

EXECUTIVE SUMMARY

- In 2009, the EBRD and its clients awarded 2,821 consultancy contracts with a total value of €137.17 million. Compared with 2008, the number of contract awards increased by 15.90%, and the value increased by 14.10 %.
- Technical Cooperation Funds including Special Funds, made available through the EBRD's donor-funded programmes, provided funding for 1,587 contracts totalling €85.66 million. This represents a 19.23% increase in number a 29.97% increase in value of TC funded contract awards from 2008.
- The EBRD Shareholder Special Fund ("SSF") financed 430 contracts with a total value of €23.72 million or 27.69% 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 €30.53 million.
- The Bank's budget financed 1,227 contracts with an aggregate value of €48.94 million. The increase in number and value of Bank funded contract awards from 2008 amounted to 12.88% and 18.27% respectively.
- Whilst the TC and Bank funded contract awards increased, consultancy contracts funded from the loan proceeds in public sector operations awarded by the Bank's clients decreased. In 2009 loan funded consultancy amounted to €2.57 million for seven contracts, compared to €12.93 million for 16 contracts in 2008.
- Competitive selection accounted for 66.84% of the value of all contract awards by the Bank and its clients. The share of the value of directly awarded contracts increased from 29.48% in 2008 to 33.16% in 2009. An increase in directly awarded contract awards was a result of the threshold for direct selection being raised from €50,000 to €75,000. Comparative analysis of contract awards by consultant selection method before and after the revision of thresholds in the Bank's Procurement Policies and Rules is provided in the Report.
- 85.05% 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 Risk Management Systems Programme implementation and IT systems development and maintenance, amounted to 14.95% of the value of contract awards.
- The British consultants remained at the top of the consultant nationality list by value of contract awards with €39.52 million for 796 contracts (€36.17 million for 729 contracts in 2008). German and Russian consultants were ranked second and third with €17.83 million (105 contracts) and €8.51 million (183 contracts) respectively.
- The value of contracts awarded to consultants from the Bank's countries of operations amounted to €25.55 million or 23.53% less than in 2008 (€33.41 million). This was mainly due to a single loan funded contract award for €6.32 million awarded to a Croatian consultant in 2008. At the same time there was a significant increase of 36.86% in the number of contracts awarded to local consultants, from 624 in 2008 to 854 in 2009.

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
MCCF	Multilateral Carbon Credit Fund
MDB	Multilateral Development Bank
MSE	Micro and Small Enterprises
NSA	Nuclear Safety Account
NSD	Nuclear Safety Department
OGC	Office of the General Counsel
PCC	Procurement and Contracting 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

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1. Introduction

The Annual Report on Engagement of Consultants by EBRD (the “Report”) provides an overview and analysis of consultancy contract awards by the European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) and its clients during 2009 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. For the purpose of the Report, CSU has consolidated the figures of consultancy contract awards by CSU and other departments within the Bank with authority to contract consultants for their specific needs, including the Office of the General Counsel (“OGC”), responsible for retention of outside counsel, and the “TAM/BAS Team”, responsible for engagement of individual consultants for the TurnAround Management (“TAM”) Programme and Business Advisory Services (“BAS”) Programme. Consultancy contracts funded from public sector loan proceeds contracted by the Bank’s borrowers have also been included¹.

The Report follows the same structure as in previous years. In addition, the Report includes an analysis of contract awards by consultant selection method before and after revisions to the Bank’s Procurement Policies and Rules (“PP&R”)² which raised the thresholds for consultant selection methods (this analysis is included in Section 4); review of engagement of internal consultants (Section 5); and an additional analysis of concentration of contract awards per consultant (Section 7). In response to the Audit Committee’s comments on the 2008 Annual Report on Engagement of Consultants the Annex includes an additional table detailing value and number of contracts awarded by direct selection vs competitive selection for all consultant nationalities³.

The Report has been prepared for review by the Executive Committee and the Audit Committee of the Bank. Upon their consideration and approval it is intended that, in accordance with the Bank’s Public Information Policy (“PIP”), the Report will be published on the Bank’s website.

2. Overall Results of Consultancy Contract Awards

In 2009, the Bank and its clients awarded 2,821 consultancy contracts with a total value of €137.17 million. This represents a 15.90% increase in number and a 14.10% increase in value of contract awards compared to the previous year.



The chart illustrates the values and numbers of consultancy contracts awarded by the EBRD between 2005 and 2009. The value and number of the 2009 contract awards were the highest recorded to date.

Compared with 2005, the value of awards increased by 35.42% and the number increased by 48.55%.

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

¹ These contract awards are also reported in the Annual Procurement Review prepared by the Procurement Department

² The revised PP&R were approved by the Board of Director on 6 May 2009 and are available on the Bank’s website at <http://www.ebrd.com/about/policies/procure/index.htm>

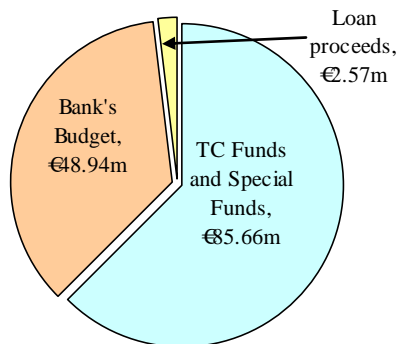
³ Table 8 of the Annex

3. Funding Sources

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

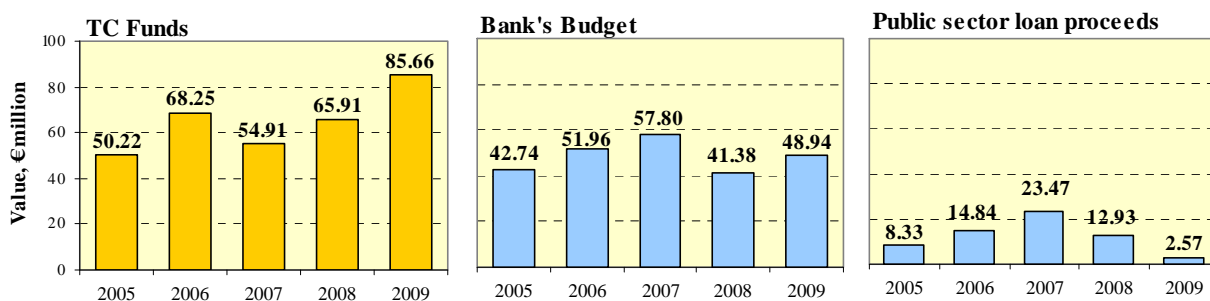
For the purpose of analysis of the funding sources in this Report, these are broadly grouped into (a) TC funds, denoting donor funding including Special Funds, such as Shareholder Special Fund, and funds for the NSA; (b) the Bank’s budget; and (c) public sector loan proceeds. The data for the Nuclear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

Value of 2009 Consultancy Contract Awards by Funding Source



In 2009, TC funding and Special Funds amounted to €85.66 million or 62.45% of the value of all contract awards by the EBRD and its clients, the Bank’s budget amounted to €48.94 million (35.68%), and public sector loan proceeds to €2.57 or 1.87% of the total value. In 2008, the share of TC funded contracts was 54.82%, the Bank’s budget accounted for 34.42% and loan funds for 10.76% 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 2009, TC funds made available through the EBRD’s donor-funded programmes, including those for the NSA, TAM/BAS programmes and Special Funds, financed 1,587 contracts totalling €85.66 million (56.26% of the total number and 62.45% of the total value of all contract awards by the EBRD). This represents a 29.97% increase in value and a 19.23% increase in number of TC funded contract awards compared to 2008 (€65.91 million for 1,331 contracts).

The increase in the contracted TC funds was largely due to a significant volume of contracts financed from the EBRD Shareholder Special Fund (“SSF”)⁴. SSF was established with the Bank’s net income to complement TC funds provided by other donors and operates on the principle of giving preference to bilateral donors and with respect to Early Transition Countries Fund and the Western Balkans Fund operates on the principle of matching TC financing provided by other donors enabling leveraging of TC funds. In 2009, the SSF provided financing for 430 contracts with an aggregate value €23.72 million or 27.69% of the value of all contracted

⁴ Established in April 2008 and became operational in July 2008

TC funds. In 2008, there were 123 contracts totalling €6.81 million financed from SSF. Included in the 2009 contract awards funded by the SSF were 171 contracts for €20.20 million by CSU, 218 contracts for €2.99 million by the TAM Programme and 41 contracts for €0.52 million by the BAS Programme. Out of 171 contract awards by CSU, 53 were for consultancy assignments co-financed with other donors of TC funds.

The European Union (EU) through various programmes provided funding for 354 contracts with an aggregate value of €15.35 million. In comparison, in 2008 the EU funded consultancy contract awards amounted to €10.70 million for 414 contracts, in 2007 to €14.09 million for 430 contracts, and in 2006 to €17.08 million for 378 contracts.

The Early Transition Countries (“ETC”) Fund⁵ financed by the Netherlands, United Kingdom, Japan, Spain, Norway, Finland, Switzerland, Sweden, Ireland, Taipei China, Canada, Luxembourg, Korea and Germany provided funding for 154 contracts with a total value of €7.15 million. In 2008, ETC Fund financed 137 contracts totalling €10.48 million.

The Western Balkans Fund⁶ established in November 2006 and supported by 16 donor governments (Austria, Canada, the Czech Republic, Denmark, Finland, Hungary, Ireland, Luxembourg, the Netherlands, Norway, Poland, the Slovak Republic, Slovenia, Spain, Sweden, and the United Kingdom) financed 45 contracts with an aggregate value of €5.82 million (69 contracts for €6.16 million in 2008). This brings the total value of contract awards financed from the Western Balkans Fund to €12.9 million.

The table below lists the 15 TC donor funds with the highest value of contract awards in 2009.

	Value,€	Number
EBRD Shareholder Special Fund	23,718,579	430
Early Transition Countries Fund	7,145,894	154
Western Balkans Fund	5,822,935	45
EC/EBRD Identification of Energy Efficiency investments in Ukraine & Moldova	5,217,576	3
Russia Small Business Fund	3,174,715	2
Japan-Europe Co-operation Fund	2,670,281	183
Bohunice International Decommissioning Fund	2,417,895	1
Netherlands Technical Assistance Co-operation Fund	2,344,577	12
Sweden (SIDA) - EBRD Technical Cooperation Fund - Phase II	1,722,453	3
EC Neighbourhood Investment Facility Technical Assistance the Chisinau Airport Modernisation Project II in Moldova	1,654,828	2
EC North Caucasus Micro, Small and Medium Enterprise Development Initiative	1,638,388	8
EBRD-ICEX Technical Co-operation - Spain	1,563,105	6
EBRD – Sustainable Energy Initiative FASEP Facility - France	1,171,700	2
Spanish Sustainable Energy Initiative Fund II - ODA Countries	1,016,192	2
EBRD-Netherlands Ukraine Micro-lending Programme Cooperation Fund	980,000	2

For contracts awarded in 2009 TC funding was provided by donors through 84 separate TC contribution agreements.

