





European Bank
for Reconstruction and Development



El Banco
Europeo de Reconstrucción
y Desarrollo

Oportunidad de Negocio Licitaciones promovidas por BERD

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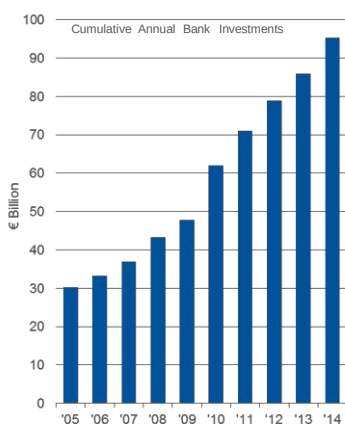
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Parte 1 :

BERD Introduccion & Objetivos

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Qué es el BERD ?



Cumulative business volume of €95,3 billion

Institución Financiera Internacional que promueve la transición a economías de mercado en 36 países de Europa del Este, Asia Central y Sur del Mediterráneo

BERD va a invertir en Grecia hasta 2020

Invirtió casi €100 billones en más de 4,000 proyectos desde 1991
 €8.85 billones en 377 proyectos en 2014

Capital de €30 billones

Participado por 65 países y dos instituciones internacionales

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Estructura del capital

Capital: €30.000M

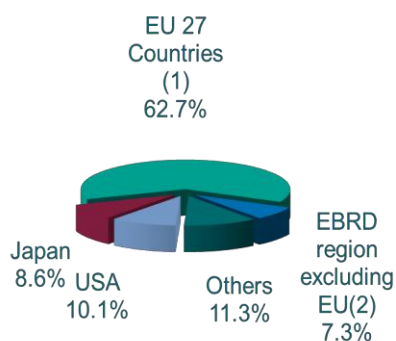
€ 6.200 M desembolsado

€ 23.800 M suscrito

84% del capital OECD

57% del capital G7

AAA



(1) Incluye la Comisión de la UE y el BEI, cada uno con el 3% y Francia, Alemania, Italia y RU cada uno con el 8,6%

(2) Rusia con 4%

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Cuales son los objetivos del BERD?

Promover la transición hacia economías de mercado, principalmente mediante inversiones en el sector privado

Promover y facilitar inversiones extranjeras directas

Apoyar la privatización, reestructuración y mejora de servicios municipales

Promover un desarrollo sostenible y respetuoso con el medioambiente



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BERD Cartera en 2014 – Privado vs Publico



Triple-A rated banco multilateral de desarrollo

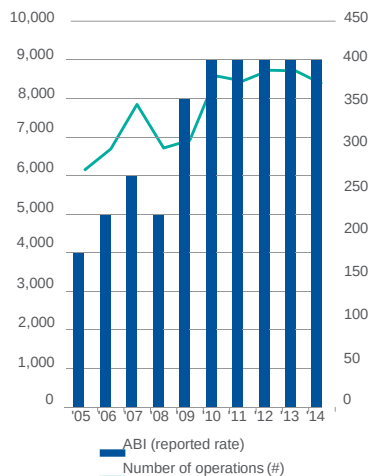
Invertidos casi €100 billones en mas de 4,000 proyectos desde 1991

En 2014:

€ 8.85 billones invertidos en 377 proyectos

Sector Privado ~ 70% Financiación BERD

Sector Publico ~ 30% Financiación BERD



July 2015

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Principios de aplicación a cada proyecto



Aplicacion de Requisitos bancarios rigurosos a cada proyecto

Financiacion adicional de apoyo, pero no sustitutiva de inversionistas privados

Transición hacia economía de mercado



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Qué diferencia al BERD de otras IFIs

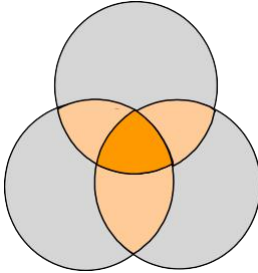


- Doble mandato (político y económico)
- Concentración en operaciones del sector privado
- Papel catalizador de inversiones extranjeras
- Capacidad de diálogo y de interlocución con las autoridades regionales
- Mandato muy específico: transición
- Conocimiento y experiencia de la región: Europa Central y Oriental, Balcanes, Caucaso, Asia Central y Rusia

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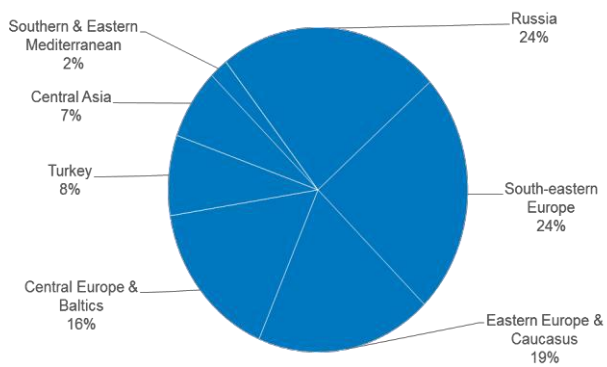
Ventajas del BERD



- ✓ Socio con reputación internacional y horizonte de inversión a largo plazo
 - ✓ Mitigación de riesgos regulatorios y políticos
 - ✓ Diálogo con gobiernos y reguladores
 - ✓ Asistencia técnica subsidiada
 - ✓ Financiación y seguimiento de operaciones
- 
- ✓ Proveedor de deuda a sectores público y privado
 - ✓ Project finance
 - ✓ Estructura de financiación flexible
 - ✓ Sindicación bajo status de acreedor preferente
 - ✓ Divisa local/fuerte
 - ✓ Financiación a medio y largo plazo (>15 años)
 - ✓ Interés fijo/variable
 - ✓ Créditos de carbono
- ✓ Acciones ordinarias, preferentes, híbridos
 - ✓ Apoyo de inversores estratégicos
 - ✓ Percepción de inversión de calidad
 - ✓ Experiencia sectorial a través de Consejos de Administración
 - ✓ Buen gobierno corporativo
 - ✓ Catalizador de inversión adicional
 - ✓ Parte neutral

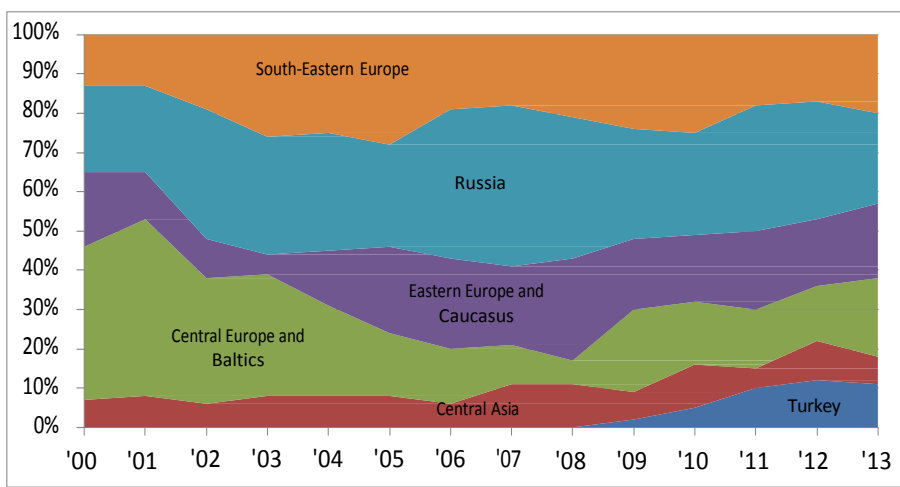
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Distribución geográfica cartera



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Distribución geográfica del volumen anual de negocios



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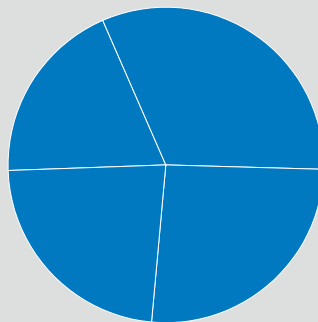
Distribución de financiación BERD por Sector

Energy 19%

Power and energy,
Natural resources

Infrastructure 23%

Municipal and environmental
infrastructure, Transport



Financial Institutions 32%

Bank lending, Bank equity,
Small business finance,
Insurance and financial
services

Corporate 26%

Manufacturing and services,
Agribusiness, Equity Funds,
Property and tourism,
Information and
communication technologies

