

U.S. Agency for International Development  
**Regional Infrastructure Program**  
For Water and Transport

**FORUM PROCEEDINGS**

**SOUTH EAST EUROPE  
REGIONAL INFRASTRUCTURE  
CONTRACT MANAGEMENT FORUM**

30 October - 1 November, 2002  
Bucharest, Romania

**Booz | Allen | Hamilton**

---

Prime Contractor

## Table of Contents

<b>I.</b>	<b>Forum Objectives.....</b>	<b>1</b>
<b>II.</b>	<b>Forum Description.....</b>	<b>2</b>
	• Issues considered.....	3
	• Forum approach.....	5
	• Forum Objectives set-up.....	6
	• Action Planning .....	8
<b>III.</b>	<b>Conclusions</b>	<b>12</b>
	• Accomplishment of Forum Objectives .....	12
	• Summary of Action Plan.....	14
<b>IV.</b>	<b>Annexes</b>	<b>A-1</b>
	1. Forum Agenda .....	A-2
	2. Issues Paper .....	A-4
	3. Summary of participants evaluation .....	A-13
	4. List of participants.....	A-19

## **TABLES AND FIGURES**

Table 1: Solutions Addressing Key Contract Management Issues by Stakeholder Groups.....	7
Table 2: Action Planning.....	11
Annex 2.2 - Table 1: Contract Management Tasks .....	A-11
Annex 2.2 - Table 2: Contract Management Issues in Water and Transport projects in SEE countries .....	A-12
Annex 4: List of participants .....	A-20
Figure 1: The Contract Management Process .....	3 and A-7

## I. Forum Objectives

There is a pressing need to increase the capacity of public and private sector infrastructure contract management professionals in the SEE region to work effectively with international procurement and contracting standards, to facilitate the cooperation and exchange of professional experience, and to address the region's common contract implementation and management issues. The United States Agency for International Development (USAID) -funded SEE Regional Infrastructure Program (RIP) for Water and Transport repeatedly identified this need during its 2001 and 2002 infrastructure project management capacity building activities (see Annex 2.1).

The SEE Infrastructure Contract Management Forum was designed to respond to this need.

The major Forum objectives were to:

1. Develop a deeper understanding of critical infrastructure contract management issues and challenges in the SEE region and associated countries
2. Listen to and share ideas and approaches for making the contract management process more effective, transparent and efficient.
3. Formulate an action agenda for responding to the priority issues, and discuss the benefits of establishing a SEE regional contract management association

Additionally, the Forum promoted the following:

- Meeting peers across the region
- Building consensus on issues which weak contract management
- Sharing professional experiences on how to address these issues
- Cooperating in efforts to strengthen contract management policies and procedures throughout SEE

## II. Forum Process Description

The RIP-sponsored SEE Regional Infrastructure Contract Management Forum attempted to address those objectives in SEE. This Forum brought together a select group of stakeholders to begin a SEE regional process to facilitate the launch of a joint effort to address common contract management issues.

The water and transport sectors have significant interest in contract management issues, as they relate to physical built infrastructure. Five key stakeholder groups involved in the region's water and transport infrastructure sectors were represented at the Forum. These included the following:

1. **Employers.** Senior decision-makers, project directors, directors of the public enterprises, transport or water funds directors, government officials from different countries in the SEE region.
2. **Contractors.** Contractors' Associations and managers of construction companies.
3. **Engineers.** Consulting Engineers' Associations and Engineering companies and professionals designing and/or supervising water and/or transport infrastructure works.
4. **Professional Associations.** Members of international contracting standards bodies, such as the International Federation of Consulting Engineers (FIDIC) and the Project Management Institute (PMI), which are concerned with the maintenance of high procurement and contracting professional standards and the development of the engineering profession.
5. **International Financial Institutions.** Representatives, procurement officials, program coordinators, and project managers from various IFIs, such as the World Bank, USAID, EBRD, which are directly involved in promoting the transport, water and environmental projects in SEE countries.

The Forum consisted of following different activities:

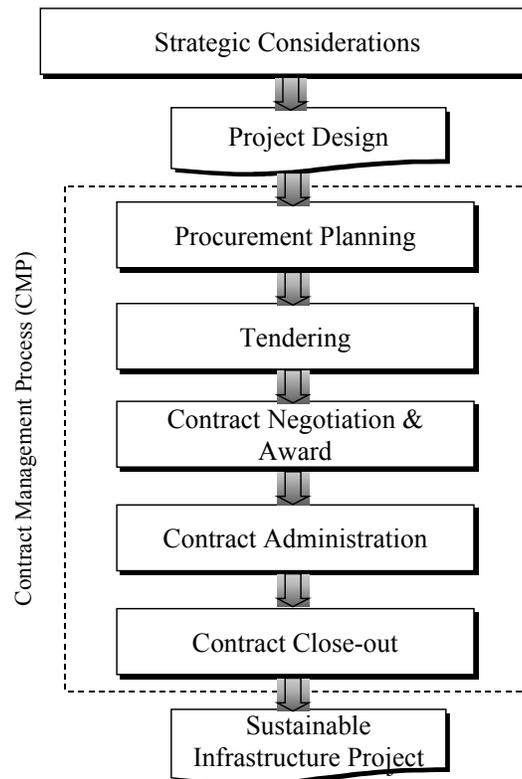
- a) Presentation and analysis of key contract management issues
- b) Forum discussion: Successful and unsuccessful approaches for resolving CM issues
- c) Translating contract management issues into objectives
- d) Preparation of action plans for achievement of the objectives

### a) Key Issues Considered in the SEE Infrastructure Contract Management Forum

The reality of implementing infrastructure projects in SEE countries is rather complex due to the region-specific issues occurring throughout the different phases of the Contract Management Process (CMP).

The CMP and its phases were used as a basis for organizing the proposed contract management issues to be discussed. The CMP is illustrated in Figure 1 below and Table 1 in Annex 2, lists the tasks involved in each one of the phases of the process.. The issues proposed for analysis in each phase are listed in Table 2 of Annex 2.

**Figure 1. The Contract Management Process**



*Booz Allen Hamilton, 2003*

Key infrastructure contract management issues were selected for discussion at the Forum using these four criteria:

1. The issue has a direct impact on project schedule and/or cost and/or quality;
2. The issue is important for more than one stakeholder;
3. The issue is important for the major stakeholder; and,
4. The issue impacts multiple phases or tasks within the contract management process.

These key issues were later grouped into 7 issue topics to serve as a basis of discussion at the Forum. These were the initial “hypotheses” that the Forum tested during its deliberations. These issue topics were not intended to limit a

broader discussion of issues within the Forum itself, but rather as a starting point for a common discussion.

**Issue topic 1: Strategic Considerations - High Levels of Inappropriate Political Influence**

Political influence on infrastructure projects is high, resulting in inadequate selection and identification, as well as the selection of unqualified contractors for construction work who lack the ability to comply with IFI requirements.

**Issue topic 2: Project Design - Insufficient Feasibility Studies and Project Design**

Insufficient feasibility studies and technical designs that do not meet the required standards for quality performance result in poorly defined deliverables in tender documents.

**Issue topic 3: Procurement Planning - Inconsistent Application of Procurement Regulations**

Employer lack of familiarity with the applicable procurement requirements leads to the selection of procurement types that do not match the Scope of Work (SoW)/Terms of Reference (ToR).

**Issue topic 4: Tendering Process - Restrictive or Non-Competitive Tendering Processes**

Inappropriate solicitation methodologies and inadequate development of Requests for Proposals (RFPs)/Request for Tenders (RFTs) results in poorly structured bids, potential unfair competition, and improper evaluation criteria to determine awardees.

**Issue topic 5: Contract Negotiation and Award - Vague Award Procedures**

The absence of clear contract negotiation and award procedures results in disputes between Employers and Contractors and contributes to delays in project start-up activities.

**Issue topic 6: Contract Administration- Poor Compliance Procedures**

The absence of clear performance and compliance procedures which are defined in the contracting documents leads to project delays, budget overruns, and poor quality results.

