

ENGAGEMENT OF CONSULTANTS BY EBRD
2010

Consultancy Services Unit
Consultancy and Corporate Procurement Department
March 2011

EXECUTIVE SUMMARY

- In 2010, the EBRD and its clients awarded 2,820 consultancy contracts with a total value of €175.00 million. Compared with 2009, the value of contract awards increased by 27.58%, whereas the number of awards remained static.
- Technical Cooperation Funds including Special Funds, made available through the EBRD's donor-funded programmes, provided funding for 1,530 contracts totalling €108.17 million. This represents a 3.59% decrease in number and a 26.28% increase in value of TC funded contract awards from 2009.
- The EBRD Shareholder Special Fund ("SSF") financed 483 contracts with a total value of €27.49 million or 25.41% of the value of all Technical Cooperation funded contract awards, bringing the total value of contracted SSF funds since the Fund became operational in July 2008 to €58.02 million.
- The Bank's budget was used to finance 1,273 contracts with an aggregate value of €50.79 million. There was a small increase in both number and value of Bank funded contract awards compared to 2009 (3.75% and 3.78% respectively).
- In 2010 loan funded consultancy amounted to €16.04 million for 17 contracts, compared to €2.57 million for seven contracts in 2009.
- Competitive selection accounted for 73.99% of the value of all contract awards by the Bank and its clients. The share of the value of directly awarded contracts decreased from 33.16% in 2009 to 26.01% in 2010. In 2008, prior to the threshold for direct selection being raised from €50,000 to €75,000, direct selection amounted to 29.48% of all contracted value.
- 86.92% of the value of all contract awards were in relation to the Bank's operations and various technical cooperation programmes promoting transition. Contracts for the EBRD's institutional needs, such as staff training and IT systems development, amounted to 13.08% of the value of contract awards.
- British consultants had the highest value of contract awards with €44.54 million for 773 contracts. British consultants' share of contracted value decreased, from 28.81% in 2009 to 25.45% in 2010. German and Russian consultants were ranked second and third with €24.92 million (90 contracts) and €15.39 million (191 contracts) respectively.
- The value of contracts awarded to consultants from the Bank's countries of operations amounted to €40.02 million representing a 56.63% increase from 2009 (€25.55 million).

Abbreviations

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

Table of Contents

1. Introduction	5
2. Overall Results Of Consultancy Contract Awards	5
3. Funding Sources	6
4. Consultant Selection Methods	10
5. Consultants Engaged For Operations And Institutional Needs	15
6. Nationality Of Consultants	17
7. Analysis Of Consultancy Contracts By Contracting Department	19
8. Contracting Methods	26
9. Performance Of Consultants.....	27

Annex – Tables of Statistics

1. Introduction

The Annual Report on Engagement of Consultants by EBRD (the “Report”) provides an overview and analysis of consultancy contract awards by the European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) and its clients during 2010 financed either from the Bank’s budget, public sector loan proceeds, Technical Cooperation (“TC”) funds including Special and Cooperation Funds, and funds from the Nuclear Safety Account (“NSA”).

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

The report presents consolidated figures of consultancy contract awards by CSU and two other departments within the Bank with authority to contract consultants for their specific needs - the Office of the General Counsel (“OGC”), responsible for retention of outside counsel, and the “TAM Team”, responsible for engagement of individual consultants for the TurnAround Management (“TAM”) Programme¹. Consultancy contracts funded from public sector loan proceeds contracted by the Bank’s borrowers have also been included².

In response to the Audit Committee’s comments on the 2009 Annual Report on Engagement of Consultants the Report includes some additional analysis of the contracts awarded to firms and individuals and multiple contract awards (Section 7.1), as well as some additional information on assessment of the performance of consultants (Section 9).

References have also been made to the status of the implementation of the recommendations of the Internal Audit Report IAR 07/08 on Bank-managed Consultancy (CS/AU/11-02) dated November 2010, which was discussed by the Audit Committee on 2 February 2011.

It is intended that upon consideration and approval by the Executive Committee and the Audit Committee of the Bank and in accordance with the Bank’s Public Information Policy (“PIP”), the Report will be published on the Bank’s website³.

2. Overall Results of Consultancy Contract Awards

In 2010, the EBRD and its clients awarded 2,820 consultancy contracts with a total value of €175.00 million.

The value of contracts increased by 27.58% compared to the previous year, representing the highest year on year increase since 2006⁴. In contrast with the previous years, the number of contract awards remained at a similar level as in 2009.

The number of contract awards with value above €500,000 increased from 36 contracts for €38.52 million in 2009 to 48 contracts for €69.68 million in 2010, including those for

¹ In 2010 contracts with consultants providing services directly to the Business Advisory Services (“BAS”), that were previously reported in the Annual Reports on Engagement of Consultants as contract awards by the BAS Team, were contracted by CSU

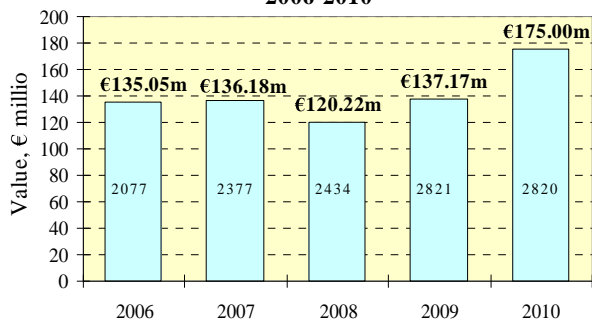
² These contract awards are also reported in the Annual Procurement Review prepared by the Procurement Department

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

⁴ In 2006, there was a 33.33% increase in the value of contract awards compared to 2005 (see Table 2 of the Annex)

implementation of various TC programmes supporting the Bank’s key strategic focus, such as energy efficiency, renewable energy, and Micro, Small and Medium-sized Enterprises (MSME) lending. In addition in 2010 there was an increase in the loan funded consultancy contracts for public sector operations costing more than €500,000 (seven contracts for €18.99 million included in the statistics above).

**Consultancy Contract Awards by EBRD
2006-2010**



The chart illustrates the values and numbers of consultancy contracts awarded by the EBRD between 2006 and 2010.

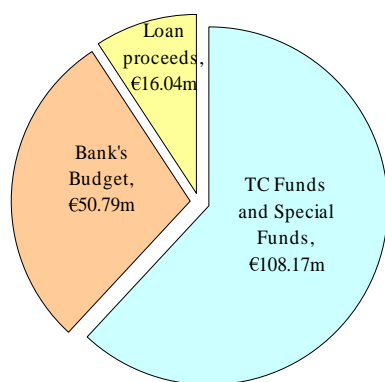
The data includes contract extensions, where contracts have been extended in value with additional scope of work.

3. Funding Sources

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

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

**Value of 2010 Consultancy Contract Awards
by Funding Source**

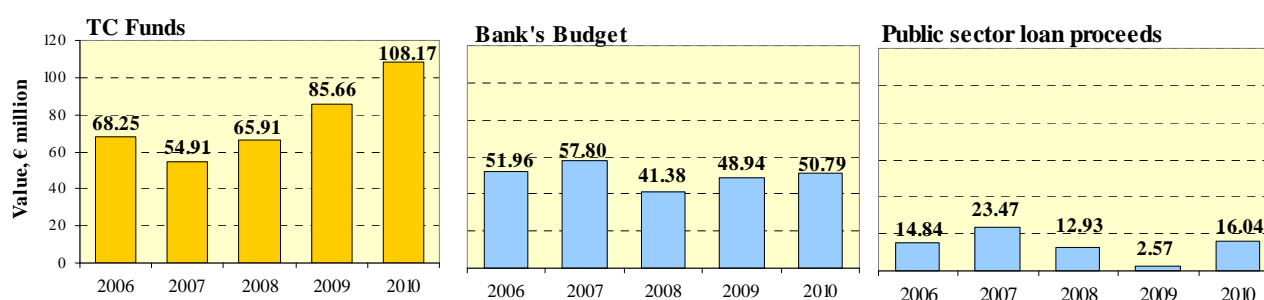


In 2010, TC funding and Special Funds amounted to €108.17 million or 61.81% of the value of all contract awards by the EBRD and its clients. The Bank’s budget amounted to €50.79 million (29.02%), and public sector loan proceeds to €16.04 or 9.17% of the total value. In 2009, the share of TC funded contracts was 62.45%, the Bank’s budget accounted for 35.68% and loan funds for 1.87% of the value of contracted funds.

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

Annex.

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



3.1 Technical Cooperation Funds

In 2010, 1,530 contracts totalling €108.17 million were financed by TC funds made available through the EBRD's donor-funded programmes, including those for the NSA, TAM/BAS programmes and Special Funds. This represents 54.26% of the total number and 61.81% of the total value of all consultancy contract awards by the EBRD in 2010. Compared to 2009, the value of contracted TC funds increased by 26.28%, whereas the number decreased marginally by 3.59% (in 2009, the value and number of TC funded contracts amounted to €85.66 million 1,587 respectively).

For contracts awarded in 2010 TC funding was provided by 44 donors through 93 separate TC contribution agreements, ranging from agreements with single donors for specific projects to programme-wide arrangements involving multiple contributors.

The table below lists the 15 TC donor funds with the highest contracted value in 2010.

	Value, €	Number
EBRD Shareholder Special Fund	27,490,782	483
Early Transition Countries Fund	8,024,269	135
Global Environment Facility II	6,425,936	4
EU Contribution to TAFF Phase II 2010-2012	3,669,698	1
Japan-Europe Co-operation Fund	3,567,695	160
EU NIF Trust: Financial Sector Institution Building & Crisis Response	3,552,037	16
EU - SME Finance Facility	3,170,378	6
Western Balkans Fund	3,034,411	17
EU Private Sector Support Facility for the Western Balkans	3,016,351	102
EU Feasibility Study for the Improvement of Water and Sanitation Systems in Chisinau	2,999,999	1
EU Technical Assistance for Hydropower Rehabilitation Project in Ukraine	2,994,167	2
Kozoloduy International Decommissioning Support Fund (KIDS)	2,994,030	2
EBRD-Germany Non ODA Sustainable Energy Initiative Project	2,880,020	15
USAID Turkey MSME Lending Programme	2,150,617	1
Austrian Technical Cooperation Fund	1,598,980	8

The EBRD Shareholder Special Fund ("SSF") was established with the Bank's net income to complement TC funds provided by other donors in April 2008. It operates on the principle of giving preference to bilateral donors and, with respect to the Early Transition Countries Fund ("ETC") and the Western Balkans Fund, on the principle of matching TC financing provided by other donors enabling leveraging of TC funds.

In 2010, the SSF financed 483 contracts with a total value €27.49 million or 25.41% of the value of all contracted TC funds. There was an increase in contracted SSF funds from the previous years: in 2009, there were 430 SSF funded contract awards with an aggregate value €23.72 million, and in 2008, there were 123 contracts totalling €6.81 million financed from SSF. At the

end of 2010 the total value of contracted SSF funds since the Fund became operational in July 2008 amounted to €58.02 million. Included in the 2010 contract awards funded by the SSF were 235 contracts for €25.53 million by CSU and 248 contracts for €1.96 million by the TAM Programme. Out of 235 contract awards by CSU, six were for consultancy assignments co-financed with other donors of TC funds, compared to 53 contracts co-financed in 2009, as the matching of different funding sources more commonly took place at the project/programme level, rather than the contract level.

The table below lists details of the multiple funded contracts co-financed by the SSF in 2010.

