

TC DOCUMENT

I. Basic Information for TC

- Country/Region: Mexico/CID
- TC Name: A Comprehensive Shared Value Analysis of Renewable Energy in Oaxaca – Developing Diversity and Gender Lessons
- TC Number: ME-T1214
- Associated Loan/Guarantee Name: BWS2 Wind Power Corporate Loan
- Associated Loan/Guarantee Number: ME-L1125
- Team Leader/Members: Bettina Boekle-Giuffrida (SCF/SMU), co-team leader; Judith Morrison (SCL/GDI) co-team leader; Brian Blakely (SCF/INF); Christian Mirabella (SCF/SMU); Claudio Alatorre Frenk (INE/CCS); María Elena Castro Muñoz (SCL/ESG); Augusto Repetto (LEG/NSG); Patricia Arteaga (SCF/SMU); and Lina Uribe (SCL/GDI)
- Date of TC Abstract authorization: N/A
- Donors providing funding: Clean Technology Fund (CTF)
- Beneficiary: Private sector companies in the renewable energy sector working in Mexico and members of traditional communities
- Executing Agency and contact name: Bank executed
- IDB Funding Requested: \$100,000
- Local counterpart funding, if any: \$10,000
- Disbursement period: 12 months
- Required start date: August 1, 2012
- Types of consultants: Consulting firm/individual consultant
- Prepared by Unit: SCF/SMU and SCL/GDI
- Unit of Disbursement Responsibility: SCF
- TC Included in Country Strategy (y/n): No, however the TC is aligned with the Country Strategy goals for renewable energy and climate change mitigation with participation from the private sector.
- TC included in CPD (y/n): No, the TC is not included; however, the TC provides operational support for the ME-L1125 loan.
- GCI-9 Sector Priority: Promotion of sustainable growth; reduction of poverty and inequality and growth; development through the private sector; scale up investments, address financial gaps and leverage private sector investments.

II. Description of the Associated Loan/Guarantee

- 2.1 The associated SCF loan ME-L1125 envisions a medium to long term unsecured corporate loan directly to EGP or to INELEC with a corporate guarantee from EGP, to support its investment in the Bii Nee Stipa II ("BNS2") wind farm which is currently under construction by a joint venture between Gamesa S.A. ("Gamesa") and Cableados Industriales S.A. de C.V. ("CISA") (the "Project"). BNS2 is a 74 MW wind farm located in the Isthmus of Tehuantepec, Oaxaca, Mexico with 37 wind turbine generators ("WTG") model G80-2MW, with expected annual net generation of 278 GWh.
- 2.2 EGP signed an agreement with Gamesa as the WTG supplier and full-EPC contractor for the wind farm as well as a two-year operation and management agreement following project completion. CISA will construct the balance of the plant, build the transmission-line and manage the local permits. The BNS2 project benefits from two power purchase agreements to Grupo Nestlé Mexico, S.A. de C.V. and subsidiaries and Femsa, S.A.B. to purchase 78% of the expected energy production under the self-supply framework. Surplus energy can be either allocated to other parties, if they become shareholders of the project special purpose company, Stipa Nayaa S.A. DE C.V. ("Stipa"), or sold to CFE at 85% of the short-term cost of the electric system.
- 2.3 The loan will finance up to the lesser of i) US\$76 million or ii) 50% of the total project cost of BNS2. The loan will be fully exposed to the corporate consolidated EGP risk and will not therefore be structured as a project finance transaction with any direct pledge of the BNS2 project revenues and security.

III. Objectives and Justification of the TC

- 3.1 This co-led TC with the Structured and Corporate Finance Department (SCF/SMU) and the Gender and Diversity Division (SCL/GDI) serves as an operational input to the Clean Technology Fund (CTF) Mexico Renewable Energy Program, Proposal III Grant (\$70.6M). The TC will support a comprehensive review and appraisal of existing and future shared-value opportunities for the wind energy sector in Oaxaca, design a cost-benefit analysis for new companies interested in entering the wind power sector, and finance a small-scale pilot innovation.
- 3.2 Shared value through benefits sharing with local communities has been tested as a cost-effective and high return business strategy in the renewable wind energy sector in Europe and the US, but has not been well-tested in Latin America. The question of benefits sharing is a major source for potential social tensions with communities since some community members will economically benefit from the wind farms while other parts of the population may not and may also have to support negative impacts of the wind farms. Also, and in the specific case of Oaxaca, the question of benefits sharing originates in differences in gender and diversity which have not been addressed in any analysis as yet. In preliminary reviews of project documentation and discussions with other financing partners the incorporation of indigenous peoples and gender has been lacking in previous analyses. In some cases it is too late to consider these elements; however there are