Among bilateral donors, highest contracted values, provided through one or more TC contribution agreements, were by the Netherlands (€3.84 million), Sweden (€3.42 million), Spain (€2.68 million), Japan (€2.67 million), France (€2.13 million), Switzerland (€1.83 million), Italy (€1.82 million) and Austria (€1.36 million).

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

⁶ Beneficiaries of the Western Balkans Fund: Albania, Bosnia and Herzegovina, FYR Macedonia, Montenegro and Serbia (including Kosovo)

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 (such as TAM/BAS Programmes – all contracts awarded by the TAM/BAS teams were TC funded), and various preparation and implementation assistance in relation to specific projects, including capacity building initiatives for the Bank's clients. Out of €85.66 million of contracted TC funds, €80.74 million were requested by the Banking Department. Among non-Banking departments that utilised TC funds in 2009 were the Legal Transition & Knowledge Management Team within the Office of the General Counsel ("OGC") for implementation of the Legal Transition Programme, Environment and Sustainability Department, Nuclear Safety, the Office of the Chief Economist (sector and policy studies) and the Office of the Chief Compliance Officer (anti-money laundering training).

The number and value of the 2009 contract awards for the NSD financed from the NSA and included within the TC funded contract statistics, amounted to 12 contracts and €0.90 million, an increase from 2008, when 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 Report.

3.2 Bank's Budget

In 2009, the number and value of contract awards financed from the Bank's budget amounted to 1,227 contracts for €48.94 million (43.50% of the total number and 35.68% of the total value of all contract awards by the EBRD and its clients). Compared to the previous year, both the number and value of Bank funded contract awards increased by 12.88% and 18.27% respectively (in 2008 there were 1,087 contract awards for €41.38 million financed from the Bank's budget).

The 773 contract awards totalling €35.30 million financed from the Bank's budget contracted by CSU included 464 contracts for €15.95 million for the Banking Department. 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 remaining 309 contracts totalling €19.35 million were for various non-Banking departments required to enable these departments to discharge their functions for the necessary operations of the Bank. These included Finance (125 contracts for €4.02 million), Environment, Procurement and Administration (61 contracts for €1.82 million), Risk Management, Human Resources and Nuclear Safety (34 contracts for €1.05 million) and others. A large share (28.65%) of the value of contract awards financed by the Bank's budget was for the Finance Department. These contracts included consultants implementing the Risk Management Systems Programme and consultants retained for development and upgrade of the Bank's information systems. The Bank's budget financed 88.49% of the value of contracts for the needs of non-Banking departments (excluding OGC and Nuclear Safety).

All contract awards for retention of outside counsel contracted by OGC (454 contracts with aggregate value €13.64 million) in response to the needs of the Banking Department, Administration, Human Resources and Treasury were funded from the Bank's budget.

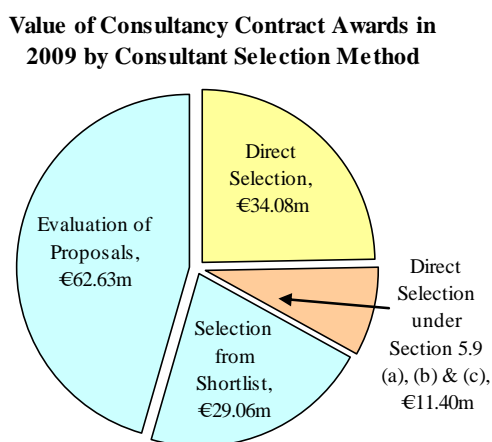
3.3 Loan Proceeds in Public Sector Operations

In 2009, there were seven consultancy contracts with an aggregate value of €2.57 million funded by loan proceeds of public sector operations and awarded by the Bank's borrowers directly. These operations were 100% financed by the Bank. In 2008, there were 16 consultancy contracts totalling €12.93 million funded by loan proceeds in public sector operations with the Bank's financing amounting to 59.69%.

4. Consultant Selection Methods

The Bank's PP&R stipulate that for low value assignments a qualified consultant may be selected directly, without the requirement to prepare a short list⁷, whereas for higher value assignments consultant selection should be made following a competitive procedure, either a selection from a shortlist or a formal evaluation of proposals⁸. Up until May 2009 direct selection was applied to consultancy assignments costing less than €50,000. Following the revision to the Bank's PP&R approved by the Board of Directors on 6 May 2009, the threshold for the application of the selection from a shortlist procedure was increased from €50,000 to €75,000 and for the two stage request for proposals procedure (firms only) from €200,000 to €300,000. Therefore the analysis presented in this section looks at the overall result of the 2009 contracts awards by selection method, as well as provides comparison for contracts awarded before and after the increase to the thresholds for consultant selection methods⁹.

Table 3 of the Annex details the numbers and values of consultancy contracts and extensions by consultant selection method (direct selection, selection from shortlist and evaluation of proposals) for both TC and Bank funded contracts awarded in 2009.



In 2009, a total of 2,191 contracts with aggregate value €45.48 million, including 208 contracts for €1.40 million under Section 5.9 of the Bank's PP&R¹⁰, were awarded through direct selection. This amounts to 77.67% of the total number and 33.16% of the total value of the 2009 contract awards.

There was an increase in the number and value of contracts awarded through direct selection compared to 2008, when there were 1,809 such contracts totalling €35.44 million, or 74.32% of the total number and 29.48% of the total value of all contract awards.

The table below compares the numbers and values of contract awards by selection method for 2009 and 2008. Whilst the share of value of contracts below the threshold for direct selection increased from 20.89% to 24.85%, the share of the contracts awarded under Section 5.9 of the Bank's PP&R marginally decreased from 8.58% in 2008 to 8.31% in 2009.

	2009			2008		
	Value, €	% of Total Value	Number	Value, €	% of Total Value	Number
Direct Selection	34,080,262	24.85%	1,983	25,115,239	20.89%	1,645
Direct Selection under Section 5.9	11,400,337	8.31%	208	10,320,940	8.59%	164
Selection from Shortlist	29,058,307	21.18%	475	29,603,439	24.62%	495
Evaluation of Proposals	62,629,959	45.66%	155	55,184,678	45.90%	130
Total	137,168,865	100%	2,821	120,224,296	100%	2,434

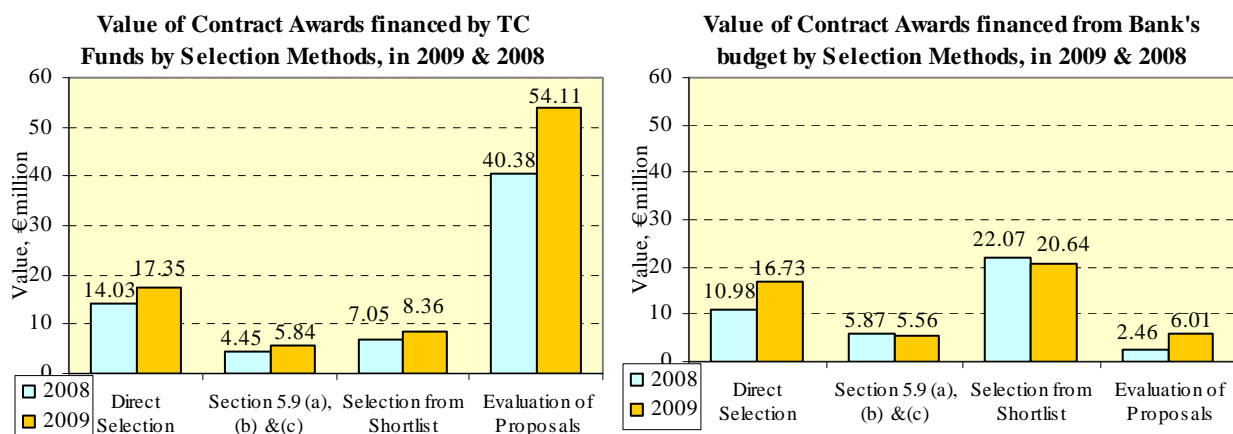
⁷ See Section 5.3(a) of the Bank's PP&R

⁸ Sections 5.3 (c) and (d) of the Bank's PP&R

⁹ The revised thresholds were applied to new consultant selection projects and did not affect on-going selections, therefore the analysis for contracts awarded under the new thresholds is provided for the period commencing 1 June 2009

¹⁰ In accordance with the revised PP&R, Section 5.9 justifies direct selection for contracts estimated to cost €75,000 or more by (a) the consultants' unique expertise or experience, (b) involvement in the early phases of the project where continuity of the same consultant is necessary or advantageous, and/or (c) requirement for additional services necessary for the performance of the contract. Justification under Section 5.9 (c) was introduced in the revised PP&R.

The distribution of value of the 2009 contract awards by consultant selection method for contracts funded by TC funds and the Bank's budget (excluding loan proceeds) in comparison to 2008 is presented in the charts below.



An increase in contracts awarded by direct selection was in both TC and Bank funded assignments. The average value of new contracts awarded by direct selection (excluding contract extensions and contracts awarded under Section 5.9 (a), (b) & (c) of the Bank's PP&R) was €17,758 for TC funded and €25,082 for Bank funded contract awards (compared to €17,265 and €22,104 in 2008).

The value of contracts and extensions awarded under Section 5.9 (a), (b) & (c) of the Bank's PP&R amounted to €1.40 million for 208 contracts, compared to €10.32 million for 164 contracts in 2008. The 99 TC funded contracts totalling €5.84 million amounted to 6.82% of the value of contracted TC funds. They included 27 extensions with a total value of €3.55 million. The three highest value TC funded contracts awarded under Section 5.9(a) were to the Food and Agricultural Organisation for consultancy under framework contract extension in the agribusiness sector (€41,406, various TC funds); to Sparkassenstiftung Für International Kooperation, Germany, for the MSE Credit Advisory Services in Azerbaijan (€62,420, EBRD - RDI Special Fund), and to IPC Internationale Project Consult GmbH, Germany, for the MSE Credit Advisory Services in Russia (€46,461, Russia Small Business Fund). All TC funded contracts and extensions awarded under Section 5.9 (a), (b) or (c) of the Bank's PP&R were reviewed and approved by the TC Committee. Among the 131 Bank funded contracts totalling €5.56 million awarded under Section 5.9 (a) 11.35% share of the value of Bank funded contracts), the highest value award was to KPMG Ltd, Russia, for a restructuring advice in relation to a project in Russia (€58,500 for two extensions). Approximately two thirds of the 208 contracts and extensions awarded under Section 5.9 (a), (b) & (c) of the Bank's PP&R were justified by the consultants' previous involvement in projects where continuity was necessary or advantageous (Section 5.9(b)). The remaining awards were justified either by the consultants' unique experience or expertise (5.9(a)), the need for additional services necessary for the performance of the contract (5.9(c)), or a combination of the above.

