

# **ENGAGEMENT OF CONSULTANTS BY EBRD**

**2006**

**Consultancy Services Unit  
March 2007**

## EXECUTIVE SUMMARY

- In 2006, 2,077 consultancy contracts worth €135.05 million were awarded by the EBRD, a 33.33% increase in the value and a 9.37% increase in the number of consultancy contracts awarded by the Bank in 2005.
- Technical Cooperation Funds including Special Funds made available through the EBRD's donor-funded programmes provided funding for 1,100 contracts totalling €68.25 million (50.54% of the value of all contract awards). The value of contracted TC funds increased by 35.90% compared with 2005.
- 551 contracts with a total value of €5.42 million (70.66% of the total value of all contracts) were awarded following competitive selection procedures. 1,526 contracts were awarded directly and amounted to €39.63 million (29.34% of the total value) of which 1,411 contracts worth €23.82 million were below €50,000. The remaining 115 directly awarded contracts including extensions of budget for a total amount of €15.81 million were awarded in accordance with Section 5.9 (a) and (b) of the Bank's Procurement Policies and Rules.
- In 2006, British consultants remained at the top of the consultant nationalities' list with 603 contracts worth €47.68 million (35.30% of the total value of contract awards). German and American consultants were ranked second and third with a 10.99% share (€4.85 million for 65 contracts) and a 6.61% share (€3.93 million for 43 contracts) respectively. Russian consultants were in fourth place with 169 contracts worth €5.99 million (4.43%).
- Consultants from the Bank's countries of operations (including contracts with offices of international firms based in these countries) were awarded 554 contracts worth €17.97 million. These figures represent an increase of 9.70% in numbers and 5.73% increase in value of contract awards to local consultants compared with 2005.

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## 1. INTRODUCTION

The Annual Report on Engagement of Consultants provides a summary and analysis of information on consultants engaged by the European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) and its clients/borrowers during 2006, 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.

This Report presents an overview of all consultancy contract awards by the Bank, and includes an analysis of contract awards by each of the EBRD’s departments responsible for engagement of consultants. These include the Consultancy Services Unit (“CSU”), the central unit in the Bank responsible for retention of all consultants, the Office of the General Counsel (“OGC”), responsible for retention of outside counsel, and the “TAM/BAS Team” for individual consultants for the TurnAround Management (“TAM”) Programme and Business Advisory Services (“BAS”) Programme. Consultancy contracts funded from public sector loan proceeds and contracted by the Bank’s borrowers are also reported in the Annual Procurement Review prepared by the Procurement and Purchasing Department (“PPD”).

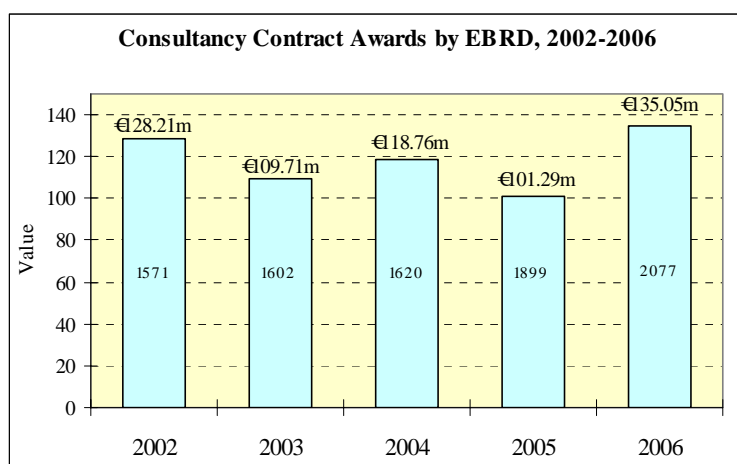
The Engagement of Consultants 2006 report is structured differently to the reports prepared in previous years, in that it presents a combined analysis of all contracts awarded by the EBRD, including their funding sources, consultant selection methods and nationality of consultants. In the previous years’ reports, this analysis was fragmented by contracting departments. To allow a meaningful comparison of the 2006 statistics with the statistics for 2002-2005, the data for the previous four years have been amalgamated to present totals calculated on the same basis as for 2006. The 2006 Report has been prepared in a format ready for publication on the Bank’s website.

The Annex provides one set of tables setting out combined statistics for all consultancy contracts issued by the Bank.

## 2. OVERVIEW OF CONSULTANCY CONTRACT AWARDS IN 2006

### 2.1 Overall Results

In 2006, the EBRD awarded 2,077 consultancy contracts amounting to €135.05 million. This includes 1,991 contracts totalling €108.08 million awarded by the EBRD and 86 contracts for a total of €26.97 million awarded by the Bank’s clients / borrowers, either through grants provided by the Bank or by using loan proceeds of public sector operations.



The value and number of contract awards in 2006 were the highest in the Bank’s history. Compared with 2005, there was a 33.33% increase in the value of consultancy contracts. The number of contract awards increased by 9.37%.

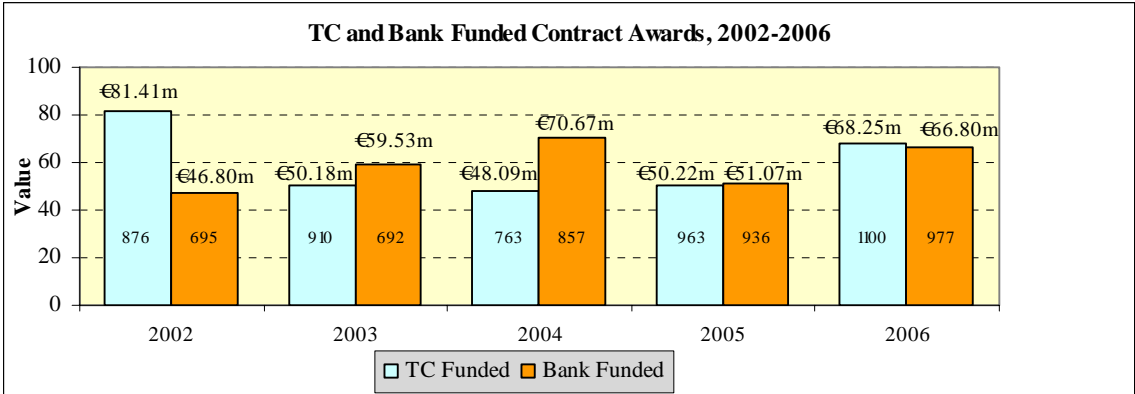
The values and numbers of consultancy contracts awarded by the EBRD for the past five years are presented in Table 2 of the Annex and in the chart on the left. The data includes contract extensions, where contracts have been extended in value with additional scope of work.

## 2.2 Funding Sources

The consultancy contracts awarded by the EBRD are funded from various sources including TC donor assistance, Special Funds, Bank budget and public sector loan proceeds.

The data for the Nuclear Safety Department (“NSD”) and public sector loan funded contracts is set out separately in Table 1 of the Annex but for the purpose of analysis of the funding sources, these are broadly grouped as (a) Technical Cooperation (TC) funds, denoting donor funding including Special Funds and funds for the Nuclear Safety Account, and (b) Bank funds including the Bank budget and public sector loan proceeds.

The values and numbers of TC and Bank funded consultancy contracts awarded by the Bank between 2002-2006 (including CSU, OGC, TAM/BAS Programmes and loan funded contract awards are presented in detail in Table 2 of the Annex and are summarised in the chart below.



### 2.2.1 Technical Cooperation Funds

The donor funded TC funds are used to finance consultants carrying out services on behalf of the Bank or its clients in support of the Bank’s overall mandate, including implementation of the Bank’s key programmes, e.g. SME Finance Facility, Direct Investment Facility, Direct Lending Facility, Trade Facilitation Programme, Legal Transition Programme, TAM/BAS Programmes, specific assignments related to project preparation and implementation assistance, capacity building of the Bank’s clients, sector and policy studies.

