

DOCUMENTO DEL BANCO INTERAMERICANO DE DESARROLLO

REGIONAL

**LAC AND KOREA: KNOWLEDGE EXCHANGE FORUM ON DEVELOPMENT
EXPERIENCES**

(RG-T2471)

DOCUMENTO DE COOPERACIÓN TÉCNICA

Este documento fue preparado por el equipo compuesto por: Carlos Gerardo Molina (KNL/KNM); Jose Juan Ruiz (RES/RES); Joaquin Tres and Matthew Shearer (INT/INT); Verónica Alaimo and Laura Ripani (SCL/LMK); Arnaldo Vieira de Carvalho (INE/ENE); Matteo Grazzi (IFD/CCO) and Mauricio Bouskela (IFD/CTI); Matias Bendersky and Wendy Martinez (ORP/PTR); Mónica Lugo and Liza Lutz (LEG/SGO)

De conformidad con la Política de Acceso a Información, el presente documento está sujeto a divulgación pública.

Technical Cooperation Document (TC)

I. LAC and Korea: Knowledge Exchange Forum on Development Experiences

▪ Country/Region:	Regional
▪ TC Name:	LAC and Korea: Knowledge Exchange Forum on Development Experiences
▪ TC Number:	RG-T2471
▪ Team Leader/Members:	Carlos Gerardo Molina (KNL/KNM) (team leader); Jose Juan Ruiz (RES/RES); Joaquin Tres and Matthew Shearer (INT/INT); Verónica Alaimo and Laura Ripani (SCL/LMK); Arnaldo Vieira de Carvalho (INE/ENE); Matteo Grazzi (IFD/CCO) and Mauricio Bouskela (IFD/CTI); Matias Bendersky and Wendy Martinez (ORP/PTR); Mónica Lugo and Liza Lutz (LEG/SGO)
▪ TC Taxonomy:	Research and Dissemination
▪ Date of TC Abstract:	March 13, 2014
▪ Beneficiary (countries or entities which are the recipient of the technical assistance):	All Bank's Borrowing Member Countries
▪ Donors Providing Funding:	Public Capacity Building Korea Fund for Economic Development
▪ Executing Agency and contact name (Organization or entity responsible for executing the TC Program) {If Bank: Contracting entity} {If the same as Beneficiary, please indicate}	Inter-American Development Bank, through the Knowledge and Learning Sector (KNL/KNL)
▪ IDB Funding Requested	US\$ 1,000,000
▪ Disbursement period (which includes execution period):	18 months
▪ Required start date:	July 1, 2014
▪ Types of consultants (firm or individual consultants):	Individual consultants and firms (think tanks and universities)
▪ Prepared by Unit:	Knowledge and Learning Sector, Knowledge Management Division (KNL/KNM)
▪ Unit of Disbursement Responsibility:	KNL/KNM

▪ Included in Country Strategy (y/n);	n
▪ TC included in CPD (y/n):	n
▪ GCI-9 Sector Priority:	Social Policy for Equity and Productivity; Infrastructure for Competitiveness and Social Welfare; Competitive Regional and Global International Integration

II. Objective and Justification

- 2.1 In the last twenty years, many countries in Latin America and the Caribbean (LAC) have experienced significant economic growth accompanied by poverty reduction, displaying more resilience to the economic crisis than other regions of the world. The LAC development experiences of recent years yield useful lessons regarding what works (and what does not) in the quest for results in specific sector developments. Notwithstanding these encouraging achievements, the region still faces numerous development challenges that other regions and countries have overcome.
- 2.2 In line with the *Report on the Ninth General Increase in the Resources of the Inter-American Development Bank (GCI-9)* (document AB-2764) GCI-9, the Bank is striving to become a better knowledge partner with countries and private entities in LAC, not only to study the specific needs and characteristics of the countries of the region, but also to deepen the knowledge of other regions, understand emerging trends and sources of promising innovation, and to identify differences and similarities that may contribute to LAC's development over the next 30 years. In this context, the Bank seeks to leverage its international position and the vast experiences of its member countries to deepen, document, share and disseminate the knowledge that emerges from different countries' development experiences and emerging trends.
- 2.3 Apart from being a key partner for trade and investment for LAC, Korea is a source for potential policy lessons on development, which can be drawn from its remarkable and no less than spectacular growth trajectory. In less than 30 years, the country escaped the middle income trap going from a broken-down economy, ravaged by civil war and with half of the per capita income of the average developing country, to a highly sophisticated developed economy exporting a wide array of technology-intensive products and backed by a highly educated workforce and a world class private sector¹².
- 2.4 Korea has embarked in a new development paradigm, looking to position itself as a leader in promoting entrepreneurship and innovative ideas that can lead to new areas of growth. This paradigm, referred to by Korean leaders as the Creative Economy, is one that facilitates invention,

¹ "Korea Breaking the Mold of the Asia-Latin American Relationship" by Mauricio Mesquita Moreira, IDB, October 2011, as well as "The Product Space and the Middle-Income Trap: Comparing Asian and Latin American Experiences" by Anna Jankowska, Arne Naegast and José Ramón Perea, OECD Working Paper Series, Number 311, April 2012.

new ways of addressing issues, and the drive needed to scale up these innovations and create new avenues for economic growth. The analysis of Korea's emerging trends promises to yield valuable learning for Latin America and the Caribbean.

2.5 Hence, the objective of this technical cooperation (TC) is to analyze a set of development experiences and emerging trends in Korea and in LAC, in order to capture and document valuable lessons for the design of more effective development policies and programs and to identify innovations and trends that promise to accelerate growth, competitiveness and development. Once those lessons have been captured, the Bank will organize a series of workshops to promote the knowledge exchange from these experiences, in order to:

- Provide policy-makers in LAC countries with a broader range of sound policy options on development, including lessons related to innovation and entrepreneurship in these areas.
- Share know-how regarding the design and/or implementation of policies in selected sectors that foster greater effectiveness.
- Promote partnerships between Latin American, Caribbean and Korean organizations, individuals, entrepreneurs, and businesses, in order to foster sustainable collaboration for specific development initiatives.

2.6 The Bank's 2015 Annual Meeting to be held in Busan, Korea, provides a great opportunity for one of the knowledge sharing workshops, as it will bring together relevant stakeholders from Korea, the Bank's borrowing member countries and other member countries.

III. Description of activities and outputs

3.1 The activities will be focused on the following topic areas:

- **Economic development:** a review of the macro framework of development policies in Korea and LAC in the last decades.
- **Trade and investment:** an analysis of the experiences and lessons regarding impact of trade agreements, trade facilitation and investment.
- **Information and communication technology (ICT), innovation and productivity:** a study of experience and emerging trends related to firms' innovation and productivity, and innovation and productivity in the service sector.
- **Sustainable energy development:** an analysis of experiences and emerging trends in energy efficiency and smart grids for low carbon, green growth and effective use of renewable energy sources.
- **Labor markets:** a review of policies and mechanisms promoting the productivity of workers and companies through relevant and cost-effective workforce training mechanisms.

- **Emerging and sustainable cities:** an analysis of documentation of specific development experiences and emerging trends related to programs to improve cities sustainability in the areas of: environmental and climate change sustainability, urban sustainability, and fiscal sustainability and governance.

3.2 This technical cooperation will be executed in an 18 month timeframe and will include the following components:

3.3 Component I – Analysis of Experiences, Document Preparation and Technical Seminars. In 2014, specific development experiences will be selected and analyzed in each topic area, in order to identify relevant lessons from development experience and emerging trends and innovations. These analyses will be documented in technical notes and/or case studies and presented and discussed in two face-to-face seminars. These activities are designed to create learning from the Korean and LAC experiences, in order to enrich future decision-making in each of the topic areas.

3.4 Activity 1. Analysis of Experiences and document preparation: Between June 2014 and February 2015, two documents will be prepared in each of the topic areas (one with the Korean experiences, the other with the LAC experiences³).

3.5 In each topic area, specific questions have been proposed, in order to promote an in-depth analysis of how specific challenges have been addressed, to capture the learning from the experience of addressing those challenges, to identify future challenges and to reflect on emerging trends and innovations. The focus and scope of the analyses to be developed is presented in Annex 1-Terms of Reference.

3.6 For each topic area, one Korean think tank and one think tank from LAC, each one with the experience and expertise necessary to prepare the analysis of specific experiences in Korea and LAC, respectively, will be selected. The think tanks from LAC and Korea working in the same topic area will have the same terms of reference. Therefore, they will analyze and compare how the selected experiences from both regions addressed the challenges at hand, and what future trends and innovative approaches are being developed to address them; they will agree on a common set of questions that will be answered by both the LAC and the Korean analyses, highlighting the key aspects of each specific experience. The sector division of the Bank that concentrates the experience and expertise in that topic area will coordinate with the think tanks from Korea and from LAC working on the same topic, in order to produce rich technical notes that will allow for an exchange of knowledge and experience.

³ In the case of the topic of Emerging and Sustainable Cities this TC will finance the preparation of one technical document related to the Korean experiences. The LAC experiences will be financed through a separate TC.