There was a significant increase in the value of TC funded contracts awarded following a formal evaluation of proposals procedure. In 2008, there were 104 TC funded contracts with total value €40.38 million (including 31 foreseen contract extensions for €9.92 million) awarded through evaluation or proposals. In 2009, the number and value of such contracts amounted to 134 and €54.11 million respectively and included 25 contract extensions for €6.00 million. The highest value contract award was to Swedish Export Credit Corporation for the Ukraine Energy Efficiency Programme (€3,250,000, EC/EBRD TC Fund for Identification and promotion of Energy Efficiency investments in Ukraine and Moldova).

The 15 Bank funded contract awards totalling €6.01 million awarded following an evaluation of proposal procedure included 11 foreseen contract extensions for €5.25 million, five of which

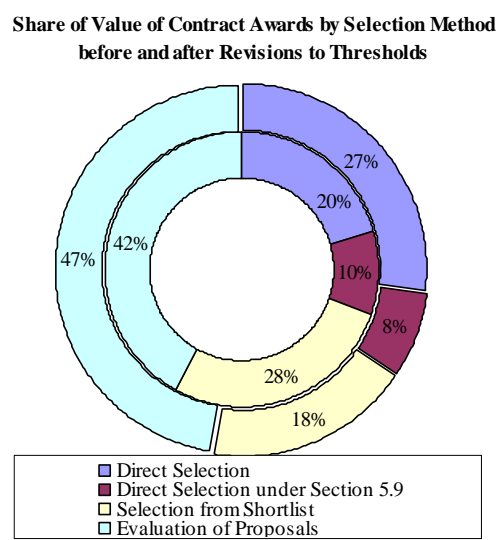
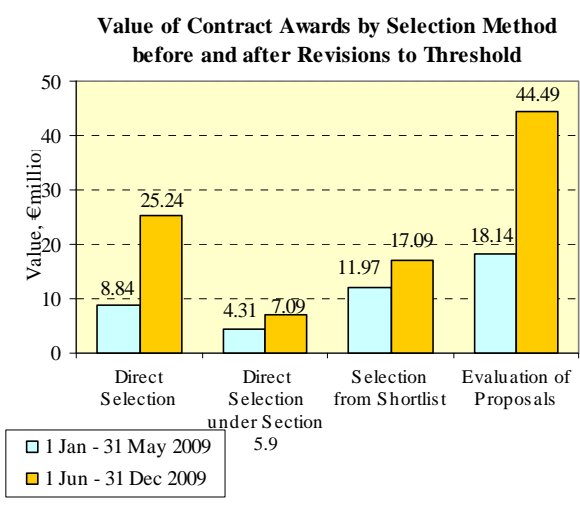
(€4.68 million) were to Deloitte MMCS Ltd, UK, to implement the Risk Management Programme, Phases 3 & 4.

The table below provides a breakdown of all contract awards, including TC funds, the Bank's budget and loan proceeds, before and after the application of the revised thresholds for consultant selection as per the Bank's PP&R¹¹.

	31 Jan – 31 May 2009			1 Jun – 31 Dec 2009		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection - new awards	7,472,072	17.27%	429	22,866,796	24.35%	1,025
Direct Selection – extensions within the threshold	1,365,738	3.16%	213	2,375,656	2.53%	316
Direct Selection under Section 5.9 of the Bank's PP&R	495,750	1.14%	4	2,883,917	3.07%	77
Extensions awarded under Section 5.9 of the Bank's PP&R	3,814,327	8.82%	56	4,206,343	4.48%	71
Selection from Shortlist - new awards	7,800,172	18.03%	124	11,610,844	12.37%	173
Selection from Shortlist – extensions within the threshold	4,168,237	9.64%	65	5,479,054	5.83%	113
Evaluation of Proposals – new awards	11,805,448	27.29%	33	39,575,076	42.14%	86
Evaluation of Proposals –extensions	6,336,043	14.65%	12	4,913,391	5.23%	24
	43,257,787	100%	936	93,911,077	100%	1,885

In the last seven months of 2009 both the value and number of contract awards more than doubled compared to the first five months of 2009. Although the share of value of contracts awarded by direct selection (including extensions and awards under Section 5.9 of the Bank's PP&R) increased from 30.39% in the first period to 34.43% in the second period, the combined share of value of contracts awarded by direct selection and selection from shortlist decreased from 58.06% to 52.63%. Thus the share of the value of contracts awarded following a formal evaluation of proposals process, the most competitive selection method used by the Bank, increased from 41.94% to 47.37%.

The charts below illustrate the actual values and the share of value of contracts including extensions by selection method in the two periods.



¹¹ The revised thresholds were applied to new consultant selection projects and did not affect on-going selections, therefore the analysis for contracts awarded under the new thresholds is provided for the period commencing 1 June 2009

The 1,025 new contracts awarded by direct selection between 1 June and 31 December 2009 included 40 contracts for €2.55 million each costing between €50,000 and €75,000 that would have been awarded competitively by simplified selection procedure before the change to the thresholds. The 173 new contracts awarded by selection from shortlist included five consultancy contracts in the €200,000 to €300,000 value range (totaling €1.21 million) that would have been tendered and contracted following the two stage request for proposals process.

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. And 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 2009, there were 1,587 contract awards with a total value of €85.66 million financed by TC funds. The table below presents a summary of tied, untied and semi-untied TC funds contracted in 2009.

	Value, €	% of Total Value	Number	% of Total Number
Tied	14,860,399	17.35%	223	14.05%
Untied	67,952,016	79.32%	1,123	70.76%
Semi-Untied	2,850,853	3.33%	241	15.19%
	85,663,268	100%	1,587	100%

The distribution of tied TC funds contracted in 2009 by the donor country is presented in the table below.

	Value, €	Number
Austria	1,102,326	13
Belgium	128,253	12
Canada	44,042	9
Denmark	18,531	1
Finland	202,246	6
France	2,127,495	5
Germany	278,915	3
Greece	84,834	7
Ireland	116,433	12
Italy	1,815,042	62
Luxembourg	831,708	51
Netherlands	2,344,577	12
Portugal	49,120	6
Singapore	293,726	1
Spain	1,563,105	6
Sweden	2,272,567	5
Switzerland	1,537,480	11
USA	49,999	1
	14,860,399	223

In 2009, tied funding financed 223 consultancy assignments with an aggregate value of €14.86 million, or 17.35% of the total value of TC funded contract awards by the Bank. The Netherlands, Sweden and France were the largest donors of contracted tied TC funds.

The remaining €70.80 million (82.65%) of the TC funds contracted in 2009 were either untied, or semi-tied, i.e. carried only broad nationality restrictions.

In 2008, the value and number of consultancy contracts financed with tied TC funds amounted to €9.57 million and 168 contracts respectively (14.52% of the value of contracted TC funds).

18 bilateral donors, through 29 different contribution agreements, provided TC funding for contracted consultancy assignments on a tied basis. The highest value contract award financed from tied TC funds was to Egis Mobilite, France, for Kyiv Traffic Management, Design, Procurement, Implementation Support and Contract Supervision (€91,700, EBRD - SEI FASEP Facility – France). Singapore, which recently became the EBRD's donor, provided financing for the Feasibility Study on Almaty Light Rail Train in Kazakhstan assignment awarded to Worleyparsons Pte. Limited, Singapore (€93,726, the International Enterprise Singapore - EBRD Technical Co-operation Fund).

It should be noted that some donors of tied TC funds untied their funding when specific expertise for the assignment was not readily available within their country. For example, in 2009 the Luxembourg TC Fund which is normally tied was used to finance a Spanish consultant (BME Consulting/Instituto BME) to carry out Capital Markets Training for Zagreb Stock Exchange. There are tied funds that allow participation of consultants from other countries, for example, Swiss TC fund, though classified as tied, is reciprocally untied, i.e. consultants from countries that do not tie their funding are eligible for financing. It is also important to note that almost all tied funds have a local element allowing for engagement of local consultants from the EBRD's countries of operation.

In view of the latest internal discussion on TC funds and the Grant Planning Meeting that took place in February 2010, the EBRD is moving towards untying the grant funds provided to its countries of operations, in line with other Multilateral Development Banks ("MDBs").

Untied TC funds contracted in 2009 amounted to €67.95 million or 79.32% of the value of all contract awards. All multi-donor funds (with exception of EU) including SSF, ETC Fund, the Western Balkans Fund, Russia Small Business Fund, Bohunice International Decommissioning Fund and others, provided financing on untied basis. Out of €15.35 million of contracted EU funds, €14.11 million were provided on untied basis, and the remaining €1.24 million were contracted on semi-untied basis to consultants from the EU or the Bank's countries of operations. Among the bilateral contributors of untied TC funds were Austria, Japan, Korea, Netherlands, Norway, Sweden, Switzerland, UK, USA and others.

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.

Competitively awarded assignments, where the consultant selection process is restricted in accordance with the consultant nationality eligibility criteria agreed with the donor of TC funds under the relevant contribution agreement, are referred to as "targeted" selection.

In 2009, 194 TC funded contracts with a total value of €55.90 million were awarded following a new competitive consultant selection process¹². These included nine competitively awarded call-off notices (€2.35 million) under existing framework agreements¹³. The remaining 185 contracts for €53.54 million had the following approaches to consultant selection:

- a) 28 contracts worth €9.28 million were awarded as the result of consultant selection processes **targeted** specifically at consultants from the donor country;
- b) 157 contracts with a total value of €44.26 million were awarded following **open** consultant selection process i.e. did not target any specific consultant nationality. This number included 19 framework agreements with potential value of €7.20 million.

¹² Excluding contract extensions in budget with additional scope of work

¹³ Competition is reported at framework level

5. Consultants Engaged for Operations and Institutional Needs

5.1 Consultancy Contracts in relation to the EBRD's Operations

Out of 2,821 consultancy contract awards by the EBRD and its borrowers in 2009, 88.05% of the total number (2,484) and 85.05% of the total value (€16.66 million) were either for specific operations (including pre- and post-signing assistance to the Bank's clients) or for assistance with implementation of the Bank's technical cooperation programmes promoting transition in the Bank's countries of operations (such as Trade Facilitation, Legal Transition, TAM/BAS Programmes). These figures included 1,577 contracts for €4.79 million financed by TC funds, seven contracts for €2.57 million funded by loan proceeds in public sector operations, and 900 contracts for €9.64 million funded from the Bank's budget including retention of outside counsel by OGC (425 contracts totalling €13.30 million by OGC were for the needs of the Banking Department).

As the Bank responded to the financial crisis in the EBRD's region, consultancy contracts supporting financial institutions/SMEs were the highest at €1.56 million in 2009 (€1.15 million in 2008). The value of contract awards in the infrastructure/transport sector increased from €8.55 million in 2008 to €3.61 million in 2009.