**Issue topic 7: Contract Close-out - Improvised Procedures**

Disputes over final payment, approvals, and omissions of one or more contractual requirements delay final close-out and demobilization of resources.

**b) Forum Exercise: Successful and Unsuccessful Approaches for resolving CM Issues**

The key contract management issues were presented to the Forum attendees and to agree upon the key issues and summarize and prioritize them, the following methodology was applied:

1. Workgroups were formed based upon the different stakeholders represented at the Forum. Each stakeholder group discussed each phase of the CMP and the key issues and sub-issues related to that particular phase using a tool: the Key Issues Checklist.
2. Each workgroup was accompanied by one RIP project team facilitator throughout the exercise. Based on the checklist tool, each stakeholder group determined its priority list of contract management issues by CMP phase, and discussed the rationale and implications of each proposed issue. The workgroups had a choice to add or remove some of the proposed issues and produce its own priority list.
3. Each workgroup discussed its different approaches and experiences regarding success or failure of respective project activities. In other words, what implementation actions or approaches in SEE countries have or have not lead to a project success or failure.

At the end of this Forum session, each stakeholder group presented the results of its work to the other participants. The workgroup results included the list of priority issues, the rationale for their selection, and the summary of successful and unsuccessful approaches identified from the broader stakeholder experience in working on particular projects.

The aim of this step of the Forum was to start moving toward proposed solutions to the key contract management issues, and to provide a sound base for the next step: setting objectives that would successfully address the issues and provide a sustainable basis for their long-term solutions.

At the end of this session, the EBRD presented its institutional approach to address some common contract management issues and their Project Delivery Strategy (PDS). Both topics were presented by Ian Nightingale, EBRD's Deputy Director for Procurement.

**c) Transforming Contract Management Issues into Objectives**

Each stakeholder group presented its conclusions, and contract management issues occurring at different phases of the CM process were discussed by all participants. This exercise included agreeing on a prioritization of the issues and sharing the participants' experience in dealing with them.

This part of the Forum also provided a platform for transforming the discussed issues into the set of objectives that would reflect a successful response to the existing situation. This exercise consisted of a restatement of the discussed and prioritized issues into positive statements. These positive statements (set of objectives) reflected a response or solution to each one of the key issues. The resulting objectives were the following:

**Contract Management Forum Objectives:**

1. Appropriate political influence and clear strategies
2. Clear standards and models for feasibility studies and project designs
3. Appropriate tendering strategy and consistent application of procurement policies and procedures
4. Non-restrictive, competitive, transparent tendering
5. Fair and transparent contracting in accordance with tendering/bidding procedures
6. Implementation of effective and efficient procedures for contract compliance
7. Effectively applied and understood procedures

The solutions and approaches that address these objectives are listed in Table 1 next:

**Table 1. Solutions Addressing Key Contract Management Issues by Stakeholder Groups**

	<b>Water Employers</b>	<b>Transport Employers</b>	<b>Engineers</b>	<b>IFI's and Associations</b>
Objective 1	Financing projects only if they are included in long term strategies; Strategies for multiple levels of government;	No solutions due to frequent political changes;	Clear criteria for evaluating projects;	Training and matching senior and junior staff for procurement planning; External and third party approval of studies and plans;
Objective 2	Harmonization of procedures with EU standards; Strategies for multiple levels of government;	Training in contract management;	Existence	Bidding documents ready with procurement plan at time of appraisal;
Objective 3	Harmonization of procedures with EU standards; Strategies for multiple levels of government;	Training in contract management;	Adequate project planning, phasing and design time;	Advanced tendering and retroactive approval;
Objective 4	Harmonization of procedures with EU standards;	Training in contract management;	Training & country assessment of procurement procedures & publishing evaluation guides (transparency)	Procurement plan ready by commitments of grants; Training in procurement planning;
Objective 5	Harmonization of procedures with EU standards; Participation of local contractors;	Training in contract management;	Dissemination of procedures and peer review;	
Objective 6	Training and education; Professional association lobbying;	Training in contract management;	Clear implementation plan including contact tools What are contact tolls? for monitoring and evaluation;	
Objective 7	Training and education; Bottom-up strategy;	Include clear procedures in contract;	Procedures well defined in previous strategy (tendering, etc.)	

*Booz Allen Hamilton, 2003*

**d) Action Planning for Achieving Objectives**

In this part of the Forum, participants were divided into workgroups on a random basis, without stakeholder or country preference. Therefore, the working groups for this action planning session were truly cross-country and cross-stakeholder. As the results of this particular session showed, this was a successful approach and led to creative brainstorming and productive action planning (see Table 2).

The objective of this session was to prepare an action plan including a list of particular activities and tasks, timetable, human and financial resources, and responsibility charts. The action plan will help respond to each of the objectives identified during the previous session, and will establish a plan for Forum follow-up activities. As discussed earlier, one of the Forum objectives was not only to raise the key contract management issues related to the project implementation phase, but also to create and establish sustainable forum and actions in the long run that will contribute to improved contract management. One of the ideas floated at the Forum was to also establish a Regional Contract Management Association that would continuously work on these issues.

Thus, to produce an action plan for each one of the objectives proposed, the workgroups applied the following methodology:

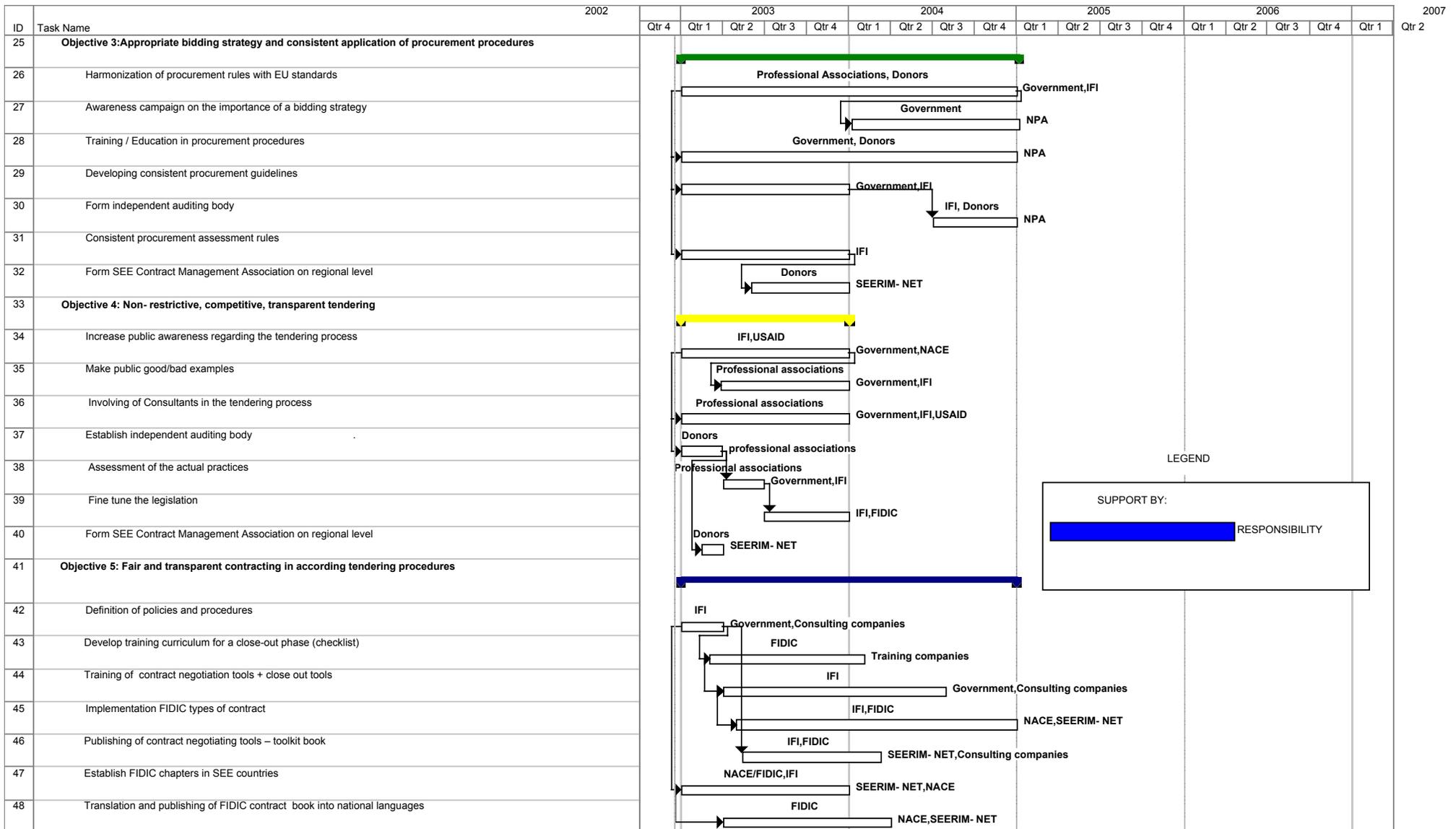
1. Draw the activities in the logical precedence and order, as the project should progress from its beginning to completion
2. Answer the following three questions:
  - Which activities must be finished immediately before this activity can be started?
  - Which activities can be done concurrently with this activity?
  - What activities cannot start until this activity is finished?
3. Develop a schedule
  - A schedule is a timetable for a plan
  - Estimate how long each activity will take
4. Assign responsible organizations/persons for each activity
5. Identify potential sources of support for different group of activities