- 3.7** The Bank's Knowledge Management Division (KNL/KNM) will provide overall coordination, seeking to promote a common approach to the analysis of the five topic areas and to facilitate meaningful comparisons and knowledge exchanges.
- 3.8 Activity 2. Workshop in Washington:** A first face-to-face workshop will be held in Washington, DC in January 2015. In this workshop, the draft documents from each topic area will be presented and shared among Bank staff members, researchers from the Korean and LAC think tanks and a select group of guests with the capacity to add value to the review and enhancement of the analytical work. The recommendations will be incorporated in the final versions of the documents for each topic area.
- 3.9 Activity 3. Workshop in Busan, Korea:** A second face-to-face workshop will be held in the context of the Bank's Annual Meeting in Busan, in March, 2015. During this meeting, the final results will be presented among participants from Korea, LAC and other member countries of the IDB. An active knowledge sharing experience will be implemented in order to promote relevant learning from the experiences of the region and of Korea. This exchange will include presentations from start-ups and young entrepreneurs from Korea and LAC that are working on innovative ways to address the challenges identified in each area of research.
- 3.10 Component II – Dissemination activities.** A key aspect of this technical cooperation will be represented by dissemination activities. For each of the topic areas, a plan for the effective dissemination of the knowledge generated through the first component will be developed prior to the Washington workshop, with the support of communications and knowledge management specialists. The aim of this dissemination is to boost the likelihood that the learning will effectively lead to improved development decisions and policies, by aligning the messages from the analyses with the appropriate target audiences and defining appropriate content formats and dissemination channels for each target audience.

Indicative Results Matrix

Activity	Unit	Base Line	Year 1	Year 2	Expected Completion Date	Data Source
Component 1. Document preparation and technical seminars						
Document Preparation	#case studies	0	12		March, 2015	Brik publications
Organization and Delivery Workshop Washington	# workshop participants (Korean and LAC)	0	30		January, 2015	Registration in KNLsystem
Organization and Delivery Seminars in Bussan	# seminar Participants (Korean and LAC)	0		50	March, 2015	Activities and registration during Annual Meeting
Component 2. Dissemination						
Dissemination in technical seminars	# participations as speakers in sectorial seminars (in Washington or in the LAC region)	0		5	September, 2015	IDB' Units plans: contributions and think tanks reports
Availability of documents	# Documents visible on IDB Website	0		8	June, 2015	BRIK registrations
	# of downloads from Brik			800	September, 2015	BRIK statistics
	# Documents visible in regional WEB sites	0		4	September, 2015	Information provided by think tanks participating in the TC
BBL at IADB	# BBL to present main results	0		4	September, 2015	KNLsystem
Blogs	#page views	0		3200	September, 2015	IDB Blogs statistics (EXR-google analytics)

IV. Budget

Indicative Budget (US \$)

Component	Activities	IDB/fund funding (Public Capacity Building Korea Fund for Economic Development)	Counterpart funding	Total Cost
Component I: Document Preparation and Technical Seminars	Technical Notes, Case Studies	500,000	n/a	500,000
	Seminar I	128,000	n/a	128,000
	Seminar II	150,000	n/a	150,000
	Coordination, Administration	60,000	n/a	60,000
	Total component 1	838,000	n/a	838,000
Component II: Dissemination activities	Participation in technical seminars	60,000	n/a	60,000
	Editing and dissemination of documents	30,000	n/a	30,000
	Translation (key content)	20,000		20,000
	Videos (LAC and Korean experiences)	22,500		22,500
	BBL and workshops,	5,000	n/a	5,000
	Blogs	0	n/a	
	Total component 2	137,500	n/a	137,500
Contingencies		24,500		24,500
Total		1,000,000	n/a	1,000,000

V. Executing agency and execution structure

5.1 The Bank is particularly well-positioned to execute this technical cooperation, leveraging its interaction with partners from LAC and from Korea to identify specific sectorial experiences that will

yield valuable lessons and allow for the identification of emerging trends and opportunities for innovation. The context of the preparation of the Annual Meeting in Busan has broadened the opportunities to interact with Korean experiences.

5.2 The Bank, through the Knowledge Management Division, jointly with the Bank Units that have Content expertise in the selected topic areas, particularly ENE, LMK, INT, ITC, RES, and ESCI will Execute the technical cooperation.

5.3 **Procurement.** The contracting of consulting firms will follow the Policies for the Selection and Contracting of Consultants financed by the IDB (GN-2350-9); the contracting of individual consultants will follow the Human Resources selection procedures (AM-650); and in the case of non-consulting services contracts, the Corporate Procurement Policy and procedures (GN-2303-20) will be observed. The consulting firms (Korean and LAC think tanks) that will analyze the experiences described in Section III will be contracted through single-source selection based on the specific qualified knowledge and experience required for the assignments and in many cases the small amount of each contract. Also based on technical and time-efficiency considerations based on the delivery of outputs timeline, the single-source selection method presents a clearer advantage for the project. In particular, the selected firms will have a deep and unique knowledge of the experiences identified as those they will be likely to generate valuable lessons and to support the identification of emerging trends. They will also be internationally recognized firms because of their expertise and their broad knowledge on the topic under their responsibility.

5.4 At the end of the TC, the team will produce a final report that will include the main results, achievements and products of the TC. This report will include the case studies, videos, and all the documentation produced by the TC. It will also include the main findings and lessons learned from the exchange of knowledge from Korea and LAC.

VI. Project Risks and issues

6.1 No risks were identified.

VII. Environmental and Social Classification

7.1 It is not expected that this project will generate environmental and social impacts. During the selection process of consultants/firms all environmental and gender issues will be considered. According to the above and to the Environment and Safeguards Compliance Policy (OP.703), the operation has been classified as "C".

Required Annexes:

Annex I: Terms of Reference

Annex II: Procurement Plan

Terms of Reference for the Korean Development Institute

Development Trends in Korea and Coordination of the Analyses of Korean Experiences

June 15, 2014

1. Background

The Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieving measurable results as well as increasing integrity, transparency and accountability. The IDB (hereto forth, ‘the Bank’) has an evolving reform agenda that seeks to increase its development impact in the region. It provides loans, grants, technical assistance, carries out research and promotes knowledge sharing in favor of sound policy, good governance and sustainable development in Latin America and the Caribbean.

Governance of the IDB is vested in the Board of Governors, which is constituted by the Ministers of Finance of the 48 member countries, including 26 borrowing members. The Board of Governors holds an annual meeting in March or April of each year to review the Bank's operations and make major policy decisions; parallel to these discussions, there are technical seminars that address key aspects of interest to the participants in the Meeting.

As the Bank and the government of Korea collaborate to prepare the Third Korea-LAC Business Forum and the IDB/IIC Annual Meeting, which will take place in Busan (Korea) in the first quarter of 2015, there is a growing recognition of the potential benefits of analyzing experiences in development challenges and sharing the knowledge that has emerged from the development experiences of Korea and the Latin American and Caribbean countries.

Accordingly, the Bank and the Government of Korea seek to prepare a knowledge sharing forum, to share and discuss comparative analyses of experiences in selected topic areas. This forum will focus on sharing learning regarding what has worked (and what has not) in the promotion of equitable and sustainable development, as well as on the discussion of innovations and emerging trends in development policies and programs in the topic areas.

The objective of the comparative analysis in each topic area is to promote a meaningful exchange of development experiences and emerging trends between Korea and countries in LAC. The comparative analysis will be framed by a review of the macro framework of development policies in both Korea and LAC. The other analyses will reference that introductory framework for the knowledge sharing initiative.

The in-depth analysis of development lessons in LAC and Korea will be done in the following topic areas:

- (i) Economic Development
- (ii) Trade and Investment
- (iii) Information Technologies and Communications for Development
- (iv) Sustainable Energy Development
- (v) Labor Market
- (vi) Sustainable cities

For each topic area, one or more think tanks or research groups from Korea and one or more think tanks or research groups from LAC will identify, analyze and document development experiences and emerging trends in their respective areas. The experiences will be chosen in such a way that they highlight learning that will be relevant for future policy decisions and possible partnerships. The teams from Korean and LAC research groups or think tanks will analyze each experience, through document/data analysis, structured interviews and, when relevant, site visits. The experiences will focus on select questions that will facilitate the identification of good practices, key lessons and recommendations to support the objectives of the knowledge exchange. The framework and guidelines for the work to be carried out in each topic area will be previously established by the Bank units involved in this project in coordination with the Korea's special task force preparing the 2015 Annual Meeting.

2. Objectives

The objective of this consultancy is to provide a framework for the recent trends in Korean Development, and to act as interface between the IDB and the Korean think tanks that will be analyzing and documenting specific experiences and emerging trends within the other five topic areas, assuring that their main products are consistent and responding to the questions asked in each sectorial topic.

The consulting firm will focus its work on the overall objective of the Knowledge Exchange Forum, which seeks to share knowledge on experiences and emerging trends from Korea and LAC, in order to:

- Provide policy-makers in both LAC and Korea with a broader range of sound policy options on development, including lessons related to promoting innovation and entrepreneurship in these areas
- Share know-how regarding design and/or implementation of select policies, foster greater effectiveness
- Promote partnerships between Latin American, Caribbean and Korean organizations, individuals, entrepreneurs, and businesses

3. Activities

The Korean Development Institute, acting as a consulting firm to facilitate the success of the Knowledge Exchange Forum will work closely with the KNL team involved in this program, particularly with the KNM Division Chief and the team leader of the Knowledge Exchange Forum. The firm will follow up with all Korean parties to assure timely delivery of their main products.