For TC funded contracts, almost 35% of the value of contracted TC funds was focused on financial institutions (and around 24% on infrastructure projects (€20.22 million). Among contracts awarded as part of the Bank's Crisis Response Programme was a grant to the National Bank of Ukraine for financing of diagnostic studies of Ukrainian banks (Tiers 3 & 4) as part of the Bank's assistance with the Financial Sector Reform and National Bank Resolution in Ukraine (€1,200,000, SSF). IPC Internationale Project Consult GmbH, Germany was retained to provide additional services in relation to the Ukraine Microlending Programme tackling Crisis Response and Development of Lending Capacity in Ukrainian Bank for Micro and Small Enterprises in the Rural and Agricultural Sector (€490,000, EBRD-Netherlands Ukraine Micro-lending Programme Cooperation Fund). Four consultants were retained under framework agreements for provision of on-going services to financial institutions in the Bank's countries of operations which have been particularly effected by the global financial crisis and in which EBRD plans to invest or has invested as part of a crisis response package. A number of training courses and seminars were carried out by consultants as part of the Bank's Trade Facilitation Crisis Response Training.

There was also a significant increase in contract awards in the energy efficiency sector as part of the Bank's Sustainable Energy Initiative (€9.54 million compared to €2.34 million in 2008).

Among the Bank's 29 countries of operations, the highest value of contract awards for operational needs were in Russian Federation with €9.66 million worth of contracts, followed by Ukraine (€6.99 million), and Tajikistan (€6.81 million).

5.2 Consultants Engaged for the Bank's Institutional Needs

In 2009, 337 contracts with a total value of €20.51 million were for consultancy assignments related to the Bank's institutional needs (11.95% of the total numbers and 14.95% of the total value of contract awards). In 2008, there were 281 such contracts totalling €13.95 million.

Contracts for the Bank's institutional needs included, among others, those for the implementation of the Risk Management Systems Programme, 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. Also included 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. Out of the 337 contracts for the Bank's institutional needs 199 contracts with a total value of €1.43 million were for individual services. The remaining 138 contracts for €9.08 million were contracts with firms, either solely represented or lead firms of consortium.

The value of contract awards to consultants retained for the Bank's IT systems development, upgrade and maintenance increased from €8.14 million for 125 contracts in 2008, to €13.75 million for 117 contracts in 2009. The 117 contracts included 99 contracts for €8.07 million with individuals, and 18 contracts for €5.67 with firms. The 18 contracts awarded to firms included five contract extensions totalling €4.68 million awarded to Deloitte MCS Ltd, UK for the implementation of the Risk Management Programme, Phases 3 & 4.

The Evaluation Department performing project, sector, policies and programmes assessments required 24 contracts totalling €0.81 million.

The Office of the Chief Compliance Officer engaged consultants in relation to the Bank's internal compliance requirements, the Independent Recourse Mechanism Review, Anti-Money Laundering programme, compliance certification initiative in Armenia and others (11 contracts for €0.37 million).

The Office of the Chief Economist required 43 contracts totalling €0.85 million for various studies and assistance with publications¹⁴. A summary of consultancy contract awards for all non-Banking departments are presented in Table 10 of the Annex.

Over 95% of the value of contract awards for the Bank's institutional needs were funded from the Bank's budget (327 contracts totalling €19.64 million). The remaining 10 contracts for €0.87 were financed from TC funds (including the Loss of Human Capital - Survey of Migrants by the Office of the Chief Economist funded from the SSF and the Western Balkans Fund; the Diversification of the Russian Economy Study funded by Japan; Armenian FIU - Compliance Certification Initiative Examination Development funded by the ETC Fund; the EBRD Gender Specialist funded from the SSF; and others). 206 contracts for €16.22 million out of the 337 contracts for the Bank's institutional needs were awarded to the British consultants.

Internal Consultants

Out of 337 contracts for €20.51 million for the Bank's institutional needs, 138 contracts totalling €0.28 million were to 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 the 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 Environment, Procurement and Administration are also required.

The 138 contracts awarded to internal consultants included 97 contracts for €8.24 million to IT specialists, eight contracts for €0.69 to environmental specialists, eight contracts for €0.24 million to economists, five contracts for €3,376 to communication advisers, and others. Out of the 138 contracts, four were awarded to consultants based at the Bank's Resident Offices. 130 contracts for €9.74 million were for services of individuals, and eight contracts for €0.54 were with firms, for such services as various system testing, security review and CredEx support. British consultants had the highest share of contract awards to internal consultants - 99 contracts for €7.97 million, due to their proximity for the Bank's Headquarters. Other nationalities of internal consultants included Australian (eight contracts for €0.53million) and French (three contracts for €0.26 million).

¹⁴ The remaining contract for €1.20 million by the Office of the Chief Economist was a crisis response grant to the National Bank of Ukraine providing assistance with financial sector reform and bank resolution. This contract is included in the operational contract awards.

6. Nationality of Consultants

6.1 Overall Results

Among 68 consultant nationalities engaged by the Bank in 2009, British consultants were the highest ranked by the value of contract awards with €39.52 million for 796 contracts. Their share of the contracted value amounted to 28.81%, a decrease compared to the previous two years - in 2008 British consultants' share amounted to 30.09% (€36.17 million for 729 contracts) and in 2007 to 40.52% (€55.18 million for 683 contracts). Out of €39.52 million of contract awards to British consultants, more than two thirds (€26.85 million) were funded from the Bank's budget. A significant share of contracts went to IT consultants (€12.10 million for 100 contracts) including five contract extensions for €4.68 million to Deloitte MCS Ltd, UK, for the implementation of the Risk Management and Workflow Project. 48 contracts totalling €3.89 million were by OGC for retention of outside counsel and 149 contracts for €1.71 million by the TAM Programme for provision of management advice. Other areas of British consultants' expertise included financial, accounting and engineering across all sectors including financial institutions, SMEs, and infrastructure. Among the 796 contracts, 501 for €12.50 million (or 31.62% of the value of contract awards to British consultants) were awarded by direct selection. This is representative of the share of directly awarded contracts for all nationalities - in 2009, 33.16% of the value of all contract awards were by direct selection. The remaining 295 contracts with British consultants with a total value of €27.02 (including contract extensions and competitively awarded call-off notices under existing framework agreements) were awarded through competitive selection.

German consultants were in second place with €17.83 million (a 13.00% share) for 105 contracts. They had the largest share of TC funded contracts (€4.99 million). In 2008 German consultants were in third place with an 8.85% share of the total value of contract awards - €10.64 million for 94 contracts. Out of the 105 contract awards in 2009, 31 contracts totalling €15.42 million (or 86.48% of the value of contract awards to German consultants, including three loan funded contracts) were through competitive selection. German consultants' areas of expertise ranged from financial institutions and microfinance to sustainable energy, transport and water rehabilitation.

In 2009 Russian consultants were third below the British and German consultants. They were awarded €8.51 million (a 6.21% share) worth of contracts (183 contract awards) compared to €11.57 million for 134 contracts in 2008. A 134 contracts with total value of €4.48 million (52.64% of the value of contract awards to Russian consultants) were by direct selection. Out of the 183, 94 contracts totalling €3.97 million were by OGC for retention of outside counsel. Russian consultants were engaged for projects in municipal infrastructure, property and tourism, industrial and manufacturing, and power and energy sectors. Many of the Russian consultants engaged by the Bank were Russian offices of international firms such as Branan, White and Case LLP, Cowi, Ernst and Young, KPMG 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 and Young was reported as French, Kazakh or Russian, depending on the location of their office that entered into a contract with the Bank. Secondly, nationalities of associated firms or consultants engaged as subcontractors or as non-lead members of consortium are not reported on. This is significant if one takes into account that almost 30% of the value of all contract awards by CSU were to consortia of firms.

With this in mind readers should view Tables 7 and 8 of the Annex. Table 7 details the ranking of consultant nationalities¹⁵ engaged by the Bank in 2009 by value of contract awards, for TC funded, Bank budget and loan funded contracts. Table 8 of the Annex provides details of contracts for 68 consultant nationalities awarded through direct selection vs competitive selection, for TC funds and Bank’s budget. The list of nationalities engaged by the Bank increased from 64 in 2008 to 68 in 2009.

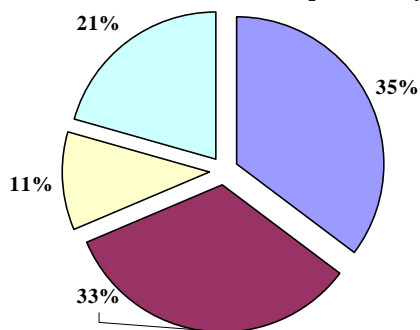
Consultants’ participation in new assignments awarded through competitive selection by nationality is presented in Table 11 of the Annex. The table shows the number of expressions of interest by consultant nationality and the resulting contract awards by CSU for open competition (excluding competition among firms with framework agreements), as 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

In 2009, the value and number of contract awards to consultants from the Bank’s countries of operations amounted to €25.55 million for 854 contracts. This represents a 23.53% decrease in value of contract awards to local consultants compared to 2008 (€33.41 million). The number of contract awards increased by 36.86% from 2008 (624 contracts).

The value of contract awards to local consultants in 2009 was at the similar level to those awarded in 2007 (€25.15 million). The decrease compared to 2008 was largely because the 2008 statistics included one single contract for €6.32 million funded from public sector loan proceeds, awarded to Institut Gradevinarstva Hrvatske, Croatia for Project Management, Design of Part of the Works, Procurement of Works and Supervision of Works on Zagreb Holding Water and Sewer Investment Project. At the same time the number of contracts awarded to local consultants significantly increased.

Distribution of Value of 2009 Contract Awards to Consultants from Countries of Operation by Region



- Central and South-eastern Europe
- Russia
- Ukraine
- Turkey, Eastern Europe, Caucasus and Central Asia excl. Russia and Ukraine

In 2009 consultants from Russia, Ukraine, Romania, Hungary, Kazakhstan and Serbia had the highest share of the value of contract awards among local consultants.

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 2008, for TC and Bank funded contracts.

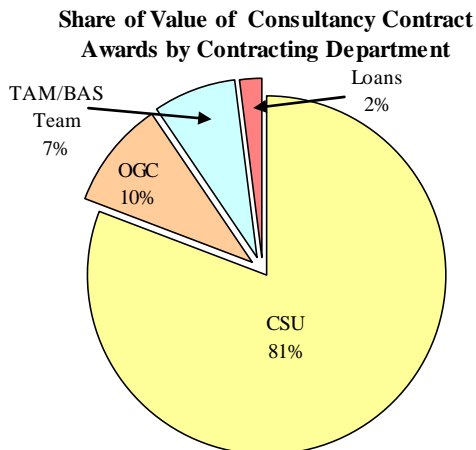
The number of contracts awarded to local consultants through competitive selection decreased from 129 in 2008 to 91 in 2009, and the number of directly awarded contracts rose from 495 in 2008 to 763 in 2009.

Included in the contract awards to local consultants are 324 contracts with total value €8.82 million by the OGC. Russian consultants were the highest ranked nationality for contract awards by OGC (€3.97 million for 94 contracts).

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.

¹⁵ Only nationality of the lead firm is recorded

7. Analysis of Consultancy Contracts by Contracting Department



The distribution of the contract awards by each respective department for the past two years is presented in Table 1 of the Annex.

