

# Winning EBRD procurement contracts



**European Bank for Reconstruction and Development**

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Procurement Policy and Advisory Department



# **European Bank for Reconstruction and Development Role and Activities**



# What is EBRD?

## **European Bank for Reconstruction and Development**

- International financial organisation established in 1991
- Capital base – EUR 30 billion
- Credit rating of AAA by Standard & Poor's, Moody's and Fitch

## **Shareholders of the Bank**

Two international organisation and 65 countries.

## **Mission**

The Bank promotes transition to market economies in 38 countries from Central Europe to Central Asia, as well as in the SEMED region.

The Bank promotes policy dialogues with regards to investment climate, business environment and policy matter.



# 38 countries of operations

**5,170 projects**  
**EURO 125 billion EURO**



**79 per cent – private sector**  
**21 per cent – public sector**

#### 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

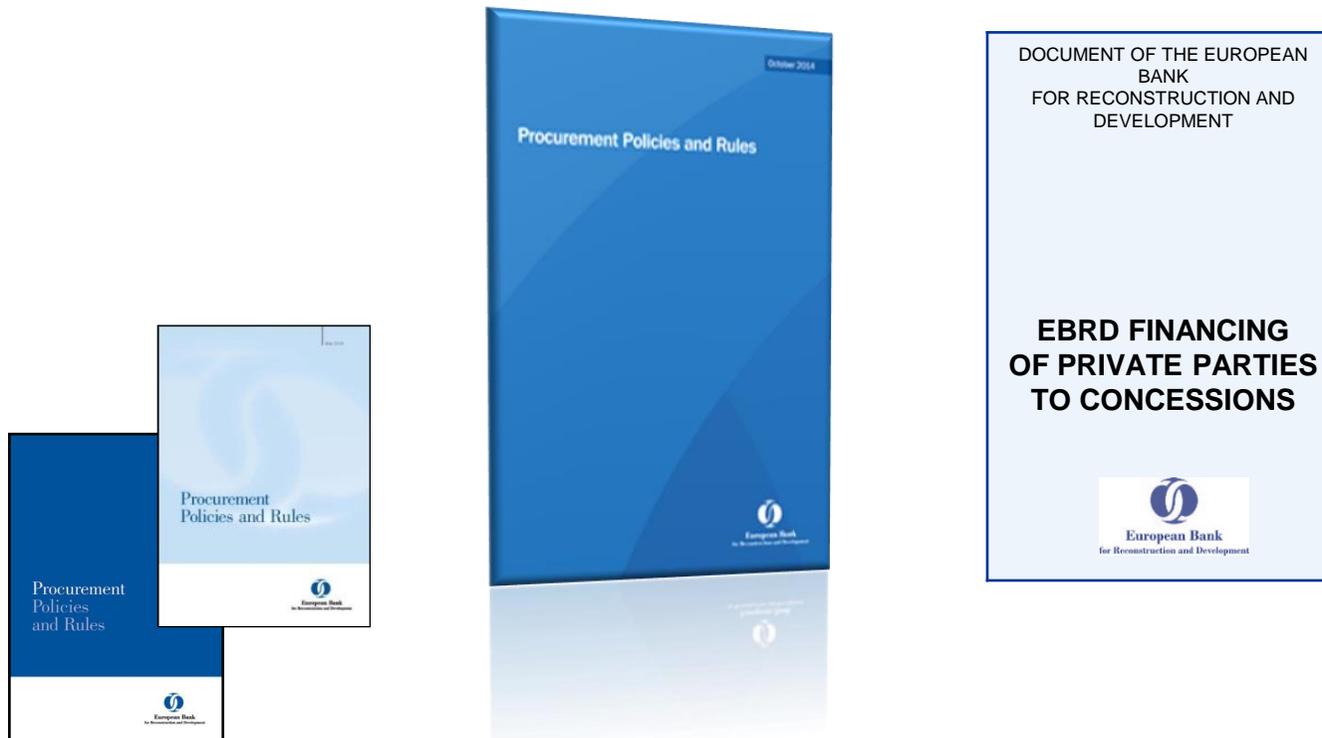
- 29 Egypt
- 30 Jordan
- 31 Lebanon
- 32 Morocco
- 33 Tunisia
- 34 West Bank and Gaza

- 35 Cyprus
- 36 Greece

- 37 Russia
- 38 Turkey



# EBRD Procurement Policies and Concession Papers



# Main principles

- **ECONOMIC** use of resources
- **EFFICIENT** project implementation
- Project results shall be of due **QUALITY**
- **NON-DISCRIMINATORY** process
- **TRANSPARENT AND RESPONSIBLE** use of public funds



# Procurement principles

- Aligned with the Government Procurement Agreement of the World Trade Organisation
- Use of efficient procurement methods
- Fair and open international tendering – the norm
- Lack of quotas, limitations or preferences
- Clients are responsible for project implementation
- Compliance with the Environmental and Social Policies
- Prevention and fighting against the prohibited practices



