

March 2014

# Engagement of Consultants by the European Bank for Reconstruction and Development in 2013



**European Bank**  
for Reconstruction and Development

**EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT**

**ENGAGEMENT OF CONSULTANTS**

**2013**

Technical Cooperation Team  
March 2014

## EXECUTIVE SUMMARY

In 2013 the number and value of consultancy contracts awarded by EBRD and its clients continued the increase of the last two years and has almost reached the exceptional levels of 2010, as the EBRD and its clients awarded 2,879 consultancy contracts with a total value of €173.7 million.

The number and value of contracts financed by technical cooperation (TC) Funds shows a similar trend with 1,222 contracts totalling €99.7 million being awarded which is a 12 per cent increase in value over 2012.

Bilateral donors contributed almost a third by value of all contracts (313 contracts totalling €30.9 million) which was the highest level for five years and an almost 60 per cent increase in the value of contracts over 2012. Contracts financed by Austria and Sweden together accounted for just over 60 per cent of the total bilateral funds.

The total value of multi-donor funded contracts in 2013 also rose compared to previous years. It is expected that this trend will continue in the near future due to the Bank's decision to seek donor support for strategic initiatives and to phase out use of tied funding.

The Bank's budget also funded a record number and value of consultancy contracts in 2013 with 1,643 contracts totalling €65.6 million being awarded. This was a 19 per cent increase over 2012.

Overall, competitive selection methods were used to award almost 70 per cent of the value of all contracts (€121.5 million).

The majority of contracts supported EBRD's operations through various technical assistance programmes promoting transition (87 per cent of the total contract value).

By nationality, British consultants' (both individuals and firms) 27 per cent share of the value of all contract awards totalling €47.0 million was the largest. A significant proportion of these contracts supported the Bank's institutional needs and was funded from the Bank's budget. Overall, Austrian and German consultants were ranked second and third with Austrian consultants benefiting from high value of contracts under Austrian Government TC funding.

The number and value of contracts being awarded to consultants from the EBRD's countries of operations (CoO) has steadily increased with 1,026 consultancy contracts worth €42.7 million in 2013. This includes Office of the General Counsel (OGC) awarding 56 per cent of the total value of its 2013 contract awards to consultants based in CoO.

With increased globalization, multinational consulting firms are establishing offices across EBRD's CoO and member countries. This enables them to compete for EBRD consulting opportunities from locations are the most advantageous to winning contracts. Increasingly local consulting firms in CoO are following suit within their regions.

TC Team conducted 15 outreach events to over 900 consultants in member countries and four market development activities to 210 consultants in the Bank's CoO to raise consultants' awareness of EBRD consultancy opportunities and facilitate broader participation in the Bank's consultancy assignments and encourage international competition. TC Team is leading the design and delivery of training courses to consultants in order to facilitate capacity building and further market development as part of the Bank's Post-Graduation Operational Approach.

The increased use of framework contracts and agreements improves efficiencies and facilitates scale up of operations. Some teams increasingly rely on framework agreements (e.g. to support new credit lines).

After revisions to the Consultant Assignment Reporting process, in 2013, 98 per cent of consultants were rated as meeting or exceeding expectations, confirming the provision of consistently high quality of advice to the Bank and its clients.

As of January 2014, with the amendment of the Corporate Procurement Policy and Procedures, contract selection and engagement of consultants for five of the Bank's corporate services departments has been transferred from the TC Team to the Corporate Procurement Unit. Consequently, these consulting contracts will not feature in future annual reports on the Engagement of Consultants.

TC Team's expanded mandate included responsibility to introduce and mainstream the new TC Results Framework from 1 July 2013. New TC design and management procedures including guidance notes were disseminated, with 535 Bank staff in Headquarters and Resident Offices attending mandatory training courses during 2013. Procedures will be updated based on experience and training will continue in 2014.

In 2013, 61 per cent of 314 TCs approved by the TC Review Committee were transactional directly supporting the preparation and implementation of investment operations. The greatest proportion of 2013 TCs submissions were categorized as facilitating institution and capacity building, followed by support for policy dialogue and to enable clients to effectively manage project implementation. A smaller number of TCs supported pre-signing due diligence, research and legal and regulatory reform.

In 2013, TC Team advised on 314 new TC submissions, 147 of which included results matrices for the first time. The Team processed 2,220 contracts and 1,450 amendments as part of administration support to over 3,300 ongoing consultancy contracts.

To improve contract administration efficiency, TC Team developed and piloted a new electronic contracting system to be rolled out in 2014.

## **Abbreviations**

BAS	Business Advisory Services
CAR	Consultant Assignment Reporting
CoO	Countries of Operations
DCF	Donor Co-Financing team
EBRD	European Bank for Reconstruction and Development
OGC	Office of the General Counsel
PISSA	Project Implementation Support Services Agreement
PP&R	Procurement Policies and Rules
SBS	Small Business Support team
SEFF	Sustainable Energy Financing Facility
SEMED	southern and eastern Mediterranean region
SPCom	Strategy and Policy Committee
SSF	Shareholder Special Fund
TC	Technical Cooperation
TC Com	Technical Cooperation Review Committee

## **Table of Contents**

1.	INTRODUCTION .....	7
2.	OVERALL RESULTS OF CONSULTANCY CONTRACT AWARDS .....	8
3.	FUNDING SOURCES .....	8
4.	CONSULTANT SELECTION METHODS.....	11
5.	CONSULTANTS ENGAGED FOR OPERATIONAL AND INSTITUTIONAL NEEDS .....	14
6.	NATIONALITY OF CONSULTANTS .....	16
7.	CONSULTANCY CONTRACTS BY EBRD CONTRACTING DEPARTMENT.....	20
8.	CONTRACTING BY THE BANK’S CLIENTS .....	26
9.	PERFORMANCE OF CONSULTANTS .....	30
10.	TECHNICAL COOPERATION TEAM ACTIVITIES IN 2013 .....	31

Annex 1 – Tables of Statistics

## 1. Introduction

The Annual Report on Engagement of Consultants in 2013 (the “Report”) provides an overview of consultancy contract awards by the European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) and its clients financed from the Bank’s budget, Technical Cooperation (“TC”) funds including Special and Cooperation Funds, and Nuclear Safety grants or public sector loan proceeds.

The Report has been prepared by the Technical Cooperation Team (TC Team)<sup>1</sup> who are responsible for selection and engagement of consultants financed by the Bank’s budget and TC funds and administration of their contracts and for overseeing the Office of the General Counsel’s (“OGC”) selection and engagement of outside counsel. The Report presents figures for all consultancy contracts funded by the Bank’s budget and TC Funds in 2013 including those awarded for the Small Business Support (“SBS”) team<sup>2</sup>, by OGC, and for the Nuclear Safety team. It also includes consultancy contracts funded from public sector loan proceeds contracted by the Bank’s borrowers (clients) following the Bank’s Procurement Policies and Rules (“PP&R”) which are under the oversight of the EBRD’s Procurement Department<sup>3</sup>.

In response to the Audit Committee’s comments on the previous Annual Reports on Engagement of Consultants, the 2013 Report, Section 6 analyses the nationality of individual consultants and firms.

With the realignment of the TC Team mandate, Section 10 of this report covers activities undertaken to introduce the new TC Results Framework, and reports on progress in 2013 and plans to manage TC Results Framework implementation in 2014.

TC projects are designed to assist clients, where there is a lack of know-how, technical skills, expertise; to facilitate capacity and institution building; policy, legal and structural reform, and all other incidental activities and necessary components of support to deliver that assistance<sup>4</sup>. Consultants are engaged to work with Bank and client staff to achieve TC project results supporting a related Bank investment operation (transactional TC) or as stand-alone technical assistance (non-transactional TC). In 2013, 61 per cent of the 314 TCs approved by the TC Review Committee (“TC Com”) were transactional and 39 per cent were non-transactional.

On approval by the Strategy and Policy Committee (“SP Com”) and the Audit Committee and in accordance with the Bank’s Public Information Policy, this Report will be published on the Bank’s website<sup>5</sup>.

---

<sup>1</sup> Until January 2013 TC Team was known as the Consultancy Services Unit as part of the Consultancy and Corporate Procurement Department

<sup>2</sup> Formerly known as Turnaround Management/Business Advisory Services Team and renamed to the Small Business Support Team in January 2012

<sup>3</sup> These contract awards are also reported in the Annual Procurement Review prepared by the Procurement Department

<sup>4</sup> TC Review Committee, Terms of Reference effective as of January 2013

<sup>5</sup> Annual Reports on Engagement of Consultants for previous years are available at

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

## 2. Overall Results of Consultancy Contract Awards

In 2013, the number and value of consultancy contracts awarded by the EBRD and its clients was the highest since 2010, with **2,879 consultancy contracts** totalling **€173.7 million** (Figures 1 and 2). This was a 4 per cent increase in both number and value of contract awards over 2012. For details see Annex 1, Table 2.

Figure 1. Consultancy Contracts Awarded by EBRD and its Clients by Value, 2009–2013

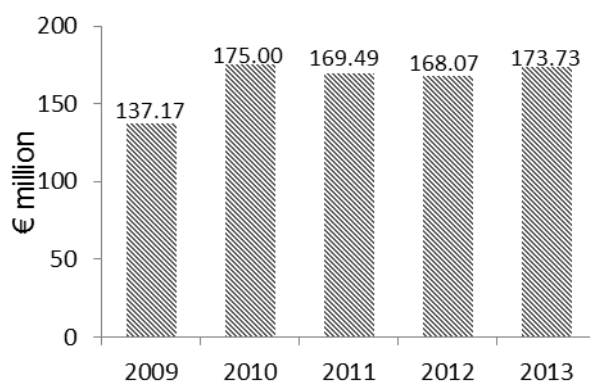
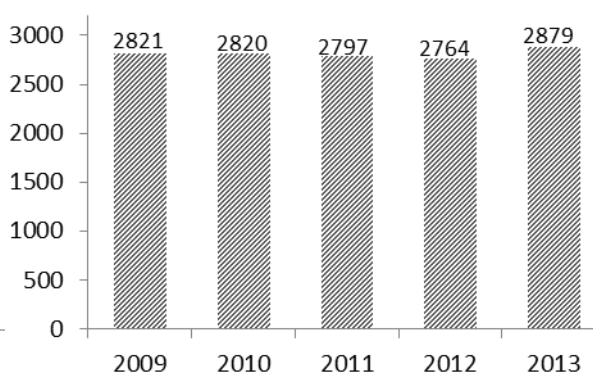


Figure 2. Consultancy Contracts Awarded by EBRD and its Clients by Number, 2009–2013



## 3. Funding Sources

Consultancy contracts may be financed from a range of sources including TC funds, Special Funds, the Bank's budget and public sector loan proceeds. For the analysis in this Report the funding sources are grouped into:

- (a) TC funds provided by donors including Special Funds such as Shareholder Special Fund ("SSF")<sup>6</sup>;
- (b) The Bank's budget; and
- (c) Public sector loan proceeds.

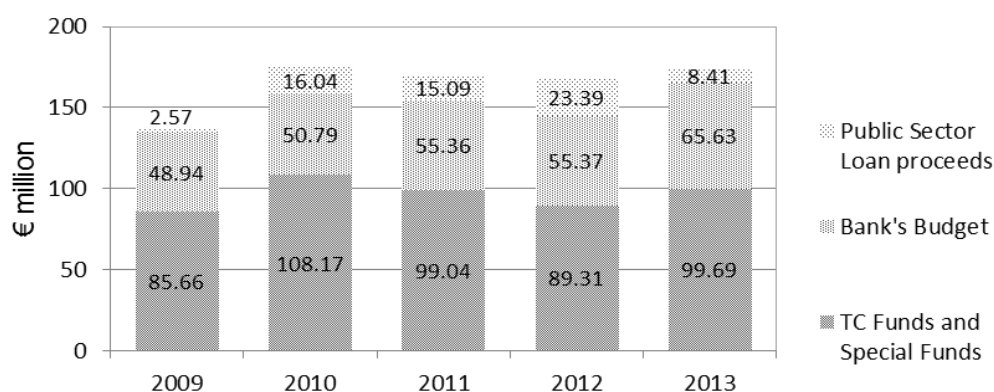
In 2013, TC funds accounted for 57 per cent of the value of all contract awarded by the EBRD and its clients, the Bank's budget accounted for 38 per cent and public sector loan proceeds accounted for a further 5 per cent (Figure 3). The 2013 proportional share across the three funding sources is similar to that in 2009 and is close to the historical average annual share. Although the proportion of contracts by funding source fluctuates annually by between eight and 14 percentage points, contracts funded by loan proceeds are the most unstable as this source is dependent on the pace of investment operation implementation. For details see Annex 1, Table 2. EBRD's Annual Donor Report<sup>7</sup> prepared by the Donor Co-Financing (DCF) team provides a comprehensive review of the donors' TC funding.

<sup>6</sup> As the selection and engagement of consultancy contracts financed by Nuclear Safety grants and managed by the Nuclear Safety Department is supported by the Corporate Procurement Unit, these contracts are reported on in the Annual Procurement Report. Only those consultancy contracts for the Nuclear Safety Department where the TC Team select and engage consultants are included in Section 7 of this Report.

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



Figure 3. Consultancy Contracts by Funding Source, 2009–2013



**Technical Cooperation Funds** In 2013, TC funds including SBS and Special Funds financed **1,222 consultancy contracts with a total value of €99.7 million** (Table 1). Since the record high in 2010 (€108.2 million, 1,530 contracts)<sup>8</sup>, the steady decline in contract numbers and value in 2011 and 2012 was reversed in 2013 with an 11 per cent increase over 2012 total values (Figure 3). For details see Annex 1, Table 13.

Table 1. TC Funded Contract Value by Source, 2009–2013

Source	2013	2012	2011	2010	2009
Bilateral Funds	30,981,859	19,453,131	28,579,443	29,967,122	24,705,266
Shareholder Special Fund	25,157,593	19,964,821	24,183,516	27,490,782	23,718,579
European Union	21,866,436	33,016,963	29,037,623	25,331,452	15,347,039
Multi-donor Funds	19,139,184	12,352,613	11,648,453	17,698,271	20,333,855
Global Environmental Facility	2,541,715	657,374	5,451,522	6,425,936	222,540
Other	0	3,863,703	840	1,255,810	1,335,989
<b>TOTAL</b>	<b>99,686,786</b>	<b>89,308,605</b>	<b>98,901,398</b>	<b>108,169,373</b>	<b>85,663,268</b>

**Bilateral Funds** In 2013, almost a third by value of all contracts (**313 contracts** totalling **€30.9 million**) were financed by bilateral donors from 20 countries through 45 funding agreements. The almost 60 per cent increase in the value of contracts over 2012 (€19.5 million for 365 contracts) drew on new contribution agreements signed with traditional donors and TC funding agreements signed for the first time with the Republic of Kazakhstan and Russia in 2012 and 2013.

Contracts financed by Austria and Sweden together accounted for just over 60 per cent of the total bilateral funds, with the next six donors collectively accounting for a further 19 per cent, and 21 per cent spread across donors in the remaining 12 countries (Table 2).

Table 2. Value of Contracts Funded by Bilateral Donor Contributions by Country, 2013

Donor Countries	Number	Value, €	Donor Countries	Number	Value, €
Austria	18	11,086,220	Central Bank of Macedonia	1	104,845
Czech Republic	7	633,414	Netherlands	1	101,902
Finland	9	1,219,450	Norway	6	403,675
France	3	437,900	Slovak Republic	6	416,458
Germany	9	311,901	Spain	15	988,280
Italy	23	1,482,750	Sweden	26	8,146,235
Japan	54	2,432,039	Switzerland	12	912,466
Kazakhstan	6	124,731	Taiwan	18	386,933
Korea	5	78,392	United Kingdom	3	59,278
Luxembourg	42	1,131,859	USA	49	523,131

<sup>8</sup> The TC commitment amounts reported by the DCF team were €142 million in 2013, €129 million in 2012, €125 million in 2011, and €139 million in 2010. The difference is explained by (1) the time lag between issuing TC commitments for earmarked projects and contracting; (2) commitments for framework facilities are reported by DCF when donor funding is confirmed, but the actual utilisation (contracting and disbursement) 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.

**Shareholder Special Fund** In 2013, the number of SSF<sup>9</sup> financed contracts (323 contracts) rose by 20 per cent over 2012 and the total contract value rose by 25 per cent to **€25.2 million**. As SSF can be used to finance TCs when donor funds are not available, this increase could be due to SSF being drawn on to meet the increased demand for TC after bilateral or multi-donor funding sources had been explored, and the funding availability for certain countries and sectors e.g. Russia and Kazakhstan prior to the establishment of their respective TC funds.

**The European Union** (“EU”) continues to be a very significant donor financing 380 consultancy contracts in 2013 through 28 EU programmes with a total value of **€21.8 million**, around a quarter of the total TC Fund value. Although this is a 50 per cent decrease in value of contracted EU funds compared to 2012 (€33.1 million for 378 consultancy contracts), annual fluctuations of similar scale have been common historically.

**Multi-Donor Funds** After a decrease since the high levels of multi-donor funding in 2010, the total value of multi-donor funded contracts in 2013 (**€19.1 million**) exceeded 2010 by over €2 million. Further, with the Bank’s decision to seek donor support for strategic initiatives—such as early transition countries, sustainable energy and resources, local capital markets and small business—and the decision to phase out use of tied funding, it is expected that the value of contracts financed by multi-donor funds will continue to increase in future years.

In 2013, 88 per cent by both number and value of contracts were funded by six of the 14 multi-donor TC funds (Table 3).

Table 3. Contracts Funded from Multi-donor TC Funds, 2013

<b>Fund by Region</b>	<b>Number</b>	<b>Value, €</b>	<b>Fund by Sector</b>	<b>Number</b>	<b>Value, €</b>
European Western Balkans Joint Fund	11	6,601,295	Nuclear Safety Account	6	3,061,194
Southern and Eastern Mediterranean Multi-Donor Account	52	3,584,031	Global Environment Facility II	19	2,541,715
Early Transition Countries Fund	82	2,054,526	Kozloduy International Decommissioning Support Fund	4	1,468,811
Southern & Eastern Mediterranean Trust Fund	13	826,141	EBRD Water Fund	1	499,898
Western Balkans Fund	1	130,000	Clean Technology Fund	4	469,190
Middle East and North Africa Transition Fund	3	128,524	Russia Small Business Fund	1	17,572
EBRD - EBSF SEMED Sub-account	1	8,000			

**Global Environment Facility II** funds, channelled through the World Bank, provided financing for 19 contracts totalling **€2.5 million** including for example, the Opening of the Market for Private ESCOs–Project Implementation Support assignment in Romania (€0.9 million).

**Bank’s Budget** The Bank’s budget financed consultancy services for range of purposes including project preparation due diligence on legal, financial, technical, integrity and environmental matters, lender’s supervisor to assist project monitoring and Nominee Directors representing the Bank on the boards of investee companies. The Bank’s budget also financed consultants for research and specialized responsibilities of non-Banking departments such as the Evaluation Department, Office of the Chief Economist, Office of the Chief Compliance Officer. For details see Annex 1, Table 10.