Note: as at 31 December 2014

17 November, 2015

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Where we invest



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 Cyprus
13 FYR Macedonia
14 Kosovo
15 Montenegro
16 Romania
17 Serbia

Eastern Europe and the Caucasus

18 Armenia
19 Azerbaijan
20 Belarus
21 Georgia
22 Moldova
23 Ukraine

Central Asia

24 Kazakhstan
25 Kyrgyz Republic
26 Mongolia
27 Tajikistan
28 Turkmenistan
29 Uzbekistan

Southern and eastern Mediterranean

30 Egypt
31 Jordan
32 Morocco
33 Tunisia

34 Greece

35 Russia

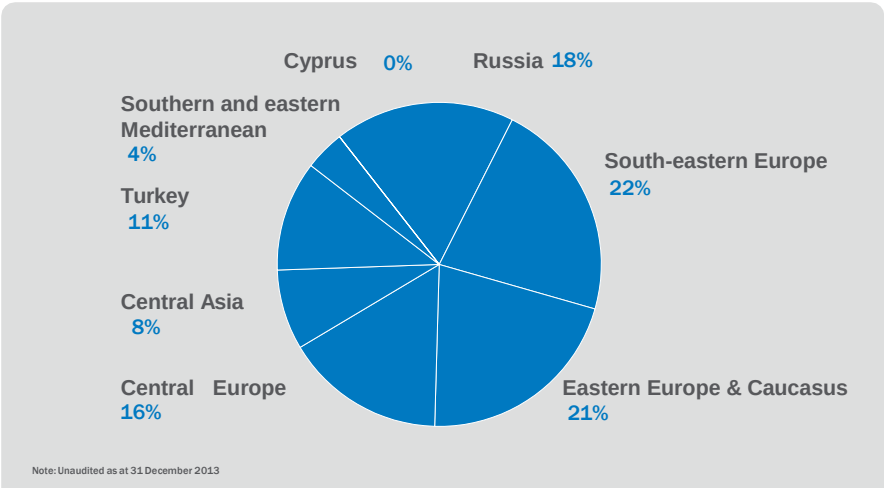
36 Turkey

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Country group portfolio distribution



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Instrumentos Financieros del BERD

Directos:

Créditos
Participación en capital

Indirectos:

Créditos a Pymes
Fondos de inversion
Microcréditos
Garantías comex



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Parte 2:

Oportunidades de Negocio en torno al BERD

Parte 3:

Tipo de Proyectos financiados en la Region

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Tipo de Proyectos (Sector Publico)



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Hungary: Budapest Automated Fare Collection



The EBRD finance development of an automated fare collection system for public transport in the City of Budapest.

Tender for the installation of the complete system and its operation is in progress



Similar projects are under implementation in the City of Sofia, Bulgaria, and under preparation in the City of Vynnytsia, Ukraine

A project for modernisation of current traffic control system, through the installation of intelligent transportation system measures in the City of Zagreb, Croatia, is currently under preparation

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Romania: Pitesti Urban Public Transport



The project of up to EUR 16 million with S.C. Publitrans 2000 SA, a joint-stock company wholly-owned by the municipality of Pitesti, which provides public transport services, is under preparation

The project is part of the City's plan to improve the public transport system by reducing air pollution in the city centre and by facilitating access to new business/industrial areas

The EBRD loan will finance part of the company's fleet renewal, which consists of 70 new EURO-6 buses



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Ukraine: Rivne-Kyiv High Voltage Line Project



The project, estimated to be around EUR 450 million, consists of construction of a new 750 kV power transmission line.

EBRD financing of EUR 1250 million will contribute to construction and operation of two new transmission lines: the 750 kV Rivne NPP – Kyiv transmission line of the total length 353 km and the 135 km 750 kV Khmelnytsk NPP - Chernobyl NPP line diversion to Kyiv substation.



Works include inter alia:

- construction of two new 750 kV power transmission lines;
- installation of a second 1000MVA autotransformer in Kyiv substation;
- construction of 60km of 330kV double circuit line from Kyiv substation to the city transmission network

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2014

Estadísticas de Adquisiciones

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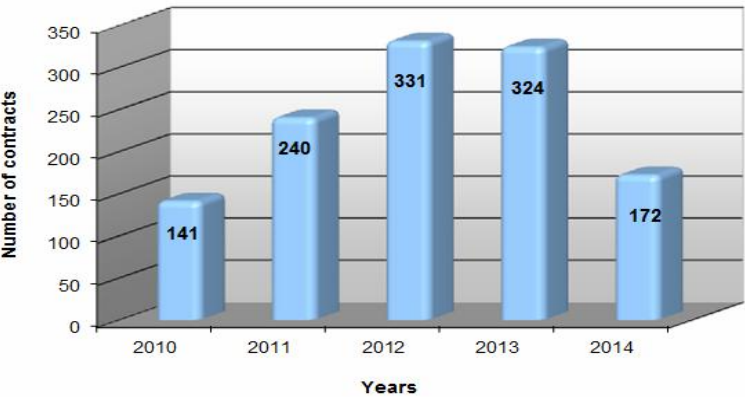
Key findings in procurement for 2014



- 172 contracts worth €1.367 billion were signed, with EBRD's financing totalling €901 million (NSD administered contracts excluded)
- Largest contract (€98 million) "Construction and Installation Works for Vladivostok Combined Heat & Power Plant" in Russia.
- Average contract value €7.9 million
- Public sector contracts awarded through Open Tendering:
 - 96 percent of the total contract value
- 68 contracts under Nuclear Safety funds for a total value of €105 million, were signed (in addition to the above 172 contracts)

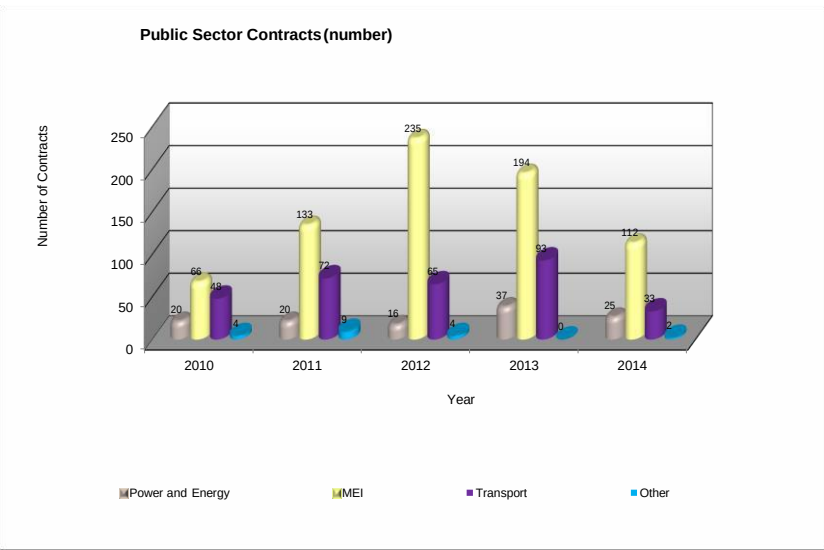
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Key findings in procurement for 2014



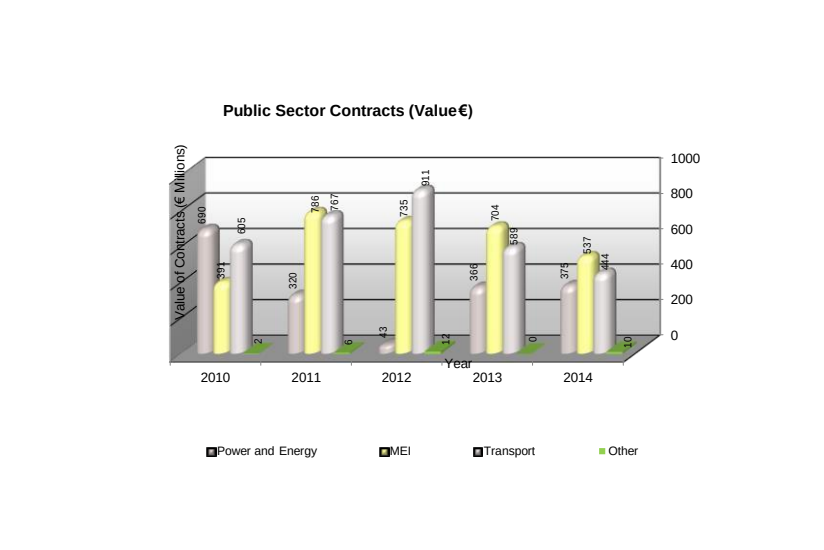
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Key findings in procurement for 2014