In 2009, CSU was responsible for contracting 80.70% of the total value of consultancy contract awards by the Bank.

This is a significant increase in CSU's share of contract awards compared to 2008, when the value of the contracts by CSU amounted to 67.98%.

7.1 Consultancy Contracts Awarded by Consultancy Services Unit



In 2009, 1,409 contracts with an aggregate value of €10.70 million were awarded through CSU. These contracts included 12 contracts totalling €0.90 financed from the NSA contracted for the Nuclear Safety Department. The number and value of contract awards in 2009 increased by 28.09% and 35.46% compared to 2008. 1,057 new contracts amounted to €4.91 million, whereas 352 contract extensions (in value with additional scope of work) amounted to €5.79 million. Among contract awards by CSU, there were 636

contracts totalling €75.40 million financed with TC funds, and 773 contracts with total value of €35.30 million financed with the Bank's budget. The tables below present the distribution of TC and Bank funded contract awards by consultant selection methods in 2009 and 2008.

CSU Contract Awards: TC Funds

	2009			2008		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	7,110,820	9.43%	296	3,861,263	7.02%	148
Direct Selection under Section 5.9	5,844,814	7.75%	99	3,705,057	6.74%	30
Selection From Shortlist	8,337,618	11.06%	107	7,053,672	12.82%	77
Evaluation of Proposals	54,106,018	71.76%	134	40,382,607	73.42%	104
Total	75,399,270	100%	636	55,002,599	100%	359

CSU Contract Awards: Bank's Budget

	2009			2008		
	Value, €	% of Total Value	No	Value, €	% of Total Value	No
Direct Selection	9,548,962	27.05%	397	5,777,181	21.62%	307
Direct Selection under Section 5.9	4,064,960	11.52%	62	4,109,575	15.38%	75
Selection From Shortlist	15,677,408	44.41%	299	14,363,443	53.76%	341
Evaluation of Proposals	6,009,430	17.02%	15	2,466,434	9.24%	18
Total	35,300,760	100%	773	26,716,633	100%	741

In 2008, CSU published 172 procurement notices inviting expression of interest in consultancy assignments on the Bank's website, compared with 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 / Concentration of Contract Value per Consultant

In 2009, 1,409 consultancy contracts were awarded by CSU to 802 consultants (either individual or firms) contracted by the Bank and its clients, compared to 606 consultants awarded 1,100 contracts in 2008. Regional offices of multinational firms and various consulting arms of multinational groups are recorded as separate contracting entities. Out of the 802, 550 consultants had one contract award (total value of these contracts amounted to €41.89 million) and 252 consultants had two or more contract awards, including contract extensions with additional scope of work and budget to previous assignments. The 252 consultants with multiple contract awards included 163 consultants with two contract awards (€6.51 million), 40 consultants with three contract awards (€7.56 million), 14 with four contract awards (€3.37 million), and the remaining 35 had five or more contract awards (€29.40 million).

Consultants with five or more contract awards (including standalone contracts, extensions in value with additional scope of work were mostly retained by the Bank under framework agreements for performance of similar or repetitive assignments such as integrity investigations, environmental advisory services, energy efficiency programmes, and professional employment agencies through which personal coaching specialists were contracted.

In line with the analysis presented in the previous years, the table below lists 15 consultants with the highest number of contract awards by the EBRD in 2009. The table also provides number and value of awards to these firms in 2008 and 2007. The contract awards include standalone contracts, framework agreements, extensions in value, and call-off notices under existing framework agreements.

Consultant Name, Nationality	2009		2008		2007	
	Number	Value, €	Number	Value, €	Number	Value, €
1. The Risk Advisory Group Plc, UK	48	0.56	44	0.66	32	0.55
2. GPW Ltd, UK	31	0.54	19	0.30	22	0.44
3. D'Appolonia S.p.a., Italy	25	1.22	12	0.40	12	0.33
4. MWH S.P.A, Italy	24	1.36	24	1.12	10	0.60
5. Control Risks Group Ltd, UK	22	0.23	26	0.25	13	0.16
6. Citrus Partners LLP, UK	11	0.20	9	0.41	11	0.17
7. Diligence International LLC, UK	11	0.13	34	0.48	21	0.47
8. Boas, UK	10	0.12	3	0.17	-	-
9. Booz & Co (UK), Ltd	9	0.19	3	0.07	5	0.17
10. Environ (UK) Ltd	9	0.22	4	0.14	2	0.00
11. Haskoning Nederland BV, Netherlands	9	0.58	14	0.84	6	0.40
12. Fichtner GmbH, Germany	8	4.20	2	1.06	2	0.37
13. DAI Europe Ltd, UK	8	1.83	16	4.73	12	2.92
14. Branan Environment Ltd, Russia	8	0.67	2	0.01	-	-
15. Cowi A/S, Denmark	8	0.60	-	-	3	0.08

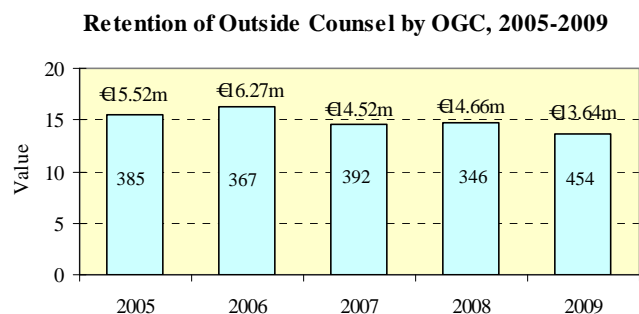
Among the 15 top ranked consultants with the highest numbers of contract awards in 2009 were four firms engaged by the Bank under framework agreements for integrity investigation services (1, 2, 5 & 7), three firms with framework agreements relating to the Bank's energy efficiency programmes (3, 4 & 11), two firms engaged by the EBRD's Environmental and Sustainability Department for provision of environmental monitoring assistance (6 & 10). Boas (8) was engaged by HR for provision of personal coaching and training to the Bank's staff.

Among individual consultants, two individual consultants had four contracts/extensions awarded in 2009: one was retained to represent the EBRD on board of directors of several investee companies and for provision of short term project / policy advisory services; and the other was engaged by the Office of the Chief Economist as an editor / writer for the Bank's publications. In 2008, there were also two individual consultants with four contract awards.

The table below lists top three consultants with multiple contract awards for each of the banking team and respective numbers and values of awards to these consultants. Contract awards to consultants engaged by the Bank under framework agreements for provision of similar repetitive assignments, such as integrity investigation services, energy audits, institution building for FIs etc, have been excluded from this analysis.

Banking Team	Consultant Name, Nationality	Number of Contract Awards	Value of Contract Awards, €
Energy Efficiency & Climate Change	Fichtner GmbH, Germany	5	2,173,869
	KPMG Ltd, Russia	4	911,500
	MVV DeCon GmbH, Germany	4	487,150
Central and South Eastern Europe	Norton Rose Studio Legale, Italy	3	100,940
	Colliers International, Serbia	2	16,000
	n/a	-	-
Energy (incl. Natural Resources & Power and Energy)	Poyry Energy, International	5	362,542
	MWH S.P.A., Italy	4	471,560
	Mercados EMI, Spain	5	1,565,085
Financial Institutions	Business & Finance Consulting, Germany and Switzerland	10	850,016
	DAI Europe Ltd, UK	5	1,249,124
	IPC GmbH, Germany	4	4,154,715
Industry, Commerce and Agribusiness	Branan Environment Ltd, Russia and Ukraine	5	97,710
	Natalia Meilunas, Russia	4	30,943
	Jones Lang Lasalle, Russia	3	76,333
Infrastructure	Cowi A/S, Denmark and Russia	10	1,018,009
	Booz & Company Ltd, UK	9	189,636
	Egis Bceom International, France	6	2,759,32
Russia	Branan Environment Ltd, Russia	3	224,350
	WS Atkins International Ltd, UK	3	111,935
	Hatch, UK	2	241,670
Turkey, Eastern Europe, Caucasus and Central Asia	Akhmedov, Aziziov, Abdulhamidov, Attorneys (Simple Partnership), Tajikistan	5	71,200
	Grata Law Firm, LLC, Kazakhstan	5	57,893
	Aecom Georgia LLC, Georgia	3	59,100

7.2 Contracts awarded by OGC



In 2009, OGC awarded 454 contracts with a total value of €3.64 million for retention of outside counsel. Compared with 2008, the number of contract awards increased by 31.21%, whereas the value of awards decreased by 6.96%.

Out of 454, 389 contracts with a total value of €8.67 million were awarded by direct selection from the OGC database of registered law firms. The remaining

65 contracts totalling €4.97 million were awarded following competitive selection.

425 contracts totalling €13.30 million were for the needs of the Banking Department. The remaining 29 contracts for €0.34 million were for the needs of Administration, Human Resources, Procurement and Treasury.

32.69% of the value of all consultancy contract awards by OGC were for the projects in Russian Federation (€4.46 million for 113 contracts), followed by 9.78% related to the projects in Ukraine (€1.339 million for 54 contracts), and 6.14% for projects in Bulgaria (€0.84 million for 14 contracts).

In terms of consultant nationality, law firms based in Russian Federation had the largest share of the value of contract awards (€3.97 million, 94 contracts), followed by UK (€3.89 million, 101 contracts) and Ukraine (€1.21 million, 48 contracts).

In 2009, 454 contracts were awarded by OGC to 173 law firms with offices in one or more countries. Out of the 173, 135 firms had one contract award (total value of these contracts amounted to €2.63 million) and 38 firms had two or more contract awards. The 38 law firms with multiple contract awards included 15 firms with less than five contracts (€1.03 million); 15 firms that were awarded between five and nine contracts (€3.71 million); eight firms with 10 or more contract awards (€6.27 million).

The table below lists the top five law firms with highest number of contract awards by OGC in 2009. The table also provides number and value of awards to these firms in 2008 and 2007.

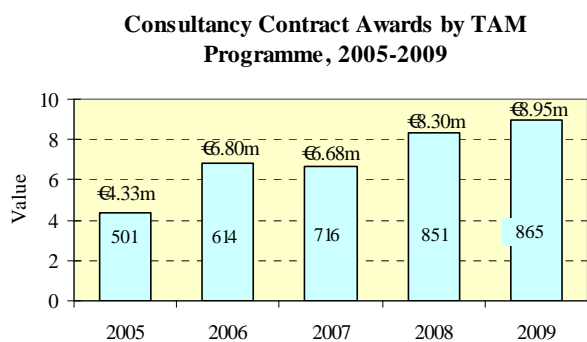
Law Firm	2009		2008		2007	
	Number	Value, €	Number	Value, €	Number	Value, €
CMS Cameron McKenna	28	1,117,729	16	648,337	7	380,488
Gide Loyrette Nouel	28	1,359,543	18	1,126,686	35	1,453,425
Chadbourne & Parke	23	1,206,705	22	1,782,647	33	2,305,276
Bird & Bird	19	513,793	9	411,621	18	283,801
White & Case	19	823,491	17	1,410,965	24	1,203,652

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.