The specific activities of the Korean Development Institute (KDI) will be:

1. Korean Development Trends:
 - a. Prepare a review of the development policies in Korea in the last 30 years, presenting their main achievements and challenges.
 - b. Interact with the IDB's Chief Economist and/or Research Department to assure that the macro economic framework for Korea is comparable to the one being prepared for Latin America and the Caribbean
 - c. Present the preliminary version of the review of Korean development policies in the Washington seminar (December 2014 or January 2015)
 - d. Incorporate comments or suggestions received in the Washington seminar to a new version of the document.
 - e. Present the final version of the review of Korean development policies in the 2015 IDB Annual Meeting in the same session with the review of the main challenges and development policies from Latin America. Both development analyses (from Korea and LAC) will frame the comparative analysis of the Korean and Latin American sectorial experiences.
2. Interaction with Korean think tanks:
 - a. Maintain contact and follow up with the Korean think tanks for timely delivery of products.
 - b. Carry out occasional meetings among the Korean think tanks participating in the study to facilitate the comparative nature of the knowledge exchange and to encourage progress.
 - c. Assure their products respond to the terms of reference for each topic.
 - d. Channel doubts or needs coming from the Korean thinks tanks to the IDB's Knowledge and Learning Sector (KNL).
 - e. Facilitate references in the analyses of specific development experiences and emerging trends to the overall review of development policies.
3. Meeting participation:
 - a. When needed, participate in virtual meetings, to be held among think tanks of the same topic, in preparation of the draft documents they are preparing.
 - b. Coordinate with the Korean think tanks their participation in the first meeting in Washington (December, 2014), as well as in the 2015 IDB Annual Meeting.
 - c. Participate as lecturer in in the first meeting in Washington (December, 2014), as well as in the 2015 IDB Annual Meeting
4. Managing documents:
 - a. Keep track of and manage the main documents produced by the Korean think tanks.

- b. Assure all these documents are produced in proper English.
 - c. Coordinate with KNL the inclusion of these documents in the repository of this TC.
- 5. Dissemination:
 - a. Organize and promote activities that will facilitate the dissemination in Korea of the products of the Knowledge Exchange Forum.
 - b. Support the production of videos to support the dissemination effort.

4. Deliverables

1. Preparation of the document: review of the main challenges and development policies in Korea in the last 30 years (first draft, December 2014, and final document, February, 2015).
2. Follow up with the on time delivery of the main products of the Korean think tanks: drafts of case studies (December, 2014) and final documents (February, 2015).
3. Participation, as lecturer, in the January 2015 seminar in Washington DC and in the 2015 IDB Annual Meeting in Busan.
4. Repository with main Korean documentation produced in the TC.
5. Dissemination of results in Korea (i.e. organization of at least two knowledge activities: BBL, workshop, publication of the documents in websites, conferences, blogs, etc.) (September 2015))

5. Budget

This consultancy will have a maximum fund of \$50,000.

Note: Travel expenses related to participation in the seminars organized to present the results will be financed by additional funds.

It will start in June 2014 and will finish in or before October 2015.

Terms of Reference

Analysis of Experiences in Sustainable Energy Development: LAC and Korea, Lessons Learned in Development

June 15, 2014

1. Background

The Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieving measurable results as well as increasing integrity, transparency and accountability. The IDB (hereto forth, “the Bank”) has an evolving reform agenda that seeks to increase its development impact in the region. It provides loans, grants, technical assistance, carries out research and promotes knowledge sharing in favor of sound policy, good governance and sustainable development in Latin America and the Caribbean.

Governance of the IDB is vested in the Board of Governors, which is constituted by the Ministers of Finance of the 48 member countries, including 26 borrowing members. The Board of Governors holds an annual meeting in March or April of each year to review the Bank's operations and make major policy decisions; parallel to these discussions, there are technical seminars that address key aspects of interest to the participants in the Meeting.

As the Bank and the government of Korea collaborate to prepare the Third Korea-LAC Business Forum and the IDB/IIC Annual Meeting, which will take place in Busan (Korea) in the first quarter of 2015, there is a growing recognition of the potential benefits of analyzing experiences in development challenges and sharing the knowledge that has emerged from the development experiences of Korea and the Latin American and Caribbean countries.

Accordingly, the Bank and the Government of Korea seek to prepare a knowledge sharing forum, to share and discuss comparative analyses of experiences in selected topic areas. This forum will focus on sharing learning regarding what has worked (and what has not) in the promotion of equitable and sustainable development, as well as on the discussion of innovations and emerging trends in development policies and programs in the topic areas.

The objective of the comparative analysis in each topic area is **to promote a meaningful exchange of development experiences and emerging trends between Korea and countries in LAC**. The comparative analysis will be framed by a review of the macro framework of development policies in both Korea and LAC. The other analyses will reference that introductory framework for the knowledge sharing initiative.

The in-depth analysis of development lessons in LAC and Korea will be done in the following topic areas:

- (i) Economic Development
- (ii) Trade and Investment
- (iii) Information Technologies and Communications for Development
- (iv) Sustainable Energy Development
- (v) Labor Market
- (vi) Sustainable cities

For each topic area, one or more think tanks or research groups from Korea and one or more think tanks or research groups from LAC will identify, analyze and document development experiences and emerging trends in their respective areas. The experiences will be chosen in such a way that they highlight learning that will be relevant for future policy decisions and possible partnerships. The teams from Korean and LAC research groups or think tanks will analyze each experience, through document/data analysis, structured interviews and, when relevant, site visits. The experiences will focus on select questions that will facilitate the identification of good practices, key lessons and recommendations to support the objectives of the knowledge exchange. The framework and guidelines for the work to be carried out in each topic area will be previously established by the Bank units involved in this project in coordination with the Korea's special task force preparing the 2015 Annual Meeting.

2. Objectives of the Consultancy

The objective of this consultancy is to analyze and document specific development experiences related to **Sustainable Energy Development** in XXXXX (region or country), to participate in the exchange of relevant lessons with one or more partner organizations in YYYY (other region or country), and to participate in presentations and discussions of the learning that emerged from those experiences, in order to:

- Provide policy-makers in both LAC and Korea with a broader range of sound policy options on development, including lessons related to promoting innovation and entrepreneurship in these areas
- Share know-how regarding design and/or implementation of select policies, foster greater effectiveness

Promote partnerships between Latin American, Caribbean and Korean organizations, individuals, entrepreneurs, and businesses

3. Activities

The consultant firm will follow the framework and guidelines established by the Bank for the work to be carried out in each topic area. It will also interact with the partner organization(s) that is (are) carrying out the analysis of this particular topic area for YYYY (Region, country).

The think tanks from LAC and Korea working in the same topic will have the same terms of reference. Therefore, they will analyze and compare how the selected experiences from both

regions addressed the challenges at hand; they will agree on a common set of questions that will be answered by both the LAC and the Korean analyses, highlighting the key aspects of each experience.

The firm will be expected to carry out the following activities:

- Collaborate with the Bank and to identify the specific experiences to be documented and to refine the specific questions to be analyzed for each experience.
- Carry out document review, data analysis, structured interviews and, when relevant, site visits, in order to identify effective policies and practices, ineffective or inefficient policy or program choices, and management or policy practices that could be replicated, adapted or avoided in future development efforts.
- Document the narrative of the selected experiences and the findings and lessons learned of the research. Prepare user-friendly summaries or presentations of principal findings and recommendations, in formats to be determined in collaborative discussions among the parties involved.
- Relate the specific development experiences under analysis to the review of the macro framework of development policies in (Korea, LAC), to be prepared by (KDI, IDB). Collaborate with the country/region coordinators from the Bank and from the Korean Development Institute, in order to relate the findings in this particular topic area to those of other topic areas, in order to maximize the knowledge sharing opportunities.
- Identify and analyze emerging trends and/or innovative approaches that have been developed to address similar challenges to those addressed by the specific experiences under analysis.
- Participate in frequent exchanges of the progress of the work with the Bank, the Korean Development Institute and the partner organization(s) in XXXX, as a mechanism to assure a proper comparative analysis between LAC and Korea.
- Present findings and actively participate in two knowledge sharing seminars: one at the IDB Headquarters in Washington, to present the preliminary results of its work (in December 2014 or January 15), the other in Bussan to present the final results of its work (in March 2015). The second seminar will be held prior to and during the 2015 IDB/IIC Annual Meeting in Busan (Korea) and 3rd Korea-LAC Business Forum.
- Participate in efforts to disseminate the results of the comparative analysis; the scope and details of these efforts will be discussed and defined collaboratively among the Bank, the Korean Development Institute and the partner organization(s) in XXXX.

4. Particular Focus of the Analysis of Experiences in Sustainable Energy Development

The specific development experiences to be documented by the consulting firm will relate to the following two sub-topics:

a. Energy Efficiency and Smart Grids for Low Carbon and Green Growth

Energy efficiency has been referred as a “hidden fuel”, one that extends energy supplies, increases country competitiveness, improves energy security, lowers carbon emissions and supports sustainable economic growth. Energy efficiency markets are growing in most of the countries of the LAC region and showing good performance. The Bank has supported every country in the region in efforts to promote energy efficiency but still it has not been applied across the region in large scale. IDB researchers have estimated that the LAC region could reduce its energy consumption by 10 percent over the next decade and save tens of billions of dollars by adopting existing technologies. Moreover, with the rapid progresses of modern technologies such as smart grids, there are even more options and opportunities to redefine an energy model for sustainable growth.

Accordingly, we seek to share **concrete experiences** of identifying and implementing mechanisms and policies for greater energy efficiency, focusing on the following matters:

- Challenges and implications of energy efficiency in different consumption sectors and smart grids in the country or jurisdiction under study;
- Particular examples of achievement in energy efficiency or smart grids, to include the narrative of decisions or circumstances that facilitated and/or limited progress and the description of achievements and failures.
- Regulatory framework for energy efficiency and smart grids;
- Emerging trends and innovative approaches to energy efficiency and smart grid investment;
- Policies and programs that have contributed to energy efficiency and smart grid investment.