possibilities for incorporating better practices into project implementation and better investing strategies for local communities. Specific information on shared value is extremely valuable at this time because it can enable companies to expand from simple charitable activities towards investments that will lead to returns for the company and community. Specifically the companies can consider investments in activities that can lead to sustainable results for communities. The hired consultants will work directly with the companies and communities to identify these shared value prospects. Additional clarity on the conditions needed for successful shared value strategies with benefits sharing, levels and types of community involvement, and the potential benefits and cost of community engagement are all areas requiring further exploration in Mexico and throughout the IDB portfolio. Lessons learned from this TC will support operations by the Bank in other countries throughout the region. Current operations by the IDB and other investors in Oaxaca, and future operations by new corporations entering the field through the larger CTF grant and expansion of the sector in Mexico require a more comprehensive knowledge base of business practices with respect to community engagement.

- 3.3 The shared-value approach has been identified as a key tool by SCF to meet the goals of the new private sector strategy stated in GCI-9. The approach is of particular interest because it links corporate practices that improve the competitiveness of a company with socio-economic opportunities in surrounding communities. Shared value appraisals specifically include a comprehensive review and analysis of new and existing shared-value opportunities for selected companies in strategic sectors, coupled with a cost-benefit analysis. Many large private sector clients lack the time, finances, human resources and know-how to engage in systematic, business-aligned, and thus sustainable CSR activities. In Oaxaca, the need to design and bid quickly has placed additional pressures on companies and local communities that in some cases have limited possibilities of exploring shared value models up until this point.
- 3.4 SCL/GDI's experience in designing programs that promote development for indigenous peoples, traditional and marginalized communities, and women will be used to ensure the effectiveness of the shared value appraisal model for traditionally disadvantaged sectors of society. The Gender and Diversity Division (SCL/GDI) will play a co-leadership role in the implementation of the TC by providing guidance on approaches that are gender and culturally sensitive to best serve the needs of local communities. This will ensure that the investments identified by IDB clients align with strategic opportunities available for local communities – the second half of the shared value approach. In Oaxaca, indigenous peoples and women are the majority of the residents in communities impacted by loans, however there have been several examples of cultural barriers in communications (such as materials not being translated into indigenous languages or a lack of understanding of how the wind sector functions on the land), and in negotiations that has led to women being left out of benefits sharing negotiations and mechanisms because they are not formal land title owners, despite the fact that they control the land, or their interests are not incorporated in negotiations because they are not represented by traditional governance systems. This TC will address these areas that have not been well addressed in prior analyses for benefits sharing.

IV. Description of Activities/Components and Budget

- 4.1 This TC will finance the hiring of a retainer consultant firm with experience in shared valued methodologies to provide additional information on benefits sharing, levels and types of community involvement, and the potential benefits and cost of community engagement. These recommendations will be tested through an experimental small pilot to be defined based on the results of the analysis.
- 4.2 **Component 1. Mapping of Existing Shared Value Interventions for Wind Power in Oaxaca.** An in-depth review and analysis of existing shared value experiences undertaken by companies operating in Oaxaca (executed by consultant firm).
- a. Activities: i) Analysis of current status of the wind power industry in Oaxaca, with the goal of identifying growth challenges and strategic outlook of currently involved companies based on financial, market, and employment-opportunities; interviews with key-decision makers of companies involved in the sector in Oaxaca (CEO; high-level management etc.); engagement with business associations (such as the *Asociación de Empresas de Energía Eólica –AMDEE*); ii) Updating existing analyses of socio-economic challenges and needs in surrounding and stakeholder communities incorporating cultural identity and gender; and iii) Mapping current benefits sharing schemes in place (fixed rate, royalties, community revolving funds, hybrid approaches, others) by specific company and community (or ejido where relevant). This analysis will include information on leadership structures in local communities and methods of distribution of benefits to local level beneficiaries. As mentioned earlier the lack of systematized information on how the wind power sector functions in the local context has been a serious limitation for corporate decisions and regional policy making. The results from these analyses will inform the design of concrete recommendations for new firms in component 2.
 - b. Expected outputs: Comprehensive shared-value report of best experiences for different shared-value interventions in the wind energy sector and respective cost implications.
 - c. Expected results: A systemic analysis of current practices to inform recommendations for shared-value interventions in the wind sector.
- 4.3 **Component 2. Analysis of the Best Approaches for Benefits Sharing to Inform Future Operations and Bids.** Includes a check-list of recommendations specifically designed for new bidders and Bank clients interested in entering the wind power sector with specific recommendations that contemplate development with cultural identity and gender (executed by consultant firm). These recommendations will be based on a rigorous financial analysis that quantifies benefits for firms as well as communities.
- a. Activities. Based on analysis in component 1. This analysis will i) provide a summary of recommendations on identified shared-value opportunities for a handful of specific companies that are current clients of the IDB, highlight opportunities and challenges, and propose specific mechanisms for engaging local communities that contemplate cultural difference and gender; ii) analyze ideal conditions for engaging local communities, and recommendations for companies on how to improve these