<i>Assignment</i>	<i>Blending of TC Donor Funds</i>	<i>Consultant</i>
Azerbaijan: DemirBank : Assistance with the implementation of SAP Software	ETC: €382,788 SSF: €382,788	Smart Point Consulting LLC, Kazakhstan
Bosnia and Herzegovina: Mahovljani Interchange - Institutional Strengthening of RS Motorways	Western Balkans Joint Fund: €136,040, SSF: €129,090	Egis International, France
Azerbaijan: Baku Stock Exchange Capital Markets Training	ETC: €95,835 SSF: €95,835	Wiener Borse AG, Austria
Georgia: Adjara Solid Waste Management - Corporate Development and Regional Support Programmes for the Autonomous Republic of Adjara and the Solid Waste Company	ETC: €304,425 SSF: €304,425	WYG International Limited, UK
Ukraine: Lviv Public Transport - Urban Transport Regulatory Improvement	Canadian TC Fund: €199,100 SSF: €334,676	Louis Berger SAS, France
Regional: Implementation of Life in Transition Survey II	SSF: €974,000, Canadian TC Fund: €236,000, Central European Initiative (Italy): €90,000, Bank budget: €333,000	IPSOS, UK

The Early Transition Countries Fund⁵ financed by Canada, Finland, Germany, Ireland, Japan, Korea, Luxembourg, the Netherlands, Norway, Spain, Sweden, Switzerland, Taipei China and the United Kingdom provided funding for 135 contracts with a total value €8.02 million. In 2009, there were 154 contracts for €7.15 million financed with ETC fund.

The Global Environment Facility II funds, channelled through the World Bank, provided financing for four contracts totalling €6.43 million, including three contracts for €6.29 million supporting the Ukraine Renewable Energy Direct Lending Facility which aims to provide loan financing for smaller renewable energy projects in Ukraine.

The number and value of contract awards financed by the European Union (EU) through various funding programmes amounted to 280 and €25.33 million respectively. The value of contracted EU funds increased from €15.35 million for 354 contracts in 2009, €10.70 million for 414 contracts in 2008, €14.09 million for 430 contracts in 2007, and €17.08 million for 378 contracts in 2006.

Among bilateral donors, highest contracted values, provided through one or more TC contribution agreements, were by Germany (€4.56 million), Austria (€4.52 million), Japan (€3.57 million), USA (€2.79 million), Sweden (€2.27 million), the Netherlands (€1.62 million), Italy (€1.38 million), Canada (€1.37 million), Switzerland (€1.35 million), Finland (€1.31 million), and Spain (€1.26 million).

⁵ ETC countries: Armenia, Azerbaijan, Belarus, Georgia, Kyrgyz Republic, Moldova, Mongolia, Tajikistan, Turkmenistan and Uzbekistan

TC funds were used to finance consultants carrying out services on behalf of the Bank or its clients in support of the Bank's overall mandate of promoting transition towards open market-oriented economies including implementation of the Bank's key programmes, facilities and initiatives such as sustainability, global financial crisis response and small business finance. TC funds were used to finance projects by the OGC's Legal Transition and Knowledge Management Team ("LTT") aimed at furthering policy dialogue and quality and effectiveness of core areas of the law most directly relevant to the transition process⁶, and various studies carried out by the Office of the Chief Economist ("OCE"), such as the Implementation of the Life in Transition Survey. TC funds were also used to finance various preparation and implementation assistance in relation to specific operations, including capacity building initiatives for the Bank's clients.

The number and value of the 2010 contract awards for the NSD financed from the NSA and included within the TC funded contract statistics, amounted to four contracts and €0.28 million, a decrease from 2009, when there were 12 NSA contracts totalling €0.90 million. In 2008 there were eight NSA contracts totalling €0.27 million.

A comprehensive review of the donors' TC funding is prepared by Official Co-financing Unit ("OCU") and published in the Bank's Annual TC Donor Report⁷.

3.2 Bank's Budget

In 2010, the number and value of contract awards financed from the Bank's budget amounted to 1,273 contracts for €50.79 million (45.14% of the total number and 29.02% of the total value of contract awards). Compared to the previous year, both number and value of Bank funded contract awards increased marginally by 3.75% and 3.78% respectively (in 2009 there were 1,227 contracts for €48.94 million financed from the Bank's budget).

The Bank's budget was used at pre- and post-signing phases of a project cycle to finance project preparation, such as various due diligence assignments, as well as project monitoring, such as lender supervisors and board nominee assignments on investee companies. The Bank's budget is also used to engage consultants for various non-Banking departments required to enable these departments to discharge their functions for the necessary operations of the Bank.

All contract awards for retention of outside counsel contracted by OGC (509 contracts with aggregate value €16.73 million) in response to the needs of the Banking Department, Administration, Human Resources and Treasury were funded from the Bank's budget.

⁶ These TC projects are contracted by CSU

⁷ See: <http://www.ebrd.com/downloads/research/donor/dr10e.pdf>

3.3 Loan Proceeds in Public Sector Operations

In 2010, there were 17 consultancy contracts with an aggregate value of €16.04 million funded by loan proceeds of public sector operations and awarded by the Bank's borrowers directly. These operations were 94.72% financed by the Bank. In 2009, there were seven consultancy contracts totalling €2.57 million funded by loan proceeds in public sector operations with the Bank's financing amounting to 100%.

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

4. Consultant Selection Methods

Consultant selection is carried out by the EBRD in accordance with the Bank's Procurement Policies and Rules ("PP&R"). On 6 May 2009, the Board of Directors of the EBRD adopted a revised version of the PP&R which is applied to all Bank-financed contracts for which the procurement process was initiated after 6 May 2009. The PP&R stipulate⁸ that for consultancy contracts estimated to cost less than €75,000 with individuals or firms, a qualified consultant may be selected directly, without the requirement to prepare a short list. This consultant selection method is referred to as "**direct selection**". For contracts estimated to cost €75,000 or more with individuals, selection is made on the basis of an evaluation of short-listed, qualified candidates and the rationale for the choice is recorded. For contracts with firms that are estimated to cost €75,000 or more and less than €300,000, a short list of qualified firms is prepared. The selection is based on an evaluation of the short-listed firms' proven experience and current expertise related to the assignment, without a requirement that the firms submit specific proposals for carrying out the assignment. This consultant selection method is referred to as "**selection from shortlist**". Major contracts with firms estimated to cost €300,000 or more normally follow a competitive procedure based on invited proposals from a short list of three to six qualified firms. This selection method is based on formal "**evaluation of proposals**".

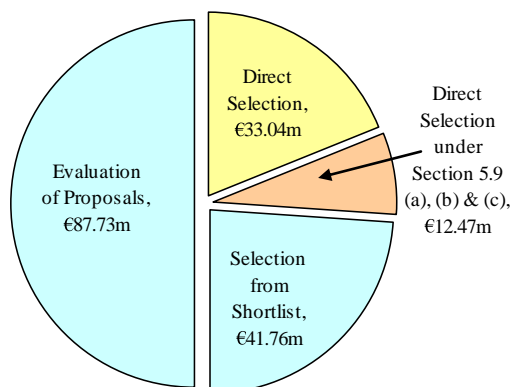
The PP&R also stipulate⁹ that whereas competition through a short list is preferred, in some circumstances it may be necessary or advantageous to engage or continue with a specific consultant, where: (a) the consultant has unique expertise or experience; or (b) the consultant has been or is involved in the early phases of the project such as feasibility or design and it has been determined that continuity is necessary and no advantage would be gained from following competitive procedures; or (c) additional services not included in the original contract have, through unforeseen circumstances, become necessary for the performance of the contracted services, on condition that those additional services cannot be technically or economically separated from the original contract without major inconvenience to the contracting authorities or when such services, although separable from the performance of the original contract, are strictly necessary for its completion. In such cases the consultant in question may be invited to submit a proposal and a contract negotiated directly.

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

⁹ See Section 5.9 of the Bank's PP&R

Table 3 of the Annex details the numbers and values of consultancy contracts and extensions by consultant selection method (direct selection, direct selection under Section 5.9 (a), (b) and (c) of the PP&R, selection from shortlist and evaluation of proposals) for TC funded contracts, Bank funded contracts and contracts funded by loan proceeds of public sector operations awarded in 2010.

Value of Consultancy Contract Awards in 2010 by Consultant Selection Method



In 2010, the number and value of contracts awarded following a competitive consultant selection process (either evaluation of proposals or selection from shortlist) amounted to 717 contracts for €129.49 million, or 25.43% of the value and 73.99% of the number all contract awards.

Further 2,103 contracts with an aggregate value €45.51 million were awarded through direct selection, including 219 contracts for €12.47 million under Section 5.9 of the Bank's PP&R. This represents 74.57% of the total number and 26.01% of the total value of the 2010 contract awards.

The table below compares the values and numbers of contract awards by selection method for 2010 and 2009. In comparison to 2009, there was a decrease in the share of value of contracts awarded through direct selection as well as awards under Section 5.9 (a), (b) & (c) of the Bank's PP&R.

	2010			2009		
	Value, €	% of Total Value	Number	Value, €	% of Total Value	Number
Direct Selection	33,039,306	18.88%	1,884	34,080,262	24.85%	1,983
Direct Selection under Section 5.9	12,471,838	7.13%	219	11,400,337	8.31%	208
Selection from Shortlist	41,758,735	23.86%	545	29,058,307	21.18%	475
Evaluation of Proposals	87,729,637	50.13%	172	62,629,959	45.66%	155
	174,999,516	100%	2,820	137,168,865	100%	2,821

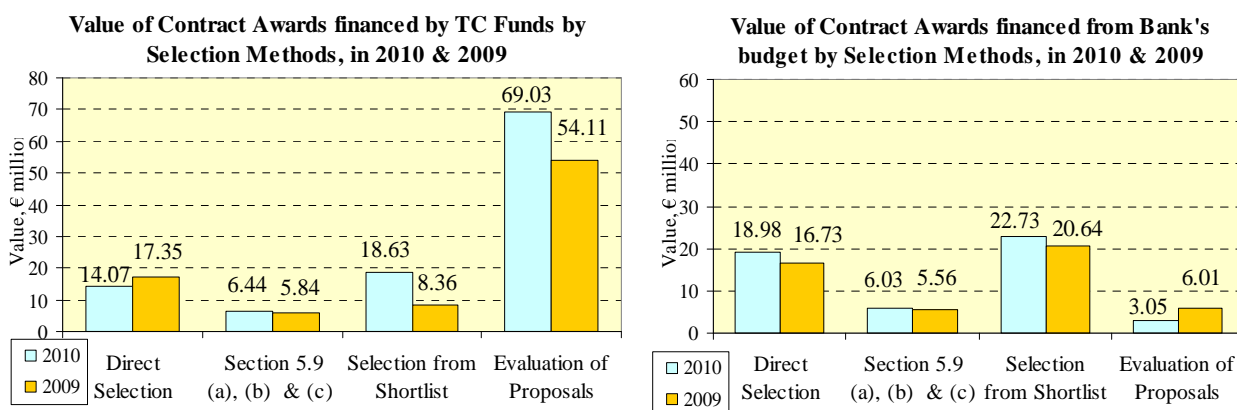
The table below shows the share of value of the 2010 contract awards by selection method for TC and Bank funded contracts. 17 contracts for consultancy services with a total value of €16,041,349 funded from public sector loan proceeds were awarded following either selection from shortlist or evaluation of proposals processes (see Table 3 of the Annex for details).