In this topic area, the consulting firm will also identify two to three start-ups and/or young entrepreneurs who are developing ideas for greater energy efficiency. The experiences of those start-ups and/or entrepreneurs will be included in the analysis, as concrete cases that illustrate the challenges, lessons learned and innovative approaches.

b. Effective Use of Renewable Energy Sources

Both LAC and Korea have made efforts to diversify energy matrix by exploiting new forms of renewable energy. LAC is richly endowed with renewable energy resources while Korea is limited in natural resources but has strengths in renewable energy technology. Today, the cost of non-traditional renewable energy technologies is falling and in some cases already competitive with fossil alternatives. The integration of new renewable energy technologies into electricity networks will be a significant issue in the future due to the variability of supply of some of these technologies. Renewable energy stands to be a fundamental tool for providing sustainable energy for remote villages, contributing towards the universalization of energy services in LAC.

Accordingly, we seek to document and share **concrete experiences** of effective and efficient use of renewable energy sources, focusing on the following matters:

- Challenges and implications of increasing new forms of renewable energy use in the country or jurisdiction under study;
- Integration of intermittent renewable energy into electricity network and its implication on energy matrix;
- Particular examples of achievement in exploiting non-traditional renewable energy, to include the narrative of decisions or circumstances that facilitated and/or limited progress and the description of achievements and failures.
- Particular examples of providing access to modern electricity service in Korea and the LAC.
- Emerging trends and innovative approaches to promotion of renewable energy use.
- Policies and framework to provide universal access to modern electricity services;

If possible, the consulting firm will also identify two to three start-ups and/or young entrepreneurs who are developing ideas related to renewable energy. The experiences of those start-ups and/or entrepreneurs will be included in the analysis, as concrete cases that illustrate challenges, lessons learned and innovative approaches.

5. Deliverables

1. Description of specific experiences:
 - a. Identification of experiences, in coordination with IDB units and KDI (June, 2014)
 - b. Methodology to be used to analyze the experiences (July, 2014)
 - c. First draft of experiences (narrative and preliminary analyses) to be presented in a seminar in Washington, D.C. (December, 2014)
 - d. Final document (that includes analyses, lessons learned and findings) in the assigned topic. This document should respond to the framework and questions formulated initially by the Bank (February, 2015)
2. Participation in the seminar in Washington, D.C. (January, 2015)
3. One or more videos that will highlight the lessons learned and findings from specific experiences (January, 2015)
4. Participation in the seminar in Bussan (March, 2015)
5. Dissemination of results:
 - a) Participation in at least one national seminar, presenting the results of its research (April 2015 to July 2015)
 - b) Participation and/or organization of at least one workshop, BBL, conferences or other dissemination event (April 2015 to September 2015)
 - c) Publications: documents included in at least one national or regional websites, and writing of at least one blog related with the topic (September 2015))

The documentation and analysis of specific experiences should be very focused on the narrative of the experience, the description of what worked and what did not work, the know-how that this generates for the international development community. The analysis should relate these specific experiences to policy decisions, enabling environments and other factors that promote or limit the achievement of expected results.

6. Budget

The research in each of the six topics will have a maximum fund of \$50,000 for LAC and \$50,000 for Korea (to be divided among firms participating in the topic).

Note: Travel expenses related to participation in the seminars organized to present the results will be financed by additional funds. The videos highlighting the lessons learned and findings will also be financed by additional funds up to US 2,500.

Terms of Reference

Analysis of Experiences in ICT, Innovation and Productivity: LAC and Korea, Lessons Learned in Development

June 15, 2014

1. Background

The Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieving measurable results as well as increasing integrity, transparency and accountability. The IDB (hereto forth, ‘the Bank’) has an evolving reform agenda that seeks to increase its development impact in the region. It provides loans, grants, technical assistance, carries out research and promotes knowledge sharing in favor of sound policy, good governance and sustainable development in Latin America and the Caribbean.

Governance of the IDB is vested in the Board of Governors, which is constituted by the Ministers of Finance of the 48 member countries, including 26 borrowing members. The Board of Governors holds an annual meeting in March or April of each year to review the Bank's operations and make major policy decisions; parallel to these discussions, there are technical seminars that address key aspects of interest to the participants in the Meeting.

As the Bank and the government of Korea collaborate to prepare the Third Korea-LAC Business Forum and the IDB/IIC Annual Meeting, which will take place in Busan (Korea) in the first quarter of 2015, there is a growing recognition of the potential benefits of analyzing experiences in development challenges and sharing the knowledge that has emerged from the development experiences of Korea and the Latin American and Caribbean countries.

Accordingly, the Bank and the Government of Korea seek to prepare a knowledge sharing forum, to share and discuss comparative analyses of experiences in selected topic areas. This forum will focus on sharing learning regarding what has worked (and what has not) in the promotion of equitable and sustainable development, as well as on the discussion of innovations and emerging trends in development policies and programs in the topic areas.

The objective of the comparative analysis in each topic area is to promote a meaningful exchange of development experiences and emerging trends between Korea and countries in LAC. The comparative analysis will be framed by a review of the macro framework of development policies in both Korea and LAC. The other analyses will reference that introductory framework for the knowledge sharing initiative.

The in-depth analysis of development lessons in LAC and Korea will be done in the following topic areas:

- (i) Economic Development
- (ii) Trade and Investment
- (iii) Information Technologies and Communications for Development
- (iv) Sustainable Energy Development
- (v) Labor Market
- (vi) Sustainable cities

For each topic area, one or more think tanks or research groups from Korea and one or more think tanks or research groups from LAC will identify, analyze and document development experiences and emerging trends in their respective areas. The experiences will be chosen in such a way that they highlight learning that will be relevant for future policy decisions and possible partnerships. The teams from Korean and LAC research groups or think tanks will analyze each experience, through document/data analysis, structured interviews and, when relevant, site visits. The experiences will focus on select questions that will facilitate the identification of good practices, key lessons and recommendations to support the objectives of the knowledge exchange. The framework and guidelines for the work to be carried out in each topic area will be previously established by the Bank units involved in this project in coordination with the Korea's special task force preparing the 2015 Annual Meeting.

2. Objectives

The objective of this consultancy is to analyze and document specific development experiences and emerging trends related to **Information and Communications Technology (ICT), Innovation and Productivity** in XXXXX (region or country), to participate in the exchange of relevant lessons with one or more partner organizations in YYYY (other region or country), and to participate in presentations and discussions of the learning that emerged from those experiences, in order to:

- Provide policy-makers in both LAC and Korea with a broader range of sound policy options on development, including lessons related to promoting innovation and entrepreneurship in these areas
- Share know-how regarding design and/or implementation of select policies, foster greater effectiveness
- Promote partnerships between Latin American, Caribbean and Korean organizations, individuals, entrepreneurs, and businesses

3. Activities

The consultant firm will follow the framework and guidelines established by the Bank for the work to be carried out in each topic area. It will also interact with the partner organization(s) that is (are) carrying out the analysis of this particular topic area for YYYY (Region, country).

The think tanks from LAC and Korea working in the same topic will have the same terms of reference. Therefore, they will analyze and compare how the selected experiences from both regions addressed the challenges at hand; they will agree on a common set of questions that will be answered by both the LAC and the Korean analyses, highlighting the key aspects of each specific experience.

The firm will be expected to carry out the following activities:

- Collaborate with the Bank and to identify the specific experiences to be documented and to refine the specific questions to be analyzed for each experience.
- Carry out document review, data analysis, structured interviews and, when relevant, site visits, in order to identify effective policies and practices, ineffective or inefficient policy or program choices, and management or policy practices that could be replicated, adapted or avoided in future development efforts.
- Document the narrative of the selected experiences and the findings and lessons learned of the research. Prepare user-friendly summaries or presentations of principal findings and recommendations, in formats to be determined in collaborative discussions among the parties involved.
- Relate the specific development experiences under analysis to the review of the macro framework of development policies in (Korea, LAC), to be prepared by (KDI, IDB). Collaborate with the country/region coordinators from the Bank and from the Korean Development Institute, in order to relate the findings in this particular topic area to those of other topic areas, in order to maximize the knowledge sharing opportunities.
- Identify and analyze emerging trends and/or innovative approaches that have been developed to address similar challenges to those addressed by the specific experiences under analysis.
- Participate in frequent exchanges of the progress of the work with the Bank, the Korean Development Institute and the partner organization(s) in XXXX, as a mechanism to assure a proper comparative analysis between LAC and Korea.
- Present findings and actively participate in two knowledge sharing seminars: one at the IDB Headquarters in Washington, to present the preliminary results of its work (in December 2014 or January 15), the other in Bussan to present the final results of its work (in March 2015). The second seminar will be held prior to and during the 2015 IDB/IIC Annual Meeting in Busan (Korea) and 3rd Korea-LAC Business Forum.
- Participate in efforts to disseminate the results of the comparative analysis; the scope and details of these efforts will be discussed and defined collaboratively among the Bank, the Korean Development Institute and the partner organization(s) in XXXX.

4. Particular Focus of the Analysis of Experiences in ICT, Innovation and Productivity

Information and communications technology (ICT) has been widely recognized as one of the main engines of the world's economy in the last 30 years. At aggregate level, a large body of research has clearly shown the link between ICTs and productivity growth (Oliner and Sichel, 1994, 2002; Jorgenson, 2001). However, **the contribution of ICTs to productivity gains varies widely by country and industry, suggesting that simple diffusion is not sufficient to take full**

advantage of this potential, but that ICT investment complements other forms of investment, such as those in human capital and organizational change. Research at firm-level seems to confirm this hypothesis: ICTs function as an “enabling factor” that allows businesses to innovate and consequently to improve their performance.

