17,621,637	247	44,575,461	836
Russian	880,913	16	3,311,637	100	3,953,273	14	4,376,777	49	12,522,601	179
German	1,147,544	32	358,303	21	9,927,649	26	334,829	6	11,768,324	85
Italian	2,047,833	138	284,656	6	8,982,380	15	323,000	3	11,637,869	162
Austrian	368,353	39	186,101	8	6,756,811	23	78,100	3	7,389,365	73
French	278,186	12	371,511	18	4,872,452	10	575,210	7	6,097,359	47
Dutch	567,115	27	225,258	7	3,447,207	6	260,680	5	4,500,261	45
Czech	252,939	5	342,639	11	3,724,729	8	146,519	1	4,466,826	25
American	578,277	12	1,484,384	36	1,106,815	4	950,083	16	4,119,559	68
Finnish	536,542	28	210,394	8	2,899,061	10	450,079	5	4,096,076	51
Swiss	202,550	13	203,143	7	3,365,001	9	164,000	1	3,934,693	30
Romanian	227,697	10	778,350	39	2,708,291	2	74,140	2	3,788,478	53
Danish	864,857	76	83,783	3	2,626,688	7	46,877	3	3,622,205	89
Swedish	294,371	11	0	0	1,809,497	7	172,530	4	2,276,398	22
International***	1,565,000	2	0	0	461,403	2	0	0	2,026,403	4
Norwegian	73,910	4	0	0	1,128,075	2	350,000	1	1,689,280	7
Kazakh	290,490	12	216,979	8	1,149,427	7	4,207	1	1,661,103	28
Australian	8,200	1	478,325	14	0	0	929,195	9	1,415,720	24
Spanish	387,284	14	80,609	4	932,324	5	0	0	1,400,217	23
Ukrainian	153,750	8	859,418	49	225,809	5	158,181	3	1,397,158	65
Hungarian	121,578	3	332,410	5	548,630	1	379,542	3	1,382,160	12
Slovak	0	0	3,250	1	1,348,173	5	0	0	1,351,423	6
Turkish	243,493	6	736,938	25	273,697	4	51,690	1	1,305,818	36
Japanese	1,128,742	95	0	0	171,467	5	0	1	1,300,209	101
Polish	135,264	8	426,691	16	63,000	1	550,257	9	1,175,212	34
Irish	631,507	34	42,749	2	413,832	2	49,310	2	1,137,398	40
Canadian	473,861	25	221,324	8	231,790	2	120,966	4	1,047,941	39
Greek	745,367	42	11,574	1	250,000	1	0	1	1,006,941	45
Taipei China	355,022	25	1	1	530,450	3	0	0	885,473	29
Serbian****	373,826	27	426,259	26	50,185	3	238,446	1	1,088,715	57
Belgian	224,333	18	190,450	9	179,514	1	0	0	594,297	28
Bulgarian	202,600	4	291,456	15	90,150	2	0	0	584,206	21
Croatian	159,336	6	273,635	20	61,800	2	40,500	1	535,271	29
Kyrgyz	147,245	21	118,780	11	215,446	8	0	0	481,471	40
Bosnian	107,933	4	200,124	10	129,780	5	0	0	437,837	19
Armenian	191,012	10	68,648	8	24,340	3	130,260	3	414,260	24
Indian	0	0	0	0	0	0	398,494	5	398,494	5
Georgian	108,401	7	175,967	13	20,538	1	74,620	2	379,526	23
Egyptian	25,000	1	107,846	3	60,000	1	180,343	1	373,189	6
Mongolian	73,363	10	246,625	11	27,894	5	0	0	347,882	26
FYR Macedonian	214,179	13	80,348	10	0	0	0	0	294,527	23
New Zealander	0	0	62,070	2	0	0	219,558	2	281,628	4
Moldovan	83,206	6	187,474	15	0	0	0	0	270,680	21
Tajik	112,339	12	102,505	13	48,964	2	0	0	263,808	27
Portuguese	29,406	3	5,000	1	199,595	1	0	0	234,001	5
South Korean	218,643	19	0	0	0	0	0	0	218,643	19
Belarusian	0	0	131,800	4	60,900	2	0	0	192,700	6
South African	0	0	8,782	2	0	0	178,750	2	187,532	4
Chinese	21,700	1	3,369	1	75,792	1	74,589	1	175,450	4
Albanian	128,647	11	37,500	3	3,850	1	0	0	169,997	15
Estonian	17,570	3	88,660	4	0	0	50,310	2	156,540	9
Turkmen	69,850	6	18,350	1	67,415	3	0	0	155,615	10
Azeri	53,706	8	84,306	11	13,176	1	0	0	151,188	20
Luxembourgais	141,738	14	0	0	0	0	0	0	141,738	14
Cypriot	0	0	123,835	12	0	0	0	0	123,835	12
Montenegrin	105,750	7	8,800	3	0	0	0	0	114,550	10
Uzbek	73,125	8	38,840	4	0	0	0	0	111,964	12
Zimbabwean	0	0	0	0	0	0	92,088	1	92,088	1
Lithuanian	0	0	84,530	6	0	0	0	0	84,530	6
Singaporean	0	0	79,966	2	0	0	0	0	79,966	2
Moroccan	0	0	0	0	60,000	1	0	0	60,000	1
Lebanese	0	0	57,747	2	0	0	0	0	57,747	2
Tunisian	0	0	41,555	5	0	0	0	0	41,555	5
Argentinean	0	0	35,610	1	0	0	0	0	35,610	1
Mauritian	0	0	29,385	1	0	0	0	0	29,385	1
Israeli	7,715	1	19,733	1	0	0	0	0	27,448	2
Slovenian	11,779	1	14,400	2	0	0	0	0	26,179	3
Cayman Islands	0	0	5,500	1	0	0	0	0	5,500	1
British Virgin Islands	0	0	3,792	1	0	0	0	0	3,792	1
	<b>20,292,186</b>	<b>1065</b>	<b>25,516,845</b>	<b>1046</b>	<b>78,609,184</b>	<b>258</b>	<b>29,845,766</b>	<b>408</b>	<b>154,401,273</b>	<b>2777</b>