	TC Funds			Bank Budget		
	Value, €	% of Total Value	Number	Value, €	% of Total Value	Number
Direct Selection	14,067,122	13.01%	1,097	18,972,184	37.35%	787
Direct Selection under Section 5.9	6,440,271	5.95%	121	6,031,567	11.88%	98
Selection from Shortlist	18,634,657	17.23%	185	22,732,558	44.76%	357
Evaluation of Proposals	69,027,319	63.81%	127	3,052,489	6.01%	31
	108,169,369	100%	1,530	50,788,798	100%	1,273

Only a small share of the contracts funded from the Bank’s budget were awarded through evaluation of proposals (6.01% or €3.05 million) as there were not many contracts and extensions in excess of €300,000 with firms that required application of this consultant selection method. Among these were contracts for the Lender’s Supervisor for the LUKoil Overseas Shah Deniz Projects, *Consultant:* Morning Star Consultants, USA, *Contract Value:* €660,950; the Corporate Procurement Systems Implementation Project, *Consultant:* HCL Axon, UK, *Contract Value:* €706,342 for one contract and two extensions; the Risk Management Systems project final implementation stages, *Consultant:* Deloitte MCS Ltd, UK, *Contract Value:* €392,541 for two extensions; and the Review & Implementation of Bank's Information Security Framework, *Consultant:* Deloitte LLP, UK, *Contract Value:* €270,065 (extensions envisaged). Also included in the 31 Bank funded contracts awarded through evaluation of proposals were 14 framework agreements for integrity investigations and environmental due diligence assignments in relation to specific operations.

98 contracts (nine new contracts and 89 extensions) with a total value of €6.03 million funded from the Bank budget were justified by teams and approved by the Director of CCPD or Head of CSU as awards under Section 5.9 (a), (b) or (c) of the Bank’s PP&R. These, among others, included contracts for the Bank’s Organisation Capacity Building Analyses, *Consultant:* Oliver Wyman Ltd, UK, *Contract Value:* €345,181 for three extensions; an administrative fact finding enquiry for the Office of the Chief Compliance Officer, *Contract Value:* €347,707 for one contract and two extensions; the Summit Upgrade Strategy Review, *Consultant:* Deloitte MCS Ltd, UK, *Contract Value:* €229,475 for one contract and four extensions; and the Training Course on Project Finance for the Bank’s staff, *Consultant:* International Faculty of Finance, UK, *Contract Value:* €149,579. Out of 98 contracts and extensions awarded under Section 5.9, 91 were justified under Section 5.9 (b), six were justified under Section 5.9 (a) or a combination of (a) and (b), and one contract was justified under Section 5.9 (c). Out of 98, 30 contracts or extensions were for internal consultants based at the Bank’s Headquarters and Resident Offices.

The distribution of value comparing 2010 and 2009 contract awards by consultant selection method for contracts funded by TC funds and the Bank’s budget (excluding loan proceeds) is presented in the charts below.



Whilst the value of TC funded contracts awarded by direct selection, excluding contract awards under Section 5.9 (a), (b) & (c) of the Bank’s PP&R, decreased by 18.90%, the value of directly awarded Bank funded contracts increased by 13.45%. The value of contracts and extensions awarded under Section 5.9 (a), (b) & (c) of the Bank’s PP&R increased for both TC and Bank funded contracts (by 10.27% and 8.45% respectively). All contracts and extensions awarded under Section 5.9 of the Bank’s PP&R were reviewed and approved either by the TC Committee

for TC funded contracts, or by Director of CPPD for contracts funded from the Bank budget. There was a significant increase in the number of TC funded extensions awarded under Section 5.9 of the Bank's PP&R (from 27 in 2009, to 98 in 2010 – see Table 3 of the Annex). The reason for this increase was the stricter reporting standards applied by CSU for contract extensions awarded by the BAS Programme: wherever supporting documents to verify the original competitive selection process were not available, contract extensions for long term BAS Programme consultants were recorded as direct selection under Section 5.9 (b) of the Bank's PP&R. In 2010, there were 83 such contract extensions with a total value €1,223,824.

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

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

“**Tied**” funding has eligibility requirements, restricting its use to financing consultants of the donor's nationality. Tied funding normally allows for local consultants (i.e. consultants from the country of operation where the project takes place, or from any of the Bank's country of operations) to participate in the assignments by allocating a proportion of the funds, either in consortium with a firm of the nationality of the donor or on a stand-alone basis. The proportion can vary between 10% and 50%. TC funds that carry no nationality eligibility restrictions on consultant participation are referred to as “**untied**” funds. TC contribution agreements carrying only broad nationality restrictions or those with restrictions applied to a portion of the funds provided (thus including both tied and untied elements) are classified as “**semi-untied**” funds. In 2010, there were 1,530 contract awards with a total value of €108.17 million financed by TC funds. The table below presents a breakdown of the TC funded contracts for tied, untied and semi-untied TC funding, in comparison to 2009.

	2010				2009			
	Value, €	% of Total Value	No	% of Total No	Value, €	% of Total Value	No	% of Total No
Tied	12,559,323	11.61%	227	14.84%	14,860,399	17.35%	223	14.05%
Untied	91,506,505	84.60%	1,265	82.68%	67,952,016	79.32%	1,123	70.76%
Semi-Untied	4,103,541	3.79%	38	2.48%	2,850,853	3.33%	241	15.19%
	108,169,369	100%	1,530	100%	85,663,268	100%	1,587	100%

The distribution of tied TC funds contracted in 2010 by the donor country is presented in the table overleaf. In 2010, tied funding financed 227 consultancy contracts with an aggregate value of €12.56 million or 11.61% of the total value of contracted TC funds. 16 bilateral donors, through 24 different contribution agreements, provided TC funding on a tied basis.

	Value, €	No
Austria	3,849,119	12
Belgium	62,806	6
Canada	19,318	8
Denmark	138,307	1
Finland	1,308,394	13
Germany	1,376,465	7
Greece	195,022	13
Ireland	44,139	13
Italy	1,381,459	69
Luxembourg	711,049	53
Netherlands	1,223,969	5
Portugal	300,270	13
Slovak Republic	407,887	3
Spain	761,032	3
Sweden	654,301	3
Switzerland	125,786	5
	€12,559,323	227

There has been a decrease in both value and share of value of tied TC funds contracted in 2010 compared to 2009 (€14.86 million for 223 contracts, or 17.35% of the contracted TC funds).

In February 2010, the Grant Planning Meeting took place which debated the need for the EBRD to move towards untying the grant funds in line with other Multilateral Development Banks (“MDBs”). As a result tied funding currently incurs a higher management fee and it is expected that on completion of the current CRR4 period, i.e. in 2016 all TC funds will be untied.

In 2010, the share of untied and semi-untied funding amounted to 88.39% of all contracted TC funds, compared to 82.65% in 2009 (€70.80 million for 1,364 contracts). All multi-donor funds including SSF, ETC Fund, Western Balkans Fund, Clean Technology Fund, Kozoloduy International Decommissioning Support Fund and others, provided financing on an untied basis. All EU funds are now untied, with the exception of the EU/EBRD Energy Efficiency Finance Facility which is classified as semi-untied.

4.2 Targeted Selection

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

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

Out of 242 TC funded contracts, excluding extensions, with a total value of €78.66 million awarded in 2010 following a new competitive consultant selection process, 202 contracts totalling €68.16 million were awarded following **unrestricted or open** consultant selection process i.e. these assignments were open to consultants of all nationalities without restrictions in participation. This number included 12 framework agreements with potential value of €7.16 million (the actual value is recorded at the call-off notice award level). The remaining 40 contracts for an aggregate amount of €10.50 million were awarded as the result of consultant selection processes **targeted** specifically at consultants from the countries specified in contribution agreements with the donors of TC funds. In 2009, there were 28 contracts worth €9.28 million awarded as the result of a targeted consultant selection process.

5. Consultants Engaged for Operations and Institutional Needs

5.1 Consultancy Contracts in relation to the EBRD's Operations

Out of 2,820 consultancy contract awards by the EBRD and its borrowers in 2010, 85.32% of the total number (2,406) and 86.92% of the total value (€152.11 million) were either for specific operations, including project preparation and project implementation loan/transaction assistance to the Bank's clients, or for assistance with implementation of the Bank's key programmes, facilities and initiatives promoting transition in the Bank's countries of operations, such as sustainable energy and global financial crisis response. These figures included 1,483 contracts for €103.88 million financed by TC funds, 17 contracts for €16.04 million funded by loan proceeds in public sector operations, and 906 contracts for €32.19 million funded from the Bank's budget including retention of outside counsel by OGC (463 contracts totalling €16.22 million by OGC were for the needs of the Banking Department)¹⁰.

As the Bank responded to the financial crisis in the EBRD's region, consultancy contracts supporting financial institutions/SMEs had the highest value at €38.37 million in 2010 (€31.56 million in 2009). The value of contract awards in the municipal and environmental infrastructure/transport sectors amounted to €32.95 million compared to €23.61 million in 2009. The value of contracts for projects in the power and energy sector amounted to €25.75 million. €13.80 million worth of contracts were for assignments in various energy efficiency and renewable energy projects, including policy dialogue led by the Office of the Chief Economist (OCE), such as the Energy Efficiency Policies in the Transport Sector Study, *Consultant: COWI A/S, Denmark, Contract Value: €138,307, Funding Source: Danish Technical Assistance Cooperation Fund*.

Among the Bank's 29 countries of operations, the highest value of contract awards for operational needs were in Russian Federation with €20.23 million worth of contracts, followed by Ukraine (€19.55 million), and Georgia (€11.73 million).

5.2 Consultants Engaged for the Bank's Institutional Needs

In 2010, 414 contracts with a total value of €22.89 million were for consultancy assignment related to the Bank's institutional needs (14.68% of the total numbers and 13.08% of the total value of contract awards). In 2009, there were 337 such contracts totalling €20.51 million.

Contracts for the Bank's institutional needs included, among others, contracts for the corporate procurement systems implementation, organisation capacity building, IT development, staff training and coaching, executive searches for Human Resources, assistance with the Bank's publications, advice on the maintenance of the EBRD Headquarters building and Resident Offices. Economic studies by the Office of the Chief Economist Office, such as the study on migration in Ukraine and its consequences and the study of transition and living standards in Azerbaijan as the result of EBRD operations, have been included in the contracts for the Bank's institutional needs. Within contracts for the Bank's institutional needs are those awarded to internal consultants either for provision of specialised expertise or to supplement human resources requirements.

¹⁰ 96.03% of the value of TC funded contracts and 63.38% of the value of the contracts funded from the Bank's budget were for the Bank's operational needs

The value of contract awards to consultants retained for the Bank's IT systems development, upgrade and maintenance amounted to €10.37 million for 134 contracts, compared to €13.75 million for 117 contracts in 2009, and €8.14 million for 125 contracts in 2008.

The Office of the Chief Economist required 48 contracts totalling €3.47 million for various studies and assistance with publications. The Office of the Chief Compliance Officer engaged consultants in relation to the Bank's internal compliance requirements, the Project Complaints Mechanism and various investigations (29 contracts for €1.30 million). The Evaluation Department performing project, sector, policies and programmes assessments required 21 contracts totalling €0.60 million. A summary of consultancy contract awards for all non-Banking departments are presented in Table 10 of the Annex.

Out of 414, 367 contracts with a total value of €18.60 million were funded from the Bank's budget. The remaining 47 contracts for €4.29 million were financed from TC funds (including the Implementation of Life in Transition II Survey in Ukraine, Russia, Georgia, Armenia, *Consultant: Ipsos, UK, Contract Value: €1,633,000* co-financed from the EBRD-Canada Technical Cooperation Fund, Shareholder Special Fund, Central European Initiative Fund and Bank budget).

Out of 414 contracts with a total value of €22.89 million, 279 contracts for €15.72 million, or 70.07% of all contracts for the Bank's institutional needs, were awarded to the British consultants. Among other consultant nationalities engaged for the Bank's institutional needs were American (13 contracts for €1.10 million), Australian (eight contracts for €0.60 million), and Austrian consultants (two contracts for €0.58 million).

