

## **REGIONAL**

# **INTERNATIONALIZATION OF TRADE IN SERVICES IN ANDEAN COUNTRIES**

**(RG-T1695)**

## **PLAN OF OPERATIONS**

This project was prepared by the following project team: Fabrizio Operti (INT/INT), Project Team Leader; Kea Wollrad (INT/INT); Isabel Mejia (INT/INT); Pablo Garcia (INT/INT); Lesley Cassar (INT/INT); Caroline Levington (INT/INT); Yasmin Esteves (INT/INT) and Diego Buchara (LEG/SGO).

## TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY .....	1
II.	BACKGROUND AND JUSTIFICATION .....	2
	A. Background and problem statement .....	2
	B. Relation with Bank Strategy .....	3
	C. Relation with the Trust Fund .....	3
III.	PROGRAM DESCRIPTION .....	3
	A. Program goal and purpose .....	3
	B. Components .....	4
IV.	BUDGET .....	5
	A. Summary cost table .....	5
	B. Description, composition, and sources of funding .....	5
	C. Sustainability .....	5
V.	EXECUTING AGENCY AND MECHANISM .....	5
	A. Executing agency .....	5
	B. Executing mechanism .....	6
	C. Program implementation readiness .....	6
	D. Execution period and disbursement schedule .....	6
	E. Procurement .....	6
VI.	MONITORING AND EVALUATION .....	6
	A. Monitoring .....	6
	B. Technical and basic responsibility .....	6
	C. Progress and final reports .....	6
	D. Describe the evaluations proposed .....	6
VII.	PROGRAM BENEFITS AND RISKS .....	7
	A. Program benefits and developmental impact .....	7
	B. Target Beneficiaries .....	7
	C. Risks .....	7
VIII.	ENVIRONMENTAL AND SOCIAL ASPECTS .....	7
	A. Date of ESR review .....	7
IX.	RECOMMENDATION .....	7
X.	CERTIFICATION .....	8
XI.	APPROVAL .....	8

## **ANNEXES**

ANNEX I	Logical Framework
ANNEX II	Detailed Program Budget
ANNEX III	Procurement Plan

## **SOCIO-ECONOMIC BASIC INFORMATION**

The basic socio-economic information, including public debt information, is available at <http://www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata>

## INFORMATION AVAILABLE IN THE INT/INT ARCHIVES

### EXECUTION:

- 1 Terms of Reference  
<http://idbdocs.iadb.org/wsdocs/getDocument.aspx?Docnum=2252349>
- 2 Request Letter from Colombia  
<http://idbdocs.iadb.org/wsdocs/getDocument.aspx?Docnum=2242797>
- 3 Request Letter from Peru  
<http://idbdocs.iadb.org/wsdocs/getDocument.aspx?Docnum=2242793>
- 4 Request Letter from Ecuador  
<http://idbdocs.iadb.org/wsdocs/getDocument.aspx?Docnum=2242806>

## **ACRONYMS AND ABBREVIATIONS**

BPO	Business process outsourcing
GSLI	Global Services Location Index
IDB	Inter-American Development Bank
INT/INT	Integration and Trade Sector
IT	Information Technology
ITO	Information technology outsourcing
KPO	Knowledge process outsourcing
LAC	Latin America and the Caribbean
PPMR	Program Performance Monitoring Report
R&D	Research and development

## **I. EXECUTIVE SUMMARY**

<b>Beneficiary:</b>	Peru, Colombia, Ecuador and Bolivia.		
<b>Team Leader/Members:</b>	Fabrizio Opertti (INT/INT) Project Team Leader; Kea Wollrad (INT/INT); Isabel Mejia (INT/INT); Pablo Garcia (INT/INT); Lesley Cassar (INT/INT); Caroline Levington (INT/INT); Yasmin Esteves (INT/INT) and Diego Buchara (LEG/SGO).		
<b>Executing Agency:</b>	The Inter-American Development Bank.		
<b>Target Beneficiaries:</b>	Bolivia, Colombia, Ecuador and Peru.		
<b>Source of Funding:</b>	IDB-Canada Trade Fund:	CAD\$500,000	(≈US\$474,000)
	Local counterpart:	CAD\$ 0	(≈US\$ 0)
	Total:	CAD\$500,000	(≈US\$474,000)
<b>Objectives:</b>	The overall objective of the project is to support the governments of the Andean countries in developing mechanisms to improve the regional capability to create investment opportunities and high value-added jobs.		
<b>Execution timetable:</b>	Execution Period:	18	Months
	Disbursement Period:	21	Months
<b>Special Contractual Conditions:</b>	None.		
<b>Exceptions to Bank Policies and Procedures:</b>	None.		
<b>Environmental and Social Review:</b>	ESR reviewed the profile of this operation on November 3 <sup>rd</sup> , 2009 and classified it as category “C”. Given the nature of the Technical Cooperation, no further action is required.		
<b>Coordination with other Official Development Finance Institutions:</b>	None.		