In 2006, TC funds made available through the EBRD’s donor-funded programmes, including those for the Nuclear Safety Account and Special Funds, financed 1,100 contracts totalling €88.25 million, or 52.96% of the total number and 50.54% of the total value of all EBRD’s contract awards. There was a significant increase in the value (35.90%) and number (14.23%) of TC funded contracts compared with 2005 (€50.22 million for 963 contract awards).

In terms of donor contributions, the European Community remained the largest donor for contracts awarded in 2006. The 378 contracts financed through the various EU programmes amounted to €17.08 million (compared with €17.62 million of EU funds contracted in 2005).

The Early Transition Countries (ETC) Fund financed by multilateral donors (Japan, United Kingdom, the Netherlands, Spain, Sweden, Canada, Finland, Switzerland, Ireland, Luxembourg, Norway and Taipei China) was the second largest source of TC funds providing funding for 201 consultancy contracts with an aggregate value of €8.53 million. In 2005, there were 144 ETC funded contracts worth €4.52 million.

Amongst the TC funded consultancy contracts financed through agreements with bilateral donors, Canadian, Italian and US funded contracts were the highest ranked with respective contract values of €4.20 million (42 contracts), €3.36 million (49 contracts) and €2.53 million (5 contracts).

There were 13 contract awards with an aggregate value of €0.68 million financed with funds for the Nuclear Safety Account, and three contract awards with an aggregate value of €8.13 funded from the Multilateral Carbon Credit Fund reported as financed from Special Funds.

A comprehensive review of the donors’ TC funding is prepared by Official Co-financing Unit (“OCU”) and published in the Bank’s Annual Report to the Donor Community “Technical Cooperation – Helping to build a brighter future”.

2.2.2 Bank Funds

The Bank’s budget is predominantly used to finance consultancy assignments related to due diligence work on the Bank’s equity and loan operations, lender’s monitoring services and consultants assisting with the Bank’s project evaluation work. The retention of outside counsel by OGC is financed primarily from the Bank’s budget. Bank funds are also extensively used for EBRD Headquarters related assignments, including IT consultants, internal controls and risk management advisory services, executive search firms for Human Resources, staff training and consultants advising on the upgrade and maintenance of the Headquarters building and Resident Offices.

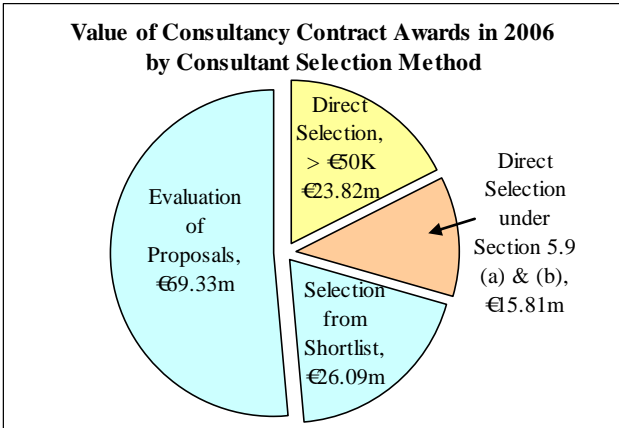
Public sector loan proceeds used to finance consultancy assignments signed by the Bank’s clients are also reported as Bank funds.

In 2006, the total value of Bank funded contracts awarded by the EBRD amounted to €66.80 million for 977 contracts, representing a 30.80% increase in the value of contracts and a 4.38% increase in the number of contracts awarded in 2005 (€51.07 million for 936 contracts). These figures include 13 consultancy contracts funded by loan proceeds of public sector operations with an aggregate value of €4.84 million awarded by the Bank’s borrowers.

2.3 Consultant Selection Methods

2.3.1 Direct Selection

In accordance with Section 5.3 of the Bank’s Procurement Policies and Rules (“PP&R”) “for those contracts estimated to cost less than €50,000 with individuals or firms, a qualified consultant may be selected directly, without the requirement to prepare a shortlist, and a contract negotiated with the selected consultant”.



In 2006, 1,526 consultancy contracts (including extensions and TAM/BAS contracts) worth €9.63 million (29.34% of the value of all contracts) were awarded by direct selection. Out of these, 1,411 contracts (including extensions) for a total amount of €23.82 million were below the €50,000 threshold. The remaining 115 contracts for €5.81 million (11.71% of the value of all contracts) were either above €50,000 in value, or unforeseen contract extensions which brought the aggregate value of an original contract above the

threshold for direct selection. These contracts are awarded in accordance with Section 5.9 (a) & (b) of the Bank’s PP&R and justified by the consultants’ unique expertise or experience, and/or involvement in the early phases of the project where continuity of the same expertise is needed.

### 2.3.2 Competitive Selection

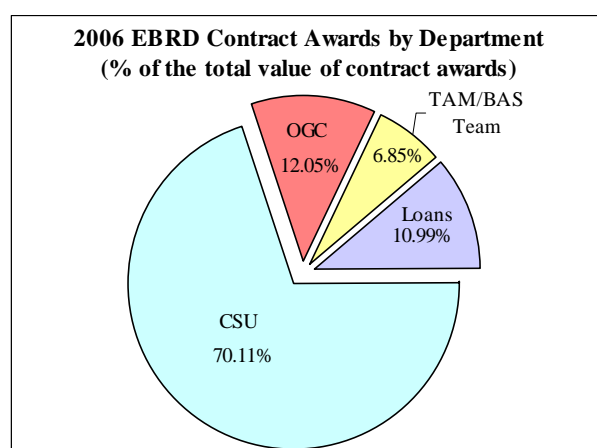
Competitive consultant selection procedure is used to select consultants for assignments that are estimated to cost €50,000 and above. In 2006, €5.42 million worth of contracts or 70.66% of the value of all contract awards by the Bank were awarded through competitive selection. For large or complex assignments with firms estimated to cost €200,000 or more, procurement notices are published on the Bank's website and a shortlist of qualified consultants is invited to submit proposals. For consultancy contracts with firms estimated to cost less than €200,000, but higher than €50,000 and for contracts with individual consultants, a consultant may be selected from a shortlist of qualified consultants, without a requirement for submission of detailed proposals.

In 2006, there were 395 contracts (including extensions that were foreseen) amounting to €26.09 million awarded following selection from shortlist procedure, and 156 contracts including extensions with an aggregate value of €9.33 million awarded following formal evaluation of proposals. The numbers and values of consultancy contracts and extensions awarded through competitive selection for TC and Bank funded contracts are presented in Table 3 of the Annex.

## 2.4 Analysis of Consultancy Contracts by Contracting Department

The distribution of the contract awards by the respective departments is presented in the table below.

Department	Value €million		Number of Contracts		% of Total Value	
	2006	2005	2006	2005	2006	2005
CSU	94.69	70.83	934	885	70.11%	69.93%
OGC	16.27	15.52	367	385	12.05%	15.32%
Loans	14.84	8.33	13	11	10.99%	8.22%
TAM	6.80	4.33	614	501	5.04%	4.28%
BAS	2.45	2.28	149	117	1.81%	2.25%
<b>Total</b>	<b>135.05</b>	<b>101.29</b>	<b>2,077</b>	<b>1,899</b>	<b>100%</b>	<b>100%</b>



### 2.4.1 Contracts awarded by Consultancy Services Unit

CSU assists all departments across the Bank working closely with Banking and other teams in Finance, Human Resources, Administration, Evaluation Department, Office of the Chief Economist and others to meet their specific needs for consultancy assistance and to determine the best mode for selecting, contracting and monitoring consultants, ensuring compliance with the Bank's PP&R and donors' requirements. CSU also reviews contract awards by OGC and TAM/BAS teams. For TAM/BAS

contract awards, CSU receives ex-post quarterly reports and for OGC, CSU reviews evaluation reports on all competitive selection processes undertaken.