Internal Consultants

Internal consultants are defined as those required to perform services at the Bank's Headquarters or its Resident Offices, under the guidance and supervision of Bank staff, and for no less than six consecutive calendar months or 60 consecutive working days. Proposed engagement of internal consultants is jointly reviewed by CSU and Human Resources in order to ensure that there are no other options of engagement (including contracts of employment) and costs (including "least cost" option, taking into account the administrative support costs to the Bank) preferable to the Bank. If the period of the services is expected to exceed 12 months, internal approvals from the Executive Committee member of the department requesting the engagement and the Vice President of Operational Policies are also required. In 2010, there were 132 contracts with a total value €9.04 million awarded to internal consultants, compared to 138 contracts totalling €10.28 million in 2009. As a result of the Internal Audit's recommendations, some of the internal consultants are being considered for employment under short term contracts. The Internal Audit also recommended for additional reference checks to be carried out on internal consultants to minimise risks to the Bank.

6. Nationality of Consultants

6.1 Overall Results

Among 67 consultant nationalities engaged by the Bank in 2010, British consultants had the highest value of contract awards with €44.54 million for 773 contracts. British consultants' share of the contracted value amounted to 25.45%, a decrease compared to the previous three years – in 2009 their share amounted to 28.81% (€39.52 million for 796 contracts), in 2008 to 30.09% (€36.17 million for 729 contracts) and in 2007 to 40.52% (€55.18 million for 683 contracts). Out of €44.54 million of contracts awarded to British consultants, more than half were funded from the Bank's budget (€26.12 million). Among the 773 contracts, 474 for €14.12 million (or 31.70% of the value of contract awards to British consultants) were awarded by direct selection. The remaining 299 contracts with a total value of €30.42 million (including contract extensions and competitively awarded call-off notices under existing framework agreements) were awarded through competitive selection. British consultants' expertise ranged from information technology, financial, accounting, legal, engineering, environmental, procurement, integrity, marketing across all sectors including financial institutions, SME, energy efficiency, power and energy, transport and manufacturing. Included in the contract statistics are 93 contracts totalling €869,008 by the TurnAround Management Programme for provision of management advice. A significant share of contracts awarded to British consultants was for the Bank's institutional needs (279 contracts for €15.72 million) due to their proximity to the Bank's Headquarters.

German consultants were ranked second with €24.92 million (a 14.24% share) for 90 contracts, compared to €17.83 million (a 13.00% share) for 105 contracts in 2009. As in the previous year, German consultants had the largest share of contracted TC funds (€21.19 million). The industry sectors that German consultants were engaged in covered a wide spectrum including MSME, financial institutions, power and energy and municipal infrastructure. The 2010 consultancy contract awards included 20 contracts totalling €151,470 by the TurnAround Management Programme for provision of management advice. Out of 90 contract awards to German consultants, 41 contracts totalling €22.96 million were awarded following competitive selection.

Russian consultants retained the third place below the British and German consultants with 191 contracts totalling €15.39 million (an 8.79% share and a significant increase from €8.51 million worth of contracts (183 contracts) awarded to Russian consultants in 2009). Out of 191 contracts, 138 for €4.05 million (26.32% of the value of contract awards to Russian consultants) were awarded by direct selection. The main areas of expertise were in the economic reform, municipal infrastructure and MSME sectors. Many of the Russian consultants engaged by the Bank were Russian offices of international firms such as KPMG, COWI, Ernst & Young, and others.

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

Table 7 details the ranking of consultant nationalities¹¹ engaged by the Bank in 2010 by value of contract awards, for TC funded, Bank budget and loan funded contracts. Table 8 of the Annex provides details of contracts for 67 consultant nationalities awarded through direct selection vs. competitive selection, for TC funds and Bank's budget.

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

6.2 Consultants from the Bank's Countries of Operations

2010 was a successful year for consultants from the Bank's countries of operations. The value of contract awards to local consultants amounted to €40.02 million for 931 contract awards, representing a 56.63% increase in value and a 9.02% increase in number of contract awards compared to 2009 (€25.55 million for 854 contracts). Included in the contract awards to local consultants are 317 contracts with total value €10.16 million by OGC. Russian consultants were the second highest ranked nationality (after British consultants) for contract awards by OGC (€4.83 million for 90 contracts).

The 2010 highlights of contract awards to consultants from the Bank's countries of operations included:

- *Assignment:* Project Consultant for Residential Energy Efficiency Credit Line Facility No. 2 (2010 - 2014) in Bulgaria
Consultant: Ivel Consult, Bulgaria
Contract Value: €2,720,000
Funding Source: Kozoloduy International Decommissioning Support Fund)
- *Assignment:* The EU/EBRD Croatia Private Sector Support Facility (PSSF): Energy Efficiency (SEFF) and SME Competitiveness Support (SME-CSF) - Project Consultant
Consultant: Energy Institute Hrvoje Pozar, Croatia
Contract Value: €1,099,992
Funding Source: EBRD Water Fund
- *Assignment:* The Kaliningrad Northern Dimension Foundation in Russia - District Heating Expert Advice
Consultant: ZAO Prospect, Russia
Contract Value: €361,915
Funding Source: Northern Dimension Environmental Partnership Support Fund.

Table 9 of the Annex details the value and number of contract awards to consultants from the Bank's countries of operations in comparison to 2009, for TC, Bank and loan funded contracts as well as the number of contracts awarded directly and through a competitive selection process.

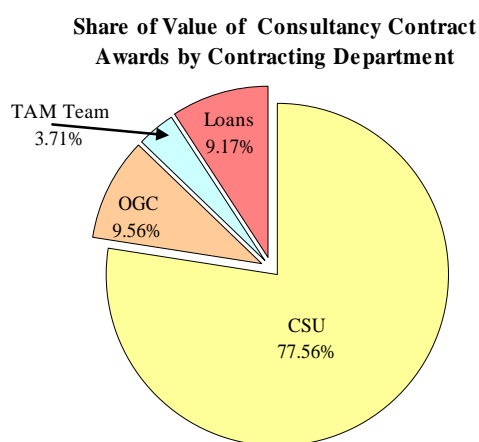
¹¹ Only nationality of the lead firm is recorded

The number of contracts awarded to local consultants through competitive selection increased from 91 in 2009 to 205 in 2010.

In 2010 consultants from the Russian Federation, Bulgaria, Romania and Croatia had the highest share of the value of contract awards among local consultants.

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

7. Analysis of Consultancy Contracts by Contracting Department

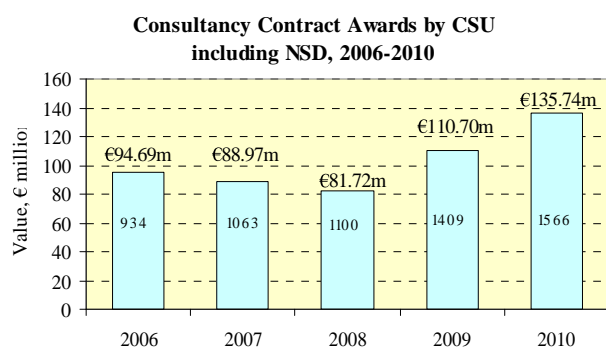


The distribution of the contract awards by each respective department in 2010 in comparison to 2009 is presented in Table 1 of the Annex.

In 2010, CSU was responsible for contracting 77.57% of the total value of consultancy contract awards by the Bank. CSU took over contracting of consultants providing services directly to the BAS Programme which, in the previous years, were contracted by the BAS team (in 2010 CSU prepared 252 such contracts with an aggregate value of €2.92 million for the BAS Programme). It should be

noted that contracting of BAS project consultants advising clients is done by BAS clients, who are beneficiaries of business advisory services, through TC funded grant agreements that are prepared in the BAS Offices.

7.1 Consultancy Contracts Awarded by Consultancy Services Unit



In 2010, 1,566 contracts with a total value of €135.74 million were awarded through CSU. These contracts included four contracts totalling €0.28 financed from the NSA contracted for the Nuclear Safety Department.

The number and value of contract awards by CSU increased by 11.14% and 22.62% respectively compared to 2009.

1,100 new contracts amounted to €108.41 million, whereas 466 contract extensions (in value with additional scope of work) amounted to €27.33 million. Among contract awards by CSU,

there were 802 contracts totalling €101.68 million financed with TC funds, and 764 contracts with total value of €34.06 million financed with the Bank's budget.

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

CSU Contract Awards: TC Funds

	2010			2009		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	7,576,031	7.45%	369	7,110,820	9.43%	296
Direct Selection Section 5.9	6,440,271	6.33%	121	5,844,814	7.75%	99
Selection From Shortlist	18,634,657	18.33%	185	8,337,618	11.06%	107
Evaluation of Proposals	69,027,319	67.89%	127	54,106,018	71.76%	134
	101,678,278	100%	802	75,399,270	100%	636

CSU Contract Awards: Bank's Budget

	2010			2009		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	9,246,767	27.15%	375	9,548,962	27.05%	397
Direct Selection Section 5.9	4,444,547	13.05%	70	4,064,960	11.52%	62
Selection From Shortlist	17,314,483	50.84%	288	15,677,408	44.41%	299
Evaluation of Proposals	3,052,489	8.96%	31	6,009,430	17.02%	15
	34,058,286	100%	764	35,300,760	100%	773

Consultant Selection Methods for Individuals and Firms

Among the 1,566 contracts awards by CSU, there were 639 contracts with a total value of €23.21 million for individual services, and 927 contracts for €112.53 million with firms including lead firms of consortia. The table below compares the value and number of contract awards by selection methods for individual and corporate services.

	Individual Consultants*			Firms/Consortia of Firms**		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	3,508,374	15.12%	233	13,311,635	11.83%	510
Direct Selection Section 5.9	4,854,235	20.91%	153	6,033,372	5.36%	39
Selection From Shortlist	14,846,874	63.97%	253	21,102,267	18.75%	220
Evaluation of Proposals	n/a***	n/a***	n/a***	72,079,807	64.06%	158
	23,209,483	100%	639	112,527,081	100%	927

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

** Lead Firm is contracted

*** Selection from shortlist is the most competitive method used for selecting individual consultants

Out of €23.21 million of contracts with individual consultants €6.37 million were TC funded and €16.84 million were funded from the Bank's budget. Nearly half of the value of awards to individuals went to British consultants (€10.39 million or 44.77%) which, due to their proximity to the Bank's Headquarters, were largely engaged to provide consultancy services as internal consultants, such as IT development. Out of €112.53 million of contract awards to firms or consortia of firms €95.31 million were financed by TC funds and €17.22 million were financed from the Bank's budget. €27.42 million or 24.37% were contracts awarded to UK-based firms.

The table below shows the top five consultant nationalities by the value of contract awards¹², with individuals and firms/lead firms of consortiums.

	TOTAL		Contracts with Individuals		Contracts with Firms/Lead Firms of Consortia	
	Value, €	No	Value, €	No	Value,€	No
British	37,812,572	531	10,392,409	173	27,420,163	358
German	22,275,315	67	774,255	21	21,501,060	46
Russian	10,519,777	31	288,856	11	10,230,921	20
French	7,210,961	99	702,077	42	6,508,884	57
Austrian	6,717,752	31	682,824	9	6,034,928	22

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

Multiple Contract Awards

In 2010, 1,566 consultancy contracts were awarded by CSU to 939 consultants (either individuals or firms) contracted by the Bank and its clients, compared to 802 consultants awarded 1,409 contracts in 2009. **Regional offices of multinational consulting firms located in different countries are reported by CSU as separate contracting entities.** Out of the 939, 647 consultants had one contract award (total value of these contracts amounted to €52.00 million) and 292 consultants had two or more contract awards, including contract extensions with additional scope of work and budget to previous assignments. The 292 consultants with multiple contract awards included 179 consultants with two contract awards (€27.79 million), 60 consultants with three contract awards (€12.41 million), 22 with four contract awards (€7.95 million), and the remaining 31 had five or more contract awards (€35.59 million). Among consultants with five or more contract awards there were four individual consultants and 27 consultancy firms. Multiple contract awards included stand alone contracts, extensions in value, as well as framework agreements and call-off notices under existing framework agreements. Framework agreements are instruments used by the Bank for retaining of consultants for performance of similar or repetitive assignments. Following competitive selection, consultants are awarded framework agreements which contain broad terms of reference defining the nature and scope of services that may be required and applicable fee rates. Only as and when the Bank identifies the requirement for specific services, an individual call-off notice is awarded. In 2010, there were 180 call-off notices with an aggregate value €9.32 million awarded to 34 consultants pre-selected for the provision of services under various framework agreements as described above. Out of 180 call-off notices, 98 for €6.48 million were awarded following secondary competition among consultants with framework agreements.