Each workgroup worked on two to three objectives, and therefore there were more than one workgroup result for each of the seven objectives. This approach provided for diversity of ideas and more comprehensive outcomes for each objective. Finally, the action plans for each of the objectives were compiled and the consolidated versions are presented in the following pages. This consolidation was done by the RIP project team, after the Forum was concluded.

ID	Task Name	2002		2003				2004				2005				2006				
		Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	<b>ACTION PLAN</b>																			
2	<b>Objective 1: Appropriate political influence and clear procedures</b>																			
3	PRESSURE – COOPERATION; These are basically two ways of dealing with the government.																			
4	VOICE OF PROFESSIONAL ASSOCIATIONS (TRAINING) – To increase the influence of professional associations on political decision making process through: Conferences, Seminars, Workshops																			
5	TRANSPARENCY IN DECISION MAKING: (WEB-SITES); PUBLISHING STRATEGY																			
6	INFLUENCE BY INTERNATIONAL FINANCIAL INSTITUTIONS THROUGH COOPERATION – IFI are not able to exercise any direct influence but rather through continuous contact with government officials while providing the expertise and know-how																			
7	<b>Objective 2: Develop high quality Project Design and Feasibility Studies</b>																			
8	Assessment of current status of the quality of project design and feasibility studies in the SEE region																			
9	Identification of the format/structure for the best practices and tools in developing a high quality project design and feasibility studies for infrastructure projects in the SEE countries																			
10	Identification of SEE country examples for successful projects (both design and implementation) to represent as model for successful project design																			
11	Preparation of curriculum and database of document templates, tools, and successful examples for further use and dissemination in the SEE																			
12	Development of dissemination plan for the developed curriculum and the identified beneficiaries																			
13	Implementation activities – Training on Infrastructure Project Design and preparation of Feasibility Studies																			
14	Monitoring Activities. Assessing the quality of project design and feasibility studies after the training activities																			
15	<b>Balkans Infrastructure Development (BID) Facility</b>																			
16	Identify pledges from the funding institutions																			
17	Prepare Business Plan																			
18	Donor meeting																			
19	Charter/License Preparation																			
20	Rent & furnish office space/Donations																			
21	Hire key staff																			
22	Promotional Material preparation & Promotional activities																			
23	Prepare model contracts, MoU, and Application forms																			
24	Assemble Info on PSP and PPP																			

LEGEND

SUPPORT BY: RESPONSIBILITY



ID	Task Name	2002				2003				2004				2005				2006				2007
		Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4				
49	<b>Objective 6: Implementation of effective and efficient procedures for contract compliance</b>																					
50	ESTABLISHING BEST PRACTICE PROCEDURES FOR CONTRACT COMPLIANCE (Country specific).																					
51	EDUCATION – INTRODUCTION OF CONTRACT MANAGEMENT IN THE EDUCATION PROCESS																					
52	ENCOURAGING PROCUREMENT PREFESSINALISM																					
53	TRAINING IN CONTRACT MANAGEMENT																					
54	ENFORCING NATIONAL FIDIC ASSOCIATIONS; ESTABLISHING FIDIC NATIONAL ASSOCIATIONS WHERE REQUIRED																					
55	ESTABLISHING A REGIONAL ASSOCIATION FOR CONTRACT MANAGEMENT																					
56	<b>Objective 7: Effectively applied and understood procedures</b>																					
57	Definition of contract close-out procedures																					
58	Close-out training																					
59	Development of a training Curriculum																					

Booz Allen Hamilton, 2003

**Table 2 Action Planning**

### III. Conclusions

#### a) Accomplishment of Forum Objectives

The Forum objectives as previously indicated were to:

- Develop a deeper understanding of critical infrastructure contract management issues and challenges in the SEE region and associated countries
- Listen to and share ideas and approaches for making the contract management process more effective, transparent and efficient.
- Formulate an action agenda for responding to the priority issues, and discuss the benefits of establishing a SEE regional contract management association

The Forum was designed to facilitate the accomplishment of these objectives. This statement is supported by the following outcomes of the Forum workgroup exercises and discussions:

1. The concept of the Contract Management Process (CPM) as part of the overall project life cycle, and the key CM issues related to each step of the process were clearly presented by facilitators and understood by participants. The productive results, discussions and presentations confirm this.
2. The different viewpoints of all stakeholder groups were essential for developing consensus around the issues and identifying the successful approaches and solutions to address them. The brainstorming session that took place at the cross-stakeholder and cross-country level laid out the foundation for participants to agree on a common set of objectives. The process of translation of key issues into positive statements (as desired objectives) represents the core achievement of the Forum. Sharing the local, regional and global experience in successfully and unsuccessfully dealing with contract management issues provided new knowledge for contract management professionals across the region. This was one of the ultimate Forum goals, which was to broaden the framework of the CPM, and to facilitate understanding of different points of view on a single project.
3. The agreed upon set of contract management objectives provided a sound starting point for the action planning session. The tool and methodology presented prior to this particular session resulted in an action plan for each objective defined by the broader group. Each action plan consists of a list of tasks to be done, required resources (both human and financial), timetable, and assigned responsibilities.

In general, and based upon the summary of the participants' evaluation of the Forum (Annex 3), the event fulfilled the participants' expectations and was

---

evaluated as successful and very useful. Some general statements can be drawn from analysis of the evaluation summary:

1. The work done on the key contract management issues identification, prioritization and clarification was very successful and productive. By more or less all participants this part was done in a proper and result oriented way. The overall importance and implications of these issues was raised, and the expectations of the participants fulfilled. The amount of information and knowledge base presented was also evaluated at a very high level.
2. The action planning process has started, but is still work in progress. The major activities that will lead to improvement of the CPM process are generally identified, but the more detailed planning phase of this process needs to be undertaken in terms of time, resources and responsibilities. More details on this matter will be provided in the subsequent point (the summary of the Forum action planning)
3. The Forum itself was multifaceted by representation from different stakeholders in the contract management process all coming from different countries of the SEE region. Thus the experience and ideas shared on the Forum were also comprehensive and have incorporated the common objectives and incentives. As stated in the summary of the Forum evaluation, the respective advantages and disadvantages in implementation of the actions defined at the Forum in each of the SEE countries were also identified. This is also one major accomplishment since implementation of the forum common agenda will take place in individual countries and by different individuals representing some of the project stakes. Therefore, the action planning exercise did take into account the country perspective in defining the needed actions.

---

**b) Summary of Action Planning Session**

The ultimate result of the action planning session is represented by the action plans for each of the agreed upon objectives, discussed in Chapter II, section (d).

The planned activities represent an immediate need and prompt reactions towards designed objectives, and therefore the envisioned timetable regards mostly the course of 2003 - 2004 year, i.e. short-term to medium - term timeframe.