conditions (through mechanisms such as communication strategies) when interacting with local stakeholders; iii) facilitate companies' decision-making processes on preferred future interventions, detailing cost and benefit-projections; and vi) advise companies on steps for successful implementation.

- b. Expected outputs. Cost-benefit analysis displaying private and social rates of return in the short, medium, and long-run for identified practices.
- c. Expected results: Shared-value approaches selected, designed and ready to be executed by clients, with clear and realistic budget expectations that better meet the needs of local traditional communities.

4.4 Component 3. Financing of a Competitively Selected Innovation in Shared Value for Wind Power in Oaxaca. A small amount of financing will be available for one or two competitively selected firms to partner with local stakeholders to design a shared value innovation integrating both a business and social intervention (executed by the Bank). Examples of this type of intervention include a community turbine, the creation of direct/indirect economic opportunities for local communities (service provision, value chain integration) aligned with a company's strategic outlook, and local capacity building programs within the wind industry to support better benefits-sharing schemes.

- a. Activities. i) Communications strategy to announce the innovations project competition; ii) Dissemination of information on the pilots (which will help leverage the firm(s) counterpart contribution(s); iii) Selection of the pilot will be a tool for garnering additional support for the shared values approach; therefore the selection process will include participation from prestigious representatives from the wind power sector, AMDEE, and local communities; and iii) Selection criteria will include innovation, feasibility of the approach, and equity taking into account development with identity and gender.
- b. Expected outputs. A well-publicized pilot selected in a transparent and technically rigorous manner.
- c. Expected results. An example of better practice that can serve as a potential model for the sector in Oaxaca.

Indicative Results Matrix

Component	Description	Baseline	Products	Result
Component 1. Mapping of Existing Shared Value Interventions for Wind Power in Oaxaca.	In-depth review of existing shared value opportunities.	Limited information on current interventions and the information that is available has not been classified or systematized in a manner that makes it accessible to others.	Comprehensive shared-value report including menu of options for different shared-value interventions in the wind energy sector and respective cost implications.	Concrete recommendations for preferred shared-value interventions in the wind sector.
Component 2. Analysis of the Best Approaches	Analysis for new firms entering the sector.	Limited information on the financial costs and	Cost-benefit analysis displaying private and social	Specific actionable recommendations for the industry

for Benefits Sharing to Inform Future Operations and Bids.		opportunities of community-engagement with a gender and traditional peoples' perspective.	rates of return in the short, medium, and long-run for the selected intervention; cost implications.	based on rigorous financial analysis.
Component 3. Financing of a Competitively Selected innovation in Shared Value for Wind Power in Oaxaca.	Financing for 1 or 2 pilots in shared value innovation	Activities have been undertaken by individual companies in an <i>ad hoc</i> manner based on the level of interest of specific managers, not based on business based analysis.	A well-publicized pilot selected in a transparent and technically rigorous manner.	An example of better practice that can serve as a potential model for the sector in Oaxaca.

Indicative Budget (US\$)

Activity/Component	Description	IDB (CTF)	Local Counterpart	Total
Component 1. Mapping of Existing Shared Value Interventions for Wind Power in Oaxaca.	In-depth review of existing shared value.	40,000	0	40,000
Component 2. Analysis of the Best Approaches for Benefits Sharing to Inform Future Operations and Bids.	Analysis for new firms entering the sector.	40,000	0	40,000
Component 3. Financing of a Competitively Selected Innovation in Shared Value for Wind Power in Oaxaca.	Financing for 1 or 2 pilots in shared value innovation.	20,000	10,000*	30,000
Total		100,000	10,000	110,000

*In-kind resources from the firm(s).