For clarity of the analysis of multiple contract awards to the same consultancy firm, the table overleaf lists 16 consultancy firms with five or more contract awards by consultant selection method, excluding all call-off notices under existing framework agreements. Consultancy firms with five or more call-off notices awarded in 2010 are listed separately on page 19.

¹² CSU data only

	Area of expertise	Number			Value, €		
		Direct Selection	Competitive Selection	Total	Direct Selection	Competitive Selection	Total
Frankfurt School of Finance & Management, Germany	Banking	1	10	11	52,815	7,321,527	7,374,342
Scott Wilson Limited, UK	Engineering	7	3	10	141,656	481,581	623,237
Cowi A/S, Denmark	Engineering & Environmental	4	5	9	205,836	849,307	1,055,143
Corporate Governance Center, Armenia	Legal	7	0	7	147,962	0	147,962
Deloitte MCS Ltd, UK	IT	5	2	7	231,778	392,541	624,319
DAI Europe Ltd, UK	Banking	1	5	6	100,000	2,761,414	2,861,414
Fichtner GmbH & Co. Kg, Germany	Engineering	1	5	6	73,945	5,696,765	5,770,710
MWH S.P.A., Italy	Engineering	3	3	6	98,940	1,271,650	1,370,590
Ove Arup & Partners International Ltd, UK	Multi-disciplinary	0	6	6	0	1,677,877	1,677,877
Poyry Finland OY, Finland	Industry	4	2	6	168,313	375,537	543,847
Cornerstone Grg Ltd, UK	Security	5	0	5	98,324	0	98,324
Egis International, France	Engineering	0	5	5	0	2,161,080	2,161,080
Grontmij / Carl Bro A/S, Denmark	Engineering & Environmental	3	2	5	158,772	759,488	918,260
Ipsos, UK ¹³	Economics	0	5	5	0	1,633,000	1,633,000
Mott MacDonald Limited, UK	Engineering	2	3	5	36,165	316,604	352,769
Wiener Borse AG, Austria	Finance	0	5	5	0	771,176	771,176

The table below lists multiple awards by the Banking Department (CSU data only). Consultants, including individuals, with the highest number of multiple awards by each of the banking teams are listed. For the reason described above call-off notices under framework agreements have been excluded from this analysis.

Banking Team	Consultant Name, Nationality	Number	Value, €
Energy Efficiency & Climate Change	Mercados EMI S.A., Spain	2	1,392,400
	D'Appolonia S.P.A., Italy	2	601,905
	Economic Consulting Associates Ltd,	2	574,950
Central and South Eastern Europe	Studio Legale Tonucci, Italy	3	43,860
	Studio Legale Tributario Associato, Italy	2	100,410
	A. T. Kearney S.P.A., Italy	2	95,000
Energy and Natural Resources	Fichtner GmbH & Co. KG, Germany	5	1,570,700
	Poyry Energy GmbH, Austria	3	58,500
	Mott Macdonald Limited, UK	2	316,605
Financial Institutions including Group for Small Business	Frankfurt School of Finance and Management, Germany	11	7,374,342
	DAI Europe Ltd, UK	6	2,861,414
	Wiener Borse AG, Austria	5	771,176
Industry, Commerce and Agribusiness (excluding BAS/TAM Programme)	WS Atkins International Limited, UK	2	156,000
	Dunlop Consultancy, UK	2	105,886
	Deloitte & Touche CIS, Russia	2	82,240
Infrastructure	Scott Wilson Limited, UK	10	623,237
	COWI A/S, Denmark	7	916,836
	EGIS International, France	5	2,161,080
BAS/TAM Programme	Prenga Ergyseda, Albania	5	14,185
	Armen Asatryan, Armenia	4	50,170
	Alla Edmond, Albania	4	19,631
Turkey, Eastern Europe, Caucasus and Central Asia	Corporate Governance Center, Armenia	6	145,320
	TM Audit CJSC, Armenia	4	126,990
	ACT Partnership, Turkmenistan	3	35,000

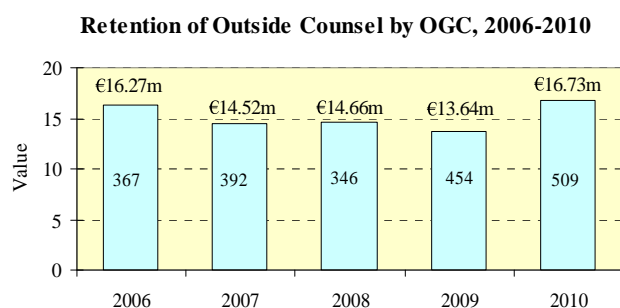
¹³ One contract award funded from five different funding sources

The table below lists 10 consultants with five or more call-off notices awarded under existing framework agreements with the Bank in 2010. The Bank's PP&R apply in consultant selection for award of call-off notices, i.e. any call-off notices with value of €75,000 or above are awarded following competition among consultants with framework agreements. However, some framework agreements, such as for integrity investigations services, specify that the Bank will request proposals from framework agreement holders prior to any call-off notice being issued by the Bank. Call-off notices under various framework agreements for energy efficiency services are usually low value and mainly awarded through direct selection.

	Type of Services	No	Value, €
GPW Ltd., UK	Integrity Investigations	32	1,024,093
The Risk Advisory Group Plc, UK	Integrity Investigations	26	618,601
MWH S.P.A., Italy	Energy Efficiency	16	683,482
D'Appolonia S.P.A., Italy	Energy Efficiency	15	491,354
Control Risks Group Limited, UK	Integrity Investigations	10	217,081
Haskoning Nederland B.V., Netherlands	Energy Efficiency	9	321,355
Environ UK Limited, UK	Environmental Services	8	119,239
Deloitte LLP, UK	Integrity Investigations	7	167,169
KPMG Limited Moscow Representative Office, Russia	Integrity Investigations	6	97,441
LDK Group, Greece	Energy Efficiency	5	194,291
Poyry AS, Norway	Energy Efficiency	5	171,620

7.2 Contracts awarded by OGC

In 2010, OGC awarded 509 contracts with a total value €16.73 million.



This represents a 12.11% increase in numbers and a 22.65% increase in value of OGC contract awards compared to 2009 (454 contracts for €13.64 million).

Out of 509, 412 contracts with a total value of €9.73 million were awarded by direct selection from the OGC database of registered law firms. Further 28 contracts with an aggregate value of €1.58 million were awarded directly under Section 5.9 of the Bank's PP&R. The remaining 69 contracts totalling €5.42 million were awarded following competitive selection.

463 contracts totalling €16.22 million were for the needs of the Banking Department. The remaining 46 contracts for €0.51 million were for the needs of non-Banking departments such as Risks and Resources Vice Presidency. 37.28% of the value of all consultancy contract awards by OGC were for the projects in Russian Federation (€6.24 million for 113 contracts), followed by 8.18% related to the projects in Ukraine (€1.37 million for 48 contracts), and 5.20% for projects in Poland (€0.87 million for 21 contracts).

In terms of consultant nationality, law firms based in UK had the largest share of the value of contract awards (€5.69 million, 146 contracts), followed by Russia (€4.83 million, 90 contracts) and Romania (€0.89 million, 18 contracts).

The table below lists the top five law firms with highest number of contract awards by OGC in 2010.

	<u>Number</u>	<u>Value, €</u>
Allen & Overy	30	1,101,021
Gide Loyrette Nouel	27	1,089,348
Salans	23	1,632,704
CMS Cameron McKenna	22	1,117,729
Cleary Gottlieb Steen & Hamilton LLP	20	126,449

With respect to the first four firms, the clear majority of the assignments involved the separate retention of different offices in the countries of operations, including especially Bucharest, Moscow, Warsaw and Zagreb. These assignments related to banking operations in the respective countries, where the number of firms able to assist within significant cross-border financial transactions remains limited. In the case of Cleary Gottlieb, the assignments related to borrowing transactions in the form of debt securities placed with US investors.

In its recent report on Bank-managed consultancy (CS/AU/11-02), the Internal Audit Department recommended that OGC strengthen management oversight regarding multiple engagements of the same law firms. Management accepted this recommendation and OGC undertook to develop by the end of the second quarter 2011 a periodic report for OGC management listing all firms that had received more than three assignments in the previous two years in order to ensure regular monitoring.

In implementing Paragraph 5.6 of the Procurement Policies and Rules, OGC applies competitive procedures for assignments estimated to cost €75,000 or above. The shortlists of firms to be invited to compete for individual assignments are constructed from among firms that have responded to an invitation posted on the Bank's website for expressions of interest in all appropriate assignments by EBRD falling in their particular areas of expertise and have been registered in the "OGC Database of Registered Law Firms".

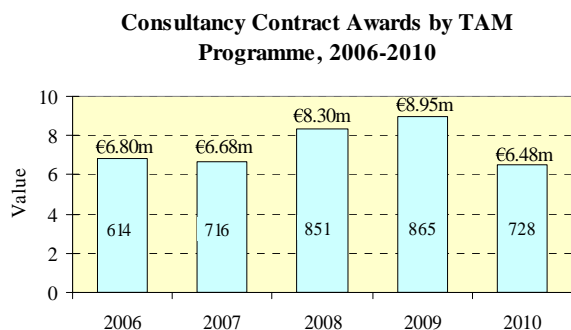
While in the case of non-legal assignments, invitations for expressions of interest are posted for each specific assignment, the general invitation of expressions of interest for legal assignments on ebrd.com and registration of responding firms on the "OGC Database of Registered Law Firms" takes account of the following special considerations:

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

Substantively, however, these variations achieve the same objective by ensuring that a large number of firms have the opportunity to be considered for each assignment.

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

7.3 Contracts awarded by TurnAround Management Programme



In 2010, the TAM Programme awarded 728 contracts with an aggregate value of €6.49 million. Compared to 2009, the number and value of contract awards by the TAM Programme decreased by 15.84% and 27.49% respectively (865 contracts totalling €8.95 million).

All contracts awarded by the TAM Programme were TC funded. The largest sources of TC funding were the SSF (248 contracts with a total value of €1,965,364) and EU (203 contracts totalling €2,018,793). Japanese, Italian and British consultants remained in the top three places of consultant nationality ranking by value of contract awards with €917,266, €909,388 and €869,008 worth of contracts respectively.

The 728 contract awards by the TAM Programme were to 267 individual consultants. The highest number of contract awards to the same consultant was 21 (one individual was retained in relation to different enterprises in more than one country of operation, with aggregate values of €138,070). Further seven consultants had between 10 and 20 contracts awarded to them during 2010 (the total value of these contracts amounted to €602,219).

Although all contracts awarded by the TAM Programme were recorded as direct selection, the contract award process involved assessment of suitability of the advisors registered on the TAM database. Individual consultants can register with the TAM Programme by following instructions included in a permanent procurement notice placed by the TAM Programme on the Bank's website. In 2011 CSU will be taking over contracting of consultants for the TAM Programme.