CSU was responsible for contracting over 70% of the total value of consultancy contract awards by the EBRD in 2006.

In 2006, 934 consultancy contracts were awarded through CSU with an aggregate value of €4.69 million including contracts for NSD, an increase of 5.54% in numbers and 33.70% in value from the contracts awarded in 2005 (885 and €70.83 million respectively).



There were 324 consultancy contracts funded from TC and Special Funds with an aggregated value of €8.32 million. In addition, CSU issued 13 contracts for NSD amounting to €0.68 million. The number of Bank funded contract awards by CSU was 597, with a total value of €35.69 million.

The 934 contracts awarded by CSU included 727 newly awarded contracts (€72.90 million) and 207 contract extensions (€1.79 million). Out of the 727 newly awarded contracts, 354 (€9.63 million) were awarded following a competitive selection process.

The 934 contracts awarded by CSU included 727 newly awarded

In 2006, CSU published 117 procurement notices on the Bank’s website (not all of them resulted in a contract award in the same year).

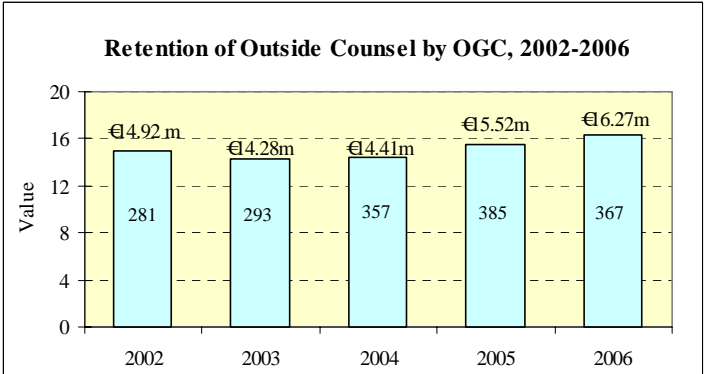
In addition, there were eight contracts totalling €6.36 million for goods and works funded by Investment Co-operation Funds contracted pursuant to Grant Agreements prepared by CSU which are excluded from the statistics on consultancy contracts as presented in this Report.

2.4.2 Engagement of Outside Counsel

OGC is responsible for the engagement of outside counsel in respect of project lending and investment transactions to support the Bank’s projects, and borrowing and capital market transactions to implement the Bank’s own funding programme and activities on international financial markets.

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.

Only offices of law firms registered at the time that a potential assignment arises can be considered for such an assignment. Contracts are awarded either directly (for assignments estimated to cost less than €50,000) or, for larger assignments, following a competition amongst a shortlist of firms invited to submit proposals.



In 2006, there were 367 contracts for €6.27 million awarded by OGC, all of them funded from the Bank budget. Out of 367, 208 contracts amounting to €5.22 million (32.09% of the total value of OGC contracts) were awarded by direct selection, and 52 contracts with a total value of €4.58 million (28.15%) were awarded following evaluation of proposals of short listed firms. A further 107 were extended during

the same period, in an aggregate amount of €6.47 million (39.76%).

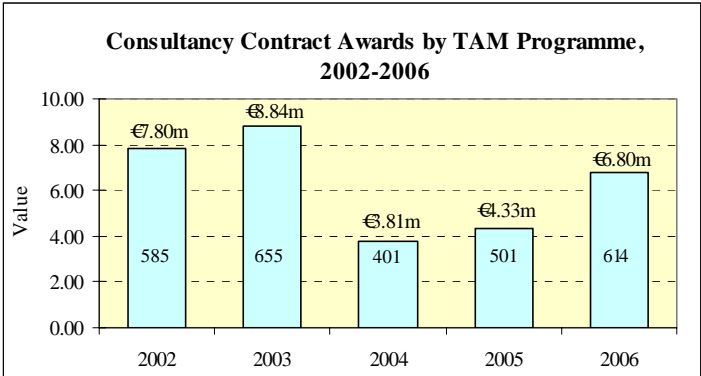


2.4.3 *Contracts awarded by TurnAround Management Programme*

The TAM Programme assists enterprises to adapt to the demands of a market economy by focusing on advice on managerial and structural changes within the enterprise. The consultants engaged by the TAM Programme are individuals - senior industrial advisors and specialists - assisting with the Programme’s implementation.

In 2006, the TAM Programme awarded 614 contracts totalling €6.80 million. The average value of consultancy contracts awarded by the TAM Programme was €1,070.

All consultants engaged by the TAM Programme are funded by TC donor funds. In 2006, various EU funding programmes provided funding for contracts totalling €2.86 million (42.06% of the value of all TAM contracts), Japan Technical Cooperation Fund provided €1.96 million (28.82%), Early Transition Countries Fund provided €0.56 million (8.23%). Others donors including Canada, Luxemburg, Switzerland, Italy, Finland also provided valued contributions to the TAM Programme activities.



The TAM Programme continuously expands its pool of consultants – there is a permanent procurement notice on the Bank’s website inviting senior industrial advisors who meet the necessary requirements (such as a minimum of 15 years senior management experience with businesses operating in fully developed market economies and fluency in spoken and written English) to register. The individual advisors

who satisfy the criteria are registered on the TAM database and then selected directly for individual assignments. All contract awards by the TAM Programme are reported as direct selection.

2.4.4 *Contracts awarded by Business Advisory Services Programme*

The BAS Programme assists small and medium size enterprises to adapt to the demands of a market economy by supporting narrowly defined projects with a rapid pay-back. The BAS Programme also has a permanent procurement notice on the Bank’s website inviting consultants to register. Applications from local consultants are evaluated by the BAS Programme and accreditation is granted for specific advisory service types and sectors of competence.

In 2006, the BAS Programme awarded 149 consultancy contracts with a total value of €2.45 million, all of them funded by TC funds. A large number of consultancy contracts awarded by the BAS Programme were to cover the engagement of “quasi staff” working in the BAS offices in the Bank’s countries of operations. These include Regional Programme Directors, National Programme Directors, Project Officers and Office Administrators.

The average value of contracts awarded the BAS Programme in 2006 was €16,440. All contract awards by the TAM Programme are reported as direct selection.

In 2006, the major funding sources for the BAS Programme consultancy contract awards were Japan-Europe Co-Operation Fund (25.42%), the European Agency for Reconstruction (24.20%), Early Transition Countries Fund (15.72%), the Netherlands fund (14.96%). Other donors included Canada, Austria, Luxemburg, Switzerland, Norway, Finland.

#### 2.4.5 *Loan Funded Contracts*

In 2006, 13 consultancy contracts funded by loan proceeds of public sector operations with a total value of €4.84 million were signed by the Bank's borrowers. Ten contracts were awarded following evaluation of proposals, and one contract for €30,000 was awarded directly. In 2005, there were 11 loan funded contracts amounting to €8.33 million. The loan funded contracts are reported in detail in the Annual Procurement Review prepared by PPD.

### 3. NATIONALITY OF CONSULTANTS

#### 3.1 Overall Results

In 2006, British consultants' share of the total value of consultancy contracts was 35.30% (603 contracts worth €47.68 million). German and US consultants were ranked second and third with a 10.99% share (€4.85 million for 65 contracts) and a 6.61% share (€8.92 million for 43 contracts) respectively. Russian consultants were in fourth place with 169 contracts worth €5.99 million (4.43% share of the value of all contracts awarded).

Table 7 of the Annex details the ranking of consultants nationalities engaged by the Bank in 2006 by value of contract awards.

