

April 2013

Engagement of Consultants by the European Bank for Reconstruction and Development in 2012



European Bank
for Reconstruction and Development

EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT

ENGAGEMENT OF CONSULTANTS

2012

Technical Cooperation Team
April 2013

EXECUTIVE SUMMARY

- In 2012, the EBRD and its clients awarded 2,764 consultancy contracts with a total value of €168.07 million representing a small decrease in both number and value of contracts compared to 2011 (1.18% and 0.84% respectively).
- Consultancy contract awards were financed from the following funding sources:
 - Technical Cooperation (TC) Funds including Special Funds available through the various donor-funded programmes: €89.31 million, 1,172 contracts;
 - The Bank's budget: €55.37 million, 1,575 contracts;
 - Public sector loan proceeds: €23.39 million, 17 contracts.
- There was a 9.82% decrease in the value of contracted TC funds compared to the previous year, whereas the value of contracts financed from the Bank's budget remained at a similar level, and the value of loan funded contracts was higher than in 2011 by 55%.
- 85.70% of all contracted TC funds (79.59% in 2011) did not carry any consultant nationality eligibility restrictions.
- Competitive selection accounted for 68.91% of the value of consultancy contract awards by the Bank and its clients, a decrease compared to 72.70% in 2011. The share of value of contracts awarded by direct consultant selection including awards under Section 5.9 of the Bank's Procurement Policies and Rules (PP&R) increased from 27.30% in 2011 to 31.09% in 2012. The increase is due to a number of high value TC funded contracts and extensions approved by TC Com under Section 5.9 of the Bank's PP&R (details of these contracts are provided in Section 4 of the Report).
- The value and number of contracts awarded to consultants from the Bank's countries of operations increased from €36.61 million and 858 contracts in 2011, to €41.91 million and 950 contracts in 2012. This represents a 14.48% increase in value and a 10.72% increase in number of contract awards to local consultants.

Abbreviations

CAR	Consultant Assignment Reporting
CSU	Consultancy Services Unit (now known as the Technical Cooperation Team)
DCF	Donor Co-Financing team (formerly the Official Co-Financing Unit, OCU)
EGP	Enterprise Growth Programme
ESD	Environmental and Social Department
ETC	Early Transition Countries
EvD	Evaluation Department
FI	Financial Institutions
FIDIC	International Federation of Consulting Engineers
GEF	The Global Environment Facility
GCSR	Grant Co-Financing Strategic Review
IFI	International Financial Institution
LTT	Legal Transition Team
MCCF	Multilateral Carbon Credit Fund
MDB	Multilateral Development Bank
MSE	Micro and Small Enterprises
MSME	Micro, Small and Medium-sized Enterprises
NIF	Neighbourhood Investment Facility
NSD	Nuclear Safety Department
OCE	Office of the Chief Economist
OCU	Official Co-Financing Unit (now known as Donor Co-Financing, DCF)
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
RO	Resident Office
SBS	Small Business Support team
SEMED	The southern and eastern Mediterranean region
SME	Small and Medium Enterprise
SPCom	Strategy and Policy Committee
SSF	EBRD Shareholder Special Fund
TAM	TurnAround Management Programme (now known as Enterprise Growth Programme, EGP)
TC	Technical Cooperation
TC Com	Technical Cooperation Review Committee

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1. Introduction

The Annual Report on Engagement of Consultants in 2012 (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 financed either from the Bank’s budget, public sector loan proceeds, Technical Cooperation (“TC”) funds including Special and Cooperation Funds, and Nuclear Safety grants.

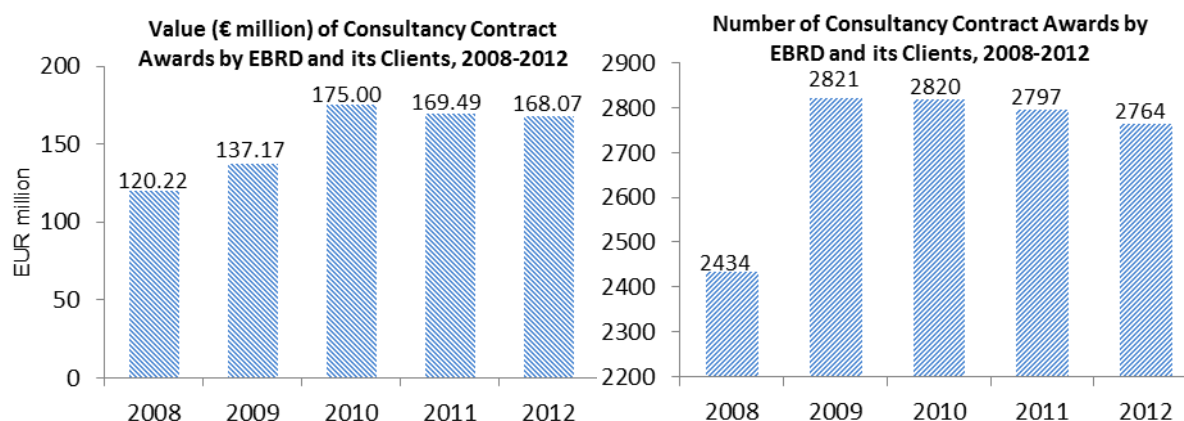
The Report has been prepared by the Technical Cooperation team (TC Team), previously known as the Consultancy Services Unit (“CSU”)¹, which is responsible for selection and engagement of consultants. The Report presents consolidated figures of the 2012 consultancy contract awards including the statistics on consultancy contract awards for the Small Business Support (“SBS”) team², and the Office of the General Counsel (“OGC”) responsible for selection and engagement of outside counsel. It also includes 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”)³.

In response to the Audit Committee’s comments on the 2011 Annual Report on Engagement of Consultants, the 2012 Report includes additional analysis of local consultants’ participation as presented in Section 6.2, and an evaluation of consultants’ performance for consultancy contracts funded by TC and Bank’s budget presented in Section 9 of the Report.

It is intended that upon consideration and approval by the Executive Committee (“ExCom”) 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 website⁴.

2. Overall Results of Consultancy Contract Awards

In 2012, the EBRD and its clients awarded **2,764 consultancy contracts** with a total value of **€168.07 million**. There was a small reduction in both numbers and value of contract awards compared to the previous year. **Table 2 of Annex I** also lists the value and number of consultancy contract awards by the EBRD and its clients in the past five years.



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

¹ Consultancy Services Unit became the Technical Cooperation Team in January 2013

² Formerly known as TAM/BAS Team and renamed to the Small Business Support Team in January 2012

³ These contract awards are also reported in the Annual Procurement Review prepared by the Procurement Department

⁴ Annual Reports on Engagement of Consultants for previous years are available at

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

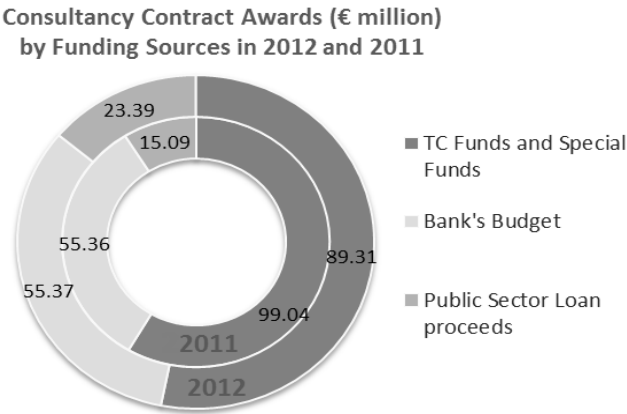
3. Funding Sources

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

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 Nuclear Safety grants managed by the Nuclear Safety Department (“NSD”);
- (b) the Bank’s budget; and
- (c) public sector loan proceeds.

In 2012, TC funding and Special Funds amounted to €89.31 million or 53.14% of the value of all contract awards by the EBRD and its clients. The Bank’s budget financed €55.37 million worth of consultancy contracts (32.94%), and public sector loan proceeds funded €23.39 million or 13.92% of the total value of the 2012 consultancy contract awards. Whereas the value of consultancy contract awards financed from the Bank’s budget was at a similar level as in 2011, the value of contracts financed with TC funds decreased by nearly 10%. The value of loan funded consultancy contract awards tends to fluctuate – in 2012 there were €23.39 million reported, 55% higher than reported in the previous year.



Details of the value and number of 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 Annex I**.

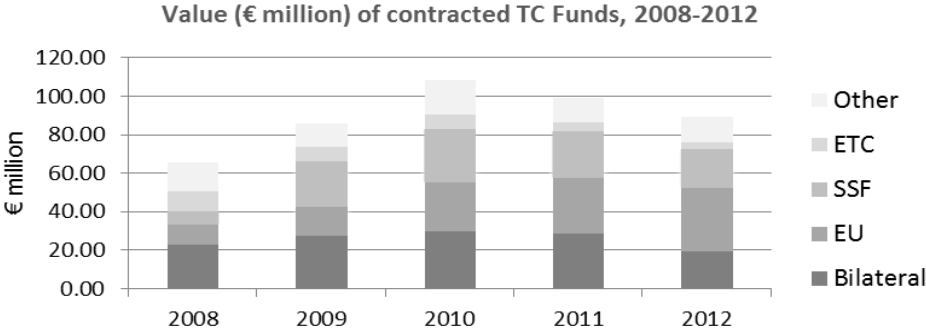
3.1 Technical Cooperation Funds

TC funding is provided by various donors (primarily government ministries or agencies) and is used to finance consultants carrying out work, on behalf of the Bank or its clients, in support of the Bank’s overall mandate, to foster the transition towards open market-oriented economies and to promote private and entrepreneurial initiative in its countries of operation.

In 2012, TC funds made available through the EBRD’s donor-funded programmes, including those for the SBS programmes and Special Funds, financed 1,172 consultancy contracts with a total value of €89,308,605, compared to 1,323 contracts totalling €99.04 million in 2011, and 1,530 contracts for €108.17 million in 2010⁵. For two consecutive years there was a decrease in both value and number of contracts financed by TC funding as the Bank’s donors face a challenging budgetary environment.

⁵ The TC commitment amounts reported by the DCF team were €129 million in 2012, €125 million in 2011, and €139 million in 2010. The difference is explained by (1) a time lag between issuing TC commitments for earmarked projects and contracting; (2) commitments for framework facilities are reported by the DCF team at the time of securing donor funding, but the actual utilisation/contracting is spread over several years; (3) commitments for training costs, subsidies and expenses by the Bank’s clients fall outside the scope of the Annual Report on Engagement of Consultants. In addition, the DCF’s reported commitments include the grant agreements by the BAS Offices in countries of operations (see page 22 of the Report) and de-commitments due to project cancellations.

The chart below illustrates values of contracted TC funds in the past five years.



The European Union (EU), the Bank’s most significant contributor of TC donor funding, financed **378 consultancy contracts** with a total value **€33.02 million**, through various EU programmes, notably through the Private Sector Support Facility for Turkey, SME Finance Facility, and the EU Neighbourhood Investment Facility (NIF). In 2011, there were 387 contracts totalling €29.04 million funded from various EU programmes.

The Shareholder Special Fund (“SSF”) financed **267 contracts** with a total value **€19.96 million** (323 contracts for €24.18 million in 2011). The SSF, which was initially established in 2008 with the resources of the Bank's net income 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 Early Transition Countries Fund⁶ (“ETC”) financed by Canada, Finland, Germany, Ireland, Japan, Korea, Luxembourg, the Netherlands, Norway, Spain, Sweden, Switzerland, Taipei China and the United Kingdom provided funding for **61 contracts** totalling **€3.36 million**, a decrease compared to 2011 (80 contracts with a total value €4.85 million).

The Global Environment Facility (“GEF”) provided funding for 14 contracts totalling €0.66 million (25 contracts for €5.45 million in 2011).

Other **multi-donor funds**, such as the Clean Technology Fund, EBRD Water Fund, Mongolian Cooperation Fund, Northern Dimension Environmental Partnership Support Fund, Nuclear Safety grants, Russia Small Business Fund, Southern and Eastern Mediterranean Multi-Donor Account, Southern and Eastern Mediterranean Trust Fund, European Western Balkans Joint Fund, and Western Balkans Fund, provided funding for further **83 contracts** totalling **€8.99 million**.

365 contracts with an aggregate value of **€19.45 million** were finance through various **bilateral agreements with the donors of TC funds**, through one or more TC contribution agreements. The donor countries with respective number and value of the 2012 contract awards are listed in the table overleaf.

⁶ ETC countries: Armenia, Azerbaijan, Belarus, Georgia, Kyrgyz Republic, Moldova, Mongolia, Tajikistan, Turkmenistan and Uzbekistan

The bilateral contributions from donor countries with respective number and value of 2012 contract awards are listed in below.

Donor Countries	Number	Value, €	Donor Countries	Number	Value, €
Austria	20	3,176,646	Luxembourg	23	857,133
Belgium	4	77,306	Netherlands	2	195,601
Czech Republic	8	1,323,264	Norway	8	702,233
Denmark	1	32,420	Portugal	4	26,324
Finland	4	981,766	Slovak Republic	12	923,142
Germany	22	1,337,879	Spain	26	1,718,038
Greece	1	150	Sweden	19	2,156,445
Italy	33	2,295,286	Switzerland	18	1,107,758
Japan	103	1,414,351	Taiwan	24	338,817
Korea	11	366,592	USA	22	421,981

The chart below shows the share of value of the funding sources in 2012 compared to 2011. The EU funding accounted for 37% of the value of the 2012 TC funded contracts, and bilateral and SSF funding accounted for 22% each. The remaining 19% of the TC funded contracts were financed from other multi-donor and special funds.