These plans provide the general direction and annual workplan towards achievement of the set of seven objectives defined at the Forum. However, a more detailed planning effort, with more detailed assignment of financial and human resources and responsibilities needs to be done.

In almost all the action plans, a common activity is:

- The development and delivery of a specific training curriculum that addresses each specific objective

Through discussions held at the end of the Forum, the following suggestions and propositions were made:

1. Professional associations and networks of management organizations and professionals working in the region, having participated in the Forum, such as:

- SEERIM-NET (South East Europe Regional Infrastructure Network),
- PMI Chapters in the SEE Region (e.g. PMI Chapter in Romania),
- IPMA (International Project Management Association),
- SENET,
- and others

should take a leadership role in progressing these two major tasks, and to be a repository of materials and curricula to be developed for the fore mentioned objectives.

2. Establishment of the Regional Contract Management Association in South East Europe should be advanced. Membership in the Association can include professional organizations and individuals that will continuously address and resolve contract management issues on a long-term and sustainable basis. During the last Forum session, the establishment of the Association was presented and accepted as a general concept, but the specifics, as well as the responsibility chart still need to be determined.

#### **IV. Annexes**

---

**ANNEX 1: The CM Forum Agenda Wednesday, 30 October 2002**


---

**7:00 pm -** Session 1 - Opening Reception  
**8:30 pm** Welcome by Romanian Government  
 Forum Welcome & Introduction (Mr. Carl Mitchell, USAID)  
 Presentation of Forum Participants

---

**Thursday, 31 October 2002**


---

**9:00 am -** Session 2  
**10:45 am** Opening Speech  
 Key Note: SEE Regional Issues in Contract Management  
 IFI's Notes:  
     EBRD Representative Note  
     World Bank Note  
     EU/EIB Note  
     FIDIC Representative Note

---

**10:45 am -**  
**11:00 am** Coffee Break

---

**11:00 am -** Session 3  
**12:30 pm** SEE Countries Overview: Contract Management Issues

---

**12:30 pm -**  
**-1:30 pm** Lunch

---

**1:30 pm -** Session 4  
**3:30 pm** Water and Transport Sector Tracks (Sector and Stakeholder perspectives)

---

**3:30 pm -**  
**3:45pm** Coffee Break

---

**3:45 pm -** Session 5  
**5:00 pm** Water and Transport Sector Tracks  
 (Summary of findings - Sector and Stakeholder perspectives)

---

**7: 00 pm -** Forum related & Networking Event (Optional)  
**8: 30 pm** Official Opening of Romanian PMI Chapter  
 RIP Subcontractors Presentation  
 SEERIM - NET Announcement

---

---

**Friday, 1 November 2002**

---

**9:00 am -** Session 6:

**10:40 am** Water and Transport CM Forum – Presentation of findings

---

**10:40 am -** Coffee Break  
**11:00 am**

---

**11:00 am -** Session 7

**12:30 pm** Discussion about different roles and responsibilities on common Contract Management issues in the SEE Region

---

**12:30 pm** Lunch  
**-1:30 pm**

---

**1:30 pm -** Session 8

**3:30 pm** SEE Contract Management Issues Task Force

---

**3:30 pm -** Break  
**4:00 pm**

---

**4:00 pm -** Session 9

**5:00 pm** Conclusions and Final Statement

---

---

**ANNEX 2:**

## **SEE REGIONAL INFRASTRUCTURE CONTRACT MANAGEMENT ISSUES**

**Abstract:** The RIP-sponsored "SEE Regional Infrastructure Contract Management Forum" seeks to bring together a select group of stakeholders to begin a regional networking process to facilitate the launch of a joint effort to address common infrastructure contract management issues on a regional basis. This paper presents a set of key issues grouped by topic areas to serve as a basis discussion at the Forum. These are initial "hypotheses" that the Forum can test during the course of its deliberations. This grouping is not intended to limit a broader discussion of issues or topics within the Forum itself, and participants are encouraged to prepare to talk to the issues and share their experiences.

### **SEE REGIONAL INFRASTRUCTURE CONTRACT MANAGEMENT FORUM - RATIONALE**

Major infrastructure investments are required in South East Europe (SEE) countries to strengthen the regional economy, improve living standards, and support European Union (EU) accession. The EU, International Financing Institutions (IFIs) and other donors will be making available significant funding to finance these investments over the next few years. In order to have access to these funds, SEE countries must demonstrate the capacity to "absorb" these funds, that is, to effectively and efficiently implement approved projects on time and within budget

Projects funded through the EU, IFIs and other donor mechanisms require countries to use internationally accepted contracting standards and contract management procedures. However, a general lack of expertise with procurement regulations and standard contracting procedures and terminology in both the public and the private sector in SEE has resulted in major contract start-up and implementation delays, budget overruns, and poor quality infrastructure results. This situation denotes an alarmingly low capacity to "absorb" funds that jeopardizes the eventual access to the badly needed infrastructure financing, and ultimately to the EU.

There is a pressing need to increase the capacity of public and private sector infrastructure contract management professionals in the SEE region to work effectively with international procurement and contracting standards, to facilitate the cooperation and exchange of professional experience among them, and to address the region's common contract implementation and management issues. The United States Agency for International Development (USAID) -funded SEE Regional Infrastructure Program (RIP) for Water and Transport repeatedly identified this need during its 2001 and 2002 infrastructure project management capacity building activities (see Annex 1). Furthermore, recent research carried out by the European Bank for Reconstruction and Development (EBRD) and the International Finance Corporation (IFC) (Nextant 2002 and IFC 2002) has confirmed this view.

The RIP-sponsored "SEE Regional Infrastructure Contract Management Forum" (the Forum) is an attempt to address the widely recognized need for more standardized and broadly accepted contract management procedures and practices in SEE. This Forum seeks to bring together a select group of stakeholders to begin a regional networking process to facilitate the launch of a joint effort to address common contract management issues on a regional basis.

## WHO ARE THE STAKEHOLDERS AT THE FORUM?

Active participants, or “Stakeholders”, in the Forum all share the following qualities:

- They are involved in or affected by infrastructure project implementation;
- They can directly or indirectly influence project implementation; and,
- They have a direct role in the Contract Management process.

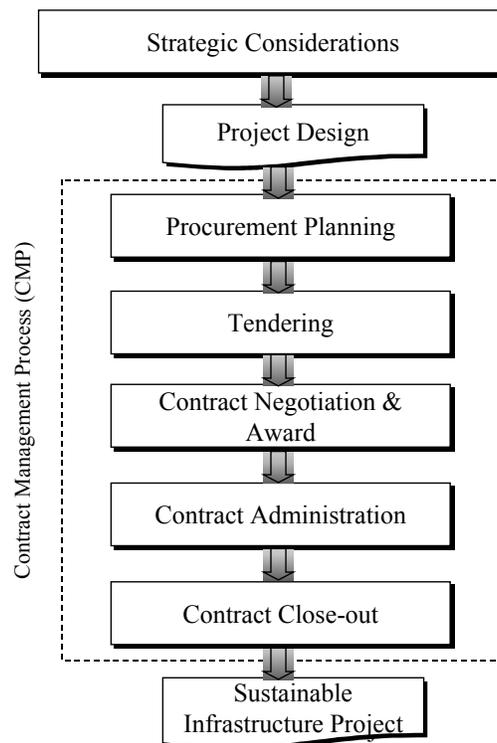
Five key Stakeholder groups involved in the region's water and transport infrastructure sectors will be represented at the Forum. These include the following:

- 6. Employers.** Senior decision-makers, project directors, directors of the public enterprises, transport or water funds directors, government officials from different countries in the SEE region.
- 7. Contractors.** Contractors' Associations and managers of construction companies.
- 8. Engineers.** Consulting Engineers' Associations and Engineering companies and professionals doing design and/or carrying out supervision of water and/or transport infrastructure works.
- 9. Professional Associations.** Members of international contracting standards bodies, like International Federation of Consulting Engineers (FIDIC) and the Project Management Institute (PMI), who are concerned with the maintenance of high procurement and contracting professional standards and the development of the engineering profession.
- 10. International Financial Institutions.** Representatives, procurement officials, program coordinators, and project managers from various IFIs, like the World Bank, the IFC, USAID, EBRD, and European Investment Bank who are directly involved in promoting the transport, water and environmental projects in SEE Stability Pact countries.