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Key findings in procurement for 2014



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Key findings in procurement for 2014

Value

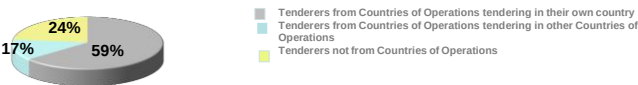
Tenderers from the five most successful tendering countries were Russian Federation (€251 million) Romania (€197million), Turkey (€169 million), China (€125 million) and Germany (€94million). With a total signed value of €836 million, these contracts represent 61 per cent of the total signed contract value in 2014

Number

Tenderers from the five most successful tendering countries Romania (29), Tajikistan (26), the Russian Federation (26), Kyrgyz Republic (9) and France (7). These 97 contracts represent 56 per cent of all contracts signed

Share

76 per cent of tenders were submitted by tenderers from countries of operations\ They won 166 contracts worth €969 million



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Estadística
Indice de éxito de Empresas Españolas en Licitaciones del
BERD

Estudio de Caso
2010-2014



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Statistics for Spanish Firms for 2010 - 2014



Year 2010

Number of contracts placed = 141

Value of contracts placed = € 1,688 million

Number of tenders submitted by Spanish firms = 8

Number of contracts won by Spanish firms = 0

Value of contracts won by Spanish firms = €0

Rate of success = 0%

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Statistics for Spanish Firms for 2010 - 2014



Year 2011

Number of contracts placed = 240

Value of contracts placed = €1, 879 million

Number of tenders submitted by Spanish firms = 18

Number of contracts won by Spanish firms = 8

Value of contracts won by Spanish firms = €42.3

Rate of success = 44.4%

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Statistics for Spanish Firms for 2010 - 2014



Year 2012

Number of contracts placed = 331

Value of contracts placed = €1,701 million

Number of tenders submitted by Spanish firms = 18

Number of contracts won by Spanish firms = 11

Value of contracts won by Spanish firms = €65

million Rate of success = 61.1%

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Statistics for Spanish Firms for 2010 - 2014



Year 2013

Number of contracts placed = 324

Value of contracts placed = €1,659 million

Number of tenders submitted by Spanish firms = 19

Number of contracts won by Spanish firms = 7

Value of contracts won by Spanish firms = €138.2

Rate of success = 37%

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Statistics for Spanish Firms for 2010 - 2014



Year 2014

Number of contracts placed = 172

Value of contracts placed = € 1,366bn

Number of tenders submitted by Spanish firms = 16

Number of contracts won by Spanish firms = 3

Value of contracts won by Spanish firms = €27.4

Rate of success = 19%

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Statistics for Spanish Firms for 2010 - 2015



Successful Spanish Tenderers 2011 and 2012

Nuclear Safety Department

Winning tenderer and contract type	Contract amount EUR	Project Name
Westinghouse Electric Spain (Consultant Services) (2011)	8,116,612.50	Kozloduy International Decommissioning Fund (KIDSF)
Iberdrola Ingeniera Y Construcción SA (Consultant Services) (2012)	9,765,156.02	Bohunice International Decommissioning Fund (BIDSF)

Successful Spanish Tenderers 2013

Power and Energy

Winning tenderer and contract type	Contract amount EUR	Project Name
Elsamex Internationale Spain (Works)	50,533,932.93	Pan-European Corridors (loan funded)
SC Ocidre Construcción SA, Spain (Works)	13,999,465.44	R2CF Brasov subproject (loan funded)

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Statistics for Spanish Firms for 2014



Details of tenders submitted by Spanish firms in 2014

SC Acciona Agua Sa and SC Promek Tools (Works)		R2CF Arges County(Municipal and Environmental Infrastructure)

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Statistics for Spanish Firms for 2015



Details of tenders won by Spanish firms in 2015

Agazos S.L. (Works)		Yerevan Metro Rehabilitation, Armenia (Transport)

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Statistics for Spanish Firms for 2010 - 2014



Year 2010 - 2014 Cumulative (approx.)

Number of tenders submitted by Spanish firms = 79

Number of contracts won by Spanish firms = 29

Value of contracts won by Spanish firms = €272.9 million

Average rate of success = 37%

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Statistics Public Sector Procurement 2014



Tenderer Country	Signed Contract Value (EUR)	% of Total Value Won	Number of Contracts Won	% of Total Contracts Won	Number of Unsuccessful Tenders	Total Number of Tenders	% Rate of Success	% of Total Tenders Submitted
ALBANIA	1,539,113	0.11%	1	0.58%	3	4	25.00%	0.63%
ARMENIA	254,186	0.02%	2	1.16%	6	8	25.00%	1.25%
AUSTRIA	26,798,893	1.96%	4	2.33%	16	20	20.00%	3.13%
AZERBAIJAN	85,878,088	6.28%	3	1.74%	6	9	33.33%	1.41%
BELGIUM	0	0.00%	0	0.00%	4	4	0.00%	0.63%
BOSNIA AND HERZEGOVINA	32,217,090	2.36%	4	2.33%	5	9	44.44%	1.41%
BULGARIA	27,960,082	2.05%	6	3.49%	7	13	46.15%	2.03%
CANADA	60,150	0.00%	2	1.16%	3	5	40.00%	0.78%
CHINA	125,023,811	9.15%	6	3.49%	15	21	28.57%	3.28%
CROATIA	64,229,002	4.70%	5	2.91%	11	16	31.25%	2.50%
CYPRUS	0	0.00%	0	0.00%	0	0	0.00%	0.00%
CZECH REPUBLIC	10,730,899	0.79%	1	0.58%	3	4	25.00%	0.63%
DENMARK	0	0.00%	0	0.00%	2	2	0.00%	0.31%
FINLAND	0	0.00%	0	0.00%	3	3	0.00%	0.47%
FRANCE	14,630,440	1.07%	7	4.07%	12	19	36.84%	2.97%
FYR MACEDONIA	7,491,635	0.55%	1	0.58%	2	3	33.33%	0.47%
GEORGIA	11,020,180	0.81%	2	1.16%	0	2	100.00%	0.31%
GERMANY	93,783,010	6.86%	3	1.74%	9	12	25.00%	1.88%
GREECE	0	0.00%	0	0.00%	6	6	0.00%	0.94%
HUNGARY	0	0.00%	0	0.00%	2	2	0.00%	0.31%
INDIA	13,035,533	0.95%	1	0.58%	5	6	16.67%	0.94%
IRAN	0	0.00%	0	0.00%	2	2	0.00%	0.31%
IRELAND	0	0.00%	0	0.00%	2	2	0.00%	0.31%
ISRAEL	53,929,832	3.95%	1	0.58%	1	2	50.00%	0.31%
ITALY	38,234,439	2.80%	5	2.91%	18	23	21.74%	3.59%
KAZAKHSTAN	2,156,417	0.16%	1	0.58%	14	15	6.67%	2.34%
KOREA	62,900	0.00%	1	0.58%	8	9	11.11%	1.41%

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Statistics Public Sector Procurement 2014