Consultancy Contracts by TC Funding Sources (share of value), in 2012 and 2011

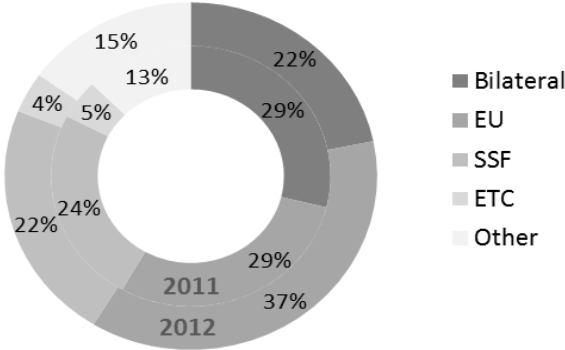


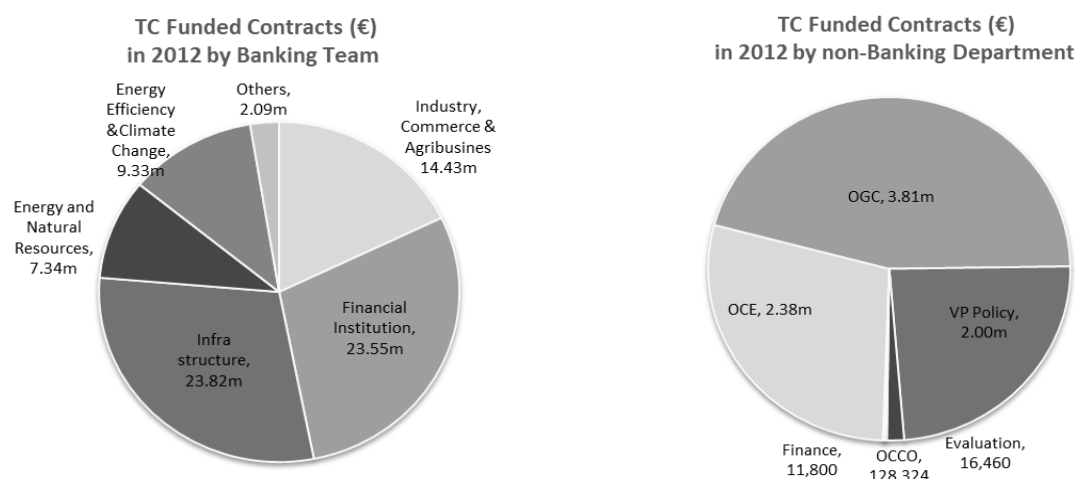
Table 12 of Annex I lists number and value of consultancy contracts funded by TC and special donor funds by respective funding agreement in 2012.

Table 10 of Annex I provides a breakdown of TC funded consultancy contracts by EBRD department / team.

The EBRD’s Banking teams were responsible for contracting 91% of the value of TC funds (in 2012, 1,056 contracts with a total value of €80.99 million were for the Banking teams). These were used to finance various project preparation and implementation assistance as well as the Bank’s key programmes, facilities and initiatives, such as sustainable energy and support for small business, therefore utilising TC funds to support transactional as well as stand alone TC initiatives.

The Financial Institutions and Infrastructure teams had the highest share of value of TC funded contract awards (29% each), followed by the Industry, Commerce & Agribusiness Team (18%), and Energy Efficiency & Climate Change and Energy & Natural Resources teams (10% each).

The **non-Banking departments** within the Bank were responsible for contracting the remaining **118 contracts** with a total value of **€8.35 million**. TC funding is used by non-Banking departments to finance projects directly relevant to transition process, including for the programmes and initiatives run by the OGC’s Legal Transition Team (“LTT”), Office of the Chief Economist (“OCE”), VP Policy and the Office of the Chief Compliance Officer (“OCCO”). Approximately 50% of the value of contracts for the non-Banking departments (€4.81 million, 46 contracts) were financed by the SSF.



The TC highlights by the non-Banking departments are presented below.

Assignment	Contract Amount, €	Consultant Name / Nationality	Funding Source	EBRD Team
Regional: Developing Policy Frameworks for Local Capital Market Development	840,000	Ogresearch, S.R.O., Czech Republic	SSF	OCE
Regional: Implementation of the BEEPS V: EU and Western Balkans	703,489	IPSOS, UK	SSF	OCE
Regional: Banking Environment and Performance Survey (BEPS) II	576,915	Business and Finance Consulting GmbH, Switzerland	SSF	OCE
Armenia: Electronic Communications Regulatory Development	423,366	Telecon Ltd, Finland	Ministry of Foreign Affairs Finland TC Fund	OGC
Tajikistan: Implementation of Commercial Law Judicial Training Program (Extension)	371,774	International Development Law Organisation	SSF	OGC
Kyrgyz Republic: Bishkek Municipal Advisory Services (Gender & Equal Opportunities)	274,690	Oxford Policy Management, UK	ETC Fund	Gender Unit
Ukraine: Forest Certification in Ivano-Frankivsk Oblast - Phase II	190,300	FE SGS Ukraine	SSF	Environment & Sustainability
Regional: Enhancing Public Procurement Professionalism - Pilot	90,000	University of Rome, Italy	Italian TC Fund and Central European Initiative	Procurement

A comprehensive review of the donors’ TC funding prepared by the DCF team is published in the Bank’ Annual TC Donor Report⁷.

⁷ See: <http://www.ebrd.com/pages/research/publications/flagships/donor.shtml>

3.2 Bank's Budget

The Bank's budget was used to finance consultancy services required at pre- and post-signing phases of a Bank operation cycle for project preparation, including legal, financial, technical, environmental due diligence assignments, as well as project monitoring, such as lender supervisors and Nominee Directors representing the Bank on the boards of investee companies. The Bank's budget is also used to engage consultants for various non-Banking departments required enabling 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 I**).

In 2012, the Bank's budget financed **1,575 consultancy contracts** with a total value of **€55.37 million** (in 2011 there were 1,454 contracts for €55.36 million financed from the Bank's budget). Included in the contracts are 508 contracts with a total value of €17.62 million for the Banking Department (32% of all contracts financed from the Bank's budget), 647 contracts for €18.38 million for retention of outside counsel by OGC (34%), and 536 contracts for €19.01 million (34%) for other non-Banking teams. The majority of non-Banking contracts (excluding OGC) were for the VP Risk and Resources (202 contracts for €13.52 million) and included, among others, consultants retained by the Human Resources, Information Technology, and Administrative Services teams.

3.3 Loan Proceeds in Public Sector Operations

In 2012, there were 17 consultancy contracts with an aggregate value of €23.39 million funded by loan proceeds of public sector operations and awarded by the Bank's borrowers directly. In 2011 there were 20 consultancy contracts with an aggregate value of €15.09 million. Consultant selection for these contracts is carried out by borrowers subject to the Bank's PP&R and under the ultimate oversight of the PD.

Included in the 2012 statistics is one contract which did not follow the Bank's PP&R: *Assignment*: FYR Macedonia: Supervision of the Remaining Link Along Corridor X to the level of Motorway Section Demir Kapija – Smokvica, *Funding Source*: Public Sector Loan Proceeds, *Contract Value*: €8,977,500, *Consultant*: Egis International, France. This contract was procured following the EU Practical Guide to Procurement (otherwise known as PRAG) procurement rules. The overall project (which has a total estimated cost of €250 million and which includes a very large civil works contract) is co-financed by the EBRD, European Investment Bank ("EIB") and EU's Instrument for Pre-Accession Assistance ("IPA") funds. The consultancy contract is 100% eligible for financing from the Bank's loan but may subsequently be partly co-financed with either IPA and/or EIB funds at the client's discretion.

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 2012, in addition to the loan funded consultancy contracts above, the PD reported four contracts for consultant services with a total value of €3.87 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 relate to projects co-financed by the Bank and allow for procurement in accordance with national law (aligned to the EU Procurement Directive) on exceptional basis in accordance with Section 2.4 of the Bank's Procurement Policies and Rules. 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.

4. Consultant Selection Methods

Consultant selection is carried out by the EBRD in accordance with the Bank's Procurement Policies and Rules ("PP&R")⁸ as follows:

Direct Selection: the PP&R stipulate 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.

Selection from Shortlist: 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. The selected consultant is invited to submit a proposal and to contract negotiations.

Evaluation of Proposals: 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.

Section 5.9 of the Bank's PP&R 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:

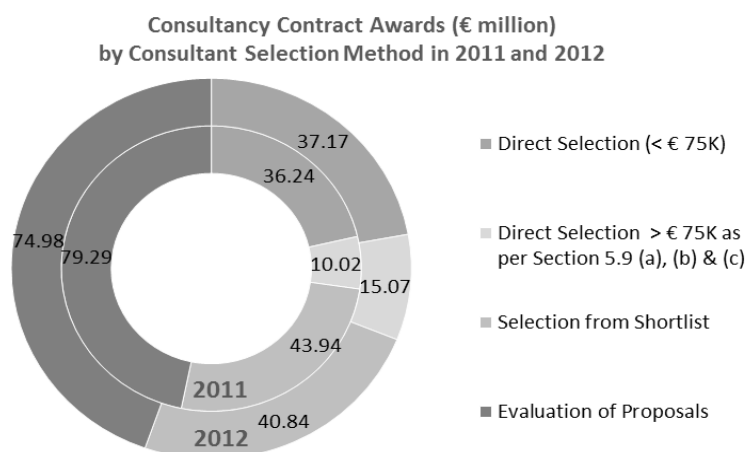
- (a) the consultant has unique expertise or experience; or
- (b) the consultant has been or is involved in the early phases of the project such as feasibility or design and it has been determined that continuity is necessary and no advantage would be gained from following competitive procedures; or
- (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 Annex I 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, contracts funded by the Bank's budget and loan proceeds of public sector operations awarded in 2012.

⁸ See Section 5.3 of the Bank's PP&R available at <http://www.ebrd.com/pages/research/publications/policies/procurement.shtml>

In 2012, the value of contracts awarded following a competitive consultant selection process (either evaluation of proposals or selection from shortlist) amounted to 68.91% of the value of all contract awards, with the remaining 31.09% of the value awarded through direct selection. In 2011, the share of the value of competitively awarded contracts was slightly higher at 72.70% of the value of all contract awards.



The table below provides a detailed breakdown of values and numbers of contract awards by selection method for the past three years.

Consultancy Contract Awards by EBRD and its Clients by Consultant Selection Method

	2012			2011			2010		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	37,171,133	22.12%	1,886	36,239,958	21.38%	1,963	33,039,306	18.88%	1,884
Direct Selection under Section 5.9	15,073,305	8.97%	156	10,022,704	5.91%	154	12,471,838	7.13%	219
Selection from Shortlist	40,842,368	24.30%	567	43,936,086	25.93%	544	41,758,735	23.86%	545
Evaluation of Proposals	74,979,460	44.61%	155	79,291,812	46.78%	136	87,729,637	50.13%	172
	168,066,266	100%	2,764	169,490,560	100%	2,797	174,999,516	100%	2,820

The two tables overleaf detail the number, value and share of value of contract awards by selection method for TC funds and Bank's budget for the past three years.

17 contracts for consultancy services with a total value of €23,387,934 funded from public sector loan proceeds were awarded following either direct selection or evaluation of proposals processes (see **Table 3** of **Annex I** for details).

TC Funded Contract Awards by Consultant Selection Method

	2012			2011			2010		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	14,748,304	16.51%	857	14,957,880	15.10%	999	14,067,122	13.01%	1,097
Direct Selection under Section 5.9	9,549,562	10.69%	60	5,471,598	5.52%	67	6,440,271	5.95%	121
Selection from Shortlist	16,784,108	18.79%	129	15,931,013	16.08%	153	18,634,657	17.23%	185
Evaluation of Proposals	48,226,630	54.00%	126	62,678,172	63.30%	104	69,027,319	63.81%	127
	89,308,605	100%	1,172	99,038,663	100%	1,323	108,169,369	100%	1,530

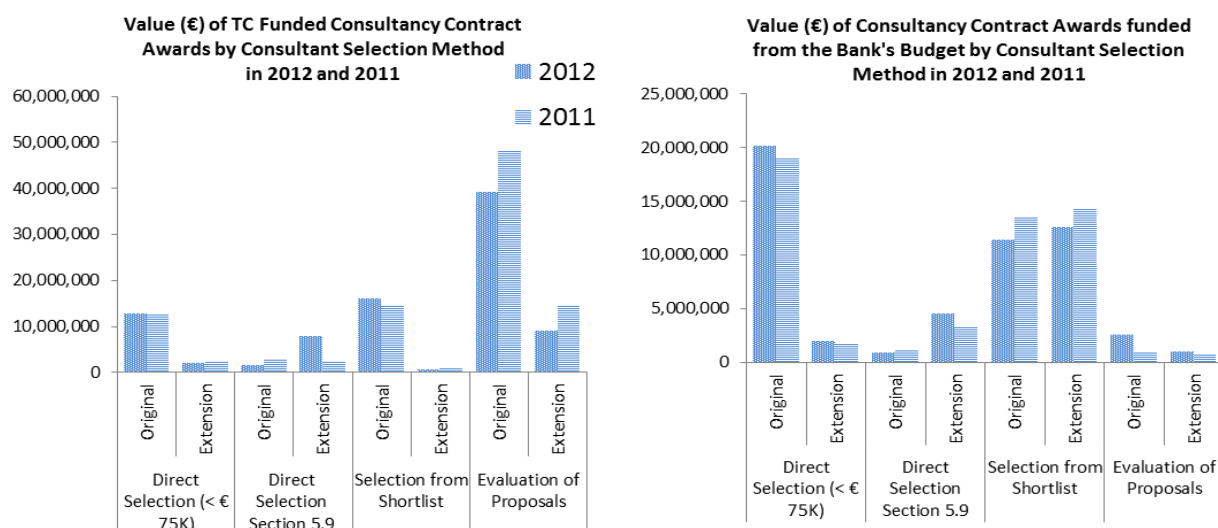
The 857 directly awarded TC funded contracts and extensions below the €75K threshold with a total value of €14,748,304 included **655 contracts and extensions totalling €8,700,230 for the SBS programme** (59% of the value of direct TC funded contract awards). Section 7.1 of the Report provides more details on the SBS Team's consultant selection procedures.

