EBRD Consultancy Opportunities
- Part 1 -

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Working with EBRD

Project finance

Loans

- Loans are tailored to meet the particular requirements of a project. The credit risk may be taken entirely by the EBRD or partly syndicated to the market.

Equity investments

- These may be undertaken in a variety of forms.

  When the EBRD takes an equity stake, it expects an appropriate return on its investment and will only take a minority position.

Guarantees

- We also provide guarantees to help borrowers gain access to financing through our Trade Facilitation Programme.

Other ways to work with us

Advisory services for businesses

- In addition to finance, the EBRD provides business advice to small and medium-sized businesses.

Procurement opportunities

- The EBRD provides many opportunities for suppliers, contractors and consultants worldwide.

Trade Facilitation Programme

- The programme aims to promote foreign trade to, from and amongst the EBRD countries of operations and offers a range of products to facilitate this trade.
Procurement
EBRD Policies and Principles

- Share the same basic principles as other MDBs
- Aligned to principles of WTO Government Procurement Agreement
- Decisions are made by the client with the Bank’s oversight

Public sector procurement rules follow principles of efficient, effective and economic (value for money) use of resources, applying transparent processes.

- In principle no eligibility restrictions, no domestic/member state/sectoral etc. preference
- Main consideration is capability to perform the contract
## Responsibilities of Contracting Authority

<table>
<thead>
<tr>
<th>Role</th>
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<tbody>
<tr>
<td>Responsible for all aspect of the procurement of contracts</td>
</tr>
<tr>
<td>Appoints project unit</td>
</tr>
<tr>
<td>Performs planning activities</td>
</tr>
<tr>
<td>Notifies prospective tenderers of tender opportunities</td>
</tr>
<tr>
<td>Prepares prequalification and tender documents, and requests for proposals</td>
</tr>
<tr>
<td>Receives and evaluates tenders and proposals</td>
</tr>
<tr>
<td>Awards contracts</td>
</tr>
<tr>
<td>Manages contracts</td>
</tr>
</tbody>
</table>

**Image:** A person is engaged in a discussion, possibly related to the responsibilities listed.
Responsibilities of contractor, supplier or consultant

1. Obtain tender documents or accept invitation to submit proposals for consultant services.
2. Submit tenders or proposals in accordance with the requirements set forth in the tender documents or request for proposals.
3. Supply goods or deliver services in accordance with the terms and conditions of the contract.
Procurement Policy & Advisory Department (PPAD):

- Oversight: Goods, Works, Services, Consultancy Services (Loan / donor-funded; Client-contracted) *(Procurement Policies and Rules (PP&R), Nov 2017)*.

- Supports EBRD’s clients in the implementation of projects.

- Supports countries of operations through Procurement Policy Dialogue.

- Works closely with the Bank’s Legal Transition Team (LTT) and in “Joint Ventures” with UNCITRAL and WTO/GPA.

- Facilitates capacity building through the International Master in Public Procurement Management at the Tor Vergata University in Rome and at the University of Belgrade.
EBRD PP&R

* Detailed rules for public sector
  - Open Tender

* Policies and objectives for private sector
  - Follow normal commercial practices

* Consultant Services
Procurement Operations and Delivery Department (PODD):

Goods, Works, Services, Consultancy Services (Bank / Donor-funded; Bank-contracted) *(Corporate Procurement Policy (CPP), Nov 2017)*
Projects of particular interest?
Sector Focus and Tendering Tips

- Role of Consultancy
- Hints and Tips for consultants
- Electronic Procurement Systems (eSelection and ECEPP)
- Useful links & contacts
Consultancy support for investments and policy reform

Over 30% of EBRD’s investments and most policy reform activities require consultancy support