There is a permanent procurement notice on the Bank's website facilitating access by law firms to EBRD by inviting them to register on the OGC database.

7.3 Contracts awarded by TurnAround Management Programme

In 2009, the TAM Programme awarded 865 contracts totalling €8.95 million. This represents a 1.65% increase in the number and a 7.83% in the value of contract awards by the TAM Programme compared with the previous year.



All contracts awarded by the TAM Programme were TC funded. Among the main contributors of TC Funds were the SSF, EU, and Japan. 218 contract awards by the TAM programme totalling €2.99 million were financed by the SSF.

Japanese, British and Italian consultants had the highest value of contract awards by the TAM Programme with €1.97 million, €1.72 million and €0.82 millions of contracts respectively.

The 865 contract awards by the TAM Programme were to 397 individual consultants. The highest number of contract awards to the same consultant was 17 (two individual consultants had 17 contract awards each, in relation to different enterprises in more than one country of

operation, with aggregate values of €166,887 and €106,441). Further nine consultants had between 10 and 15 contracts awarded to them during 2009 (€1.03 million); 20 consultants had between 6 and 9 contract awards (€1.14 million); and the remaining 366 consultants had five or less contract awards (€6.51).

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.

7.4 Contracts awarded by Business Advisory Services Programme

In 2009, the BAS Programme awarded 86 consultancy contracts (all TC funded) with a total value of €1.32 million, a decrease of 28.93% in numbers and 49.62% in value compared with 2008. The main contributors to TC funds that financed contracts by the BAS Programme were SSF, the Netherlands and Switzerland. SSF financed 41 contracts with total value €0.52 million. Among consultant nationalities, Montenigrin, Kyrgyz and Uzbek consultants had the highest share of the value of contract awards (€0.26 million, €0.24million and €0.24 million respectively).

In 2009 a large number of contracts for the needs of the BAS Programme, including engagement of individual consultants as "quasi programme staff" working in the BAS offices in the Bank's countries of operations and training, were prepared by CSU (146 contracts with a total value of €1.92 million).

Among contracts awards by the BAS Team, the highest number of contract awards to the same consultant was two (twelve consultants had more than one contract awards which were mainly extensions in budget to previous contracts). Among contracts issued for the BAS Programme by CSU, one individual consultant had four contract awards with total value €30,943), and 21 consultants had two contract awards each.

7.5 Loan Funded Contracts

In 2009, seven consultancy contracts funded by loan proceeds of public sector operations with a total value of €2.57 million were signed by the Bank's borrowers, all of them through competitive selection. In 2008, there were 16 consultancy contracts funded by loan proceeds of public sector operations with a total value of €12.93 million. 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.

1,061 contracts worth €74.03 million (or 53.61% of value of all contract awards) were awarded as CSU stand alone standard contracts with the Bank as the contracting party.

Grant agreements with the Bank's clients, whereby the consultancy contracts are signed by the Bank's clients, are important instruments 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 2009, there were 109 contracts totalling €7.79 million (or 20.11% of the value of all contracts) awarded as grant agreements signed with the Bank's clients, compared to 89 contracts for €17.45 million in 2008, and 66 contracts for €10.22 million in 2007. CSU is actively

involved in overseeing the administrative aspects of client contracting with use of TC funds, including the 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 2009, the EBRD awarded 19 framework agreements and one framework contract extension. The framework contract extension was to the Food and Agricultural Organisation based in Rome.

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

- Regional: Energy Performance Assessment and Corporate Energy Efficiency Policy Support
- Regional: Energy Efficiency Programme for the Corporate Sector
- Regional: Institution Building and Targeted Crisis Response Framework
- Regional: Monitoring Consultant to Assist EBRD's Environment and Sustainability Department
- Russian Federation: Assistance and Training in Loan Workouts and Corporate Recovery for Russian Banks.

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

In 2009, there were 206 call-off notices totalling €6.98 million awarded under existing framework agreements, out of which 115 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. OCU is responsible for maintaining the CAR TC Funded Module which generates reports for the donors of TC funds, and CSU oversees completion of CAR reports for consultancy contracts funded from the Bank’s budget.

For Bank funded consultancy assignments contracted in 2009 and completed during the same period, over 80% of the operation leaders that completed CAR reports rated performance of consultants engaged in relation to their projects as “excellent” or “good”. Further 12% chose “satisfactory” rating and only 8% rated the services provided as “marginal” or “unsatisfactory”. 90% of the operation leaders completing CAR reports would recommend consultants retained in relation to their projects for other similar assignments.

ANNEX - TABLES OF STATISTICS

- Table 1** Total Value and Number of Consultancy Contract Awards by Contracting Department
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- Table 11** Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by CSU in 2009 (Numbers of Expressions of Interest and Contract Awards)

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

Department	Value (€m)		Number		% of Total Value	
	2009	2008	2009	2008	2009	2008
Consultancy Services Unit	109.80	81.45	1,397	1092	80.05%	67.75%
Nuclear Safety Department*	0.90	0.27	12	8	0.66%	0.23%
Office of the General Counsel	13.64	14.66	454	346	9.94%	12.19%
Turn Around Management	8.95	8.30	865	851	6.52%	6.90%
Business Advisory Services	1.32	2.61	86	121	0.96%	2.17%
Loans **	2.57	12.93	7	16	1.87%	10.76%
Total	137.17	120.22	2,821	2,434	100.00%	100.00%

* Contracted by CSU

** 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)

Year	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%

Table 3 2009 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 (€n) (A)	Number (B)	Value (€n) (C)	Number (D)	Value (€n) (E)	Number (F)	Value (€n) (A)+(C)+(E)	% of Total Value	Number (B)+(D)+(F)	% of Total Number
Direct Selection (< €75K)	Original	14,863,359	837	15,475,509	617	0	0	30,338,868	22.12%	1454	51.54%
	Extensions*	2,485,386	407	1,256,009	122	0	0	3,741,395	2.73%	529	18.75%
Direct Selection (> €75K as per Section 5.9 (a) & (b) of the Bank's PP&R)	Original	2,298,244	72	1,081,423	9	0	0	3,379,667	2.46%	81	2.87%
	Extensions**	3,546,570	27	4,474,101	100	0	0	8,020,671	5.85%	127	4.50%
Selection from Shortlist	Original	7,813,497	88	11,547,520	208	50,000	1	19,411,017	14.15%	297	10.53%
	Extensions***	550,195	22	9,097,096	156	0	0	9,647,291	7.03%	178	6.31%
Evaluation of Proposals	Original	48,107,594	109	758,420	4	2,514,509	6	51,380,523	37.46%	119	4.22%
	Extensions***	5,998,424	25	5,251,010	11	0	0	11,249,434	8.20%	36	1.28%
Total		85,663,269	1,587	48,941,088	1,227	2,564,509	7	137,168,866	100%	2,821	100%

* Aggregate value of a previous contract and a contract extension did not exceed € 75K (Value increased as of 6 May 2009 from €50K)

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

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

Table 4 2009 Consultancy Contract Awards by Country of Operations (Value and Number)

Country of Operations	Contract Value (€)	Number of Contracts	% of Total Value
Russian Federation	19,919,679	355	14.52%
Ukraine	16,997,604	153	12.39%
Regional*	15,949,444	280	11.63%
Tajikistan	6,806,315	93	4.96%
Moldova	5,908,691	77	4.31%
Kazakhstan	5,329,868	147	3.89%
Romania	4,766,524	65	3.47%
Georgia	4,216,847	101	3.07%
Bosnia and Herzegovina	3,419,474	53	2.49%
FYR Macedonia	3,338,932	56	2.43%
Serbia**	4,115,157	302	3.00%
Mongolia	3,168,848	160	2.31%
Bulgaria	2,881,869	56	2.10%
Armenia	2,716,432	84	1.98%
Slovak Republic	2,711,247	7	1.98%
Azerbaijan	2,578,120	60	1.88%
Kyrgyz Republic	2,411,834	109	1.76%
Albania	1,956,942	102	1.43%
Belarus	1,693,539	16	1.23%
Montenegro	1,559,848	48	1.14%
Uzbekistan	1,446,220	71	1.05%
Hungary	1,300,266	19	0.95%
Croatia	1,223,743	66	0.89%
Poland	911,592	22	0.66%
Latvia	770,268	13	0.56%
Turkey	516,523	17	0.38%
Turkmenistan	516,494	42	0.38%
Lithuania	264,369	8	0.19%
Estonia	223,459	7	0.16%
Slovenia	159,325	3	0.12%
Czech Republic***	56,189	2	0.04%
Total	119,835,662	2,594	87.35%

* 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	17,333,203	227	12.65%

Table 5 Consultancy Contract Awards by Contract Type

Contract Type	Value (€m)		Number		% of Total Value	
	2009	2008	2009	2008	2009	2008
CSU Standard Stand-alone Contracts	74.03	56.55	1061	774	53.58	46.86
Contracts signed directly by the Bank's borrowers with use of public sector loan proceeds	2.56	12.93	7	16	1.85	10.71
Retention of Outside Counsel by OGC	13.64	14.66	454	346	9.87	12.15
Grant Agreements with the Bank's Client (Consultancy Contracts are signed by the Bank's Clients)	27.79	17.45	109	89	20.11	14.46
Call-Off Notices under Framework Agreements*	6.98	7.12	206	200	5.05	5.90
Call-Off Notices under Framework Contracts**	1.03	0.47	10	8	0.75	0.39
BAS / TAM Contracts	10.26	10.91	951	972	7.42	9.04
Nuclear Safety	0.90	0.27	12	8	0.65	0.22
Framework Contracts	0.84	0.25	1	1	0.61	0.21
Multi-lateral Carbon Credit Fund	0.15	0.08	1	1	0.11	0.07
Framework Agreements*	0	0	19	27	0	0
Total	138.19	120.69	2,831	2,442	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 2009

Framework Facility Name	Funding Source	Overall Facility Value	Name /Nationality of Consultants awarded Framework Agreements	Duration of Framework Agreements
Regional: Energy Performance Assessment and Corporate Energy Efficiency Policy Support	Shareholder Special Fund	€498,500	<ul style="list-style-type: none"> • Curona Design Ltd, UK • D'Appolonia S.p.a., Italy 	1.5 Years
Regional: Energy Efficiency Programme for the Corporate Sector	TC funds	€3,499,200	<ul style="list-style-type: none"> • D'Appolonia S.p.a., Italy • LDK Consultants Engineers and Planners SA, Greece • MWH S.p.a., Italy • Haskoning Nederland B.V., Netherlands • Poyry AS, Norway 	3 Years
Regional: Institution Building and Targeted Crisis Response Framework	TC funds	€4,800,000	<ul style="list-style-type: none"> • AIB Group Corporate Development, Ireland • Ernst & Young et Associates, France • DAI Europe, UK • Deloitte Business Consulting, Poland 	2 Years
Regional: Monitoring Consultant to Assist EBRD's Environment and Sustainability Department	Bank Budget	As required	<ul style="list-style-type: none"> • Environ UK Limited, UK 	1 Year
Russian Federation: Assistance and Training in Loan Workouts and Corporate Recovery for Russian Banks	EU - Neighbourhood Investment Facility and EU AP 2004 Programme relating to the Russian Regional Banks	€2,400,000	<ul style="list-style-type: none"> • Ernst & Young Et Associates, France • Grontmij Carl Bro International A/S, Denmark • KPMG Limited, Russia • Oliver Wyman Limited, UK • PricewaterhouseCoopers Russia BV, Russia 	2 Years