<sup>9</sup> The SSF was 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. It also provides funding for projects in some sectors and countries for which other TC funds cannot be found. Since its establishment in 2008, the SSF financed 1,949 consultancy contracts with a total value of €126.6 million.

In 2013, the Bank's budget financed 1,643 consultancy contracts with a total value of €65.6 million representing an 19 per cent increase in contract award value compared to 2012 (1,575 contracts for €55.4 million).

The 2013 Bank budget funded contracts were relatively evenly spread across departments with 36 per cent of the total contract's value in the Banking departments' (524 contracts totalling €23.4 million), 31 per cent in OGC's 719 contracts totalling €20.4 million for retention of outside counsel and 33 per cent in non-Banking teams' (400 contracts totalling €21.8 million). Consultants retained by the Human Resources, Information Technology and Administrative Services teams under the VP Human Resources and Corporate Services accounted for 50 per cent by number and 75 per cent by value of non-Banking teams' contracts (200 contracts for €16.3 million).

**Loan Proceeds in Public Sector Operations** In 2013, 14 contracts for consultancy services with a total value of €8.4 million funded by loan proceeds of public sector operations were awarded by the Bank's borrowers following the Bank's PP&R. As noted in Section 1, both the number and value of contracts funded by this source have the greatest annual variability. For example, in 2012, there were 17 consultancy contracts totalling €23.4 million, and in 2011, 20 contracts totalled €15.1 million.

#### **4. Consultant Selection Methods**

Consultant selection procedures are defined within the PP&R<sup>10</sup>. In particular, for low value assignments a qualified consultant may be selected directly, without the requirement to prepare a short list<sup>11</sup>, whereas for higher value assignments consultant selection should be made following a competitive procedure, either a selection from a shortlist<sup>12</sup> or a formal evaluation of proposals<sup>13</sup>. Section 5.9 of the Bank's PP&R stipulates when it may be necessary or advantageous to engage or continue with the same/specific consultant<sup>14</sup>. All TC funded contracts awarded under Section 5.9 are justified by the teams and approved by the TC Com on a case by case basis.

Overall, in 2013 70 per cent by value of contracts awarded to both individual consultants and firms followed competitive selection processes while the balance was awarded through direct selection processes. This proportion has been relatively stable historically (Figure 5). For details see Annex 1, Table 3.

---

<sup>10</sup> See the Bank's PP&R available at <http://www.ebrd.com/pages/research/publications/policies/procurement.shtml>.

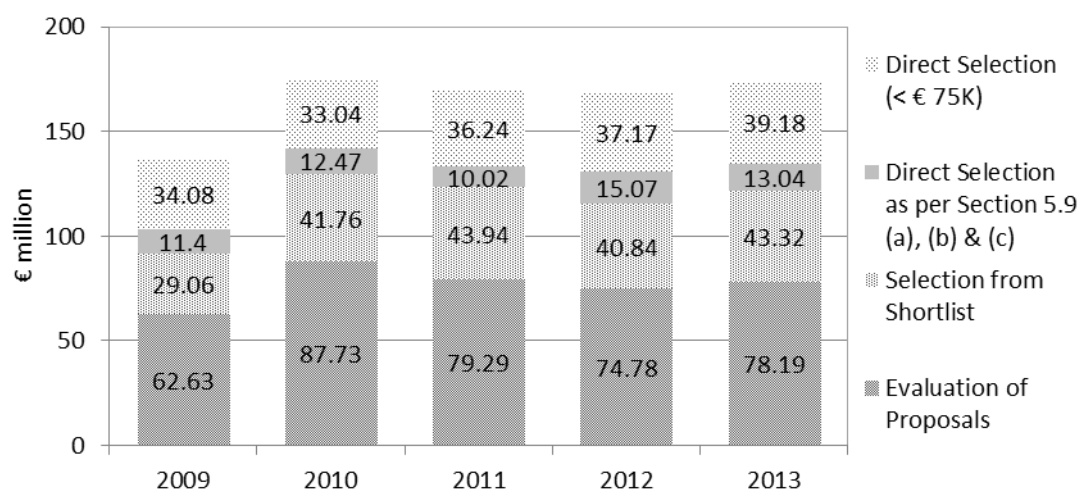
<sup>11</sup> See Section 5.3(a) of the Bank's PP&R.

<sup>12</sup> Section 5.3 (c) of the Bank's PP&R: 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.

<sup>13</sup> Section 5.3 (d) of the Bank's PP&R: 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.

<sup>14</sup> Section 5.9 of the Bank's PP&R permits direct selection when : (a) the consultant has unique expertise or experience; (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.

Figure 5. Consultancy Contracts by Consultant Selection Methods, by value 2009–2013



Over the past three years the distribution between selection methods for TC funded contracts has been relatively stable (Table 4). The SBS programme which has a large number of small value contracts accounted for 47 per cent by value of directly selected contracts (619 contracts totalling just over €8 million). Section 7 reports on the SBS programme consulting contracts (page 22 of the Report).

Table 4. TC Funded Contracts by Consultant Selection Method, 2011–2013

	2013			2012			2011		
	Value, €	Total Value %	No.	Value, €	Total Value %	No.	Value, €	Total Value %	No.
Direct Selection < €75K	16,987,473	17%	884	14,748,304	16%	857	14,957,880	15%	999
Direct Selection under Section 5.9	5,519,391	6%	64	9,549,562	11%	60	5,471,598	6%	67
Selection from Shortlist	14,536,246	15%	157	16,784,108	19%	129	15,931,013	16%	153
Evaluation of Proposals	62,643,676	62%	117	48,226,630	54%	126	62,678,172	63%	104
	<b>99,686,786</b>	<b>100%</b>	<b>1,222</b>	<b>89,308,605</b>	<b>100%</b>	<b>1,172</b>	<b>99,038,663</b>	<b>100%</b>	<b>1,323</b>

For Bank budget funded projects the significant fall in contracts selected from a shortlist between 2011 and 2012, was matched by a steady rise in those evaluated by proposal suggesting an increased use of a more competitive method (Table 5). Although, the use of direct selection has fluctuated over this period, there has been a steady but modest rise in the use of direct selection under Section 5.9. OGC accounted for 54 per cent by value of directly selected contracts (597 contracts totalling almost €12 million). Section 7 reports on OGC consulting contracts.

Table 5. Bank's Budget Funded Contracts by Consultant Selection Method, 2011–2013

	2013			2012			2011		
	Value, €	Total Value %	No	Value, €	Total Value %	No	Value, €	Total Value %	No
Direct Selection < €75K	22,019,188	34%	1,070	22,168,276	40%	1,023	20,965,739	38%	959
Direct Selection under Section 5.9	7,519,247	11%	113	5,523,743	10%	96	4,551,106	8%	87
Selection from Shortlist	28,398,933	43%	441	24,058,259	43%	438	28,005,074	51%	391
Evaluation of Proposals	7,690,152	12%	19	3,619,449	7%	18	1,840,693	3%	17
	<b>65,627,520</b>	<b>100%</b>	<b>1,643</b>	<b>55,369,727</b>	<b>100%</b>	<b>1,575</b>	<b>55,362,612</b>	<b>100%</b>	<b>1,454</b>

Public sector loans financed 14 consultancy contracts totalling €8,410,501 in 2013. The consultant selection methods used are detailed in Annex 1, Table 3.

Over the past two years, the value of extensions has generally been far less than the original contracts with the exception of Bank Budget funded contracts selected from a shortlist and by direct selection Section 5.9 (Figures 6 and 7).

Figure 6. Value of TC Funded Contracts by Consultant Selection Method, 2012–2013

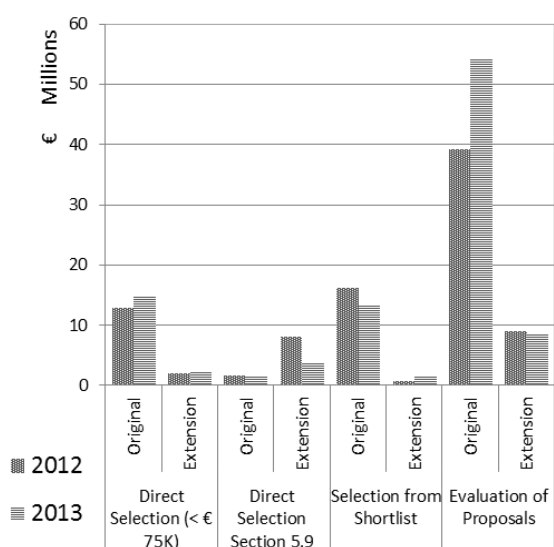
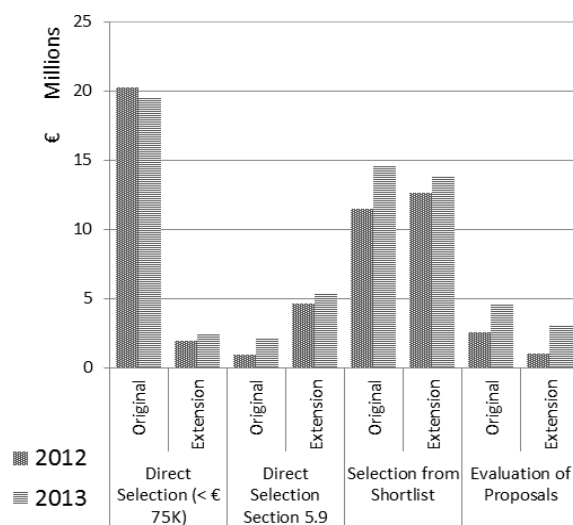


Figure 7. Value of Bank Budget Funded Contracts by Consultant Selection Method, 2012–2013



However, as would be expected, the use of direct selection pursuant to Section 5.9 for both funding sources has resulted in a greater number and a higher value for extensions than award of original contracts using this method. For example, in 2013 six TC funded contracts were awarded under Section 5.9 totalling €1.7 million and there were 58 extensions for €3.8 million. To further illustrate this point, seven of the 10 highest value TC funded contracts listed in Table 6 were extensions under Section 5.9 totalling €2.9 million or 53 per cent of the total value of these 10 contracts.

Table 6. Top-10 TC Funded Contracts under Section 5.9 of the Bank's PP&R, 2013

Assignment	Contract Amount, €	Consultant Name / Nationality	Funding Source	Notes
Regional: Developing pricing and publicly available forecasting models for ETCs	744,000	Mantis B.V., Netherlands	Shareholder Special Fund	Original contract award – Section 5.9 (a)
Moldova Water Utilities Development Programme - PIU Support - Extension	549,740	Eptisa Servicios De Ingenieria, S.L., Spain	SIDA-EBRD Municipal Environment Investment TC Fund for the ETCs	Extension - Section 5.9 (c)
Albania: Fier and Vlore Bypass Roads: Technical Assistance for implementation support to the Project Implementation Team (PIT) of the Albanian Roads Authority (ARA)	249,996	Eptisa, Servicios De Ingenieria, S.L., Spain	Shareholder Special Fund	Contract award jointly with EIB – Section 5.9 (b)
Turkey: Bodrum Water - Project Implementation Support Services	236,322	SETEC Engineering GmbH & Co Kg, Austria	Austrian Fund for Municipal Infrastructure	Extension – Section 5.9 (c)
Ukraine: District Heating Project Preparation Framework - Cherkasy Energy Efficiency Project II- Feasibility Study	225,000	AF-Engineering AB, Sweden	SIDA-EBRD Ukraine Energy Efficiency and Environment Consultant Cooperation Fund	Call-Off Notice - Section 5.9 (b) & (c)
Ukraine: Lviv Roads Rehabilitation & Modernisation Project	217,240	Egis International, France	EU TA Support for Ukrainian Municipalities	Extension – Section 5.9 (c)
Russian Federation: Pskov Water - Project Implementation Support	212,042	Ramboll Finland Oy, Finland	Shareholder Special Fund	Extension – Section 5.9 (c)
Tajikistan: Dushanbe Solid Waste - PIU: Engineering Design Services & Contract Supervision - Extension	175,000	Kocks Consult GmbH, Germany	Shareholder Special Fund	Extension – Section 5.9 (c)
Russian Federation: Vologda District Heating Project - Engineering, Procurement & Contract Supervision	175,000	IC Consulanten Ziviltechniker GesmbH, Austria	Austrian Fund for Municipal Infrastructure	Extension – Section 5.9 (b) & (c)
Bulgaria: Energy Efficiency & Renewable Energy Credit Line	150,000	DAI Europe Ltd, UK	Kozloduy International Decommissioning Support Fund (KIDS)	Extension – Section 5.9 (b)

## 5. Consultants Engaged for Operational and Institutional Needs

**Consultant Contracts Supporting EBRD's Operational Needs** Consultants are engaged to support either EBRD's operational or institutional requirements. In 2013, 87 per cent of the value of all consultancy contracts were for the Bank's operational needs. This is consistent with the historical trend with these consultants engaged by either the Bank or its clients. These 2,500 contracts totalling €150.6 million included 14 contracts (€8.1 million) funded by loan proceeds in public sector operations, and 665 contracts (€18.4 million) for retention of outside counsel by OGC.

Among the Bank's 34 countries of operations, the largest value of contracts for operational needs was supporting TC projects in Russia (€19.2 million), followed by Ukraine (€17.4 million), and Croatia (€7.3 million). By region, Eastern Europe and the Caucasus had the highest value of contracts (€31.3 million), followed by south-east Europe (€21.6 million), regional (€20.2 million) and Central Asia (€19.8 million) (Figure 9). Contracts supporting the Bank's activities in the SEMED region rose to 6 per cent of the total value from €6.4 million in 2012 to €8.2 million in 2013.

By sector, 32 per cent of consultancy contracts supported infrastructure projects (€40.1 million), followed by consultancy contracts supporting projects in the financial institutions (€27.8 million), energy efficiency (€11.8 million) and small and medium enterprises (€10.6 million) sectors.

Figure 9. Consultancy Contracts by Region, 2013

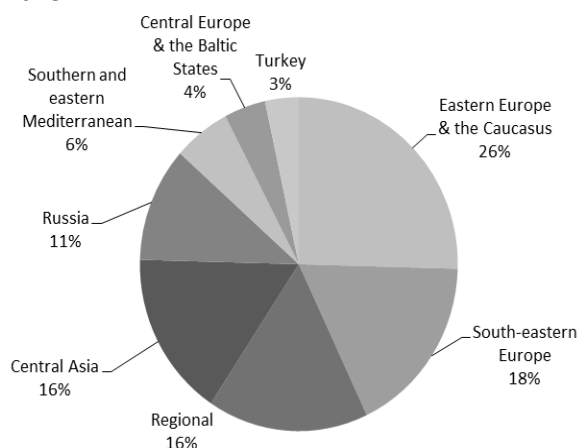
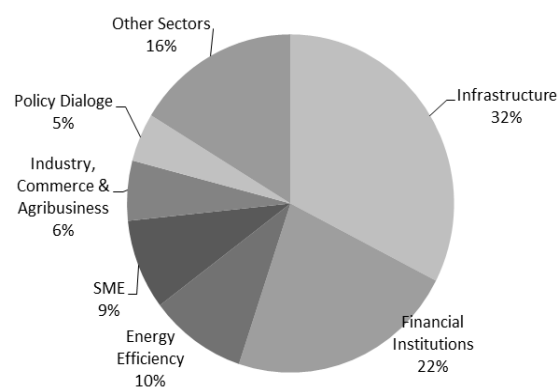


Figure 10. Consultancy Contracts by Sector, 2013



**Consultant Contracts Supporting the Bank's Institutional Needs** In 2013, 379 contracts totalling €23.1 million were awarded to support the Bank's institutional needs. Consultancies for the Bank's IT systems development and maintenance accounted for almost 50 per cent of the total value of these contracts (€12.7 million for 125 contracts). OGC contracted a further 54 contracts (€2.1 million) providing specialist legal advice to non-Banking departments. The balance was for executive searches, staff training and coaching, actuarial services for the EBRD's retirement plans, provision of language services, Headquarters' building maintenance advice, assistance with publications, etc.

Just over a third of these contracts were for internal consultants<sup>15</sup>. In 2013, 144 contracts totalling €13.3 million were awarded to consultants performing services at the Bank's offices. Compared to 2012 there was a reduction in the number of contracts but an increase of over €2 million in value. Consequently, the average contract value increased from €74,113 in 2012 to €92,222 in 2013 (Table 7).

Table 7. Contracts with Internal Consultants by EBRD Team, 2013

Department	Value,€	Number
Information Technology	11,130,172	103
Municipal & Environmental Infrastructure	395,314	2
Human Resources	274,080	3
Chief Economist	214,761	10
Small Business Support Programme	204,880	3
Manufacturing and Services	174,636	2
Transport	107,061	1
Technical Cooperation	102,547	2
Local Currency and Capital Market Development	97,128	3
Morocco	96,835	2
Nuclear Safety	96,526	1
Evaluation	74,840	3
Operational Risk and Information Security	69,708	1
Resident Offices Support Division	66,603	1
Office of the Chief Compliance Officer	49,429	1
Egypt	45,539	3
Tunisia	31,282	1
SEMED Front Office	30,237	1
Communications	18,280	1
<b>TOTAL</b>	<b>13,279,860</b>	<b>144</b>

<sup>15</sup> 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 Policy are also required.

Of the 144 contracts (totalling €13.3 million) for internal consultants, 137 were for individual consultants (totalling €11.0 million). As these contracts were awarded to a total of 106 individuals and included 97 contract extensions, a number of individual consultants were awarded multiple contracts and/or extensions. The seven contracts for consultancy firms included those awarded to Axon and Appian for development of new IT systems at the Bank's Headquarters.

As of January 2014, with the amendment of Corporate Procurement Policy and Procedures the responsibility for engagement of consultants to support the operation of the Bank's Headquarters and Resident Offices (namely: Administration, Communications, Information Technology and Human Resources Departments and the Office of the Secretary General for the preparation of the Annual Meeting) was transferred from the TC Team to the Corporate Procurement Unit within Vice Presidency Human Resources and Corporate Services. Table 8 detail the annual value and number of contracts managed by these departments since 2009.

Table 8. Contract Awards for five Departments transferred to the Corporate Procurement Unit

Department	2013		2012		2011	
	Number	Value, €	Number	Value, €	Number	Value, €
Administration	15	611,294	27	677,187	55	1,780,122
Communications	10	165,230	20	244,835	11	116,624
Human Resources	49	2,236,465	43	2,396,116	48	2,500,346
Information Technology	127	12,780,819	129	10,408,837	133	11,320,047
Office of the Secretary General	8	55,200	7	357,273	8	132,058
<b>Total</b>	<b>209</b>	<b>15,849,008</b>	<b>226</b>	<b>14,084,248</b>	<b>255</b>	<b>15,849,197</b>

## 6. Nationality of Consultants

The nationality of an individual consultant is based on the nationality stated in their curriculum vitae and confirmed in their passport. The nationality of a consulting firm is based on the country where its office is located as stated in the selection documentation (e.g. proposals) received by EBRD. With increased globalization reflected in consulting firms establishing offices across EBRD's CoO, firms are able to bid for EBRD work from locations which offer the most advantages in winning contracts<sup>16</sup>. This applies not only to the larger multinational consulting firms from EBRD member countries, but increasingly to local consulting firms in CoO who first expand to neighbouring countries and then to other countries in their immediate region. Consequently, the nationality data in this section needs to be read with discerning eye with the above in mind.