Tenderer Country	Signed Contract Value (EUR)	% of Total Value Won	Number of Contracts Won	% of Total Contracts Won	Number of Unsuccessful Tenders	Total Number of Tenders	% Rate of Success	% of Total Tenders Submitted
KOREA, DEMOCRATIC PEOPLE'S REPUBLIC	0	0.00%	0	0.00%	1	1	0.00%	0.16%
KOSOVO	0	0.00%	0	0.00%	2	2	0.00%	0.31%
KYRGYZ REPUBLIC	5,112,141	0.37%	9	5.23%	40	49	18.37%	7.66%
LATVIA	0	0.00%	0	0.00%	1	1	0.00%	0.16%
LITHUANIA	12,778,743	0.94%	2	1.16%	1	3	66.67%	0.47%
MOLDOVA	300,685	0.02%	2	1.16%	6	8	25.00%	1.25%
MONTENEGRO	438,990	0.03%	1	0.58%	0	1	100.00%	0.16%
NETHERLANDS	0	0.00%	0	0.00%	1	1	0.00%	0.16%
NORWAY	0	0.00%	0	0.00%	1	1	0.00%	0.16%
POLAND	13,078,538	0.96%	1	0.58%	2	3	33.33%	0.47%
PORTUGAL	0	0.00%	0	0.00%	4	4	0.00%	0.63%
ROMANIA	196,839,178	14.40%	29	16.86%	9	38	76.32%	5.94%
RUSSIAN FEDERATION	251,100,793	18.37%	26	15.12%	43	69	37.68%	10.78%
SAMOA	0	0.00%	0	0.00%	0	0		0.00%
SAUDI ARABIA	0	0.00%	0	0.00%	1	1	0.00%	0.16%
SERBIA	21,433,698	1.57%	2	1.16%	6	8	25.00%	1.25%
SLOVAK REPUBLIC	0	0.00%	0	0.00%	1	1	0.00%	0.16%
SLOVENIA	299,299	0.02%	2	1.16%	3	5	40.00%	0.78%
SPAIN	27,413,536	2.01%	3	1.74%	13	16	18.75%	2.50%
SWEDEN	0	0.00%	0	0.00%	2	2	0.00%	0.31%
SWITZERLAND	1,807,174	0.13%	2	1.16%	7	9	22.22%	1.41%
TAJIKISTAN	17,241,115	1.26%	26	15.12%	122	148	17.57%	23.13%
TURKEY	169,472,700	12.40%	5	2.91%	15	20	25.00%	3.13%
UKRAINE	39,813,076	2.91%	4	2.33%	9	13	30.77%	2.03%
UNITED ARAB EMIRATES	0	0.00%	0	0.00%	2	2	0.00%	0.31%
UNITED KINGDOM	471,651	0.03%	2	1.16%	10	12	16.67%	1.88%
UNITED STATES	0	0.00%	0	0.00%	1	1	0.00%	0.16%
Total	1,366,637,019	100.00%	172	100.00%	468	640		100.00%

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Parte 4 :

OPORTUNIDADES PARA EMPRESAS ESPAÑOLAS

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Parte 4: Oportunidades para empresas españolas



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- 4.1 El BERD como financiador de proyectos de inversión
(€8.85 Billones en 2014)
- 4.2 Licitaciones de obras y servicios en proyectos
públicos financiados por el BERD
- 4.3 Proyectos de consultoría para clientes públicos del BERD
o con el BERD como cliente

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4.2 Licitaciones de obras y servicios



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- Proyectos financiados por el Banco de carácter público (sigue reglas de procurement del Banco-competencia abierta-). 1.367 M€ en 2014, 172 contratos (Sin contratos de NSD)

<http://www.ebrd.com/pages/workingwithus/procurement.shtml>

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4.3 Consultoría

173 millones de euros en 2013, 2.879 consultorías.

1. Fondos procedentes de los créditos del Banco (10-30 M€ anuales)
2. Presupuesto de consultoría del Banco (50-70 M€/año)
3. Fondos de Cooperación Técnica de (50-70 M€ /año)
 - Unión Europea
 - Fondos de donantes no ligados
(Early Transition C, Western Balkans Fund, Japan, UK, etc)
 - Special Shareholders Fund
 - Fondos españoles (Fondos ICEX y de Energía Sostenible)

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Asuntos de interés reciente para las consultoras españolas

A. SEMED

B. Iniciativa de Recursos Sostenibles

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A. SEMED

- Comienzo lento: 181 millones de euros en 2012, 450 millones en 2013. Inestabilidad política.
- ¿Contactos y clientes potenciales? Oficinas BERD.
- Prioridades por país.
 - Marruecos
 - Egipto
 - Túnez
 - Jordania

B. Iniciativa de Recursos Sostenibles (SRI)

- Iniciativa de Energía Sostenible (SEI), fase 3.
- Agua.
- Tratamiento de residuos.

Parte 5 :

Cooperacion entre España y el BERD

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Parte 5. Cooperacion entre España y el BERD Spain and EBRD joint cooperation

- Value of joint **Spain-EBRD** investment: **€3.83 billion** as of January 2015:
 - **€2.26 billion** from EBRD
 - **€1.57 billion** from Spain
- Major beneficiary regions: **Poland, Romania and Hungary.**
- Dominant investment sectors:
 - **Energy:** €1.91 billion
 - **Industry, Commerce and Agribusiness:** €1.05 million
 - **Infrastructure:** €0.31 billion
 - **Financial Institutions:** €0.53 billion

Spain: Technical cooperation



- Spain is helping to improve people's lives and environments in the EBRD's countries of operations through funding for a wide range of projects.
- Spain has been a donor to EBRD since 1992 contributing at total of over €100 million to support the Bank's operations.
- Through its three bilateral TC funds, Spain has contributed around €18 million concentrating its financing efforts on municipal and environmental infrastructure, transport and energy efficiency, particularly in Bulgaria, Romania, Western Balkans, Turkey and Kazakhstan.
- Spain is also an important contributor to multi-donor funds such as the European Western Balkans Joint Fund under the Western Balkans Investment Framework and the Early Transition Countries Fund. In addition, significant contributions have been made to the Multilateral Carbon Credit Fund, €35 million and the Green Carbon Fund, €43.5 million.

Spain: Consultancy Services and Procurement



Consultancy Services

• In 2014 there were 31 consultancy contract awards with a total value €5,316,537 to Spanish consultants. The main areas of expertise were in the sustainable energy investment, power and energy, and municipal infrastructure sectors.

• Included in the statistics, there were eight contracts for €143,439 for the Small Business Development team for the provision of management advice.

Procurement

• As of December 2014 a total of 168 public sector loan funded and EBRD administered grant contracts were awarded for a total contract value of €1.3 billion. 68 Nuclear Safety Grant funded Contracts worth € 105.5 million were also signed in 2014.

• From 2010 to December 2014, entities from Spain participated in 79 tenders and won 29 contracts under our public sector projects worth €273.0 million. In 2014, Spain participated in 5 tenders and won 3 contracts under Nuclear Safety Funds.

Programa de apoyo al intercambio comercial y la pequeña empresa Trade Facilitation & Small Business Support



Trade Facilitation Programme

Since the start of the programme in 1999, EBRD has financed over **17,295** transactions for a total amount of more than **€11 billion**. Regarding Spain in particular:

- **427** export and import transactions of Spain totalling **€117.3 million**
- **24** Spanish Confirming Banks (as at January 2015)

Small Business Support

- Since 2000, Spain has provided €137,000 for four projects in the Czech Republic, Bosnia Herzegovina, Slovenia and Serbia, helping small and medium-sized enterprises access business advice through local consultants and international industry experts.
- The projects took place with enterprises in telecoms, electronics, wood processing and paper production.

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Gestamp



Signed in
2013



Client

Gestamp, a global leader in the design and manufacture of automotive metal components and a key supplier to the world's leading automotive producers.

EBRD Finance

A loan facility consisting of a EUR 100 million. Syndicated amortized A/B loan and a EUR 50 million loan with Bullet repayment

Use of Proceeds

to partially finance the expansion of Gestamp Automoción in the EBRD Countries of Operations, namely in Russia, Turkey, Hungary and Poland.

EBRD value added

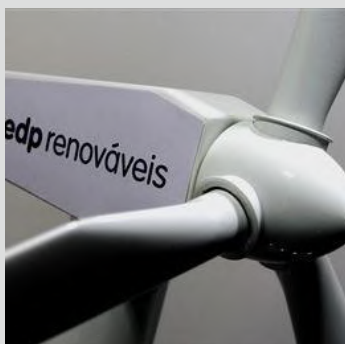
The loan support implementation of Gestamp's strategy of increasing its production capacities in the countries where its customer OEMs are moving their car assembly facilities. As a supplier of metal components, further expansion of Gestamp will create a critical mass of demand for the locally produced automotive steel that itself shall trigger the investment into the high quality automotive steels by major local steel manufacturers.

OFFICIAL USE

EDPR Romania Wind Farms (Sarichioi and Vutcani WPPs)



Signed in
2012



Client

EDP Renováveis ("EDPR"), the third largest wind energy producer in the world

EBRD Finance

Up to €58.2 million with an A/B loan structure

Use of Proceeds

to finance the commissioning and operation of Vutcani (24MW) and Sarichioi (33MW) wind farms, located in the Moldova and Dobrogea regions respectively

EBRD value added

EBRD financing will contribute to increasing the generation of renewable energy capacity in Romania meeting EU's green energy quotas

OFFICIAL USE

53

Golice Wind Farm



Signed in
2011



Client

Golice Wind Farm Sp. z o.o., fully owned by Acciona Energy Poland Sp. z o.o., itself a subsidiary of Acciona Energía S.A (Spain)

EBRD Finance

Senior loan of PLN 97.2 million (€22.1 million equivalent) and representing up to 50 per cent of the total debt financing, and up to 35 per cent of the total Project cost.