## II. BACKGROUND AND JUSTIFICATION

### A. Background and problem statement

- 2.1 Over the past several decades, global economies have come under increasing pressure to maximize productivity. Outsourcing non-core business functions emerged as a successful strategy to maximize efficiency. Many firms have initiated a cost cutting strategy, but have increasingly outsourced to improve results, reach new markets and access specialized expertise. In a great variety of industries, success in both domestic and international markets requires an intelligent outsourcing strategy and firms in the developed countries are seeking offshore opportunities where the right fit of capable services firms, infrastructure, qualified labor at relatively low cost and cultural fit can be found. As firms in the developed world increasingly look to emerging markets to expand and diversify their outsourcing strategies, the Andean region should position its markets to participate fully by strengthening firm capability and aligning its services offerings with global demand.
  
- 2.2 The market for offshoring services has been growing at double digit rates for over eight years and is estimated to have reached an average annual value of \$60-70 billion in 2008.<sup>1</sup> The market is segmented into three parts: information technology outsourcing (ITO), business process outsourcing (BPO) and knowledge process outsourcing (KPO). ITO encompasses all activities associated with Information Technology (IT) software applications and infrastructure and has traditionally been the largest market segment, representing approximately 50% of the total market in 2007. BPO represents a wide range of back- and front-office IT-enabled services and currently represents approximately 35% of the offshoring market. KPO encompasses high value-added market activities including research and development (R&D), market analytics and professional services in the financial, engineering and healthcare industries. Following its recent emergence, KPO has already become 15% of the offshoring market and studies predict that it will be the fastest growing segment.
  
- 2.3 The Andean region presents a unique opportunity to capitalize on new offshoring trends. Research by Duke University's Offshoring Research Network indicates that offshoring firms' value speed to market and qualified personnel increasingly more relative to cost advantages. As buyers of services progressively favor "nearshoring" approaches and increase geographical diversification to mitigate risk, the Andean countries gain a competitive advantage due to their proximity to U.S.-headquartered firms. The Andean region also benefits from relatively strong cultural affinity with North America and Europe, a neutral Spanish for business communication and voice-based services aimed at the Spanish-speaking market in the U.S., and regionally competitive costs for skilled labor as well as business expenses.<sup>2</sup> As a result, the Andean region has the potential to become an important player in the offshoring landscape.

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<sup>1</sup> Sources: Mckinsey, Everest Research Institute, Forrester Analysis.

<sup>2</sup> Source: Economic Intelligence Unit (EIU) World Investment Service & Country Commerce Data, 2008-2009.



- 2.4 The offshoring industry in the Andean region is still relatively underdeveloped and unknown to foreign companies. While Argentina, Brazil, Chile, Mexico and Uruguay have all risen in the A.T. Kearney Global Services Location Index (GSLI) in recent years, the Andean states remain notably absent from the top 50. Fortunately, the improvement in the Southern Cone largely reflects new policies and promotion of service exports. Similar investments in the Andean region could be expected to achieve significant gains in trade in services. The focus should be on improving the business environment and investment attractiveness of the region.
- 2.5 The development of regional centers of excellence in service provision and the attraction of greater multi-country foreign investment will strengthen trade integration and consolidation of regional markets. As a result, improvements in productivity and entrepreneurial innovation, as well as increasing services export volumes, can be expected in the region.

#### **B. Relation with Bank Strategy**

- 2.6 The objectives and activities of the project correspond to the Bank's Strategy for Regional Integration (GN-2245), which highlights that "one key focus of attention is regional market consolidation, to preserve the gains achieved thus far and continue to enhance liberalization processes. The priority aim of the Bank's umbrella strategy should be to provide support to countries to devise and enforce rules that will foster efficient trade and investment in the regional marketplace (...)"
- 2.7 The Bank's Strategy for Regional Integration also seeks to orient Bank support toward economic integration and regional cooperation. Additionally, it seeks to foster trade in services and increase foreign investment.