British consultants were extensively engaged for Headquarters' related assignments which in 2006 amounted to €1.62 million (200 contracts) compared to €1.74 million (158 contracts) in 2005. In particular, two contracts worth €4.64 million were awarded to develop and implement the Risk Management and the Equity Systems Projects.

In 2006, 216<sup>1</sup> consultancy contracts were awarded by CSU following a new procurement process. Of these, 95 contracts were funded from the Bank budget (€10.97 million), and the other 121 contracts were funded from TC funds: 24 contracts were funded from various EU programmes (€3.32 million), and 97 contracts were funded from other TC funds (€25.20 million).

Consultancy assignments funded by the Bank budget have no nationality eligibility restrictions in terms of consultants' participation.

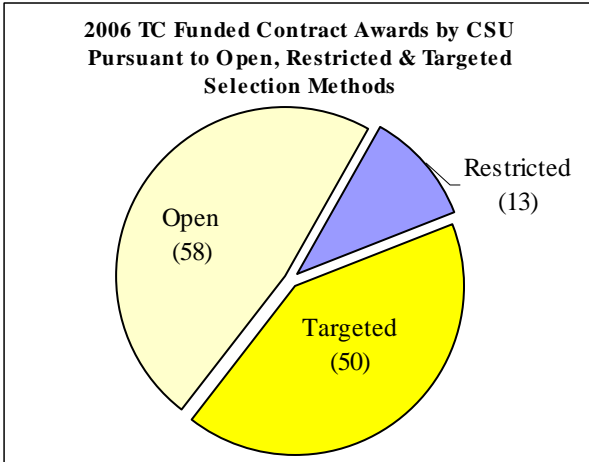
In 2001, in order to achieve a more balanced distribution of TC funds amongst consultants of different nationalities, the Bank introduced a "targeted" approach to consultant selection: i.e. for TC funded assignments where donors of TC funds confirm their decision to provide funding prior to the commencement of the procurement process, the consultant selection is targeted specifically at consultants from the donor(s) countries, in accordance with eligibility criteria agreed with the donor under the relevant funding agreement.

In 2006, out of 121 TC funded contracts awarded by CSU following a new competitive selection process, 50 contracts with an aggregate value of €13.87 million were "targeted" at consultants from the specific donor(s) countries. Amongst TC donors that channelled their funding for use by consultants from their countries were Italy, Canada, Austria, Sweden, Spain, Finland and others (Table 11 of the Annex details the numbers of contracts for 15 nationalities awarded following "targeted" consultant selection).

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<sup>1</sup> This number excludes 134 competitively awarded call-off notices issued under existing framework agreements, one competitively awarded contract for the Nuclear Safety Department and three contracts for Multilateral Carbon Credit Fund Managers awarded following one procurement process targeted at firms registered in a country that is both a shareholder of the EBRD and that has either ratified, accepted, acceded to or approved the Kyoto Protocol

Of 121 newly launched TC funded contracts awarded by CSU through competitive selection, the following approaches were adopted:



a) **50** contracts worth €13.87 million were awarded as the result of selection processes where selection was **targeted** specifically at consultants from the donor country.

b) **13** contracts were awarded as a result of **restricted competition** where the participation was open to consultants from the EU member states and the eligible recipient countries. The total value of the nine contracts awarded through restricted competition is €2.17 million, with additional €3.00 million being available for utilisation under the four framework agreements awarded.

c) **58** contracts were awarded with no nationality restrictions (**open competition**). This number includes 55 contracts with a total value of €12.48 million and three framework agreements with potential value of €435,000.

### 3.2 Consultants from the Bank’s Countries of Operations

Local consultants are here defined as consultants from the Bank’s countries of operations. The definition of local consultants includes international consulting firms that have established offices and are registered in the Bank’s countries of operations, which makes them eligible to submit proposals from the relevant country of operations.

The value of 554 consultancy contracts awarded to local consultants by the EBRD in 2006 amounted to €7.97 million (13.31% of the total value of all contract awards).

This included 284 contracts amounting to €1.55 million awarded by OGC to consultants based in the EBRD countries of operations (70.99% of the total value OGC contract awards). The TAM Programme awarded six contracts to local consultants totalling €49,944. The number and value of the BAS Programme’s contract awards to local consultants were 120 and €1.68 million respectively (68.57% of the value of all BAS contract awards).

It should be added that the real participation of local consultants is wider than appears from this data, as local consultants are often sub-contracted by the leading firms which are directly engaged by the Bank.

One of the objectives of the Bank in encouraging participation of local consultants is to build capacity in the provision of consulting services in the countries of operations, thereby contributing to transition impact. However, with tied TC funds normally permitting only a small portion of the assignments to be performed by local consultants, the share of contracts that can be awarded to local consultants is limited.

CSU together with the Bank’s Resident Offices continues to provide business briefings and workshops in some of the countries of operations with the objective of encouraging local consultants to participate in Bank’s assignments.

## **4. CONTRACTING METHODS**

### **4.1 Standalone Contracts**

The majority of all contracts awarded by the EBRD in 2006 were standalone contracts (i.e. for clearly defined one-off assignments) with consultancy firms and individuals.

In 2006, the standalone contracts awarded by CSU included 669 standard contracts for a total value of €60.47 million (the contract terms and conditions differ depending on the type of services, i.e. contracts for Board Nominees, lender monitoring supervision, IT consultancy contracts etc.); three contracts with the Multilateral Carbon Fund Managers (combining consultancy services with fund management responsibilities) for a total value of €8.13 million; 13 contracts (€0.80 million) for the Nuclear Safety Department; and 73 grant agreements (€12.13 million) with the Bank's clients who contracted the consultants under the terms and conditions specified in grant agreements.

The average value of a standalone standard contract awarded by CSU in 2006 was €90,411 (€17,553 for contracts with firms and €50,647 for contracts with individuals).

### **4.2 Framework Facilities**

Framework contracts/agreements are 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 2006, the EBRD awarded 22 framework agreements and one framework contract. The latter was an extension in budget for EUR 65,000 to an existing framework contract.

The 22 framework agreements were awarded for the following consulting services:

- Advisory Services for Medium-sized Co-financing Facility improving access to finance for successful local private companies, with main focus on the ETC<sup>2</sup> region;
- Support to Ukrainian Banks under the SME Lending Facility;
- Integrity investigation services;
- Lender's Supervision of the Bank's property projects;
- Assistance with the Bank's urban transport projects;
- Assistance to the Bank's Environmental Department;
- Procurement assistance in respect to projects in Russia.

Table 6 of the Annex details the values available for utilisation under these framework facilities, their funding sources, duration and lists the consultants awarded framework agreements.

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

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<sup>2</sup> Armenia, Azerbaijan, Georgia, Kyrgyz Republic, Moldova, Mongolia, Tajikistan and Uzbekistan

### **4.3 Panels of Experts**

Similar to framework agreements, the use of panels of experts is increasing for individual consultants. A competitive procedure is carried out with the objective of identifying experts in various fields (e.g. board nominees, industry experts, procurement experts). The advantage of identifying a shortlist of pre-selected consultants is again efficiency, flexibility and the possibility of being able to mobilise consultants at short notice.

The Banking Department and CSU, with the donors (for TC funded projects), are jointly working on the establishment of these panels. The panels of experts are an example of increased use of competitive procedures since, given the low value of the typical assignment, the majority of these assignments would have been awarded directly prior to this initiative taking place.

### **4.4 Consultancy Contracts signed by the Bank's Clients**

The Bank's clients, as beneficiaries of services are able to select, engage and manage consultants in accordance with 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. CSU is actively involved in overseeing the administrative aspects of client contracting including the consultant selection process and prepares the funding agreements for the provision of TC funds as grants to pay for the services rendered pursuant to consultancy contracts.

The contracts awarded by the Bank's clients include 73 contracts amounting to €2.13 million signed by the Bank's clients pursuant to the grant agreements prepared by CSU and 13 contracts totalling €4.84 funded by loan proceeds of public sector operations.