**TC Funded Contracts and Nationality Eligibility Restrictions** The Bank's PP&R requires open international competition in selecting consultants. For consultancy contracts financed with TC Funds, the Bank's policies are followed to the extent that they do not conflict with donor agreements on the use of such funds. These agreements may include nationality eligibility restrictions on consultant participation. There are three forms of restriction:

- i. **Untied** TC funds carry no nationality eligibility restrictions on consultant participation;
- ii. **Semi-untied** TC funds carry only broad nationality restrictions or those with restrictions applied to a portion of the funds provided (thus including both tied and untied elements); and

<sup>16</sup> Section 5.4 of the Bank's PP&R states: "Short lists of consultants shall normally include no less than three and no more than six qualified and experienced consultants (individuals or firms, as the case may be). The list shall normally comprise a wide geographic spread of consultants, including wherever possible at least one qualified consultant from one of the Bank's countries of operations and normally no more than two from any one country".

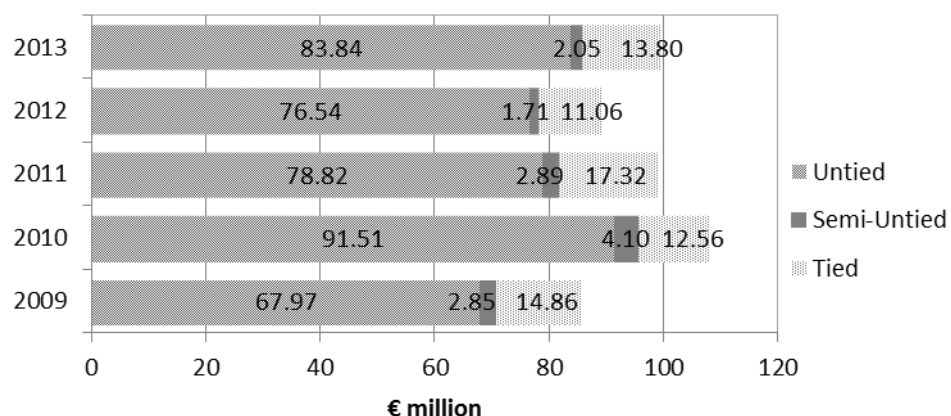


- iii. **Tied** funding only allows participation by consultants of the donor's nationality. However, tied funding normally allows for local consultants from the CoO where the project takes place or from any other CoO to participate in the assignments by allocating between 10 per cent and 50 per cent of the funds, either through a consortium with a firm of the nationality of the donor or on a stand-alone basis.

The Bank intends to phase out tied funds. Since 2011, the Bank only accepts new tied funds on exceptional basis and with a higher management fee.

While in 2013, 84 per cent by value of contracts were financed with untied TC funds, over the past five years this proportion has fluctuated annually from 79 per cent to a high of 86 per cent in 2012 (Figure 8). Although the annual variation over the five-years in the number of these contracts was very small, the value of contracts financed with tied funds rises or falls annually by between 3 per cent and 5 per cent. However, semi-tied funded contracts remained relatively steady at between 2 per cent and 3 per cent of the total value.

Figure 8. TC Funded Contracts by Nationality Eligibility Restrictions, 2010–2013



In 2013, the total value of contracts funded with **Untied** TC funding provided through 62 contribution agreements was €83.8 million or 84 per cent of all TC funds. Among bilateral donors that provided untied funding were Austria, Germany, Japan, Kazakhstan, Korea, Luxembourg, Norway, Sweden, Switzerland, UK and USA. All multi-donor funds including Clean Technology Fund, SSF, EBRD Water Fund, ETC Fund, EBRD-Middle East and North Africa Transition Fund, as well as all EU funds were untied.

In 2013, the total value of contracts funded with **Semi-untied** TC funds was €2.1 million financing 26 contracts. Examples of donors and projects financed with semi-untied funds in 2013 include: Switzerland–North Tajik Water Rehabilitation Project, Switzerland–EBRD Improvement of Water Supply in Bishkek City Project Fund, Japan–SEI TC Fund, Spain–SEI Fund II ODA Fund, and Taiwan–EBRD TC Fund.

In 2013, the total value of contracts funded with **Tied** TC funds was €13.8 million financing 83 contracts. Austria's €7.4 million accounted for more than a half of the total value of Tied funds with only one of the other 11 countries providing over €1 million (Table 9). For details see Annex 1, Table 13.

Table 9. The Distribution of “Tied” TC Funds Contracts by Country, 2013

	“Tied” TC Fund Name	Value, €	No
Austria	Austrian Fund for Municipal Infrastructure	1,939,008	8
	Austria-EBRD Regional Early Transition Countries (ETC) Energy Efficiency Programme	1,010,170	1
	Austria-EBRD Ukraine Energy Efficiency Programme	3,926,910	2
	Austrian Technical Assistance Co-operation Fund	469,320	3
Czech Republic	Czech Republic ODA TC fund	633,414	7
Finland	Ministry of Foreign Affairs Finland - EBRD TC Fund	884,450	6
	Finnish Technical Cooperation Fund	5,000	1
	Finnish Ministry of Employment and the Economy TC Fund	330,000	2
France	France Technical Cooperation – Treasury	437,900	3
Germany	Germany II Technical Cooperation Fund	264,500	2
Italy	Italian Technical Co-operation	325,170	11
	Central European Initiative - Ministry of Foreign Affairs	1,157,580	12
Luxembourg	Luxembourg - European Bank Technical Co-operation	13,888	1
Netherlands	Netherlands Technical Assistance Co-operation	101,902	1
Slovak Republic	EBRD - Slovak Republic TC Fund	416,458	6
Spain	EBRD-ICEX Technical Co-operation	891,599	12
Sweden	Sweden (SIDA) - EBRD Technical Cooperation Fund - Phase II	694,390	3
	SIDA-EBRD NDEP Consultancy Account for Russia	150,000	1
Switzerland	EBRD – SECO Kant Water Account	150,000	1
		<b>13,801,659</b>	<b>83</b>

**Open and targeted selection** An open consultant selection process refers to assignments that are open to consultants of all nationalities without any eligibility restrictions to participate (Table 10). The **targeted** consultant selection is a competitive selection process where eligibility to participate is restricted to consultants identified from the donor country as specified under the relevant contribution agreement. This is stated under the “Eligibility Requirements” section in consultant procurement notices. 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. For details of targeted selections conducted by the Bank see Annex 1, Table 11.

Table 10. Open or Targeted Competition Contracts by Selection Method, 2013

	Open competition		Targeted competition		Total	
	Value, €	Number	Value, €	Number	Value, €	Number
Evaluation of Proposals	44,923,725	71	7,863,085	14	52,786,810	85
Selection from Shortlist	8,597,219	79	3,645,047	23	12,242,266	102
	<b>53,520,944</b>	<b>150</b>	<b>11,508,132</b>	<b>37</b>	<b>65,029,076</b>	<b>187</b>

Targeted consultant selection processes that resulted in a contract award in 2013 were conducted for consultants of the following nationalities: Austrian, Czech, Finnish, French, Italian, German, Slovak, Spanish, Swedish and Swiss. In reviewing nationality data therefore, distinction needs to be made between consultants participating and winning contracts pursuant to open or targeted selection processes.

**Consultant’s Nationality** EBRD and its clients engaged individual consultants and firms representing 73 nationalities in 2013. British consultants engaged to support both EBRD’s operational and institutional needs remained at the top of both the individual and firm consultant nationality tables by value of consultancy awards. British consultants were awarded 42 per cent of the value of individual consultant contracts (€13.4 million) and 23 per cent of the value contracts to firms and consortia (excluding contract awards by OGC and loan funded contracts). The remaining 58 per cent of individual consultant contracts were spread across 61 nationalities with the second highest share of 4 per cent held by German

consultants. British legal consultants were awarded 183 contracts totalling €7.8 million by the Office of the General Counsel, and 79 contracts for €1.4 million to provide management and business advice for the SBS programme. See Annex 1, Tables 7 and 8 for details.

In 2013, the top-five consultant nationalities—British, Austrian, German, Russian and Italian—accounted for just over half of the total value of consultancy contracts awarded by the EBRD and its clients (Table 11).

Table 11. Contracts by Top Five Consultant Nationalities, 2013

Nationality	Number	Value, €	per cent of total value	Funding Sources (per cent of value)	Consultant Selection Methods (per cent of value)	Main Areas of Expertise
British	885	47,024,499	27%	TC funds – 27% Bank budget – 72% Loan funded – 1%	Direct – 33% Competitive – 67%	IT, environmental, integrity & compliance, HR, legal, management, economics
Austrian	59	14,977,685	9%	TC funds – 98% Bank budget – 2% Loan funded – 0%	Direct – 10% Competitive – 90%	Technical, engineering, management, finance, environmental
German	111	14,108,477	8%	TC funds – 89% Bank budget – 11% Loan funded – 0%	Direct – 16% Competitive – 84%	Engineering, finance, banking
Russian	180	7,572,354	4%	TC funds – 31% Bank budget – 69% Loan funded – 0%	Direct – 43% Competitive – 57%	Environmental, engineering, legal, finance
Italian	84	6,748,568	4%	TC funds – 63% Bank budget – 8% Loan funded – 29%	Direct – 40% Competitive – 60%	Environmental, engineering, legal

Consultants from Austria and to a lesser extent Italy and German benefitted from “Tied” TC funds. **Austrian** firms benefitted from EBRD-Austria Technical Assistance programmes including €7.4 million of “Tied” funding. **German** consultants were engaged in a wide spectrum of projects including power and energy, sustainable energy investment, municipal infrastructure and financial institutions. Many of the **Russian** consultants were Russian offices of international firms such as COWI, PWC, KPMG, Ernst & Young and others. **Russian** consultants Contract awards included 108 contracts for €4.1 million by the OGC.

Table 12. Contracts with Individual Consultants vs Firms, 2013

	Nationality Individuals	Value, €	Number	Total value %		Nationality of Firm	Value, €	Number	Total value %
1	British	13,349,229	295	42%	1	British	25,595,941	405	23%
2	German	1,288,003	58	4%	2	Austrian	14,272,610	30	13%
3	Japanese	1,251,342	55	4%	3	German	12,747,774	49	11%
4	American	1,211,490	52	4%	4	Swedish	6,234,790	14	6%
5	Irish	1,203,556	37	4%	5	Serbian	4,530,710	16	4%
6	Italian	976,917	45	3%	6	Italian	3,823,846	38	3%
7	Australian	893,186	15	2%	7	American	3,592,491	17	3%
8	Canadian	819,944	48	2%	8	Lithuanian	3,497,931	3	3%
9	Austrian	657,275	26	2%	9	Ukrainian	3,408,156	16	3%
10	Egyptian	649,040	14	2%	10	Greek	3,065,332	11	3%
11	Russian	613,539	35	2%	11	French	3,011,708	19	3%
12	Belgian	497,990	30	2%	12	Russian	2,901,958	37	3%
13	French	497,077	22	2%	13	Swiss	2,743,400	17	2%
14	Ukrainian	492,801	13	2%	14	Dutch	2,673,051	20	2%
15	Turkish	470,284	9	1%	15	Spanish	2,398,266	25	2%
16	Dutch	457,113	22	1%	16	Finnish	2,194,472	20	2%
17	Danish	429,134	40	1%	17	Czech	1,329,191	12	1%
18	Indian	420,723	3	1%	18	Belgian	1,318,649	16	1%
19	Swedish	412,466	13	1%	19	Danish	1,183,068	6	1%
20	Polish	394,173	11	1%	20	Japanese	974,978	4	1%
21-62	Others	5,084,262	327	16%	21-59	Others	11,316,715	201	10%
<b>Total</b>		<b>32,069,545</b>	<b>1,170</b>	<b>100%</b>	<b>Total</b>		<b>112,815,036</b>	<b>976</b>	<b>100%</b>

Note: OGC and loan funded contracts are excluded<sup>17</sup> Total may not equal 100% due to rounding of per cent figures.

<sup>17</sup> The nationality of law firms retained by OGC (by the firm’s office location) is provided in Table 19. For loan funded contract awards by the Bank’s clients refer to Annex 1, Table 7.

**Consultants from the Bank's Countries of Operations** In 2013, 1,026 contracts totalling €42.7 million were awarded to local consultants. This represented an increase of 2 per cent in value and 8 per cent in number over 2012 when 950 contracts totalling €41.9 million were awarded. These include 467 contracts for local legal consultants engaged by OGC with total value €11.5 million. Consultants from the southern and eastern Mediterranean ("SEMED") region—Egypt, Jordan, Morocco and Tunisia—were awarded 63 contracts totalling €2.2 million. Russian (€7.6 million), Serbian (€5.2 million) and Ukrainian (€5 million) consultants had the highest value of contract awards. For details see Annex 1, Table 9.

For example Serbian consultants were engaged in:

*Assignment:* Macedonia: Rail Corridor VIII-Section Kumanovo-Beljakovce Supervision Services and Project Implementation Unit Assistance

*Funding Source:* EBRD Shareholder Special Fund / European Western Balkans Joint Fund

*Contract Value:* €2,697,800

*Consultant:* EPTISA Services de Ingenieria S.L, Serbia

Ukrainian consultants were engaged in:

*Assignment:* Ukraine: Chernobyl Monitoring Account (CMA) - Chernobyl projects (CSF and NSA) independent monitoring

*Funding Source:* Nuclear Safety Account

*Contract Value:* €2,858,873

*Consultant:* Black & Veatch, Ukraine

Consultants from CoO are participating in projects not only in their own countries, i.e. in domestic markets, but also in neighbouring countries. They are also participating through the Bank's PP&R and winning contracts in the Bank's CoO against international competition.

As part of the Bank's Post-Graduation Operational Approach, TC Team will lead a programme of training and policy dialogue to facilitate local consultants' market development and capacity building. Post-Graduation fund will enable TC Team to design and deliver professional and technical training to consultants to increase consultants capacity, as well to advance policy dialogue with professional consulting associations and governments in order to strengthen the association and to facilitate improvements to the regulatory environment.

As nationality data is based on nationality of the lead firm that is being contracted it is expected that local consultant participation is wider than reported. However it is difficult to access accurately information regarding local consultants that were sub-contracted by lead firms directly engaged by the Bank and its clients, or those participating in the Bank's assignments as non-lead members of consortia.

## **7. Consultancy Contracts by EBRD Contracting Department**

This section analyses the number and value of contracts awarded by the TC Team, SBS team and OGC. For details see Annex 1, Table 1.

**Technical Cooperation Team** In 2013, the TC Team managed the selection and engagement of 2,146 contracts financed by TC Funds and the Bank's budget with a total value €144.9 million. Over the past three years the share of contracts financed by these two funding sources has been relatively steady with around 70 per cent financed with TC Funds and 30 per cent with the Bank's budget.

Further, it should be noted that the share by selection method for both funding sources fluctuates annually in some exceptional cases by eight percentage points per year.

The three-year average by value of **TC funded contracts** awarded by competitive selection methods is 78 per cent of which over 60 per cent is by the most competitive selection method, evaluation of proposals (Table 13).

Table 13. TC Funded Contracts, 2011–2013

	2013			2012			2011		
	Value, €	Total Value %	No	Value, €	Total Value %	No	Value, €	Total Value %	No
Direct Selection	16,987,473	16%	885	14,748,305	17%	857	11,141,572	12%	581
Direct Selection Section 5.9	5,519,391	6%	64	9,549,562	10%	60	5,327,634	6%	66
Selection From Shortlist	14,536,246	15%	157	16,784,108	19%	129	15,793,718	16%	153
Evaluation of Proposals	62,643,676	63%	116	48,226,630	54%	126	62,678,172	66%	104
	<b>99,686,786</b>	<b>100%</b>	<b>1,222</b>	<b>89,308,605</b>	<b>100%</b>	<b>1172</b>	<b>94,941,096</b>	<b>100%</b>	<b>904</b>

This compares with two-thirds of contracts financed by the **Bank's budget** over the same period using competitive selection methods. As the Bank's budget is used for lower value assignments, selection from a shortlist is much more common than evaluation of proposals (Table 14).

Table 14. Bank Budget Funded Contracts, 2011–2013

	2013			2012			2011		
	Value, €	Total Value %	No	Value, €	Total Value %	No	Value, €	Total Value %	No
Direct Selection < €75k	10,170,206	23%	473	9,784,276	27%	481	11,252,570	30%	498
Direct Selection Section 5.9	5,079,602	11%	63	3,939,330	11%	51	3,299,815	9%	54
Selection From Shortlist	22,257,835	49%	369	19,288,696	53%	377	21,059,263	56%	314
Evaluation of Proposals	7,690,152	17%	19	3,619,449	9%	19	1,840,693	5%	17
	<b>45,197,795</b>	<b>100%</b>	<b>924</b>	<b>36,631,751</b>	<b>100%</b>	<b>928</b>	<b>37,452,341</b>	<b>100%</b>	<b>883</b>

As may be expected the three-year average split between competitive and direct selection methods is much closer for **individual consultants**, with 52 per cent selected from a shortlist and 48 per cent by the two direct selection methods (Table 15).

Table 15. Individual Consultants Contracts by Selection Method, 2011–2013

	2013			2012			2011		
	Value, €	Total Value %	No	Value, €	Total Value %	No	Value, €	Total Value %	No
Direct Selection <€75K	12,279,92	38%	841	9,543,807	34%	721	6,124,900	24%	461
Direct Selection Section 5.9	3,221,890	10%	65	3,394,042	12%	73	3,869,685	15%	89
Selection From Shortlist	16,567,73	52%	265	14,989,427	54%	234	15,835,508	61%	247
Evaluation of Proposals	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	<b>32,069,54</b>	<b>100%</b>	<b>1,170</b>	<b>27,927,276</b>	<b>100%</b>	<b>1028</b>	<b>25,830,093</b>	<b>100%</b>	<b>797</b>

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

In contrast, the use of competitive selection methods with firms dominates with a three-year average of 79 per cent of contracts to **consulting firms** being awarded this way. Further, evaluation of proposals which is the most competitive method has been used for over 60 per cent of contracts annually from 2011 to 2013 (Table 16).

Table 16. Contracts to Firms by Selection Method, 2011–2013

	2013			2012			2011		
	Value, €	Total Value %	No	Value, €	Total Value %	No	Value, €	Total Value %	No
Direct Selection	14,757,694	13%	521	14,988,773	15%	617	16,269,243	15%	618
Direct Selection Section 5.9	7,497,167	7%	64	10,094,851	10%	38	4,757,764	4%	31
Selection From Shortlist	20,226,348	18%	256	21,083,378	22%	272	21,017,473	20%	220
Evaluation of Proposals	70,333,827	62%	135	51,846,079	53%	145	64,518,864	61%	121
	<b>112,815,036</b>	<b>100%</b>	<b>976</b>	<b>98,013,081</b>	<b>100%</b>	<b>107</b>	<b>106,563,344</b>	<b>100%</b>	<b>990</b>

In summary, the above analysis confirms EBRD's application of procurement principles balancing economy with efficiency enshrined in the PP&R ensures that procurement effort is aligned with value such that the highest value contracts are selected following the most competitive methods.