#### **C. Relation with the Trust Fund**

- 2.8 The project relates directly to one of the key objectives of the IDB-Canada Trade Fund i.e. the generation of innovative approaches and solutions that focus on trade-related capacity building strategies for Latin America and the Caribbean (LAC) countries.

### **III. PROGRAM DESCRIPTION**

#### **A. Program goal and purpose**

- 3.1 The goal of the project is to support the governments of the Andean countries in developing mechanisms to improve the regional capability to create investment opportunities and high value-added jobs. The purpose is to enhance the capacity and maturity of offshoring service providers through new trade and investment promotion strategies.
- 3.2 The project's specific objectives are to: (i) strengthen capacity in sectors with services export potential through a process of identifying specific opportunities within Andean region and the requirements of international demand; and (ii) market the countries' competitive advantages with emphasis on the export services industry.

## B. Components

### 1. Component 1: Analysis for the Andean Region's Offshoring Readiness

3.3 This component would include a study of the region which would include the activities that follow:

- a. **Detailed assessment of the current scenario of the offshoring industry in the Andean region:** The study is aimed at understanding and providing details on the various advantages that the Andean countries possess and the key challenges the region would have to overcome to become a leader in the offshoring industry. Among others, the study will analyze the following aspects: (i) global trends in the short term (and medium term in the ITO, BPO and KPO industry segments); (ii) the current situation of the offshoring industry in Andean countries with respect to the available talent pool, cost of operations, business maturity, risk environment and other macro-economic indicators; (iii) skill availability to meet growing demand; (iv) competition from other markets; and (v) current and potential role of the government and industry/trade promotion agencies in fostering the services' industry.
- b. **Business surveys and policy recommendations:** Includes interviews and surveys with multiple stakeholders in the region. These interviews will include representatives from among the service providers, government, financial institutions, educational institutions and private sector companies in the industry. Data gathering will also be carried out to determine market and labor pool availability, quality and scale.
- c. **Recommendations and suggested roadmap:** Based on the detailed study and analysis undertaken, the project will also include recommendations and a critical roadmap for the implementation of the strategies, recommendations and best practices that will assist the Andean countries to become a more attractive destination for international investment.

### 2. Component 2: Promotion of competitive advantages

3.4 This component will seek to strategically position the Andean region as a strong participant in the offshoring industry, and will include the following activities:

- a. **Promotion of regional integration:** This activity includes the preparation of a workshop for dissemination of findings, training and support for authorities in each beneficiary Andean country with the purpose of: (i) presenting the results of the data analysis, survey, and providing strategic recommendations; (ii) promoting high levels of knowledge and partnership-building among entrepreneurs from and within the Andean countries; and (iii) promoting regional integration through multi-country investment opportunities among the countries of the Andean region.
- b. **Value proposition and branding:** Includes the identification and dissemination of the value proposition of Andean countries within

the global offshoring industry. The value proposition will build on the factors that have been identified as unique or particularly advantageous to the region (e.g. time zone, expertise, human capital, culture, location, cost structure). The project will then use this branding strategy to support the design of a promotional campaign that showcases Andean countries' services exports and highlights investment opportunities for foreign companies.

## IV. BUDGET

### A. Summary Cost Table

Activities	IDB-Canada Trade Fund	Total CAD
<b>Component I: Analyzing Andean Region's Competitive Position</b>	<b>\$228,000</b>	<b>\$228,000</b>
Detailed assessment of the current scenario of the Offshoring industry in the Andean Region	\$81,400	\$81,400
Business surveys and policy recommendations	\$146,600	\$146,600
<b>Component II: Promotion of Competitive Advantages</b>	<b>228,000</b>	<b>228,000</b>
Promotion of regional integration	\$59,800	\$59,800
Value proposal & promotional strategy	\$168,200	\$168,200
<b>Execution</b>	<b>\$29,300</b>	<b>29,300</b>
<b>Contingencies (3%)</b>	<b>\$14,700</b>	<b>\$14,700</b>
<b>Total</b>	<b>\$500,000</b>	<b>\$500,000</b>

Exchange rate: CAD\$1.054850 on 11/23/2009 = USD\$1

### B. Description, composition, and sources of funding

- 4.1 The total cost of this project is CAN \$500,000. The IDB-Canada Trade Fund will grant the total amount.