V. Executing Agency and Execution Structure

5.1 This project will be Bank executed.

VI. Project Risks and Issues

- 6.1 Current tensions in the region: Mixed benefits schemes in the wind power sector and pressures to move projects forward quickly has led to limited levels of trust between firms and local communities. This TC is an attempt to reduce some of the existing tensions, but the persistent challenges in the region may ultimately have an impact on the accessibility of information. This comprehensive analysis of the social context, even with limited amounts of information, may be viewed as a positive step forward despite the anticipated challenges.
- 6.2 Consultant firm selection: The goal of the TC is to identify and competitively select one consultancy firm that will be able to carry out all tasks described in the components of this TC. In case one consultancy firm alone cannot provide all expertise necessary for the involved tasks, the project team will request that the selected consulting firm sub-

contracts individuals with adequate expertise in order to provide the depth of analysis required.

- 6.3 Timing. Implementing a shared value approach at this stage of the project has some limitations because construction has started in the case of several firms. The true advantage of the timing is that tensions have already been identified and firms are beginning to see the missed opportunities and challenges from not having a shared values approach in the initial project design. A well-crafted strategy and pilot could therefore have tremendous influence over the process.

VII. Exceptions to Bank policy

- 7.1 No exceptions to Bank's policy are envisioned.

VIII. Environmental and Social Strategy

- 8.1 This project does not present any specific Environmental Screening and Classification Toolkit risk. It will improve the analysis of how private sector development can better improve development outcomes for indigenous peoples and women in Latin America. However, it has been classified as B because it supports the loan M-L1125.

Required Annexes:

Annex I. Request from the Client

Annex II. Terms of Reference

Annex III. Procurement Plan

REV 9/7/2012

TERMS OF REFERENCE

Shared Value Appraisal

I. Overview

This contract follows a Quality Based Selection as the product is a highly specialized assignment for which it is difficult to define precise TOR, the proposal by the consultant will need to demonstrate innovation and relevant experience. Consultants are free to propose their own estimates but are urged to make cost-effective proposals that avoid unnecessary expenses. The Consultant shall agree to enter into a fixed price lump sum contract, which will include all professional and overhead fees payable by IDB for the outlined terms of reference.

The Consultant is responsible for identifying and designing the necessary steps for a shared value appraisal and to test these steps in a selected pilot intervention upon agreement with the IDB (see details below).

Furthermore:

- The Consultant will perform all tasks within the scope of work with professional skills based on due diligence and experience. The Consultant will perform the work in an efficient manner and will avoid unnecessary expenses by assigning appropriate personnel, utilizing appropriate means of communication, optimizing travel schedules and through other appropriate means without compromising the thoroughness or quality of the work.
- The Consultant shall be available to attend meetings with the Inter-American Development Bank (IDB) on an as-needed basis and will make various presentations, if required.
- The Consultant should be prepared to review documents, conduct meetings and produce reports in English or Spanish.
- The Consultant will also cooperate with the IDB's legal department, as the need arises.
- The Consultant will advise and provide reports to the IDB on the topics included in the analyses, as described in the schedules and deliverables section. (Section IV).

II. Context of the consultancy

This co-led TC with the Structured and Corporate Finance Department (SCF) and Gender and Diversity Division (GDI) serves as an operational input to the Clean Technology Fund (CTF) Mexico Renewable Energy Program, Proposal III Grant (\$70.6M). The TC will support a comprehensive review and appraisal of existing and future shared-value opportunities for the wind energy sector in Oaxaca, design a cost-benefit analysis for new companies interested in entering the wind power sector, and finance a small-scale pilot innovation. Shared value implements corporate policies and practices that enhance the competitiveness of a company (and in turn financial returns) by simultaneously identifying socio-economic opportunities in surrounding communities. The goal of shared value is to achieve sustainable change at a large scale for the company and community, thus integrating business and social values.

Shared value through benefits sharing with local communities has been tested as a cost-effective and high return business strategy in the renewable wind energy sector in Europe and the US, but has not been well-tested in Latin America. The question of benefits sharing is a major source for potential social tensions with communities since some community members will economically benefit from the wind farms while other parts of the population may not and may also have to support negative impacts of the wind farms. Also, and in the specific case of Oaxaca, the question of benefits sharing originates in differences in gender and diversity which have not been addressed in any analysis as of yet. Additional clarity on the conditions needed for successful shared value strategies with benefits sharing, levels and types of community involvement, and the potential benefits and cost of community engagement are all areas requiring further exploration. Current operations by the IDB and other investors in Oaxaca, and future bids/operations by new corporations entering the field through the larger CTF grant and expansion of the sector in Mexico require a more comprehensive knowledge base of the business practices with respect to community engagement.

