

INTERAMERICAN DEVELOPMENT BANK
Technical Cooperation Program (Trust Fund Financing)

TC N° RG-T1553

I. GENERAL INFORMATION

Name of TC Project:	Transparency and anti-corruption mechanisms at the sub-national level
Name of Trust Fund:	Markets and Governance for Poverty Reduction Trust Fund (KMG) in the Public Sector and Political Systems (PSPS) window of the program
Team Leader/Members:	Leslie Harper, Team Leader (ICF/ICS), Rosina de Souza (LEG/SGO) y Adriana Abreu-Combs (ICF/ICS)
Executing Agency:	Inter-American Development Bank
Beneficiary Countries:	Argentina, Ecuador and Peru
Beneficiary Institutions:	Provincial and regional executives; sub-national legislatures; sub-national judiciary; civil society.
Total Estimated Amount to be Financed (US\$):	Trust Fund (KMG): US\$149,500 Co-financing: US\$210,000 TOTAL: US\$359,500
Execution and Disbursement Deadlines:	18 months, 20 months

II. BACKGROUND AND JUSTIFICATION

- 2.1 The trend towards fiscal and political decentralization in Latin America has meant that sub-national governments are increasingly playing a vital and strategic role in the development of their communities. As service delivery and fiscal responsibilities are shifted from central governments to sub-national governments and donors (and aid recipient governments themselves) direct more development aid towards sub-national governments, governance becomes more and more important in order to maximize aid effectiveness and prospects for poverty alleviation and development. This is especially the case as many of the underlying problems of development, and therefore, poverty, have to do with poor governance. For example, weak institutions, absence of rule of law, capture of the state, and corruption can all directly or indirectly have a negative impact on the poor, who are usually affected the most. This can occur through a myriad of channels, such as public programs that do not reach the intended recipients, poorly allocated resources, and inefficiently designed poverty reduction programs that fail to deliver effectively to their main targets, etc.
- 2.2 One important way that the governance problems associated with poor development performance problems can be addressed is through improved transparency. Greater access to information can be used by civil society groups and the media, which will enable a more informed public that is empowered to demand change. This is especially true given that civil

society groups often play an important role as aggregators and mediators of interests between individual citizens and government and can have a key impact on the outputs of the decision-making process. In addition, by providing a tool for monitoring public institutions there should be an improvement in accountability processes and more sustained, viable and effective efforts at reform.

2.3 The program described in this proposal therefore is an ideal fit with the Markets and Governance Trust Fund.

- a. It is aimed at enhancing pro-poor political participation in the target countries through enhanced political transparency and accountability at the sub-national level. Analysis and dissemination of findings related to the barriers to political participation stemming from opaque political structures and political-economy disincentives are a key objective in this context.
- b. By analyzing barriers to the poor's participation in the political process, especially time and cost barriers associated with accessing government monitoring and transparency mechanisms, the research and subsequent outreach strategies will yield insight into interventions at the sub-national level likely to catalyze poverty-reduction governance reforms.
- c. By working with local in-country experts and convening key stakeholder events with non-conventional political actors (including legislatures, the judiciary, the media, and local CSO groups) the key findings and corollary policy implications will benefit from increased national ownership and participation.
- d. The proposal is aligned with the IDB's renewed emphasis on channeling resources and technical assistance to sub-national governments. This proposal contributes to this effort by providing alternatives for promoting transparency reforms to sub-national governments (including legislatures), who can then seek financing and support from the IDB for implementing such reforms.
- e. The project is highly innovative as it is the first time that a methodology for actionable indicators will be developed and implemented that can be replicated throughout the region.

2.4 The proposal is also aligned with the political realities and agendas in the three target countries. Despite political instability, civil society in **Ecuador** has been able to increase its capacity to demand accountability from the state, monitor state actions, and promote actions to influence public policies. Ecuadorian NGOs have simultaneously begun to use other engagement strategies with government, including collaborative partnerships. Evidence of this can be seen in the influence that civil society organizations have had on key legislation affecting social accountability, such as the Transparency Law and the integration of demands for recognition of indigenous and women's rights in the 1998 Constitution.