2,416 consultancy contracts for €138.94 million in 2018

<table>
<thead>
<tr>
<th>Threshold and method of procurement</th>
<th>Value EUR</th>
<th>% of Total Value</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two stage open competitive selection – complex / special nature (&gt;EUR 75k)</td>
<td>62,410,812</td>
<td>44.92</td>
<td>144</td>
</tr>
<tr>
<td>Single stage open competitive selection (&gt;EUR 75k)</td>
<td>24,689,516</td>
<td>17.77</td>
<td>281</td>
</tr>
<tr>
<td>Direct selection (&lt;EUR 75k)</td>
<td>41,798,529</td>
<td>30.08</td>
<td>1,927</td>
</tr>
<tr>
<td>Exceptions to competitive selection in accordance with the Corporate Procurement Policy</td>
<td>10,043,489</td>
<td>7.23</td>
<td>64</td>
</tr>
<tr>
<td>Total</td>
<td>138,942,346</td>
<td>100</td>
<td>2,416</td>
</tr>
</tbody>
</table>
Who engages consultants?

- The Bank, using Bank’s administrative budget or donor funds, under the CPP
- The Bank’s clients, using EBRD-managed donor funds or loan proceeds, under the PP&R
- The Bank’s clients, using alternative sources of funding (other loans; other donors; own resources), under “other” procurement rules
Contracting/payments:
EBRD is contracting consultant

Consultancy Contract

EBRD

Invoice

Payment

CONSULTANT
Contracting/payments: 
Client is contracting consultant

[Diagram]

EBRD

Grant / Loan Agreement

CLIENT

Consultancy Contract

CONSULTANT

Approving Invoice

Payment

Invoice
Examples of consultancy services (transactional)

EBRD Sector: Municipal & Environmental Infrastructure

- Technical studies
- Market studies
- Feasibility study
- Technical, financial & environmental/social due diligence
- Environmental and Social Impact Assessments (ESIA)
- Lender's monitor/engineer
- Project implementation support
- Stakeholder participation programme
- Corporate, financial and operational performance improvement programmes
- Capacity building and training

- Water
- Wastewater
- District heating
- Solid waste
- Busses/trams
- Metro
- Ferries
- Parking
- Urban roads
- e-ticketing
- Traffic Mgt.
- Street lighting
- Tariffs
- Regulators
Examples of consultancy services (transactional)

EBRD Sector: Green Economy Transition 40%

- Technical studies
- Market studies for new technologies
- Feasibility studies
- Technical, financial & environmental/social due diligence
- Energy audits
- Resource audits
- Project implementation support (e.g. advice to local banks on how to on-lend to local clients)
- Policy dialogue to address environmental market failures, strengthen the institutional or regulatory context
- Climate change action plans
- Tariff methodology advice
- Corporate policies

- Renewable energy
- Resource efficiency (water, materials)
- EBRD sustainable energy & resource finance facilities (SEFFs)
- (Residential) buildings
- Industrial & corporate sector
- Technology transfer
- Energy Service Companies (ESCOs)
- Recycling
Examples of required consultancy services (non-transactional)

Non-transactional or for EBRD’s institutional needs

- Policy dialogue and reform in all sectors
- Legal reform (access to finance, corporate governance, public procurement, PPP etc.)
- Capital market development
- Environmental studies
- Gender & social assessments
- Capacity building / training
- Institution building
- Economic studies
- Political analysis
- Research
- Legal advice on investments (outside counsel)
- Evaluation
- IT design and implementation

- Office of Chief Economist (OCE)
- Economics, Policy & Governance (EPG)
- Investment Climate and Governance Initiative
- Legal Transition Programme (LTP)
- Office of the General Counsel (OGC)
- Environment & Sustainability Department (ESD)
- Local Currency & Capital Markets Development
- Information Technology
- Civil Society Engagement Unit (CSEU)
Sector Focus and Tendering Tips

- Role of Consultancy
- Hints and Tips for consultants
- Electronic Procurement Systems (eSelection and ECEPP)
- Useful links & contacts
Considerations

➢ Be informed

➢ Strategic considerations

➢ Looking at submissions from the evaluators’ perspective

➢ Drafting tips for Proposals
## Overview of procedures for consultant selection (EBRD or Clients)