\* Excludes twenty contracts funded from the Bank's loan proceeds in public sector operations (all awarded through competitive selection)

\*\* Includes contracts awarded under Section 5.9 (a), (b) &amp; (c) of the Bank's PP&amp;R

\*\*\* International organisations refers to International Development Law Organisation based in Rome and Global Green Growth Institute based in South Korea

\*\*\*\* Including Kosovo

**Table 9 Consultants from EBRD Countries of Operations\* in 2011 and 2010**

	Value of Contract Awards (€) in 2011			Number of Contract Awards in 2011		Total Value of Contracts (€) in 2011 (A)+(B)+(C)	Total Number of Contracts in 2011 (D)+(E)	Value of Contracts (€) awarded in 2010	Number of Contracts awarded in 2010
	TC Funds (A)	Bank Budget (B)	Loan Funds (C)	Direct Selection (D)	Competitive Procedure (E)				
Russian	4,834,186	7,688,415	0	116	63	12,522,601	179	15,388,789.00	191
Czech***	3,977,668	489,158	0	16	9	4,466,826	25	1,680,594.00	20
Romanian	2,935,988	852,490	230,800	49	5	4,019,278	54	2,632,124.00	42
Hungarian	670,208	711,952	359,788	8	5	1,741,948	13	64,360.00	6
Kazakh	1,439,917	221,186	0	20	8	1,661,103	28	1,954,391.00	39
Ukrainian	379,559	1,017,599	51,784	58	8	1,448,941	66	1,397,373.00	57
Slovak	1,348,173	3,250	0	1	5	1,351,423	6	415,272.00	3
Turkish	517,190	788,628	0	31	5	1,305,818	36	867,657.00	32
Polish	198,264	976,948	0	24	10	1,175,212	34	1,331,749.00	36
Serbian**	424,011	664,704.11	0	53	4	1,088,715	57	1,803,969.00	58
Bulgarian	292,750	291,456	0	19	2	584,206	21	3,775,671.00	31
Croatian	221,136	314,135	0	26	3	535,271	29	2,590,578.00	29
Bosnian	237,713	200,124	74,625	15	5	512,462	20	939,381.00	24
Kyrgyz	362,691	118,780	11,065	32	9	492,535	41	385,181.00	37
Georgian	128,939	250,587	93,050	21	4	472,576	25	805,582.00	34
Armenian	215,352	198,908	0	18	6	414,260	24	1,217,827.00	53
Egyptian****	85,000	288,189	0	4	2	373,189	6	0.00	0
Mongolian	101,257	246,625	0	21	5	347,882	26	536,293.00	43
FYR Macedonian	214,179	80,348	0	23	0	294,527	23	272,829.00	20
Moldovan	83,206	187,474	0	21	0	270,680	21	227,438.00	24
Tajik	161,303	102,505	0	25	2	263,808	27	407,934.00	29
Belarusian	60,900	131,800	0	4	2	192,700	6	252,119.00	14
Albanian	132,497	37,500	0	14	1	169,997	15	97,193.00	22
Estonian	17,570	138,970	0	7	2	156,540	9	72,539.00	4
Turkmen	137,265	18,350	0	7	3	155,615	10	79,780.00	10
Azeri	66,882	84,306	0	19	1	151,188	20	220,668.00	28
Montenegrin	105,750	8,800	0	10	0	114,550	10	118,900.00	6