In 2005, there were 62 contracts with a total value of €1.96 million signed by the Bank's clients and funded by TC funds pursuant to the grant agreements prepared by CSU and 11 contracts with a total value of €8.33 million was funded by loan proceeds of public sector operations.

## **5. ACTIVITIES OF CONSULTANCY SERVICES UNIT IN 2006**

### **Operational Support**

CSU staff work closely with Operation Leaders and other Bank staff, advising on TC Review Committee submissions, procurement processes, contracting structures and negotiations in an operational support function.

In 2006 CSU conducted a major **training** initiative in the Bank, including staff at the following Resident Offices ("ROs"), Kiev, Sarajevo, Zagreb, Ljubljana, Budapest, Astana and Almaty.

While most of the training is conducted on the use of eSelection, as a precursor, training was also conducted on consultant selection and engagement, on applicable Bank policies and procedures and best practice. In Headquarters, more than 40 training sessions were conducted, including training for CSU staff, i.e. train the trainer.

CSU also trained staff working on TC and responsible for formulating consultancy assignments in Financial Institutions and Municipal and Environment and Infrastructure teams.

## **Compliance**

CSU's compliance role is to enable the Bank to carry out its fiduciary responsibilities to the shareholders and the donor community in an efficient manner, by ensuring compliance with the relevant procurement policies and rules and donor requirements as well as exercising quality control. Any complaints are referred to the Procurement and Contracting Committee ("PCC").

In 2006, two complaints were received in relation to consultancy contract awards, of which PCC upheld one and rejected the other. The upheld complaint related to an assignment where the client was an executing agency carrying out consultant's selection funded by TC funds.

## **TAM/BAS**

CSU is responsible for ex post monitoring and reporting of consultants retained by TAM/BAS.

The Director of CSU conducted a review of TAM/BAS programmes during the year, providing agreed recommendations for improvements to internal controls, compliance and quality control functions.

CSU has also assisted in bringing IT systems for TAM/BAS in line with TCS/CCS.

## **E-Selection of Consultants**

In 2006, the eSelection system has been extensively used. 134 contracts were awarded based on competitive selection procedures undertaken through eSelection. The system is used in all competitive selection processes unless there are compelling reasons not to do so. The system is stable and robust and any disruptions to date have been due to IT reasons other than the eSelection system itself. CSU continues to be actively engaged in "marketing" the system to external consultants. To date, 2560 consultants have registered with the system and consultant's feedback has been positive.

Internally, the use of the system in CSU has resulted in higher quality control and compliance resulting in productivity gains.

Feedback from users have been collated and prioritised. The project brief for necessary enhancements has been finalised, which will be carried out in 2007.

## **Business Briefings to Consultants**

Local consultants' outreach was conducted in Croatia, Kazakhstan and Bosnia and Herzegovina. The outreach initiatives were highly welcomed by the participants and were successful. However, the level of local consultants' participation in Bank financed consultancy assignments depends highly on the conditionality of funding (i.e. tied or untied TC funds) and, the scope of the terms of reference for these assignments. Nevertheless, the Bank in its efforts to increase capacity building and transition impact is conducting more of these briefings in the Bank's countries of operations.

Business briefings were also provided to Canadian consultants in (Toronto, Winnipeg and Calgary), German consultants in the Bank's Headquarters and Munich, and to Dutch consultants in The Hague.

## **ANNEX - TABLES OF STATISTICS**

<b>Table 1</b>	Total Value and Number of Consultancy Contract Awards by Contracting Department
<b>Table 2</b>	Total Value and Number of Consultancy Contract Awards by Funding Source (Technical Cooperation and Bank Funded)
<b>Table 3</b>	2006 Consultancy Contract Awards by Consultant Selection Method (Value and Number)
<b>Table 4</b>	2006 Consultancy Contract Awards by Country of Operation (Value and Number)
<b>Table 5</b>	2006 Consultancy Contract Awards by Contract Type
<b>Table 6</b>	Framework Facilities Agreements Awarded in 2006
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<b>Table 8</b>	Consultants from EBRD Countries of Operations in 2005 and 2006
<b>Table 9</b>	2006 Consultancy Contract Awards by EBRD Department (Value and Number)
<b>Table 10</b>	2006 Consultancy Contract Awards for Top 35 Firms (Value and Number)
<b>Table 11</b>	Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by CSU in 2006 (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	
	2006	2005	2006	2005	2006	2005
Consultancy Services Unit	94.01	70.03	921	871	69.61%	69.14%
Nuclear Safety Department*	0.68	0.80	13	14	0.50%	0.79%
Office of the General Counsel	16.27	15.52	367	385	12.05%	15.32%
Turn Around Management	6.80	4.33	614	501	5.04%	4.28%
Business Advisory Services	2.45	2.28	149	117	1.81%	2.25%
Loans **	14.84	8.33	13	11	10.99%	8.22%
<b>Total</b>	<b>135.05</b>	<b>101.29</b>	<b>2,077</b>	<b>1,899</b>	<b>100%</b>	<b>100%</b>

\* Contracted by CSU

\*\* Contracted by the Bank's borrowers



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

Year	TC Funded Contracts		Bank Funded Contracts		TOTAL (TC and Bank Funded Contracts)			
	Value (€m) (A)	Number (B)	Value (€m) (C)	Number (D)	Value (€m) (A)+(C)	% Yr/Yr Value Increase / Decrease	Number (B)+(D)	% Yr/Yr Number Increase / Decrease
2002	81.41	876	46.80	695	128.21	-	1,571	-
2003	50.18	910	59.53	692	109.71	-14.43%	1,602	1.97%
2004	48.09	763	70.67	857	118.76	8.25%	1,620	1.12%
2005	50.22	963	51.07	936	101.29	-14.71%	1,899	17.22%
2006	68.25	1,100	66.80	977	135.05	33.33%	2,077	9.37%

**Table 3 2006 Consultancy Contract Awards by Consultant Selection Method (Value and Number)**

Selection Method	Original Contracts / Extensions to Previous Contract	TC Funded Contracts		Bank Funded Contracts		TOTAL (TC and Bank Funded Contracts)			
		Value (€m) (A)	Number (B)	Value (€m) (C)	Number (D)	Value (€m) (A)+(C)	% of Total Value	Number (B)+(D)	% of Total Number
Direct Selection (< EUR 50K)	Original	11.38	698	9.50	414	20.88	15.46%	1,112	53.54%
	Extensions*	1.14	215	1.80	84	2.94	2.18%	299	14.40%
Direct Selection (> EUR 50K as per Section 5.9 (a) & (b) of the Bank's PP&R)	Original	4.50	12	1.29	11	5.79	4.29%	23	1.10%
	Extensions**	3.40	4	6.62	88	10.02	7.42%	92	4.43%
Selection from Shortlist	Original	6.21	60	12.13	220	18.34	13.58%	280	13.48%
	Extensions***	0.25	3	7.50	112	7.75	5.74%	115	5.54%
Evaluation of Proposals	Original	39.78	102	20.89	36	60.67	44.92%	138	6.64%
	Extensions***	1.59	6	7.07	12	8.66	6.41%	18	0.87%
<b>Total</b>		<b>68.25</b>	<b>1,100</b>	<b>66.80</b>	<b>977</b>	<b>135.05</b>	<b>100%</b>	<b>2,077</b>	<b>100%</b>

\* Aggregate value of a previous contract and a contract extension did not exceed € 50K

\*\* Aggregate value of a previous contract and an unforeseen contract extension exceeded € 50K 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 2006 Consultancy Contract Awards by Country of Operation (Value and Number)**