<table>
<thead>
<tr>
<th></th>
<th>Direct Selection (less than EUR 75,000, or exceptions to competitive selection)</th>
<th>Single-Stage Open Competitive Selection (EUR 75,000 or more)</th>
<th>Two-Stage Open Competitive Selection (EUR 75,000 or more / complex)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select consultant</td>
<td>Procurement Notice Proposal (tech &amp; fin.)</td>
<td>Procurement Notice Expressions of Interest Shortlist Proposal (tech &amp; fin.)</td>
<td></td>
</tr>
<tr>
<td>Negotiations</td>
<td>Select consultant Negotiations Contract</td>
<td>Select consultant Negotiations Contract</td>
<td></td>
</tr>
<tr>
<td>Contract</td>
<td></td>
<td>Select consultant Negotiations Contract</td>
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Sources of Information (strategy, project, country & sector information)

(1) Factsheets for EBRD countries, key sectors and themes:
https://www.ebrd.com/where-we-are.html

(2) EBRD Products and Services: Financial products, policy reform dialogue, advisory services

(3) EBRD strategies and policies (in particular, country and sector strategies)

(4) Sector-specific information, for example on Green Economy Transition
https://www.ebrd.com/what-we-do/get.html

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

(6) Project Summary Documents (with references to required consultancy support):
https://www.ebrd.com/work-with-us/project-finance/project-summary-documents.html and
How to get started – Be up to date & do your research (specific information for consultants)

**Additional information** relevant for consultants available under www.ebrd.com:

(1) Project Procurement (Client led)
- EBRD’s Procurement Policies and Rules
- Consultancy Services Procurement - Guidelines
- Standard Consultancy Procurement Documents

(2) Corporate Procurement (Bank led)
Considerations

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Consider focusing on **smaller assignments** awarded via Direct Selection or Selection from Shortlist first (the first contract with EBRD enables you to demonstrate your excellence)

Be selective. Do you have any comparative/competitive advantage (e.g. expertise in the region, relevant linguistic skills)?

**Level of competition**? What sort of firms normally compete in and win this type of contract?
Do your homework (see previous links to project, sector and country documents)

Liaise with EBRD bankers, Resident Offices, Clients (particularly important in regard to being considered for direct selections).

Important: Once the EBRD publishes a procurement notice, all communication related to the assignment shall be regulated in accordance with the RfP.
Strategy for winning contracts – Basics (3)

• Carefully assess submission requirements / evaluation criteria as per procurement notice:
  
  • **Procurement Rules** – e.g. conflict of interest?
  
  • **Eligibility** – Tied funding? Competitive advantage?
  
  • **Deadline achievable?**
  
  • **Budget viable?**
  
  • **Specific submission** – evaluation requirements?
• Particularly for competitive selection, review documents early and submit questions in writing
• Ensure you meet the minimum requirements
• Consider joining forces - consortia or subcontracting. (But beware PP&R III.5.5 (b) regarding participation in multiple EOI's.)
• Check logistics (reliable translators/couriers etc.)
Strategy for winning contracts – Basics (5)

Direct Selections

EBRD does not maintain an overall registry of potential consultants (issues: maintenance)

Sourcing directly selected consultants: databases, team market knowledge

Partial registers:

Permanent notices (Advice for Small Business; Office of the General Counsel)

ECEPP and eSelection registration: used only for managing proposals under competitive selections, not as a general registry.
Be realistic! Can you/your company match the submission/evaluation criteria? If not, consider:

(i) consortia or sub-contracting opportunities, identify potential local, regional or international partner firms to complement your firm’s strengths (know-how, project references, key experts). Often local expertise is highly valued.

(ii) engaging external experts to satisfy requirements related to key personnel

(Note, EBRD is not permitted to recommend you! Nor may it find/recommend subcontractors for you)
Considerations

➤ Be informed

➤ Strategic considerations

➤ Looking at submissions from the evaluators’ perspective

➤ Drafting tips for Proposals
Key Question: Who is addressee? Who will evaluate/contract selected firm? EBRD or the Client?

1) The key is to enable the evaluators to quickly and easily find and assess the relevant information.

