EBRD business opportunities for consultants

EBRD projects (introduction, pipeline and strategy) and related consultancy opportunities

Martin Ehrenberg
Head of Stakeholder Relations
Technical Cooperation, EBRD

Lisbon, 19 May 2016
1. Introduction to EBRD
2. Introduction to Technical Cooperation (TC) and related consultancy opportunities
3. How to start?
4. EBRD’s Procurement Policies & Rules (PP&R): Selection of consultants compared to EU PRAG
5. Contracting of consultants
6. Lessons learned from working with the EBRD
7. Strategies for successful applications
8. Bilateral meetings
9. Q/A at any time
Brief introduction to EBRD
What is the EBRD?

The EBRD is investing in changing people’s lives and environments in more than 30 countries.

With an emphasis on working together with the private sector, we invest in projects, engage in policy dialogue and provide technical advice that fosters innovation and builds sustainable and open-market economies.

€8.9 billion invested in 2015

Owned by 67* countries and two inter-governmental institutions (the EU and EIB), recently China became a shareholder

Capital base of €30 billion

*Libya is yet to become a fully ratified member of the EBRD

Cumulative business volume of €107.2 billion as at end of 2015

Note: As at 31 December 2014
## EBRD: Mandate, tools, initiatives & key departments

### TRANSITION IMPACT

- Financially sound (private sector) investment projects
- Policy reform dialogue
- Technical Cooperation (TC)

### Initiatives

- Local Currency and Capital Markets Initiative (LC2)
- Early Transition Countries (ETC) Initiative
- Sustainable Energy/Resource Initiative (SEI/SRI)
- Small Business Initiative (SBI)
- Strategic Gender Initiative (SGI)

### Departments

- Financial Institutions
- Industry, Commerce & Agribusiness
- Infrastructure
- Energy & Natural Resources
- Energy Efficiency & Climate Change
- Equity

- HR
- IT
- Office of the General Counsel (OGC)
- Office of the Chief Economist (OCE)
- Environment
- Comm.
- Small Business Support (SBS)
- Office of the Chief Compliance Officer (OCCO)
3 key principles of EBRD’s operations

- Promotes transition to market economies, private ownership and good governance with respect for people and environment.
- Invests in financially viable projects, together with the private sector.
- Supports, but does not replace, private investment. Provides financing at reasonable terms, otherwise not available.

EBRD

Transition
Impact

Sound
Banking

Additionality
WHERE WE INVEST

Central Europe and the Baltic states
01 Croatia
02 Estonia
03 Hungary
04 Latvia
05 Lithuania
06 Poland
07 Slovak Republic
08 Slovenia

South-eastern Europe
09 Albania
10 Bosnia and Herzegovina
11 Bulgaria
12 FYR Macedonia
13 Kosovo
14 Montenegro
15 Romania
16 Serbia

Eastern Europe and the Caucasus
17 Armenia
18 Azerbaijan
19 Belarus
20 Georgia
21 Moldova
22 Ukraine

Central Asia
23 Kazakhstan
24 Kyrgyz Republic
25 Mongolia
26 Tajikistan
27 Turkmenistan
28 Uzbekistan

Southern and eastern Mediterranean
29 Egypt
30 Jordan
31 Morocco
32 Tunisia
33 Cyprus
34 Greece
35 Russia
36 Turkey

Where we invest and operate
http://www.ebrd.com/where-we-are.html
Investment portfolio distribution by section and region

**Sector**
- Energy: 23.5%
- Corporate: 27.0%
- Infrastructure: 26.4%
- Financial Institutions: 23.1%

**Region**
- Central Europe & Baltics: 15%
- Eastern Europe & Caucasus: 21%
- Russia: 13%
- Greece: ~1%
- Southern Eastern Mediterranean: 7%
- South-Eastern Europe: 19%
- Turkey: 14%
- Cyprus: <1%
- Central Asia: 9%
- Central Europe & Baltics: 15%

Note: as at 31 December 2015
EBRD’s Technical Cooperation (TC) Programme and related opportunities for consultants
EBRD Technical Cooperation (TC) Programme - Introduction

EBRD’s Clients

- Expertise, Know how
- Facilitate capacity
- Institution building
- Policy, legal reform
- Management
- Technical skills
Technical Cooperation (TC) - Introduction

Transition Impact

- Investment project (transactional TC)
- Policy dialogue etc. (non-transactional TC)

Technical Cooperation (TC)

EBRD | Client | Donor | Consultant(s)
Transactional TC opportunities for consultants

EBRD

Consultancy services for Project Preparation

Provides loan or equity (Investment Project)

Consultancy services for Project Implementation

Clients (~80% private)

Goods and works for Project Implementation
Consultancy services for transactional TC
(examples related to infrastructure TCs)