Country of Operation	Contract Value (€)	Number of Contracts	% of Total Value
Regional*	21,812,766	357	19.23%
Russian Federation	14,066,331	275	12.40%
Ukraine	10,471,993	145	9.23%
Serbia	9,060,094	14	7.99%
Romania	7,868,978	70	6.94%
Serbia And Montenegro**	6,088,155	209	5.37%
Kyrgyz Republic	4,095,565	49	3.61%
Kazakhstan	4,062,590	69	3.58%
Bulgaria	3,915,425	46	3.45%
Czech Republic	3,420,501	10	3.02%
Azerbaijan	3,360,755	52	2.96%
Georgia	3,340,392	77	2.94%
FYR Macedonia	2,564,267	37	2.26%
Armenia	2,505,869	54	2.21%
Moldova	2,259,400	55	1.99%
Poland	1,990,681	21	1.76%
Mongolia	1,591,291	21	1.40%
Bosnia And Herzegovina	1,578,938	15	1.39%
Albania	1,455,614	27	1.28%
Croatia	1,391,468	29	1.23%
Kosovo***	1,387,920	110	1.22%
Tajikistan	983,344	26	0.87%
Slovenia	928,230	5	0.82%
Uzbekistan	834,080	29	0.74%
Belarus	662,221	9	0.58%
Slovak Republic	386,678	15	0.34%
Lithuania	337,825	16	0.30%
Hungary	334,676	4	0.30%
Montenegro	292,854	18	0.26%
Latvia	206,435	4	0.18%
Turkmenistan	102,813	4	0.09%
Estonia	69,444	5	0.06%
<b>Total</b>	<b>113,427,593</b>	<b>1,877</b>	<b>100%</b>

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

\*\* Contracts awarded to Serbia & Montenegro prior to separation in 2006. Post separation contracts are recorded as either Serbia or Montenegro.

\*\*\* Kosovo is not one of the Bank's countries of operations

EBRD HQ Related Assignments	Contract Value (€)	Number of Contracts	% of Total Value of all Contracts
United Kingdom	21,622,053	200	16.01%

**Table 5 2006 Consultancy Contract Awards by Contract Type**

Contract Type	Value (€m)		Number		% of Total Value	
	2006	2005	2006	2005	2006	2005
CSU Standard Standalone Contracts	60.47	46.12	669	625	44.78%	44.50%
Retention of Outside Counsel by OGC	16.27	15.52	367	385	12.05%	14.91%
Contracts signed directly by the Bank's borrowers with the Bank's loan proceeds	14.84	8.33	13	11	10.99%	8.00%
Call-Off Notices under Framework Agreements	13.22	8.96	153	137	9.79%	8.61%
Grant Agreements with the Bank's Client (Consultancy Contracts are entered by the Bank's Clients)	12.13	11.96	73	62	8.98%	11.49%
BAS / TAM Consultancy Contracts	9.25	6.61	763	618	6.85%	6.35%
Contracts for Multi-lateral Carbon Fund Managers	8.13	-	3	-	6.02%	-
Nuclear Safety Contracts	0.68	0.80	13	14	0.50%	0.77%
Framework Contracts	0.06	2.79	1	6	0.04%	2.68
Framework Agreements*	0	0	22	41	0.00%	-
<b>Total</b>	<b>135.05</b>	<b>101.09</b>	<b>2,077</b>	<b>1,899</b>	<b>100%</b>	<b>100%</b>

\* Framework Agreements are recorded as zero value

\*\*The values and numbers of Call-Off Notices under Framework Contracts are not included in the total value of contracts to avoid double counting. In 2006, there were 10 such call-off notices awarded with a total value of €0.36m.

**Table 6 Framework Facilities Agreements Awarded in 2006**

Framework Facility Name	Funding Source	Overall Facility Value (€)	Name /Nationality of Consultants awarded Framework Agreements	Duration of Framework Agreements
Ukraine: EU/EBRD SME Support to Ukrainian Banks	European Community (EU-EBRD SME Finance Support to Regional Banks and Banks with Large Regional Branch Network Fund)	3,000,000	<ul style="list-style-type: none"> <li>• Bankakademie International, Germany</li> <li>• DAI Europe Ltd, UK</li> <li>• GFA Consulting Group GmbH, Germany</li> <li>• PKF, UK</li> </ul>	3 years
Regional: Medium-sized Co-financing Facility - Advisory Services	Early Transition Countries Fund	435,000	<ul style="list-style-type: none"> <li>• DAI Europe Ltd, UK</li> <li>• DFC S.A., Spain</li> <li>• Icon Institut GmbH, Germany</li> </ul>	3 years
Regional: Lender's Supervisors of Property Projects	Bank Budget	As required	<ul style="list-style-type: none"> <li>• Atkins International, UK</li> <li>• EC Harris LLP, UK</li> <li>• Gardiner &amp; Theobald LLP, UK</li> <li>• Savant, UK</li> </ul>	3 years
Regional: Integrity Investigation Services	Bank Budget	As required	<ul style="list-style-type: none"> <li>• Bedilgent, Inc. USA</li> <li>• Control Risk Group Ltd, UK</li> <li>• Deloitte &amp; Touche LLP, UK</li> <li>• Diligence International LLC, UK</li> <li>• GPW Ltd, UK</li> <li>• The Risk Advisory Group Plc, UK</li> </ul>	2 years
Regional: Urban Transport Assistance	Bank Budget	As required	<ul style="list-style-type: none"> <li>• Olzhas Bilyalov, Kazakhstan</li> <li>• PKF, UK</li> <li>• Gradimir Stefanovic, UK</li> </ul>	2 years
Regional : Monitoring Consultancy Services to Assist EBRD's Environmental Department	Bank Budget	150,000	<ul style="list-style-type: none"> <li>• Citrus Partners LLP, UK</li> </ul>	1 year
Russian Federation: Procurement assistance in respect to projects in Russia	Bank Budget	150,000	<ul style="list-style-type: none"> <li>• Zvonimir Jovanovic, Switzerland</li> </ul>	1 year