# Bank's approach in public procurement

- Procurement – an integral part of project risk management
  - Minimisation of risks – Maximisation of success*
- Coverage of the entire project cycle
  - Procurement – part of project delivery strategy*
- Balanced risk distribution
  - Use of standard tender documents and internationally recognised contract terms and conditions*
- Aim of evaluation – best value for money
  - Evaluation factors usually are expressed in monetary terms*
- The key to success – people
- Assistance to the clients
- Prevention and fighting against corruption



# The Client's role during implementation

## Implement projects in line with agreements



*The clients are responsible for all aspects of the procurement of contracts.*

*They invite, receive and evaluate tenders and awards contracts, which in all cases are concluded between the clients and the suppliers/contractors/consultants.*

# The Bank's role

- Advise clients
- Assist clients in the course of project implementation
- Ensure that the implementation is in line with agreements
- Review procurement actions
- Review complaints
- In private sector undertakes due diligence and monitors projects to ensure that fair market prices are obtained



# Procurement of Goods and Works



# Procurement methods for Goods and Works

- Open tendering
  - All interested firms may submit tenders
  - Pre-qualification is often used
  - Two-stage tendering for complex projects
  - Simplified open tendering for low value low complexity contracts
  - About 95% by value of all EBRD financed contracts
- Direct contracting
- Commodities procurement
- Alternative national competitive procedures
- Alternative procedures by utilities, agencies and enterprises



# Open tendering procedure milestones

- General Procurement Notice publication on EBRD website
- Preparation of documents, using standard tender documents and contracts
- *Prequalification (for large and/or complex contracts)\**
- Tender notice publication on EBRD website (OJEC, DG Market)
- Pre-tender meeting
- Public tender opening
- Evaluation by clients
- Winning tenderer and unsuccessful tenderers notified of results
- Contract signed, winning tenderer provides performance security
- Award details published on EBRD website



# Two stage tendering procedure milestones

- General Procurement Notice publication on EBRD website
- Preparation of documents, using standard tender documents and contracts
- *Prequalification (for large and/or complex contracts)\**
- Tender notice publication on EBRD website (OJEC, DG Market)
- Pre-tender meeting
- Submission of the first stage proposals (technical proposals, comments on contractual terms and conditions)
- Evaluation of the first stage proposals by clients
- Individual clarification meetings, if necessary
- Invitation of the second stage tenders
- Public tender opening
- Evaluation by clients
- Winning tenderer and unsuccessful tenderers notified of results
- Contract signed, winning tenderer provides performance security
- Award details published on EBRD website



# Procurement of Consultancy Services



# Consultant Selection Procedures

- Funding sources
  - *Technical Co-operation Funds/Grants*
  - *Loans*
  - *Bank Administrative Budget*
- Three types of procedures:
  - *direct contracting (below EUR 75,000)*
  - *single stage competitive selection*
  - *two stage competitive selection*
- Shortlist (3 to 6 qualified firms)
- Evaluation is focused on quality/technical merits
- Price is normally an additional factor



# Two stage competitive selection procedure

- General Procurement Notice publication on EBRD website
- Preparation of documents, using standard RFP (CPD) documents and contracts
- Invitation for expression of interest publication on EBRD website (OJEC, dgMarket)
- Short listing process
- Invitation of short-listed consultants
- Pre-submission meeting
- Opening technical proposals
- Evaluation by client
- Financial proposal opening
- Winning consultant and unsuccessful consultants notified of results
- Contract negotiated and signed
- Award details published on EBRD website