The shared-value approach approach has been identified as a key tool by SCF to meet the goals of the new private sector strategy stated in GCI-9. The approach is of particular interest because it links corporate practices that improve the competitiveness of a company with socio-economic opportunities in surrounding communities. Shared value appraisals specifically include a comprehensive review and analysis of new and existing shared-value opportunities for selected companies coupled with a cost-benefit analysis. Many large private sector clients lack the time, finances, human resources and know-how to engage in systematic, business-aligned, and thus sustainable CSR activities. In Oaxaca, the need to design and bid quickly has placed additional pressures on companies and local communities that in some cases have limited possibilities of exploring shared value models up until this point.

III. Objective of consultancy and expected products

The consultancy hereby presented has the main objective of offering a “Shared Value Appraisal” to clients. Such appraisal, to be piloted through the consultancy, shall include a comprehensive review and analysis of existing and future shared-value opportunities for selected companies coupled with a cost-benefit analysis.

This TC contemplates a retainer consultant firm with experience in shared valued methodologies to provide additional information on benefits sharing, levels and types of community involvement, and the potential benefits and cost of community engagement. These recommendations will be tested through an experimental small pilot to be defined based on the results of the analysis.

In order to achieve the objective of this consultancy, one or more dedicated site visits will be needed, the actual number to be agreed before the commencement of the assignment. In addition, the following components are expected to be accomplished:

- Component 1: Mapping of existing Shared Value interventions for Wind Power in Oaxaca. An in-depth review and analysis of existing shared value experiences undertaken by companies operating in Oaxaca (executed by consultant firm).
- Activities: (i) Analysis of current status of the wind power industry in Oaxaca, with the goal of identifying growth challenges and strategic outlook of currently

involved companies based on financial-, market-, and employment-opportunities; interviews with key-decision makers of companies involved in the sector in Oaxaca (CEO; high-level management etc.); engagement with business associations (such as the Asociación de Empresas de Energía Eólica –AMDEE); (ii) Updating existing analyses of socio-economic challenges and needs in surrounding and stakeholder communities incorporating a new, innovative dimension on the impact of cultural identity and gender; (iii) Mapping current benefits sharing schemes in place (fixed rate, royalties, community revolving funds, hybrid approaches, others) by specific company and community (ejido where relevant). This analysis will include information on leadership structures in local communities and methods of distribution to beneficiaries. The results from these analyses will inform the design of concrete recommendations for new firms in Component 2.

- Expected outputs: Comprehensive shared-value report of best practices for different shared-value interventions in the wind energy sector and respective cost implications
- Expected results: A systematic analysis of current practices to inform recommendations for preferred shared-value interventions in the wind sector.
- Component 2: Analysis of the best approaches for benefits sharing to inform future operations and bids. Includes a check-list of recommendations specifically designed for new bidders and Bank clients interested in entering the wind power sector with specific recommendations that contemplate development with cultural identity and gender (executed by consultant firm)
- Activities: (i) Based on analysis in component 1, summary recommendations will be provided of identified shared-value opportunities for a handful of specific companies that are current clients of the IDB. This analysis will highlight opportunities and challenges and propose specific mechanisms for engaging local communities that contemplate cultural difference and gender; (ii) analyze ideal conditions for engaging local communities, and recommendations for companies on how to improve these conditions (through mechanisms such as communication strategies) for companies when interacting with local stakeholders (iii) facilitate companies' decision-making process on preferred future interventions, detailing cost and benefit-projections; (vi) advice to companies on steps for successful implementation.
- Expected outputs: Cost-benefit analysis displaying private and social rates of return in the short-, medium- and long-run for identified practices.
- Expected results: Shared-value approaches selected, designed and ready to be executed by clients, with clear and realistic budget expectations that better meet the needs of local traditional communities.
- Component 3: Summary and presentation of recommendations to IDB project team and management displaying lessons learned in terms of client engagement and support, methodology and suggestions of how to use this type of appraisal for the sector.

The goal of this tailor-made appraisal is the development of a new, innovative product in line with IDB private sector clients and developmental outlook. This pilot appraisal shall be applied to other cases and contexts after the termination of this consultancy. Therefore, final recommendations shall be specific but also flexible. We urge the consultancy firm to use a rigorous methodology (including a consideration of GRI reporting standards, and the IRIS and GIIRS frameworks to understand if they are applicable) but to also be creative and innovative in designing the shared-value appraisal.