**Table 7 2006 Consultancy Contract Awards by Consultant Nationality (Value and Number)**

Ranking	Consultant Nationality	TC Funded Contracts €	% of Total Value of TC Funded Contracts	Bank Funded Contracts €	% of Value of Bank Funded Contracts	Total Value of Contracts (€)	% of Total Value	No. Of Contracts
1	British	15,230,934	22.32%	32,447,261	48.57%	47,678,195	35.30%	603
2	German	12,212,125	17.89%	2,635,067	3.94%	14,847,192	10.99%	65
3	American	1,164,395	1.71%	7,760,461	11.62%	8,924,856	6.61%	43
4	Russian	1,170,157	1.71%	4,816,345	7.21%	5,986,502	4.43%	169
5	Italian	3,840,560	5.63%	1,179,594	1.77%	5,020,154	3.72%	101
6	Canadian	4,872,007	7.14%	83,725	0.13%	4,955,732	3.67%	47
7	Finnish	4,306,911	6.31%	536,295	0.80%	4,843,206	3.59%	70
8	Dutch	3,553,603	5.21%	326,988	0.49%	3,880,591	2.87%	41
9	Danish	2,139,699	3.14%	1,296,053	1.94%	3,435,752	2.54%	106
10	Austrian	2,930,086	4.29%	183,094	0.27%	3,113,180	2.31%	61
11	French	1,799,940	2.64%	1,188,760	1.78%	2,988,700	2.21%	38
12	Japanese	2,576,605	3.78%	0	0.00%	2,576,605	1.91%	132
13	Czech	0	0.00%	2,534,140	3.79%	2,534,140	1.88%	5
14	Spanish	1,284,844	1.88%	1,183,641	1.77%	2,468,485	1.83%	13
15	Turkish	43,020	0.06%	2,312,013	3.46%	2,355,033	1.74%	11
16	Swedish	1,750,450	2.56%	156,260	0.23%	1,906,710	1.41%	18
17	International*	1,561,000	2.29%	0	0.00%	1,561,000	1.16%	3
18	Swiss	1,048,896	1.54%	487,584	0.73%	1,536,480	1.14%	35
19	Georgian	1,102,581	1.62%	155,096	0.23%	1,257,677	0.93%	39
20	Ukrainian	161,019	0.24%	1,055,691	1.58%	1,216,710	0.90%	35
21	Irish	896,020	1.31%	307,140	0.46%	1,203,160	0.89%	28
22	Cypriot	346,000	0.51%	659,462	0.99%	1,005,462	0.74%	10
23	Romanian	124,772	0.18%	837,886	1.25%	962,658	0.71%	32
24	Belgian	306,306	0.45%	590,820	0.88%	897,126	0.66%	34
25	Kazakh	209,607	0.31%	629,816	0.94%	839,423	0.62%	25
26	Polish	499,425	0.73%	312,478	0.47%	811,903	0.60%	17
27	Azeri	287,774	0.42%	242,878	0.36%	530,652	0.39%	29
28	Greek	378,979	0.56%	129,762	0.19%	508,741	0.38%	24
29	Armenian	206,693	0.30%	276,000	0.41%	482,693	0.36%	22
30	Croatian	42,610	0.06%	373,010	0.56%	415,620	0.31%	19
31	Australian	190,891	0.28%	190,414	0.29%	381,305	0.28%	10
32	Slovak	116,212	0.17%	254,297	0.38%	370,509	0.27%	10
33	Norwegian	323,285	0.47%	0	0.00%	323,285	0.24%	3
34	Serbia & Montenegro**	156,863	0.23%	90,910	0.14%	247,773	0.18%	14
35	Bulgarian	48,788	0.07%	184,013	0.28%	232,801	0.17%	15
36	Serbian	83,244	0.12%	147,200	0.22%	230,444	0.17%	8
37	Slovenian	89,763	0.13%	125,400	0.19%	215,163	0.16%	6
38	Luxemburg	196,712	0.29%	10,000	0.01%	206,712	0.15%	14
39	Hungarian	79,217	0.12%	123,800	0.19%	203,017	0.15%	4
40	Macedonian	144,152	0.21%	31,643	0.05%	175,795	0.13%	13
41	Chinese	0	0.00%	152,500	0.23%	152,500	0.11%	2
42	Montenegrin	131,817	0.19%	18,770	0.03%	150,587	0.11%	9
43	Moldovan	58,127	0.09%	85,279	0.13%	143,406	0.11%	11
44	Lithuanian	0	0.00%	138,860	0.21%	138,860	0.10%	7
45	Kyrgyz	87,050	0.13%	45,735	0.07%	132,785	0.10%	15
46	Uzbek	25,717	0.04%	104,200	0.16%	129,917	0.10%	7
47	Bosnian	0	0.00%	119,216	0.18%	119,216	0.09%	5
48	New Zealander	111,852	0.16%	0	0.00%	111,852	0.08%	2
49	South African	0	0.00%	109,642	0.16%	109,642	0.08%	2
50	Albanian	53,291	0.08%	55,000	0.08%	108,291	0.08%	6
51	Kosovan	99,339	0.15%	0	0.00%	99,339	0.07%	11
52	Tajik	51,398	0.08%	11,750	0.02%	63,148	0.05%	7
53	Latvian	53,428	0.08%	4,840	0.01%	58,268	0.04%	3
54	Turkmen	52,913	0.08%	0	0.00%	52,913	0.04%	3
55	Israeli	0	0.00%	45,885	0.07%	45,885	0.03%	2
56	Estonian	0	0.00%	39,846	0.06%	39,846	0.03%	4
57	Korean	15,145	0.02%	0	0.00%	15,145	0.01%	1
58	Mongolian	14,145	0.02%	0	0.00%	14,145	0.01%	1
59	Argentinean	12,115	0.02%	0	0.00%	12,115	0.01%	2
60	Brazilian	0	0.00%	9,844	0.01%	9,844	0.01%	1
61	Belarusian	0	0.00%	5,800	0.01%	5,800	0.00%	3
62	Mexican	5,000	0.01%	0	0.00%	5,000	0.00%	1
<b>Total</b>		<b>68,247,482</b>	<b>100%</b>	<b>66,802,164</b>	<b>100%</b>	<b>135,049,646</b>	<b>100%</b>	<b>2,077</b>

\* IDLO – International Development Law Organisation based in Rome

\*\* Contracts awarded to Serbia & Montenegro prior to separation in 2006. Post separation contracts are recorded as either Serbia or Montenegro

**Table 8 Consultants from EBRD Countries of Operations in 2005 and 2006**

Country of Operation / Location of contracted consultant	Value of Contract Awards (€) in 2006		Number of Contract Awards in 2006		Total Value of Contracts (€) in 2006  (A)+(B)	Total Number of Contracts in 2006  (C)+(D)	Value of Value of Contracts (€) awarded in 2005	Number of Contracts awarded in 2005
	TC Funded  (A)	Bank Funded  (B)	Direct Selection  (C)	Competitive Procedure  (D)				
Albania	53,291	55,000	6	0	108,291	6	64,000	4
Armenia	206,693	276,000	22	0	482,693	22	358,796	29
Azerbaijan	287,774	242,878	28	1	530,652	29	472,652	19
Belarus	0	5,800	3	0	5,800	3	44,303	5
Bosnia & Herzegovina	0	119,216	5	0	119,216	5	64,150	7
Bulgaria	48,788	184,013	14	1	232,801	15	501,971	23
Croatia	42,610	373,010	19	0	415,620	19	105,828	9
Czech Republic	0	2,534,140	5	0	2,534,140	5	1,703,870	13
Estonia	0	39,846	4	0	39,846	4	272,672	5
Georgia	1,102,581	155,096	37	2	1,257,677	39	342,692	24
Hungary	79,217	123,800	0	4	203,017	4	25,143	6
Kazakhstan	209,607	629,816	18	7	839,423	25	886,265	25
Kosovo*	99,339	0	11	0	99,339	11	56,480	3
Kyrgyz Republic	87,050	45,735	15	0	132,785	15	249,413	14
Latvia	53,428	4,840	3	0	58,268	3	102,914	4
Lithuania	0	138,860	7	0	138,860	7	73,400	7
FYR Macedonia	144,152	31,643	13	0	175,795	13	120,947	8
Moldova	58,127	85,279	10	1	143,406	11	196,439	11
Mongolia	14,145	0	0	1	14,145	1	0	0
Montenegro	131,817	18,770	9	0	152,587	9	39,250	2
Poland	499,425	312,478	12	5	811,903	17	844,733	23
Romania	124,772	837,886	27	5	962,658	32	1,163,294	34
Russian Federation	1,170,157	4,816,345	139	30	5,986,502	169	6,741,139	143
Serbia	83,244	147,200	7	1	230,444	8	0	0
Serbia & Montenegro**	156,863	90,910	14	0	247,773	14	260,700	12
Slovak Republic	116,212	254,297	9	1	370,509	10	316,412	10
Slovenia	89,763	125,400	6	0	215,163	6	124,160	9
Tajikistan	51,398	11,750	7	0	63,148	7	134,412	7
Turkmenistan	52,913	0	3	0	52,913	3	6,050	1
Ukraine	161,019	1,055,691	26	9	1,216,710	35	1,444,318	44
Uzbekistan	25,717	104,200	6	1	129,917	7	280,505	4
<b>Total</b>	<b>5,150,102</b>	<b>12,819,899</b>	<b>485</b>	<b>69</b>	<b>17,972,001</b>	<b>554</b>	<b>16,996,908</b>	<b>505</b>

\* Kosovo is not one of the Bank's countries of operations

\*\* Contracts awarded to Serbia & Montenegro prior to separation in 2006. Post separation contracts are recorded as either Serbia or Montenegro