# How to get business

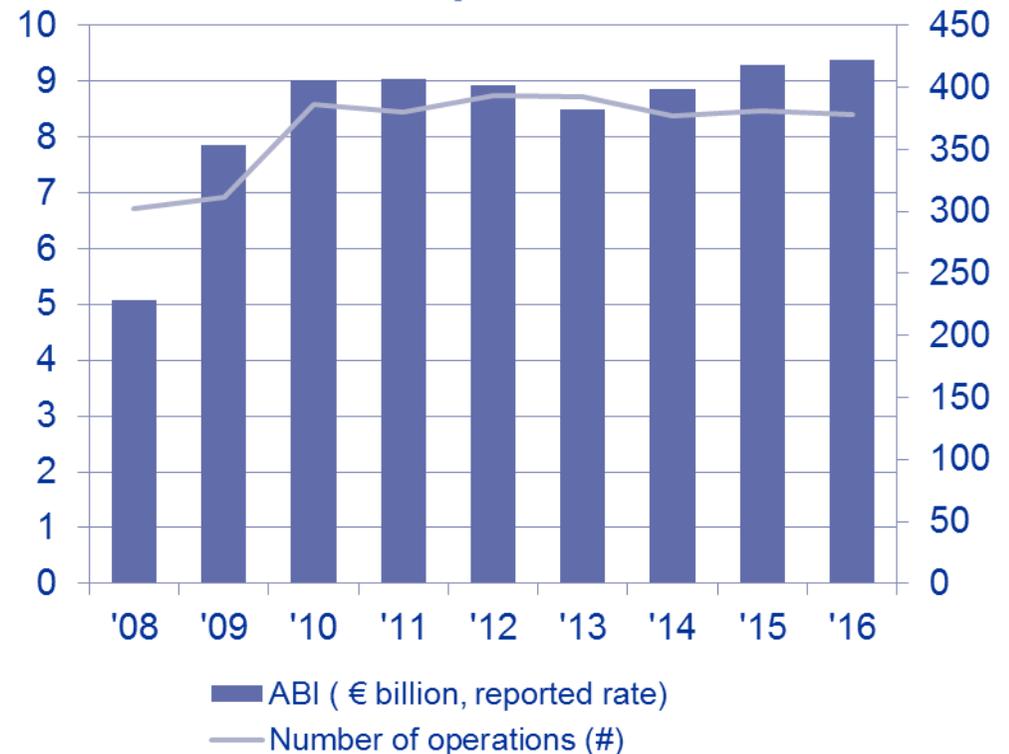
- What are the opportunities?
- Strategy for winning contracts



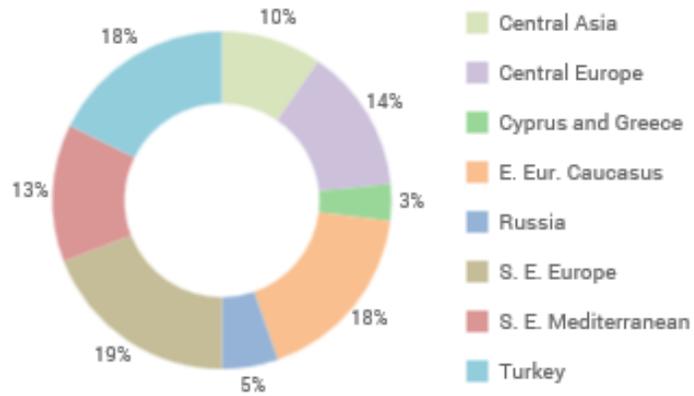
# Operational results of 2017

- The Bank invested €9.670 billion in 412 projects
- Disbursement €6.177 billion
- Net profit €772 million

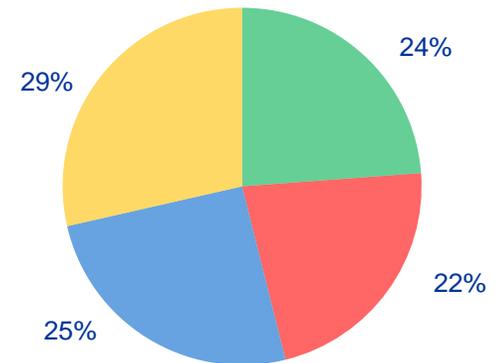
## Annual Bank Investment and Operations



# EBRD finances diverse range of businesses in the entire region

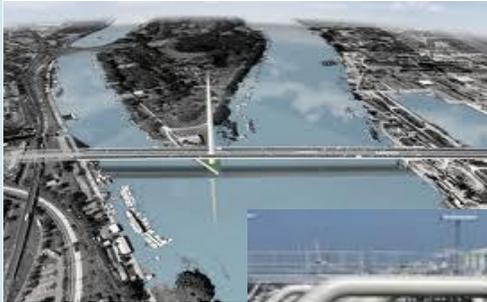


- Energy
- Financial Institutions
- Ind., Commerce & Agrib.
- Infrastructure

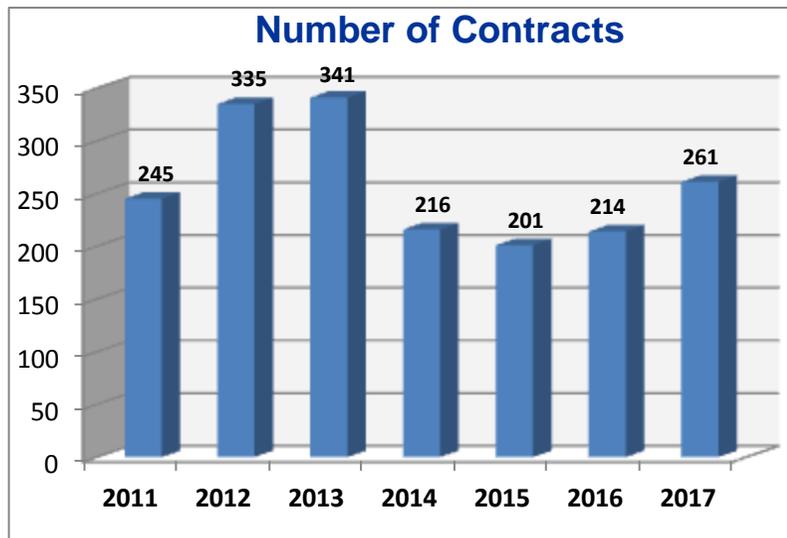


# Investments in infrastructure

In 2016 the Bank's public sector clients signed 214 contracts for EUR 2.6 billion