Use of Proceeds

Develop the 38 MW Golice wind farm in Poland

EBRD value added

Setting standards for business conduct, through communicating the viability of renewable energy financing in Poland to the market; expansion of renewable energy sector in Poland, through supporting Acciona's participation in this and other renewable energy projects in the country

17 November, 2015

OFFICIAL USE

54

Iberdrola Magyar Wind



Signed in
2010



17 November, 2015

OFFICIAL USE

55

Client

Iberdrola Renovables Magyarország Kft is a fully-owned Hungarian subsidiary of Iberdrola Renovables, S.A. a world leading developer in the renewable energy industry.

EBRD Finance

25% equity investment in IBR Magyar of the HUF equivalent to up to EUR 50 million, by subscribing for shares following a capital increase.

Use of Proceeds

Proceeds of the investment will fund the development, construction, and operation of the Company's current portfolio of wind power projects in Hungary.

EBRD value added

By financing one of the most visible wind farm portfolios in Hungary, EBRD's investment will provide comfort to project developers and other private investors and will demonstrate confidence in Hungary's renewable energy framework.

Iberdrola Polska Wind



Signed in
2010



17 November, 2015

OFFICIAL USE

56

Client

Iberdrola Renewables Polska Sp. Z.o.o. is a fully-owned Polish subsidiary of Spain-based Iberdrola Renovables, S.A. a world leading developer in the renewable energy industry

EBRD Finance

25% equity investment in IBR Polska of the PLN equivalent to up to EUR 75 mln, by subscribing for shares following a capital increase

Use of Proceeds

Proceeds of the investment will fund the development, construction, and operation of the Company's current portfolio of wind power projects in Poland

EBRD value added

By financing one of the most visible wind farm portfolios in Poland, EBRD's investment will provide comfort to project developers and other private investors and will demonstrate confidence in Poland's renewable energy framework. The project will also set appropriate standards for the environmental permitting process and wind assessments in the country

Aqualia Investment Venture



Signed in
2009



17 November, 2015

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57

Client

Aqualia New Europe, established by Aqualia gestión integral del agua, S.A. as its platform for investing in EBRD's countries of operation (Central and Eastern Europe, including Hungary, Slovak Republic, Romania, Poland, Russia and other countries of operations, including SEMED).

EBRD Finance

An equity investment of up to EUR 30 million

Use of Proceeds

Aqualia New Europe will make investments in full or partial water cycle concessions, acquisitions, service contracts and contracts for the construction & management of hydraulic infrastructure in the Bank's countries of operations.

EBRD value added

The Bank's financing supported a major international water operator as it expands into new markets. The investment will help to restructure and improve water and wastewater operations in its target markets, ensure availability of funding sources necessary to address urgent infrastructure needs, thereby promoting long term sustainability.

Iberdrola Estonia Wind



Signed in
2008



17 November, 2015

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58

Client

Osauhing Raiser, 80 per cent owned by Iberdrola Energías Renovables (Ibernova)

EBRD Finance

€0.9 million direct equity investment

Tenor

Approx. 7 years

Use of Proceeds

Financing the Project development phase costs including among others the grid connection and lease payments associated with securing land plots

EBRD value added

Support for renewable energy project and its demonstration effect in Estonia

Fagor Electrodomésticos Expansion



Signed in
2006



FAGOR MASTERCOOK
A POLISH AFFILIATE OF



€ 17,500,000
Capital increase



December 2006

Client

Fagor Mastercook, subsidiary of Fagor Electrodomésticos (part of Mondragón Corporación Cooperativa)

EBRD Finance

€17.5 million equity investment; Total Value of Project - €68.8 million;

Co-financing

€33.2 million parallel loan from commercial banks (Bank BPH, BGZ, BRE Bank, Kredyt Bank)

Tenor

Five years

Use of Proceeds

Restructuring and modernising the Wrocław plant in Poland

EBRD value added

Experience of EBRD as a financial partner in Central and Eastern Europe and the CIS

17 November, 2015

OFFICIAL USE

59

Financing Celsa Huta Ostrowiec – 2nd Stage



Signed in
**2004, 2007
& 2011**



Client

Celsa Huta Ostrowiec

Previous transaction

Financing restructuring and modernisation of the acquired company, Huta Ostrowiec (signed in 2004). EBRD arranged a syndicated loan financing related to acquisition and launch of the production when Huta Ostrowiec was acquired by Celsa from receivership.

Current EBRD Finance

€78 million loan - signed in December 2007-, and PLN 150 million (approx. €35.8 million equivalent) loan for working capital - signed in December 2011.

Tenor

10 years

Use of Proceeds

In 2004, EBRD facilitated an acquisition that otherwise might have been difficult to happen. In 2007 and 2011, investment programme including stage II expansion, energy efficiency & working capital

EBRD value added

Promoting energy efficiency investments; demonstration effect of new financing instrument. 8 years working together with Celsa

17 November, 2015

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60

Parte 6:

ADQUISICIONES EN EL BERD :

Consideraciones Generales

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Public Procurement Principles

EBRD shares same principles as other IFIs

Aligned to principles of WTO Government Procurement to make purchases or investment

Public sector procurement rules follow principles for transparency, efficiency, economy and accountability in the use of public funds



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Public Procurement Principles (cont.)

Best public sector procurement procedure to select suppliers and contractors is **open competitive tender**

In the economies in transition **open tender rules** are in a teething period

EBRD procurement rules are consistent with best international practices and will replace government rules in projects financed by EBRD loans



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EBRD Specific Procurement Principles

Eligibility to participate is open to firms from all countries

Specific rules for sub-sovereign clients

Only restriction is capability to fulfil the contract

No domestic preference



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General Objectives of the EBRD Procurement Policies & Rules (PP&R)



The overall objective of the procurement policy is set forth in Article 13 of the Agreement Establishing the EBRD

*The Bank shall take the necessary measures to **ensure that the proceeds** of any loan made, guaranteed or participated in by the Bank, or any equity investment, **are used for the purpose** for which the loan or equity investment was **granted** and with due attention to considerations of economy and efficiency*

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EBRD PP&R



* Detailed rules for public sector

- Open Tender is the norm

* Policies and objectives for private sector

- Follow normal commercial practices

* Consultant Services

* Guidance to Tenders



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Specific objectives of PP&R



The specific objectives of the procurement policies and rules of the Bank contribute to:

Achieve economy and efficiency in both public and private sector operations

Achieve transparency and accountability in public administration

Ensure that public sector contracts should be normally awarded on the basis of open competitive tenders

Apply laws and practices for procurement which do not discriminate between foreign and local products, suppliers or contractors

Apply procedures which are transparent and fairly applied



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www.ebrd.com

Energy – Goods What can go wrong in a Procurement Process

Case # 1

Veljko Sikirica
Senior Procurement Specialist
EBRD Procurement Department



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www.ebrd.com

Principles, project cycle, procurement relations, inputs

PARTE 7: DISTRIBUCION DE RESPONSABILIDADES EN ADQUISICIONES

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What is Procurement ?