Uzbek	73,125	38,840	0	12	0	111,964	12	261,979.00	27
Lithuanian	0	84,530	0	6	0	84,530	6	104,900.00	7
Moroccan****	60,000	0	0	0	1	60,000	1	0.00	0
Tunisian****	0	41,555	0	5	0	41,555	5	0.00	0
Slovenian	11,779	14,400	0	3	0	26,179	3	23,950.00	2
Latvian	0	0	0	0	0	0	0	93,000.00	3
	<b>19,494,457</b>	<b>16,292,511</b>	<b>821,112</b>	<b>688</b>	<b>170</b>	<b>36,608,080</b>	<b>858</b>	<b>40,020,020</b>	<b>931</b>

\* Location of the contracted consultant

\*\* including Kosovo

\*\*\* Czech Republic has graduated

\*\*\*\* Recipients countries



**Table 10 2011 Consultancy Contract Awards by EBRD Department\* (Value in € and Number)**

Department / Team	TC Funded Contracts		Bank Funded Contracts		TOTAL (TC and Bank Funded Contracts)		
	Value (€)	Number	Value (€)	Number	Value (€)	% of the Total Value of Contracts	Number
	(A)	(B)	(C)	(D)	(A)+(C)		(B)+(D)
Turkey, Eastern Europe, Caucasus and Central Asia (TEECCA)	1,081,590	60	60,899	3	1,142,489	0.74%	63
Central and South Eastern Europe	441,428	15	2,400	1	443,828	0.29%	16
Industry, Commerce and Agribusiness	10,017,170	477	6,518,963	177	16,536,133	10.71%	654
B a n k i n g TAM Programme (Member of Industry, Commerce and Agribusiness Group)	3,960,272	419	0	0	3,960,272	2.56%	419
Financial Institutions	29,429,051	72	2,116,305	51	31,545,356	20.43%	123
Infrastructure	26,069,796	101	3,847,831	137	29,917,627	19.38%	238
Energy and Natural Resources	2,554,062	4	1,875,625	36	4,429,687	2.87%	40
Russia	19,990	1	86,783	3	106,773	0.07%	4
Other/Contingency	15,904,558	103	3,130,493	91	19,035,051	12.33%	194
Evaluation Department	75,792	1	432,303	17	508,095	0.33%	18
Finance	163,310	3	448,229	6	611,539	0.40%	9
Retention of Outside Counsel (contracts awarded by OGC)	0	0	17,910,271	571	17,910,271	11.60%	571
VP, Risk and Resources (including IT)	484,522	12	15,115,993	227	15,600,515	10.10%	239
Office of the Chief Economist	802,203	7	801,165	41	1,603,368	1.04%	48
Office of the General Counsel	6,985,905	34	695,620	9	7,681,525	4.98%	43
VP, Operation Policies	1,049,014	14	1,701,760	52	2,750,773	1.78%	66
Compliance Department	0	0	359,200	12	359,200	0.23%	12
Communications Department	0	0	116,624	11	116,624	0.08%	11
Office of the Secretary General	0	0	132,058	8	132,058	0.09%	8
Internal Audit	0	0	10,090	1	10,090	0.01%	1
<b>Total:</b>	<b>99,038,663</b>	<b>1323</b>	<b>55,362,612</b>	<b>1454</b>	<b>154,401,275</b>	<b>100%</b>	<b>2777</b>