# Dynamics

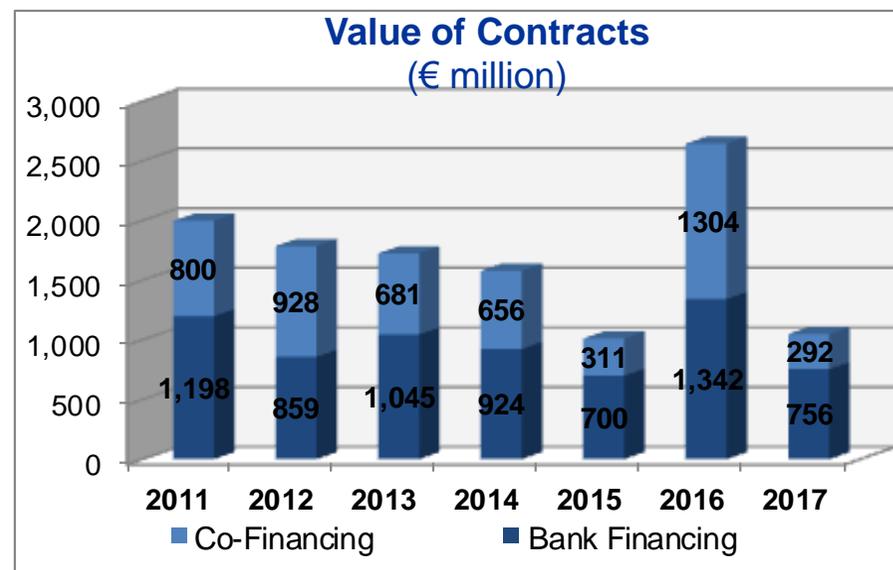


## Forthcoming three years plan

- Contracts **770**
- Total value **€8,600 million**

## Public Sector (last 5 years)

- Contracts **1,233**
- Total value **€8,011 million**
- EBRD financed **€4,767 million**



# Examples of goods and works procured under the Bank's financed projects

- **Municipal infrastructure**

Waterworks, pipelines, water meters, pumping stations, wastewater treatment plants, incinerators, district heating networks, busses, trams, trolleybuses, metro systems, e-ticketing, street lighting, solid waste management

- **Transport**

Rail track maintenance equipment, locomotives, EMU, DMU, sea vessels, signalling systems, port facilities, air traffic control and navigation equipment, motorways, bridges, management information systems, PMMR/OPRC



# Examples of goods and works procured under the Bank's financed projects

- **Power and Energy Efficiency**

Power transmission lines, transformer substations, distribution control systems, power stations, smart meters, energy efficiency equipment, generation plants, turbines, management information systems, renewables

- **Natural Resources**

Oil pipelines, gas pipelines, pumping stations, compressors, oil and gas terminals, storage reservoirs, ore enrichment plants, mine development



# Azerbaijan: Road Reconstruction and Upgrading

The Government of Azerbaijan continues the rehabilitation and reconstruction of its principal road corridors and key regional roads, in order to facilitate trade and regional co-operation with its neighbours and facilitate economic development across the country.

The Client - AzerRoadService within the Ministry of Transport



The EBRD loan (USD 750 million in three tranches) will be part of the overall road sector upgrade and expansion programme funded on an on-going basis by the Government of Azerbaijan using budgetary funds as well as the road sector framework facilities from the World Bank (USD 675 million) and Asian Development Bank (USD 500 million).



# Ukraine: Nuclear Safety Upgrade Program

With 13,835 MW, Ukraine is #4 in Europe regarding electricity generation with nuclear units

Energoatom is operating the 15 nuclear units in Ukraine and has permanently implemented safety measures on those units since their commissioning

The objective of the Program is to bring safety levels of all Ukrainian NPPs' power units to internationally accepted ones

It consists of dedicated measures, which do not change technical and economic characteristics of power units

1.400 billion EUR program, including loans by Euratom (EUR 500 million) and EBRD (EUR 300 million)

87% - for goods, 13% - for works and services

Total for all units within the Program – 1,144 measures



# Egypt: Kitchener Drain Depollution

The EBRD plans to provide a sovereign loan of up to EUR 131 million to the Government of Egypt to finance the drain infrastructure rehabilitation component of the integrated depollution programme.

The project will improve the hydraulic performance and management of the drain, reduce energy consumption and further reduce the pollution in the Damietta Branch of the Nile River.