EBRD contracts a large number of consulting firms to support its operational and institutional needs. As illustrated by Table 17, the top-20 firms were collectively awarded only 17 per cent of the total number of contracts with consultancy firms by TC Team. This was 26 per cent of the total value. The average value of contracts with the top-20 firms (€181,690) is around one and a half times larger than the overall average value of all consultancy contracts with firms by the TC Team (€115,589). It should be noted that the firms listed with the highest numbers are large multinational consultants with capacity to carry out several complex assignments simultaneously.

Table 17. Top-20 Firms by Number Awarded Contracts (regardless of office location), 2013

Consultancy Firm	Areas of expertise	No. of Contracts	Value, €
Mott Macdonald	Engineering	16	1,217,669
Ascentia	Staff training and coaching	15	308,442
Fichtner	Engineering	11	2,245,043
MWH	Engineering and environmental	10	1,313,255
KPMG	Financial	10	608,101
PricewaterhouseCoopers	Financial, environmental, economics	10	539,000
Ernst & Young	Financial, market research	10	4,335,017
WS Atkins International	Engineering, environmental	9	240,508
Aspiro	Engineering, procurement, legal	8	1,015,960
COWI	Engineering	7	2,691,000
Sweco International	Engineering	6	5,120,982
IC Consulanten Ziviltechniker GesmbH	Engineering	6	4,283,469
FCG International Ltd	Engineering, procurement, management	6	839,546
Baker Tilly	Financial and auditing	6	153,272
Citrus Partners LLP	Environmental	6	183,634
Hudson	Human Resources	6	75,441
Avesta Investment Group LLC	Financial, accounting and auditing	6	52,088
Allplan GmbH	Energy efficiency	5	2,567,050
Economic Consulting Associates Ltd	Energy efficiency, renewable energy	5	1,121,148
D'Appolonia SpA	Engineering, energy efficiency	5	704,920
		<b>163</b>	<b>29,615,545</b>

Note: This table excludes call-off notices under framework agreements. Firms with the highest number of Call-Off notices awarded are presented in the Table 18.

Table 18.

Top-10 Firms by Number of Call-off Notices under Framework Agreements, 2013

Consultancy Firm	Framework Agreement(s)	Number of Call-Offs	Value, €	Average Value, €
Alaco Ltd	Integrity Due Diligence	56	542,347	9,685
West Sands Advisory Ltd	Integrity Due Diligence	26	556,447	21,402
PricewaterhouseCoopers	Integrity Due Diligence, Environmental Training of Financial Intermediaries	22	610,905	27,768
Ove Arup & Partners International	Environmental and Social Due Diligence, Environmental Monitoring, Sustainable Support Technical Assistance Programme, Sustainable Energy Support for Built Environment Projects	15	626,719	41,781
GPW + Co Ltd	Integrity Due Diligence	9	298,295	33,144
WSP	Environmental and Social Due Diligence	8	227,702	28,463
Mott Macdonald	Environmental and Social Due Diligence, Sustainable Development of the Power Sector Programme	7	572,254	81,751
D'Appolonia	Energy Efficiency Programme for the Corporate Sector - NIF Funding, Energy Audit Programme for SEMED Region	6	237,745	39,624
Livingstone & Company	Integrity Due Diligence	6	167,696	27,949
WS Atkins International	Environmental and Social Due Diligence, Energy Audit Programme for SEMED Region	5	312,039	62,408
<b>TOTAL</b>		<b>160</b>	<b>4,152,149</b>	<b>37,397.5</b>

In 2013, TC Team also managed the selection and engagement of six consultancy contracts totalling €3.1 million supporting EBRD's **nuclear safety** work financed by Special Funds <sup>18</sup>.

Finally, in 2013, the TC Team also published 165 procurement notices inviting expression of interest in consultancy assignments on the Bank's website, a drop from the 180 in 2012.

**Small Business Support Team** Contracts awarded for the SBS programme are detailed separately in this Section even though they are included in the TC Team's statistics as the TC Team is responsible to select and engage these consultants. In 2013, a total of 682 contracts for €10.8 million were awarded included contracts for the Enterprise Growth Programme Coordinators and BAS programme consultants and market development consultants. As most SBS contracts were within the direct selection threshold this method was used in 92 per cent of contracts (for €8 million) with the balance of contracts selected from shortlist.

Almost 60 per cent by number and 64 per cent by value of SBS contracts are financed by various EU programmes and the SSF. A further 25 per cent by number and value are funded by four bilateral and one multi-donor funding source, with the balance financed by other sources (Table 19).

Table 19. Contracts by Funding Source, 2013

<b>Funding Source</b>	<b>Value, €</b>	<b>Number</b>
Various EU Programmes	4,869,054	314
Shareholder Special Fund	1,526,840	114
Southern and Eastern Mediterranean Multi-Donor Account	925,428	34
US-EBRD SME Special Fund	523,131	49
Japan-Europe Co-operation Fund	491,891	48
Luxembourg - ODA Technical Co-operation Fund	382,142	31
Early Transition Countries Fund	311,595	16
Others	1,742,705	76
<b>Total</b>	<b>10,772,786</b>	<b>682</b>

Eight of the 10 most commonly contracted nationalities for SBS work are also in the top 10 individual consultant nationalities. British, German and Japanese consultants top both lists (Table 20).

Table 20. Contracts by Consultant Nationality, 2013

<b>Nationality</b>	<b>Value, €</b>	<b>Number</b>	<b>Nationality</b>	<b>Value, €</b>	<b>Number</b>
British	1,396,557	79	Belgian	315,178	22
German	755,388	37	Greek	309,952	16
Japanese	622,917	54	French	278,218	14
Canadian	577,112	32	Dutch	270,746	17
American	566,213	20	Uzbek	249,553	12
Egyptian	548,714	9	Moroccan	213,859	5
Italian	480,616	36	Austrian	210,450	19
Irish	455,476	30	Portuguese	201,700	3
Turkish	418,529	7	Finnish	169,678	23
Danish	406,024	39	Others	1,996,826	165
Kazakhstani	329,079	43	<b>Total</b>	<b>10,772,785</b>	<b>682</b>

The SBS team has two permanent procurement notices on the Bank's website offering opportunities for experienced international directors, industry experts and financial specialists (for the Enterprise Growth Programme) and local consultants (for BAS) to register with the Bank <sup>19</sup>.

<sup>18</sup> The Nuclear Safety Department also contracted 24 Grant financed consultancy contracts totalling €23,900,554 which are administered and overseen by the Procurement Department and reported in their Annual Procurement Report.

<sup>19</sup> Available at: <http://www.ebrd.com/pages/workingwithus/sbs/work.shtml>

BAS Project consultants are contracted by BAS clients who are the beneficiaries of the business advisory services. Grant agreements for the part payment of TC funds are prepared by the BAS Programme consultants in BAS Offices in CoO. In 2013, 1,421 Grant agreements were signed by the Bank for BAS projects for a total value of €7.1 million. Client cost sharing is integral to the BAS business model. The total net value of the underlying consultancy assignments amounted to €12.4m with BAS clients paying the balance of €5.3 million, an aggregate cost sharing contribution of 43 per cent.

**Office of the General Counsel** In implementing Paragraph 5.6 of the PP&R, 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 generated from firms recorded in the OGC Database of Registered Law Firms. These firms have responded to the invitation posted on the Bank's website by providing an expression of interest in EBRD assignments that fall in their particular areas of expertise. Although for 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 takes account of the following special considerations:

- i. 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.
- ii. OGC's reliance on its 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.

The costs of engagement of outside counsel by OGC for operations, funded from the Bank's budget, are normally recovered from clients as part of transaction costs.

In 2013, OGC awarded 719 contracts with a total value €20.4 million. This was an 11 per cent increase in number and a 9 per cent increase in the value of OGC's 2012 contract awards (647 contracts for €18.7 million). Ninety-two per cent of contracts by number totalling €18.4 million financed legal consultants for the Banking Department with the balance for €2.1 million providing legal consultants for non-Banking departments.

OGC is responsible to review every project undertaken by the Bank. For the majority of the Bank's projects, OGC seeks outside counsel following the relevant selection method. Competitive selection methods were used for 10 per cent of OGC's contracts totalling €6.1 million (30 per cent of the total value). The remaining 597 contracts with a total value of €11.9 million were awarded by direct selection from the OGC database of registered law firms with 258 of these contracts being below €20,000. Section 5.9 of the Bank's PP&R was applied for 50 contract extensions totalling €2.44 million.

In terms of consultant nationality, law firms based in the UK had the highest share of the value and number of OGC contract awards, followed by Russian law firms (Table 21). The top six consultant nationalities were awarded contracts totalling more than €1 million, after which there is a significant drop in total value to €280,650 for the seventh highest nationality, Georgia.



Table 21. Contracts by Consultants' Office Location, 2013

	Consultant Nationality (location of office)	Value, €	Number	per cent of Total Contract Value
1	United Kingdom	7,812,828	183	38.25
2	Russian Federation	4,056,856	108	19.86
3	Ukraine	1,128,934	54	5.53
4	Poland	1,123,442	34	5.49
5	Turkey	1,050,744	22	5.14
6	Romania	1,016,509	33	4.97
7	Georgia	280,650	14	1.37
8	Serbia	253,404	27	1.24
9	Hungary	231,609	3	1.13
10	United States	224,935	13	1.10
11	Kazakhstan	224,585	7	1.11
12	Bulgaria	210,882	12	1.03
13	Croatia	210,300	20	1.03
14	France	209,500	6	1.03
15	Switzerland	182,797	7	0.90
16	Egypt	179,419	6	0.88
17	Belarus	174,963	15	0.86
18	Jordan	155,644	4	0.76
19	Moldova	154,359	13	0.75
20	Armenia	145,280	10	0.71
21-53	Others	1,402,079	128	6.86
<b>Total</b>		<b>20,429,725</b>	<b>719</b>	<b>100%</b>

Law firms/offices were awarded 691 contracts totalling €18.9 million or 93 per cent of the total value of OGC's 2013 contracts for legal assignments in EBRD's CoOs. Legal assignments in the top five CoO accounted for 61 per cent of the total value of contracts for CoO assignments. These five countries all had over €1 million in total contracts, with Russia leading with €5.4 million followed by "Regional" and Ukraine with over €2 million each (Table 22).

Table 22. Contracts by Assignment Location, 2013

Country of Operation	Value, €	Number	per cent of Total Value	Country of Operation	Value, €	Number	per cent of Total Value
Russian Federation	5,401,429	137	26.44	Armenia	209,280	11	1.02
Regional <sup>a</sup>	2,050,498	56	10.04	Jordan	202,854	5	0.99
Ukraine	2,023,526	93	9.90	Tunisia	181,901	8	0.89
Turkey	1,516,302	34	7.42	Azerbaijan	168,759	12	0.83
United Kingdom	1,417,474	26	6.94	Hungary	167,160	3	0.82
Romania	1,383,105	39	6.77	Morocco	159,800	4	0.78
Poland	879,637	33	4.31	Latvia	99,500	3	0.49
Georgia	528,985	19	2.59	Tajikistan	81,785	11	0.40
Kazakhstan	526,842	18	2.58	Bosnia & Herzegovina	81,360	6	0.40
Bulgaria	502,950	23	2.46	Estonia	67,000	2	0.33
Mongolia	445,532	16	2.18	Kyrgyz Republic	64,218	10	0.31
Belarus	375,083	27	1.84	Kosovo	46,960	8	0.22
Croatia	357,300	24	1.75	Slovenia	43,400	3	0.21
Serbia	313,463	33	1.54	Lithuania	35,200	4	0.17
Moldova	288,159	19	1.41	Uzbekistan	32,007	3	0.16
Albania	254,500	10	1.25	FYR Macedonia	28,500	4	0.14
Montenegro	245,550	6	1.20	United States	22,867	2	0.11
Egypt	226,828	7	1.11	<b>Total</b>	<b>20,429,725</b>	<b>719</b>	<b>100%</b>

<sup>a</sup> Regional=assignments across more than one country

OGC retained approximately 250 distinct firms/offices for 720 assignments, averaging less than three assignments per firm/office. Most of firms listed in Table 23 are international firms with offices in more than one country and capacity to carry out several assignments simultaneously. (Table 23).

Table 23. Contracts Awarded to the Top-10 Law Firms, 2013

Law Firm	Value, €	Number
Clifford Chance	2,230,114	33
CMS Cameron McKenna	1,194,476	41
Baker Botts	991,924	23
Allen & Overy	886,525	18
Bird & Bird	849,871	31
Dentons	829,354	18
White & Case	798,142	15
Latham & Watkins	669,393	10
Gide Loyrette Nouel	600,599	22
Salans	474,580	9

## 8. Contracting by the Bank's Clients

Consultants engaged to provide services in support of operations may be selected and managed by the Bank or its Clients. This decision is justified in a TC request and approved by TC Com.

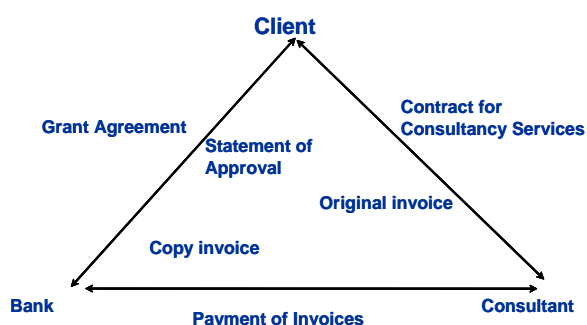
**Client contracting** refers to TC funded consultancy assignments, normally in transactional TCs, which are managed by the Bank's clients. This is an important instrument in the provision of TC assistance and is formalized including respective roles and responsibilities (Figure 11) through a Grant Agreement between the Bank and its client. The average value of Grant Agreements over the past five years has steadily risen from €254,954 to €323,838 (Table 24). This excludes the 1,421 grant agreements with a total value of €7.1 million entered into with BAS clients, as their average agreement value would distort downwards the overall average.

Table 24. Grant Agreements with Clients, 2009–2013

Year	No. of Grant Agreements	Value, € millions	Average value of Grant Agreement (€)
2009	109	27.8	254,954
2010	134	36.4	271,343
2011	104	29.9	288,076
2012	82	25.4	309,878
2013	99	32.1	323,838

The Bank's clients, as beneficiaries of TC are able to select, engage and manage consultants in accordance with the Bank's PP&R and donor requirements. The TC Team advises and assists the clients on all aspects of management of TC assignments and ensures compliance with the Bank's PP&R, including providing necessary documents and templates, assistance in formulating consultant's terms of reference, drafting and publishing procurement notices, issuing requests for proposals, preparing consultancy contracts and funding agreements and coordinating the administration of consultancy contracts.

Figure 11. Typical Client-Bank-Consultant Roles



The Bank also makes payments directly to consultants upon receipt of a statement of approval signed by the clients. This structure ensures the Bank avoids a conflict of interest as the Bank is simultaneously 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. This enables EBRD to actively support new client's learning curve, deepening client ownership of the assignment and contributing to the transition impact (Figure 11).

In 2013, the Bank's clients contracted and managed 99 consultancy contracts totalling €32.1 million. Clients in all the Bank's CoO managed contracts with the top five CoO by value—Macedonia, Belarus, Moldova, Albania and Kazakhstan—accounting for 61 per cent of the total value (Table 25).

Table 25. Client Selected and Managed Contracts by Country, 2009–2013

Country of Operation	Value, €	Number	Country of Operation	Value, €	Number
Albania	2,048,046	5	Kyrgyz Republic	1,777,520	11
Armenia	825,450	6	Moldova	4,083,135	6
Azerbaijan	499,810	1	Mongolia	111,450	1
Belarus	5,348,528	11	Montenegro	334,580	4
Bosnia and Herzegovina	217,801	3	Romania	310,342	3
Bulgaria	99,943	1	Russian Federation	925,084	5
Croatia	1,051,194	4	Serbia	1,685,054	4
Egypt	545,420	1	Tajikistan	1,912,949	6
Macedonia	6,109,201	10	Turkey	710,622	4
Georgia	98,250	2	Ukraine	1,359,031	4
Kazakhstan	2,003,277	7	<b>Total</b>	<b>32,056,687</b>	<b>99</b>

**Framework contracts and framework agreements** are used by the Bank as instruments for retention of consultants for repetitive, similar assignments requiring same or 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. For details see Annex 1, Table 6.

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

Framework contracts are sometimes used for high value assignments which require tight management of specific tasks and budget. These may involve complex interventions such as those required to support the introduction of new credit lines to participating banks e.g. sustainable energy financing facilities.

The number of both framework agreements and contracts steadily rose over the past five years (Table 26). In 2013, there was an increase in the number of both framework agreements and contracts awarded by the EBRD.

Table 26. Number of Framework Agreements and Contracts, 2009–2013

	Number of Framework Agreements	Number of Framework Contracts
2009	19	1
2010	32	3
2011	46	7
2012	42	9
<b>2013</b>	<b>43</b>	<b>15</b>

The value and duration of contracts can vary considerably (Table 27).

Table 27. 2013 Framework Contracts

Facility	Consultant / Nationality	Funding Source Code	Duration	Value	No
Russian Federation: RuSEFF-Residential - Consultancy Services to support implementation of the Russian Residential Sustainable Energy Financing Facility	Kommunalkredit Public Consulting GmbH, Austria	AUER	four years	3,702,000	1
Ukraine: Implementation of Sustainable Energy Finance Facilities in Ukraine ("USEFF") - Project Consultant	IC Consulanten Ziviltechniker GesmbH, Austria	AUEP	four years	3,127,000	1
Regional: Assistance with the implementation of the Western Balkans Sustainable Energy Credit Line Facility (WeBSEFF II) - Project Consultant	E3 International, USA	ENRE	four years	2,100,000	1
Russian Federation: Extension of Consultancy Services to support the implementation of the Russian Sustainable Energy and Carbon Finance Facility (RSECF) - Phase 3	GFA Consulting Group GmbH, Germany	EBSF	two years	2,000,000	1
Regional: Consultancy services in support of SEMED SEFF - Phase I - Morocco and Jordan - Project Consultant	DAI Europe, United Kingdom	ESEM	three years	2,665,000	2
Regional : Western Balkans - Theme Two energy efficiency policy dialogue	Economic Consulting Associates Ltd, UK	SEMD	two years	1,010,948	1
Regional: Caucasus Energy Efficiency Programme (CEEP) and CEEP II - Project Consultant	Allplan GmbH, Austria	ENRE	one year	1,010,170	1
Kazakhstan Resource Efficiency Transformation Programme (ResET)	Pierce Atwood LLP, USA	AUEE	one year	498,833	1
Appian Application Support Framework Contract Extension	Appian Software Switzerland Llc	GEF2	six months	321,230	1
Russian Federation: RBRU Funded Municipal Infrastructure - Procurement Monitor	Cap Consulting Services Inc., Canada	Bank	three years	300,000	1
Regional: Energy Efficiency and Environmental Compliance Trainings	Fichtner GmbH & Co.Kg, Germany	EBSF	three years	290,000	1
EBRD/RBRU Municipal Infrastructure Facility - EBRD Monitor	Fichtner GmbH, Germany	Various TC funds	three years	200,000	1
RBRU- Environmental and Social Risk Management and Monitoring	AF-Consult Ltd., Finland	GER2	three years	150,000	1
Romania: Independent security valuation extension	CMF Consulting S.A., Romania	FTCF	seven months	18,550	1

AUEE= Austria-EBRD Regional Early Transition Countries Energy Efficiency Programme, AUER= EBRD-Austria Fund for Improving the Energy Performance of Buildings in Russian Federal Districts, AUEP= Austria-EBRD Ukraine Energy Efficiency Programme, Bank= EBRD's budget, ENRE= EU Regional Energy Efficiency Programme for the Western Balkans, ESEM= EC SEMED Project Preparation Framework–NIF FUNDED, FTCEF= Finnish Ministry of Employment and the Economy Technical Cooperation Fund, GEF2= Global Environmental Facility II, GER2= Germany II Technical Cooperation Fund, SEFF=sustainable energy financing facility, SEMD= Southern and Eastern Mediterranean Multi-Donor Account

In 2013, 262 contracts with a total value of €9.4 million were awarded as call-offs under existing framework agreements, and 74 contracts worth €15.8 million awarded as call-offs under the framework contracts<sup>20</sup>. For the call-offs under existing framework agreements, 142 (for €5.1 million) were awarded following competition among holders of framework

<sup>20</sup> Call-off notices under framework contracts are not included in the overall statistics to avoid double counting.

agreements and 120 call-off notices (for €4.3 million) were awarded by direct selection. Only 16 of 262 call-off notices under framework agreements exceeded €75,000 (for €3.1 million) (Table 28), with the remaining 250 contracts amounting to €6.4 million, an average value of €25,688. Out of 16 call-off notices exceeding €75,000, 14 were recorded as awarded through a competitive selection, and two were awarded under Section 5.9 of the Bank's PP&R.