Bank's Budget: Contract Awards by Consultant Selection Method

	2012			2011			2010		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	22,168,276	40.04%	1,023	20,965,739	37.87%	959	18,972,184	37.35%	787
Direct Selection under Section 5.9	5,523,743	9.98%	96	4,551,106	8.22%	87	6,031,567	11.88%	98
Selection from Shortlist	24,058,259	43.45%	438	28,005,074	50.59%	391	22,732,558	44.76%	357
Evaluation of Proposals	3,619,449	6.64%	18	1,840,693	3.32%	17	3,052,489	6.01%	31
	55,369,727	100%	1,575	55,362,612	100%	1,454	50,788,798	100%	1,273

Included in the 1,023 consultancy contracts and extensions below the €75K threshold totalling €22,168,276 there are **542 contracts amounting to €12,384,000 for retention of outside counsel by the OGC** recorded as direct selection (56% of value of contracts funded from the Bank's budget awarded through direct selection). Section 7.2 of the Report provides more details on opportunities available to law firms wishing to be selected as outside counsel.

The distribution of contract value comparing 2012 and 2011 awards by consultant selection method for contracts and extensions funded by TC funds and the Bank's budget (excluding loan proceeds) is also presented in the charts below.



TC funded contract awards under Section 5.9 of the Bank's PP&R included 11 contracts totalling €1.54 million and 49 extensions for €8.01 million. The increase in value of TC funded extensions awarded under Section 5.9 compared to the previous year was mainly due to one high value contract extension (FAO Framework Contract for Operational Services, €3.86 million, various TC funds as specific assignments are funded on a case by case basis). It should be noted that cooperation with international organisations is part of the Bank's mandate as is the case with the FAO framework contract.

The details of the seven highest value TC funded contracts and extensions, including FAO's framework contract extension, that were awarded on the basis of Section 5.9 of the Bank's PP&R are listed below. They account for over 75% of the value of such contracts and extensions. All TC funded contract awards under Section 5.9 need to be justified by the teams, and the rationale is reviewed and approved by the TC Com for business reasons on a case by case basis ensuring adequate controls.

Assignment	Contract Amount, €	Consultant Name / Nationality	Funding Source	Notes
Regional: FAO Framework Agreement for Operational Services (extension)	3,863,703	FAO	Various TC funds	Extension - direct selection under Section 5.9 (a)
Moldova: MoSEFF II - Moldovan Sustainable energy FF extension - Project Consultant	1,485,000	Fichtner GmbH & Co KG, Germany	EU Moldova Sustainable Energy Efficiency Finance Facility	Extension - direct selection under Section 5.9 (b)
Azerbaijan: Demirbank - Assistance with Implementation of SAP Software: Phase III	631,439	PricewaterhouseCoopers Central Asia and Caucasus B.V., Azerbaijan	ETC Fund and SSF	Original contract award – direct selection under Section 5.9(a)
Slovak Republic: EU/EBRD Municipal Finance Facility - Energy Efficiency (MFFEE) Window: Project Consultant	454,435	Enviros, S.R.O., Czech Republic	EC Municipal Finance Facility TC Special Fund	Extension – direct selection under Section 5.9(b)
Regional: Consultant - Legal Assistance with the implementation of the Western Balkans Sustainable Energy Direct Financing Facility	350,000	Withers LLP, UK	Norway Cooperation Fund	Extension - direct selection under Section 5.9(b)
Serbia: Western Balkans MSME Finance Framework - Bank for Business	200,000	Grontmij / Carl Bro A/S, Denmark	Western Balkans TC Fund	Extension - direct selection under Section 5.9(b)
Georgia Energy Efficiency Programme - Consultancy Services for Supporting the Implementation of the Facility	193,273	IPA Energy + Water Economics Limited, UK	SSF	Extension - direct selection under Section 5.9(b)

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.

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

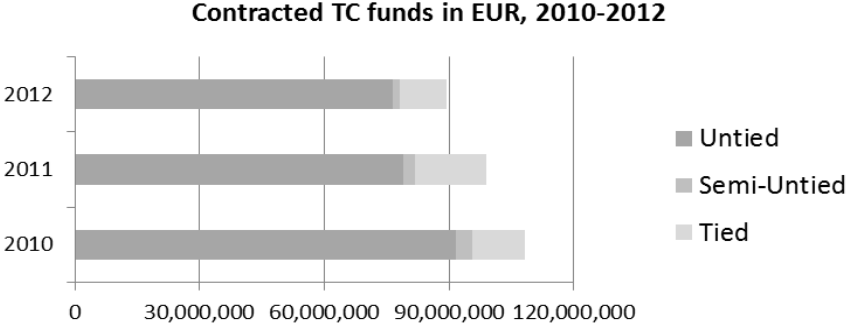
TC contribution agreements carrying only broad nationality restrictions or those with restrictions applied to a portion of the funds provided (thus including both tied and untied elements) are referred to as “**semi-untied**” funds.

“**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 operations 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%.⁹ Tied funds are currently being phased out and since 2011 the Bank only accepts new tied funds on exceptional basis and with a higher management fee.

The table below presents a **breakdown of the 2012 TC funded contract awards by tied, untied and semi-untied TC funding**, in comparison to 2011 and 2010.

	2012			2011			2010		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Untied	76,537,275	85.70%	1,011	78,822,588	79.59%	1,100	91,506,505	84.60%	1,265
Semi-Untied	1,707,744	1.91%	36	2,892,304	2.92%	53	4,103,541	3.79%	38
Tied	11,063,587	12.39%	125	17,323,771	17.49%	170	12,559,323	11.61%	227
	89,308,605	100%	1,172	99,038,663	100%	1,323	108,169,369	100%	1,530

The chart below shows a reduction in contracted TC funding (untied, semi-untied or tied) over the past three years.



⁹ This classification of TC Donor funding agreements is provided by the DCF team

The value of **“untied”** funding, provided through 53 different contribution agreements, amounted to €76.54 million or 85.70% of all contracted TC funds. Among bilateral donors that provided untied funding were Austria, Germany, Japan, Korea, Norway, Sweden, Switzerland and USA. All multi-donor funds, with the exception of Northern Dimension Environmental Partnership Support Fund, including Clean Technology Fund, SSF, EBRD Water Fund, ETC Fund, Russia Small Business Fund, Southern and Eastern Mediterranean Multi-Donor Account, Southern and Eastern Mediterranean Trust Fund, European Western Balkans Joint Fund, EBRD Western Balkans Fund, provided financing on an untied basis. All EU funds were untied.

Untied funding affects quality of design of TC projects and avoid fragmentation that leads to inefficiencies, loss of consistency of advice and continuity and reduction in quality of delivery of services. Untied TC funds allow consultant procurement process to be carried out in line with the sound procurement practices with main criterion being quality of services provided. Untied funding allows efficiency gains in management of consultant selection to deliver high volume of operations due to its comprehensive approach in funding.

“Semi-untied” funds i.e. those combining “tied” and “untied” components where nationality restrictions applied to a portion of the funds provided funding of €1.71 million for 36 contracts (1.91% of the total value of contracted TC funds). The following TC funds contracted in 2012 provided funding on semi-untied basis: Switzerland - North Tajik Water Rehabilitation Project, Japan-SEI TC Fund, Spanish SEI Fund I Non ODA, Spanish SEI Fund II ODA Fund, and Taiwan Business - EBRD TC Fund. In addition, the Northern Dimension Environmental Partnership Support Fund (“NDEP”) is also classified as “semi-untied” as it carries broad nationality eligibility requirements. In 2012 there were two consultancy contract awards with a total value €101,600 financed with the NDEP funds.

In 2012 **“tied”** funding financed 125 consultancy contracts with an aggregate value of €11.06 million or 12.39% of the total value of contracted TC funds. There was a reduction in both number and value of consultancy contract awarded on a tied basis compared to the previous year. The **distribution of “tied” TC funds contracted in 2012 by the donor country and TC funding agreement** is presented in the below table.

	“Tied” TC Fund Name	Value, €	No
Austria	Austrian Fund for Municipal Infrastructure	1,596,275	7
	Austrian Technical Assistance Co-operation Fund	1,142,242	3
Belgium	Belgian Technical Cooperation Fund	64,200	2
	Walloon Technical Cooperation Fund	13,106	2
Czech Republic	Czech Republic ODA TC fund	1,323,264	8
Denmark	Danish Technical Assistance Co-operation Fund	32,420	1
Finland	Ministry of Foreign Affairs Finland - EBRD TC Fund	423,366	1
	Finnish Ministry of Employment and the Economy TC Fund	558,400	3
Greece	Hellenic Technical Cooperation	150	1
	Italian Technical Co-operation	1,055,895	22
Italy	Central European Initiative - Ministry of Foreign Affairs	903,194	6
	EBRD-ICF-PSD in Western Balkans	259,460	1
	Central European Initiative	76,737	4
Luxembourg	Luxembourg - ODA Technical Co-operation Fund	775,972	21
	Luxembourg - European Bank Technical Co-operation	81,160	2
Netherlands	Netherlands Technical Assistance Co-operation	195,601	2
Portugal	Portuguese Technical Cooperation Fund 2008	26,324	4
Slovak Republic	EBRD - Slovak Republic TC Fund	923,142	12
Spain	EBRD-ICEX Technical Co-operation	1,478,643	21
Sweden	Sweden (SIDA) - EBRD Technical Cooperation Fund - Phase II	74,856	1
	SIDA-EBRD NDEP Consultancy Account for Russia	59,180	1
		11,063,587	125

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.

Open consultant selection process refers to assignments that are 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 207 TC funded contracts with a total value of €55.34 million (excluding extensions) awarded in 2012 following a new competitive consultant selection process. This number includes 11 call-off notices totalling €1.56 million which were awarded following competition among consultants contracted under framework agreements. The breakdown of the remaining 196 contracts into open / targeted consultant selection is presented below:

	Open competition		Targeted competition		Total	
	Value, €	Number	Value, €	Number	Value, €	Number
Evaluation of Proposals	33,152,125	83	4,689,625	15	37,841,750	98
Selection from Shortlist	11,190,092	74	4,747,416	24	15,937,508	98
	44,342,217	157	7,437,041	39	53,779,259	196

In 2012 there was an increase in number of projects awarded by open international competition and a reduction in “targeted” consultant selection as tied donor funding is being phased out.

157 contracts totalling €44.34 million were awarded following **open** consultant selection process. This number included 29 framework agreements with potential value in excess of €6 million (value of framework agreements is recorded as zero and financial commitments are made at the call-off notice award level). For comparison, in 2011 there were 129 contracts totalling €45.42 million awarded following **open** consultant selection process including 23 framework agreements with potential value of €9.50 million.

39 contracts for an aggregate amount of €7.44 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 five framework agreements under three framework facilities with potential value of €850,000. This is significantly less than the number and value of projects awarded by “targeted” selection in the previous year (50 contracts with an aggregate amount of €15.00 million including six framework agreements with potential value of €1.08 million).

Targeted consultant selection processes that resulted in a contract award in 2012 were open to consultants of the following nationalities: Austrian, Czech, Danish, Dutch, Finnish, Italian, Slovak, Spanish and Swiss.

5. Consultants Engaged for Operational and Institutional Needs

5.1 Consultancy Contracts for EBRD’s Operational Needs

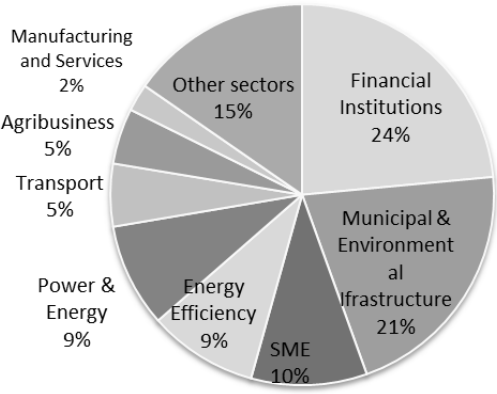
Contracts included in this section are either in relation to specific loan / investment operations, from project preparation by the Bank to project implementation loan/transaction assistance to the Bank’s clients, or for assistance with the Bank’s key programmes, facilities and initiatives promoting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

In 2012, out of all consultancy contract awards by the EBRD and its borrowers, 83% of the total number (2,301) and **88% of the total value (€147.11 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 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 1,145 contracts for €87.46 million financed by TC funds, 17 contracts for €23.39 million funded by loan proceeds in public sector operations, and 1,139 contracts for €36.26 million funded from the Bank’s budget including retention of outside counsel by OGC (586 contracts totalling €17.37 million by OGC were for the needs of the Banking Department).