III. Required profile of the consultant or firm

The consultant or consultancy firm shall provide and combine a variety of expertise including business administration, finance and economics, accounting, social science, gender, sociology/anthropology, sustainability and specific industry knowledge.

It will be in the responsibility of the consultancy firm that is successfully selected to determine the composition of the team and assure its functioning under the guidance of one main counterpart for the IDB. IDB expects selected experts to be fluent in Spanish and English, to have more than ten years of working experience in the mentioned fields, and to be able to combine a research/analytical approach with operational experience with relevant private sector clients, local communities using development with identity, and familiarity with gender-based analytical tools. To that extent, please provide CVs of each proposed team member. Preference will be given to consultancy firms that have a proven track record of regional experience in the Latin American business environment and have at least one local partner in the region (in case the consultancy firm is US-based).

One of the key objectives of the program is to transfer knowledge and opportunities about shared value operations to the local private sector. The Consultant should therefore work closely with the management and staff of the company where the appraisal is carried out.

The Consultant will be required to liaise closely with the IDB Project Team to whom they will also report. To this end the Consultant will appoint a responsible official to be the main contact with IDB.

IV. Payment Schedule and other Costs

30% upon signing of the contract in order to cover the consultancy firm's initial expenses;

30% upon mutual agreement on the type of operation and details of the assignment to be developed;

40% upon submission and approval of final products defined under the terms of reference.

Payments will be inclusive of travel costs, which will be covered according to the Bank staff travel policies, including the Bank's per diem rates and hotel rates limits for accommodation booking, as well as the lowest economy class airfare available at

the time of booking. Please indicate if you will charge any administrative fees on travel costs.

V. Schedule and Deliverables

Component	Expected outputs	Time requirement
1- In-depth interview and analysis of shared value opportunities	Summarized shared-value report (all possible options)	3 weeks as of signing of the contract
2 – Selection and design of shared value intervention	Report with cost-benefit analysis and full, in-depth analysis of chosen shared value intervention	3 weeks as of signing of the contract
3 – Summary and presentation of recommendations to SCF management	Final report with summarized recommendations	2 weeks as of signing of the contract

V. Timing and Conditions of the Final Report

The Consultant will be required to submit its draft report for each type of analysis/due diligence according to the schedule agreed upon and the final reports within 5 business days from receipt of comments made by the IDB on the draft Reports. Reports shall include models in Excel (including spreadsheet calculations) supporting the analyses and showing the technical and financial feasibility of potential shared value opportunities or interventions compared.

The Consultant will prepare the final reports that will be presented to the IDB in English. The Consultant's report must be completed no later than three weeks after contract signature. All reports will be the property of the IDB and the client.

All reports shall be in the English or Spanish language and should be prepared in Microsoft Word, and should be submitted by e-mail. Microsoft Word format of reports shall also include three (3) hard copies to:

Bettina Boekle-Giuffrida, Judith Morrison, and Christian Mirabella

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REV 7/3/2012

Ref. No.	Description of and category of procurement contract	Estimated cost in (US\$ thousand)	Procurement method ¹	Review (ex-ante or ex-post)	Source of financing and		Prequalification (Yes/No)	Estimated Dates		Status (pending, in process, awarded, cancelled)	Comments
					IDB %	Local / Other %		Publication of specific procurement notice	Completion of contract		
1	CONSULTING SERVICES										
	Shared value appraisal. Comprehensive review and analysis of existing and future shared-value opportunities for selected companies coupled with a cost-benefit analysis.	100,000	QBS		100		no	1-Oct-12	30-May-13	pending	

¹ **Goods and Works:** ICB: International competitive bidding; LIB: limited international bidding; NCB: national competitive bidding; PC: price comparison; DC: direct contracting; FA: force account; PSA: Procurement through specialized agencies; PAS: Procurement agents; PLFI: Procurement in loans to financial intermediaries; BOO/BOT/BOOT: Build, own, operate/build, operate, transfer/build, own, operate, transfer; PBP: Performance-based procurement; PLGB: Procurement under loans guaranteed by the Bank; PCP: Community participation procurement; Consulting Firms: QCBS: Quality- and cost-based selection; QBS: Quality-based selection; FBS: Selection under a fixed budget; LCS: Least-cost selection; CQS: Selection based on the consultants' qualifications; SSS: Single-source selection; Individual Consultants: QCNI: Selection based on comparison of qualifications of national individual consultants; QCII: Selection based on comparison of qualifications of international individual consultants.