Table 28. Call-Off Notices costing more than €75K Awarded under Framework Agreements, 2013

Consultant	Framework Agreement / Call-Off Assignment Title	Consultant Selection Method	Funding Source	Value, €
GFA Consulting Group GmbH, Germany	Regional: Policy Dialogue – Supporting ESCO projects in the public sector (legal assistance for an ESCO project enabling legal framework) – Serbia & Montenegro	Evaluation of Proposals	WBES	319,135
Mott MacDonald, UK	Jordan: JEPCO Distribution System Upgrade Project – Advisory Services	Selection from Shortlist	SEMD	281,434
Willis Ltd, Financial Solutions, UK	Regional: Insurance Consultancy Services during 2014 – Post-signing Projects	Evaluation of Proposals	Bank	274,201
Ramboll Danmark A/S, Denmark	Ukraine: District Heating Project Preparation Framework – Lugansk District Heating Project – Feasibility Study	Evaluation of Proposals	SWUK	264,980
Economic Consulting Associates Ltd, UK	Bosnia & Herzegovina: REEP: Policy dialogue – Supporting ESCO projects in the public sector (legal assistance for an ESCO project enabling legal framework)	Evaluation of Proposals	WBES	264,936
Appian Corporation, USA	United Kingdom: Donor Fund Systems Implementation Blueprint Phase	Direct Selection 5.9	Bank	229,233
AF-Engineering AB, Sweden	Ukraine: District Heating Project Preparation Framework – Cherkasy Energy Efficiency Project II– Feasibility Study	Direct Selection 5.9	SWUK	225,000
Tractebel Engineering, Belgian	MOROCCO: Sustainable Development of the Power Sector Programme; Technical Audits / Projects Review / Projects Preparation – EU NIF – Tractebel – SIE Renewable Energy Capacity Building	Evaluation of Proposals	ESEM	200,000
Shorebank International, UK	Romania: EU/EBRD SME Finance Facility (EU 2006) – Leasing: Impuls – Leasing, Romania	Evaluation of Proposals	EUSM	199,800
Economic Consulting Associates Ltd, UK	JORDAN: SEMED Energy Efficiency Policy Dialogue Framework	Evaluation of Proposals	ESEM	179,770
Mott MacDonald Ltd, UK	Montenegro: Sustainable Development of the Power Sector Programme - Krnovo Wind Farm - Lender's Engineer	Evaluation of Proposals	Bank	173,300
AF-Industry AB, Sweden	EBRD/UNIDO Industrial Energy Efficiency Programme: AF - Pulp and Paper Sector - Assessment of Second Generation Biofuels and Market Potential for Russia	Evaluation of Proposals	GEF2	106,500
Pedro Almeida	Team Co-ordinator for Morocco	Selection from Shortlist	SEMD	100,000
WS Atkins International Ltd, UK	Russian Federation: Verkhnetagilskaya GRES - Environmental and Social Due Diligence, including Environmental and Social Action Plans and Public Consultation and Disclosure	Selection from Shortlist	Bank	94,266
Prosperity Green Energy Corporation, Taiwan	Kazakhstan: Almaty Lighting - Green Energy Special Fund - Framework for Technical Preparation of Green Components	Evaluation of Proposals	TWTC	86,950
IMC Worldwide Limited, UK	Regional: Support for Urban Road and Pedestrian Safety - IMC Worldwide Ltd - Improving Road Safety in Moldova	Selection from Shortlist	SEMD	84,383
				<b>3,083,888</b>

Bank = EBRD's Bank budget, ESEM= EC SEMED Project Preparation Framework - NIF FUNDED, EUSM= EC – Small and Medium Enterprise Finance Facility, GEF2 – Global Environmental Facility II, SEMD= Southern and Eastern Mediterranean Multi-Donor Account, SWUK= Swedish SIDA-EBRD Ukraine Energy Efficiency and Environment Consultant Cooperation Fund, TWTC – Taiwan Business – EBRD TC Fund, WBES= European Western Balkans Joint Fund – Sub Fund (EBRD Operations under WBJF)

**Project Implementation Support Services Agreements** In 2012–2013, at the request of the Governments of Bulgaria and Romania the EBRD entered into agreements with both governments to provide project implementation support for projects funded through the EU Structural Instruments. These agreements known as Project Implementation Support Services Agreements (“PISSA”) aimed to enhance the respective Governments’ implementation capacity of EU funded projects and EU funds absorption in (i) sector strategies and sector investment programs, (ii) project delivery, and (iii) institutional capacity.

Under a PISSA, contracts are signed between the EBRD and the Beneficiaries/Managing Authorities<sup>21</sup> with the Bank being engaged to provide project implementation support services within the scope and on the terms and conditions set out in the PISSA. To date project implementation support has been provided to energy efficiency, development of municipal services and support to private and commercial infrastructure operations. These services provided by the EBRD under each PISSA are financed by the corresponding Beneficiary/Managing Authority from EU Structural Instruments allocated to the corresponding country and made available to the Beneficiary/Managing Authority (Table 29).

In accordance with each PISSA, the EBRD provides expertise in designing a project including drafting the terms of reference, selecting and engaging consultants and providing its own staff to support implementation through monitoring the consultants' services and advising on the quality of their deliverables. A standard consultancy contract is signed between the EBRD and the consultant. Payment(s) are made by the EBRD to the consultant conditional upon: (i) approval of the deliverables provided under the consultancy contract by both the Bank and the Beneficiary/Managing Authority; and, (ii) receipt by the Bank from the Beneficiary/Managing Authority of the corresponding part of funds allocated for the assignment under the PISSA.

In 2013, three contracts were signed under different PISSAs in both Romania and Bulgaria and at least four contracts are in the pipeline for 2014.

Table 29. Examples of PISSA Issued in 2013

- i. PISSA between the EBRD and the Ministry of Environmental Development and Climate Change, signed on 25 February 2014  
***Romania: Assistance to the Regional Operating Companies to Improve the Quality and Coverage of Water Services and Maximization of Results by Attracting Private Resources and Alternative Financial Mechanisms***
- ii. PISSA between the EBRD and the Ministry of Economy, Energy and Tourism, signed on 27 May 2013  
***Bulgaria: Policy Advice and Implementation Support for E-procurement Reform in the Public Procurement Sector***
- iii. PISSA between the EBRD and the Ministry of Regional Development and Public Administration, signed on 19 July 2013, amended by Addendum signed on 28 February 2014  
***Romania: Energy Efficiency in Residential Sector Project Preparation Consultant***  
Related consultancy contract: C27129 (as amended to date)

## 9. Performance of Consultants

The performance of consultants financed by either TC funds or the Bank's budget is recorded in the Consultant Assignment Reporting ("CAR") system by the Operation Leader responsible to monitor consultants' performance. The CAR enhancement project implemented since December 2012, rated consultants' performance with respect to: technical competence, effectiveness, efficient use of resources, relevance and quality of the deliverables with the CAR system calculating an overall satisfaction rating.

CAR completion reports are intended to (a) provide feedback on consultants' performance to users of consultancy services across the Bank as required, and (b) report to donors on TC progress and completion.

The ratings reported in 2013 CARs show that over 98 per cent of all consultants met or exceeded the expectations outlined in their terms of reference (Table 30). This suggests that EBRD has provided high quality advice to its clients and that staff are seldom required to spend time revising consultant deliverables prior to their submission to clients.

<sup>21</sup> As defined in the EU Structural Fund Regulations, including but not limited to ministries and governmental agencies of the corresponding country.

Table 30. Satisfaction Rating in Consultant Assignment Completion Reports, 2013

Satisfaction rating range	TC Funds by Number	TC Funds by Percent	Bank budget by Number	Bank budget by Percent
Unsatisfactory (0%–20%)	1	1	1	1
Below Expectations (21%–40%)	3	1	1	1
Met Expectations (41%–60%)	179	40	71	41
Exceeded Some Expectations (61–80%)	144	31	66	39
Exceeding all Expectations (81%–100%)	119	27	28	17
<b>Total</b>	<b>446</b>	<b>100</b>	<b>167</b>	<b>100</b>

As noted in Section 10 below under the new TC Results Framework introduced in 1 July 2013, the CAR system has been revised. It will be used internally to measure consultant performance to address weak performance, provide feedback to consultants and to inform members of evaluation committees involved in consultant selection processes. The TC Team will continue to 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. Results from the implementation of the new CAR will be reported on in 2014.

## 10. Technical Cooperation Team Activities in 2013

**TC Team Enhanced Mandate** The 2012 Report addressed the TC Team's enhanced mandate and reorganisation which was successfully implemented in 2013. In summary, under the enhanced mandate the TC Team will:

- Implement the Grant Co-Financing Strategic Review recommendations and formulation of future TC policy together with the DCF team;
- Advise TC users at different stages in the TC project management cycle (Figure 12);

Figure 12. The new TC Project Management Cycle



Ops Com=Operations Committee, SP Com=Strategy and Policy Committee, TCR=technical cooperation request, ToR=terms of reference

- Advise on and quality assure the design of all TC submissions to TC Com and SP Com;
- Ensure economy, efficiency, transparency and fairness in consultant selection and engagement process;

- Review and validate the TC results monitoring, ensuring quality and qualitative reporting against the pre-established objectives and success indicators, and monitor the performance of the consultants against pre-set outputs and outcomes;
- As TC Com Secretariat ensure TCs are compliant with EBRD policies and procedures and TC decisions taken, and coordinate issues relating to transactional and non-transactional TCs with the Operations and Strategy Policy committees respectively;
- Systematically improve the Bank and its clients capacity to design and manage TC including the selection and engagement of consultants and conduct supervision and oversight ;
- Improve the Bank's reporting on the results of the TC assignments with a more systematic identification and analysis of issues, including cross-cutting ones, and feedback of lessons learnt;
- Develop local consultancy markets in the Bank's countries of operations;
- Ensure the Bank's policies including but not limited to PP&R and donor requirements are complied with; and
- Ensure TC's contract administration, including advice to OLs on TC implementation issues, is timely and meets good practice standards.

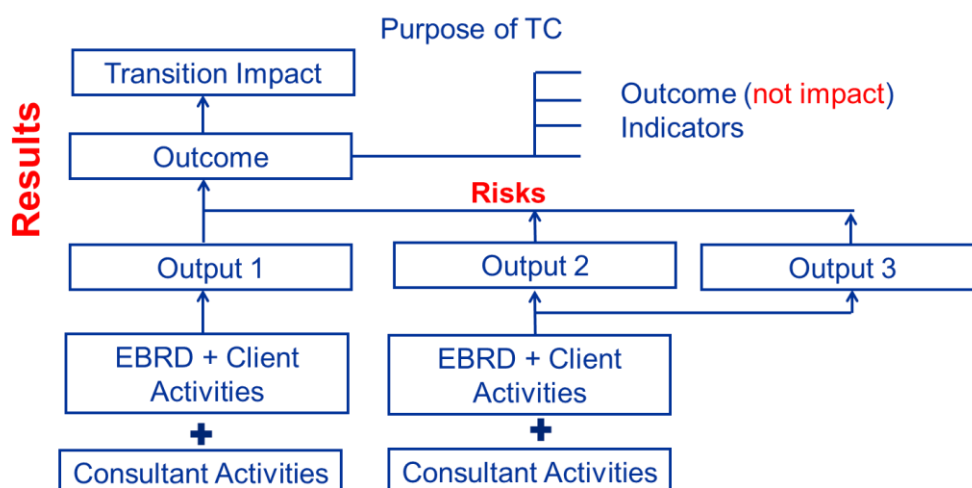
**TC Results Framework Implementation** TC Team led a Core Group of key Bank stakeholders in designing the TC Results Framework implementation. The new Results Framework was introduced to Bank Headquarter and Resident Office staff from the second quarter 2013 through a mandatory training programme conducted by TC Team.

The Results Framework updates previous TC design, management and reporting processes to create a single unified system that meets internal management needs as well as donor accountability requirements. The TC Results Framework is consistent with frameworks being developed for country strategies and strategic initiatives enabling TCs to be aligned with these higher level frameworks. It has the following key features:

- TC has been redefined as: all assistance to clients, where there is a lack of know-how, technical skills, expertise; to facilitate capacity and institution building; policy, legal and structural reform, and all other incidental activities and necessary components of support to deliver that assistance.
- Transactional TCs assist pre- and/or post-signing activities to directly support the implementation of a related investment operation.
- Non-transactional TCs conduct activities that do not directly support an investment operation e.g. policy dialogue, legal and regulatory reforms, research, regional training, etc.
- A TC is a project describing the actions of consultants, EBRD and client staff to achieve outputs and an outcome prior to the TC project's completion.
- The TC project's results framework hierarchy (Figure 13) will be described in a results matrix such that: if the TC's outputs are achieved and the risks are mitigated then its outcome will be achieved as measured by its outcome indicators; and this will contribute to the TC's transition impact.



Figure 13. TC Results Framework Hierarchy



- A TC project may require the inputs of more than one consultant (i.e. multiple consultant assignments may be financed by one TC) to achieve one or more outputs.
- A transactional TC results matrix is aligned with the related investment operation's transition impact monitoring system.
- Outcome indicators specify quantifiable target values, timeframes, baselines and data sources, and output statements specify quantifiable target values and timeframes.
- TC progress and completion reporting are aligned with its implementation cycle with a progress report covering no more than a 12 month period (i.e. for TC projects of less than 12 months duration there may only be a completion report). Consequently, TC reports will be spread throughout the year rather than all TC reports being prepared in the second quarter every year.
- Each donor financing a TC project will receive the project's progress and completion reports.
- TC qualitative and quantitative results will be aggregated beyond the individual project improving the quality of reports to donors and the public.
- All TCs will be rated during implementation (in progress reports) and on completion and the rating will be recorded in EBRD's institutional scorecard.
- Information on TC results and lessons will improve future TC projects.

**Key features of the TC Results Matrix** Inclusion of a results matrix has been mandatory in all TCs submitted for TC Com approval since 1 July 2013.<sup>22</sup> A results matrix has the following key features:

- The **transition impact** is one of the seven transition objectives that the TC will contribute to including the wider definition of transition.
  - A transactional TC's transition impact should be one of those in the related investment.
- The **outcome** is a succinct statement that:
  - Describes the short and medium-term improvements to systems and institutions and/or behaviour changes to participants.
  - Is directly attributable to the TC outputs subject to the project's risks being mitigated.

<sup>22</sup> A results matrix was not required for an extension of an existing TC where the scope of services was not being significantly changed.

- Is achieved prior to the completion of the TC project but not necessarily at completion of any consultancy assignment.
  - Will contribute to the transition impact.
  - Can be measured by a small number of key indicators.
  - A transactional TC outcome will contribute to the delivery and/or transition impact of its related investment operation.
- iii. **Indicators** describe specific, measurable, achievable, relevant, and time bound results that will be measured as evidence that the TC's outcome has been achieved.
- **Outcome indicators** are specific to the TC measuring the contribution of the TC's outputs to achieving the outcome.
  - **Project indicators** are identified for transactional TCs measuring the results when both the TC and the related investment are achieved, and are sourced from the related investment transition benchmarks.
  - **Donor indicators** are specific indicators (additional to those already agreed) required by donors in their respective funding agreement with EBRD to be reported on.

Indicators that are common to TCs generally or by TC type are being developed from results matrices approved in 2013 so that they can be aggregated and reported on. These indicators are listed in the new TC Results Matrix Guidelines, updating those originally listed in the TC Compendium of outcome and output indicators.

- iv. **Outputs** describe the key deliverables necessary to achieve the outcome.
- Outputs define the 'scope' of the TC.
  - The means–end relationship between outputs and the outcome should be clear.
  - Only outputs that can be delivered by the TC and are feasible with the resources and time available should be included in the TC's results hierarchy.
  - An output must specify target values and time when the output will be achieved.
  - A consultant's deliverable contributes to but does not always produce a TC output by itself. Often the client and/or EBRD staff is required to take some action after the consultant has submitted their high quality deliverable in order for the output and outcome to be achieved.
- v. **Risks** are external factors that could negatively affect the achievement of results. Where possible mitigation measures should be described to minimize the likelihood that risks will undermine the achievement of the project's outcome.

**TC submitted to TC Com in 2013** A total of 314 TCs for €65.9 million were submitted to TC Com for consideration in 2013. Almost 60 per cent of these were transactional TC directly supporting the preparation and implementation of an EBRD investment operation with the balance being non-transactional TCs.

Since the introduction of the TC Results Framework, TC Com considered a total of 175 TC of which 147 included a results matrix (Table 31). The Municipal Environmental Infrastructure team have submitted the largest number of TC (37 per cent) followed by the Financial Institutions (14 per cent) and Transport teams (11 per cent). The majority of these TC are transactional. The Legal Transition Team has submitted the largest number of non-transactional TC (19 per cent). The Energy Efficiency and Climate Change, Environment and Social Development, Financial Institutions and Industry, Commerce and Agribusiness teams together account for 58 per cent non-transactional TC submissions.

Table 31. TC Submissions since July 1 2013 with Results Matrices by Bank Team

EBRD Team	Transactional TC	Non-transactional TC	TOTAL	Percent of Total
E2C2	5	7	12	8%
ESD	4	9	13	9%
FI	13	8	21	14%
ICA		9	9	6%
LTT	1	11	12	8%
MEI	50	4	54	37%
Nat Res	1	3	4	3%
OCE	1	2	3	2%
Other		3	3	2%
Transport	15	1	16	11%
<b>Grand Total</b>	<b>90</b>	<b>57</b>	<b>147</b>	<b>100%</b>
	61%	39%		

E2C2=Energy efficiency and climate change, ESD=Environment and social development, FI=Financial institutions, ICA=Industry, commerce and agribusiness, LTT=Legal transition team, MEI=Municipal environmental infrastructure, OCE=Office of Chief Economist.