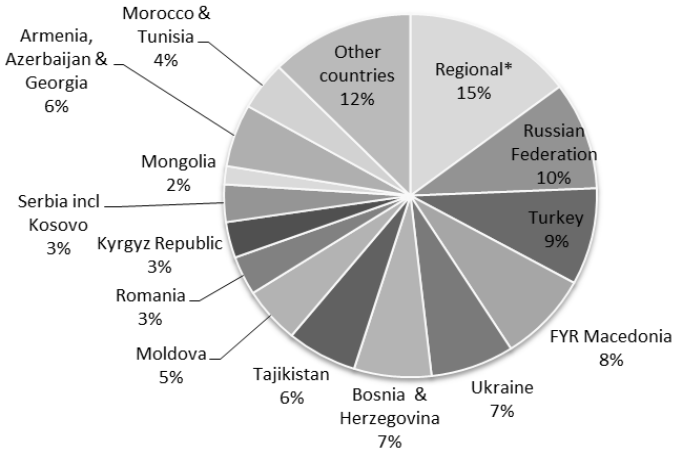
In terms of the **sector distribution**, consultancy contract awards to support projects in the financial institutions sector had the highest value (€24.00 million), followed by consultancy contracts to support projects in the municipal infrastructure (€21.45 million), energy efficiency (€9.42 million) and power and energy (€8.96 million) sectors.

Among the Bank’s 34 countries of operations, the largest value of contract awards for operational needs were for projects in Russia with €14.44 million worth of contracts (a decrease compared to €28.99 million worth of contracts in 2011), followed by projects in Turkey (€13.11 million compared to €10.80 million in 2011), and FYR Macedonia (€12.16 million). Consultancy contracts supporting the Bank’s activities in the SEMED region amounted to €6.40 million (an increase from €0.91 million in 2011 as Egypt, Jordan, Morocco and Tunisia became members of the Bank’s countries of operations). Examples of TCs in this region included, among others, the Market Demand Study of Sustainable Energy Investment potential in Jordan (*Consultant: D’Appolonia S.P.A., Italy, Contract Value: €298,250, Funding Source: Southern and Eastern Mediterranean Multi-Donor Account*).

2012 Contract Awards (share of value) by Project Sector



2012 Contract Awards (share of value) by Country of Operations



5.2 Consultants Engaged for the Bank's Institutional Needs

In 2012, **463 contracts totalling €20.95 million were for consultancy assignment related to the Bank's institutional needs** (17% of the total numbers and 12% of the total value of contract awards). In 2011, the TC Team reported 426 contracts with a total value of €20.67 million for the Bank's institutional needs, and in 2010, there were 414 such contracts totalling €22.89 million.

Contracts for the Bank's institutional needs included, among others, contracts for the EBRD retirement scheme investment consultancy services, IT development, staff training and coaching, executive searches for Human Resources, preparatory work for the job family competency framework, design and delivery of the work life balance training, 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 €10.41 million for 129 contracts, compared to €11.32 million for 133 contracts in 2011 and €10.37 million for 134 contracts in 2010.

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, Annex I**.

Out of 463, 436 contracts with an aggregate value of €19.10 million or over 90% of the value were funded from the Bank's budget. The remaining 27 contracts for €1.85 million were financed from various TC funds, such as SSF, SEMED Cooperation fund, Japan-Europe Cooperation Fund, the SEMED Multi-Donor Account, Switzerland SECO/BAS Fund, and EBRD-Germany Non ODA Sustainable Energy Initiative.

Examples of the TC funded assignments that are classified as for the Bank's institutional needs include the Implementation of the BEEPS V survey, the EBRD-MDB workshop on gender and employment, the Transition to Transition Initiative, the diversification of the Russian economy study, and the study on access to finance for Women Entrepreneurs in Jordan.

Out of 463 contracts with a total value of €20.95 million, 265 contracts for €14.82 million, or over 70% of the value of 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 Swiss (three contracts for €0.65 million), Australian (seven contracts for €0.62 million), and Indian consultants (seven contracts for €0.61 million). Overall, the Bank awarded contracts for its institutional needs to 34 consultant nationalities, including American, Belgian, German, Irish and Romanian 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 TC Team 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 2012, among 158 contracts totalling €11.71 million to internal consultants there were 151 contracts for individual services, and seven contracts awarded to 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 151 contracts for €10.25 million for individual services were awarded to 109 individual consultants and included 105 contract extensions. The table below presents a breakdown of consultancy contract awards to internal consultants (individuals only) by respective team in the Bank.

Out of 151 contracts to internal individual consultants, 114 contracts and extensions totalling €7.65 million were to British consultants. Among other internal consultants nationalities were experts of the Australian, Indian and American nationalities.

	2012		2011	
	Value, €	Number	Value, €	Number
Information Technology	8,820,575	112	10,881,000	119
Manufacturing & Services	213,054	2	330,568	2
Information & Communications Technology	214,228	2	294,183	3
Office of the General Counsel	6,032	1	198,623	2
Small Business Support Programme	0	0	178,000	1
Operational Risk & Information Security	49,536	2	123,915	2
Communications	94,410	6	106,260	8
Nuclear Safety	0	0	90,150	2
Office of the Chief Economist	105,525	11	73,976	6
Resident Offices Support Division	61,439	1	61,298	1
Resident Offices (Jordan/Morocco)	151,690	4	0	0
Risk Management Front Office	0	0	49,813	1
TEECCA Front Office	0	0	43,310	1
Technical Cooperation Team	0	0	35,610	1
Financial Institutions	176,289	2	8,536	1
Office of the Secretary General	0	0	6,767	2
Central & South Eastern Europe Front Office	0	0	2,400	1
Banking Vice Presidency	33,987	1	0	0
OCCO	39,421	2	0	0
SEMED Front Office	230,234	3	0	0
Gender Unit	29,721	1	0	0
Environment and Sustainability	19,814	1	0	0
	<u>10,245,955</u>	<u>151</u>	<u>12,484,409</u>	<u>153</u>

6. Nationality of Consultants

6.1 Overall Results

Table 7, Annex I details the ranking of consultant nationalities¹⁰ engaged by the Bank in 2012 by value of contract awards, funded from TC funds, Bank's budget and public sector loan proceeds. **Table 8, Annex I** provides details of contracts for 73 consultant nationalities awarded through direct selection vs. competitive selection, for TC funds and Bank's budget.

In 2012 **British, French, German, Russian and Italian consultants had the highest value of consultancy contract awards** by the EBRD and its clients. Over 56% of all value of all contract awards was to consultants from these five countries. The table below presents a comparative analysis of consultancy contract awards to top five consultant nationalities.

	Number of contracts	Value of contracts, €	% of total value	Funding Sources (% of value)	Consultant Selection Methods (% of value)	Main Areas of Expertise
British	893	39,863,269	23.72%	TC funds – 20% Bank budget – 77% Loan funded – 3%	Direct – 39% Competitive – 61%	IT, environmental, integrity & compliance, HR, management, economics
French	48	18,963,374	11.28%	TC funds – 23% Bank budget – 4% Loan funded – 73%	Direct – 22% Competitive – 78%	Engineering, management, legal
German	100	17,681,044	10.52%	TC funds – 76% Bank budget – 4% Loan funded – 20%	Direct – 22% Competitive – 78%	Engineering, finance, banking
Russian	166	9,435,563	5.61%	TC funds – 32% Bank budget – 68% Loan funded – 0%	Direct – 39% Competitive – 61%	Finance, including accounting and auditing, banking, legal, environmental
Italian	111	8,927,257	5.31%	TC funds – 49% Bank budget – 5% Loan funded – 46%	Direct – 40% Competitive – 60%	Environmental, engineering, legal

Highlights of consultancy contract awards to consultants from these countries are presented below.

Assignment	Contract Amount, €	Consultant Name	Consultant Selection Method	Funding Source
FYR Macedonia: Supervision of the Remaining Link Along Corridor X to the level of Motorway Section Demir Kapija - Smokvica	8,977,500	Egis International, France	Evaluation of Proposals	Public Sector Loan Proceeds
Tajikistan: Central Tajik Water Rehabilitation Project - PIU Support	857,738	Aquamundo GmbH, Germany	Evaluation of Proposals	ETC
Russian Federation: RZD Energy Efficiency Programme - Framework Consultant	740,000	CMS International B.V., Russia	Evaluation of Proposals	EBRD-Germany Non ODA Sustainable Energy Initiative Project
Regional: Implementation of the BEEPS V: EU and Western Balkans	703,468	IPSOS, UK	Evaluation of Proposals	SSF
Albania: Tirana Public Transport Terminal - Feasibility Study	495,000	Italferr SPA, Italy	Evaluation of Proposals	Italian Technical Cooperation Fund

Consultants' participation in new assignments awarded through competitive selection by nationality is presented in **Table 1, Annex I**. The table shows the number of expressions of interest by consultant nationality and the resulting contract awards by TC Team for open competition (excluding competition among firms with framework agreements), as well as the level of response for contracts awarded following "targeted" selection. Nationality of bidders is based on the country from which an expression of interest was submitted.

¹⁰ Only nationality of the lead firm is recorded

6.2 Consultants from the Bank's Countries of Operations / Recipient Countries

Table 9, Annex I details the value and number of contract awards to consultants from the Bank's countries of operations in 2012, for TC, Bank and loan funded contracts as well as the number of contracts awarded directly and through a competitive selection process. The Table also provides total value and number of contract awards for each nationality for 2011.

In 2012, the value of contract awards to local consultants amounted to **€41.91 million for 950 contracts**. This represents an increase of 14.49% in value and 10.72% in number of consultancy contract awards compared to 2011 when 858 contracts with a total value €36.61 million were awarded to consultant offices located in the Bank's countries of operations. Included in the contract awards to local consultants were 425 contracts with total value €11.18 million by OGC.

Russian, Turkish and Romanian consultants had the highest value of contract awards (€9.44 million, €6.36 million, and €2.85 million respectively). Consultants from the SEMED region (Egypt, Jordan, Morocco and Tunisia) were awarded 49 contracts with an aggregate value of €1.95 million.

Highlights of consultancy contract awards to local consultants are presented below.

Assignment	Contract Amount, €	Consultant / Nationality	Consultant Selection Method	Funding Source
Slovak Republic: EU/EBRD Municipal Finance Facility - Energy Efficiency (MFFEE) Window: Project Consultant	2,101,036	Enviros, S.R.O., Slovak Republic	Evaluation of Proposals	EC Municipal Finance Facility TC Special Fund
Moldova: MoREEFF - Implementation Support for Moldovan Residential Energy Efficiency Financing Facility	977,092	IVEL Consult, Bulgaria	Evaluation of Proposals	Swedish MoREEFF Project Consultant for Moldovan Residential Energy Efficiency Finance Facility
Russian Federation: Pskov Water - Corporate Development Support Programme	329,969	ZAO BDO, Russia	Evaluation of Proposals	SSF
Ukraine: Derivatives Transactions Reform - Local Counsel	250,640	Sayenko Kharenko LLC, Ukraine	Selection from Shortlist	SSF
Jordan - Critical Assessment of the Sub - Sovereign Financing Framework	269,899	Ernst & Young Mena, Jordan	Selection from shortlist	Southern and Eastern Mediterranean Multi-Donor Account
Armenia: Government of Armenia/EBRD Cooperation: Improving Energy Efficiency in Residential Buildings	90,000	Alliance to Save Energy, Armenia	Selection from shortlist	SSF

Analysis of consultancy contract awards to consultants from countries of operations shows that they are bidding for projects not only in their own countries, i.e. in domestic markets, but also in neighbouring countries / cross border and through international competition as per the Bank's PP&R are winning contracts in the Bank's other countries of operations.

In the past it was noted that the real participation of local consultants was wider than reported under the consultant nationality data as reporting is based on nationality of the lead firm that is being contracted. It is not possible to present a full picture as TC Team does not have an information system in place to report on 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 would gain in informative value by including the nationality of subcontractors.

Whilst it was not possible to fully capture participation of associated firms that were non-lead firms in consortia or subcontractors, the TC Team has carried out a manual exercise to provide an analysis of local consultants' participation in consultancy assignments with value €300K and above, contracted through the TC Team. In 2012 there were 49 such consultancy contracts with a total value of €31.33 million representing 19% of the value of all contract awards. 47 contracts totalling €29.40 million were funded from various TC funds and two contracts for €1.93 million were funded from the Bank's budget.

Out of 49, 30 contracts with a total value €18.39m were awarded by the Bank's clients and contracted under TC funded grants, and 19 contracts totalling €12.94m were awarded/contracted by the Bank. All of the contracts, with the exception of one (Assistance with Implementation of SAP Software for Demirbank in Azerbaijan – see page 10 of the Report for details) were awarded following evaluation of proposals as per the Bank's PP&Rs.

Out of 49, 10 contracts worth €5.59 million were awarded to consultants from the Bank's countries of operations (Azerbaijan, Bulgaria, Poland, Russian Federation, Serbia, and Turkey) including six contracts for assignments in the consultant's own country. The remaining 39 contracts totalling €25.74 million were awarded to firms based in other countries, namely Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Ireland, Italy, Luxemburg, Spain, Sweden, Switzerland and UK.

Out of 39, two contracts did not have any involvement from local consultants (Assistance with Regulatory Reporting to the Bank of Albania, Vizor Ltd, €419,610, SSF, and the Bank's Donor Funds System Implementation Programme, Axon Solutions Ltd, €902,136, the Bank's budget). The remaining 37 contract had an element of local consultants' participation, either through association with a local consultancy firm, or engagement of local subcontractors / local experts (i.e. to experts from the country of operations of the assignment).

A review of the contracts' budgets showed that out of 37, 16 contracts with a total value of €11.74 million were either lump sum contracts whereas payments are linked to achievement of milestones or specific deliverables, or did not have specific allocation of fees per expert whereas a pool of experts was assigned with only daily fee rates and maximum amount of fees specified in the contract budgets, therefore it was not possible to determine the amount of fees allocated to local experts.