**Table 9 2006 Consultancy Contract Awards by EBRD Department\* (Value and Number)**

Department / Team		TC Funded Contracts		Bank Funded Contracts		TOTAL (TC and Bank Funded Contracts)		
		Value (€)	Number	Value (€)	Number	Value (€)	% of the Total Value of Contracts	Number
		(A)	(B)	(C)	(D)	(A)+(C)		(B)+(D)
Business i n k B a s	Financial Institutions	19,890,841	78	3,527,789	75	23,418,630	18.23%	153
	Southern and Eastern Europe, the Caucasus and Central Asia (SEECCA Group)	12,655,662	93	2,044,305	65	14,699,967	11.45%	158
	Infrastructure	10,557,600	56	1,660,868	63	12,218,468	9.51%	119
	Energy and Telecommunications	8,787,691	10	1,141,752	28	9,929,443	7.73%	38
	BAS / TAM Programmes (Member of SEECCA Business Group)	9,246,250	763	0	0	9,246,250	7.20%	763
	Other/Contingency	968,473	26	1,366,477	26	2,334,950	1.82%	52
	Russia, Central Europe & Specialised Industries	41,647	2	1,964,872	69	2,006,519	1.56%	71
Finance	0	0	16,833,718	126	16,833,718	13.11%	126	
Retention of Outside Counsel (contracts awarded by OGC)	0	0	16,227,687	367	16,227,687	12.63%	367	
Others (contracts funded from public sector loan proceeds as recorded by Procurement and Purchasing Department)	0	0	14,842,706	13	14,842,706	6.41%	13	
Office of the General Counsel - (contracts awarded by CSU)	3,888,779	23	559,102	5	4,447,881	3.46%	28	
Human Resources & Administration	0	0	4,209,699	53	4,209,699	3.28%	53	
Office of the Chief Economist	719,068	20	1,108,236	32	1,827,304	1.42%	52	
Risk Management including Nuclear Safety Department	1,138,351	23	563,149	22	1,701,500	1.32%	45	
Project Evaluation Department	0	0	446,121	20	446,121	0.35%	20	
Office of the Chief Compliance Officer	303,768	5	10,418	7	314,186	0.24%	12	
Communications - Office of the Secretary General	0	0	290,765	5	290,765	0.23%	5	
Special Advisor	49,352	1	0	0	49,352	0.04%	1	
Board of Directors	0	0	4,500	1	4,500	0.00%	1	
<b>Total</b>	<b>68,247,482</b>	<b>1,100</b>	<b>66,802,164</b>	<b>977</b>	<b>135,049,646</b>	<b>100%</b>	<b>2,077</b>	

\* By cost centre allocation



**Table 10 2006 Contract Awards for Top 35 Firms (Value and Number)**

	Consultant Name	Consultant Nationality*	Contract Value (€)	No. of Contracts Awarded
1	IPC GmbH	German	8,456,107	8
2	Deloitte MCS Limited	British	6,394,878	6
3	DAI Europe Limited	British	4,698,720	17
4	ICF International	British	3,959,400	1
5	Shorebank International	British	2,795,650	7
6	Greenstream Network Limited	Finnish	2,574,000	1
7	Tecslut International Limited	Canadian	2,556,613	5
8	Axon Solutions Ltd	British	1,783,053	4
9	White & Case	American	1,600,634	25
10	Haskoning Nederland B.V.	Dutch	1,593,628	1
11	IDLO - International Development Law Organisation	International**	1,561,000	3
12	Salans Hertzfeld & Heilbronn	French	1,520,498	30
13	McDermott Will & Emery	American	1,500,000	1
14	AON Consulting Limited	British	1,393,247	1
15	Business & Finance Consulting (BFC) GmbH	German	1,320,101	2
16	Chadbourne & Parke	American	1,312,150	26
17	Kotrlík	Czech	1,000,000	2
18	Vattenfall Power Consultant AB	Swedish	987,468	1
19	Gide Loyrette Nouel	French	972,358	22
20	Synovate (Emea) Ltd	Cypriot	949,282	7
21	The Risk Advisory Group Plc	British	900,352	43
22	Bankakademie International	German	859,297	5
23	A.T. Kearney	German	798,800	1
24	MSB International	British	796,784	10
25	Poyry Energy Ltd	Swiss	766,000	5
26	Mercer Human Resource Consulting	British	751,142	1
27	Intelecon	Canadian	749,995	1
28	BCEOM	French	749,470	1
29	Clarendale Ltd	British	704,741	7
30	Carl Bro A/S	Danish	670,318	6
31	IRD Engineering	Italian	599,990	1
32	PKF	British	597,200	6
33	Inocsa Ingeniería S.L.	Spanish	556,698	1
34	UBC International	Georgian	547,650	3
35	Tradewiz International BY	Dutch	547,000	3
	<b>Total</b>		<b>59,524,224</b>	<b>264</b>

\* By location of the consultant's contracted office for contract awards by Consultancy Services Unit, and by the country of origin of the law firm for retention of outside counsel by OGC

\*\* Based in Rome

**Table 11 Consultants' Participation in Competitive Selection by Bidders' Nationality for Consultancy Contract Awards by CSU in 2006 (Numbers of Expressions of Interest and Contract Awards)**

Country	Open and Restricted <sup>1</sup> Competition		Targeted <sup>2</sup> Competition	
	Expressed Interest	Contracts Awarded	Expressed Interest	Contracts Awarded
Afghanistan	1	0		
Argentina	1	0		
Armenia	5	0		
Australia	11	1		
Austria	10	1	31	8
Azerbaijan	7	1		
Bangladesh	2	0		
Belarus	1	0		
Belgium	18	0		
Bosnia & Herzegovina	3	0		
Bulgaria	1	0		
Canada	48	2	23	4
Chile	1	0		
China	2	0		
Colombia	1	0		
Croatia	5	0		
Cyprus <sup>3</sup>	6	6		
Czech Republic	4	0		
Denmark	19	2	6	2
Egypt	3	0		
Estonia	2	0		
Finland	17	4	15	5
France	38	2	10	2
Georgia	8	2		
Germany	85	12	4	1
Greece	12	0	6	1
Honduras	1	0		
Hungary	8	1		
Iceland	2	0		
India	8	0		
Ireland	31	2	2	1
Italy	21	1	67	11
Japan	8	2		
Kazakhstan	7	2		
Kenya	2	0		
Malta	3	0		
Moldova	6	1		
Mongolia	6	1		
Montserrat	1	0		
Netherlands	59	8	3	2
Norway	6	0	3	1
Pakistan	1	0		
Philippines	2	0		
Poland	8	1		
Portugal	3	0		
Romania	8	0		
Russian Federation	35	7		
Serbia & Montenegro	3	1		
Singapore	1	0		
Slovak Republic	1	1		
Slovenia	1	0		
South Africa	1	0		
Spain	24	1	31	5
Sweden	21	3	6	2
Switzerland	15	2	11	4
Thailand	1	0		
Turkey	4	1		
Uganda	2	0		
Ukraine	14	1		
United Kingdom	578	83		
United States	97	14	4	1
Uzbekistan	9	0		
<b>Total</b>	<b>1,310</b>	<b>166</b>	<b>222</b>	<b>50</b>

*Note: This table includes data relating to new contracts awarded by Consultancy Services Unit following competitive selection process (excluding NSD contracts and three contracts for the Multilateral Carbon Credit Fund Managers). 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*

<sup>1</sup> Assignments with no nationality eligibility restrictions and those open to the EU member states and the eligible recipient countries

<sup>2</sup> Assignments targeted specifically at consultants from TC donor country

<sup>3</sup> One expression of interest from a Cypriot company resulted in a multiple funded contract award (6 various funding sources)