### C. Sustainability

- 4.2 The technical improvement of trade and investment promotion activities particularly in the offshoring industry will generate concrete business opportunities for the countries in the Andean region. This in turn will translate into the creation of jobs and income generation throughout the region. Furthermore, the positive results of this Technical Cooperation will attract and stimulate additional public and private financial support assuring the financial sustainability of the program.

## V. EXECUTING AGENCY AND MECHANISM

### A. Executing agency

- 5.1 The Bank, through the Integration and Trade Sector, will be the executing agency for this project. To this end, specialized consulting firms and/or consultants may be

hired for this contract under the Bank's policies and procedures (See document GN-2350-7). Considering the scope of this project and its strategic relevance, the Bank and INT in particular, is the best and only entity able to coordinate a joint project for trade promotion agencies in the region.

**B. Executing mechanism**

- 5.2 The project team will be responsible for the following: (i) disbursement requests; (ii) providing technical guidance and support in the execution of the project's activities; and (iii) contracting specialized consultants under the terms of reference (see Annex III).

**C. Program implementation readiness**

- 5.3 The program is ready for execution, considering that the trade promotion agencies and governments in the region have formally expressed interest and willingness to provide the necessary support for its implementation.

**D. Execution period and disbursement schedule**

- 5.4 The project will be executed over a period of 18 months with a disbursement period of 21 months from the project's eligibility.

**E. Procurement**

- 5.5 The procurement of goods and services will be carried out in accordance with the Bank's policies and procedures set forth in the Policies for the Procurement of Works and Goods Financed by the Inter-American Development Bank (GN-2349- 7) and the Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank (GN-2350-7).

**VI. MONITORING AND EVALUATION**

**A. Monitoring**

- 6.1 Program monitoring will be done through the reports presented at the end of the execution of the activities under each component as well as through the final evaluation which will measure its development impact and outcomes.

**B. Technical and basic responsibility**

- 6.2 INT will be responsible for the technical and execution aspects of this Project.

**C. Progress and final reports**

- 6.3 At the end of the execution of the activities under each component, the project team will present the corresponding reports prepared by consulting firms or individual consultants responsible for the implementation of the activities.

**D. Describe the evaluations proposed**

- 6.4 The evaluation that will measure the program's development impact and outcomes will be prepared in accordance with the Logical Framework (Annex I) and the ISDP (Program Performance Follow up Reports) for Non-Reimbursable Technical Cooperation.

**VII. PROGRAM BENEFITS AND RISKS**

**A. Program benefits and developmental impact**

- 7.1 The Program will contribute to the identification of investment opportunities and encourage the development of the offshoring industry in the different countries of the Andean region, including a complete technical analysis of strategic variables, financial, institutional and legal requirements necessary for the positioning of the region in the service global market.

**B. Target Beneficiaries**

- 7.2 The direct beneficiaries of this program will be the trade promotion agencies from Peru, Colombia, Ecuador and Bolivia. Entrepreneurs and citizens working in the services industry in the Andean Countries will be indirect beneficiaries of the program.

**C. Risks**

- 7.3 The success of this project depends on the active participation of authorities and stakeholders in the performance of the activities described above. This project will help authorities reach an agreement on the specific activities that need to be undertaken and on the benefits and desirability of trade and investment-led development.

**VIII. ENVIRONMENTAL AND SOCIAL ASPECTS**

**A. Date of ESR review**

- 8.1 ESR reviewed the profile of this operation on November 3<sup>rd</sup>, 2009 and classified it as category "C".
- 8.2 Given the nature of the Technical Cooperation classified as "C" category, no further action is required. The program will finance consultancies and training activities; therefore, no negative social or environmental impacts are anticipated. On the contrary, the project will have a positive social impact as increased exports and investment are key factors for economic growth and job creation.

## **IX. RECOMMENDATION**

- 9.1 Fabrizio Opertti (INT/INT), Project Team Leader, recommends the approval of this technical cooperation and the use of resources from the IDB-Canada Trade Fund for a total of CAN \$500,000 to finance the above-mentioned activities.