A process that involves policies and procedures to acquire goods, works and consulting services

A key activity in the Project Cycle

It has a major impact on the successful implementation of Bank projects



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Procurement Principles

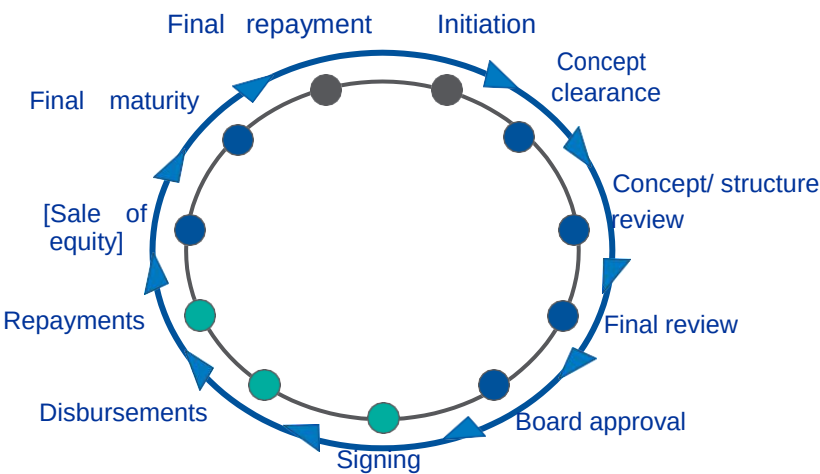


Transparency
Efficiency
Economy
Fairness (Equity)
Competition
Due Process
Accountability



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Project cycle



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Responsibilities of the Bank



Assists in procurement planning

Reviews notifications and advertising

Ensures that process is consistent with agreements

Reviews procurement actions



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Responsibilities of the Bank continued



Reviews request for proposals and short lists of consultants

Reviews prequalification and tender documents

Reviews tender and proposal evaluation reports

Reviews contracts

Verifies withdrawal applications before disbursement

Reviews contract modifications



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Responsibilities of Client Agency



Appoints project unit

Performs planning activities

Notifies prospective tenderers of tender opportunities

Prepares prequalification and tender documents, and request for proposals

Receives and evaluates tenders and proposals

Awards contracts

Manages contracts

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Responsibilities of contractor, supplier or consultant

Obtain tender documents or accept invitation to submit proposals for consultant services

Submit tenders or proposals in accordance with the requirements set forth in the tender documents or request for proposals

Supplies goods or deliver services in accordance to the terms and conditions of the contract



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Bank's input at different stages of Project Implementation



Procurement Plan

Tender documentation

Open tendering

Tender evaluation and contract

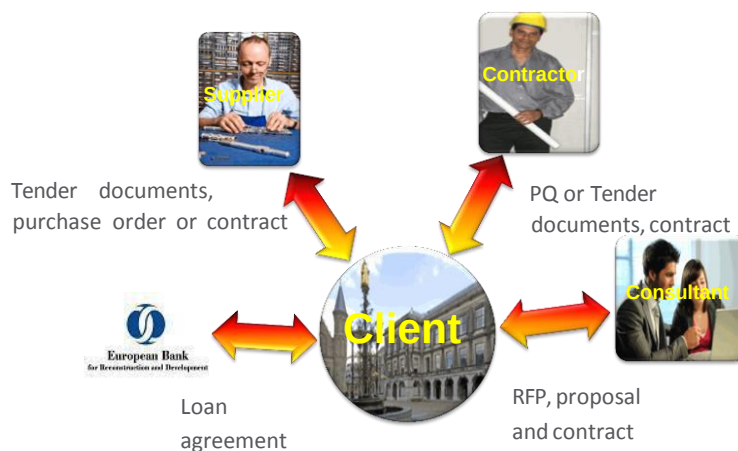
Procurement monitoring and Bank review

Procurement queries and complaints



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Relationship in the procurement process



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Parte 8:

Guia basica para ganar contratos en Proyectos
financiados por el BERD

COMO GANAR CONTRATOS
HOW TO WIN CONTRACTS
on Public Sector Tender Opportunities

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Procurement method Open tendering – by default

Key Principles

- Timely adequate notification and advertising
- Essential and fair conditions of contract
- Appropriate time for tender preparation and presentation

Equal treatment of tenderers

- Sound explicit evaluation criteria
- Non discriminatory requirements & specifications



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Prequalification result

All meeting requirements must be prequalified

Notification of results to all who submitted application

Qualifications shall be verified at time of award

Award may be denied if requirements no longer met



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Eligible Tenderers

Independent firm

Voluntarily constituted joint venture

Mandatory association is not acceptable



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Exception to eligibility

Firms or goods from a country may be excluded if:

- Client's law or official regulation prohibits commercial relations with that country
- Compliance with decision of UN Security Council prohibits imports from, or payments to, that country



Nuclear Safety – eligibility may be restricted to the Donors Funds member countries

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Exception to eligibility Conflict of interest

Consulting firm that prepares / implement project is disqualified for:

- Supplying goods
- Constructing Works
- Supplying Services (does not apply to turn-key contracts)



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Prohibition on fraud and corruption

Corrupt practice

Fraudulent practice

Coercive practice

Collusive practice

Theft



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Definitions on corruption

Corruption

- Offering, giving, receiving or soliciting anything of value to influence actions

Fraud

- Any act or omission, including misrepresentation, which misleads in order to obtain financial or other benefit or to avoid an obligation



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Coercion

- Impairing or harming or threatening any party to influence the actions

Collusion

- Arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly actions



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Principles, Relationships, Critical aspects

→ Tender Documents

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Tender document (TD)

Contents

- All necessary information for tender preparation

Clarity

Wording to encourage international competition

Complete, clear, precise description of following aspects:

- Tender/opening/evaluation/award procedures
- Scope of Goods/Works/Services
- Delivery/installation/completion schedules
- Performance, maintenance, warranty requirements



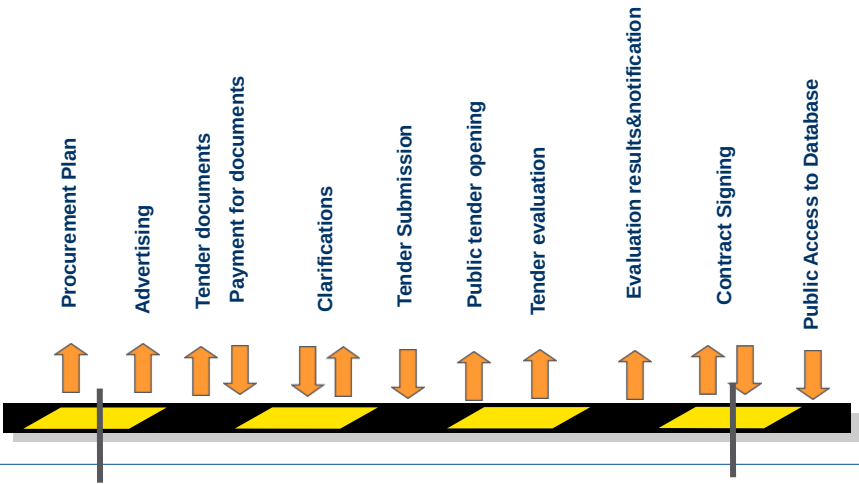
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The FIDIC-MDB Harmonised Edition Conditions of Contract for Construction, March 2006

The Bank has entered into a licence agreement with the FIDIC. According to the terms of the license agreement, it gives entities involved in the development, tendering and implementation of EBRD-financed projects free access to the FIDIC MDB GCCC:

Although the Bank supports the use of the FIDIC-MDB Harmonised General Conditions of Contract for Construction, this form of contract is not mandatory for Bank financed projects – while Bank's STD, are mandatory!

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Energy – Goods

Disqualification of a tenderer in a Procurement Process

Case # 2

Veljko Sikirica
Senior Procurement Specialist
EBRD Procurement Department

Major deviations

- Scope, quality and performance affected
- Client's rights or suppliers' obligations limited in substantial way
- Rectification would unfairly affect ranking of other substantially responsive tenders



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Examples of material deviations

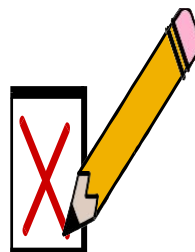
Tender Security not valid at tender opening

Tender is not properly signed

Non conformance with specifications

Delivery period beyond limit specified

Change of Law governing the contract



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Tenders with deviations

- If otherwise acceptable deviations can be assigned a monetary value, to be added as penalty for evaluation purposes, such a tender may be considered substantially responsive



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Evaluation criteria

- Shall be stated in tender documents
- Ideally all factors quantified in monetary terms

Technical features

Commercial features



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Technical features

- Operating costs
- Fuel
- Training
- Maintenance cost
- Standardization
- Resale value / depreciation
- Ownership cost
- Capacity
- Productivity



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Goods and Works

- The Tenderer whose tender has been determined to be the lowest evaluated tender and is substantially responsive to the tender documents



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Roads – Works Assessment of Experience in Construction