For the remaining **21 contracts with a total value of €12.68 million** the element of local consultants' participation was determined by manual calculation of the amount of fees allocated to local experts from the country of the assignment. It was established that a **total of €3.77 million of the contract budgets were allocated for fees to local experts from the countries of the assignment. The allocation of fees to local experts varied from 7% to 56% with a median of 28%.** It is worth noting that only fee element was considered, and not associated costs such as consultancy firm overheads or ancillary costs / expenses in a country of operations.

7. Analysis of Consultancy Contracts by Contracting Department

The distribution of the contract awards by each respective department in 2012 in comparison to 2011 is presented in **Table 1, Annex I**.

In 2012, the TC Team was responsible for contracting 75% of the total value of consultancy contract awards by the Bank. The TC Team's statistics include consultancy contracts for the SBS Team (the responsibility for contracting of consultants for the EGP Team was transferred from the SBS team to the TC Team in August 2011, and for contracting of BAS programme consultants and market development consultants providing services directly to the EGP in 2009).

7.1 Consultancy Contracts Awards by Technical Cooperation Team

In 2012, the TC Team awarded 2,100 contracts with a total value €125.94 million. Compared to 2011, the number of contract awards increased by 17.52% and the value of contract awards decreased by 4.87% (in 2011, there were 1,787 contract award with a total value of €132.53 million by the TC Team).

1,431 new contracts amounted to €91.07 million, whereas 669 contract extensions (in value with additional scope of work) amounted to €34.87 million (1,210 new contracts for €98.06 million and 577 extensions for €34.47 million in 2011). Among contract awards by the TC Team, there were 1,172 contracts totalling €89.31 million financed with TC funds, and 928 contracts with total value of €36.63 million financed with the Bank's budget (in 2011 there were 904 contracts totalling €95.08 million financed with TC funds, and 883 contracts totalling €37.45 million financed with the Bank's budget).

The two tables below present the distribution of contracts funded from TC funds and Bank budget by consultant selection methods in 2012, 2011 and 2010.

TC Team: TC Funded Contract Awards

	2012			2011			2010		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	14,748,305	16.51%	857	11,141,572	11.74%	581	7,576,031	7.45%	369
Direct Selection Section 5.9	9,549,562	10.69%	60	5,327,634	5.61%	66	6,440,271	6.33%	121
Selection From Shortlist	16,784,108	18.79%	129	15,793,718	16.63%	153	18,634,657	18.33%	185
Evaluation of Proposals	48,226,630	54.00%	126	62,678,172	66.02%	104	69,027,319	67.89%	127
	89,308,605	100%	1172	94,941,096	100%	904	101,678,278	100%	802

TC Team: Bank Budget Contract Awards

	2012			2011			2010		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	9,784,276	26.71%	481	11,252,570	30.05%	498	9,246,767	27.15%	375
Direct Selection Section 5.9	3,939,330	10.75%	51	3,299,815	8.81%	54	4,444,547	13.05%	70
Selection From Shortlist	19,288,696	52.66%	377	21,059,263	56.23%	314	17,314,483	50.84%	288
Evaluation of Proposals	3,619,449	9.88%	19	1,840,693	4.91%	17	3,052,489	8.96%	31
	36,631,751	100%	928	37,452,341	100%	883	34,058,286	100%	764

The increase in the number and value of directly awarded TC funded contracts is explained by the inclusion of the SBS contracts into the TC Team's statistics (the 2011 data includes the SBS team's contract awards from August to December only).

Consultant Selection Methods for Individuals and Firms

Among the 2,100 contracts awards by the TC Team, there were 1,028 contracts with a total value of €27.93 million for individual services, and 1,072 contracts for €98.01 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 2012 and 2011. 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 the inclusion of SBS Team's contracts into the TC Team's statistics.

Individual Consultants*

	2012			2011		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	9,543,807	34.17%	721	6,124,900	23.71%	461
Direct Selection Section 5.9	3,394,042	12.15%	73	3,869,685	14.98%	89
Selection From Shortlist	14,989,427	53.67%	234	15,835,508	61.31%	247
Evaluation of Proposals	n/a	n/a	n/a	n/a	n/a	n/a
	27,927,276	100%	1028	25,830,093	100%	797

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

Firms/Consortia of Firms*

	2012			2011		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	14,988,773	15.29%	617	16,269,243	15.25%	618
Direct Selection Section 5.9	10,094,851	10.30%	38	4,757,764	4.46%	31
Selection From Shortlist	21,083,378	21.51%	272	21,017,473	19.82%	220
Evaluation of Proposals	51,846,079	52.90%	145	64,518,864	60.47%	121
	98,013,081	100%	1072	106,563,344	100%	990

* Lead Firm is contracted

In 2012, the TC Team published 180 procurement notices inviting expression of interest in consultancy assignments on the Bank's website; compared to 183 in 2011, 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).

The TC Team continued to prepare grant agreements for consultancy funded by Investment Cooperation Funds.

Consultancy Contract Awards for SBS Team

With effect from August 2011 the responsibility for contracting for the SBS team has been fully transferred to the TC Team.

In 2012, the **total number and value of consultancy contracts for the SBS team amounted to 688 and €10,058,174 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 TC Team in 2009).

The main sources of funding for the SBS team's contracts were the Shareholder Special Fund (124 contracts totalling €1,683,743), TAM/BAS Programme in Eastern Partnership Countries (88 contracts, €1,512,394), and various other EU funding programmes, such as the EC TAM/BAS Egypt Morocco and Tunisia (39 contracts, €1,371,659). Among 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 688 contracts, 655 with a total value €8,700,230 were recorded as awarded through direct selection, with further 33 contracts totalling €1,357,944 awarded through selection from shortlist.

Top 15 consultant nationalities for SBS contracts

	Number	Value, €
British	76	1,032,318
Japanese	72	877,581
Italian	56	620,910
German	36	618,721
Canadian	23	580,883
Danish	33	345,240
Greek	19	329,086
Belgian	16	287,253
Irish	16	268,174
Kazakh	20	266,156
Portuguese	10	258,344
Austrian	27	258,227
Moroccan	3	233,798
Luxembourgish	14	226,378
Egyptian	3	216,297

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 Bank¹¹.

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 the BAS Programme consultants in BAS Offices in countries of operations. In 2012, 1,360 Grant agreements were signed by the Bank for BAS projects for a total value of €6.5 million. The total net value of the underlying consultancy assignments amounts to €11.7m of which the remaining €5.2 million were paid by BAS clients (45% of the total value of the assignments as client contributions). Client cost sharing is the BAS business model.

¹¹ <http://www.ebrd.com/pages/workingwithus/sbs/work.shtml>

7.2 Contracts awarded by OGC

In 2012, OGC awarded 647 contracts with a total value €18.74 million. This represents a 13.30% increase in numbers and a 4.63% increase in value of OGC contract awards compared to 2011 (571 contracts for €17.91 million). Out of 647, 542 contracts with a total value of €12.38 million were awarded by direct selection from the OGC database of registered law firms. Further 45 contract extensions with an aggregate value of €1.58 million were awarded directly under Section 5.9 of the Bank's PP&R. The remaining 60 contracts totalling €4.77 million were awarded following competitive selection.

Among contract awards by OGC, 586 contracts totalling €17,367,231.00 million were for the needs of the Banking Department. The remaining 61 contracts for €1,370,745 million were for the needs of non-Banking departments.

Analysis of contracts by country of operations where project was located shows that 24.12% of the value of all consultancy contract awards by OGC were for the projects in Russian Federation (€4.53 million for 133 contracts), followed by 11.96% related to the projects in Ukraine (€2.25 million for 83 contracts), and 8.55% for projects in Turkey (€1.61 million for 35 contracts).

In terms of consultant nationality, law firms based in the UK had a 35.38% share of the value of OGC contract awards (€6.63 million, 164 contracts), followed with a 21.38% share by law firms based in Russian Federation (€4.01 million, 106 contracts) and 6.17% by Ukraine (€1.16, 53 contracts).

	Value, €	Number
White & Case	1,480,168	21
Clifford Chance	1,448,056	34
CMS Cameron McKenna	1,037,252	38
Radu Taracila Padurari Retevoescu SCA	914,788	20
Baker Botts	739,884	18
Salans	730,550	20
Gide Loyrette Nouel	715,900	31
Norton Rose	664,033	7
Allen & Overy	658,491	24
Bird & Bird	560,350	24

The table lists the ten law firms, regardless of their location, with the highest aggregate value of contracts awarded by OGC in 2012, in each case also indicating the total number of contacts for each firm.

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.

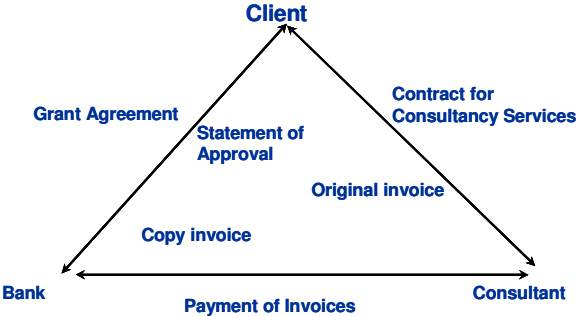
The costs of engagement of outside counsel by OGC for operations, funded from the Bank’s budget, are mainly recoverable from the clients as part of transaction costs.

8. Contracting Methods

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

1,698 contracts with a total value €82.37 million (or 47.00% of value of all contract awards) were awarded as **stand alone standard contracts** with the Bank as the contracting party.

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. TC Team 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 2012, there were 82 consultancy assignments contracted and managed by the Bank’s clients. The total value of these consultancy contracts was €25.41 million (or 14.81% of the value of all contracts). In 2011 there were 104 such contracts totalling €29.96 million (or 17.36% of the value of all contract awards in 2010). The numbers and values of client contracted consultancy assignments in the past six years are provided in the table below.

	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
2012	82	25.41

Cost sharing with the Bank’s clients is applied where appropriated, in line with the Donor Fees and Cost Sharing Policy (BDS10-249 (Rev2)). Records show that in 2012, seven grant agreements included a cost sharing element with defined financial contributions from the clients.

Framework contracts and framework agreements 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.

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	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
2012	9	42

Table 6, Annex I details the framework facilities values and lists the consultants awarded framework agreements in 2012.

2012 Framework Contract Awards:

Facility	Consultant	Nationality	Duration	Department	Value	No
Appian Application Support Extension	Appian Corporation	American	1.5 years	Information Technology	134,038	2
Romania: DCS - Independent security valuation	CMF Consulting S.A.	Romanian	2 years	Info and Com Technology	28,082	1
Russian Federation: RZD Energy Efficiency Programme	CMS International B.V.	Russian	2 years	Energy Efficiency	740,00	1
Regional: Project on Distressed Debt and Creditors Right in Enforcement - Data Availability and Collection	Ernst & Young Et Associes	French	2 years	OGC	260,500	1
Operational Services (extension)	FAO	International	3 years	Agribusiness	3,863,703	1
Turkey: Project Consultant - Assistance with the Implementation of Turkey Private Sector Sustainable Energy Finance Facility -	MWH Muhendislik ve Musavirlik Limited Sirketi	Turkish	2.5 years	Financial Institutions	4,464,585	2
Regional: Preparedness for Emissions Trading in the EBRD Region (PETER)	Thomson Reuters (Markets) Norge AS	Norwegian	0.5 years	Energy Efficiency	750,000	1

In 2012, there were 264 contracts with a total value of €8.43 million awarded as call-offs under existing framework agreements, and 38 contracts worth €3.56 million awarded as call-offs under the framework contracts (call-off notices under framework contracts are not included in the overall statistics to avoid double counting).

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 monitors and records the consultants' performance for both TC funded assignments and those funded from the Bank budget in the Consultant Assignment Reporting ("CAR") system. The information in CAR system is entered by Operation Leaders responsible for quality monitoring of consultants' performance. CAR reports (progress and completion) for TC funded assignments are used to provide information to the donors of TC funds on progress and outputs of TCs they finance. CAR completion reports are also intended to provide feedback information on consultants' performance to users of consultancy services across the Bank as and when required.

Historically, the completion rate for CAR reports for TC funded assignments was significantly higher than for assignments funded from the Bank budget, as the information was used for donor reporting. In 2012, the TC Team followed up on outstanding CAR reports for consultancy assignments funded from the Bank's budget and achieved 100% completion rate for assignments with end date in 2010 and 2011.

Additionally, during 2012 the TC Team led a CAR system enhancement project. Since the project's implementation at the end of November 2012, the CAR system allows improved reporting on consultants' performance for both TC funded assignments and those funded from the Bank's budget. The Operation Leaders are now asked to provide ratings for various aspects of consultants' performance, such as technical competence, effectiveness, efficient use of resources, relevance and quality of the deliverables, based on which the CAR system calculates an average rate of satisfaction by the Operation Leaders. For CAR reports completed since November 2012, the average rate of satisfaction was 71%. For reference, "unsatisfactory" equals to a satisfaction rate of 0%-20%, "below expectations" - 21%-40%, "meeting expectations" - 41%-60%, "exceeding some expectations" - 61% to 80%, and "exceeding all expectations" - 81% to 100%. The average rate of satisfaction for contracts financed from the Bank's budget was slightly higher than for TC funded contracts. A lower level of satisfaction is often linked to the lower quality deliverables. The sample of CAR reports submitted since November 2012 to date is still relatively small to arrive at any conclusions. However it appears that nationality restrictions imposed on some of TC funded contracts may have impact on the quality of outputs.

As the part of the Donor Funds Systems Review Project, it is intended that the CAR system will be replaced with a more sophisticated tool for reporting on performance of consultants. As part of its enhanced remit the TC Team will verify the monitoring and reporting of TC projects and consultancy services throughout the project cycle of TCs and ensure qualitative and higher quality reporting to donors and the Bank's management and shareholders.