\* By cost centre allocation excluding contracts funded from public sector loan proceeds

**Table 11 Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by CSU in 2011**

	Open Competition		Targeted <sup>19</sup> Competition	
	Expressed Interest	Contracts Awarded	Expressed Interest	Contracts Awarded
Armenia	15	4		
Australia	11	4		
Austria	75	8	41	10
Azerbaijan	4	0		
Barbados	1	1		
Belarus	10	2		
Belgium	28	1		
Bosnia & Herzegovina	11	2		
Bulgaria	20	2		
Canada	32	2		
China	3	1	1	1
Croatia	13	2		
Cyprus	2	0		
Czech Republic	22	2	23	6
Denmark	42	3		
Egypt	3	2		
Estonia	2	0		
Finland	36	9	6	2
France	93	10	12	3
FYR Macedonia	8	0		
Georgia	2	0		
Germany	170	17	41	7
Greece	26	2		
Hungary	22	1		
Iceland	2	0		
India	11	0		
Iran	1	0		
Ireland	17	2		
Israel	8	0		
Italy	82	8	28	4
Japan	9	1	2	2
Jordan	2	0		
Kazakhstan	15	2		
Korea	7	0		
Kyrgyz Republic	4	0		
Latvia	2	0		
Lebanon	2	0		
Lithuania	2	0		
Moldova	1	0		
Mongolia	14	2		
Morocco	2	1		
Netherlands	61	4	6	1
New Zealand	1	0		
Norway	3	2		
Philippines	4	0		
Poland	20	3		
Portugal	4	0	8	1
Romania	31	2		
Russian Federation	118	17		
Serbia incl. Kosovo	34	3		
Singapore	1	0		
Slovak Republic	4	1	17	4
Slovenia	1	0		
Spain	71	1	18	4
Sweden	29	5	1	1
Switzerland	74	11	5	1
Taipei China	15	0	3	3
Tajikistan	7	2		
Tunisia	1	0		
Turkey	31	3		
Turkmenistan	21	2		
Ukraine	25	1		
United Kingdom	719	79		
United States	99	8		
Uzbekistan	1	0		
	<b>2188</b>	<b>235</b>	<b>212</b>	<b>50</b>

**Note:** Includes contracts awarded by Consultancy Services Unit 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

<sup>19</sup> Assignments targeted specifically at consultants from TC donor country