<table>
<thead>
<tr>
<th>Project Preparation</th>
<th>Project Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Market Demand Studies (various)</td>
<td>• FOPIP - Financial and Operational Performance Improvement Programme (financial, management information system, corporate restructuring experts)</td>
</tr>
<tr>
<td>• Feasibility Study (sector engineers, environmental, financial, legal experts)</td>
<td>• Corporate Development Programme (financial, legal, management, IT, business planning experts)</td>
</tr>
<tr>
<td>• Financial and Technical Due Diligence (various)</td>
<td>• Project Implementation Unit (procurement assistance &amp; supervision of works (procurement experts, engineers)</td>
</tr>
<tr>
<td>• Environmental Impact Assessment (environmental experts)</td>
<td>• Creditworthiness Enhancement Programme (financial, legal, sector regulation experts)</td>
</tr>
<tr>
<td>• Legal Due Diligence (legal experts)</td>
<td>• Lender’s supervision (various)</td>
</tr>
</tbody>
</table>
Consultancy services for non-transactional TC or the EBRD’s institutional needs

– Investment climate and governance (for example anti-corruption initiatives)
– Legal advice on investments to EBRD’s Office of the General Counsel (OGC)
– Legal Transition Programme (LTP)
– Institution building/training
– Research
– Economic/political analysis for Office of Chief Economist (OCE)
– Environmental, social, gender and assignments/studies
– Human Resources, Information Technology, Communications
– Nuclear Safety
Consultant opportunities

- Values, numbers, countries and sectors
Why you should be interested

Consultancy Contracts Awarded by EBRD and its Clients by Value, 2011–2015

Consultancy Contracts Awarded by EBRD and its Clients by Number, 2011–2015
The 10 countries with largest value of contracts in 2015
Contracts by sector and value

- Municipal and Environmental Infrastructure: 27%
- Small Business: 12%
- Sustainable Resources: 16%
- Transport: 14%
- Other: 18%
- Financial Institutions: 8%
- Legal Transition: 4%
- Agribusiness: 1%
Consultant opportunities?
How to start?
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>(4) Strategic Gender Initiative (SGI)</td>
<td>- Strategic Gender Initiative (SGI)</td>
<td><a href="http://www.ebrd.com/strategic-gender-initiative.html">http://www.ebrd.com/strategic-gender-initiative.html</a></td>
</tr>
</tbody>
</table>
(1) Factsheets for EBRD countries, key sectors and themes

(2) Country strategies

(3) Sector strategies

(4) Sector-specific information, for example on Sustainable Energy Financing Facilities (SEFF)

(5) Environmental & Social Impact Assessments
http://www.ebrd.com/esia.html

(6) Project Summary Documents (with references to required TC/consultancy support)
Consultant opportunities? Research ebrd.com!

Website update in progress!

Work with us:
- Project finance
- Procurement (see next!)
- Trade Facilitation etc.
Consultant opportunities?
Research ebrd.com!

Consultancy services
(see next!)

Website update in progress!
Consultant opportunities? Research ebrd.com!

Consultancy Services:
Selection and engagement of consultants for the needs of the Bank and its Clients falls under responsibility of the Technical Cooperation team.

Outside Counsel Services:
Selection and engagement of outside counsel for the needs of Office of the General Counsel (OGC).

Consultancy Services:
- Procurement Notices
- eSelection system
- Guidelines
- Reports & Data

Procurement FAQs:
Further detail on our procurement opportunities and processes.

LEARN MORE
How to start?
Assess procurement notices!

Search by sector and country
- Consultancy services
- Corporate goods, works and services
- Project goods, works and services
How to start?
Register to eSelection

- Web-based **eSelection** ensures transparency, efficiency, level playing field and cost reductions as a result of on-line submissions
- Register: [https://eselection.ebrd.com/suite/](https://eselection.ebrd.com/suite/)
- Consultants can:
  1. Subscribe for **electronic notification** about new opportunities by industry sector and area of expertise:
  2. **Submit expressions of interest & proposals** (including financial proposals) on-line/electronically
  3. **View the status of application**, manage participation in selection processes and monitor the progress of any selection process
Register to eSelection:
https://eselection.ebrd.com/suite/

What is eSelection?
eSelection is a secure internet application allowing participation in the selection process for consultancy assignments for which EBRD is responsible.

Who can register?
1. Individual consultants or individuals representing their respective firms.
2. All law firms on an office by office basis.

Why register?
1. (Consultant) As a registered user you will be able to create your own profile and subscribe for the sectors and areas of expertise of interest to you. You will then be automatically alerted of upcoming opportunities as they arise.