The loan will finance drain rehabilitation works, including dredging of canals, and rehabilitation and construction of new pumping stations, modernisation of irrigation systems, installation of a monitoring system for water flow and quality.



# Participate to WIN



# Where are the opportunities?

- Where to find information on opportunities
  - check [www.ebrd.com](http://www.ebrd.com)
  - check national press
  - contact clients
- What to look for
  - Project Pipeline
  - General Procurement Notices
  - Invitation for Prequalification or for Tender
  - Invitation for Expression of Interest (Consultants)



# Opportunities - research [www.ebrd.com](http://www.ebrd.com)



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CORPORATE AND INVESTOR INFORMATION

ENGLISH



WHAT WE DO

WHO WE ARE

WHERE WE ARE

WORK WITH US



## We invest in changing lives.

What's new

### EBRD investments in SEMED hit €1.5 billion

Our investments in the southern and eastern Mediterranean have now reached the milestone of €1.5 billion.

The funds contribute to the development of the private sector and open market economy in Egypt, Jordan, Morocco and Tunisia.



# Opportunities - research [www.ebrd.com](http://www.ebrd.com)

The screenshot shows the EBRD website's 'Working with the EBRD' page. The header includes the EBRD logo, navigation links for 'NEWS', 'CORPORATE AND INVESTOR INFORMATION', and a language selector set to 'ENGLISH'. A secondary navigation bar contains 'WHAT WE DO', 'WHO WE ARE', 'WHERE WE ARE', 'WORK WITH US', and a search bar. The main content area is titled 'Working with the EBRD' and features social sharing icons, a paragraph about working with EBRD, a video player titled 'How EBRD projects work', and three main service categories: 'Project finance', 'Procurement', and 'Trade Facilitation Programme'. Each category has a 'LEARN MORE' button. A red dashed circle highlights the 'Procurement' section. On the right, a sidebar titled 'More on working with us' lists links for 'Countries where the EBRD works', 'Sectors we work in', and 'Find out if you could be eligible for EBRD assistance'. Below this is a section for 'EBRD applications' with links for 'Collaborations systems for EBRD clients' and 'Administration and support for EBRD applications'. At the bottom of the sidebar is a 'Follow us' section.

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WHAT WE DO | WHO WE ARE | WHERE WE ARE | WORK WITH US

Home Work With Us

## Working with the EBRD

Share this page:

There are a number of ways you can work with the European Bank for Reconstruction and Development (EBRD) as well as its clients and partner organisations.

We offer a range of products and business services.

Our operations extend across [more than 30 countries](#) and within a broad range of sectors.



EBRD headquarters, London

### Project finance

We offer a number of financial instruments, primarily in the form of loans, equity and guarantees.

[LEARN MORE >](#)

### Procurement

Projects financed by the EBRD generate many tendering opportunities. We also seek corporate products and services for internal projects and departments.

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### Trade Facilitation Programme

We provide an award-winning scheme which promotes global trade by guaranteeing trade transactions to, from and among the countries we work in.

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#### Watch video



How EBRD projects work

#### More on working with us

- [Countries where the EBRD works >](#)
- [Sectors we work in >](#)
- [Find out if you could be eligible for EBRD assistance >](#)

#### EBRD applications

- [Collaborations systems for EBRD clients >](#)
- [Administration and support for EBRD applications >](#)

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# Opportunities - research www.ebrd.com

The screenshot shows the EBRD website's Procurement page. At the top, there is a navigation bar with the EBRD logo, the text "European Bank for Reconstruction and Development", and links for "NEWS", "CORPORATE AND INVESTOR INFORMATION", and a language selector set to "ENGLISH". Below this is a secondary navigation bar with "WHAT WE DO", "WHO WE ARE", "WHERE WE ARE", and "WORK WITH US", along with a search bar. A breadcrumb trail shows "Home > Work With Us > Procurement".

## Procurement

Share this page:

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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.

[LEARN MORE >](#)

### 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.

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### Consultancy Services

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

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#### Procurement: More in this section

Project Procurement

[GO >](#)

#### Sectors and countries we work in

[Countries where the EBRD invests](#)  
[Industries we operate in](#)

#### Ineligible entities

A list of entities and individuals ineligible to become a Bank Counterparty.

[READ LIST >](#)



# Opportunities - research www.ebrd.com

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Home > Work With Us > Procurement > Project procurement

## EBRD Project Procurement

Share this page:

Projects financed by the EBRD generate many tendering opportunities for goods, public works and associated services, as well as consultant services.

Most of these procurement opportunities are related to EBRD-financed And/or administered projects in our region of operations. We advocate open and fair competition in all our procurement activities.

All upcoming opportunities for goods, public works and associated services and past awards are published on this web site by the EBRD Procurement Policy Department.