## KEY ISSUES IN SEE INFRASTRUCTURE CONTRACT MANAGEMENT

Project management professionals have traditionally measured success in terms of accomplishing a task on time, within budget, and according to technical specifications. The reality of implementing infrastructure projects in SEE countries is more complex due to common region-specific issues related to Contract Management Process. For reference, the Contract Management Process as discussed in this Forum is defined as having the several distinct phases shown in Figure 1. In Annex 2 – Table 1, the tasks involved in each of the Contract Management phases are listed. Finally, common Contract Management related issues are described by phase in Annex 2 – Table 2.

**Figure 1. The Contract Management Process**



In this document, key infrastructure contract management issues were selected for discussion using the four criteria that follow:

5. The issue has a direct impact on project schedule and/or cost and/or quality;
6. The issue is important for more than one stakeholder;
7. The issue is important for the major stakeholder; and,
8. The issue impacts multiple phases or tasks within the contract management process.

These key issues are grouped below into 7 issue topic areas to serve as a basis discussion at the Forum. These are initial “hypotheses” that the Forum can test during the course of its deliberations. This grouping is not intended to limit a broader discussion of issues or topics within the Forum itself.

**Issue topic 1: Strategic Considerations – High Levels of Inappropriate Political Influence**

Political influence on infrastructure projects is high, resulting in inadequate selection and identification, as well as the selection of unqualified contractors for construction work who lack the ability to comply with IFI requirements.

**Issue topic 2: Project Design – Insufficient Feasibility Studies and Project Design**

Insufficient feasibility studies and technical design that do not meet the minimal accepted standards for quality performance results in poorly defined deliverables in tender documents.

**Issue topic 3: Procurement Planning - Inconsistent Application of Procurement Regulations**

Employer lack of familiarity with accepted procurement regulations leads to the selection of procurement types that do not match the Scope of Work (SoW)/Terms of Reference (ToR).

**Issue topic 4: Tendering Process – Restrictive or Non-Competitive Tendering Processes**

Inappropriate solicitation methodologies and inadequate development of Requests for Proposals (RFPs) results in poorly structured bids, potential unfair competition, and improper scoring criteria to determine awardees.

**Issue topic 5: Contract negotiation and award – Vague Award Procedures**

The absence of clear contract negotiation and award procedures results in disputes between Employers and Contractors and contributes to delays in project start-up activities.

**Issue topic 6: Contract administration– Poor Compliance Procedures**

The absence of clear performance and compliance procedures spelled out in contracting documents that are read and understood by both the Employer and Contractor leads to project delays, budget overruns, and poor quality results.

**Issue topic 7: Contract close-out – Improvised Procedures**

Disputes over final payment, approvals, and omissions of one or more contractual requirements delay final close-out and demobilization of resources

**REFERENCES**

1. IFC. South East Europe Enterprise Development (SEED). 2002. Building Construction: Sector Study and Pipeline Development.
2. Nexant. 2002. Southeast Europe Construction Industry Capacity Building Assessment 1: Assessment of Local Construction Industry Capabilities and Needs. A Report to the EBRD.

**ANNEX 2.1: USAID RIP PROJECT BACKGROUND**

The Regional Infrastructure Program (RIP) for Water and Transport in South East Europe is a USAID Stability Pact initiative. The Stability Pact, which was adopted in Cologne by more than 40 partner countries and organizations, is revitalizing South East Europe through concerted donor and recipient efforts on democracy, security, and economic renewal.

The key objective of RIP is to facilitate infrastructure project results throughout South East Europe while improving regional capability for sustainable public utilities. This dual approach guides the program's assistance activities and at the same time supports the continuous transfer of knowledge and skills to stakeholders throughout the region. Assistance provided under the RIP may be delivered to any of the Stability Pact nations. In 2001 and 2002, RIP has implemented activities in Albania, Bulgaria, Croatia, Macedonia (FYR), Romania, and Yugoslavia (FRY).

Booz Allen Hamilton was selected by USAID as Prime Contractor for the RIP in October 2000. Booz Allen is working in partnership with four international firms with South East Europe experience. RIP is a three-year initiative with a budget of US\$ 14 million.

## ANNEX 2.2: TABLES

Table 1. Contract Management Tasks

Contract Management Phase	Tasks
<b>Procurement Planning</b>	<ul style="list-style-type: none"> <li>• Development of contract packaging</li> <li>• Identification and enrolment of other agencies/organizations</li> <li>• Developing of WBS (Work Breakdown Structure)</li> <li>• Identify, analyze risks, triggers, probability and impact</li> <li>• Selection of procurement type (PPP, BOT, or which FIDIC book should be used)</li> </ul>
<b>Tendering Process</b>	<ul style="list-style-type: none"> <li>• Identification of selection criteria</li> <li>• Development of Request For Proposal (RFP) – tender documents</li> <li>• Identification of prospective bidders</li> <li>• Advertisement of RFP</li> <li>• Proposal evaluation</li> <li>• Assess risk for each proposal</li> <li>• Qualifications and reference</li> <li>• Verification of contractor</li> </ul>
<b>Contract Negotiation &amp; Award</b>	<ul style="list-style-type: none"> <li>• Notification of selection of Contractor(s)</li> <li>• Negotiation of contract terms and conditions</li> <li>• Read and analyze the contract</li> <li>• Evaluate organization's ability to comply</li> <li>• Define program management</li> <li>• Define risk allocation</li> <li>• Issuance of notice to proceed</li> </ul>
<b>Contract Administration</b>	<ul style="list-style-type: none"> <li>• Survey data for setting out work</li> <li>• Supervising and enforcing the Performance of Work</li> <li>• Authorizing Sub-contracting</li> <li>• Interpretation of contract documents</li> <li>• Issue of Variation Orders and monitor variations</li> <li>• Analyze, evaluate and monitor progress and quality</li> <li>• Claims, disputes and their resolution</li> <li>• Engineers and Contractors joint measurement of completed/partly completed items</li> <li>• Managing communications, reporting, information management</li> <li>• Interim bills and accounts</li> <li>• Check for compliance of accounts, invoices, claims</li> <li>• Termination of Contract</li> <li>• Settlement of final bill</li> </ul>
<b>Contract Close-Out</b>	<ul style="list-style-type: none"> <li>• As-built drawings</li> <li>• Inspecting and monitoring condition and performance of completed works during Defects Liability Period</li> <li>• Final invoice</li> </ul>

*Booz Allen Hamilton, 2003*

**Table 2. Contract Management Issues in Water and Transport projects in SEE countries**

Phase		Issues
Pre-Contract Management	Strategic Considerations	<p><b><u>High Levels of Inappropriate Political Influence</u></b></p> <ul style="list-style-type: none"> <li>• Selection and identification of projects that are not economically, technically or environmentally sound</li> <li>• Inadequate selection of contractors results in poor quality, delays and cost overruns</li> </ul>
	Project Design	<p><b><u>Insufficient Feasibility Studies and Project Design</u></b></p> <ul style="list-style-type: none"> <li>• Feasibility studies that do not meet the minimum international standards, with poor economic, social, technical and environmental impact analyses</li> <li>• Project detailed technical designs completed without adequate economic, social and environmental feasibility analyses</li> <li>• Incomplete technical designs, with poor quantity estimates, geotechnical surveys, hydrological studies, etc.</li> </ul>
Procurement Planning		<p><b><u>Inconsistent Application of Procurement Regulations</u></b></p> <ul style="list-style-type: none"> <li>• Contract packaging that prevents local contractors from bidding on infrastructure projects</li> <li>• Different working methods of various financing instruments and preconditions to be fulfilled in order to receive payments.</li> <li>• Inconsistent public procurement guidelines</li> <li>• Poor development of a draft SOW and surveillance plan by the employers</li> <li>• Shortage of technical professionals in government agencies</li> <li>• Employers selection of procurement type, often incompatible with project requirements</li> <li>• Lack of knowledge for selection of procurement type by the Employers</li> </ul>
Tendering		<p><b><u>Restrictive or Non-Competitive Tendering Processes</u></b></p> <ul style="list-style-type: none"> <li>• Bid rigging / Collusion increases project costs, minimizing investment and competition</li> <li>• Inappropriate and not standardized selection methodology by employers confuses bidders and increases number of tender appeals</li> <li>• Inadequate and/or not transparent scoring criteria</li> <li>• Low access to local/regional market for the construction and consulting industry</li> <li>• Lack of competition as a result of the bid rigging and political influence</li> <li>• Omission of qualified bidders by the Employers due to political influence</li> <li>• Poor cost estimating/proposal preparation techniques by bidders results in poor bids</li> <li>• Lack of specific knowledge in evaluation procedures by evaluation committee</li> <li>• Lack of understanding tendering procedures by the employers and bidders</li> <li>• Corruption</li> <li>• Long and time consuming procedure for tender appeals</li> </ul>