Table 7 2009 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 Contracts (€)	% of Total Value	Number of Contracts
1.	British	12,669,416	14.79%	26,852,820	54.87%	0	39,522,236	28.81%	796
2.	German	14,994,623	17.50%	1,266,137	2.59%	1,570,861	17,831,621	13.00%	105
3.	Russian	2,189,786	2.56%	6,322,226	12.92%	0	8,512,012	6.21%	183
4.	Swedish	6,446,359	7.53%	313,633	0.64%	0	6,759,992	4.93%	38
5.	French	6,097,610	7.12%	420,123	0.86%	0	6,517,733	4.75%	42
6.	Italian	5,669,705	6.62%	754,412	1.54%	0	6,424,117	4.68%	177
7.	Dutch	4,275,988	4.99%	776,475	0.65%	0	5,052,463	3.68%	59
8.	Danish	3,122,185	3.64%	199,098	0.41%	700,000	4,021,283	2.93%	85
9.	American	2,528,689	2.95%	1,364,105	2.79%	0	3,892,794	2.84%	63
10.	Spanish	3,757,341	4.39%	29,430	0.06%	0	3,786,771	2.76%	14
11.	Austrian	2,767,190	3.23%	337,182	0.69%	0	3,104,372	2.26%	65
12.	Swiss	2,574,107	3.00%	353,169	0.72%	9,768	2,937,044	2.14%	29
13.	Ukrainian	1,243,260	1.45%	1,520,180	3.11%	0	2,763,440	2.01%	60
14.	Czech	2,417,895	2.82%	279,194	0.57%	0	2,697,089	1.97%	10
15.	Canadian	2,050,535	2.39%	232,562	0.48%	0	2,283,097	1.66%	55
16.	Japanese	2,067,267	2.41%	91,688	0.19%	0	2,158,955	1.57%	152
17.	Romanian	769,811	0.90%	820,116	1.68%	0	1,589,927	1.16%	40
18.	Australian	61,597	0.07%	1,107,693	2.26%	0	1,169,290	0.85%	26
19.	International**	1,082,156	1.26%	0	0.00%	0	1,082,156	0.79%	3
20.	Irish	1,062,185	1.24%	9,352	0.02%	0	1,071,537	0.78%	77
21.	Finnish	651,339	0.76%	396,304	0.81%	0	1,047,643	0.76%	37
22.	Hungarian	703,702	0.82%	277,850	0.57%	0	981,552	0.72%	15
23.	Kazakh	409,635	0.48%	507,452	1.04%	0	917,087	0.67%	52
24.	Serbian*	421,221	0.35%	282,909	0.58%	50,000	754,130	0.46%	48
25.	Kyrgyz	700,238	0.82%	27,600	0.06%	0	727,838	0.53%	50
26.	Polish	46,860	0.05%	661,951	1.35%	0	708,811	0.52%	26
27.	Slovak	550,426	0.64%	60,000	0.12%	0	610,426	0.45%	2
28.	Georgian	179,552	0.21%	384,498	0.79%	0	564,050	0.41%	42
29.	Belgian	288,316	0.34%	33,455	0.07%	233,880	555,651	0.41%	30
30.	Bulgarian	64,904	0.08%	476,442	0.97%	0	541,346	0.39%	31
31.	Armenian	268,895	0.31%	248,678	0.51%	0	517,573	0.38%	42
32.	Uzbek	412,074	0.48%	59,564	0.12%	0	471,638	0.34%	34
33.	Greek	442,186	0.52%	4,200	0.01%	0	446,386	0.33%	33
34.	Mongolian	235,056	0.27%	209,097	0.43%	0	444,153	0.32%	36
35.	Croatian	60,540	0.07%	348,342	0.71%	0	408,882	0.30%	18
36.	Azeri	125,216	0.15%	231,071	0.47%	0	356,287	0.26%	25
37.	Turkish	40,000	0.05%	314,674	0.64%	0	354,674	0.26%	11
38.	Tajik	280,217	0.33%	69,875	0.14%	0	350,092	0.26%	26
39.	Luxembourgais	306,789	0.36%	0	0.00%	0	306,789	0.22%	26
40.	Singaporean	293,726	0.34%	0	0.00%	0	293,726	0.21%	1
41.	Montenegrin	269,683	0.31%	0	0.00%	0	269,683	0.20%	8
42.	South African	0	0.00%	252,311	0.52%	0	252,311	0.18%	4
43.	Indian	0	0.00%	213,744	0.44%	0	213,744	0.16%	6
44.	Norwegian	211,810	0.25%	0	0.00%	0	211,810	0.15%	3
45.	Slovenian	198,488	0.23%	0	0.00%	0	198,488	0.14%	21
46.	Taiwanese	180,872	0.21%	0	0.00%	0	180,872	0.13%	12
47.	Moldovan	106,179	0.12%	62,184	0.13%	0	168,363	0.12%	18
48.	Bosnian	78,837	0.09%	78,700	0.16%	0	157,537	0.11%	14
49.	New Zealander	0	0.00%	142,116	0.29%	0	142,116	0.10%	1
50.	Lithuanian	0	0.00%	111,600	0.23%	0	111,600	0.08%	5

Table 7 (cont.) 2009 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 Contracts (€)	% of Total Value	No. Of Contracts
51.	Estonian	30,960	0.04%	61,000	0.12%	0	91,960	0.07%	4
52.	FYR Macedonian	70,846	0.08%	15,000	0.03%	0	85,846	0.06%	12
53.	Brazilian	0	0.00%	75,000	0.15%	0	75,000	0.05%	2
54.	Albanian	51,786	0.06%	22,400	0.05%	0	74,186	0.05%	9
55.	Zimbabwean	0	0.00%	73,803	0.15%	0	73,803	0.05%	1
56.	Portuguese	46,468	0.05%	0	0.00%	0	46,468	0.03%	8
57.	Belarusian	0	0.00%	45,561	0.09%	0	45,561	0.03%	6
58.	Latvian	7,875	0.01%	34,805	0.07%	0	42,680	0.03%	3
59.	South Korean	33,016	0.04%	0	0.00%	0	33,016	0.02%	1
60.	Cypriot	5,000	0.01%	24,100	0.05%	0	29,100	0.02%	5
61.	Turkmen	28,472	0.03%	0	0.00%	0	28,472	0.02%	3
62.	Seychelles	0	0.00%	25,669	0.05%	0	25,669	0.02%	2
63.	Chinese	8,380	0.01%	16,390	0.03%	0	24,770	0.02%	2
64.	Ivory Coast	0	0.00%	17,748	0.04%	0	17,748	0.01%	2
65.	Argentinean	0	0.00%	17,650	0.04%	0	17,650	0.01%	1
66.	Costa Rican	6,000	0.01%	0	0.00%	0	6,000	0.00%	1
67.	British Virgin Islands	0	0.00%	4,085	0.01%	0	4,085	0.00%	2
68.	Bermudian	0	0.00%	3,667	0.01%	0	3,667	0.00%	1
Total		85,663,268	100.00%	48,941,088	100.00%	2,564,509	137,168,865	100.00%	2,821

**including Kosovan*

***IDLO and FAO are international organisations based in Italy*

Table 8 2009 Consultancy Contract Awards by Consultant Nationality and Selection Method* (Value and Number)

Consultant Nationality	Direct Selection**				Competitive Selection				TOTAL	
	TC Funds		Bank Budget		TC Funds		Bank Budget		Value €	No
	Value €	No	Value €	No	Value €	No	Value €	No		
Azeri	115,518	9	231,071	15	9,698	1	0	0	356,287	25
Albanian	51,786	6	22,400	3	0	0	0	0	74,186	9
American	594,852	15	865,326	25	1,933,838	13	498,779	10	3,892,795	63
Armenian	231,789	22	248,678	17	37,106	3	0	0	517,573	42
Argentinean	0	0	17,650	1	0	0	0	0	17,650	1
Australian	61,597	9	704,733	14	0	0	402,960	3	1,169,290	26
Austrian	567,249	47	99,882	4	2,199,941	12	237,300	2	3,104,372	65
Belgian	288,316	24	33,455	5	0	0	0	0	321,771	29
Belarusian	0	0	45,561	6	0	0	0	0	45,561	6
Bosnian	78,837	9	78,700	5	0	0	0	0	157,537	14
Brazilian	0	0	75,000	2	0	0	0	0	75,000	2
British	3,892,602	200	8,606,078	301	8,776,814	38	18,246,742	257	39,522,236	796
British Virgin Islands	0	0	4,085	2	0	0	0	0	4,085	2
Bermudian	0	0	3,667	1	0	0	0	0	3,667	1
Bulgarian	34,200	3	451,442	23	30,702	4	25,000	1	541,344	31
Canadian	567,251	43	146,604	6	1,483,284	5	85,958	1	2,283,097	55
Chinese	8,380	1	16,390	1	0	0	0	0	24,770	2
Costa Rica	6,000	1	0	0	0	0	0	0	6,000	1
Croatian	54,036	4	270,900	12	6,504	1	77,442	1	408,882	18
Cypriot	5,000	1	24,100	4	0	0	0	0	29,100	5
Czech	0	0	218,734	7	2,417,895	1	60,460	2	2,697,089	10
Danish	642,032	69	199,098	6	2,480,153	8	0	1	3,321,283	84
Dutch	531,863	31	232,469	10	3,744,125	13	544,006	5	5,052,463	59
Estonian	30,960	2	61,000	2	0	0	0	0	91,960	4
Finnish	311,693	27	113,379	5	339,646	2	282,925	3	1,047,643	37
French	135,673	16	259,096	8	5,961,937	16	161,027	2	6,517,733	42
Georgian	167,319	16	325,488	23	12,233	1	59,010	2	564,050	42
German	2,024,563	56	390,628	15	12,970,061	23	875,509	8	16,260,761	102
Greek	292,926	28	4,200	2	149,260	3	0	0	446,386	33
Hungarian	6,292	3	277,850	11	697,410	1	0	0	981,552	15
Indian	0	0	41,657	4	0	0	172,087	2	213,744	6
International	1,082,156	3	0	0	0	0	0	0	1,082,156	3
Irish	610,072	68	9,352	2	452,113	7	0	0	1,071,537	77
Italian	2,227,435	142	338,190	10	3,442,270	21	416,222	4	6,424,117	177
Ivory Coast	0	0	17,748	2	0	0	0	0	17,748	2
Japanese	1,972,723	150	0	0	94,543	1	91,688	1	2,158,954	152
Kazakh	294,205	27	280,264	13	115,430	5	227,188	7	917,087	52
Kyrgyz	596,370	43	27,600	4	103,868	3	0	0	727,838	50
Latvian	7,875	1	34,805	2	0	0	0	0	42,680	3
Lithuanian	0	0	111,600	5	0	0	0	0	111,600	5
Luxembourgish	306,789	26	0	0	0	0	0	0	306,789	26
FYR Macedonian	70,846	11	15,000	1	0	0	0	0	85,846	12
Moldovan	96,551	8	62,184	9	9,628	1	0	0	168,363	18
Mongolia	143,238	15	104,802	8	91,818	11	104,295	2	444,153	36
Montenegrin	269,683	8	0	0	0	0	0	0	269,683	8
New Zealander	0	0	0	0	0	0	142,116	1	142,116	1
Norwegian	7,460	1	0	0	204,350	2	0	0	211,810	3
Polish	46,860	2	432,975	20	0	1	228,976	3	708,811	26
Portuguese	46,468	8	0	0	0	0	0	0	46,468	8
Romania	128,358	8	611,200	27	641,452	2	208,916	3	1,589,926	40
Russia	537,158	23	3,947,473	111	1,652,628	12	2,374,752	37	8,512,011	183
Serbia***	317,649	28	282,909	16	103,572	3	0	0	704,130	47
Seychelles	0	0	7,334	1	0	0	18,335	1	25,669	2
Singaporean	0	0	0	0	293,726	1	0	0	293,726	1
Slovak	0	0	60,000	1	550,426	1	0	0	610,426	2
Slovenian	198,488	21	0	0	0	0	0	0	198,488	21
South African	0	0	0	0	0	0	252,311	4	252,311	4