Case # 3

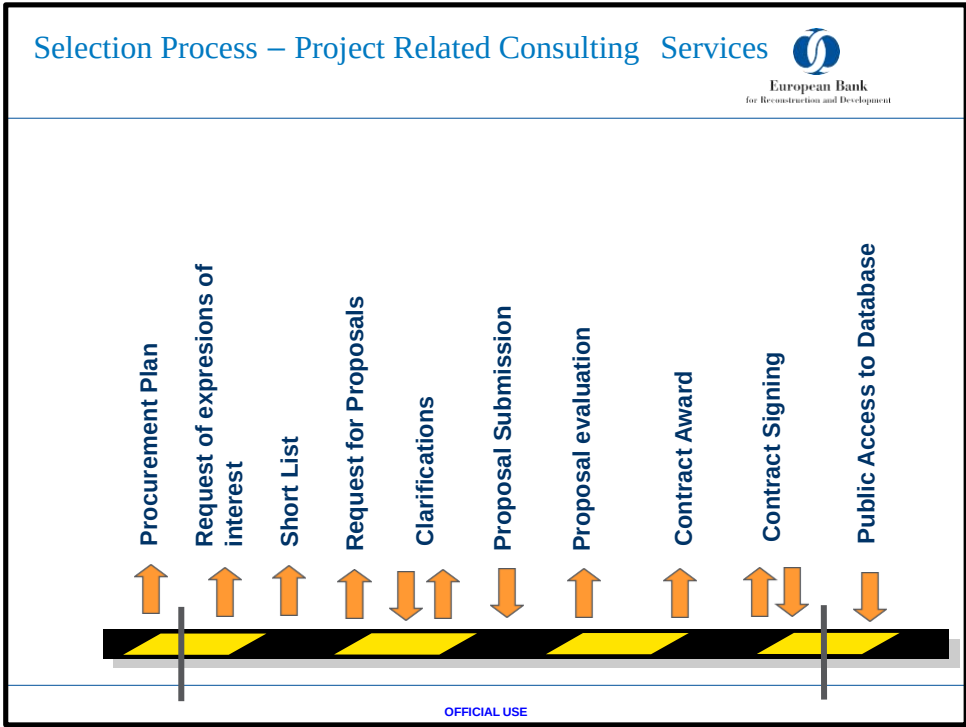
Veljko Sikirica
Senior Procurement Specialist
EBRD Procurement Department

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Selection and Contracting of Consultants by the Client

Who is Awarded a Contract for Consultancy Services

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Overview of Procedures for Consultant Selection



European Bank
for Reconstruction and Development

Direct Selection (below EUR 75,000)	Selection from Shortlist (EUR 75,000 – EUR 300,000)	Proposals (EUR 300,000 and over)
Select consultant	Calls for expressions of interest (not obligatory) Long list Shortlist	Calls for expressions of interest Long list Shortlist Proposal
Negotiations Contract	Select consultant Negotiations Contract	Select consultant Negotiations Contract

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Who is Awarded the Contract

Consulting Services

The Participant with the **best evaluated proposal** in accordance with the selection method used.

Six selection methods:

- Quality and Cost Based Selection (QCBS)
- Quality Based Selection (QBS)
- Least Cost Based Selection (LCBS)
- Fixed Budget Selection (FBS)
- Consultants Qualifications Selection (QCS)
- Single Source Selection (SSS)

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Roles, Relationship, Governance

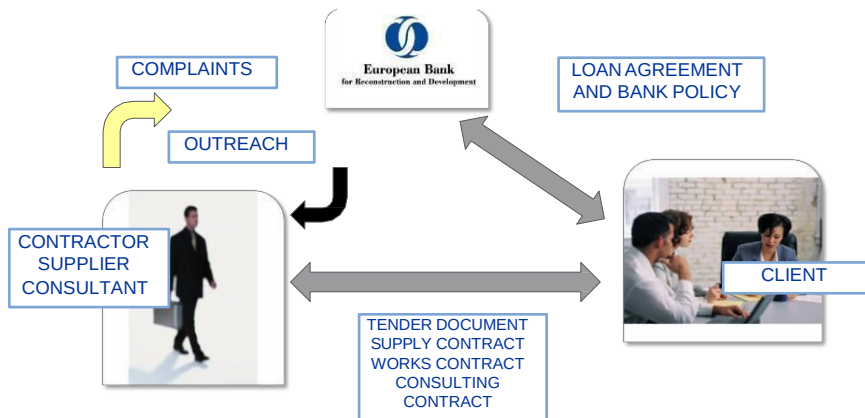
Parte 9:

Derecho a presentar protesta en procesos de licitaciones bajo politicas del BERD

RIGHT TO COMPLAIN

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Relationships



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Tenderers recourse



Before tender opening, raise issues regarding the tender documents with the client and copy the Bank

If unsuccessful ask the Client for a debriefing

Complaints should be sent to the client with a copy to the Director of the Banking Department Team and Director of the Procurement Department



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Procurement process right to complain

Tenderers/Consulting Firms may submit a complaint in writing at any stage of the procurement process

Procurement process is not suspended when complaint is submitted

Contracting Agency resolves the complaint

If Bank determines that its procurement policies have not been adhered to, Bank declares mis-procurement



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Who can file a procurement complaint?

- For procurement of goods, works and non-consultancy services:

- Only firms participating in the pre-qualification process or as a tenderer;

- For procurement of consultancy services*

- Only firms or individuals participating in the selection process;

* procured in accordance with Section 5 of the EBRD Procurement Policies and Rules

- A party acting as a sub-contractor/consultant or who is not directly participating in the procurement process in question has no right of complaint.

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How are complaints submitted?



- Complaints submitted online must always be accompanied by a Power of Attorney.
- Available from www.ebrd.com/downloads/procurement/cform.pdf
- Where complaints are not submitted online, they are sent to the Director of the Banking Department responsible for the procurement; and the Director of Procurement.
- The Bank will acknowledge receipt of the complaint but will not enter into any other correspondence with any tenderer about the details of a complaint during the review process

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What happens next.....?



1. The complaint and its supporting evidence are reviewed by the Procurement Department ;
2. The Client will be informed of the complaint and may be requested to provide additional information;
3. Based on all the evidence presented, the Procurement Department will finalise its review and formulate a recommendation to uphold (agree) or not uphold (disagree) with the complainant;
4. The recommendation is submitted to the Bank's Procurement Complaints Committee for a final decision;
5. The Complainant is informed of the decision.

The final decision of whether or not a tender process has been carried out in accordance with agreed procedures rests with the Bank

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Bank declaration of misprocurement

- If procurement is not in accordance with Loan Contract and Procurement Plan
- After no objection, if based on incomplete, inaccurate or misleading information

Consequences

- Bank does not finance contract, may exercise other resources such as cancelation of loan portion assigned to contract
- Entities debarred by one MDB may be sanctioned for the same misconduct by the other participating development banks, in effect closing a loophole that had previously allowed a firm that had been debarred by one MDB to continue obtaining contracts financed by other MDBs



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Roads – Civil Works Tender Evaluation

Case # 4

Veljko Sikirica
Senior Procurement Specialist
EBRD Procurement Department

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Tender evaluation: situation



Client is tendering for civil works in an urban transport project

Two tenders were received on time; a third tender arrived to the tender opening ceremony 5 minutes late

Minutes of the tender opening state that two tenderers were asked if they would not object to allow the third tender to enter into competition. The two tenderers agreed to receiving the late tender – knowing that the Client would likely cancel the tendering process if there were less than three tenders for price comparison

The tender evaluation committee recommends award to the lowest evaluated price which was presented by the tenderer whose tender arrived late

One of the other tenderers writes to the Client copied to the Bank complaining that the tendering should be canceled

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Tips, What to do, What not to do

Parte 10: Estrategia para ganar contratos

STRATEGY FOR BUSINESS HOW TO WIN CONTRACTS

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Strategy for business!



Project Opportunities
Tips for winning contracts
Things to do

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Project Opportunities



Power Projects and Energy Efficiency

Generation Plants: New and Rehabilitation
Transmission: Lines and Substations,
Distribution Systems (metering modern)
Control systems
Management information systems

Nuclear Safety

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Project Opportunities



Transport

Rail track maintenance equipment, locomotives, signal systems, trams, buses, air traffic control and navigation equipment, motorway construction, management information systems

Municipal Infrastructure

Waste water treatment plants, pipes, meters, pumping stations, sewage plants, process plants, incinerators

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Transport:

Corridor X Highway Project - Construction of Highway E80 - Pirot (east) - Dimitrovgrad, remaining works



Procurement ref:	7226-IFT-39750
Country:	Serbia
Sector:	Transport
Project number:	39750
Funding sources:	EBRD
Contract type:	Project goods, works and services
Notice type:	Invitation for tenders
Issue date:	15 Nov 2013
Closing date:	20 Feb 2014 12:00 Local Time (GMT+1)

Procurement Information

The Employer now invites sealed tenders from contractors for the following contract to be funded from part of the proceeds of the loan:

Construction of Highway E80, section Pirot (east) Dimitrovgrad, remaining works (total length 14.3 km, with 450 days construction period).