ANNEX I - 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's Budget and Loan Funded)
- Table 3** 2012 Consultancy Contract Awards by Consultant Selection Method (Value and Number)
- Table 4** 2012 Consultancy Contract Awards by Country of Operations (Value and Number)
- Table 5** Consultancy Contract Awards by Contract Type
- Table 6** Framework Agreements Awarded in 2012
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- Table 8** 2012 Consultancy Contract Awards by Consultant Nationality and Selection Method (Value and Number)
- Table 9** Consultants from EBRD Countries of Operations in 2012 and 2011
- Table 10** 2012 Consultancy Contract Awards by EBRD Department (Value and Number)
- Table 11** Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by the TC Team in 2012
- Table 12** 2012 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	
	2012	2011	2012	2011	2012	2011
Technical Cooperation Team	125.70	132.05	2,095	1,775	74.79%	77.91%
Nuclear Safety Department*	0.24	0.48	5	12	0.14%	0.28%
Office of the General Counsel	18.74	17.91	647	571	11.15%	10.57%
Small Business Support Team**	n/a	3.96	n/a	419	n/a	2.34%
Loans ***	23.39	15.09	17	20	13.92%	8.90%
	168.07	169.49	2,764	2,797	100%	100%

* Contracted by the Technical Cooperation Team

** Since August 2011 the Technical Cooperation Team is responsible for contracting for Small Business Support Team, including EGP (formerly Turnaround Management or TAM) Coordinators. The 2011 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's 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	43.74	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%
2012	89.31	1,172	55.37	1,575	23.39	17	168.07	-0.84%	2,764	-1.18%

Table 3 2012 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	12,742,577	576	20,202,523	841	254,553	6	33,199,653	19.75%	1423	51.52%
	Extensions*	2,005,727	281	1,965,753	182	0	0	3,971,480	2.36%	463	16.75%
Direct Selection (> € 75K as per Section 5.9 (a), (b) & (c) of the Bank's PP&R)	Original	1,538,797	11	915,852	9	0	0	2,454,69	1.46%	20	0.72%
	Extensions**	8,010,765	49	4,607,891	87	0	0	12,618,656	7.51%	136	4.92%
Selection from Shortlist	Original	16,117,887	101	11,446,834	230	0	0	27,564,721	16.40%	331	11.90%
	Extensions***	666,221	28	12,611,426	207	0	0	13,277,647	7.90%	235	8.50%
Evaluation of Proposals	Original	39,225,973	106	2,576,274	12	23,133,381	11	64,935,629	38.64%	129	4.70%
	Extensions***	9,000,657	20	1,043,175	7	0	0	10,043,832.	5.98%	27	0.98%
Total		89,308,605	1,172	55,369,727	1,575	23,387,934	17	168,066,266	100%	2,764	100%

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

** Aggregate value of a previous contract and an unforeseen contract extension exceeded €75K and was justified on the basis of Section 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 2012 Consultancy Contract Awards by Country of Operations (Value and Number)

	Contract Value (€)	Number of Contracts	% of Total Value
Regional*	22,501,189	347	13.39%
Russian Federation	14,639,014	302	8.71%
Turkey	13,154,479	139	7.83%
FYR Macedonia	12,159,359	70	7.23%
Ukraine	11,048,772	198	6.57%
Bosnia and Herzegovina	10,234,836	71	6.09%
Tajikistan	9,309,605	59	5.54%
Moldova	7,634,266	59	4.54%
Romania	5,287,498	105	3.15%
Kyrgyz Republic	4,881,879	92	2.90%
Serbia**	4,601,070	81	2.74%
Kazakhstan	4,464,473	108	2.66%
Armenia	3,847,395	70	2.29%
Georgia	2,954,836	50	1.76%
Slovak Republic	2,779,894	8	1.65%
Mongolia	2,476,376	103	1.47%
Poland	2,144,877	46	1.28%
Bulgaria	2,037,566	53	1.21%
Jordan	2,033,271	45	1.21%
Belarus	1,887,475	65	1.12%
Egypt	1,844,027	47	1.10%
Albania	1,819,764	42	1.08%
Azerbaijan	1,707,158	51	1.02%
Morocco	1,594,570	37	0.95%
Croatia	1,578,031	53	0.94%
Montenegro	1,150,343	35	0.68%
Tunisia	1,147,840	27	0.68%
Turkmenistan	510,290	34	0.30%
Kosovo	470,794	51	0.28%
Lithuania	154,350	5	0.09%
Latvia	146,510	7	0.09%
Hungary	125,950	5	0.07%
Czech Republic***	96,072	3	0.06%
Uzbekistan	67,300	5	0.04%
Slovenia	47,120	4	0.03%
Estonia	0	0	0.00%
	152,538,247	2477	90.75%

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

** Including Kosovo

*** Effective 31st December 2007 the Bank's operations in the Czech Republic are considered to have graduated. However, the Bank continues to manage its portfolio of projects in the Czech Republic.

EBRD HQ Related Assignments

	Contract Value (€)	Number of Contracts	% of Total Value of all Contracts
HQ related assignments	15,527,519	287	9.25%

Table 5 2012 Consultancy Contract Awards by Contracting Structure (Value in € and Number)

Contract Type	Value (€m)		Number		% of Total Value	
	2012	2011	2012	2011	2012	2011
CSU Standard Stand-alone Contracts (including SGS contracts)	82.37	85.44	1,698	1335	48.42%	49.43%
Contracts signed directly by the Bank's borrowers with use of public sector loan proceeds	23.39	15.09	17	20	13.63%	8.73%
Retention of Outside Counsel by OGC	18.74	17.91	647	571	10.92%	10.36%
Grant Agreements with the Bank's Client (Consultancy Contracts are signed by the Bank's Clients)	25.41	29.96	82	104	14.81%	17.33%
Call-Off Notices under Framework Agreements**	8.43	9.84	264	283	4.91%	5.69%
Call-Off Notices under Framework Contracts**	3.56	3.20	38	29	2.07%	1.85%
EGP Contracts***	0.00	3.96	0	419	0.00%	2.29%
Nuclear Safety	0.00	0.48	5	12	0.14%	0.28%
Framework Contracts	9.49	6.81	9	7	5.10%	4.03%
Framework Agreements*	0.00	0	42	46	0.00%	0.00%
Total	171.63	172.69	2,802	2,826	100.00%	100%

* 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)

*** The EGP contracts include awards up to the 5th August 2011, after this period the Technical Cooperation Team took over responsibility for the EGP consultancy contract awards (TAM renamed EGP Team on 1st January 2012)

Table 6 Framework Agreements Awarded in 2012

Framework Facility Name	Funding Source	Overall Facility Value	Name /Nationality of Consultants awarded Framework Agreements	Duration
Mongolia Enterprise Growth Programme Team Co-ordinator for Mongolia	TC funds	As required	• Cordelia Huang, US	2 years
Monitoring Consultant to assist EBRD's Environment and Sustainability Department	Bank budget	As required	• Arup, UK	1 year
Regional AML TC programme 2012-2014	Luxembourg - ODA Technical Co-operation Fund	€150,000	• Adriana Consultancy, United Arab Emirates • Lessons Learned Ltd, UK	2 Years
Regional Enterprise Growth Programme Team Co-ordinator Morocco and Tunisia	TC funds	As required	• Pedro Almeida, Portugal	2 years
Regional: BAS Export Training Promotion for Consultants	TC funds	As required	• Elevation Learning, UK	3 years
Regional: Carbon Project and Asset Development Facility	Shareholder Special Fund	€1,491,200	• Climate Focus, the Netherlands • GFA Envest GmbH, Germany • Kommunalkredit Public Consulting GmbH, Austria	3 years
Regional: Energy Audit Programme for the SEMED Region	EC SEMED Project Preparation Framework - NIF FUNDED	€799,800	• D'Appolonia S.p.A., Italy • iC consulenten ZT GesmbH, Austria • Mercados EMI, Spain • WS Atkins International Ltd, UK	2 years
Regional: External review of Clean Technology Fund Project Submissions	Bank budget	As required	• Rainer Behnke, Germany	2 years
Regional: Integrity Investigation Services	Bank budget	As required	• Alaco Ltd, UK • GPW + Co Limited, UK • Livingstone & Company, UK • PWC, UK • West Sands Advisory LLP, UK	1 year
Regional: Occupational Health and Safety Assistance for EBRD's Clients	Shareholder Special Fund	€312,300	• AETS, France • COWI A/S, Denmark • Ove Arup & Partners International Ltd, UK	1 year
REGIONAL: Sustainable Development of the Power Sector Programme; Technical Audits / Projects Review / Projects Preparation - SEMED Extension	EC SEMED Project Preparation Framework - NIF / Shareholder Special Fund / Norway / Belgium / SEMED Multi-Donor Fund	€1,250,000	• COWI engineering, Environmental and Economic Consulting LLC, Russia • Lahmeyer International GmbH, Germany • Mott MacDonald, UK • Tractebel Engineering, Belgium • URS Infrastructure and Environment, UK • Vattenfall Europe Powerconsult GmbH, Germany	2 years

Table 6 Framework Agreements Awarded in 2012 (cont.)

Framework Facility Name	Funding Source	Overall Facility Value	Name /Nationality of Consultants awarded Framework Agreements	Duration
Regional: Sustainable Energy Support for Built Environment Projects (Spanish Funded)	Spanish EBRD-ICEX Technical Co-operation	€300,000	Acciona Ingenieria, S.A., Spain Davis Langdon Consultores, S.L.U., Spain Gaz Natural Fenosa Engineering (Socoin Ingenieria y Construccion Industrial), Spain	2 years
Regional: Sustainable Energy Support for Built Environment Projects (SSF Funded)	Shareholder Special Fund	€300,000	Arup, UK CD International BSE, UK D'Appolonia S.p.A., Italy	2 years
Regional: Sustainable Transport Technical Assistance Programme	Shareholder Special Fund	€1,500,000	Ecofys Netherlands B.V., the Netherlands Halcrow Group Ltd, UK Ove Arup & Partners International Ltd, UK URS Infrastructure and Environment UK, Ltd WS Atkins International Limited, UK	2 years
Romania: EU Cohesion Funds Water Co-financing Framework - Environmental and Social Due Diligence - Extension	Spanish EBRD-ICEX Technical Co-operation	€100,000	IDOM S.A., Spain	1 year
Turkey and the Caucasus Sustainable Energy Programme (TCSEP) - Expansion	Spanish SEI Fund II ODA Fund	€300,000	Factor CO2 Integral Services, S.L., Spain Inypsa, Spain	1 year

Table 7 2012 Consultancy Contract Awards by Consultant Nationality (Value & Number)