* 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 8 (cont.) 2009 Consultancy Contract Awards by Consultant Nationality and Selection Method (Value and Number)

Consultant Nationality	Direct Selection				Competitive Selection				TOTAL	
	TC Funds		Bank Budget		TC Funds		Bank Budget		Value €	No
	Value €	No	Value €	No	Value €	No	Value €	No		
South Korean	33,016	1	0	0	0	0	0	0	33,016	1
Swedish	716,331	24	243,333	6	5,730,028	7	70,300	1	6,759,992	38
Swiss	615,133	13	353,169	8	1,958,975	7	0	0	2,927,277	28
Taiwanese	180,872	12	0	0	0	0	0	0	180,872	12
Tajikistan	253,781	19	69,875	5	26,436	2	0	0	350,092	26
Turkish	0	0	142,000	7	40,000	1	172,674	3	354,674	11
Turkmen	28,472	3	0	0	0	0	0	0	28,472	3
Ukraine	1,243,260	5	976,916	44	0	0	543,265	11	2,763,441	60
Uzbekistan	412,074	30	59,564	4	0	0	0	0	471,638	34
Zimbabwean	0	0	0	0	0	0	73,803	1	73,803	1
Total	23,193,557	1,343	22,287,044	848	62,469,711	244	26,654,046	379	134,604,358	2,814

Table 9 Consultants from EBRD Countries of Operations in 2009 and 2008

Country of Operations / Location of contracted consultant	Value of Contract Awards (€ in 2009)			Number of Contract Awards in 2009		Total Value of Contracts (€) in 2009 (A)+(B)+(C)	Total Number of Contracts in 2009 (D)+(E)	Value of Contracts (€) awarded in 2008	Number of Contracts awarded in 2008
	TC Funds (A)	Bank Budget (B)	Loan Funds (C)	Direct Selection (D)	Competitive Procedure (E)				
Russian	2,189,786	6,322,226	0	134	49	8,512,012	183	11,574,042	134
Ukrainian	1,243,260	1,520,180	0	49	11	2,763,440	60	2,108,226	55
Czech*	2,417,895	279,194	0	7	3	2,697,089	10	713,564	18
Romanian	769,811	820,116	0	35	5	1,589,927	40	3,087,752	30
Hungarian	703,702	277,850	0	14	1	981,552	15	434,092	8
Kazakh	409,635	507,452	0	45	7	917,087	52	1,355,695	31
Serbian**	421,221	282,909	50,000	45	3	754,130	48	1,026,061	37
Kyrgyz	700,238	27,600	0	46	4	727,838	50	125,384	15
Polish	46,860	661,951	0	22	4	708,811	26	1,823,103	31
Slovak	550,426	60,000	0	1	1	610,426	2	50,259	2
Georgian	179,552	384,498	0	39	3	564,050	42	470,648	27
Bulgarian	64,904	476,442	0	26	5	541,346	31	718,650	26
Armenia	268,895	248,678	0	39	3	517,573	42	609,765	32
Uzbek	412,074	59,564	0	34	0	471,638	34	309,566	21
Mongolian	235,056	209,097	0	23	13	444,153	36	333,201	20
Croatia	60,540	348,342	0	16	2	408,882	18	6,703,881	18
Azeri	125,216	231,071	0	24	1	356,287	25	201,295	22
Turkey	40,000	314,674	0	7	4	354,674	11	32,958	2
Tajik	280,217	69,875	0	24	2	350,092	26	341,669	20
Montenegrin	269,683	0	0	8	0	269,683	8	48,478	5
Slovenian	198,488	0	0	21	0	198,488	21	63,599	6
Moldovan	106,179	62,184	0	17	1	168,363	18	174,398	18
Bosnia	78,837	78,700	0	14	0	157,537	14	595,306	16
Lithuanian	0	111,600	0	5	0	111,600	5	141,490	6
Estonian	30,960	61,000	0	4	0	91,960	4	10,800	2
Macedonian	70,846	15,000	0	12	0	85,846	12	125,774	7
Albanian	51,786	22,400	0	9	0	74,186	9	202,327	12
Belarus	0	45,561	0	6	0	45,561	6	3,000	1
Latvian	7,875	34,805	0	3	0	42,680	3	0	0
Turkmen	28,472	0	0	3	0	28,472	3	28,650	2
	11,962,414	13,532,969	50,000	763	91	25,545,383	854	33,413,673	624

** Czech Republic has graduated

* * including Kosovo

**Table 10 2009 Consultancy Contract Awards by EBRD Department*
(Value and Number)**

Department / Team		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)
B a n k i n g	Front Office (including Energy Efficiency & Climate Change)	9,497,272	93	3,530,521	57	13,027,793	9.68%	150
	Central and South Eastern Europe	307,133	15	181,279	7	488,412	0.36%	22
	Energy (including Natural Resources & Power and Energy)	5,396,261	21	3,346,596	81	8,742,857	6.50%	102
	Financial Institutions	29,586,915	108	1,976,564	62	31,563,479	23.45%	170
	Industry, Commerce and Agribusiness	3,223,996	171	1,349,535	66	4,573,531	3.40%	237
	BAS/TAM Programme (Member of Industry, Commerce and Agribusiness Group)	10,263,998	951	0	0	10,263,998	7.63%	951
	Infrastructure	20,221,937	71	3,388,099	122	23,610,036	17.54%	193
	Russia	361,290	2	803,332	30	1,164,622	0.87%	32
	Turkey, Eastern Europe, Caucasus and Central Asia	1,729,749	111	1,119,376	27	2,849,125	2.12%	138
	Other/Contingency	150,630	2	228,598	12	379,228	0.28%	14
Finance	0	0	14,015,143	125	14,015,143	10.41%	125	
Retention of Outside Counsel (contracts awarded by OGC)	0	0	13,640,328	454	13,640,328	10.13%	454	
Office of the General Counsel - (contracts awarded by CSU)	1,789,143	17	546,976	6	2,336,119	1.74%	23	
Risk Management, Human Resources and Nuclear Safety	904,277	12	1,047,848	34	1,952,125	1.45%	46	
Environment, Procurement and Administration	636,873	5	1,817,609	61	2,454,482	1.82%	66	
Evaluation Department	0	0	814,473	24	814,473	0.61%	24	
Office of the Secretary General	0	0	146,346	4	146,346	0.11%	4	
Office of the Chief Economist	1,543,794	6	508,794	38	2,052,588	1.52%	44	
Office of the Compliance Officer	50,000	2	319,476	9	369,476	0.27%	11	
Communications	0	0	139,566	7	139,566	0.10%	7	
Internal Audit	0	0	20,630	1	20,630	0.02%	1	
	85,663,268	1,587	48,941,089	1,227	134,604,356	100.00%	2,814	

* 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 2009 (Numbers of Expressions of Interest and Contract Awards)

Country	Open ¹⁶ Competition		Targeted ¹⁷ Competition	
	Expressed Interest	Contracts Awarded	Expressed Interest	Contracts Awarded
Albania	5	0		
Argentina	1	0		
Armenia	19	1		
Australia	4	1		
Austria	46	7	11	2
Azerbaijan	9	1		
Bangladesh	7	0		
Belgium	15	0		
Bosnia & Herzegovina	10	0		
Brazil	1	0		
Bulgaria	13	0		
Canada	54	5		
Croatia	33	2		
Cyprus	2	0		
Czech Republic	24	2		
Denmark	50	6		
Finland	30	3	3	1
France	66	11	12	4
FYR Macedonia	1	0		
Georgia	11	2		
Germany	168	21	1	1
Greece	29	3		
Hungary	9	1		
Iceland	2	0		
India	18	1		
Iran	1	0		
Ireland	26	7		
Israel	4	0		
Italy	85	19	31	4
Japan	6	2		
Kazakhstan	24	4		
Kenya	1	0		
Korea	1	0		
Kyrgyz Republic	6	1		
Latvia	3	0		
Lithuania	8	0		
Luxembourg	4	0		
Moldova	7	1		
Mongolia	1	0		
Montenegro	1	0		
Netherlands	67	6	25	7
New Zealand	1	0		
Norway	18	2		
Pakistan	4	0		
Poland	13	1		
Portugal	2	0		
Romania	34	2		
Russian Federation	87	15		
Serbia incl. Kosovo	25	3		
Singapore	5	1		
Slovak Republic	3	1		
Slovenia	3	0		
South Africa	1	1		
Spain	77	4	33	7
Sweden	43	6	2	1
Switzerland	30	5	6	1
Taiwan, Ro.O.C.	4	0		
Tajikistan	16	2		
Turkey	16	3		
Ukraine	15	1		
United Kingdom	860	81		
United States	119	14		
Uzbekistan	1	0		
Total	2249	249	124	28

¹⁶ Assignments with no nationality eligibility restrictions and those open to the EU member states and the eligible recipient countries

¹⁷ Assignments targeted specifically at consultants from TC donor country

Note: This table includes data relating to new contracts awarded by Consultancy Services Unit following competitive selection process. Contracts awarded pursuant to Direct Selection <50K and Section 5.9 (a) & (b) of the Bank's PP&R, extensions and competitively awarded call-off notices under existing framework agreements are excluded