## **X. CERTIFICATION**

- 10.1 I hereby certify that this operation was approved for financing under the IDB-Canada Trade Fund (CCT) through an electronic mail message dated September 14, 2009 and signed by Brigitte D'Aoust, Manager at the Canadian International Development Agency. Also, I certify that resources from the IDB-Canada Trade Fund (CCT) are available for up to CAD\$500,000 in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of nine (9) calendar months counted from the date of signature below. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in Canadian dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this Plan of Operations. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

*(Original Signed)*

*12/2/2009*

Marguerite S. Berger  
Chief

Date

Grants and Cofinancing Management Unit  
VPC/GCM

## **XI. APPROVAL**

*(Original Signed)*

*12/3/2009*

Antoni Estevadeordal  
Manager, INT/INT

Date

*(Original Signed)*

*12/4/2009*

Alicia Ritchie  
General Manager, CAN/CAN

Date

# LOGICAL FRAMEWORK

Objectives	Indicators	Means of Verification	Assumptions
<b>Goal and Purpose</b>			
<p>The goal of the project is to support the governments of the Andean countries in developing mechanisms to improve regional capability to create investment opportunities and high value-added jobs.</p> <p>The purpose is to enhance the capacity and maturity of offshoring service providers through new trade and investment promotion strategies.</p>	<p>Evaluation of the offshoring industry maturity and real demand in order to create strategies to attract FDI and promote exports.</p> <p><b>Base line 2009:</b> Lack of regional studies which analyze the potential of the region in the offshoring industry.</p> <p><b>At the conclusions of the project:</b> Strategies, roadmaps and a set of recommendations designed for each country of the Andean region, according to their specific competitive advantages, for the offshoring industry.</p>	<p>Monitoring reports.</p>	<p>Active participation of authorities and stakeholders in the performance of the activities.</p>
<b>Components/Outputs</b>			
<p><b>Component 1. Analysis for the Andean Region's Offshoring Readiness.</b></p>	<p><b>Base line 2009:</b> Lack of regional studies about offshoring industry maturity in the Andean countries.</p> <p><b>At the conclusion of the project:</b> Study prepared on the various advantages that the Andean countries possess and the key challenges the region would have to overcome to become a leader in the offshoring industry.</p> <p><b>Base line 2009:</b> Lack of interviews with multiple stakeholders in the region in order to determine market and labor pool availability, quality and scale for the offshoring industry.</p> <p><b>At the conclusion of the project:</b> Interviews designed and conducted.</p>	<p>Study elaborated.</p> <p>Interviews conducted and data analyzed.</p>	

<p><b>Component 2. Promotion of competitive advantages.</b></p>	<p><b><u>Base line 2009:</u></b> Lack of recommendations and critical roadmaps for the implementation of strategies, and best practices in the offshoring industry for Andean countries.</p> <p><b><u>At the conclusion of the project:</u></b> Set of recommendations prepared for Andean countries that will assist them in becoming a more attractive destination for international investment.</p> <p><b><u>Base line 2009:</u></b> Lack of regional integration activities in the offshoring industry.</p> <p><b><u>At the conclusion of the project:</u></b> Activities designed and conducted to promote regional integration through multi-country investment opportunities among the countries of the Andean region.</p> <p><b><u>Base line 2009:</u></b> Lack of a strategy to disseminate the value proposition of the Andean region within the global offshoring industry.</p> <p><b><u>At the conclusion of the project:</u></b> A branding strategy designed which will support the creation of a promotional campaign that showcases Andean countries' services exports and highlights investment opportunities for foreign companies.</p>	<p>Recommendations and roadmaps designed.</p> <p>Workshops conducted for dissemination of findings, training and support for authorities in each beneficiary Andean country.</p> <p>Branding strategy designed.</p>	
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# DETAILED PROGRAM BUDGET