Over the past 30 years, Korea has made significant progress in the use of ICT as an effective development tool, contributing to the long-term development strategy of the country, based on innovation and knowledge. In particular, ICTs were found to be a key component of Korean recent productivity growth, both in the ICT-producer and in the ICT-user sectors. (Jung, Na, Yoon, 2013). One of the main reasons of this result is related to the comprehensive policy approach that has stimulated ICT adoption and effective use in Korean firms. In this perspective, the knowledge of the Korean experience can be extremely useful for Latin American countries, which are today facing the challenges of accelerating the diffusion of ICTs in the business sector (in particular in MSMEs) and using them as a productivity engine.

The specific development experiences to be analyzed and documented by the consulting firm will relate to the following two parts:

a. Firms innovation and productivity:

- Firms’ innovation and productivity improvements linked to ICT adoption;
- Evolution of Korean and LAC ICT-related policies and programs directed to stimulate innovation and productivity in SMEs; and
- Impact evaluation of selected programs on the firm performance.

b. Innovation and productivity in the service sector

In fact, Korean ICT-driven productivity gains have been mainly concentrated in the manufacturing sector, while the service sector has lagged behind (Jones, 2009). The result is a situation somehow similar to Latin America, where the productivity gap between manufacturing and services is large.

Accordingly, concrete experiences will be selected based on:

- sector (and sub-sector) specific patterns of diffusion;
- ICT-related sectorial dynamics of innovation and productivity;
- The presence of best-practice policies and programs.

In each of the sub-topic areas, in addition to the specific experiences that will be pre-selected, the consulting firm will also identify two to three start-ups and/or young entrepreneurs who are developing ideas that highlight interesting cases of innovation. The experiences of those start-ups and/or entrepreneurs will be included in the analysis, as concrete cases that illustrate challenges, lessons learned and innovative approaches.

5. Deliverables

1. Description of specific experiences:
 - a. Identification of experiences, in coordination with IDB units and KDI (June, 2014)
 - b. Methodology to be used to analyze the experiences (July, 2014)
 - c. First draft of the case study (Narrative and preliminary analyses) to be presented in a seminar in Washington, D.C. (December, 2014)
 - d. Final document (that includes analyses, lessons learned and findings) in the assigned topic. This document should respond to the framework and questions formulated initially by the Bank (February, 2015)
2. Participation in a seminar in Washington D.C. (January, 2015)
3. One or more videos that will highlight the lessons learned and findings from specific experiences (January, 2015)
4. Participation in the seminar in Bussan (March, 2015)
5. Dissemination of results:
 - a. Participation in at least one national seminar, presenting the results of its research (April 2015 to July 2015)
 - b. Participation and/or organization of at least one workshop, BBL, conferences or other dissemination event (April 2015 to September 2015)
 - c. Publications: documents included in at least one national or regional websites, and writing of at least one blog related with the topic (September 2015)

6. Budget

The research in each of the six topics will have a maximum fund of \$50,000 for LAC and \$50,000 for Korea (to be divided among firms participating in the topic).

Note: Travel expenses related to participation in the seminars organized to present the results will be financed by additional funds. The videos highlighting the lessons learned and findings will also be financed by additional funds up to US 2,500.

Terms of Reference

Support to the execution of the main products in the Technical Cooperation: LAC and Korea, Lessons Learned in development

June 15, 2014

1. Background

The Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieving measurable results as well as increasing integrity, transparency and accountability. The IDB (here to forth, “the Bank”) has an evolving reform agenda that seeks to increase its development impact in the region. It provides loans, grants, technical assistance, carries out research and promotes knowledge sharing in favor of sound policy, good governance and sustainable development in Latin America and the Caribbean.

Governance of the IDB is vested in the Board of Governors, which is constituted by the Ministers of Finance of the 48 member countries, including 26 borrowing members. The Board of Governors holds an annual meeting in March or April of each year to review the Bank's operations and make major policy decisions; parallel to these discussions, there are technical seminars that address key aspects of interest to the participants in the Meeting.

As the Bank and the government of Korea collaborate to prepare the Third Korea-LAC Business Forum and the IDB/IIC Annual Meeting, which will take place in Busan (Korea) in the first quarter of 2015, there is a growing recognition of the potential benefits of analyzing experiences in development challenges and sharing the knowledge that has emerged from the development experiences of Korea and the Latin American and Caribbean countries.

Accordingly, the Bank and the Government of Korea seek to prepare a knowledge sharing forum, to share and discuss comparative analyses of experiences in selected topic areas. This forum will focus on sharing learning regarding what has worked (and what has not) in the promotion of equitable and sustainable development, as well as on the discussion of innovations and emerging trends in development policies and programs in the topic areas.

The objective of the comparative analysis in each topic area is to promote a meaningful exchange of development experiences and emerging trends between Korea and countries in LAC. The comparative analysis will be framed by a review of the macro framework of development policies in both Korea and LAC. The other analyses will reference that introductory framework for the knowledge sharing initiative.

The in-depth analysis of development lessons in LAC and Korea will be done in the following topic areas:

- (i) Economic Development
- (ii) Trade and Investment
- (iii) Information Technologies and Communications for Development
- (iv) Sustainable Energy Development
- (v) Labor Market
- (vi) Sustainable cities

For each topic area, one or more think tanks or research groups from Korea and one or more think tanks or research groups from LAC will identify, analyze and document development experiences in their respective areas. The experiences will be chosen in such a way that they highlight learning that will be relevant for future policy decisions and possible partnerships. The teams from Korean and LAC research groups or think tanks will analyze each experience, through document/data analysis, structured interviews and, when relevant, site visits. The experiences will focus on select questions that will facilitate the identification of good practices, key lessons and recommendations to support the objectives of the knowledge exchange. The framework and guidelines for the work to be carried out in each topic area will be previously established by the Bank units involved in this project in coordination with the Korea's special task force preparing the 2015 Annual Meeting.

2. Objectives

The objective of this consultancy is to support KNL in the coordination and execution of the main activities involved in this Technical Cooperation (TC), in order to facilitate a knowledge exchange that will:

- Provide policy-makers in both LAC and Korea with a broader range of sound policy options on development, including lessons related to promoting innovation and entrepreneurship in these areas
- Share know-how regarding design and/or implementation of select policies, foster greater effectiveness
- Promote partnerships between Latin American, Caribbean and Korean organizations, individuals, entrepreneurs, and businesses

Particularly, the consultant will help with the following:

1. Interaction with the Latin American and Korean think tanks:
 - a. Contract the selected think tanks (from Latin America and Caribbean and Korea),
 - b. Facilitate support to respond to the different needs that the think tanks have in preparation of their deliverables,
 - c. Maintain contact and follow up with all think tanks for timely delivery of products
2. Meeting organization:
 - a. Organize the virtual meetings, to be held among think tanks of the same topic, in preparation the draft documents.
 - b. Organize the first meeting in Washington with participants of each of the think

- tanks (the first drafts of the experiences will be presented).
3. Managing document:
 - a. Keep track and manage the main documents that will be produce in this TC.
 - b. Organize the materials in a repository that can be easily consulted.
 4. Dissemination:
 - a. Organize and promote activities that will assure the dissemination of the products.
 5. Evaluation
 - a. Document the main results and achievements of the TC. A document, to be presented to the Korean authorities, will be prepared.

3. Activities

The consultant will depend and work closely with the KNL team involved in this program, particularly with the KNM Division Chief and the team leader of this TC. He/she will also support the IDB units, who have the content expertise, in the exchange of the topics. He/she will follow up with all parties to assure on time delivery of the main products of each think tank, particularly those coming from LAC.

The consultant will also interact with the Korean Development Institute (KDI), who will be coordinating the Korean think tanks, to assure a fluent work among the Latin American and the Korean think tanks.

The consultant will support and promote frequent exchanges of the think tanks participating in the same topic in the form of virtual meetings to assure a comparative analysis between LAC and Korea.

4. Deliverables

1. Follow up with the on time delivery of the main products of the think tanks: drafts of case studies (November, 2014) and final documents (February, 2015)
2. Organization of the seminar in Washington DC with participants of each think tank. In this seminar the first draft of the lessons learned (and case study) will be presented (December, 2014)
3. Repository of the deliverables produced in the TC. All the final documents and videos should be registered in Brik (July 2015)
4. Dissemination of results (i.e. organization of BBL, workshops, publication of the documents in websites, conferences, blogs, etc.) (September 2015))
5. Evaluation report (main TC' achievements) (October 2015).

Terms of Reference

Analyses of Experiences in Labor Market: Promoting the productivity of workers and companies through relevant and cost-effective workforce training mechanisms. LAC and Korea, Lessons Learned in Development

June 15, 2014

1. Background

The Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieving measurable results as well as increasing integrity, transparency and accountability. The IDB (hereto forth, “the Bank”) has an evolving reform agenda that seeks to increase its development impact in the region. It provides loans, grants, technical assistance, carries out research and promotes knowledge sharing in favor of sound policy, good governance and sustainable development in Latin America and the Caribbean.

Governance of the IDB is vested in the Board of Governors, which is constituted by the Ministers of Finance of the 48 member countries, including 26 borrowing members. The Board of Governors holds an annual meeting in March or April of each year to review the Bank's operations and make major policy decisions; parallel to these discussions, there are technical seminars that address key aspects of interest to the participants in the Meeting.