Ranking	Consultant Nationality	TC Funds €	% of Value of TC Funded Contracts	Bank Budget €	% of Value of Bank's budget contract	Loan Funds €	Total Value €	% of Total Value	Total Num ber
1.	British	7,997,149	8.95%	30,560,297	55.19%	1,305,823	39,863,269	23.72%	893
2.	French	4,319,786	4.84%	807,821	1.46%	13,835,767	18,963,374	11.28%	48
3.	German	13,394,415	15.00%	717,834	1.30%	3,568,794	17,681,044	10.52%	100
4.	Russian	3,042,956	3.41%	6,392,607	11.55%	0	9,435,563	5.61%	166
5.	Italian	4,404,874	4.93%	453,963	0.82%	4,068,420	8,927,257	5.31%	111
6.	Turkish	5,416,650	6.07%	943,295	1.70%	0	6,359,945	3.78%	44
7.	Austrian	5,772,269	6.46%	233,935	0.42%	0	6,006,204	3.57%	57
8.	Czech	5,300,564	5.94%	174,807	0.32%	0	5,475,372	3.26%	23
9.	International*	4,927,112	5.52%	0	0.00%	0	4,927,112	2.93%	7
10.	Swiss	3,345,607	3.75%	431,333	0.78%	0	3,776,939	2.25%	32
11.	Spanish	3,367,916	3.77%	90,857	0.16%	0	3,458,773	2.06%	43
12.	American	1,908,703	2.06%	1,536,555	2.78%	0	3,445,257	2.05%	67
13.	Belgian	2,675,893	3.00%	495,006	0.89%	0	3,170,899	1.89%	39
14.	Romanian	986,052	1.10%	1,592,034	2.88%	276,681	2,854,767	1.70%	62
15.	Ukrainian	801,938	0.90%	1,475,114	2.66%	0	2,277,052	1.35%	84
16.	Polish	1,154,792	1.29%	1,111,018	2.01%	0	2,265,809	1.35%	60
17.	Irish	1,572,272	1.76%	511,640	0.92%	0	2,083,912	1.24%	29
18.	Bulgarian	1,248,098	1.40%	730,691	1.32%	0.00	1,978,789	1.18%	34
19.	Danish	1,832,314	2.05%	7,000	0.01%	0	1,839,314	1.09%	43
20.	Swedish	1,419,630	1.59%	241,816	0.44%	0	1,661,446	0.99%	20
21.	Dutch	1,191,512	1.33%	423,627	0.77%	0	1,615,139	0.96%	43
22.	Serbian**	788,463	0.88%	811,578	1.47%	0	1,600,041	0.95%	63
23.	Finnish	1,267,459	1.42%	327,435	0.59%	0	1,594,894	0.95%	25
24.	Kazakh	1,078,403	1.21%	383,968	0.69%	0	1,462,371	0.87%	41
25.	Luxembourgish	1,107,123	1.24%	20,000	0.04%	0	1,127,123	0.67%	19
26.	Canadian	749,743	0.84%	268,535	0.48%	35,750	1,054,028	0.63%	37
27.	Japanese	1,048,318	1.17%	3,500	0.01%	0	1,051,818	0.63%	76
28.	Slovak	892,442	1.00%	29,500	0.05%	0	921,942	0.55%	8
29.	Azeri	769,882	0.86%	109,000	0.20%	0	878,882	0.52%	20
30.	Jordanian	689,423	0.77%	106,894	0.19%	0	796,317	0.47%	18
31.	Australian	67,768	0.08%	696,765	1.26%	0	764,533	0.45%	13
32.	Croatian	330,009	0.37%	180,880	0.33%	218,639	729,528	0.43%	29
33.	Indian	0	0.00%	633,363	1.14%	0	633,363	0.38%	10
34.	Greek	542,616	0.61%	50,000	0.09%	0	592,616	0.35%	25
35.	Bosnian & Herzegovina	197,913	0.22%	311,961	0.56%	38,060	547,934	0.33%	32
36.	Moroccan	387,138	0.43%	124,656	0.23%	0	511,793	0.30%	12
37.	Egyptian	217,797	0.24%	262,177	0.47%	0	479,974	0.29%	15
38.	Georgian	115,858	0.58%	321,070	0.58%	40,000	476,928	0.28%	20
39.	Mongolian	128,233	0.14%	275,750	0.50%	0	403,983	0.24%	19
40.	Armenian	228,998	0.26%	150,039	0.27%	0	379,037	0.23%	22
41.	Norwegian	349,599	0.39%	0	0.00%	0	349,599	0.21%	7
42.	Israeli	230,000	0.26%	48,500	0.09%	0	278,500	0.17%	2
43.	Uzbek	186,580	0.21%	85,200	0.15%	0	271,780	0.16%	15
44.	Qatar	269,977	0.30%	0	0.00%	0	269,977	0.16%	1
45.	Kyrgyz	227,970	0.26%	24,176	0.04%	0	252,146	0.15%	23
46.	Hungarian	0	0.00%	239,339	0.43%	0	239,339	0.14%	11
47.	Taiwanese	224,526	0.25%	0	0.00%	0	224,526	0.13%	11
48.	Albanian	168,083	0.19%	43,400	0.08%	0	211,483	0.13%	17
49.	Portuguese	192,924	0.29%	6,590	0.01%	0	199,514	0.12%	10
50.	Moldovan	65,778	0.07%	102,700	0.19%	0	168,478	0.10%	19
51.	Tajik	37,467	0.04%	127,005	0.23%	0	164,472	0.10%	27
52.	Belorussian	59,076	0.07%	102,865	0.19%	0	161,941	0.10%	13
53.	Tunisian	153,400	0.17%	6,500	0.01%	0	159,900	0.10%	4
54.	South African	0	0.00%	132,966	0.24%	0	132,966	0.08%	1
55.	Montenegrin	117,570	0.13%	0	0.00%	0	117,570	0.07%	9
56.	Cypriot	37,232	0.04%	77,250	0.14%	0	114,482	0.07%	13
57.	Macedonian	49,636	0.06%	34,500	0.06%	0	84,136	0.05%	13
58.	South Korean	81,290	0.09%	0	0.00%	0	81,290	0.05%	10
59.	United Arab Emirates	55,550	0.06%	20,000	0.04%	0	75,550	0.04%	4
60.	Turkmen	67,555	0.08%	5,530	0.01%	0	73,085	0.04%	9
61.	Estonian	7,536	0.01%	47,951	0.09%	0	55,487	0.03%	4
62.	Chinese	0	0.00%	53,144	0.10%	0	53,144	0.03%	3
63.	Latvian	2,800	0.00%	47,874	0.09%	0	50,674	0.03%	6
64.	Lithuanian	0	0.00%	42,000	0.08%	0	42,000	0.02%	4
65.	Pakistani	35,970	0.04%	0	0.00%	0	35,970	0.02%	1
66.	British Virgin Isls	0	0.00%	34,150	0.06%	0	34,150	0.02%	5
67.	Cayman Islands	0	0.00%	29,000	0.05%	0	29,000	0.02%	3
68.	Slovenian	0	0.00%	25,369	0.05%	0	25,369	0.02%	4
69.	Lebanese	0	0.00%	16,784	0.03%	0	16,784	0.01%	1
70.	Uruguayan	0	0.00%	7,359	0.01%	0	7,359	0.00%	1
71.	Guernsey Channel Islands	0	0.00%	5,300	0.01%	0	5,300	0.00%	2
72.	New Zealander	0	0.00%	4,079	0.01%	0	4,079	0.00%	1
73.	Kenyan	0	0.00%	1,877	0.00%	0	1,877	0.00%	1
TOTALS		89,308,605	100.00%	55,369,727	100%	23,387,934	168,066,266	100%	2764

*FAO and IDLO based in Italy, and International Organisation for Migration in Austria are International Organisations

**Including Kosovo

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Table 8 2012 Consultancy Contract Awards by Consultant Nationality and Selection Method* (Value & Number)

	Direct Selection**				Competitive Selection				TOTAL	
	TC Funds		Bank Budget		TC Funds		Bank Budget			
	Value €	No	Value €	No	Value €	No	Value €	No	Value €	No
British	3,057,084	126	12,111,598	403	4,940,065	35	18,448,699	326	38,557,446	890
German	2,502,108	43	544,550	28	10,892,307	20	173,284	6	14,112,249	97
Russian	374,387	16	3,278,278	102	2,668,569	11	3,114,329	37	9,435,563	166
Turkish	38,426	2	923,340	33	5,378,224	8	19,955	1	6,359,945	44
Austrian	509,172	32	191,335	7	5,263,097	17	42,600	1	6,006,204	57
Czech	629,567	6	174,807	8	4,670,997	9	0	0	5,475,372	23
French	422,952	13	685,963	15	3,896,834	13	121,857	4	5,127,607	45
International***	4,144,539	3	0	0	782,573	4	0	0	4,927,112	7
Italian	1,595,593	82	351,202	10	2,809,281	13	102,761	4	4,858,837	109
Swiss	161,495	12	288,954	7	3,184,112	8	142,379	5	3,776,939	32
Spanish	532,566	17	90,857	7	2,835,350	19	0	0	3,458,773	43
American	293,443	10	890,890	39	1,615,260	7	645,665	11	3,445,257	67
Belgian	453,258	23	312,576	10	2,222,635	4	182,430	2	3,170,899	39
Romanian	189,669	12	871,461	41	796,383	3	720,573	5	2,578,086	61
Ukrainian	285,855	15	1,099,260	60	516,083	5	375,854	4	2,277,052	84
Polish	261,587	16	560,738	33	893,205	1	550,280	10	2,265,809	60
Irish	435,629	21	100,200	1	1,136,643	4	411,440	3	2,083,912	29
Bulgarian	73,790	7	471,791	19	1,174,308	4	258,900	4	1,978,789	34
Danish	684,708	36	7,000	1	1,147,606	6	0	0	1,839,314	43
Swedish	108,254	9	91,913	4	1,311,376	4	149,903	3	1,661,446	20
Dutch	551,435	24	272,723	11	640,077	5	150,904	3	1,615,139	43
Serbian****	389,960	27	506,078	33	398,503	0	305,500	2	1,600,041	63
Finnish	304,663	18	80,320	2	962,796	3	247,115	2	1,594,894	25
Kazakh	326,656	19	383,968	15	751,747	7	0	0	1,462,371	41
Luxembourgais	366,178	16	20,000	1	740,945	2	0	0	1,127,123	19
Japanese	1,048,318	75	3,500	1	0	0	0	0	1,051,818	76
Canadian	599,743	25	149,445	6	150,000	1	119,090	3	1,018,278	35
Slovak	12,500	1	29,500	2	879,942	5	0	0	921,942	8
Azeri	769,882	8	109,000	12	0	0	0	0	878,882	20
Jordanian	276,829	10	84,872	4	412,594	3	22,022	1	796,317	18
Australian	29,842	1	404,597	7	37,926	1	292,168	4	764,533	13
Indian	0	0	28,000	3	0	0	605,363	7	633,363	10
Greek	379,316	20	50,000	2	163,300	3	0	0	592,616	25
Moroccan	207,837	5	69,786	4	179,301	2	54,870	1	511,793	12
Croatian	279,879	14	141,780	11	50,130	2	39,100	1	510,889	28
Bosnian	176,053	13	311,961	16	21,860	2	0	0	509,874	31
Egyptian	65,351	2	206,195	9	152,446	2	55,982	2	479,974	15
Georgian	115,858	7	321,070	12	0	0	0	0	436,928	19
Mongolian	103,999	8	275,750	10	24,234	1	0	0	403,983	19
Armenian	71,962	7	89,270	5	157,036	7	60,769	3	379,037	22
Norwegian	52,385	5	0	0	297,214	2	0	0	349,599	7
Israeli	0.00	0	48,500	1	230,000	1	0	0	278,500	2
Uzbek	89,080	8	85,200	6	97,500	1	0	0	271,780	15
Qatar	0	0	0	0	269,977	1	0	0	269,977	1
Kyrgyz	227,970	21	24,176	2	0	0	0	0	252,146	23
Hungarian	0	0	167,719	9	0	0	71,620	2	239,339	11
Taiwanese	224,526	11	0	0	0	0	0	0	224,526	11
Albanian	168,083	11	43,400	6	0	0	0	0	211,483	17
Portuguese	35,424	5	6,590	2	157,500	3	0	0	199,514	10
Moldovan	65,778	7	102,700	12	0	0	0	0	168,478	19
Tajik	30,475	5	127,005	20	6,992	2	0	0	164,472	27
Belarusian	23,490	1	102,865	11	35,586	1	0	0	161,941	13
Tunisian	95,174	2	6,500	1	58,226	1	0	0	159,900	4
South African	0	0	0	0	0	0	132,966	1	132,966	1
Montenegrin	117,570	9	0	0	0	0	0	0	117,570	9
Cypriot	37,232	2	77,250	11	0	0	0	0	114,482	13
Macedonian	49,636	7	34,500	6	0	0	0	0	84,136	13
South Korean	81,290	10	0	0	0	0	0	0	81,290	10
United Arab Emirates	55,550	1	20,000	2	0	1	0	0	75,550	4
Turkmen	67,555	6	5,530	3	0	0	0	0	73,085	9
Estonian	7,536	2	0	0	0	0	47,951	2	55,487	4
Chinese	0	0	53,144	3	0	0	0	0	53,144	3
Latvian	2,800	2	47,874	4	0	0	0	0	50,674	6
Lithuanian	0	0	42,000	4	0	0	0	0	42,000	4
Pakistani	35,970	1	0	0	0	0	0	0	35,970	1
British Virgin Islands	0	0	34,150	5	0	0	0	0	34,150	5
Cayman Islands	0	0	29,000	3	0	0	0	0	29,000	3
Slovenian	0	0	25,369	4	0	0	0	0	25,369	4
Lebanese	0	0	16,784	1	0	0	0	0	16,784	1
Uruguayan	0	0	7,359	1	0	0	0	0	7,359	1
Guernsey Chanel Isls	0	0	5,300	2	0	0	0	0	5,300	2
New Zealand	0	0	0	0	0	0	4,079	1	4,079	1
Kenyan	0	0	1,877	1	0	0	0	0	1,877	1
	24,297,867	917	27,699,319	1114	65,010,738	254	27,670,409	461	144,678,333	2747

** Excludes seventeen 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) & (c) of the Bank's PP&R and extensions*
**** International refers to FAO and IDLO based in Rome and International Centre for Migration office in Austria*
***** Including Kosovo*

Table 9 Consultants from EBRD Countries of Operations* in 2012 and 2011

	Value of Contract Awards (€) in 2012			Number of Contract Awards in 2012		Total Value of Contracts (€) in 2012 (A)+(B)+(C)	Total Number of Contracts in 2012 (D)+(E)	Value of Contracts (€) awarded in 2011	Number of Contracts awarded in 2011
	TC Funds (A)	Bank Budget (B)	Loan Funds (C)	Direct Selection (D)	Competitive Procedure (E)				
Russian	3,042,956	6,392,607	0	118	48	9,435,563	166	12,522,601	179
Turkish	5,416,650	943,295	0	35	9	6,359,945	44	1,305,818	36
Czech**	5,300,564	174,807	0	14	9	5,475,372	23	4,466,826	25
Romanian	986,052	1,592,034	276,681	53	9	2,854,767	62	4,019,278	54
Ukrainian	801,938	1,475,114	0	75	9	2,277,052	84	1,448,941	66
Polish	1,154,792	1,111,018	0	49	11	2,265,809	60	1,175,212	34
Bulgarian	1,248,098	730,691	0	26	8	1,978,789	34	584,206	21
Kazakh	1,078,403	383,968	0	34	7	1,462,371	41	1,661,103	28
Serbian***	788,463	811,578	0	60	3	1,600,041	63	1,088,715	57
Slovak	892,442	29,500	0	3	5	921,942	8	1,351,423	6
Azeri	769,882	109,000	0	20	0	878,882	20	151,188	20
Georgian	115,858	321,070	40,000	19	1	476,928	20	472,576	25
Jordanian	689,423	106,894	0	14	4	796,317	18	0.00	0
Croatian	330,009	180,880	218,639	25	4	729,528	29	535,271	29
Bosnian	197,913	311,961	38,060	30	2	547,934	32	512,462	20
Moroccan	387,138	124,656	0	9	3	511,793	12	60,000	1
Egyptian	217,797	262,177	0	11	4	479,974	15	373,189	6
Mongolian	128,233	275,750	0	18	1	403,983	19	347,882	26
Armenian	228,998	150,039	0	12	10	379,037	22	414,260	24
Uzbek	186,580	85,200	0	14	1	271,780	15	111,964	12
Kyrgyz	227,970	24,176	0	23	0	252,146	23	492,535	41
Hungarian	0	239,339	0	9	2	239,339	11	1,741,948	13
Albanian	168,083	43,400	0	17	0	211,483	17	169,997	15
Moldovan	65,778	102,700	0	19	0	168,478	19	270,680	21
Tajik	37,467	127,005	0	25	2	164,472	27	263,808	27
Belarusian	59,076	102,865	0	12	1	161,941	13	192,700	6
Tunisian	153,400	6,500	0	3	1	159,900	4	41,555	5
Montenegrin	117,570	0	0	9	0	117,570	9	114,550	10
Macedonian	49,636	34,500	0	13	0	84,136	13	294,527	23
Turkmen	67,555	5,530	0	9	0	73,085	9	155,615	10
Estonian	7,536	47,951	0	2	2	55,487	4	156,540	9
Latvian	2,800	47,874	0	6	0	50,674	6	0	0
Lithuanian	0	42,000	0	4	0	42,000	4	84,530	6
Slovenian	0	25,369	0	4	0	25,369	4	26,179	3
	24,919,059	16,421,448	573,400	794	156	41,913,887	950	36,608,079	858