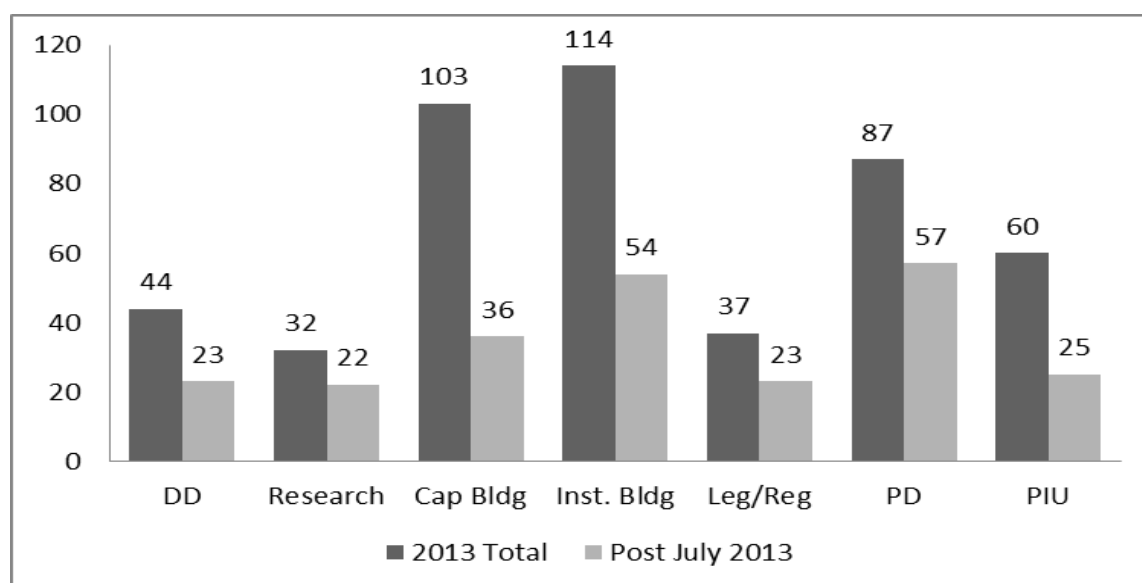
Based on the revised TC definition, a typology with seven distinct categories has been developed (Table 32). A TC project can be categorized in more than one category.

Table 32. TC Typology against the TC definition

Type	Description	TC definition
1. <b>Due Diligence</b>	Transactional TCs supporting pre-signing project preparation, pre- and feasibility studies, legal, environmental, financial due diligence, etc.	<i>lack of know-how, technical skills, expertise</i>
2. <b>Research</b>	Normally non-transactional TCs supporting sector, market, economic studies, etc. often contributing to policy dialogue	<i>all other incidental activities and necessary components of support to deliver that assistance</i>
3. <b>Capacity building</b>	Transactional TCs supporting staff training – formal and on-the-job, study tours, exchanges, internships, etc. and contributing to institution building; or Non-transactional TC supporting regional training, conferences, raising awareness, etc.	<i>to facilitate capacity building</i>
4. <b>Institution building</b>	Normally transactional TCs supporting institutional and organizational development and reform, including: planning (CDP, FOPIP, etc.), new credit line procedures and practices, etc.	<i>to facilitate institution building</i>
5. <b>Legal and regulatory reform</b>	Normally non-transactional TCs supporting new and/or amended laws and regulations, contributing to policy dialogue	<i>to facilitate legal and structural reform</i>
6. <b>Policy dialogue</b>	Transactional or non-transactional TCs supporting policy formulation and mechanisms (working groups, investment councils etc.) conferences, standard setting, etc.	<i>to facilitate policy reform</i>
7. <b>Project implement -ation unit</b>	Transactional TCs supporting PIU to manage project implementation, including building client staff project management capacity	<i>lack of know-how, technical skills, expertise</i>

This typology has been applied to all 314 TCs submitted for approval in 2013 with Figure 14 illustrating the comparison with the 147 TCs with results matrices.

Figure 14. A comparison of all 2013 TCs and those submitted since 1 July by type



Cap. Bldg=capacity building, DD=due diligence, Inst. Bldg=institution building, Leg/Reg=legal and regulatory reform, PD=policy dialogue, PIU=project implementation unit

Overall, the number of TCs categorized as facilitating institution and capacity building scored highest, followed by those facilitating policy dialogue and supporting clients to efficiently and effectively manage investment project implementation.

### Managing Results Framework Mainstreaming in 2014

- i. **Bank-wide TC Network** With the consolidation and mainstreaming of the Results Framework in 2014 and beyond, the TC Network chaired by the TC Team Director with representation of TC users builds on earlier fora to discuss and resolve TC Results Framework operational issues.
- ii. **TC results IT system** The efficiency of TC design and management processes will be improved through an IT system to design and manage TC results. This is expected to be rolled out across the Bank in the second quarter 2014. The IT TC results system is expected to reduce the total number of TC submissions, particularly for transactional TCs.

Under the current TC Request system it is necessary to prepare a separate TC request form for each consultant assignment. However, under the new Results Framework a TC project requiring multiple consulting assignments to achieve different outputs is described in one results matrix. The new Request Form in the IT TC results system is designed to ensure only one TC submission will be prepared irrespective of the complexity of the TC's scope and the number of consultant assignments. If necessary the original TC submission and results matrix can be revised at a later date to incorporate new assignments to contribute to the same or revised outcome. It is also expected that this new IT system will improve consistency of indicators through the use of drop down lists to enable aggregated reporting.

Since 1 July 2013, the 147 approved TCs were accompanied by 125 results matrices. There could be a 15 per cent to 20 per cent reduction in the total number of TC submissions after the roll out of the IT TC results system.

- iii. **Reporting TC performance** The new TC progress and completion reports will be based on information about a TC's progress towards achieving its outputs and

outcome (target values and time) in the automated TC results system. The frequency of reports will depend on the nature and duration of the TC project with a report covering no more than 12 months of implementation activities. The first progress and/or completion reports for TCs approved under the Results Framework are expected in the second quarter 2014.

- iv. **TC performance rating methodology** Overall TC performance will be assessed at least annually in progress reports and at completion, using a four level traffic light rating methodology.
- Green – On track, meeting or exceeding all expectations
  - Green-Amber – Mostly on track, meets most expectations, some actions required
  - Amber-Red – Some delays, significant improvements should be made
  - Red – Major delays, immediate and major changes should be made

Guidance on rating TC performance at completion has been developed with the Evaluation Department. The TC Operation Leader is responsible to prepare the progress and completion reports, providing appropriate qualitative and/or quantitative evidence to substantiate the achievement of outputs and outcome indicators and rating the TC's overall performance.

Further, transparent use of evaluator judgment and discretion is an essential and legitimate part of evaluation in EBRD. This reflects the varied and dynamic contexts in which EBRD operates, the frequent deficiencies in data availability and reliability, the time and resource constraints for the conduct of evaluations, and the frequent difficulties in attributing results to EBRD alone.

- v. **The TC Team will monitor and verify** progress and completion reports including their performance ratings. When the Evaluation Department validates a TC completion report, or evaluates a TC, their performance rating will override the self-evaluation TC completion report rating.
- vi. **EBRD's institutional scorecard** Reporting on the performance of TCs will be introduced into EBRD's institutional scorecard in 2014, incentivising staff to ensure donor resources financing TC are efficiently and effectively utilized. As the stock of TCs approved under the new Results Framework is built up, the performance ratings from progress and/or completion reports will be reported for this scorecard indicator.
- vii. **Assessing consultant performance** As noted in section 9 above, with the development of new TC progress and completion report formats, the CAR has been revised and will be applied to all consultant assignments approved since 1 July 2013 as they are completed in 2014 and beyond.
- viii. **TC Results Framework Guidelines** are available on the intranet and are being updated to ensure consistency with the automated TC results design and management system.
- ix. **The TC Compendium** of outcome and output indicators is being revised as **the TC Results Matrix Guidelines** which will complement the Results Framework Guidelines. The Results Matrix Guidelines will incorporate lessons from results matrices prepared during 2013 to provide guidance on the key elements of the results hierarchy for the main families of TC including indicators that are common to TCs that can be aggregated and reported on.

- x. **The Operations Manual**, Chapter 10 ‘TC funds programme – use of donor funds’ will be revised to ensure consistency with the new Results Framework including governance arrangements and automated results management system.
- xi. **TC Lessons** The TC Team will coordinate with the Evaluation Department to ensure lessons from EBRD’s considerable experience in implementing TCs are readily accessible to TC users. TC Team will disseminate good practice and ensure lessons are incorporated in new TC designs.
- xii. **Training** To build on 2013’s extensive training programme, in 2014 the TC Team will develop an on-line TC Results Framework training module for staff to be complemented by formal and informal training courses as requested. Further, The TC Team is revising the training modules for the Guidelines for Selection and Engagement of Consultant which will be rolled out in 2014.

**TC Team Operational Support** TC Team ensures that the Bank and its clients receive the high level of support on all aspects of TCs in a cost effective, timely and efficient manner.

During 2013 the TC Team continued to provide high level of support to meet operational needs of the Bank’s staff and clients through on-going advice, guidance and practical assistance with respect to all aspects of consultant selection and engagement, from preparation and structuring of TC assignments to contract negotiations and monitoring. This included processing 2,146 new contracts, 1,450 amendments and 74 call-off contracts under Framework Agreements.

In 2013 the TC Team advised on and reviewed 314 TC project submissions to the TC Com including since 1 July 2013 advice on 147 TC submissions with TC results matrices.

TC Team provided administrative support to process over 3,300 contracts, of which 1,203 were ongoing contracts and 2,146 were awarded in 2013. It should be noted that typically for each contract TC Team is required to undertake between four (quarterly) and 12 (monthly) administrative reviews over a year.

**Compliance** TC Team ensures accountability for the use of Bank and donor funds in full compliance with Banks’ PP&R and those of donors as per agreements reached between the Bank and donors of TC funds. Complaints regarding consultant selection and contracting are referred to the Procurement Complaints Committee. Three procurement complaints were referred in 2013, one of which was not upheld and the other two are currently under review.

Deloitte LLP is the Bank’s external auditor until 31 December 2014. Under the terms of the Board paper presented with respect to the appointment of external auditors (CS/AU/02-13), it was agreed that, in principle, the Bank’s external auditors would not provide any consulting services to the Bank with the exception of TC funded contracts that relate to projects which should be approved through normal technical co-operation procedures. TC Team continues to monitor compliance with this requirement. In 2013, there were two contract awards to Deloitte LLP by the Bank that fell under the exception of TC funded contracts that relate to projects which should be approved through normal TC procedures.

**Cost Sharing** The Board approved the Donor Fees and Cost Sharing Policy on 18 January 2011 (BDS10-249 (Rev 2)). The TC Team continues to monitor clients' participation and contributions to TC funded assignments. A *Review of Fees and Cost Sharing* was carried out in 2013 to identify the resources required to manage the TC processes and to consider ways in which cost sharing with clients can be enhanced. The revised policy is expected to be considered by the Board in 2014.

**Client Capacity Building** TC Team will scale up its work with and training of the Bank's clients in 2014 to strengthen their capacity to effectively manage TC project implementations including consultant selection and engagement. This reinforces the TC Results Framework's emphasis on client ownership of the design, monitoring and implementation of consultancy advice and the Bank's oversight.

**Consultant Outreach** To raise consultants' awareness of EBRD consultancy opportunities and facilitate broader participation in the Bank's consultancy assignments, the TC Team conducted 15 outreach events (normally one-day) to a total of 900 consultants in Belgium (two events), Finland, Germany (two events in Berlin and Frankfurt), Greece, Hungary, Republic of Ireland, Japan, Korea, Netherlands, Portugal and the United Kingdom (three events in London).

**Consultant Market Development** In 2013, the local consultants' market development in EBRD CoO remained a priority for the TC Team who conducted four outreach programmes (normally two-days) attended by a total of 210 local consultants in Kyrgyzstan, Poland, Russia and Slovenia. The TC Team will also scale up support to local consultant market development in 2014.

**Graduation** As part of the Bank's post-Graduation initiative, TC Team has initiated a programme of training and policy dialogue to facilitate local consultant market development and capacity building.

**Training** The new Results Framework was introduced to Bank staff from the second quarter 2013 through a mandatory training programme conducted by TC Team with 315 Headquarters and 220 Resident Office staff having attended a total of 31 courses by the end of 2013. The TC Team also participated in training for the Bank's external Nominee Directors.

**Harmonization** The TC Team Director continues to co-chair the Multilateral Development Bank working group on consultant selection and engagement, developing harmonized procedures and practices. The harmonized Request for Proposals has been rolled out and used nine times.

**Electronic Contract Signature** To improve efficiency through reducing process time and efforts, the risk and time associated with the loss of contracts in transit to and from consultants, in 2013 TC Team developed and piloted a stand-alone proprietary electronic contracting system known as 'DocuSign'.

## **ANNEX 1 - TABLES OF STATISTICS**

<b>Table 1</b>	Total Value and Number of Consultancy Contract Awards by Contracting Department
<b>Table 2</b>	Total Value and Number of Consultancy Contract Awards by Funding Source (Technical Cooperation Funds, Bank Budget and Loan Funded)
<b>Table 3</b>	2013 Consultancy Contract Awards by Consultant Selection Method (Value and Number)
<b>Table 4</b>	2013 Consultancy Contract Awards by Country of Operations (Value and Number)
<b>Table 5</b>	Consultancy Contract Awards by Contract Type
<b>Table 6</b>	Framework Agreements Awarded in 2013
<b>Table 7</b>	2013 Consultancy Contract Awards by Consultant Nationality (Value and Number)
<b>Table 8</b>	2013 Consultancy Contract Awards by Consultant Nationality and Selection Method (Value and Number)
<b>Table 9</b>	Consultants from EBRD Countries of Operations in 2013 and 2012
<b>Table 10</b>	2013 Consultancy Contract Awards by EBRD Department (Value and Number)
<b>Table 11</b>	Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by TCT in 2013
<b>Table 13</b>	2013 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	
	2013	2012	2013	2012	2013	2012
Technical Cooperation Team (TCT)	131.05	125.70	1,463	2,095	75.44%	74.79%
Nuclear Safety Department*	3.06	0.24	6	5	1.76%	0.14%
Office of the General Counsel	20.43	18.74	719	647	11.76%	11.15%
Small Business Support Team**	10.77	0.00	677	0	6.20%	0.00%
Loans ***	8.41	23.39	14	17	4.84%	13.92%
	<b>173.72</b>	<b>168.07</b>	<b>2,879</b>	<b>2,764</b>	<b>100.00%</b>	<b>100.00%</b>

\* Contracted by TCT

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

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

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

	TC Funded		Bank Budget		Loan Funded		TOTAL			
	Value (€m) (A)	Number (B)	Value (€m) (C)	Number (D)	Value (€m) (E)	Number (F)	Value (€m) (A)+(C)+(E)	% Yr/Yr Value Increase /Decrease	Number (B)+(D)+(F)	% Yr/Yr Number Increase /Decrease
2005	50.22	963	42.74	925	8.33	11	101.29	-14.71%	1,899	17.22%
2006	68.25	1,100	51.96	964	14.84	13	135.05	33.33%	2,077	9.37%
2007	54.91	1,239	57.80	1,102	23.47	36	136.18	0.84%	2,377	14.44%
2008	65.91	1,331	41.38	1,087	12.93	16	120.22	-11.72%	2,434	2.40%
2009	85.66	1,587	48.94	1,227	2.57	7	137.17	14.10%	2,821	15.90%
2010	108.17	1,530	50.79	1,273	16.04	17	175.00	27.58%	2,820	-0.04%
2011	99.04	1,323	55.36	1,454	15.09	20	169.49	-3.15%	2,797	-0.82%
2012	89.31	1,172	55.37	1,575	23.39	17	168.07	-0.84%	2,764	-1.18%
2013	99.68	1,222	65.63	1,643	8.41	14	173.72	3.36%	2,879	4.16%

**Table 3 - 2013 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	14,810,107	615	19,530,519	831	174,346	5	34,514,972	19.87%	1451	50.64%
	Extensions*	2,177,366	269	2,488,669	239	0	0	4,666,035	2.69%	508	17.65%
Direct Selection (> € 75K as per Section 5.9 (a), (b) & (c) of the Bank's PP&R)	Original	1,682,167	6	2,132,828	11	0	0	3,814,995	2.20%	17	0.59%
	Extensions**	3,837,224	58	5,386,418	102	0	0	9,223,643	5.31%	160	5.56%
Selection from Shortlist	Original	13,119,012	117	14,555,873	238	382,218	2	28,057,103	16.15%	357	12.19%
	Extensions***	1,417,235	40	13,843,060	203	0	0	15,260,295	8.78%	243	8.44%
Evaluation of Proposals	Original	54,208,981	92	4,582,521	10	7,853,937	7	66,645,439	38.36%	109	3.75%
	Extensions***	8,434,695	25	3,107,631	9	0	0	11,542,326	6.64%	34	1.18%
<b>Total</b>		<b>99,686,786</b>	<b>1,222</b>	<b>65,627,520</b>	<b>1,643</b>	<b>8,410,501</b>	<b>14</b>	<b>173,724,807</b>	<b>100.00%</b>	<b>2,879</b>	<b>100.00%</b>

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

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

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

**Table 4 - 2013 Consultancy Contract Awards by Country of Operations (Value and Number)**

	Contract Value (€)	Number of Contracts	% of Total Value
Regional	23,632,295	324	13.60%
Russian Federation	19,234,201	325	11.07%
Ukraine	17,422,661	205	10.03%
Croatia	7,294,325	79	4.20%
Kazakhstan	7,261,155	133	4.18%
Belarus	6,658,288	79	3.83%
FYR Macedonia	6,535,887	40	3.76%
Kyrgyz Republic	6,003,300	104	3.46%
Turkey	5,757,124	137	3.31%
Moldova	5,709,279	51	3.29%
Azerbaijan	5,335,038	65	3.07%
Romania	5,082,992	91	2.93%
Mongolia	3,755,055	111	2.16%
Tajikistan	3,338,355	58	1.92%
Serbia	3,279,543	75	1.89%
Egypt	2,982,725	88	1.72%
Morocco	2,712,475	62	1.56%
Poland	2,689,248	50	1.55%
Albania	2,679,653	34	1.54%
Bulgaria	2,654,553	45	1.53%
Georgia	1,846,840	73	1.06%
Armenia	1,731,880	50	1.00%
Bosnia & Herzegovina	1,525,343	78	0.88%
Jordan	1,463,689	38	0.84%
Montenegro	1,427,402	34	0.82%
Kosovo	1,324,932	34	0.76%
Tunisia	1,026,539	42	0.59%
Turkmenistan	594,770	26	0.34%
Latvia	315,535	7	0.18%
Slovak Republic	315,405	2	0.18%
Hungary	258,936	6	0.15%
Slovenia	194,227	8	0.11%
Lithuania	158,932	7	0.09%
Estonia	152,067	5	0.09%
Czech Republic	149,125	2	0.09%
Uzbekistan	32,008	3	0.02%