As the Bank and the government of Korea collaborate to prepare the Third Korea-LAC Business Forum and the IDB/IIC Annual Meeting, which will take place in Busan (Korea) in the first quarter of 2015, there is a growing recognition of the potential benefits of analyzing experiences in development challenges and sharing the knowledge that has emerged from the development experiences of Korea and the Latin American and Caribbean countries.

Accordingly, the Bank and the Government of Korea seek to prepare a knowledge sharing forum, to share and discuss comparative analyses of experiences in selected topic areas. This forum will focus on sharing learning regarding what has worked (and what has not) in the promotion of equitable and sustainable development, as well as on the discussion of innovations and emerging trends in development policies and programs in the topic areas.

The objective of the comparative analysis in each topic area is to promote a meaningful exchange of development experiences and emerging trends between Korea and countries in LAC. The comparative analysis will be framed by a review of the macro framework of development policies in both Korea and LAC. The other analyses will reference that introductory framework for the knowledge sharing initiative.

The in-depth analysis of development lessons in LAC and Korea will be done in the following topic areas:

- (i) Economic Development
- (ii) Trade and Investment
- (iii) Information Technologies and Communications for Development
- (iv) Sustainable Energy Development
- (v) Labor Market
- (vi) Sustainable cities

For each topic area, one or more think tanks or research groups from Korea and one or more think tanks or research groups from LAC will identify, analyze and document development experiences in their respective areas. The experiences will be chosen in such a way that they highlight learning that will be relevant for future policy decisions and possible partnerships. The teams from Korean and LAC research groups or think tanks will analyze each experience, through document/data analysis, structured interviews and, when relevant, site visits. The experiences will focus on select questions that will facilitate the identification of good practices, key lessons and recommendations to support the objectives of the knowledge exchange. The framework and guidelines for the work to be carried out in each topic area will be previously established by the Bank units involved in this project in coordination with the Korea's special task force preparing the 2015 Annual Meeting.

2. Objectives of the Consultancy

The objective of this consultancy is to analyze and document specific development experiences and emerging trends related to **Labor Markets: Promoting the productivity of workers and companies through relevant and cost-effective workforce training mechanisms** in XXX (country or region), to participate in the exchange of relevant lessons with one or more partner organizations in YYYY (other region or country), and to participate in presentations and discussions of the learning that emerged from those experiences, in order to:

- Provide policy-makers in both LAC and Korea with a broader range of sound policy options on development, including lessons related to promoting innovation and entrepreneurship in these areas
- Share know-how regarding design and/or implementation of select policies, foster greater effectiveness
- Promote partnerships between Latin American, Caribbean and Korean organizations, individuals, entrepreneurs, and businesses

3. Activities

The consultant firm will follow the framework and guidelines established by the Bank for the work to be carried out in each topic area. It will also interact with the partner organization(s) that is (are) carrying out the analysis of this particular topic area for YYYY (Region, country).

The think tanks from LAC and Korea working in the same topic will have the same terms of reference. Therefore, they will analyze and compare how the selected experiences from both regions addressed the challenges at hand; they will agree on a common set of questions that will be answered by both the LAC and the Korean analyses, highlighting the key aspects of each specific experience.

The firm will be expected to carry out the following activities:

- Collaborate with the Bank and to identify the specific experiences to be documented and to refine the specific questions to be analyzed for each experience.
- Carry out document review, data analysis, structured interviews and, when relevant, site visits, in order to identify effective policies and practices, ineffective or inefficient policy or program choices, and management or policy practices that could be replicated, adapted or avoided in future development efforts.
- Document the narrative of the selected experiences and the findings and lessons learned of the research. Prepare user-friendly summaries or presentations of principal findings and recommendations, in formats to be determined in collaborative discussions among the parties involved.
- Relate the specific development experiences under analysis to the review of the macro framework of development policies in (Korea, LAC), to be prepared by (KDI, IDB). Collaborate with the country/region coordinators from the Bank and from the Korean Development Institute, in order to relate the findings in this particular topic area to those of other topic areas, in order to maximize the knowledge sharing opportunities.
- Identify and analyze emerging trends and/or innovative approaches that have been developed to address similar challenges to those addressed by the specific experiences under analysis.
- Participate in frequent exchanges of the progress of the work with the Bank, the Korean Development Institute and the partner organization(s) in YYYY, as a mechanism to assure a proper comparative analysis between LAC and Korea.
- Present findings and actively participate in two knowledge sharing seminars: one at the IDB Headquarters in Washington, to present the preliminary results of its work (in December 2014 or January 15), the other in Bussan to present the final results of its work (in March 2015). The second seminar will be held prior to and during the 2015 IDB/IIC Annual Meeting in Busan (Korea) and 3rd Korea-LAC Business Forum.
- Participate in efforts to disseminate the results of the comparative analysis; the scope and details of these efforts will be discussed and defined collaboratively among the Bank, the Korean Development Institute and the partner organization(s) in Brazil and Mexico.

4. Particular Focus of the Analysis of Experiences in Labor Markets

A labor force with continually updated knowledge is essential to ensure equitable growth in a context of rapid technological change. The labor force's stock of skills⁴ and competencies has a significant impact on economic growth and welfare (OECD, 1994, 2001; Hanushek and Woessmann, 2008). The bigger the effort a country makes to accumulate human capital, the closer the technological frontier will be, and the higher the level of labor productivity. The skills (education and/or training) people acquire while in work (Bassi, Rucci and Urzúa, 2013) are also important, as well as the education they receive before entering the labor market. A lifelong training strategy envisages the depreciation of human capital, promoting people's employability over their working life and ensuring effective use of new technologies.

LAC faces limited labor force readiness and ineffective labor force training systems. Insufficient human capital in the labor force unmet skills demand among the region's companies. According to the results of the "Program for International Student Assessments" (PISA) in 2009 from Latin America and the Caribbean countries, 48% of young people joining the labor market are unable to understand a basic text, and 62% cannot perform simple calculations, with significant differences in performance by socio-economic quintile (OECD, 2010a). Similarly, 64% of adults (35-64 years) and 46% of young adults (24-34 years) have less than full secondary education (2009-2010) and, although the means of ascertaining the stock of skills in Latin America are limited, the evidence suggests that decades of low quality education have adversely impacted the quality of the region's labor force.

Accordingly, there is an urgent need to gear training to demand from the productive sector and improve the regulatory framework to promote cost-effective investments by individuals, companies, and the State.

The focus of the study in this topic is to better understand the institutional process that guided the XXX (Latin American or Korean) experiences in their current training policies and programs. The analysis of specific experiences will consider:

- institutional arrangements
- financing mechanisms,
- innovations that have yielded promising results,
- monitoring and evaluation mechanisms, and

⁴ Skills: ability or motivation to carry out a series of actions. These may be: (i) job-specific skills, defined as the techniques necessary to carry out a particular job which are not readily applicable to other occupations or industries (for example, training in the use of a particular type of loom in the textile industry); (ii) knowledge skills, defined as areas of basic knowledge that form the curriculum in the formal education system: reading, writing, mathematics, reasoning and critical thought; and (iii) behavioral or soft skills, which refer to responsibility, degree of commitment, team-working skills, persistence, and self-control.

- efforts made towards an integrated and flexible system.

Particularly, the experiences will include the following elements:

- Description of the institutional framework that considers both educational and training systems. (TVET)
- Diagnostic of the current status of educational and training systems in terms of coverage (number of persons).
- Description of the financing mechanisms, including: resource allocation, target population and targeting mechanisms.
- Identification of existing quality standards for training institutions.
- Identification of mechanisms for public-private-partnership (PPP) and how PPPs could be relevant for workers and companies.
- Review of existing mechanisms of skills forecasts
- Description of qualification framework, including mechanisms for skills certification
- Review of existing mechanism of monitoring and evaluation
- Description of coordination efforts between educational and training systems

If possible, the consulting firm will identify start-ups or entrepreneurs that have partnered with training institutions, in order to narrate the motivation and the results of those partnerships. The experiences of those start-ups and/or entrepreneurs will be included in the analysis, as concrete cases that illustrate the elements that are supporting and/or limiting effective partnerships.

5. Deliverables

1. Description of specific experiences:
 - a. Identification of experiences, in coordination with IDB units and KDI (June, 2014)
 - b. Methodology to be used to analyze the experiences (July, 2014)
 - c. First draft of the document (narrative and preliminary analyses) to be presented in a seminar in Washington D.C. (December, 2014)
 - d. Final document (that includes analyses, lessons learned and findings) in the assigned topic. This document should respond to the framework and questions formulated initially by the Bank (February, 2015)
2. Participation in a seminar in Washington D.C. (January, 2015)
3. One or more videos that will highlight the lessons learned and findings from specific experiences (January, 2015)
4. Participation in the seminar in Busan (March, 2015)
5. Dissemination of results:
 - a. Participation in at least one national seminar, presenting the results of its research (April 2015 to July 2015)
 - b. Participation and/or organization of at least one workshop, BBL, conferences or other dissemination event (April 2015 to September 2015)
 - c. Publications: documents included in at least one national or regional websites, and writing of at least one blog related with the topic (September 2015)

The documentation and analysis of specific experiences should be very focused on the narrative of the experience, the description of what worked and what did not work, the know-how that this

generates for the international development community. The analysis should relate these specific experiences to policy decisions, enabling environments and other factors that promote or limit the achievement of expected results.

6. Budget

The research in each of the six topics will have a maximum fund of \$50, 000 for LAC and \$50,000 for Korea (to be divided among firms participating in the topic).