### Business opportunities

- Current Notices >
- EBRD Client E-Procurement Portal (ECEPP) >
- List of prequalified Tenderers and Shortlisted Consultants >
- Contract Awards Notification >
- Contract Pipeline >
- List of entities and individuals which are ineligible to become an EBRD Counterparty >

### Learn more about Project Procurement

- Procurement Policies and Rules and Related Bank Policies >
- Integrity and Compliance >
- Standard Procurement Documents and Guidance Notes >
- Reports >
- Making a Project Procurement Complaint >
- Procurement Policy Department Initiatives >

EBRD Procurement Policy Department

**Project Procurement: More in this section**

Project Procurement overview >

GO >

**Sectors and countries we work in**

Countries where the EBRD invests  
Industries we operate in

SIGN UP FOR EMAIL UPDATES >

**Project Summary documents**

Project Summary Documents (PSD) are prepared for each private and public sector project where approval is sought from the Board of Directors.

**Watch video**

EBRD CLIENT E-PROCUREMENT PORTAL (ECEPP)



# Opportunities - research [www.ebrd.com](http://www.ebrd.com)

## Procurement notices

To view and access opportunities conducted via the EBRD Client E-Procurement Portal (ECEPP), click here:

EBRD Client  
e-Procurement Portal **ECEPP**

Procurement notices for goods, public works and consultancy services not procured via ECEPP are published below.

FILTER BY:

LOCATION ▼

SECTORS ▼

CONTRACT ▼

TYPE ▼

KEYWORD ▼

Issue Date ↓↑	Closing Date ↓↑	Location ↓↑	Project Name ↓↑	Sector ↓↑	Contract ↓↑	Type ↓↑
29 Aug 2018	16 Oct 2018	Romania	<a href="#">R2CF Buzau Project</a>	Municipal and environmental infrastructure	Project goods, works and services	Invitation for tenders
29 Aug 2018	28 Aug 2019	Tajikistan	<a href="#">Nurek Water and Wastewater Project</a>	Municipal and environmental infrastructure	Project goods, works and services	General Procurement notices
29 Aug 2018	28 Sep 2018	Regional	<a href="#">Impact assessment of EBRD financing of larger firms on SMEs though their operations and supply chains</a>	Other	Consultancy Services	Invitation for expressions of interest (CSU)
29 Aug 2018	28 Sep 2018	Greece	<a href="#">Mapping of Opportunities and Action Plan for Investments in Smart City Solutions in Greece</a>	Sustainable Resources and Climate Change	Consultancy Services	Invitation for expressions of interest (CSU)
28 Aug 2018	15 Oct 2018	Kyrgyz Republic	<a href="#">Tokmok Water and Wastewater System Rehabilitation Project</a>	Municipal and environmental infrastructure	Project goods, works and services	Invitation for tenders

# Opportunities - research www.ebrd.com

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## Nurek Water and Wastewater Project

Procurement ref:	9217-GPN-47398
Location:	Tajikistan
Business sector:	Municipal and environmental infrastructure
Project number:	47398
Funding source:	EBRD and Donor funds
Contract type:	Project goods, works and services
Notice type:	General Procurement notices
Issue date:	29 Aug 2018
Closing date:	28 Aug 2019 at 23:59 Local time

### GENERAL PROCUREMENT NOTICE

This is an update to the General Procurement Notice for this project originally published on the EBRD website on 11 August 2017.

State Enterprise "Obhoi Nurshoki va Korrezi" of Nurek City intends using the proceeds of a loan from the European Bank for Reconstruction and Development (the Bank) and grant from the EBRD Shareholder Special Fund (SSF) for a project to rehabilitate water and wastewater systems of the Nurek city, Tajikistan. The proposed project, which has a total estimated cost of USD 6 million equivalent, will require the procurement of the following goods, works and services:

- Rehabilitation of water intake and water transmission main
- Rehabilitation and construction of water network
- Construction of main distribution chamber and chlorination unit
- Rehabilitation and construction of reservoirs
- Supply and installation of bulk water meters
- Supply and installation of water meters for individual households and multi-storey buildings
- Rehabilitation of wastewater pumping station
- Renovation of administrative building
- Supply of computers and other IT equipment

### Recent procurement notices

- > [Green Economy Transition \(GET\) - EBRD Register](#)
- > [R2CF Buzau Project](#)
- > [Nurek Water and Wastewater Project](#)
- > [Impact assessment of EBRD financing of larger firms on SMEs through their operations and supply chains](#)
- > [Mapping of Opportunities and Action Plan for Investments in Smart City Solutions in Greece](#)