7.4 Contracts awarded by Business Advisory Services Programme

Following recommendations from Internal Audit and bilateral discussions between CSU and BAS Management, responsibility for the engagement and retention of consultants providing services directly to the BAS Programme was transferred to CSU in June 2009. Therefore during 2010 all contracting of consultants providing services directly to the BAS Programme were done by CSU. Contracting of BAS Project consultants is done by BAS clients, i.e. beneficiaries of business advisory services. Grant agreements for part payments of TC funds are prepared by BAS Programme consultants in BAS Offices in countries of operations. In 2010, 1,364 Grant agreements were signed by the Bank for BAS projects for a total value of €6,492,749. The total value of the underlying consultancy assignments amounts to €11,909,354 of which the remaining €5,416,605 were paid by BAS clients (45% of the total value of the assignments). In 2010, CSU issued 252 contracts with a value of €2.92 million relating to the BAS Programme. These contracts are included in the CSU statistics detailed in Section 7.1 of the Report.

7.5 Loan Funded Contracts

In 2010, there were 17 consultancy contracts with an aggregate value of €16.04 million funded by loan proceeds of public sector operations and awarded by the Bank's borrowers directly. These operations were 94.27% financed by the Bank. In 2009, there were seven consultancy

contracts funded by loan proceeds of public sector operations with a total value of €2.57 million (with the Bank's financing amounting to 100%) were signed by the Bank's borrowers, all of them through competitive selection. The number and value of public sector loan funded consultancy, although small, is dependent on the type of projects being financed by the Bank's loans in public sector operations. The loan funded contracts are also reported in the Annual Procurement Review prepared by Procurement Department.

8. Contracting Methods

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

1,212 contracts worth €88.35 million (or 50.49% of value of all contract awards) were awarded as CSU **stand alone standard contracts** with the Bank as the contracting party.

Client contracting, whereby the consultancy contracts are signed by the Bank's clients, is important instrument in the provision of TC assistance. The Bank's clients, as beneficiaries of services, are able to select, engage and manage consultants in accordance with the Bank's PP& R and donor requirements. This provides for avoidance of conflict of interest for the Bank as the lender and the party managing consultants. It also enables capacity building as most often TC funded assignments are implemented prior to procurement of contracts under loan proceeds, resulting in greater "ownership" of the assignment and thus adding transition impact. In 2010, there were 134 contracts totalling €36.36 million (or 20.78% of the value of all contracts) awarded as **grant agreements** signed with the Bank's clients which then contract consultants directly, compared to 109 contracts totalling €27.79 million in 2009. CSU is actively involved in overseeing the administrative aspects of client contracting with use of TC funds, including oversight of consultant selection process, and prepares the funding agreements and consultancy contracts for the provision of TC grants for payment for the services rendered pursuant to consultancy contracts.

Framework contracts/agreements are used by the Bank as instruments for retention of consultants for repetitive, similar assignments. 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.

In 2010, the EBRD awarded 32 framework agreements and three framework contracts. The framework contracts were as follows:

- UK - EBRD Dispute Resolution – Mediation. *Consultant:* Centre For Effective Dispute Resolution, UK, *Framework Contract Value:* €77,288, *Funding Source:* Bank budget
- UK - Outplacement Services for the EBRD. *Consultant:* Drake Beam Morin, UK, *Framework Contract Value:* €287,070, *Funding Source:* Bank budget
- Ukraine - Improving the Energy Efficiency of Residential Buildings. *Consultant:* Worleyparsons International Inc, USA, *Framework Contract Value:* €1,000,000, *Funding Source:* SSF.

The framework agreements were placed for the provision of the following consulting services:

- Regional: Environmental Due Diligence Assignments
- Regional: Integrity Investigation Services
- Ukraine: District Heating Project Preparation Framework
- Regional: Environmental and Social Due Diligence for PPP Transport Projects
- Ukraine: Institution Building and Targeted Crisis Response
- Regional: Environmental Training of EBRD's Financial Intermediaries
- Regional: Quick Assessment of Energy Performance within the Built Environment
- Regional: Financial Analysis of Water Utilities in Romanian Cities
- Regional: Environmental and Social Consultancy Support to the EBRD
- Regional: Support for Urban Road and Pedestrian Safety

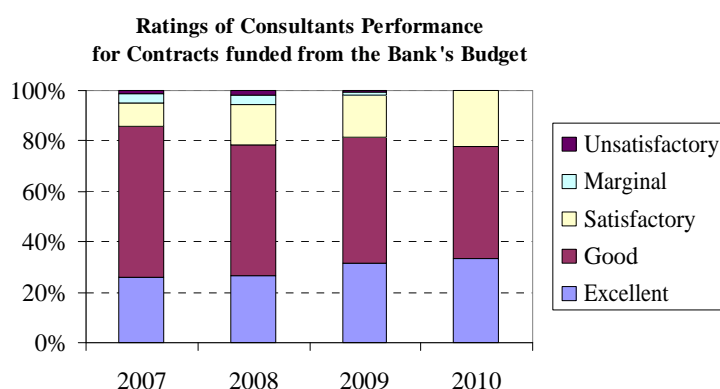
Table 6 of the Annex details the framework facilities values and lists the consultants awarded framework agreements. In 2010, there were 180 call-off notices totalling €9.32 million awarded under existing framework agreements, out of which 98 for €6.48 million were awarded following competition amongst consultants with framework agreements.

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

9. Performance of Consultants

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

CAR is an important tool in ensuring value for money from consultancy assignments, and



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

ANNEX - TABLES OF STATISTICS

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

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

Table 3 2010 Consultancy Contract Awards by Consultant Selection Method (Value and Number)

Table 4 2010 Consultancy Contract Awards by Country of Operations (Value and Number)

Table 5 Consultancy Contract Awards by Contract Type

Table 6 Framework Agreements Awarded in 2010

Table 7 2010 Consultancy Contract Awards by Consultant Nationality (Value and Number)

Table 8 2010 Consultancy Contract Awards by Consultant Nationality and Selection Method (Value and Number)

Table 9 Consultants from EBRD Countries of Operations in 2010 and 2009

Table 10 2010 Consultancy Contract Awards by EBRD Department (Value and Number)

Table 11 Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by CSU in 2010

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

	Value (€m)		Number		% of Total Value	
	2010	2009	2010	2009	2010	2009
Consultancy Services Unit	135.46	109.80	1,562	1,397	77.53%	80.05%
Nuclear Safety Department*	0.28	0.90	4	12	0.16%	0.66%
Office of the General Counsel	16.73	13.64	509	454	9.51%	9.94%
Turn Around Management	6.49	8.95	728	865	3.69%	6.52%
Business Advisory Services **	0	1.32	0	86	0.00%	0.96%
Loans ***	16.04	2.57	17	7	9.11%	1.87%
	175.0	137.17	2,820	2,821	100%	100%

* Contracted by CSU

** 2010 data is included in the CSU's figures

*** 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%

Table 3 2010 Consultancy Contract Awards by Consultant Selection Method (Value and Number)

Selection Method	Original Contracts / Extensions to Previous Contract	TC Funded		Bank Budget		Loan Funded		TOTAL (TC, Bank Budget and Loan Funded Contracts)			
		Value (€m)	Number	Value (€m)	Number	Value (€m)	Number	Value (€m)	% of Total Value	Number	% of Total Number
		(A)	(B)	(C)	(D)	(E)	(F)	(A)+(C)+(E)		(B)+(D)+(F)	
Direct Selection (< € 75K)	Original	12,289,342	717	17,338,526	649	0	0	29,627,868	16.93%	1,366	48.44%
	Extensions*	1,777,780	380	1,633,658	138	0	0	3,411,438	1.95%	518	18.37%
Direct Selection (> € 75K as per Section 5.9 (a), (b) & (c) of the Bank's PP&R)	Original	2,583,358	23	720,762	9	0	0	3,304,120	1.89%	32	1.13%
	Extensions**	3,856,913	98	5,310,805	89	0	0	9,167,718	5.24%	187	6.63%
Selection from Shortlist	Original	17,225,988	135	12,919,927	196	391,520	3	30,537,435	17.45%	334	11.84%
	Extensions***	1,408,669	50	9,812,631	161	0	0	11,221,300	6.41%	211	7.48%
Evaluation of Proposals	Original	61,430,390	107	1,911,187	24	15,649,829	14	78,991,406	45.14%	145	5.14%
	Extensions***	7,596,929	20	1,141,302	7	0	0	8,738,231	4.99%	27	0.96%
Total		108,169,369	1530	50,788,798	1273	16,041,349	17	174,999,516	100%	2,820	100%

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

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

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

Table 4 2010 Consultancy Contract Awards by Country of Operations (Value and Number)

	Contract Value (€)	Number of Contracts	% of Total Value
Albania	1,658,364	100	0.95%
Armenia	5,467,854	110	3.12%
Azerbaijan	3,831,287	91	2.19%
Belarus	4,316,566	47	2.47%
Bosnia and Herzegovina	3,833,929	52	2.19%
Bulgaria	7,012,016	64	4.01%
Croatia	3,317,258	91	1.90%
Czech Republic***	99,302	4	0.06%
Estonia	88,570	5	0.05%
FYR Macedonia	2,951,116	50	1.69%
Georgia	11,731,208	80	6.70%
Hungary	470,954	9	0.27%
Kazakhstan	10,547,312	108	6.03%
Kyrgyz Republic	5,536,316	70	3.16%
Latvia	734,418	8	0.42%
Lithuania	231,215	6	0.13%
Moldova	3,945,480	75	2.25%
Mongolia	3,129,258	164	1.79%
Montenegro	1,634,732	45	0.93%
Poland	3,078,510	37	1.76%
Regional*	18,251,057	286	10.43%
Romania	6,609,346	68	3.78%
Russian Federation	20,594,798	347	11.77%
Serbia**	4,353,460	185	2.49%
Slovak Republic	800,695	4	0.46%
Slovenia	354,900	2	0.20%
Tajikistan	8,562,193	86	4.89%
Turkey	5,101,856	63	2.92%
Turkmenistan	1,901,485	54	1.09%
Ukraine	19,672,110	168	11.24%
Uzbekistan	452,904	60	0.26%
	160,270,469	2,539	91.58%

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

** Including Kosovo

*** Effective 31st December 2007 the Bank's operations in the Czech Republic is 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	14,729,047	281	8.42%

Table 5 Consultancy Contract Awards by Contract Type

	Value (€m)		Number		% of Total Value	
	2010	2009	2010	2009	2010	2009
CSU Standard Stand-alone Contracts	88.35	74.03	1212	1061	50.42	53.58
Contracts signed directly by the Bank's borrowers with use of public sector loan proceeds	16.04	2.56	17	7	9.05	1.85
Retention of Outside Counsel by OGC	16.73	13.64	509	454	9.44	9.87
Grant Agreements with the Bank's Client (Consultancy Contracts are signed by the Bank's Clients)	36.36	27.79	134	109	20.52	20.11
Call-Off Notices under Framework Agreements*	9.32	6.98	180	206	5.26	5.05
Call-Off Notices under Framework Contracts**	1.19	1.03	16	10	0.67	0.75
TAM Contracts	6.49	10.26	728	951	3.66	7.42
Nuclear Safety	0.28	0.90	4	12	0.16	0.65
Framework Contracts	1.36	0.84	3	1	0.77	0.61
Multi-lateral Carbon Credit Fund	0	0.15	0	1	0.00	0.11
Netherlands Emissions Reductions Cooperation Fund	0.06	0	1	0	0.03	0.00
Framework Agreements*	0	0	32	19	0.00	0.00
	176.19	138.19	2836	2831	100%	100%

* Framework Agreements are recorded as zero value

**The values and numbers of Call-Off Notices under Framework Contracts are not included in the total value of contracts to avoid double counting. In 2009, there were 10 such call-off notices awarded with a total value of €1.03m.