* Location of the contracted consultant

** Czech Republic has graduated

*** including Kosovo

Table 10 2012 Consultancy Contract Awards by EBRD Department* (Value in € and Number)

Department / Team	TC Funded Contracts		Contracts funded from the Bank's Budget		TOTAL (TC and Bank's Budget)		
	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)	897,350	51	6,991	3	904,341	0.63%	54
Central and South Eastern Europe	861,895	20	18,792	2	880,687	0.61%	22
Industry, Commerce and Agribusiness	14,434,407	690	6,829,239	158	21,263,647	14.70%	848
Financial Institutions	23,546,705	53	2,112,169	71	25,658,874	17.74%	124
Infrastructure	23,824,052	113	3,059,037	118	26,883,089	18.58%	231
Energy and Natural Resources	7,735,072	15	2,774,210	79	10,509,282	7.26%	94
Russia	146,964	1	69,543	3	216,506	0.15%	4
Energy Efficiency and Climate Change	9,326,886	108	152,105	8	9,478,991	6.55%	116
Other/Contingency	185,275	3	2,600,229	66	2,785,504	1.93%	69
Evaluation Department	16,460.00	1	408,258	11	424,718	0.29%	12
Finance	11,800.00	1	344,758	8	356,558	0.25%	9
Retention of Outside Counsel (contracts awarded by OGC)	0.00	0	18,737,976	647	18,737,976	12.95%	647
VP, Risk and Resources (including IT)	0.00	0	13,515,818	202	13,515,818	9.34%	202
Office of the Chief Economist	2,384,917.76	16	462,862	52	2,847,780	1.97%	68
Office of the General Counsel	3,812,328.87	55	706,266	20	4,518,595	3.12%	75
VP, Operation Policies	1,996,168.84	41	2,523,156	83	4,519,325	3.12%	124
Compliance Department	128,324.00	4	301,519	13	429,843	0.30%	17
Communications Department	0.00	0	244,835	20	244,835	0.17%	20
Office of the Secretary General	0.00	0	357,273	7	357,273	0.25%	7
Internal Audit	0.00	0	144,690	4	144,690	0.10%	4
Total:	89,308,605	1172	55,369,727	1575	144,678,332	100%	2747

Table 11 Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by CSU in 2012

	Open Competition		Targeted ¹² Competition	
	Expressed Interest	Contracts Awarded	Expressed Interest	Contracts Awarded
Albania	1	0		
Armenia	11	3		
Australia	6			
Austria	46	6	41	10
Azerbaijan	2			
Bangladesh	5			
Barbados	1			
Belarus	1			
Belgium	30	4		
Bosnia & Herzegovina	2			
Bulgaria	15	3		
Canada	26	2		
China	2			
Croatia	16			
Cyprus	1			
Czech Republic	13	2	24	7
Denmark	35	4		
Dominica	1			
Egypt	10	4		
Estonia	2			
Finland	26	0	14	3
France	94	13		
FYR Macedonia	2			
Georgia	6	1		
Germany	162	17		
Greece	23			
Hungary	19	1		
India	15			
Iran	1			
Ireland	19	5		
Israel	12	1		
Italy	81	8	38	5
Japan	3			
Jordan	42	4		
Kazakhstan	21	3		
Korea	4			
Kyrgyz Republic	1			
Latvia	5			
Lebanon	3			
Lithuania	9			
Luxemburg	3	2		
Moldova	1			
Monaco	1			
Mongolia	5	1		
Morocco	8	3		
Nepal	7			
Netherlands	43	3	7	1
New Zealand				
Norway	10	2		
Oman	1			
Philippines	4			
Poland	14	2		
Portugal	6	1		
Romania	17	1		
Russian Federation	55	14		
Qatar	1	1		
Serbia incl. Kosovo	7	1		
Slovak Republic	11	0	9	3
Slovenia	4			
South Africa	1			
Spain	78	8	52	8
Sweden	26	1		
Switzerland	48	6	8	2
Tajikistan	5	1		
Tunisia	8	1		
Turkey	50	6		
Ukraine	30	2		
United Arab Emirates	3	1		
United Kingdom	609	87		
United States	93	6		
Uzbekistan	3	1		
	1,926	232	193	39

Note: Includes contracts awarded by the Technical Cooperation Team 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

¹² Assignments targeted specifically at consultants from TC donor country

Table 12 2012 Consultancy Contract Awards funded by Technical Cooperation and Special Funds by Funding Agreement

Funding Agreement	Donor	Status	No	Value (€)
EBRD Shareholder Special Fund	Multi-donor	Untied	267	19,964,821
EU Private Sector Support Facility for Turkey	EU	Untied	15	4,759,306
EC - SME Finance Facility	EU	Untied	4	4,441,543
Framework Contract with FAO (various TC donor funding confirmed at the time of issuance of call-off notices)	Multi-donor	Untied	1	3,863,703
EU Ukraine Power Transmission Network Reinforcement Project	EU	Untied	2	3,720,326
Early Transition Countries Fund	Multi-donor	Untied	61	3,357,171
EC Municipal Finance Facility TC Special Fund	EU	Untied	3	2,735,471
Southern and Eastern Mediterranean Multi-Donor Account	Multi-donor	Untied	40	2,499,646
Central Asian Technical Assistance Framework for the Preparation and Implementation of EBRD MEI Projects	EU	Untied	7	2,483,187
NIF Trust: Financial Sector Institution Building & Crisis Response	EU	Untied	6	2,404,612
2nd Phase of the Moldova Sustainable Energy Efficiency Finance Facility	EU	Untied	2	1,700,000
EBRD Water Fund	Multi-donor	Untied	5	1,598,712
Austrian Fund for Municipal Infrastructure	Austria	Tied	7	1,596,275
TAM/BAS Programme in Eastern Partnership Countries	EU	Untied	88	1,512,394
EBRD-ICEX Technical Co-operation	Spain	Tied	21	1,478,643
EU Contribution to TAFF Phase II 2010-2012 (Tajikistan)	EU	Untied	1	1,426,302
European Western Balkans Joint Fund - Sub Fund (EBRD Operations under WBJF)	Multi-donor	Untied	2	1,411,370
EC TAM/BAS Egypt Morocco and Tunisia	EU	Untied	39	1,371,659
Czech Republic ODA TC fund	Czech Republic	Tied	8	1,323,264
Japan-Europe Co-operation Fund	Japan	Untied	99	1,240,114
EBRD-Germany Non ODA Sustainable Energy Initiative Project	Germany	Untied	10	1,176,740
Austrian Technical Assistance Co-operation Fund	Austria	Tied	3	1,142,242
Italian Technical Co-operation	Italy	Tied	22	1,055,895
MoREEFF Project Consultant for Moldovan Residential Energy Efficiency Finance Facility	Sweden	Untied	1	977,092
EC SEMED Project Preparation Framework - NIF FUNDED	EU	Untied	20	939,486
EBRD - Slovak Republic TC Fund	Slovak Republic	Tied	12	923,142
NIF Contribution to the Technical Assistance for Enguri/Vardnili Hydro Power Plant Rehabilitation	EU	Untied	1	910,000
Central European Initiative - Ministry of Foreign Affairs	Italy	Tied	6	903,194
Southern and Eastern Mediterranean Trust Fund	Multi-donor	Untied	15	886,755
Russia Small Business Fund	Multi-donor	Untied	3	865,282
Switzerland - North Tajik Water Rehabilitation Project	Switzerland	Semi-untied	1	853,694
CIF - Clean Technology Fund	Multi-donor	Untied	5	831,175
SUGD Energy Loss Reduction Project	EU	Untied	1	820,000
Luxembourg - ODA Technical Co-operation Fund	Luxembourg	Tied	21	775,972
The New Norway Cooperation Fund	Norway	Untied	8	702,233
Global Environment Facility II	GEF	Untied	14	657,374
EU/EBRD Energy Efficiency Finance Facility	EU	Untied	1	600,000
Technical Assistance for design, project implementation support and supervision of Armenian Small Municipalities Water Project	EU	Untied	1	564,991
Finnish Ministry of Employment and the Economy Technical Cooperation Fund	Finland	Tied	3	558,400
SIDA-EBRD Energy Efficiency Technical Cooperation Fund for Moldova	Sweden	Untied	2	557,483
Private Sector Support Facility for the Western Balkans	EU	Untied	44	495,894
EC NIF Regional energy Efficiency Programme for Corporate Sector in Armenia, Azerbaijan, Georgia, Moldova and Ukraine	EU	Untied	10	481,330
Ministry of Foreign Affairs Finland - EBRD TC fund	Finland	Tied	1	423,366
US-EBRD SME Special Fund	USA	Untied	22	421,981
Support to SME's sectors in Bosnia and Herzegovina - TAM BAS	EU	Untied	35	404,440

Table 12 2012 Consultancy Contract Awards funded by Technical Cooperation and Special Funds by Funding Agreement (cont.)

Funding Agreement	Donor	Status	No	Value (€)
Austrian-EBRD Municipal Projects in Western Balkans and Croatia Cooperation Account	Austria	Untied	1	370,473
EBRD - EC Energy Efficiency Finance Facility	EU	Untied	1	368,943
Korean Technical assistance and Cooperation Fund	Korea	Untied	11	366,592
SIDA-EBRD Ukraine Energy Efficiency and Environment Consultant Cooperation Fund	Sweden	Untied	3	359,862
EU Support for Business Development in Kosovo through TAM	EU	Untied	45	343,288
Taiwan Business - EBRD TC Fund	Taiwan	Semi-untied	24	338,817
Implementation of the TAM Programme in the Former Yugoslav Republic of Macedonia	EU	Untied	40	296,526
EBRD - Western Balkans Fund	Multi-donor	Untied	3	268,810
EBRD-ICF-PSD in Western Balkans	Italy	Tied	1	259,460
Nuclear Safety	Multi-donor	Untied	5	238,621
Switzerland-SECO/BAS Fund	Switzerland	Untied	16	216,138
Netherlands Technical Assistance Co-operation	Netherlands	Tied	2	195,601
Japan-SEI TC Fund	Japan	Semi-untied	4	174,237
European Western Balkans Joint Fund (contributions)	Multi-donor	Untied	2	171,470
German Federal Ministry for the Environment (ODA) Sustainable Energy Initiative Project Account	Germany	Untied	12	161,139
Spanish SEI Fund 1 - Non ODA	Spain	Semi-untied	1	125,000
EBRD-The Mongolian Cooperation Fund	Multi-donor	Untied	1	122,000
Technical Assistance Support for Ukrainian Municipalities	EU	Untied	1	120,710
Spanish SEI Fund II ODA Fund	Spain	Semi-untied	4	114,395
Northern Dimension Environmental Partnership Support Fund	Multi-donor	Semi-untied	2	101,600
Luxembourg - European Bank Technical Co-operation	Luxembourg	Tied	2	81,160
Central European Initiative	Italy	Tied	4	76,737
Sweden (SIDA) - EBRD Technical Cooperation Fund - Phase II	Sweden	Tied	1	74,856
Belgian Technical Cooperation Fund	Belgium	Tied	2	64,200
EC/EBRD Co-investment funding in field of Water Resources	EU	Untied	1	59,962
SIDA-EBRD NDEP Consultancy Account for Russia	Sweden	Tied	1	59,180
Support to SME Development in Mongolia	EU	Untied	5	56,594
SIDA-EBRD BAS Women in Business Fund for Moldova	Sweden	Untied	4	53,644
SIDA-EBRD Municipal Environment Investment Technical Cooperation Fund for the Early Transition Countries	Sweden	Untied	1	50,000
Seco-EBRD Secured Transactions and Creditors rights Fund	Switzerland	Untied	1	37,926
OeEB - EBRD Technical Cooperation Fund	Austria	Untied	3	36,900
Danish Technical Assistance Co-operation Fund	Denmark	Tied	1	32,420
Austria BAS Fund	Austria	Untied	6	30,756
Portuguese Technical Cooperation Fund 2008	Portugal	Tied	4	26,324
SIDA-EBRD TAM/BAS Energy Efficiency Fund for Moldova	Sweden	Untied	6	24,328
Walloon Technical Cooperation Fund	Belgium	Tied	2	13,106
Hellenic Technical Cooperation	Greece	Tied	1	150
Multiple TC funding sources including EU to finance individual assignments (call off notices) to be awarded under the eight framework agreements	Multi-donor	Untied	8	0
Total			1,172	89,308,605