Note: Travel expenses related to participation in the seminars organized to present the results will be financed by additional funds. The videos highlighting the lessons learned and findings will also be financed by additional funds up to US 2,500.

Terms of Reference

Analysis of Experiences in Trade and Investment: LAC and Korea: Knowledge Exchange Forum on Development Experiences

June 15, 2014

1. Background

The Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieving measurable results as well as increasing integrity, transparency and accountability. The IDB (hereto forth, “the Bank”) has an evolving reform agenda that seeks to increase its development impact in the region. It provides loans, grants, technical assistance, carries out research and promotes knowledge sharing in favor of sound policy, good governance and sustainable development in Latin America and the Caribbean.

Governance of the IDB is vested in the Board of Governors, which is constituted by the Ministers of Finance of the 48 member countries, including 26 borrowing members. The Board of Governors holds an annual meeting in March or April of each year to review the Bank's operations and make major policy decisions; parallel to these discussions, there are technical seminars that address key aspects of interest to the participants in the Meeting.

As the Bank and the government of Korea collaborate to prepare the Third Korea-LAC Business Forum and the IDB/IIC Annual Meeting, which will take place in Busan (Korea) in the first quarter of 2015, there is a growing recognition of the potential benefits of analyzing experiences in development challenges, sharing the knowledge that has emerged from the development experiences of Korea and the Latin American and Caribbean countries and identifying.

Accordingly, the Bank and the Government of Korea seek to prepare a knowledge sharing forum, to share and discuss comparative analyses of experiences in selected topic areas. This forum will focus on sharing learning regarding what has worked (and what has not) in the promotion of equitable and sustainable development.

The objective of the comparative analysis in each topic area is to promote a meaningful exchange of development experiences and knowledge between Korea and countries in LAC, The comparative analysis will be framed by a review of the macro framework of development policies in both Korea and LAC. The other analyses will reference that introductory framework for the knowledge sharing initiative.

The in-depth analysis of development lessons in LAC and Korea will be done in the following topic areas:

- (i) Economic Development
- (ii) Trade and Investment
- (iii) Information Technologies and Communications for Development
- (iv) Sustainable Energy Development
- (v) Labor Market
- (vi) Sustainable cities

For each topic area, one or more think tanks or research groups from Korea and one or more think tanks or research groups from LAC will identify, analyze and document development experiences and emerging trends in their respective areas. The experiences will be chosen in such a way that they highlight learning that will be relevant for future policy decisions and possible partnerships. The teams from Korean and LAC research groups or think tanks will analyze each experience, through document/data analysis, structured interviews and, when relevant, site visits. The experiences will focus on select questions that will facilitate the identification of good practices, key lessons and recommendations to support the objectives of the knowledge exchange. The framework and guidelines for the work to be carried out in each topic area will be previously established by the Bank units involved in this project in coordination with the Korea's special task force preparing the 2015 Annual Meeting.

2. Objectives of the consultancy

The objective of this consultancy is to analyze and document specific development experiences and emerging trends related to **Trade & Investment: The Impact of Trade Agreements, Trade Facilitation and Investment** in XXXXX (region or country), to participate in the exchange of relevant lessons with one or more partner organizations in YYYY (other region or country), and to participate in presentations and discussions of the learning that emerged from those experiences, in order to:

- Provide policy-makers in both LAC and Korea with a broader range of sound policy options on development, including lessons related to promoting innovation and entrepreneurship in these areas
- Share know-how regarding design and/or implementation of select policies, foster greater effectiveness
- Promote partnerships between Latin American, Caribbean and Korean organizations, individuals, entrepreneurs, and businesses.

3. Activities

The consultant firm will follow the framework and guidelines established by the Bank for the work to be carried out in each topic area. It will also interact with the partner organization(s) that is (are) carrying out the analysis of this particular topic area for YYYY (Region, country).

The think tanks from LAC and Korea working in the same topic will have the same terms of reference. Therefore, they will analyze and compare how the selected experiences from both regions addressed the challenges at hand; they will agree on a common set of questions that will be answered by both the LAC and the Korean analyses, highlighting the key aspects of each specific experience.

The firm will be expected to carry out the following activities:

- Collaborate with the Bank and to identify the specific experiences to be documented and to refine the specific questions to be analyzed for each experience.
- Carry out document review, data analysis, structured interviews and, when relevant, site visits, in order to identify effective policies and practices, ineffective or inefficient policy or program choices, and management or policy practices that could be replicated, adapted or avoided in future development efforts.
- Document the narrative of the selected experiences and the findings and lessons learned of the research. Prepare user-friendly summaries or presentations of principal findings and recommendations, in formats to be determined in collaborative discussions among the parties involved.
- Relate the specific development experiences under analysis to the review of the macro framework of development policies in (Korea, LAC), to be prepared by (KDI, IDB). Collaborate with the country/region coordinators from the Bank and from the Korean Development Institute, in order to relate the findings in this particular topic area to those of other topic areas, in order to maximize the knowledge sharing opportunities.
- Identify and analyze emerging trends and/or innovative approaches that have been developed to address similar challenges to those addressed by the specific experiences under analysis.
- Participate in frequent exchanges of the progress of the work with the Bank, the Korean Development Institute and the partner organization(s) in YYYY as a mechanism to assure a proper comparative analysis between LAC and Korea.
- Present findings and actively participate in two knowledge sharing seminars: one at the IDB Headquarters in Washington, to present the preliminary results of its work (in December 2014 or January 15), the other in Bussan to present the final results of its work (in March 2015). The second seminar will be held prior to and during the 2015 IDB/IIC Annual Meeting in Busan (Korea) and 3rd Korea-LAC Business Forum.
- Participate in efforts to disseminate the results of the comparative analysis; the scope and details of these efforts will be discussed and defined collaboratively among the Bank, the Korean Development Institute and the partner organization(s) in XXXX

4. Particular Focus of the Analysis of Experiences in Trade and Investment

The specific development experiences to be documented by the consulting firm will relate to the following two sub-topics:

a. Trade and Investment as Drivers of Development

Trade and investment have served as important engines for the economic development of both Korea and LAC. Research on the role of trade and investment as critical success factors for development, with a special focus on trade and investment promotion and SMEs, will enable better understanding and management of these processes.

Accordingly, we seek to document and share, based on **concrete experiences**:

- the importance of trade and investment in the development process;
- economic impacts and performance;
- roles and effectiveness of trade promotion and investment attraction activities;
- best benchmark models;
- emerging trends and innovations;
- SME development (marketing, R&D, supply chain, the role of government, etc.);
- SME linkage promotion and inter-regional SME linkage;
- lessons learned and implications.

In this topic area, the consulting firm will also identify two to three start-ups and/or young entrepreneurs who are developing ideas for SME development with a focus on international markets. The experiences of those start-ups and/or entrepreneurs will be included in the analysis, as concrete cases that illustrate the effectiveness (or ineffectiveness of SME development measures.

b. Facilitation Trade Agreements (FTAs) and Trade Facilitation Programs: their economic impacts and future opportunities

A decade ago, Korea ratified a free trade agreement with Chile, its first with a LAC country, and has since also concluded FTAs with Peru and Colombia and is negotiating yet another with Mexico. These four countries joined together in 2011 to establish the Pacific Alliance, a deep integration agreement with the objective of moving progressively towards the free circulation of goods, services, capital, and people, with a strong element of trade facilitation and customs cooperation. In addition to integration with among themselves, a key focus of the Pacific Alliance is deepening economic ties, interregional cooperation, and policy dialogue with Asia.

More recently, on March 11, 2014, Korea and Mexico signed a mutual recognition agreement to recognize the companies certified by each other's authorized economic operator programs. Such programs provide for the accreditation and certification of trusted traders, and are a key element in expediting customs procedures and in ensuring supply chain security.

In light of the foregoing, this is an opportune time to review and evaluate the accomplishments and effectiveness of such FTAs and how to facilitate and secure trade between Korea and LAC countries.

The research in this area will cover:

- background and chronology of the FTAs;

- evidence of major achievements and economic impacts;
- beneficiary and adversely affected sectors (based on evidence);
- technical issues, including sanitary and phytosanitary standards, technical barriers to trade, and rules of origin;
- policies and decisions that facilitated trade and customs cooperation between Korea and LAC;
- emerging trends and innovations;
- lessons learned and suggestions for next steps;
- useful resources (FTA business guide etc.).

5. Deliverables

1. Description of specific experiences:
 - a. Identification of experiences, in coordination with IDB units and KDI (June, 2014)
 - b. Methodology to be used to analyze the experiences (July, 2014)
 - c. First draft of the experiences (narrative and preliminary analyses) to be presented in a seminar in Washington DC (January, 2015)
 - d. One or more videos that will highlight the lessons learned and findings from specific experiences (January, 2015)
 - e. Final document (that includes analyses, lessons learned and findings) in the assigned topic. This document should respond to the framework and questions formulated initially by the Bank (February, 2015)
2. Participation in a seminar in Washington, D.C. (December, 2014)
3. Participation in the seminar in Bussan (March, 2015)
4. Dissemination of results:
 - a. Participation in at least one national seminar, presenting the results of its research (April 2015 to July 2015)
 - b. Participation and/or organization of at least one workshop, BBL, conferences or other dissemination event (April 2015 to September 2015)
 - c. Publications: documents included in at least one national or regional websites, and writing of at least one blog related with the topic (September 2015))

The documentation and analysis of specific experiences should be very focused on the narrative of the experience, the description of what worked and what did not work, the know-how that this generates for the international development community. The analysis should relate these specific experiences to policy decisions, enabling environments and other factors that promote or limit the achievement of expected results.