Table 6 Framework Agreements Awarded in 2010

Framework Facility Name	Funding Source	Overall Facility Value	Name /Nationality of Consultants awarded Framework Agreements	Duration
Regional: Environmental Due Diligence - Framework Consultants	Bank Budget	As required	<ul style="list-style-type: none"> • Amec Earth & Environmental UK Ltd, UK • ARUP, UK • Cowi A/S, Denmark • Environmental Resources Management, UK • Mott MacDonald Limited, UK • RSK Group PLC, UK • WS Atkins International Ltd, UK • WSP Environmental, UK 	2 Years
Regional: Integrity Investigation Services	Bank Budget	As required	<ul style="list-style-type: none"> • Control Risks Group Limited, UK • Deloitte LLP, UK • GPW Ltd, UK • KPMG Limited Moscow Representative Office, Russia • The Risk Advisor Group PLC, UK 	1 Year
Ukraine District Heating Project Preparation Framework	SIDA-EBRD Ukraine Energy Efficiency and Environment Fund (Sweden)	€2,750,000	<ul style="list-style-type: none"> • AF-Engineering AB, Sweden • Ramboll Danmark A/S, Denmark 	3 Years
Regional: Environmental and Social Due Diligence for PPP Transport Projects	Various TC Funds	€295,000	<ul style="list-style-type: none"> • Environmental Resources Management, UK • Ove Arup & Partners International Ltd, UK • Poyry Infra AG, Switzerland • Scott Wilson Railways Ltd, UK • WS Atkins International, UK 	3 Year
Ukraine: Institution Building and Targeted Crisis Response Framework	EC NIF Trust: Financial Sector Institution Bldg & Crisis Response	€3,700,000	<ul style="list-style-type: none"> • Ernst & Young LLC, Ukraine • International Business and Technical Consultants Inc., USA • Oliver Wyman Ltd, UK • The Boston Consulting Group (Moscow) Ltd, Russia • FI Consult S.R.O., Czech Republic 	2 Years
Regional: Environmental Training of EBRD's Financial Intermediaries	Bank Budget	As required	<ul style="list-style-type: none"> • Halcrow Group Ltd, UK • Pricewaterhousecoopers LLP, UK 	1 Year
Regional: Quick Assessment of Energy Performance within the Built Environment	The New Norway Cooperation Fund	€149,800	<ul style="list-style-type: none"> • Ensi Energy Saving International AS, Norway 	1 Year
Regional: Financial Analysis of Water Utilities in Romanian Cities	Bank Budget	€74,800	<ul style="list-style-type: none"> • BDO Audit SRL, Romania 	1 Year
Regional: Environmental and Social Consultancy Support to the EBRD	Bank Budget	As required	<ul style="list-style-type: none"> • F. Giovannetti, France 	1 Year
Regional: Support for Urban Road and Pedestrian Safety	Shareholder Special Fund	€263,150	<ul style="list-style-type: none"> • Ove Arup & Partners International Ltd, UK • Schuessler-Plan Ingenieurgesellschaft GmbH, Germany • Worleyparsons International Inc , Usa 	2 Years

Table 7 2010 Consultancy Contract Awards by Consultant Nationality (Value and Number)

Ranking	Consultant Nationality	TC Funds €	% of Total Value of TC Funded Contracts	Bank Budget €	% of Value of Bank Funded Contracts	Loan Funds €	Total Value €	% of Total Value	Total Number
1.	British	18,256,543	16.88%	26,117,804	51.42%	165,460	44,539,807	25.45%	773
2.	German	21,192,155	19.59%	1,234,630	2.43%	2,498,038	24,924,823	14.24%	90
3.	Russian	6,088,942	5.63%	5,948,250	11.71%	3,351,597	15,388,789	8.79%	191
4.	French	10,263,205	9.49%	450,556	0.89%	2,942,062	13,655,823	7.80%	45
5.	Austrian	6,606,587	6.11%	650,034	1.28%	6,207,917	13,464,538	7.69%	95
6.	American	3,308,255	3.06%	2,501,142	4.92%		5,809,397	3.32%	53
7.	Italian	4,648,545	4.30%	350,593	0.69%		4,999,138	2.86%	191
8.	Swedish	3,903,654	3.61%	256,307	0.50%		4,159,961	2.38%	51
9.	Bulgarian	3,035,715	2.81%	739,956	1.46%		3,775,671	2.16%	31
10.	Spanish	3,436,945	3.18%	2,000	0.00%		3,438,945	1.97%	8
11.	Danish	2,704,818	2.50%	236,003	0.46%		2,940,821	1.68%	83
12.	Dutch	2,528,914	2.34%	383,896	0.76%		2,912,810	1.66%	43
13.	Romanian	1,391,574	1.29%	1,240,550	2.44%		2,632,124	1.50%	42
14.	Croatian	1,817,919	1.68%	562,990	1.11%	209,669	2,590,578	1.48%	29
15.	Finnish	1,849,460	1.71%	583,408	1.15%		2,432,868	1.39%	45
16.	Swiss	1,948,633	1.80%	451,837	0.89%		2,400,470	1.37%	31
17.	Kazakh	1,383,001	1.28%	571,390	1.13%		1,954,391	1.12%	39
18.	Serbian*	1,031,421	0.95%	534,548	1.05%	238,000	1,803,964	1.03%	58
19.	Czech	1,304,891	1.21%	375,703	0.74%		1,680,594	0.96%	20
20.	Irish	1,004,631	0.93%	540,733	1.06%		1,545,364	0.88%	49
21.	Ukrainian	380,649	0.35%	1,016,724	2.00%		1,397,373	0.80%	57
22.	Polish	298,576	0.28%	1,033,173	2.03%		1,331,749	0.76%	36
23.	Canadian	885,280	0.82%	420,985	0.83%		1,306,265	0.75%	68
24.	Armenian	1,019,647	0.94%	198,180	0.39%		1,217,827	0.70%	53
25.	Japanese	1,011,809	0.94%	0	0.00%		1,011,809	0.58%	95
26.	International**	996,700	0.92%	0	0.00%		996,700	0.57%	1
27.	Bosnian	661,737	0.61%	188,844	0.37%	88,800	939,381	0.54%	24
28.	Turkish	232,861	0.22%	634,796	1.25%		867,657	0.50%	32
29.	Georgian	247,702	0.23%	218,074	0.43%	339,806	805,582	0.46%	34
30.	Australian	138,796	0.13%	643,083	1.27%		781,879	0.45%	16
31.	Greek	483,927	0.45%	78,000	0.15%		561,927	0.32%	31
32.	Mongolian	386,735	0.36%	149,558	0.29%		536,293	0.31%	43
33.	Taipei China	525,133	0.49%	0	0.00%		525,133	0.30%	13
34.	South African	15,240	0.01%	404,260	0.80%		419,500	0.24%	9
35.	Slovak	415,272	0.38%	0	0.00%		415,272	0.24%	3
36.	Tajik	377,094	0.35%	30,840	0.06%		407,934	0.23%	29
37.	Kyrgyz	273,246	0.25%	111,935	0.22%		385,181	0.22%	37
38.	Indian	0	0.00%	310,184	0.61%		310,184	0.18%	5
39.	Luxembourgeois	300,275	0.28%	0	0.00%		300,275	0.17%	23
40.	FYR Macedonian	183,244	0.17%	89,585	0.18%		272,829	0.16%	20
41.	Uzbek	218,879	0.20%	43,100	0.08%		261,979	0.15%	27
42.	Belarusian	77,603	0.07%	174,516	0.34%		252,119	0.14%	14
43.	Portuguese	241,090	0.22%	0	0.00%		241,090	0.14%	8
44.	Moldovan	151,329	0.14%	76,109	0.15%		227,438	0.13%	24
45.	Azeri	116,770	0.11%	103,898	0.20%		220,668	0.13%	28
46.	Norwegian	189,820	0.18%	0	0.00%		189,820	0.11%	8
47.	South Korean	188,580	0.17%	0	0.00%		188,580	0.11%	6
48.	New Zealander	8,968	0.01%	162,596	0.32%		171,564	0.10%	3
49.	Panamanian	0	0.00%	170,250	0.34%		170,250	0.10%	2
50.	Belgian	113,815	0.11%	12,000	0.02%		125,815	0.07%	15
51.	Cypriot	0	0.00%	122,472	0.24%		122,472	0.07%	10
52.	Montenegrin	3,450	0.00%	115,450	0.23%		118,900	0.07%	6
53.	Lithuanian	3,000	0.00%	101,900	0.20%		104,900	0.06%	7
54.	Albanian	92,443	0.09%	4,750	0.01%		97,193	0.06%	22
55.	Latvian	93,000	0.09%	0	0.00%		93,000	0.05%	3
56.	Chinese	41,971	0.04%	48,931	0.10%		90,902	0.05%	10
57.	Zimbabwean	0	0.00%	80,490	0.16%		80,490	0.05%	1
58.	Turkmen	54,930	0.05%	24,850	0.05%		79,780	0.05%	10
59.	Estonian	7,883	0.01%	64,656	0.13%		72,539	0.04%	4
60.	Israeli	0	0.00%	64,930	0.13%		64,930	0.04%	1
61.	Hungarian	12,160	0.01%	52,200	0.10%		64,360	0.04%	6
62.	Nigerian	0	0.00%	44,502	0.09%		44,502	0.03%	2
63.	Argentinean	0	0.00%	30,683	0.06%		30,683	0.02%	2
64.	Slovenian	13,950	0.01%	10,000	0.02%		23,950	0.01%	2
65.	Tunisian	0	0.00%	15,194	0.03%		15,194	0.01%	1
66.	Seychelles	0	0.00%	3,468	0.01%		3,468	0.00%	1
67.	British Virgin Islands	0	0.00%	1,304	0.00%		1,304	0.00%	1
		108,169,369	100%	50,788,798	100%	16,041,349	174,999,516	100%	2,820