Item	Unit	Quantity	IDB-Canada Trade Fund (CAD)	Local Counterpart (in-kind)	Total \$CAD**
<b>TOTALS</b>					
<b>Component I: Analyzing Andean Region's Competitive Position</b>			\$228,000	\$0	\$228,000
<b>Detailed assessment of the current scenario of the Offshoring industry in the Andean Region:</b>			\$81,400	\$0	\$81,400
Consultancy firm to study in detail the various advantages that each country of the Andean Region possess and the key challenges they would have to overcome to become a leader in the Offshoring industry	Fees	1	\$81,400	\$0	\$81,400
<b>Business surveys and policy recommendations</b>			\$146,600	\$0	\$146,600
Consultancy firm that will conduct the interviews with multiple stake holders in the region	Fees	1	\$10,900	\$0	\$10,900
Consultancy firm for a detailed analysis of the data gathered in the interviews . This will include a comparative assessment of multiple elements, e.g Scale and Quality of Workforce; demand and supply characteristics; cost of operations; government incentives; risk profile infrastructure	Fees	1	\$54,300	\$0	\$54,300
Consultancy firm for the preparation of recommendations and a critical roadmap for the implementation of the strategies, recommendations and best practices that will assist the Andean countries to become a more attractive destination for international investment.	Fees	1	\$81,400	\$0	\$81,400
<b>Component II: Promotion of competitive advantages</b>			\$228,000	\$0	\$228,000
<b>Promotion of regional integration:</b>			\$59,800	\$0	\$59,800
Workshops for dissemination of findings, training and encouragement to the authorities in charge of the promotional activities.	Global	1	\$17,400	\$0	\$17,400
Workshop trainers' fees	Fees		\$26,100	\$0	\$26,100
Tickets and venues for the trainers	Global	1	\$16,300	\$0	\$16,300
<b>Value proposal and promotional strategy</b>			\$168,200	\$0	\$168,200
Consultancy firm for the creation of the Andean region value proposal within the global offshoring industry	Fees	1	\$81,400	\$0	\$81,400
Consultancy firm for the design of a sector specific promotional campaign	Fees	1	\$54,300	\$0	\$54,300
Allocation for brand-building activities	Global	1	\$32,500	\$0	\$32,500
Individual consultant to support project implementation	Fees	1	\$29,300	\$0	\$29,300
Contingencies (3%)	Global	1	\$14,700	\$0	\$14,700
<b>** Exchange rate: CAD\$ 1.054850 on 11/23/2009 = USD\$1</b>					

# PROCUREMENT PLAN

Ref. No.	Description and type of the procurement contract	Estimated Contract Cost (US\$)	Procurement method 1	Review (ex-ante or ex-post)	Source of financing and percentage		Estimated Dates		Status (pending, in process, awarded, cancelled)	Comments
					IDB %	Local / Other %	Publication of specific procurement notice	Completion of Contract		
Procurement of consulting services										
	<b>1. Consulting Services</b>									
	○ Consultancy firm to study the advantages of the Andean countries and the key challenges in the Offshoring industry.	75.000	DC	Ex-ante	100%	-	N/A	March, 2010	Pending	Positive technical approval regarding DC
		60.000	CQS	Ex-ante	100%	-	N/A	March, 2010	Pending	
	○ Consultancy firm that will conduct the interviews with stakeholders in the region and will analyze the data gathered.							June, 2010		
	○ Consultancy firm for the preparation of recommendations and a critical roadmap for the implementation of the strategies, recommendations and best practices	75.000	DC	Ex-ante	100%	-	N/A	Nov, 2010	Pending	Positive technical approval regarding DC
		75.000	CQS	Ex-ante	100 %	-	N/A	Nov, 2010	Pending	
	○ Consultancy firm for the creation of the Andean region value proposal within the global offshoring industry	50.000	CQS	Ex-ante	100%	-	N/A		Pending	
	○ Consultancy firm for the design of a sector specific promotional campaign									

1 **5 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; PA: Procurement Agents; IA: Inspection 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:** NICQ: National Individual Consultant selection based on Qualifications; IICC: International Individual Consultant selection based on Qualifications.

Ref. No.	Description and type of the procurement contract	Estimated Contract Cost (US\$)	Procurement method 1	Review (ex-ante or ex-post)	Source of financing and percentage		Estimated Dates		Status (pending, in process, awarded, cancelled)	Comments
					IDB %	Local / Other %	Publication of specific procurement notice	Completion of Contract		
Procurement of goods and non consulting services										
	2. Organizational Expenses									
	o Logistic and travel expenses	40.000	Shopping	Ex-ante	100%	-	N/A	N/A	Pending	
	3. Project Implementation									
	o Brand-building activities	45.000	Shopping	Ex-ante	100%	-	N/A	N/A	Pending	
	o Logistic support for project implementation	27.000	Shopping	Ex-ante	100%	-	N/A	N/A	Pending	