Phase	Issues
<b>Contract Negotiation &amp; Award</b>	<p style="text-align: center;"><b><u>Vague Award Procedures</u></b></p> <ul style="list-style-type: none"> <li>• Difficulties to fulfil international clients' demands for collateral security by submitting an unconditional bank issued On-Demand Guarantees.</li> <li>• Local banks that are reluctant to offer Working capital financing in affordable terms to the small and medium contractors</li> <li>• Contracts personnel unfamiliar with new approaches</li> <li>• Unclear of unfair risk allocation in contracts</li> <li>• Lack of knowledge about different contract types</li> <li>• Insufficient compensation for contractors taking greater responsibility through large turnkey projects on an EPC basis (Engineering, Procurement and Construction) and BOT (Built Operate and Transfer).</li> <li>• Lack of specific knowledge in contract negotiations and international contracting methods</li> <li>• Insufficient attention paid to important contract clauses by the contractors</li> </ul>
<b>Contract Administration</b>	<p style="text-align: center;"><b><u>Poor Compliance Procedures</u></b></p> <ul style="list-style-type: none"> <li>• Lack of specific knowledge in contract administration by staff in the Employer and the Contractor organizations</li> <li>• Projects involving new technology often take longer than originally anticipated (e.g. water and wastewater treatment plants)</li> <li>• Payment schedules not clearly understood by the Contractor</li> <li>• Lack of understanding of cash flow management by both Employer and Contractor</li> <li>• Claim preparation and follow-up is not adequately managed (how and when to prepare a claim document and how to follow up?)</li> <li>• Incomplete Work Breakdown Structures (WBS) that do not reflect the true "cost" of work.</li> <li>• Unclear procedures for the Dispute Adjudication Board (DAB)</li> <li>• Lack of standard methods for measurement and supervision</li> <li>• Lack of monitoring and reporting guidelines</li> <li>• Poor and inadequate reporting on different Project Management Levels</li> <li>• Risk control measures are neglected during construction</li> </ul>
<b>Contract Close-Out</b>	<p style="text-align: center;"><b><u>Improvised Procedures</u></b></p> <ul style="list-style-type: none"> <li>• Not adequate procedures during "Punch List", testing, and approvals results in low quality infrastructure</li> <li>• Lack of contractor transfer plan</li> <li>• Little attention is put on client operations and maintenance support (i.e., poor quality of maintenance manuals and warranty issues)</li> <li>• Long procedure during final payment and return of performance bond as absence of procedures</li> <li>• Omission of one or more contractual requirements due to unclear agreements</li> </ul>

*Booz Allen Hamilton, 2003*

---

**ANNEX 3: Summary of participants' evaluation**

Number of participants: 65

Number of answers: 42

**EVALUATION FORM**

**SOUTH EAST EUROPE INFRASTRUCTURE  
CONTRACT MANAGEMENT FORUM  
30 OCTOBER - 1 NOVEMBER, 2002  
BUCHAREST, ROMANIA**

What were your expectations for the Forum?

- to reach a common understanding on problems in contract management in the region and propose actions for improvement
- to learn more/ details about contract management
- to share experiences in project management from professional associations point of view
- to issue an Action plan and find out a way to continue a process
- to meet people from the SEE region with similar problems in CM and begin a dialogue for solving some of the issues
- finding out experience from other countries in the region, sharing ideas and developing new ideas
- that there will be more about FIDIC (more deeply)
- to meet representatives of FIDIC, IFIs, RIP
- bringing of all issues related to CMP and procurement process. Action on solving and mitigating issues that can enable more funds in SEE
- to understand how I can apply CM procedures/ to learn CM techniques
- find out more about best practices in CM. Help identify solutions for CM improvement in SEE
- enhance my knowledge on ways and techniques to solve CM problems and learn about similar experience in the region
- to meet new colleagues / to discuss the common issues related to the infrastructure
- networking and new CM concepts
- get together with people that have the will to help getting PM/CM on tracks in Romania and in the SEE
- to learn best practices in the area (contract management)
- I expected new education and meeting people who can help me in solving my problems which I have as general manager of water company
- my first expectation was training because I am at my very first involved in an infrastructure project and I am like a dry sponge ready to absorb information about it
- I was surprised from the quality of this forum / just an American one
- the forum was organized very well / my expectations was really covered

Were your expectations fulfilled? Circle <b>Yes</b> or <b>No</b> , and please explain.	Yes	No
<ul style="list-style-type: none"> <li>- we have determined necessary actions for the process to start rolling</li> <li>- good overview and some technical details discussed</li> <li>- partially. Action plan will be done. What and how we can go ahead</li> <li>- yes, it seems that in the SEE region there are people interested to solve common problems in CM using a "regional voice"</li> <li>- I believe that good foundation was in place for future regional networking</li> <li>- yes, except from point of FIDIC rules</li> <li>- we had opportunity to work together, either in the same stakeholder group or in mixed groups, too</li> <li>- my expectation even was exceeded</li> <li>- I get some new ideas</li> <li>- good ideas, sharing experience and networking</li> <li>- a solid base for further steps and action are established for implementing recommendations on issues through SEERIM</li> <li>- yes, except CM techniques</li> <li>- I learned a lot of new things regarding CM due to excellent presentations of experts, group discussions, and exercises. Working together on regional basis, each of us brought something for identifying the solution for CM improvement</li> <li>- more than that, it made clear to me how to improve my activities and use this Forum as a guideline</li> <li>- good section of participants; some update on harmonization and IFI goals on CM</li> <li>- it was agreed what the objectives are and who is (likely) to be in charge. Draft schedules will be great help</li> <li>- partially; on the new ideas submitted by some representatives</li> <li>- only two days and discussions were not focused on best practices, but on needs assessment and identifying problems, a preliminary step, but in the same time very useful</li> <li>- of course, I made many contacts and heard many things</li> <li>- these meetings provided some solutions that would not have been possible (or seen) without this forum</li> <li>- yes, my expectation were deeply fulfilled because I've got information from so many professionals and experienced people</li> <li>- plentiful information, excellent structured, good presentation / forum instead a conference: great idea</li> <li>- yes, organization and management of the forum was excellent; objection: sometimes too broad subjects</li> <li>- very good methods used by BAH people</li> <li>- well prepared and conducted forum, good participants, constructive work, useful outcome</li> <li>- yes, of course, but the time was so short / the logistical support was excellent</li> </ul>		