*including Kosovan

**IDLO is an international organisations based in Italy

Table 8 2010 Consultancy Contract Awards by Consultant Nationality and Selection Method* (Value and 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	2,800,384	130	11,320,373	344	15,456,158	52	14,797,431	244	44,374,346	770
German	1,514,460	33	445,363	16	19,677,695	30	789,268	8	22,426,785	87
Russian	518,866	33	3,530,516	105	5,570,076	20	2,417,735	31	12,037,192	189
French	97,284	10	400,556	15	10,165,921	18	50,000	1	10,713,761	44
Austrian	527,939	60	194,608	12	6,078,648	18	455,426	4	7,256,621	94
American	501,802	12	936,563	19	2,806,453	7	1,564,579	15	5,809,397	53
Italian	2,602,025	173	261,647	9	2,046,520	6	88,946	3	4,999,138	191
Swedish	456,404	30	125,836	8	3,447,250	11	130,471	2	4,159,961	51
Bulgarian	127,035	11	323,242	13	2,908,680	3	416,714	4	3,775,671	31
Spanish	74,600	1	2,000	1	3,362,345	6	0	0	3,438,945	8
Danish	1,096,023	71	119,780	3	1,608,795	7	116,223	2	2,940,821	83
Dutch	455,384	25	200,956	6	2,073,530	9	182,940	3	2,912,810	43
Romanian	984,327	10	504,063	22	407,247	4	736,488	6	2,632,124	42
Finnish	344,332	29	282,113	7	1,505,128	6	301,295	3	2,432,868	45
Swiss	259,589	15	201,937	8	1,689,044	6	249,900	2	2,400,469	31
Croatian	54,625	4	562,990	17	1,763,294	7	0	0	2,380,909	28
Kazakh	260,004	12	372,391	15	1,122,997	9	199,000	3	1,954,392	39
Czech	369,686	2	308,429	11	935,205	5	67,274	2	1,680,594	20
Serbian*	520,410	32	534,548	22	511,011	3	0	0	1,565,969	57
Irish	365,871	39	11,938	3	638,760	3	528,795	4	1,545,364	49
Ukrainian	58,082	6	707,039	35	322,567	9	309,684	7	1,397,373	57
Polish	95,076	6	691,623	23	203,500	1	341,550	6	1,331,749	36
Canadian	373,160	52	309,169	10	512,120	5	111,815	1	1,306,264	68
Armenian	490,360	34	156,680	12	529,286	6	41,500	1	1,217,827	53
Japanese	917,266	94	0	0	94,543	1	0	0	1,011,809	95
International**	996,700	1	0	0	0	0	0	0	996,700	1
Turkish	152,861	7	468,359	20	80,000	1	166,437	4	867,657	32
Bosnian	189,716	14	110,312	5	472,021	4	78,532	1	850,581	24
Australian	106,196	6	327,367	5	32,600	1	315,717	4	781,879	16
Greek	483,927	27	78,000	4	0	0	0	0	561,927	31
Mongolian	207,526	24	149,558	9	179,209	10	0	0	536,293	43
Taipei China	230,133	9	0	0	295,000	4	0	0	525,133	13
South African	15,240	1	40,356	2	0	0	363,905	6	419,500	9
Georgian	206,012	13	141,555	11	41,690	3	76,519	3	465,775	30
Slovak	10,000	1	0	0	405,272	2	0	0	415,272	3
Tajik	164,863	14	30,840	4	212,230	11	0	0	407,934	29
Kyrgyz	268,698	28	111,935	7	4,548	2	0	0	385,181	37
Indian	0	0	92,223	2	0	0	217,961	3	310,184	5
Luxembourgais	300,275	23	0	0	0	0	0	0	300,275	23
FYR Macedonian	147,744	12	89,585	7	35,500	12	0	0	272,829	20
Uzbek	204,641	20	43,100	3	14,238	4	0	0	261,979	27
Belarusian	77,603	4	174,516	10	0	0	0	0	252,119	14
Portuguese	41,350	7	0	0	199,740	1	0	0	241,090	8
Moldovan	135,695	13	76,109	8	15,634	2	0	0	227,438	23
Azeri	71,234	9	103,898	12	45,536	7	0	0	220,668	28
Norwegian	189,820	8	0	0	0	0	0	0	189,820	8
New Zealander	8,968	1	0	0	0	0	162,596	2	171,564	3
Panamanian	0	0	170,250	2	0	0	0	0	170,250	2
Belgian	113,815	14	12,000	1	0	0	0	0	125,815	15
Cypriot	0	0	122,472	10	0	0	0	0	122,472	10
Montenegrin	3,450	2	115,450	4	0	0	0	0	118,900	6
South Korean	70,780	5	0	0	117,800	1	0	0	188,580	6
Lithuanian	3,000	1	101,900	6	0	0	0	0	104,900	7
Albanian	78,258	15	4,750	2	14,185	5	0	0	97,193	22
Latvian	33,000	2	0	0	60,000	1	0	0	93,000	3
Chinese	41,971	3	48,931	7	0	0	0	0	90,902	10
Zimbabwean	0	0	0	0	0	0	80,490	1	80,490	1
Turkmen	54,930	6	24,850	4	0	0	0	0	79,780	10
Estonian	7,883	2	10,300	1	0	0	54,356	1	72,539	4
Israeli	0	0	64,930	1	0	0	0	0	64,930	1
Hungarian	12,160	1	52,200	5	0	0	0	0	64,360	6
Nigerian	0	0	0	0	0	0	44,502	2	44,502	2
Argentinean	0	0	30,683	2	0	0	0	0	30,683	2
Slovenian	13,950	1	10,000	1	0	0	0	0	23,950	2
Tunisian	0	0	15,194	1	0	0	0	0	15,194	1
Seychelles	0	0	3,468	1	0	0	0	0	3,468	1
British Virgin Islands	0	0	1,305	1	0	0	0	0	1,305	1
	20,507,393	1218	25,330,751	894	87,661,975	312	25,458,048	379	158,958,167	2,803

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

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

*** Including Kosovo

Table 9 Consultants from EBRD Countries of Operations* in 2010 and 2009

	Value of Contract Awards (€) in 2010			Number of Contract Awards in 2010		Total Value of Contracts (€) in 2010 (A)+(B)+(C)	Total Number of Contracts in 2010 (D)+(E)	Value of Contracts (€) awarded in 2009	Number of Contracts awarded in 2009
	TC Funds (A)	Bank Budget (B)	Loan Funds (C)	Direct Selection (D)	Competitive Procedure (E)				
Russian	6,088,942	5,948,250	3,351,597	138	53	15,388,789	191	8,512,012	183
Bulgarian	3,035,715	739,956	0	24	7	3,775,671	31	541,346	31
Romanian	1,391,574	1,240,550	0	32	10	2,632,124	42	1,589,927	40
Croatia	1,817,919	562,990	209,669	21	8	2,590,578	29	408,882	18
Kazakh	1,383,001	571,390	0	27	12	1,954,391	39	917,087	52
Serbian**	1,031,421	534,548	238,000	54	4	1,803,969	58	754,130	48
Czech***	1,304,891	375,703	0	13	7	1,680,594	20	2,697,089	10
Ukrainian	380,649	1,016,724	0	41	16	1,397,373	57	2,763,440	60
Polish	298,576	1,033,173	0	29	7	1,331,749	36	708,811	26
Armenia	1,019,647	198,180	0	39	14	1,217,827	53	517,573	42
Bosnia	661,737	188,844	88,800	18	6	939,381	24	157,537	14
Turkish	232,861	634,796	0	27	5	867,657	32	354,674	11
Georgian	247,702	218,074	339,806	24	10	805,582	34	564,050	42
Mongolian	386,735	149,558	0	33	10	536,293	43	444,153	36
Slovak	415,272	0	0	1	2	415,272	3	610,426	2
Tajik	377,094	30,840	0	18	11	407,934	29	350,092	26
Kyrgyz	273,246	111,935	0	35	2	385,181	37	727,838	50
FYR Macedonian	183,244	89,585	0	19	1	272,829	20		
Uzbek	218,879	43,100	0	23	4	261,979	27	471,638	34
Belarus	77,603	174,516	0	14	0	252,119	14	45,561	6
Moldovan	151,329	76,109	0	22	2	227,438	24	168,363	18
Azeri	116,770	103,898	0	21	7	220,668	28	356,287	25
Montenegrin	3,450	115,450	0	6	0	118,900	6	269,683	8
Lithuanian	3,000	101,900	0	7	0	104,900	7	111,600	5
Albanian	92,443	4,750	0	17	5	97,193	22	74,186	9
Latvian	93,000	0	0	2	1	93,000	3	42,680	3
Turkmen	54,930	24,850	0	10	0	79,780	10	28,472	3
Estonian	7,883	64,656	0	3	1	72,539	4	91,960	4
Hungarian	12,160	52,200	0	6	0	64,360	6	981,552	15
Slovenian	13,950	10,000	0	2	0	23,950	2	198,488	21
Total	21,375,623	14,416,525	4,227,872	726	205	40,020,020	931	25,545,383	854

* Location of the contracted consultant

** including Kosovo

*** Czech Republic has graduated

**Table 10 2010 Consultancy Contract Awards by EBRD Department*
(Value and Number)**

	TC Funds		Bank Budget		TOTAL (TC Funds and Bank Budget)			
	Value (€)	Number	Value (€)	Number	Value (€)	% of the Total Value of Contracts	Number	
	(A)	(B)	(C)	(D)	(A)+(C)		(B)+(D)	
so i n k a n B	Turkey, Eastern Europe, Caucasus and Central Asia (TEECCA)	2,661,690	113	119,083	4	2,780,773	1.74%	117
	Central and South Eastern Europe	729,412	16	8,400	3	737,812	0.46%	19
	Industry, Commerce and Agribusiness (including CSU BAS contracted consultancy) TAM Programme (Member of Industry, Commerce and Agribusiness Group)	3,382,272	262	3,844,932	112	7,227,204	4.52%	374
	Financial Institutions	6,491,092	728	0	0	6,491,092	4.06%	728
	Infrastructure	37,925,973	117	2,201,186	54	40,127,159	25.70%	171
	Energy and Natural Resources	29,424,839	98	3,639,468	112	33,064,307	20.67%	210
	Russia	5,342,010	13	3,392,305	61	8,734,315	5.46%	74
	Other/Contingency	0	0	23,214	2	23,214	0.01%	2
	Finance	13,873,986	90	2,097,787	63	15,971,773	9.99%	153
	Retention of Outside Counsel (contracts awarded by OGC)	16,484	1	666,420	9	682,904	0.43%	10
	Office of the General Counsel - (contracts awarded by CSU)	0	0	16,730,512	509	16,730,512	10.46%	509
	VP, Risk and Resources (including IT)	3,707,933	35	441,052	8	4,148,985	2.59%	43
	VP, Operation Policies	313,793	5	12,773,232	191	13,087,025	8.18%	196
	Evaluation Department	1,563,418	27	1,866,890	56	3,430,308	2.14%	83
	Office of the Secretary General	0	0	598,375	21	598,375	0.37%	21
	Office of the Chief Economist	0	0	120,901	5	120,901	0.08%	5
	Office of the Compliance Officer	2,736,467	25	732,180	23	3,468,647	2.17%	48
	Communications	0	0	1,301,310	29	1,301,310	0.81%	29
	Internal Audit	0	0	79,305	4	79,305	0.05%	4
	Staff Council	0	0	141,207	4	141,207	0.09%	4
		0	0	11,041	3	11,041	0.01%	3
		108,169,369	1531	50,788,998	1,273	158,958,169	100%	2,803

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

Table 11 Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by CSU in 2010

	Open Competition		Targeted ¹⁴ Competition	
	Expressed Interest	Contracts Awarded	Expressed Interest	Contracts Awarded
Albania	0	0	5	1
Armenia	20	4	0	0
Australia	4	0	0	0
Austria	55	9	41	9
Azerbaijan	14	1	0	0
Belgium	27	0	0	0
Bosnia and Herzegovina	19	3	0	0
Bulgaria	24	2	0	0
Canada	48	2	0	0
Costa Rica	1	1	0	0
Croatia	39	4	0	0
Cyprus	3	0	0	0
Czech Republic	23	2	10	3
Denmark	62	9	0	0
Estonia	1	1	0	0
Finland	28	2	10	4
France	93	12	0	0
FYR Macedonia	11	1	0	0
Georgia	6	1	0	0
Germany	182	22	32	5
Greece	21	0	0	0
Hungary	16	0	0	0
Iceland	1	0	0	0
India	10	0	0	0
Iran	4	0	0	0
Ireland	23	3	0	0
Israel	12	0	0	0
Italy	59	3	3	1
Japan	6	0	0	0
Jordan	1	0	0	0
Kazakhstan	35	4	0	0
Korea	6	1	0	0
Kyrgyz Republic	27	2	0	0
Latvia	5	1	0	0
Lithuania	2	0	0	0
Luxembourg	1	0	0	0
Mongolia	23	5	5	1
Montenegro	1	0	0	0
Netherlands	65	7	11	3
New Zealand	1	0	0	0
Norway	5	1	0	0
Pakistan	6	0	0	0
Philippines	1	0	0	0
Poland	14	1	0	0
Portugal	7	0	13	1
Romania	44	4	4	1
Russian Federation	87	16	0	0
Serbia incl. Kosovo	9	1	0	0
Singapore	2	0	0	0
Slovak Republic	1	0	3	2
Slovenia	6	0	0	0
Spain	88	2	28	4
Sweden	40	7	1	1
Switzerland	60	4	6	1
Taipei China	6	0	9	2
Tajikistan	28	5	0	0
Turkey	24	0	0	0
Ukraine	64	9	0	0
United Kingdom	647	105	0	0
United States	87	12	0	0
Uzbekistan	12	2	0	0
	2,217	271	181	39

¹⁴ Assignments targeted specifically at consultants from TC donor country

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