Send a query or request assistance
Sends email with link to reset password
Register here
Questions?
For all further enquiries, please contact:

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United Kingdom
www.ebrd.com
EBRD business opportunities for consultants

EBRD’s Procurement Policies and Rules: Selection and contracting of consultants

Martin Ehrenberg
Head of Stakeholder Relations
Technical Cooperation, EBRD

Lisbon, 19 May 2016
EBRD’s Procurement Policies & Rules (PP&R)

- Revised Procurement Policies & Rules (PP&R), revised October 2014:
- Based on fundamental principles of economy, efficiency, accountability, non-discrimination, fairness and transparency
- In principle no eligibility restrictions, no domestic/member states preference (exception: tied donor funds)
- Main consideration is capability to perform the contract
- Currently under revision
# Overview of procedures for consultant selection (EBRD or Clients)

<table>
<thead>
<tr>
<th></th>
<th>1 stage process</th>
<th>2 stage process</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direct Selection</strong></td>
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<td></td>
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<tr>
<td>(less than EUR 75,000)</td>
<td></td>
<td></td>
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<tr>
<td>Select consultant</td>
<td></td>
<td></td>
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<tr>
<td>Negotiations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Selection from Shortlist</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(EUR 75,000 – EUR 300,000)</td>
<td></td>
<td></td>
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<tr>
<td>Procurement Notice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score Expressions of Interest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiations with highest-ranked consultant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Evaluation of Proposals</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(EUR 300,000 and over)</td>
<td></td>
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<tr>
<td>Procurement Notice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Score Expressions of Interest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compile Shortlist</td>
<td></td>
<td></td>
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<tr>
<td>Score Proposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(tech &amp; fin.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiations with highest-ranked consultant</td>
<td></td>
<td></td>
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<tr>
<td>Contract</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Firms and individuals**
- **Only firms**
## Shortlisting – Requirements for EoIs

<table>
<thead>
<tr>
<th>Expression of Interests (EoIs) and Shortlisting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard template for EoI</td>
</tr>
<tr>
<td>(but consultant declaration)</td>
</tr>
<tr>
<td>Financial capacity</td>
</tr>
<tr>
<td>(minimum turnover, profit)</td>
</tr>
<tr>
<td>Professional &amp; technical capacity</td>
</tr>
<tr>
<td>(number of staff or experts)</td>
</tr>
<tr>
<td>Publication of shortlist criteria</td>
</tr>
<tr>
<td>Project references</td>
</tr>
<tr>
<td>(but no standard template)</td>
</tr>
<tr>
<td>CVs</td>
</tr>
<tr>
<td>(but no standard template)</td>
</tr>
</tbody>
</table>
## Shortlisting

### Expression of Interests (EoIs) and Shortlisting

<table>
<thead>
<tr>
<th>Evaluation method</th>
<th>Primarily <strong>scoring</strong> of project references &amp; CVs, generally <strong>no pass/fail tests</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shortlist</strong></td>
<td><strong>3 - 6</strong> (provided those are capable and qualified)</td>
</tr>
<tr>
<td>Geographic limits</td>
<td>1. no more than two firms from any one country and 2. at least one firm from a country of operation</td>
</tr>
<tr>
<td>Publication of shortlist</td>
<td><strong>After award</strong> on ebrd.com</td>
</tr>
</tbody>
</table>
## Evaluation of Proposals

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical evaluation criteria</td>
<td>Tailored to assignment with focus on approach and key experts, interviews for complex or pilot assignments</td>
</tr>
<tr>
<td>Weight of financial proposal</td>
<td>Case by case (0%-30%, standard 20%)</td>
</tr>
<tr>
<td>Public opening of tech. and fin. proposals</td>
<td>For Client-led selections only</td>
</tr>
<tr>
<td>Documentary evidence</td>
<td>Hardly any administrative compliance, methodology and CVs matter!</td>
</tr>
</tbody>
</table>
MDB Harmonised Request for Proposals (RFP)

EBRD Procurement Standard Tender Documents for Client-led TCs

Consulting Services

September 2012 EBRD Harmonised Trial versions

Standard Request for Proposals: Selection of Consultants (PDF)

Standard Request for Proposals: Selection of Consultants (DOC)
Contracting of consultants
Contracting (general)

• EBRD’s contract templates provide for a fair balance between interests of EBRD/Client and consultant

• Payment terms and advance are subject to negotiations and are tailored to each assignment

• EBRD is providing advice on negotiations and is issuing final versions of contracts even if Client is contracting the consultant

• If there are no specific risks EBRD can accommodate small firms (for example on professional liability insurance)

• EBRD contracts include inter alia:
  • Bank contract for firms and individual experts
  • Framework agreements/contracts and call-offs
  • Contracts for consultants contracted by Client
Consultancy/payments:
EBRD is contracting consultant

EBRD

Consultancy Contract

CONSULTANT

Invoice

Payment
Contracting/payments:

*Client* is contracting consultant

---

**EBRD**

- Approval Invoice
- Grant Agreement

**CLIENT**

- Invoice
- Consultancy Contract

**CONSULTANT**

- Payment
Questions?
Contact

For all further enquiries, please contact:

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