2) Show, don’t tell: Demonstrate, don’t merely assert.

3) Consider your application from the perspective of the evaluation committee. Convince them that you are someone they can work with.
Consider your application from perspective of evaluation committee. Are you able to easily assess your firm’s strengths and compliance with evaluation criteria?

Submit documents that are

(i) tailored (adapt your regular standard documents)

(ii) focussed (all key points/evaluation criteria addressed?)

(iii) concise & consistent (table of content, clear structure & headlines, easy to assess, short sentences, use tables instead of running text when appropriate etc.)

(iv) accessible (submit one pdf-file not many)
Considerations

- Be informed
- Strategic considerations
- Looking at submissions from the evaluators’ perspective
- Drafting tips for Proposals
Strategy for winning contracts – Drafting a Proposal or Expression of Interest

- Firm profile (including sub-contractors)
- Relevant experience
- Experts’ CVs
- Contact sheet
- What NOT to include – the big don’ts
Strategy for winning contracts – Drafting Proposals – Firm Profile

No compulsory forms, but template forms included in RfP, for economic & financial capacity, staffing figures nor areas of specialisation of the firms

Give a brief overview of the firm/group of firms including company profile, organisation and staffing;

Highlight strengths/complementarity of your firm’s/group of firms’ services in relation to the notice

EBRD usually does not require company registration or employment certificates, unless to prove eligibility or specifically requested in notice
Strategy for winning contracts – Drafting Proposals Relevant Experience – Project References

- No compulsory forms, but template forms included in RfP.
- Check Submission Requirements in the Procurement Notice
- Give an indication of:
  - contracting parties (client, consultant)
  - your role (lead, consortium, subcontractor)
  - timeframe, value, input
- Focus on substantive experience (e.g. engineering firm: preliminary studies / feasibility study / design / project supervision / supervision on behalf of third party)
- EBRD does not require formal certificates of completion
Strategy for winning contracts – Experts’ CVs

Required experts: listed in the procurement notice or RfP

Additional experts: at consultant’s discretion (but stay focussed)

Check availability of listed experts

Provide requested and relevant information:

• Identity of expert (name, nationality)
• Education, employment history
• Languages and IT skills
• Relevant skills / experience should be emphasized
Strategy for winning contracts – Avoid the “big don’ts”

Do not submit financial offer when selection is based on quality and do not add financial offer to EoI (unless otherwise requested)

Do not include methodology or work plan (unless requested)

Do not apply if your firm is not eligible (check eligibility clause in notice)

Do not submit a proposal as lead firm and subcontractor

Do not include unavailable experts

Do not submit late

Do not communicate with EBRD/Client after publication of notice outside of regulated channels

Do not stay silent on conflict of interest!
Sector Focus and Tendering Tips

- Role of Consultancy
- Hints and Tips for consultants
- Electronic Procurement Systems (eSelection and ECEPP)
- Useful links & contacts
Follow the instructions in the RfP

- Paper-based (essentially client selected)
- Electronically
  - eSelection (Bank-contracting; consultancy only)
Welcome to the EBRD Client e-Procurement Portal (ECEPP)

The ECEPP portal allows clients of the European Bank for Reconstruction and Development (EBRD) to conduct electronic project procurement for goods, works and consultancy contracts for public sector projects financed in whole or in part by EBRD (including EBRD administered grants). In accordance with the EBRD’s Procurement Policies and Rules.

Tender opportunities and published information may be viewed without registration. In order to access tender documentation free of charge and participate in electronic tendering for contracts procured under the Bank’s Procurement Policies and Rules, Suppliers and Contractors must first register through the above link.

For more information on EBRD project procurement in general, please follow this link: www.ebrd.com

Latest News

- ECEPP: DEPLOYMENT OF PHASE 4 (Release 2)
- ECEPP: New Client and Bank Users Guides
- ***ECEPP – DEPLOYMENT OF PHASE 4 (Release 1)***
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

Register for a Consultant Account
Contact Us
Register a Law Firm
Contact Legal Department
Forgot Password