**Table 12 2011 Consultancy Contract Awards funded by Technical Cooperation and Special Funds by Funding Agreement**

<b>Funding Agreement</b>	<b>Donor</b>	<b>Status</b>	<b>No</b>	<b>Value (€)</b>
EBRD Shareholder Special Fund	Multi-donor	Untied	323	24,183,516
EC - SME Finance Facility	EU	Untied	4	6,420,628
Global Environment Facility II	GEF	Untied	25	5,451,522
EU Private Sector Support Facility for Turkey	EU	Untied	21	5,009,307
Early Transition Countries Fund	Multi-donor	Untied	80	4,853,301
Czech Republic ODA TC fund	Czech Republic	Tied	9	3,462,024
Russia Small Business	Multi-donor	Untied	6	3,317,840
Austrian Fund for Municipal Infrastructure	Austria	Tied	7	2,880,421
Korean Technical assistance and Cooperation Fund	Korea	Untied	32	2,602,091
EU Ukraine Power Transmission Network Reinforcement Project	EU	Untied	2	2,523,345
EU Contribution of the NIF Trust Fund to the Preparatory Studies for the modernisation of Ukraine s Gas Transit and Storage	EU	Untied	1	2,252,620
NIF Contribution to the Tbilisi Railway Bypass Project in Georgia	EU	Untied	2	2,154,750
Private Sector Support Facility for the Western Balkans	EU	Untied	99	2,115,930
Japan-Europe Co-operation Fund	Japan	Untied	124	1,676,198
Swiss TC Fund for Osh and Jalalabad Projects	Switzerland	Semi-untied	1	1,497,150
TAM/BAS Programme in Eastern Partnership Countries	EU	Untied	57	1,251,571
France Technical Cooperation -Treasury	France	Tied	4	1,174,700
EBRD - Slovak Republic TC Fund	Slovak Republic	Tied	5	1,101,623
Germany II Technical Cooperation Fund	Germany	Tied	7	1,668,355
NIF Trust: Financial Sector Institution Bldg & Crisis Response	EU	Untied	7	1,015,688
EU/EBRD Energy Efficiency Finance Facility	EU	Untied	1	994,254
Ministry of Foreign Affairs Finland - EBRD TC fund	Finland	Tied	3	993,747
Taiwan Business - EBRD TC Fund	Taiwan	Semi-untied	38	952,210
North Caucasus Micro, Small and Medium Enterprise Development Initiative	EU	Untied	6	934,777
SIDA-EBRD Municipal Environment Investment Technical Cooperation Fund for the Early Transition Countries	Sweden	Untied	1	932,324
EBRD Water Fund	Multi-donor	Untied	2	834,750
Austrian Technical Assistance Co-operation Fund	Austria	Tied	7	815,215
EU Support for Business Development in Kosovo through TAM	EU	Untied	94	812,277
Kozoloduy International Decommissioning Support Fund (KIDS)	Multi-donor	Untied	1	800,000
Luxembourg - ODA Technical Co-operation Fund	Luxembourg	Tied	26	743,559
EC NIF Framework for Capacity Building to Support Financial Intermediaries in Azerbaijan and Georgia	EU	Untied	1	725,000
EC SEMED Project Preparation Framework - NIF FUNDED	EU	Untied	5	712,954
Italian Technical Co-operation	Italy	Tied	23	706,258
EBRD - Western Balkans Fund	Multi-donor	Untied	6	678,010
Finnish Ministry of Employment and the Economy TC Fund	Finland	Tied	5	644,695
Support to SME's sectors in Bosnia and Herzegovina - TAM BAS	EU	Untied	29	591,802
Implementation of the TAM Programme in the FYR of Macedonia	EU	Untied	40	573,545
SIDA-EBRD Energy Efficiency Technical Cooperation Fund for Moldova	Sweden	Untied	2	547,555
CIF - Clean Technology fund	Multi-donor	Untied	2	520,000
SIDA-EBRD Ukraine Energy Efficiency and Environment Consultant Cooperation Fund	Sweden	Untied	4	510,520
Central European Initiative - Ministry of Foreign Affairs	Italy	Tied	3	494,915
Nuclear Safety Account	Multi-donor	Untied	12	484,522
EC NIF Regional energy Efficiency Programme for Corporate Sector in Armenia, Azerbaijan, Georgia, Moldova and Ukraine	EU	Untied	9	440,940
Austria-EBRD Ukraine Energy Efficiency Programme	Austria	Tied	3	440,000
EBRD-ICF-PSD in Western Balkans	Italy	Tied	2	426,900