6. Budget

The research in each of the six topics will have a maximum fund of \$50,000 for LAC and \$50,000 for Korea (to be divided among firms participating in the topic).

Note: Travel expenses related to participation in the seminars organized to present the results will be financed by additional funds. The videos highlighting the lessons learned and findings will also be financed by additional funds up to US 2,500.

Terms of Reference

Analysis of Experiences in Sustainable Cities LAC and Korea: Knowledge Exchange Forum on Development Experiences

June 16th, 2014

1. Background

The Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieving measurable results as well as increasing integrity, transparency and accountability. The IDB (hereto forth, “the Bank”) has an evolving reform agenda that seeks to increase its development impact in the region. It provides loans, grants, technical assistance, carries out research and promotes knowledge sharing in favor of sound policy, good governance and sustainable development in Latin America and the Caribbean.

Governance of the IDB is vested in the Board of Governors, which is constituted by the Ministers of Finance of the 48 member countries, including 26 borrowing members. The Board of Governors holds an annual meeting in March or April of each year to review the Bank's operations and make major policy decisions; parallel to these discussions, there are technical seminars that address key aspects of interest to the participants in the Meeting.

As the Bank and the government of Korea collaborate to prepare the Third Korea-LAC Business Forum and the IDB/IIC Annual Meeting, which will take place in Busan (Korea) in the first quarter of 2015, there is a growing recognition of the potential benefits of analyzing experiences in development challenges and sharing the knowledge that has emerged from the development experiences of Korea and the Latin American and Caribbean countries.

Accordingly, the Bank and the Government of Korea seek to prepare a knowledge sharing forum, to share and discuss comparative analyses of experiences in selected topic areas. This forum will focus on sharing learning regarding what has worked (and what has not) in the promotion of equitable and sustainable development, as well as on the discussion of innovations and emerging trends in development policies and programs in the topic areas

The objective of the comparative analysis in each topic area is **to promote a meaningful exchange of development experiences and emerging trends between Korea and countries in LAC**. The comparative analysis will be framed by a review of the macro framework of development policies in both Korea and LAC. The other analyses will reference that introductory framework for the knowledge sharing initiative.

The in-depth analysis of development lessons in LAC and Korea will be done in the following topic areas:

- (i) Economic Development
- (ii) Trade and Investment
- (iii) Information Technologies and Communications for Development
- (iv) Sustainable Energy Development
- (v) Labor Market
- (vi) Sustainable cities

For each topic area, one or more think tanks or research groups from Korea and one or more think tanks or research groups from LAC will identify, analyze and document development experiences and emerging trends in their respective areas. The experiences will be chosen in such a way that they highlight learning that will be relevant for future policy decisions and possible partnerships. The teams from Korean and LAC research groups or think tanks will analyze each experience, through document/data analysis, structured interviews and, when relevant, site visits. The experiences will focus on select questions that will facilitate the identification of good practices, key lessons and recommendations to support the objectives of the knowledge exchange. The framework and guidelines for the work to be carried out in each topic area will be previously established by the Bank units involved in this project in coordination with the Korea's special task force preparing the 2015 Annual Meeting.

2. Objectives of the Consultancy

The objective of this consultancy is to analyze and document specific development experiences and emerging trends related to **programs to improve cities sustainability in the areas of: (i) environmental and climate change sustainability, (ii) urban sustainability, and (iii) fiscal sustainability and governance** in Latin America, to participate in the exchange of relevant lessons with one or more partner organizations in Korea (i.e., Korea Research Institute for Human Settlements, KHRIS), and to participate in presentations and discussions of the learning that emerged from those experiences, in order to:

- Provide policy-makers in both LAC and Korea with a broader range of sound policy options on development, including lessons related to promoting innovation and entrepreneurship in these areas
- Share know-how regarding design and/or implementation of select policies, foster greater effectiveness
- Promote partnerships between Latin American, Caribbean and Korean organizations, individuals, entrepreneurs, and businesses

3. Activities

The consultant firm will follow the framework and guidelines established by the Bank for the work to be carried out in each topic area. It will also interact with the Korea Research Institute

for Human Settlements, KHRIS.

The think tanks from LAC and Korea working in the same topic will have similar terms of reference (focusing on different regions). Therefore, they will analyze and compare how the selected experiences from both regions addressed the challenges at hand; they will agree on a common set of questions that will be answered by both the LAC and the Korean analyses, highlighting the key aspects of each experience.

The firm will be expected to carry out the following activities:

- Collaborate with the Bank and to identify the specific experiences to be documented and to refine the specific questions to be analyzed for each experience.
- Carry out document review, data analysis, and structure interviews and, when relevant, site visits, in order to identify effective policies and practices, ineffective or inefficient policy or program choices, and management or policy practices that could be replicated, adapted or avoided in future development efforts.
- Document the narrative of the selected experiences and the findings and lessons learned of the research. Prepare user-friendly summaries or presentations of principal findings and recommendations, in formats to be determined in collaborative discussions among the parties involved.
- Relate the specific development experiences under analysis to the review of the macro framework of development policies in (Korea, LAC), to be prepared by (KDI, IDB). Collaborate with the country/region coordinators from the Bank and from the Korean Development Institute, in order to relate the findings in this particular topic area to those of other topic areas, in order to maximize the knowledge sharing opportunities.
- Identify and analyze emerging trends and/or innovative approaches that have been developed to address similar challenges to those addressed by the specific experiences under analysis.
- Participate in frequent exchanges of the progress of the work with the Bank, and the Korea Research Institute for Human Settlements, KHRIS, as a mechanism to assure a proper comparative analysis between LAC and Korea.
- Present findings and actively participate in two knowledge sharing seminars: one at the IDB Headquarters in Washington, to present the preliminary results of its work (in December 2014 or January 15), the other in Bussan to present the final results of its work (in March 2015). The second seminar will be held prior to and during the 2015 IDB/IIC Annual Meeting in Busan (Korea) and 3rd Korea-LAC Business Forum.
- Participate in efforts to disseminate the results of the comparative analysis; the scope and details of these efforts will be discussed and defined collaboratively among the Bank, Korea Research Institute for Human Settlements, KHRIS.

4. Particular Focus of the Analysis of Experiences in Sustainable Cities

Detailed terms of reference for this assignment are included as Annex 1 to this document.

5. Deliverables

1. Description of specific experiences:
 - a. Identification of experiences, in coordination with IDB units and KDI (June, 2014)
 - b. Methodology to be used to analyze the experiences (July, 2014)
 - c. First draft of experiences (narrative and preliminary analyses) to be presented in a seminar in Washington, D.C. (December, 2014)
 - d. Final document (that includes analyses, lessons learned and findings) in the assigned topic. The outline of this document is contained in the Annex 1 referenced in the previous paragraph
2. Participation in the seminar in Washington, D.C. (January, 2015)
3. One or more videos that will highlight the lessons learned and findings from specific experiences (January, 2015)
4. Participation in the seminar in Bussan (March, 2015)
5. Dissemination of results:
 - a. Participation in at least one national seminar, presenting the results of its research (April 2015 to July 2015)
 - b. Participation and/or organization of at least one workshop, BBL, conferences or other dissemination event (April 2015 to September 2015)
 - c. Publications: documents included in at least one national or regional websites, and writing of at least one blog related with the topic (September 2015))

The documentation and analysis of specific experiences should be very focused on the narrative of the experience, the description of what worked and what did not work, the know-how that this generates for the international development community. The analysis should relate these specific experiences to policy decisions, enabling environments and other factors that promote or limit the achievement of expected results.

6. Budget

The research in each of this topic will have a maximum fund of \$50, 000 for Korean experiences (to be divided among firms participating in the topic).

Annex:



ESCI-Lessons
Learned from 20 LAC

Annex II

Procurement Plan⁵ (July 2014 - October 2015)

Description of the contract and Estimated Cost of Acquisition	Estimated Cost	Description	Acquisition Methodology	BID	Local/other	Prequalification	Start date	Termination of Contract	Status
Individual Consultants	\$154,700	Support coordination main activities	IICC	\$60,000	n/a	YES	Q2 2014	Q3 2015	Pending
		Interpretation (Washington and Bussan seminars)	PC	\$22,200	n/a	YES	Q4 2014	Q1 2015	Pending
		Translation of key content in other language	IICC	\$20,000	n/a	YES	Q1 2015	Q1 2015	Pending
		Videos (document key findings of experiences)	PC	\$22,500	n/a	YES	Q3 2014	Q1 2015	Pending
		Design of promotion materials	PC	\$30,000	n/a	YES	Q1 2015	Q3 2015	Pending
Consultancy Firm (study cases)	\$500,000	Korean Firms	DC	\$300,000	n/a	YES	Q2 2014	Q3 2015	Pending
		LAC Firms	DC	\$200,000	n/a	YES	Q2 2014	Q3 2015	Pending
Travel expenses	\$294,500	Participation in events to prepare documents (35 + 40 participants in Washington and Busan) and promote results (5 participants regional seminars)	PC	\$294,500	n/a	YES	Q4 2014	Q3 2015	Pending
Venues and logistics seminars	\$26,500	Washington (preparing seminar), Busan, BBL and regional seminar	PC	\$26,500	n/a	YES	Q4 2014	Q3 2015	Pending

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; IIC C: International Individual Consultant selection based on Qualifications; CCIN: National Individual Consultant selection based on Comparison of Qualifications.