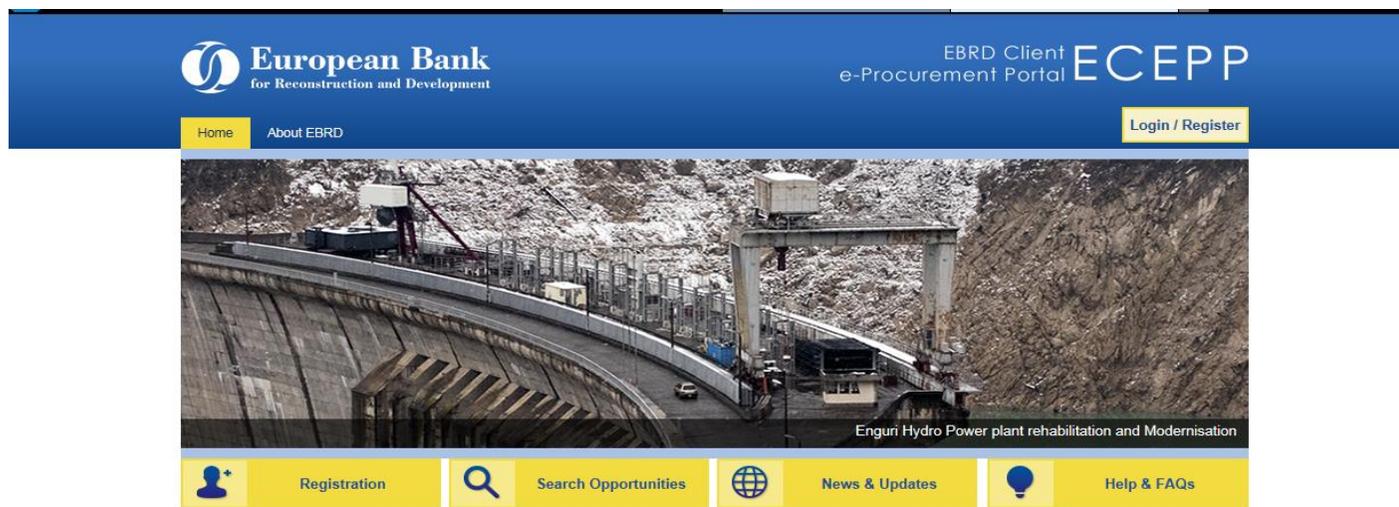
### Sign up for email alerts

Enter email address

[SIGN UP >](#)



# E-Procurement portal - ecepp.ebrd.com



## 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](#).

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](http://www.ebrd.com)

### Latest News

- [A New Video for Suppliers and Contractors](#)
- [A Promising 2016 with More New Pilot Projects in the Pipeline](#)
- [A Positive Balance for ECEPP Inaugural Year](#)
- [ECEPP goes live with the first pilot project](#)
- [More pilot projects in the pipeline. Kosovo and Moldova to become the next two countries of operation to use ECEPP](#)



# E-Procurement portal - [ecepp.ebrd.com](http://ecepp.ebrd.com)

[www.ebrd.com/news/video/ebrd-client-eprocurement-platform-ecepp.html](http://www.ebrd.com/news/video/ebrd-client-eprocurement-platform-ecepp.html)



# Opportunities - research www.ebrd.com

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How EBRD projects work

**More on working with us**

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- [Find out if you could be eligible for EBRD assistance >](#)

**EBRD applications**

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- [Administration and support for EBRD applications >](#)

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EBRD headquarters, London



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Home > Work With Us > Project finance

## Project finance

[f](#) [t](#) [in](#) [G+](#) [✉](#) [⋮](#)

Project investments are at the heart of our operations.

The EBRD offers a wide range of financial instruments and takes a flexible approach in structuring its financial products.

The principal forms of direct financing that the EBRD may offer are loans, equity and guarantees.



### 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.

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### 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.

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### Guarantees

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

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### Project Summary Documents

Technical information on EBRD projects.

[EBRD Investments 1991-2017](#)

### Assistance through financial intermediaries

One of the EBRD's key aims is to support the development of micro, small and medium-sized enterprises (SMEs) which are crucial to nurturing a private sector economy. To do this, we may make equity and loan financing available to SMEs through a range of intermediaries throughout the countries where we work.

These intermediaries include banks in which the EBRD has an equity stake or with which it has signed a loan, and investment or venture capital funds in which the EBRD has made an investment.