**Table 13 (cont.) 2011 Consultancy Contract Awards funded by Technical Cooperation and Special Funds by Funding Agreement**

<b>Funding Agreement</b>	<b>Donor</b>	<b>Status</b>	<b>No</b>	<b>Value (€)</b>
Sweden (SIDA) - EBRD Technical Cooperation Fund - Phase II	Sweden	Tied	2	408,722
EBRD-Germany Non ODA Sustainable Energy Initiative Project	Germany	Untied	16	373,966
SIDA-EBRD Municipal Environment and Climate Programme Fund	Sweden	Untied	1	358,565
Netherlands Technical Assistance Co-operation	Netherlands	Tied	3	355,815
The New Norway Cooperation Fund	Norway	Untied	5	336,205
Portuguese Technical Cooperation Fund 2008	Portugal	Tied	6	244,163
Spanish SEI Fund II ODA Fund	Spain	Semi-untied	8	222,214
Japan-SEI TC Fund	Japan	Semi-untied	6	220,730
Central European Initiative	Italy	Tied	21	216,545
EC Municipal Finance Facility TC Special Fund	EU	Untied	2	204,940
EBRD-Austria Fund for Improving the Energy Performance of Buildings in Russian Federal Districts	Austria	Untied	1	198,000
Support to SME Development in Mongolia	EU	Untied	2	188,080
Austria BAS Fund	Austria	Untied	5	151,903
EBRD-Romania Micro Credit Facility	Multi-donor	Untied	1	120,000
Implementation of the BAS Programme in the FYR of Macedonia	EU	Untied	5	115,215
EBRD-ICEX Technical Co-operation	Spain	Tied	9	115,070
EBRD Italian TC Fund Albanian Water Resources Study	Italy	Tied	1	103,780
Luxembourg - European Bank Technical Co-operation	Luxembourg	Tied	8	103,359
SIDA-EBRD TAM/BAS Energy Efficiency Fund for Moldova	Sweden	Untied	7	92,878
German Federal Ministry for the Environment (ODA) Sustainable Energy Initiative Project Account	Germany	Untied	10	92,382
EBRD-DFID Sustainable Energy Initiative Fund	United Kingdom	Untied	1	90,000
EBRD Business Advisory Services (BAS) programme Kosovo	Netherlands	Untied	5	88,771
EBRD Business Advisory Services (BAS) programme Serbia	Netherlands	Untied	6	83,143
France Technical Cooperation - Foreign Affairs	France	Tied	1	67,736
EBRD Business Advisory Services (BAS) programme Montenegro	Netherlands	Untied	7	66,018
Switzerland-SECO/BAS Fund	Switzerland	Untied	13	61,564
Ireland-European Bank Cooperation	Ireland	Tied	1	57,000
Seco-EBRD Secured Transactions and Creditors rights Fund	Switzerland	Untied	1	45,500
Southern and Eastern Mediterranean Trust Fund	Multi-donor	Untied	4	40,000
EBRD - Canadian Technical Cooperation Fund 2006-2009	Canada	Untied	2	31,260
Switzerland-EBRD FYR Macedonia MEAP Grant Fund	Switzerland	Tied	1	25,000
Hellenic Technical Cooperation	Greece	Tied	5	23,541
Swiss Technical Co-operation	Switzerland	Tied	4	22,486
Walloon Technical Cooperation Fund	Belgium	Tied	2	22,422
Japan Fund for Post-Conflict Support	Japan	Untied	4	13,707
OeEB - EBRD Technical Cooperation Fund	Austria	Untied	1	10,819
Finnish Technical Cooperation Fund	Finland	Tied	2	5,720
TAM/BAS Community Project in the South Gobi Region	Energy Resources LLC	Untied	1	840
The Danish Rural Financial Services Technical Cooperation Fund	Denmark	Untied	2	-
	<b>TOTAL</b>		<b>1323</b>	<b>98,901,368</b>