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

\*\* Including Kosovo

\*\*\* Effective 31<sup>st</sup> December 2007 the Bank's operations in the Czech Republic 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
United Kingdom	21,166,157	306	12.18%
United States	22,867	2	0.01%
	<b>173,724,807</b>	<b>2,879</b>	<b>100.00%</b>

**Table 5 - 2013 Consultancy Contract Awards by Contracting Structure (Value in € and Number)**

Contract Type	Value (€m)		Number		% of Total Value	
	2013	2012	2013	2012	2013	2012
TCT Standard Stand-alone Contracts (including SBS contracts)	82.96	82.37	1,722	1,698	43.78%	48.42%
Contracts signed directly by the Bank's borrowers with use of public sector loan proceeds	8.41	23.39	14	17	4.44%	13.63%
Retention of Outside Counsel by OGC	20.43	18.74	719	647	10.78%	10.92%
Grant Agreements with the Bank's Client (Consultancy Contracts are signed by the Bank's Clients)	32.06	25.41	99	82	16.92%	14.81%
Call-Off Notices under Framework Agreements**	9.41	8.43	261	264	4.97%	4.91%
Call-Off Notices under Framework Contracts**	15.79	3.56	74	38	8.33%	2.07%
Nuclear Safety Department	3.06	0.00	6	5	1.61%	0.14%
Framework Contracts	17.39	9.49	15	9	9.18%	5.10%
Framework Agreements*	0	0.00	43	42	0.00%	0.00%
<b>Total</b>	<b>189.51</b>	<b>171.63</b>	<b>2,953</b>	<b>2,802</b>	<b>100.00%</b>	<b>100.00%</b>

\* Framework Agreements are recorded as zero value

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

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

**Table 6 - Framework Agreements Awarded in 2013**

Framework Facility Name	Funding Source	Overall Facility Value	Name /Nationality of Consultants awarded Framework Agreements	Duration
Regional: Western Balkans Regional Energy Efficiency Programme (REEP): Technical Support for preparing pipeline of ESCO Projects in the public sector	EU Regional Energy Efficiency Programme for the Western Balkans	€2,276,200	<ul style="list-style-type: none"> <li>GFA Consulting Group GmbH, Germany</li> <li>Berliner Energieagentur GmbH, Germany</li> <li>CMS Reich-Rohrwig Hainz D.O.O., Bosnia</li> </ul>	Three years
Regional : SEMED Energy Efficiency Policy Dialogue Framework	EC SEMED Project Preparation Framework - NIF FUNDED	€1,500,000	<ul style="list-style-type: none"> <li>AF Mercados Energy Markets International S.A., Spain</li> <li>Econoler, Canada</li> <li>Economic Consulting Associates Ltd, UK</li> <li>Service Public 2000 SAS, France</li> </ul>	Three years
Regional: Western Balkan Regional Energy Efficiency Programme (REEP): Policy dialogue - Supporting ESCO projects in the public sector (legal assistance for an ESCO project enabling legal framework)	European Western Balkans Joint Fund - Sub Fund (EBRD Operations under WBJF)	€1,033,400	<ul style="list-style-type: none"> <li>GFA Consulting Group GmbH, Germany</li> <li>Economic Consulting Associates Ltd, UK</li> </ul>	Three years
REGIONAL: Green Energy Special Fund - Framework for Technical Preparation of Green Components	Taiwan Business – EBRD TC Fund	€500,000	<ul style="list-style-type: none"> <li>Industrial Technology Research Institute, Taiwan</li> <li>Prosperity Green Energy Corporation, Taiwan</li> </ul>	Two years
RUSSIAN FEDERATION: EBRD/RBRU Municipal Infrastructure Facility - Panel of Technical Experts	Shareholder Special Fund	€350,000	<ul style="list-style-type: none"> <li>Alexander Loskutov, Enizan, Russian Federation</li> <li>Igor Kalashnikov, Enizan, Russian Federation</li> <li>Dmitry Ponarovkin, Enizan, Russian Federation</li> <li>Arkady Zavadski, Russian Federation</li> <li>Natalia Usievich, Force Technology Rusland, Russian Federation</li> <li>Jose Izquierdo, Arup BY, The Netherlands</li> <li>Igor Pokrovskiy, Russian Federation</li> <li>Ulian Bilotkach, LGID, Ukraine</li> <li>Sergey Zaletov, Russian Federation</li> <li>Mikhail Kadyrov, Mott MacDonald, UK</li> <li>Peter Maksimenko, Mott MacDonald, UK</li> </ul>	Three years
REGIONAL: Delivery of Core Training Programmes for Local Business Advisory Services Providers Supporting MSMEs in EBRD Countries of Operations	Various TC funds	As required	<ul style="list-style-type: none"> <li>Brisk Business Inc., USA</li> <li>IMC Armenia, Armenia</li> <li>Keypath Ltd, Uk</li> <li>GM Konsalting, Serbia</li> <li>Strikconsulting, Bosnia</li> <li>Valentina Grigoryeva, Kasakhstan</li> <li>Vladimir Chernyavsky, Russia</li> </ul>	Three years

**Table 6 Cont. - Framework Agreements Awarded in 2013**

Framework Facility Name	Funding Source	Overall Facility Value	Name /Nationality of Consultants awarded Framework Agreements	Duration
Regional: Evaluation Department External Advisory Panel of Experts	Bank's Budget	As required	<ul style="list-style-type: none"> <li>• Burt Perrin, Canada</li> <li>• Philip Daltrop, UK</li> <li>• Michael Hendricks, USA</li> <li>• Johannes Linn, Emerging Markets Forum, USA</li> <li>• Mark Bardini, Dexis Consulting, USA</li> <li>• Ian Davies, Canada</li> <li>• Michael Bamberger, UK</li> <li>• Bruce Murray, Canada</li> <li>• Linda Morra, Idea, LLC, USA</li> <li>• John Mathiason, Associates For International Management Services, USA</li> </ul>	Two years
REGIONAL : Monitoring Consultant to assist EBRD's Environment and Sustainability Department	Bank's Budget	As required	<ul style="list-style-type: none"> <li>• Ove Arup &amp; Partners International Ltd, UK</li> </ul>	Two years
Regional: Environmental Training of EBRD's Financial Intermediaries	Bank's Budget	As required	<ul style="list-style-type: none"> <li>• Pricewaterhousecoopers LLP, UK</li> <li>• Citrus Partners LLP, UK</li> </ul>	One year
UNITED KINGDOM: Donor Fund Systems Design and Implementation	Bank's Budget	As required	<ul style="list-style-type: none"> <li>• Appian Corporation, USA</li> </ul>	Nine months

**Table 7 - 2013 Consultancy Contract Awards by Consultant Nationality (Value & Number)**

Ranking	Consultant Nationality	TC Funds €	% of Total TC Value	Bank Budget €	% of Value of Bank	Loan Funds €	Total Value €	% of Total Value	Total Number
1.	British	12,740,743	12.78%	34,017,256	51.83%	266,500	47,024,498	27.07%	885
2.	Austrian	14,645,438	14.69%	332,247	0.51%	0	14,977,685	8.62%	59
3.	German	12,521,031	12.56%	1,587,445	2.42%	0	14,108,477	8.12%	111
4.	Russian	2,327,968	2.34%	5,244,386	7.99%	0	7,572,354	4.36%	180
5.	Italian	4,268,679	4.28%	532,084	0.81%	1,947,805	6,748,568	3.88%	84
6.	Swedish	6,426,168	6.45%	221,088	0.34%	0	6,647,256	3.83%	27
7.	French	3,200,826	3.21%	517,459	0.79%	1,612,205	5,330,490	3.07%	50
8.	Serbian*	4,657,347	4.67%	520,844	0.79%	0	5,178,191	2.98%	71
9.	Ukrainian	3,539,318	3.55%	1,490,574	2.27%	0	5,029,892	2.90%	83
10.	American	3,410,284	3.42%	1,618,631	2.47%	0	5,028,916	2.89%	82
11.	Spanish	2,353,125	2.36%	280,162	0.43%	1,391,500	4,024,787	2.32%	41
12.	Finnish	2,133,565	2.14%	273,685	0.42%	1,364,277	3,771,527	2.17%	45
13.	Lithuanian	100,591	0.10%	3,465,681	5.28%	0	3,566,272	2.05%	10
14.	Greek	3,375,284	3.39%	37,724	0.06%	0	3,413,009	1.96%	30
15.	Swiss	1,562,892	1.57%	1,609,687	2.45%	0	3,172,579	1.83%	37
16.	Dutch	2,569,077	2.58%	593,586	0.90%	0	3,162,663	1.82%	46
17.	Turkish	707,497	0.71%	1,175,338	1.79%	1,200,325	3,083,160	1.77%	44
18.	Japanese	1,597,895	1.60%	628,425	0.96%	0	2,226,320	1.28%	59
19.	Polish	545,138	0.55%	1,644,486	2.51%	0	2,189,624	1.26%	55
20.	Belgian	1,629,155	1.63%	190,484	0.29%	0	1,819,639	1.05%	47
21.	Australian	265,413	0.27%	1,518,987	2.31%	0	1,784,400	1.03%	22
22.	Romanian	149,210	0.15%	1,465,600	2.23%	44,846	1,659,656	0.96%	52
23.	Canadian	1,319,142	1.32%	304,030	0.46%	0	1,623,172	0.93%	55
24.	Danish	1,537,962	1.54%	79,590	0.12%	0	1,617,552	0.93%	47
25.	Czech	1,282,683	1.29%	117,923	0.18%	0	1,400,606	0.81%	17
26.	Irish	813,476	0.82%	510,283	0.78%	0	1,323,759	0.76%	41
27.	Hungarian	596,827	0.60%	683,473	1.04%	0	1,280,300	0.74%	19
28.	Kazakhstani	879,979	0.88%	366,886	0.56%	0	1,246,865	0.72%	57
29.	Croatian	919,061	0.92%	291,607	0.44%	0	1,210,668	0.70%	54
30.	Slovak	1,096,541	1.10%	0	0.00%	0	1,096,541	0.63%	10
31.	Bulgarian	542,489	0.54%	488,691	0.74%	0	1,031,180	0.59%	27
32.	Egyptian	375,146	0.38%	561,426	0.86%	0	936,573	0.54%	25
33.	Moroccan	638,179	0.64%	203,853	0.31%	0	842,033	0.48%	17
34.	Bosnian (Of The) United Arab	162,234	0.16%	107,360	0.16%	450,825	720,419	0.41%	23
35.	Emirates	654,110	0.66%	0	0.00%	0	654,110	0.38%	3
36.	International	553,255	0.55%	0	0.00%	0	553,255	0.32%	4
37.	Tajik	302,340	0.30%	94,778	0.14%	132,218	529,336	0.30%	26
38.	Moldovan	310,660	0.31%	215,959	0.33%	0	526,619	0.30%	21
39.	Georgian	144,099	0.14%	342,841	0.52%	0	486,940	0.28%	27
40.	Indian	0	0.00%	420,723	0.64%	0	420,723	0.24%	3
41.	Kyrgyz	228,464	0.23%	124,188	0.19%	0	352,652	0.20%	36
42.	Armenian	146,894	0.15%	203,363	0.31%	0	350,257	0.20%	23
43.	Portuguese	327,610	0.33%	0	0.00%	0	327,610	0.19%	9
44.	Uzbek	293,733	0.29%	32,008	0.05%	0	325,741	0.19%	19
45.	Mongolian	182,976	0.18%	141,943	0.22%	0	324,919	0.19%	25
46.	Taiwanese	310,505	0.31%	0	0.00%	0	310,505	0.18%	7
47.	Israeli	276,304	0.28%	0	0.00%	0	276,304	0.16%	2
48.	Azeri	102,581	0.10%	159,300	0.24%	0	261,881	0.15%	19
49.	Jordanian	42,000	0.04%	197,185	0.30%	0	239,185	0.14%	9
50.	Macedonian	153,243	0.15%	81,535	0.12%	0	234,778	0.14%	13
51.	Tunisian	117,290	0.12%	94,912	0.14%	0	212,202	0.12%	12
52.	Cypriot	35,623	0.04%	150,486	0.23%	0	186,109	0.11%	24
53.	Belorussian	9,800	0.01%	175,763	0.27%	0	185,563	0.11%	17
54.	Luxembourgais	157,402	0.16%	6,360	0.01%	0	163,762	0.09%	11
55.	Latvian	21,000	0.02%	132,250	0.20%	0	153,250	0.09%	4
56.	Estonian	12,683	0.01%	139,670	0.21%	0	152,353	0.09%	7
57.	Albanian	74,862	0.08%	76,500	0.12%	0	151,362	0.09%	11
58.	South Korean	96,211	0.10%	2,437	0.00%	0	98,648	0.06%	7
59.	Montenegrin	65,943	0.07%	8,550	0.01%	0	74,493	0.04%	7
60.	Argentinian	74,000	0.07%	0	0.00%	0	74,000	0.04%	1
61.	Turkmen	51,129	0.05%	0	0.00%	0	51,129	0.03%	4
62.	Cayman Islands	0	0.00%	25,818	0.04%	0	25,818	0.01%	2
63.	Costa Rican	0	0.00%	25,000	0.04%	0	25,000	0.01%	1
64.	South African	0	0.00%	23,833	0.04%	0	23,833	0.01%	2
65.	Pakistani	23,000	0.02%	0	0.00%	0	23,000	0.01%	1
66.	Bahraini	0	0.00%	20,019	0.03%	0	20,019	0.01%	1
67.	Singaporean	0	0.00%	19,289	0.03%	0	19,289	0.01%	2
68.	Slovenian	16,000	0.02%	1,400	0.00%	0	17,400	0.01%	2
69.	Norwegian	12,705	0.01%	0	0.00%	0	12,705	0.01%	1
70.	Kuwait	0	0.00%	11,065	0.02%	0	11,065	0.01%	1
71.	British Virgin Isles	0	0.00%	10,327	0.02%	0	10,327	0.01%	1
72.	Bermuda	0	0.00%	7,377	0.01%	0	7,377	0.00%	1
73.	China	0	0.00%	1,660	0.00%	0	1,660	0.00%	1
	<b>Totals</b>	<b>99,686,785.85</b>	<b>100.00%</b>	<b>65,627,520</b>	<b>100.00%</b>	<b>8,410,501</b>	<b>173,724,800</b>	<b>100.00%</b>	<b>2879</b>

\*including Kosovo

\*\* IDLO is an international organisations based in Italy



**Table 8 - 2013 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	3,140,720	134	12,173,508	395	9,600,022	41	21,843,748	313	46,757,998	883
Austrian	1,210,777	29	243,125	9	13,434,661	19	89,122	2	14,977,685	59
German	1,265,561	48	942,631	33	11,255,470	21	644,814	9	14,108,477	111
Russian	642,153	26	2,625,126	102	1,685,815	13	2,619,259	39	7,572,354	180
Swedish	493,710	12	47,000	1	5,932,458	11	174,088	3	6,647,256	27
Serbian***	489,265	19	505,844	43	4,168,082	8	15,000	1	5,178,191	71
Ukrainian	395,445	12	1,171,438	63	3,143,873	3	319,136	5	5,029,892	83
American	452,451	26	828,814	33	2,957,834	6	789,818	17	5,028,916	82
Italian	1,652,269	57	247,605	12	2,616,410	9	284,479	5	4,800,763	83
French	871,146	20	417,278	16	2,329,680	7	100,181	4	3,718,285	47
Lithuanian	100,591	3	96,912	6	0	0	3,368,769	1	3,566,272	10
Greek	600,989	23	37,724	3	2,774,295	4	0	0	3,413,009	30
Swiss	216,978	8	1,395,890	20	1,345,914	5	213,797	4	3,172,579	37
Dutch	1,412,648	27	152,328	10	1,156,429	6	441,258	3	3,162,663	46
Spanish	1,402,118	22	280,162	12	951,007	5	0	1	2,633,287	40
Finnish	602,120	27	215,585	5	1,531,445	10	58,100	2	2,407,250	44
Japanese	741,112	56	628,425	1	856,783	2	0	0	2,226,320	59
Polish	107,638	4	953,122	41	437,500	2	691,364	8	2,189,624	55
Turkish	209,111	6	451,947	25	498,386	6	723,391	6	1,882,835	43
Belgian	554,165	31	159,243	11	1,074,990	4	31,241	1	1,819,639	47
Australian	175,413	5	386,257	12	90,000	1	1,132,730	4	1,784,400	22
Canadian	610,900	36	242,590	10	708,242	4	61,440	5	1,623,172	55
Danish	490,500	40	79,590	2	1,047,462	5	0	0	1,617,552	47
Romanian	131,318	6	798,390	38	17,892	1	667,209	5	1,614,810	50
Czech	262,103	9	117,923	2	1,020,580	6	0	0	1,400,606	17
Irish	543,476	32	51,403	3	270,000	2	458,880	4	1,323,759	41
Hungarian	227,242	6	306,291	8	369,585	1	377,182	4	1,280,300	19
Kazakhstani	273,619	39	262,434	11	606,360	5	104,451	2	1,246,865	57
Croatian	134,571	18	251,407	25	784,490	10	40,200	1	1,210,668	54
Slovak	355,431	7	0	0	741,110	3	0	0	1,096,541	10
Bulgarian	96,651	5	488,691	20	445,838	2	0	0	1,031,180	27
Egyptian	62,826	3	303,382	11	312,320	6	258,044	5	936,573	25
Moroccan	184,154	5	107,019	6	454,025	4	96,835	2	842,033	17
(Of The) United Arab Emirates	108,690	2	0	0	545,420	1	0	0	654,110	3
International ****	117,213	3	0	0	436,042	1	0	0	553,255	4
Moldovan	31,600	4	215,959	15	279,060	2	0	0	526,619	21
Georgian	144,099	9	342,841	18	0	0	0	0	486,940	27
Indian	0	0	0	0	0	0	420,723	3	420,723	3
Tajik	9,604	5	94,778	10	292,736	10	0	0	397,118	25
Kyrgyz	186,488	14	124,188	18	41,976	4	0	0	352,652	36
Armenian	24,820	2	179,393	13	122,074	7	23,970	1	350,257	23
Portuguese	152,610	7	0	0	175,000	2	0	0	327,610	9
Uzbek	177,793	15	32,008	3	115,940	1	0	0	325,741	19
Mongolian	182,976	14	141,943	11	0	0	0	0	324,919	25
Taiwanese	223,554	4	0	0	86,951	3	0	0	310,505	7
Israeli	5,854	1	0	0	270,450	1	0	0	276,304	2
Bosnian	136,054	9	107,360	5	26,180	7	0	0	269,594	21
Azeri	102,581	5	159,300	14	0	0	0	0	261,881	19
Jordanian	42,000	3	160,725	5	0	0	36,460	1	239,185	9
Macedonian	48,398	6	81,535	6	104,845	1	0	0	234,778	13
Tunisian	53,000	4	94,912	6	64,290	2	0	0	212,202	12
Cypriot	35,623	4	150,486	20	0	0	0	0	186,109	24
Belorussian	9,800	1	175,763	16	0	0	0	0	185,563	17
Luxembourgais	157,402	10	6,360	1	0	0	0	0	163,762	11
Latvian	21,000	1	132,250	3	0	0	0	0	153,250	4
Estonian	12,683	2	91,500	3	0	0	48,170	2	152,353	7
Albanian	74,862	5	76,500	6	0	0	0	0	151,362	11
South Korean	96,211	5	2,437	2	0	0	0	0	98,648	7
Montenegrin	65,943	4	8,550	3	0	0	0	0	74,493	7
Argentinian	74,000	1	0	0	0	0	0	0	74,000	1
Turkmen	51,129	4	0	0	0	0	0	0	51,129	4
Cayman Islands	0	0	25,818	2	0	0	0	0	25,818	2
Costa Rica	0	0	25,000	1	0	0	0	0	25,000	1
South African	0	0	23,833	2	0	0	0	0	23,833	2
Pakistani	23,000	1	0	0	0	0	0	0	23,000	1
Bahrani	0	0	20,019	1	0	0	0	0	20,019	1
Singaporean	0	0	19,289	2	0	0	0	0	19,289	2
Slovenian	16,000	1	1,400	1	0	0	0	0	17,400	2
Norwegian	12,705	1	0	0	0	0	0	0	12,705	1
Kuwait	0	0	11,065	1	0	0	0	0	11,065	1
British Virgin Isls	0	0	10,327	1	0	0	0	0	10,327	1
Bermuda	0	0	7,377	1	0	0	0	0	7,377	1
China	0	0	1,660	1	0	0	0	0	1,660	1
	22,506,864	948	29,493,660	1180	77,179,922	274	36,133,859	463	165,314,305	2865