	Yes	No
<p>Did the Forum start a process to improve Contract Management in your country and region? Circle <b>Yes</b> or <b>No</b>, and please explain.</p> <ul style="list-style-type: none"> <li>- no, it has no yet started, but it has determined the course of actions</li> <li>- probably no. we should have support from the decision makers in country.</li> <li>- I want to believe that this Forum is only the first event in a long-run process for harmonization of CM issues in SEE</li> <li>- considering that I learned something, I would certainly share it with other colleagues in company and people who are in position to move things forward</li> <li>- yes, and it must go on</li> <li>- a number of activities addressed in achieving the specified objectives already is a step ahead in improving CM</li> <li>- yes, because we all are representatives of the countries in the region and we are involved in the contract &amp; project management</li> <li>- some things should be changed</li> <li>- clearly stated process and key issues; comprehensive approach and methodology</li> <li>- it's a pressure need for improving CM policies and procedures in my country</li> <li>- regional network CM association</li> <li>- by raising questions and problems, by grouping people</li> <li>- all participants agreed on solution to improve CM. An action plan was developed. SEERIM-NET and PMI Romania chapter expressed their interest to help implement the solutions.</li> <li>- by increasing the awareness of participants on different options and by creating possibilities to exchange experience in the future</li> <li>- yes, but not at full scale. Very few responsible authorities attended the forum and professional association are still poor and not too much able to promote changes at great scale. Only IFI's can push political (gov.) to make changes and to accept professional associations opinion</li> <li>- activity plans were prepared / responsible persons were defined</li> <li>- worked to a conclusion of concrete steps</li> <li>- it started by putting so many valuable information at hand, through very interesting and competent ladies and gents</li> <li>- I hope so</li> <li>- concrete action plans to be implemented were formulated</li> <li>- let's say first step was done and a way, it does not matter how long is, always starts with the first step</li> <li>- not yet (in Serbia), but soon</li> <li>- something has to be starting point / this was a very good one</li> <li>- it's a begging but this process has to be developed</li> <li>- a lot of effort will be necessary, but the PMI Romania just born and the National Association of Consulting Engineers can be the motors</li> <li>- a lot of knowledge delivered in 4 days</li> <li>- definitely / it may start with some training on CM issues, initiative to establish a local CM association and some lobbying activities to have the government support</li> </ul>		

Please list any advantages your country has in promoting this process, and obstacles that it must overcome.

Advantages

Obstacles

- better use of project funds
- setting a level playing field in contracting
- transparent procedures
- effective spending of public funds
- discussions and cooperation with people from the region
- if willingness and commitment, along with political will are present, if we really believe in the process, I do not see obstacles; we can all win
- promoting of professional associations (PM, CM, etc)
- having experienced personnel for procurement process
- organize similar event
- more and better project results and performance
- poor knowledge of CMP/ need for CMP techniques
- to implement better the project financed by IFI's
- experience; EU standards, network
- better managed contracts, that will lead to more successful project and an increased value for money
- young staff involved in CM
- one step ahead in EU
- harmonization process has been started
- no obvious advantage
- cut over costs and delay on projects / increase comfort (financial included) for all stakeholders
- more skilful people
- increase knowledge of professionals
- improve tendering / procurement procedures
- increase transparency
- implement projects more efficiently and effectively
- we were the host, many and various stakeholders attended the forum, so the process is ongoing
- we want to improve this process, but we need help from IFI's
- harmonization of Romanian laws with EIB's rules, in our case
- training our professionals
- conclusion and accomplishment of good infrastructure contracts
- better tendering/ better contract administration
- Serbia: there is already a number of professionals with previous experience
- there is a great demand for structuring the process, because of high infrastructure investment in the future
- transparency/ efficiency
- there is a local organization, member of FIDIC
- we had earlier experience in the realization of contracts in the world
- better understanding of the procurement procedures by the key persons involved
- decrease the corruption / decrease influence of politics in procurement process / save money / produce more skilled project managers
- success in project delivery

- the process is not understood

- political items over dominate contract management and project management expertise

- public awareness (which by education is solvable)

- political impact

- having governments that are changing each 4 years

What responsibilities have you taken on to promote this process? **Please describe.**

- not yet
- further develop CM component in the IPMA Hungarian
- open the opportunity for Best Practices
- to use it in the daily activity and support SEERIM-NET and especially IPMA activity in region
- I am determined to participate in future events similar to this forum and also, to support the efforts of the SEERIM-NET to promote such future events
- to be as professional as possible, further my education accept established best practices and help others to join in
- to be involved in previous mentioned steps
- learning different procurement procedures of various IFI's
- all what depend on me
- as part of SEERIM NET- information channel; initiation of SEE CM association
- through active sharing of information of SEERIM NET and training materials from RIP program
- to identify needs and actors who want to learn and apply
- we are ready to provide training and consulting in CM
- to support the process (implementing the solutions) as member of SEERIM-NET and PMI Romania
- promote a better studying of CM techniques and experiences by the involved staff
- to promote by all means this process inside professional associations
- to help by improving public awareness
- commitment to discuss procurement earlier in the project process and develop more appropriate contract procurement methodology
- I will be spreading the word around
- to make known to the Albanian association of Consulting Engineers member through some publishing papers
- as a member of SEERIM-NET I will join the efforts of other colleagues in info sharing, collecting curricula / materials developed, etc
- promoting the event and conclusions through our website and ask members of our associations to comment and put together their ideas
- all kind of responsibilities and I will support this improving
- share new information to employers
- spread the information I have got here and trying to implement on our project development
- I did already and will continue, steps in activating the existing NACE and obtain affiliation to FIDIC
- to involve the outputs of this forum in documents preparing which pass through my office (for example Government decisions, laws, regulations, etc / we can organize a seminar in collaboration with RIP, about the improvement of the infrastructure implementation project
- I promote this process at my job
- application of "policies and rules" learned will not be only for public benefit, but for individual one, too / the process is yet to start
- Training / lobbying
- I am personally known in this field and always invited at related events
- It can be helpful to be in touch in future
- promote the idea of SEE CM association / keep close contact with co-participants

**Additional comments.**

- moderators did a great job
- congratulations
- thank you and welcome in Croatia
- there were two long days of interesting discussions and an opportunity to meet friends
- thank you for the invitation to attend this forum
- thank you for good organization and valuable agenda and most important, for bringing us closer – good luck in future work
- go on and thanks
- thank you for organizing this important event
- thanks to organizers
- successful work and forum
- need for further establishing of SEE CM association
- thank you to all experts for their wonderful presentations, ideas, etc; thanks to RIP and all the team that makes this happen
- let's start!
- participants would have benefited from some additional speeches from representatives of water or transport sector from other countries in the region, in addition to Romania
- think to additional financial support
- it was very nice three days in Bucharest without politicians and their opinions
- the forum was a great opportunity for me for training and learning from experienced people
- I hope to remain in touch with you and even more, to co-operate with you
- RIP could prepare a summary that would be proposed to the Stability Pact like a consultant document to the government
- there were no participants from the government
- narrow selection of topics would help to achieve more efficient results
- participants must be able to speak fluent English
- very good
- one remark: material for forum could be presented on CD
- public awareness training and harmonization / they appear on all lists of actions for the 7 objectives
- we must meet again (and have fun)
- I am very pleased that I participated at this forum

**Thank you for your time in completing the evaluation!**

- Welcome!
- I thank you !