#### Watch video



The best of the EBRD

#### Other ways to work with the EBRD

- [Advisory services for businesses >](#)
- [Procurement opportunities >](#)
- [Trade Facilitation Programme >](#)
- [Careers >](#)



# Opportunities - research [www.ebrd.com](http://www.ebrd.com)



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Home > Work With Us > Project finance > PSDs

## Project Summary Documents

FILTER BY: COUNTRY ▼ SECTOR ▼ DATE ▼ KEYWORD ▼

Date	Project ID	Country	Project Title	Sector	Public/Private	Status
02 Jun 2016	48493	Georgia	<a href="#">Magticom</a>	Information and Communication Technologies	Private	Passed concept review, Pending final review
02 Jun 2016	48191	Poland	<a href="#">Griffin Student Depot Framework</a>	Property and tourism	Private	Passed concept review, Pending final review
01 Jun 2016	48289	Belarus	<a href="#">FIF - Belarusky Narodny Bank Syndicated</a>	Financial institutions	Private	Pending concept review
01 Jun 2016	48256	Turkey	<a href="#">TUPRAS Resource Efficiency Loan</a>	Natural resources	Private	Passed concept review, Pending final review
01 Jun 2016	48184	Turkey	<a href="#">Pegasus Airlines</a>	Transport	Private	Passed concept review, Pending final review
01 Jun 2016	48453	Morocco	<a href="#">Elephant Vert Bio-Inputs</a>	Manufacturing and Services	Private	Passed concept review, Pending final review
01 Jun 2016	48153	Jordan	<a href="#">FRV/Empire Al Mafrq Solar PV Project</a>	Power and energy	Private	Passed concept review, Pending final review
26 May 2016	48272	Greece	<a href="#">Terna Energy</a>	Power and energy	Private	Passed concept review, Pending final review



# Strategy for winning contracts



# Strategy for winning contracts

## Pre-tender phase

- Monitor information portals
- Find out if your product or service is needed
- Be focused and selective
- What is your competitive advantage?
- Understand the environment
- Explore sub-contracting or joint venture opportunities
- Read and understand the rules



# Strategy for winning contracts

## Tendering phase

- Get and study prequalification and/or tender documents
- Clients are responsible for the procurement - raise all issues regarding the procurement documents prior to tender/application opening with the client, copy the Bank, if appropriate
- Remember - evaluation process is confidential
- Do not attempt to influence tender evaluation process
- If unsuccessful, ask the client for a debriefing
- Complaints should be sent to the client first with a copy to the Director of the Banking Department Team and the Procurement Director
- If you need to file a complaint with the Bank, read the guidance to tenderers



# Strategy for winning contracts

## Contract implementation phase

- Identify risks and develop risk mitigation plan
- Follow the terms and conditions of the signed contract
- Stay in a constant dialogue with the client
- Understand the local legal and regulatory requirements
- Avoid problems and resolve them as soon as possible



# Strategy for winning contracts

## Post-contract implementation phase

Operation and Maintenance phase

- Training of the client's staff
- Manuals
- Warranty and post warranty support



# Strategy for winning contracts

## Project implementation phase risks

- Political
- Ownership of plant/land
- Bureaucracy/regulatory requirements
- Climate/environment
- Quality/reliability
- Country/local experience
- Presence/lack of local relationship
- Contract conditions/local laws
- ForEx risk
- Local reporting/accounting



# Strategy for winning contracts

## Project implementation phase issues

Authority approval process (compared to other countries):

- Different structure and content of documentation
- Many more Authorities involved
- More approvals are necessary
- More bureaucracy
- No direct contact for foreign companies
- Powerful individual inspectors



# Strategy for winning contracts

## Project implementation phase issues

- Licensing/SRO membership
  - Main activities
  - Specialised works
- Accounting
- Taxation
- Customs clearance
  - Procedures
  - Documents
  - Time



# Strategy for winning contracts

## Project implementation phase issues

- Actions to comply with demands of Authorities
- Engagement of advisors
- Selection of experienced partner (for example design institute)
- Continuous and strong control of the partner
- Advise on technology
- Qualified translation of documents into local language
- Understanding the regulations and working relationships with the Authorities



# Strategy for winning contracts

## Project implementation phase issues

### Standards

- GOST (State Standards)
- SNiP (Construction Norms and Rules)
- ENiR (Unified Norms and Rates)
- SanPiN (Sanitary Norms)

### Conformity

- Certification by RosTechRegulation  
*Ordinary goods/equipment*
- Certification by RosTechNadzor  
*High danger goods (high pressure/temperature/lifting equipment etc.)*
- Certification by RosPoterbNadzor  
*Chemicals, building materials, water supply equipment etc.*



# Strategy for winning contracts

## Project implementation phase

Subcontracting:

- Flexibility necessary
- Adaptation to different mentality, structures and way of doing business
- Consideration of deviating commercial practices
- Permanent work and quality control of sub-contractors is essential



# Strategy for winning contracts

## Beware of contractual risks!

Factors that pose significant risk include:

- imprecise/uncertain scope, requirements, specifications
- large number of interfaces
- technical or logistical complexity
- large scale and/or long duration
- weak project management and/or contract administration
- inappropriate form of contract
- imprecise/inappropriate responsibilities, liabilities, damages
- conflicts of interest, collusion, corrupt practices
- unwillingness, inability to enforce contract conditions
- force majeure/unforeseen factors
- Imperfection of legal system



# How to contact us

- Procurement Policy Department  
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**Děkuji moc!**

**Thank you very much!**