\* Excludes 14 contracts funded from the Bank's loan proceeds in public sector operations, \*\* Includes contracts awarded under Section 5.9 (a), (b) & (c) of the Bank's PP&R

\*\*\* Including Kosovo \*\*\*\* International refers to IDLO based in Rome

**Table 9 - Consultants from EBRD Countries of Operations\* in 2013 and 2012**

	Value of Contract Awards (€) in 2013			Number of Contract Awards in 2013		Total Value of Contracts (€) in 2013 (A)+(B)+(C)	Total Number of Contracts in 2012 (D)+(E)	Value of Contracts (€) awarded in 2012	Number of Contracts awarded in 2012
	TC Funds (A)	Bank Budget (B)	Loan Funds (C)	Direct Selection (D)	Competitive Procedure (E)				
Russian	2,327,968	5,244,386	0	145	35	7,572,354	180	9,435,563	166
Serbian**	4,657,374	520,844	0	62	9	5,178,191	71	1,600,041	63
Ukrainian	3,539,318	1,490,574	0	76	7	5,029,892	83	2,277,052	84
Lithuanian	100,591	3,465,681	0	9	1	3,566,272	10	42,000	4
Turkish	707,497	1,175,338	1,200,325	33	11	3,083,160	44	6,359,945	44
Polish	545,138	1,644,486	0	46	9	2,189,624	55	2,265,809	60
Romanian	149,210	1,465,600	44,846	48	4	1,659,656	52	2,854,767	62
Czech***	1,282,683	117,923	0	11	6	1,400,606	17	5,475,372	23
Hungarian	596,827	683,473	0	14	5	1,280,300	19	239,339	11
Kazakh	879,979	366,886	0	50	7	1,246,865	57	1,462,371	41
Croatian	919,061	291,607	0	43	11	1,210,668	54	729,528	29
Slovak	1,096,541	0	0	7	3	1,096,541	10	921,942	8
Bulgarian	542,489	488,691	0	25	2	1,031,180	27	1,978,789	34
Egyptian	375,146	561,426	0	14	11	936,573	25	479,974	15
Moroccan	638,179	203,853	0	11	6	842,033	17	511,793	12
Bosnian	162,234	107,360	450,825	15	8	720,419	23	547,934	32
Tajik	302,340	94,778	132,218	15	11	529,336	26	164,472	27
Moldovan	310,660	215,959	0	19	2	526,619	21	168,478	19
Georgian	144,099	342,841	0	27	0	486,940	27	476,928	20
Kyrgyz	228,464	124,188	0	32	4	352,652	36	252,146	23
Armenian	146,894	203,363	0	15	8	350,257	23	379,037	22
Uzbek	293,733	32,008	0	18	1	325,741	19	271,780	15
Mongolian	182,976	141,943	0	25	0	324,919	25	403,983	19
Azeri	102,581	159,300	0	19	0	261,881	19	878,882	20
Jordanian	42,000	197,185	0	8	1	239,185	9	796,317	18
Macedonian	153,243	81,535	0	12	1	234,778	13	84,136	13
Tunisian	117,290	94,912	0	10	2	212,202	12	159,900	4
Belorussian	9,800	175,763	0	17	0	185,563	17	161,941	13
Latvian	21,000	132,250	0	4	0	153,250	4	50,674	6
Estonian	12,683	139,670	0	5	2	152,353	7	55,487	4
Albanian	74,862	76,500	0	11	0	151,362	11	211,483	17
Montenegrin	65,943	8,550	0	7	0	74,493	7	117,570	9
Turkman	51,129	0	0	4	0	51,129	4	73,085	9
Slovenian`	16,000	1,400	0	2	0	17,400	2	25,369	4
	<b>20,795,932</b>	<b>20,050,273</b>	<b>1,828,214</b>	<b>859</b>	<b>167</b>	<b>42,674,419</b>	<b>1,026</b>	<b>41,913,887</b>	<b>950</b>

\* Location of the contracted consultant

\*\* including Kosovo

\*\*\* Czech Republic has graduated

**Table 10 - 2013 Consultancy Contract Awards by EBRD Department\* (Value in € and Number)**

Department / Team		TC Funded Contracts		Bank Funded Contracts		TOTAL		
		Value (€)	Number	Value (€)	Number	(TC and Bank Funded Contracts)		
						Value (€)	% of the Total Value of Contracts	Number
		(A)	(B)	(C)	(D)	(A)+(C)		(B)+(D)
Banking	Countries of Operations Group	213,024	22	158,889	3	371,913	0.22%	25
	Small Business Initiative (including BAS)	10,752,199	710	756,332	15	11,508,531	6.96%	725
	Russia	163,833	1	50,047	1	213,880	0.13%	2
	Turkey and Central Asia (TCA)	116,400	3	7,414	1	123,814	0.07%	4
	Central and South Eastern Europe (CSEE)	408,681	15	43,763	4	452,443	0.27%	19
	Southern and Eastern Mediterranean Region (SEMED)	300,322	7	286,114	10	586,436	0.35%	17
	Industry, Commerce and Agribusiness	311,090	8	6,749,802	202	7,060,892	4.27%	210
	Financial Institutions	25,959,707	71	1,844,212	65	27,803,918	16.82%	136
	Infrastructure	37,111,828	156	2,991,101	106	40,102,929	24.26%	262
	Energy and Natural Resources	3,012,501	9	6,821,858	75	9,834,359	5.95%	84
	Non-sectoral/non-regional functions	10,773,778	98	1,171,693	15	11,945,471	7.23%	113
	Banking VP/Contingency	0.00	0	2,539,491	27	2,539,491	1.54%	27
	Evaluation Department	0.00	0	423,750	37	423,750	0.26%	37
	Office of the General Counsel (including retention of Outside Counsel)	0.00	0	20,429,725	719	20,429,725	12.36%	719
	VP, Finance	35,805	2	244,224	9	280,029	0.17%	11
	VP, Risk	830,556	21	1,504,913	42	2,335,469	1.41%	63
VP, Policy	3,494,008	10	1,069,567	10	4,563,575	2.76%	20	
VP, Human Resources and Corporate Services (including IT)	0.00	0	16,319,787	200	16,319,787	9.87%	200	
Office of the Chief Economist	1,104,199	15	574,561	40	1,678,759	1.02%	55	
Office of the General Counsel	4,936,580	71	784,064	30	5,720,644	3.46%	101	
Office of the Chief Compliance Officer (OCCO)	162,275	3	534,690	9	696,965	0.42%	12	
Communications Department	0.00	0	165,230	10	165,230	0.10%	10	
Office of the Secretary General	0.00	0	55,200	8	55,200	0.03%	8	
Presidents’s Office	0.00	0	47,836	3	47,836	0.03%	3	
Corporate Strategy	0.00	0	4,509	1	4,509	0.01%	1	
Internal Audit	0.00	0	48,747	1	48,747	0.03%	1	
Total:		99,686,786	1,222	65,627,519	1643	165,314,302	100.00%	2865

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

**Table 11 - Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by TCT in 2013**

	Open Competition		Targeted <sup>23</sup> Competition	
	Expressed Interest	Contracts Awarded	Expressed Interest	Contracts Awarded
Albania	2			
Armenia	3	2		
Australia	5	2		
Austria	35	9	27	9
Azerbaijan	1			
Bangladesh	1			
Barbados	2			
Belgium	21	3		
Bosnia & Herzegovina	8	5		
Bulgaria	9			
Canada	13	5		
China	1			
Costa Rica	1			
Croatia	29	7		
Czech Republic	32	2	9	2
Denmark	27	3		
Egypt	10	5		
Estonia	1			
Finland	18	2	21	7
France	70	6	11	2
FYR Macedonia	4	1		
Georgia	1			
Germany	152	19	6	2
Greece	27	3		
Hungary	15	2		
Iceland	3			
India	6			
Iran	2			
Ireland	11	3		
Israel	12	1		
Italy	86	2	27	4
Japan	2	1		
Jordan	2	1		
Kazakhstan	21	5		
Kosovo	6			
Kyrgyz Republic	2			
Latvia	6			
Lebanon	1			
Lithuania	4	1		
Luxemburg	2			
Moldova	3	2		
Mongolia	3			
Morocco	5	2		
Netherlands	66	5		
Norway	4			
Pakistan	2			
Poland	20	3		
Portugal	4			
Romania	34	1		
Russian Federation	149	19		
Serbia	16	7		
Singapore	2			
Slovak Republic	8	1	3	1
Slovenia	8			
South Africa	4			
Spain	68	3	45	4
Sweden	30	7	10	2
Switzerland	57	3	5	1
Taiwan	1		2	2
Tajikistan	3	3		
Tunisia	3	2		
Turkey	12	3		
Ukraine	38	5		
United Arab Emirates	4	1		
United Kingdom	682	84		
United States	94	11		
Uzbekistan	1			
	<b>1975</b>	<b>252</b>	<b>166</b>	<b>37</b>

**Note:** Includes contracts awarded by 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

<sup>23</sup> Assignments targeted specifically at consultants from TC donor country

**Table 13 - 2013 Consultancy Contract Awards funded by Technical Cooperation and Special Funds by Funding Agreement**

<b>Funding Agreement</b>	<b>Donor</b>	<b>Status</b>	<b>No</b>	<b>Value (€)</b>
EBRD Shareholder Special Fund	Multi-donor	Untied	323	25,157,593
European Western Balkans Joint Fund - Sub Fund (EBRD Operations under Multi-donor WBJF)	Multi-donor	Untied	11	6,601,295
SIDA-EBRD Municipal Environment and Climate Programme Fund	Sweden	Untied	8	4,987,118
Austria-EBRD Ukraine Energy Efficiency Programme	Austria	Tied	2	3,926,910
EBRD-Austria Fund for Improving the Energy Performance of Buildings in Russian Federal Districts	Austria	Untied	1	3,702,000
Southern and Eastern Mediterranean Multi-Donor Account	Multi-donor	Untied	52	3,584,031
EC SEMED Project Preparation Framework - NIF FUNDED	EU	Untied	31	3,334,361
Regional Energy Efficiency Programme for the Western Balkans	EU	Untied	5	3,110,948
Nuclear Safety Funds	Multi-donor	Untied	6	3,061,194
Global Environment Facility II	GEF	Untied	19	2,541,715
Moldoelectrica Power Transmission Network Rehabilitation Project in Moldova	EU	Untied	1	2,350,270
EU Private Sector Support Facility for Turkey	EU	Untied	26	2,143,180
Early Transition Countries Fund	Multi-donor	Untied	82	2,054,526
Austrian Fund for Municipal Infrastructure	Austria	Tied	8	1,939,008
Japan-Europe Co-operation Fund	Japan	Untied	51	1,515,276
Kozloduy International Decommissioning Support Fund (KIDS)	Multi-donor	Untied	4	1,468,811
TAM/BAS Programme in Eastern Partnership Countries	EU	Untied	109	1,454,423
EC - SME Finance Facility	EU	Untied	5	1,388,381
EC TAM/BAS Egypt Morocco and Tunisia	EU	Untied	63	1,341,246
Central European Initiative - Ministry of Foreign Affairs	Italy	Tied	12	1,157,580
Kyrgyzstan Sustainable Energy Financing Facility (KYRSEFF)	EU	Untied	2	1,128,874
Luxembourg - ODA Technical Co-operation Fund	Luxembourg	Untied	41	1,117,971
Central Asian Technical Assistance Framework for the Preparation and Implementation of EBRD MEI Projects	EU	Untied	7	1,098,795
SIDA-EBRD Ukraine Energy Efficiency and Environment Consultant Cooperation Fund	Sweden	Untied	5	1,046,130
Austria-EBRD Regional Early Transition Countries (ETC) Energy Efficiency Programme	Austria	Tied	1	1,010,170
Private Sector Support Facility for the Western Balkans	EU	Untied	25	981,605
Japan-SEI TC Fund	Japan	Semi-untied	3	916,763
EBRD-ICEX Technical Co-operation	Spain	Tied	12	891,599
Ministry of Foreign Affairs Finland - EBRD TC fund	Finland	Tied	6	884,450
Southern and Eastern Mediterranean Trust Fund	Multi-donor	Untied	13	826,141
Technical Assistance Support for Ukrainian Municipalities	EU	Untied	2	717,240
Central Tajik Water Rehabilitation	EU	Untied	1	708,355
Sweden (SIDA) - EBRD Technical Cooperation Fund - Phase II	Sweden	Tied	3	694,390
Czech Republic ODA TC fund	Czech Republic	Tied	7	633,414
SIDA-EBRD Municipal Environment Investment Technical Cooperation Fund for the Early Transition Countries	Sweden	Untied	1	549,740
US-EBRD SME Special Fund	USA	Untied	49	523,131
Switzerland - North Tajik Water Rehabilitation Project	Switzerland	Semi-untied	1	519,014
EBRD Water Fund	Multi-donor	Untied	1	499,898
Support to SME Development in Mongolia	EU	Untied	20	476,015
Austrian Technical Assistance Co-operation Fund	Austria	Tied	3	469,320
CIF - Clean Technology fund	Multi-donor	Untied	4	469,190
France Technical Cooperation -Treasury	France	Tied	3	437,900
EBRD - Slovak Republic TC Fund	Slovak Republic	Tied	6	416,458
The New Norway Cooperation Fund	Norway	Untied	6	403,675
Taiwan Business - EBRD TC Fund	Taiwan	Semi-untied	18	386,933

**Table 13 cont. - 2013 Consultancy Contract Awards funded by Technical Cooperation and Special Funds by Funding Agreement**

<b>Funding Agreement</b>	<b>Donor</b>	<b>Status</b>	<b>No</b>	<b>Value (€)</b>
MoREEFF Project Consultant for Moldovan Residential Energy Efficiency Finance Facility	Sweden	Untied	1	349,312
Finnish Ministry of Employment and the Economy TC Fund	Finland	Tied	2	330,000
Italian Technical Co-operation	Italy	Tied	11	325,170
EC Municipal Finance Facility TC Special Fund	EU	Untied	2	317,600
Kosovo Sustainable Energy Projects KoSEP	EU	Untied	1	300,000
SIDA-EBRD Energy Efficiency Technical Cooperation Fund for Moldova	Sweden	Untied	1	300,000
Various TC funding for one framework contract and seven framework agreements	Multi-Donor	Untied	8	290,000
Germany II Technical Cooperation Fund	Germany	Tied	2	264,500
Support to SME's sectors in Bosnia and Herzegovina - TAM BAS	EU	Untied	47	224,362
EBRD - EC Energy Efficiency Finance Facility	EU	Untied	1	160,000
EBRD - SECO Kant Water Account	Switzerland	Tied	1	150,000
SIDA-EBRD NDEP Consultancy Account for Russia	Sweden	Tied	1	150,000
EBRD - Middle East and North Africa Transition Fund	EU	Untied	2	130,362
EBRD - Western Balkans Fund	Multi-donor	Untied	1	130,000
Switzerland-EBRD Improvement of Water Supply in Bishkek City Project Fund	Switzerland	Semi-untied	1	129,950
EBRD - Middle East and North Africa Transition Fund	Multi-donor	Untied	3	128,524
EBRD BG Kazakhstan BAS TC	Kazakhstan	Untied	6	124,731
Switzerland-SECO/BAS Fund	Switzerland	Untied	9	113,502
FYR Macedonia Financial Sector Fund	Macedonia	Untied	1	104,845
Netherlands Technical Assistance Co-operation	Netherlands	Tied	1	101,902
EC NIF Regional energy Efficiency Programme for Corporate Sector in Armenia, Azerbaijan, Georgia, Moldova and Ukraine	EU	Untied	3	98,526
Spanish SEI Fund II ODA Fund	Spain	Semi-untied	3	96,682
Support to SME Development in Serbia	EU	Untied	3	94,130
NIF Contribution to the Technical Assistance for Enguri/Vardnili Hydro Power Plant Rehabilitation	EU	Untied	1	90,000
Korean Technical assistance and Cooperation Fund	Korea	Untied	5	78,392
EBRD-DFID Sustainable Energy Initiative Fund	United Kingdom	Untied	3	59,278
SIDA-EBRD BAS Women in Business Fund for Moldova	Sweden	Untied	4	52,607
EBRD SME Facility for Central Asia	EU	Untied	2	44,810
EU Support for Business Development in Kosovo through TAM	EU	Untied	9	41,209
German Federal Ministry for the Environment (ODA) Sustainable Energy Initiative Project Account	Germany	Untied	5	33,259
Implementation of the BAS Programme in the Former Yugoslav Republic of Macedonia	EU	Untied	2	30,688
Implementation of EBRD SBS programmes - EGP and BAS - in the EaP countries Phase 1	EU	Untied	3	30,000
EU/EBRD Energy Efficiency Finance Facility	EU	Untied	1	25,000
Implementation of the TAM Programme in the Former Yugoslav Republic of Macedonia	EU	Untied	5	23,556
Technical Assistance for design, project implementation support and supervision of Armenian Small Municipalities Water Project	EU	Untied	1	22,500
OeEB - EBRD Technical Cooperation Fund	Austria	Untied	2	20,920
Austria BAS Fund	Austria	Untied	1	17,892
Russia Small Business	Multi-donor	Untied	1	17,572
SIDA-EBRD TAM/BAS Energy Efficiency Fund for Moldova	Sweden	Untied	2	16,938
EBRD-Germany Non ODA Sustainable Energy Initiative Project	Germany	Untied	2	14,142
Luxembourg - European Bank Technical Co-operation	Luxembourg	Tied	1	13,888
EBRD - EBSF SEMED SUB ACCOUNT	Multi-donor	Untied	1	8,000
Finnish Technical Cooperation Fund	Finland	Tied	1	5,000