Bidding for contracts to be financed with the proceeds of a loan from the Bank is open to firms from any country.

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Environment: Aktau Waste Management Project



Procurement ref:	7271-GPN-41578
Country:	Kazakhstan
Sector:	Municipal and environmental infrastructure
Project number:	41578
Funding sources:	EBRD
Contract type:	Project goods, works and services
Notice type:	General Procurement notice
Issue date:	6 Feb 2014
Closing date:	6 Feb 2015 23:59PM Local time

Procurement Information

Total estimated cost of KZT 6,3 billion. Procurement of goods and works and services:

- **Construction** of a MBT facility and supply of specialised equipment and machinery for MBT
- **Construction** of new sanitary landfill
- **Supply** of specialised equipment and vehicles for new sanitary landfill
- **Closure of the existing landfill**
- **Project Implementation Support**
- **Corporate Development Programme**

Tendering for the above contracts is the **Q2 2014**

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Energy Efficiency: Energy Efficiency Demo Projects in Ukrainian District Heating



Procurement ref:	N/A
Country:	Ukraine
Sector:	Energy efficiency and climate change
Project number:	N/A
Funding sources:	N/A
Contract type:	Project goods, works and services
Notice type:	Other notices for contracts not financed by EBRD
Issue date:	11 Apr 2013
Closing date:	11 Apr 2014 23:59PM Local time

Procurement Information:

Three main procurement packages:

1. Piping
 2. Individual Heating Stations (IHS)
 3. Boilers and boiler house equipment
- Components & auxiliary equipment (heat pumps, heat exchangers, pumps with frequency converters), may be included and integrated in any of these main procurement packages. The procurement will be made by the individual District Heating Utilities separately for each demonstration project.
- Contracts will be subject to NEFCO's Procurement Guidelines, which follow internationally recognised practices applied by International Financial Institutions (IFIs). Tenders open to firms from any country.

Planned procurement for 2013

The procurement for the first 10 demonstration projects is expected to begin during 2013:

1. **Piping** – in total approximately 10 km of pipes, with a variety dimension range up to 150 mm.
 2. Individual Heating Substations (IHS) – 100 items (capacity range between 0.2 – 2.0 MW).
 3. Boilers and boiler house equipment – 10 gas boilers - size range of 0.7 to 2 MW.
- The total procurement value for the first 10 projects is approximately EUR 8 million.

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Energy: SE Moldelectrica Transmission Network Rehabilitation



European Bank
for Reconstruction and Development

Procurement ref:	7223-GPN-42856
Country:	Moldova
Sector:	Power and energy
Project number:	42856
Funding sources:	EBRD
Contract type:	Project goods, works and services
Notice type:	General Procurement notices
Issue date:	11 Nov 2013
Closing date:	11 Nov 2014 23:59 Local Time

Procurement Information

The proposed project, which has a total estimated cost of about USD 50 Million, will require the procurement of the following goods, works and services:

- Change of 9 Substations' Power-Transformers 110/35/10 kV and Reactors 400kV;
- Change of 330 kV & 110 kV dis-connectors, circuit breakers and related current transformers;
- Reconstruction of 400 kV, 110kV and 35kV substations bays as well as 10 kV switchgear cells;
- Reconstruction of 5 portions of 110 kV High Voltage Lines (total of 128km).

The tendering for these contracts is expected to commence early 2014.

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Tips for winning contracts



European Bank
for Reconstruction and Development

Be focussed and selective

Concentrate on your comparative advantage

Explore sub-contracting or joint venture opportunities

Read "Annex 1 -Guidance to Tenderers" of the Procurement Policies and Rules

Respond to the GPN and build your knowledge

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Tips for winning contracts

- Don't be too clever when preparing your tender (comply with the requirements) !!!
- Does your company meet the qualification criteria? Form JV
- Make sure to provide answers to all questions and submit all required documentation
- Review documents early and submit questions or issues in writing, if necessary copy the Bank

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Strategy - post tender opening

Do not attempt to influence tender evaluation process

Process is confidential

If successful, proceed to contract finalisation

No negotiation of contract price permitted

Contract finalisation discussions only

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Things to do

Where to find information on opportunities:

- Explore proficiently www.ebrd.com
- Real Simple Syndication (RSS) Alerts on web
- International and national press
- UN Development Business
- Make virtual partnerships with local companies
- Know your market i.e. client

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 **European Bank**
for Reconstruction and Development

Login / Register

Home About EBRD


Ukraine: Chernobyl Nuclear power plant

Registration Search Opportunities News & Updates Help & Guides

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 loan-funded 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 (PPR).

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

- Information post 3
- Information Post 2
- EBRD leads the way on project e-procurement

Terms and Conditions ECEPP Privacy Policy Security

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Where to find the procurement opportunities?



- **Where to find information on opportunities:**

- ☐ **www.ebrd.com**
- ☐ **National press**
- ☐ **Know your market i.e. client**

- **What to look for on ebrd.com:**

- ☐ **Project Pipeline**
- ☐ **General Procurement Notices (GPN)**
- ☐ **Invitation for Prequalification or for Tender**

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Procurement Notices



Procurement

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

Most of these procurement opportunities are related to EBRD-financed projects in our region of operations. But there are also a limited number of opportunities to tender for contracts involving internal EBRD projects and departments. We offer open and fair competition in all our procurement activities.

The EBRD has developed mechanisms to ensure that the highest level of integrity is respected in all of its activities, including Procurement.

Procurement opportunities fall under several types:

Corporate Procurement

We seek products, services and experts for internal EBRD projects and departments at our London headquarters and our network of regional offices.

Project Procurement

Our clients need goods, public works, associated services and expert consultants to work on projects in various sectors right across the countries where the EBRD works.

Consultancy Services

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

Procurement: More in this section

Sectors and countries we work in

Countries where the EBRD invests

Industries we operate in

Project Procurement

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FILTER BY: COUNTRY SECTORS CONTRACT TYPE KEYWORD						
ACTIVE FILTERS: Project goods, works and services CLEAR ALL FILTERS						
Issue Date IT	Closing Date IT	Country IT	Project Name IT	Sector IT	Contract IT	Type IT
22 Jan 2015	22 Jan 2016	Bosnia and Herzegovina	Cazin Wastewater Project	Municipal and environmental infrastructure	Project goods, works and services	General Procurement notices
22 Jan 2015	21 Jan 2016	Tajikistan	Dushanbe - Uzbekistan Border Road Improvement Project	Transport	Project goods, works and services	General Procurement notices
20 Jan 2015	19 Jan 2016	Tajikistan	Road Maintenance Development Project	Transport	Project goods, works and services	General Procurement notices
19 Jan 2015	14 Mar 2015	Moldova	Chisinau Urban Road Sector Project	Municipal and environmental infrastructure	Project goods, works and services	Invitation for tenders
19 Jan 2015	31 Dec 2015	Slovak Republic	Bohemia International Decommissioning Support Fund - Jadrová a vyraňovacia spoločnosť, a.s.	Nuclear safety	Project goods, works and services	General Procurement notices
16 Jan 2015	15 Jan 2016	Serbia	JSC Serbia Railways	Transport	Project goods, works and services	General Procurement notices
15 Jan 2015	15 Mar 2015	Kazakhstan	Construction and Operation of a motor road "Big Almaty Ring Motor Road (BARKAD)"	Transport	Project goods, works and services	Invitation for tenders
13 Jan 2015	17 Mar 2015	Ukraine	Complex Consolidated Safety Upgrade Program	Power and energy	Project goods, works and services	Invitation for tenders

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opportunities



EBRD's new projects

Project Pipeline and executing agencies

Lists the latest public and private sector projects approved by the EBRD

Procurement notices

Consultancy contract awards

Major contracts that were awarded in operations financed by the EBRD



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