## ANNEX 4: List of participants

No.	Name	Last Name	Position	Organization	Country	Telephone	Fax	E-mail
1	Edmond	Spaho	Director	ANTTARC	Albania	355-38-204-8597	355-42-47603 / 04	edcenter@icc.al.eu.org
2	Shpresa	Halimi		ANTTARC	Albania	355-69-220-5744	355-42-47603 / 04	shpresa_halimi@hotmail.com
3	Sergio	De La Fuente	Country Manager	Booz Allen Hamilton	Albania	355-422-9550		delafuente_sergio@bah.com
4	Faruk	Kaba	President	Albanian Association of Consulting Engineers (FIDIC)	Albania	00355 4 25650 00355682032609	00355 4 25650	fkaba@icc.al.eu.org
5	Eduard	Prodani	General Secretary	Ministry of Transport and Telecommunications	Albania	00355682053	003554234640	eprodani@albmail.com
6	Sadedin	Limani	Director of the Water and Sewer Unit	Ministry of Territorial Adjustment and Tourism	Albania	003554256089 00355692153957	003554256089	sadetini@yahoo.co.uk
7	Aleksi	Aleksiev	Engineer in charge	Glavbolgarstroy	Bulgaria	359-2-915 1803	359-2-9151755	aaleksiev@gsb-bg.com
8	Spartak	Keremidchiev	President	Club Ekonomika 2000	Bulgaria	359-2-9816790	359-2-9818793	club2000@primasoft.bg
9	Vassil	Radovnovski	Man Director	Industrie consult	Bulgaria	359-2-9515533	359-2-9515426	iconsult@cblink.net
10	Yassen	Ishev	Director	Road Executive Agency	Bulgaria	359-2-951 69 41; 51 67 477	359-2-951 58 30	yishev@rea.bg
11	Assen	Antov		Investments an Development of National Roads (REA)	Bulgaria	35925167352	359-29515850	aaantov@rea.bg
12	Alexander	Andreev		Ministry of Environment and Water	Bulgaria	35929406642		aandreev@moew.government.bg
13	Earl	Glenwright	Consultant	USAID / T.R.A.D.E.	Bulgaria	001-970-328-3131		earl@glenwright.com
14	Vladimir	Skendrovic	Senior Operations Officer	World Bank	Croatia	+385-1-235-7242	385-1-2357200	vskendrovic@worldbank.org
15	Mladen	Radujkovic		University of Zagreb	Croatia	385-1-4561234	385-1-4828050	mladen@grad.hr
16	Vesna	Clekovic		Croatian Motorways	Croatia	385-1-4694527	385-1-4694473	vesna.clekovic@hac.hr
17	Zarko	Maricic		Zagreb Jakusevac Remediation Project	Croatia	385-1-6040758	385-1-6040765	zgos@zgos.tel.hr
18	Vesna	Arar		Zagreb Jakusevac Remediation Project	Croatia	385 1 604 0761	385-1-6040765	zgos@zgos.tel.hr
19	Dinko	Polic		Croatian Water	Croatia	385-1-6307675	385-1-6118570	pdinko@voda.hr
20	Ian	Nightingale	Director of Procurement	EBRD	EU	+44-20-7338-6884	44 20 73387472	nightini@ebrd.com
21	Andrew	Holland	Agreement Officer	USAID	Hungary	36-1-475-4568	36-1-475-4991	aholland@usaid.gov
22	Andrea	Tönkö		MRI	Hungary	36-30-311-8670	36-30-2163001	tonko@mri.hu
23	Laszlo	Karas	Chairman of Board of Trustees	International Project Management Association	Hungary	+36-30-2705182		laszlo.karas@axelero.hu
24	Saso	Petrov	Engineer in charge	"Beton" Construction Company	Macedonia	00389 70323315	389 21 33328	petrov_ing@yahoo.com
25	Pavel	Pavlovski	Engineer in charge	Construction Company "Granit"	Macedonia	3892391100	3892 381 205	granit@unet.com.mk

No.	Name	Last Name	Position	Organization	Country	Telephone	Fax	E-mail
26	Simon	Avramovski	Principal	B2	Macedonia	3892 112115	3892 112115	asimon@unet.com.mk
27	Vladimir	Grozdev	Manager	B2	Macedonia	3822112115 / 3827038853		vgrozdev@unet.com.mk
28	Margarita	Vckov	Project Director	Civil Engineering Institute "Makedonija"	Macedonia	3892 366837 / 38970603403	3892 366828	marga@sonet.com.mk
29	Marjana	Popovska		University of Cyril and Methodius	Macedonia	3892137396	+389-2-137396	MAR.JANA@MYSELF.COM
30	Biljana	Zdraveva	Deputy Minister	Ministry of Transport and Communications	Macedonia	389-2-128200	389-2-118144	biljanaz@mol.com.mk
31	Les	Stachow		Booz Allen Hamilton	Regional	4802206306301		stachow_leszek@bah.com
32	Svetlana	Mikhailova		Booz Allen Hamilton	Regional			
33	Daniel	Ivarsson	Managing Director	FIDIC	Regional	+41 (0)22 799 49 00	+41 (0)22 799 49 01	fidic@fidic.org
34	Rafael	Aldrete	Specialist	Booz Allen Hamilton	Regional	36-1-3018714	36-1-3018718	aldrete_rafael@bah.com
35	Richard	Noth		Booz Allen Hamilton	Regional	3613315254	3613018718	richnoth@aol.com
36	Marius Eugen	Opran	Secretary of State	Ministry of Public Administration	Romania	+40 -21- 312-3687		
37	Adrian	Chiris	Project Director	Lubrifin	Romania	40-268-333450 ext 151, +40-268-332252, mob_40-722-566533		invest@lubrifin.ro
38	Adriana	Pienaru		RITC	Romania	+40-722-373-847	40-21-3135847	apienaru@yahoo.com
39	Emil	Prodan		RITC	Romania	40-21-2126398	40-21-2126398	cfpoda@ara.ro
40	Vasile	Ciomos		President of ARA	Romania	40-21-4103872		vasile.ciomos@gov.ro
41	Victoria	Goldenberg	senior consultant	RITC	Romania	40-21-2126762	40-21-2126762	vic@ara.ro
42	Augustin	Purnus	Chapter President	PMI	Romania	40-722 213 498		info@pmi.ro
43	Chris	Germanacos	Director	Louis Berger Group	Romania	40-21-2107150	40-21-2114353	lbiibook@dial.kappa.ro
44	Peter	Cochrane	Project Manager	Louis Berger Group	Romania	40 21 314 34 35	40 21 314 34 35	pcochrane@louisberger.com
45	Florin	Iliescu		Romanian Infrastructure Services	Romania	+40-722-241-318		florin.iliescu@xnet.ro
46	Giovana	Soare		Vivendi Water Romania	Romania	+40-21-312-3556		
47	Silvan	Moldovan	gen manager	DP-Consult	Romania	40-264-435022	40-264-435006	dpconsult@mail.dntci.ro
48	Afrodita	Popa		RITC	Romania	40-744-638256	40-21-4135871	afropopa@aaageneral.ro
49	Emilian	Traista	senior engineer	Search Corporation	Romania	40-232-210098	40-232-210098	search_iasi@mail.dntis.ro
50	Michael	Stanciu	President	Search Corporation	Romania	+40-21-2304018	+40-21-2305271	michael.stanciu@searchltd.ro
51	Doru	Manea	Vice-president	Search Corporation	Romania	+40-21-2305596	+40-21-2305593	marketing@searchltd.ro
52	Emil	Timofti	general manag	HIDROCONSTRUCTIA	Romania			
53	Catrinel Catalina	Dumbrava Andrei		AFDJ Galati	Romania	40-745 432 443; 40-236 460016	+40-236-460799	catalinadumbrava@yahoo.co.uk
54	Costin	Calin		ARACO	Romania	40-21-3228622	40-21-3228922	costin.calin@geiqer.ro
55	Gianina	Moncea		USAID	Romania			
56	Danny	Robertson		USAID	Romania			
57	Sally	Everett	Principal	Booz Allen Hamilton	US	703-902-4788	703-902-3021	everett_sally@bah.com
58	Carl	Mitchell		USAID	US	202-712-5631		
59	Milos	Svarc	Manager	FIDECO	Serbia	+381-11-3619494	+381-11-3619494	M.Svarc@fideco.co.yu
60	Dejan	Davidovic	legal advisor	FIDECO	Serbia	+381-11-3619494	+381-11-3619494	D.Davidovic@fideco.co.yu

No.	Name	Last Name	Position	Organization	Country	Telephone	Fax	E-mail
61	Aleksander	Radojkic	Manager	Serbia Roads Directorate	Serbia	+381 11 30 40 701	+381 11 30 40 614	ALEKRAD@BITSYU.NET
62	Michael	Avery	Senior Associate	Booz Allen Hamilton	Serbia	1 202 258 3615		avery_michael@bah.com
63	Goran	Sijan	General Manager	Novi Sad, Waterworks and Sewerage	Serbia	+381 21 421 340 or 421 341	+381 21 423396	gsijan@yahoo.com gsijan@Eunet.yu
64	Albert	Gregorovic	Procurator	Belgrade Waterwork	Serbia	+381 11 3612226, +381 11 3612996	381-11-3612 123	gendir@bvk.co.yu
65	Miomir	Koljensic	Chief of Project Management Dep.	Belgrade Waterwork and Sewerage	Serbia	+38 1113612790, +38 1113613385; +38111543092	38 1113 557 997	mikol@bvk.co.yu

*Booz Allen Hamilton, 2003*