- 2.5 The enabling conditions in **Peru** for the activities envisioned under this proposal have improved in the past decade. Fujimori's ten year legacy left in its wake a socio-political climate ripe for unprecedented change. In parallel, Peru's civil society has moved from unorganized and episodic citizens' protests to initiatives based increasingly on informed analysis and data to offer compelling arguments to government on improving key performance benchmarks. The growing capacity of civil society organizations was also evident in the role they played in pushing for the Transparency and Access to Information Law and in legislation related to political financing.
- 2.6 In the case of **Argentina**, where the provinces are responsible for delivering health, education and social services, the current fiscal conditions in the country have eased the pressure on public budgets at the provincial level, increasing public investment across all policy sectors. This situation, in addition to the recent elections at the national and the provincial levels, opens a window of opportunity for promoting institutional reforms. Moreover, the proposed study will highlight best practices developed by certain sub-national governments, increasing the incentives for the rest to follow.
- 2.7 The project will focus on the level of government that is immediately below the national government in each of the three countries. The regions of Peru (formerly 24 departments plus the Callao Province) are the first-level administrative subdivisions of the country and will be the focus of the research there. Under the 2002 Organic Law of Regional Governments, there is an ongoing process of transferring functions from the central government to the regions. In Argentina, the provinces are the first level of government under the federal administration and, as a result of decentralization reforms, now manage education, health, and most social services. In Ecuador, the research will focus on local governments as decentralization reforms have produced a devolution of functions to that level.

III. OBJECTIVES

- 3.1 This project seeks to identify governance and integrity reform alternatives at the sub-national level which take into account the political-economy of each target country's decentralization context (actors, administrative structure, checks and balances, enforcement and auditing agencies' roles).
- 3.2 Specific objectives include:
- a. Stimulate evidence-based reforms by national and sub-national governments in the targeted countries that address identified sub-national anti-corruption weaknesses and stimulate increased political participation by the poor.
 - b. Increase media and other key stakeholders' (government, NGOs, private sector, academia) awareness of sub national anti-corruption/good governance challenges in Latin America, thus increasing transparency in the sub-national political and budgeting process.
 - c. Enhance the capacity of country-specific pro-poor groups to advocate for and monitor

progress towards increased government accountability and transparency at the sub-national level through knowledge transfer.

- d. Disseminate best practices and praise local leadership for successfully advancing the agenda of good governance, when merited. Outreach strategies under this proposal will specifically target sub-national legislatures, civil society, and other non-traditional audiences not ordinarily reached by bilateral and multilateral donors.
- e. Provide the donor community and other interested organizations with actionable data and information to inform future lending to and operations with clients.

IV. LINK TO IDB STRATEGIES AND OPERATIONS

- 4.1 By providing a tool for promoting transparency and accountability at the local level, this program will directly contribute to efforts currently being carried out by the Bank to prevent and combat corruption. The IDB was among the first international financial institutions to recognize the importance of tackling fraud and corruption across all its operations. The Bank's desire for a comprehensive approach to ensuring integrity in all activities it finances, as well as supporting efforts by member countries, resulted in the Board of Executive Directors adopting the document Strengthening a Systemic Framework Against Corruption for the Inter-American Development Bank in 2001. Since then, the Bank has increasingly undertaken activities aimed at improving transparency and combating corruption in the region, including components in projects such as the Montevideo Municipal Management Program (UR0145) and Support to the Efficiency of Public Management in Bolivia (BO-L1005) and technical cooperation programs such as Support to Transparency in Public Management in Bolivia (BO-T1005), Improvement of Accountability and Transparency among CSOs in Chile (CH-M1012), and Citizen Action and Transparency in Ecuador (EC-T1059), Towards a Model of Transparency and Accountability Developed from Civil Society Organizations (AR-T1023), among others.
- 4.2 In addition, the proposal is aligned with the IDB's renewed emphasis on channeling resources and technical assistance to sub-national governments. Subnational projects form an increasing part of the IDB's portfolio. Since 1990 an estimated 27.8% of the Bank's lending volume, equivalent to US \$28.6 billion, has been in operations dealing with regional or local governments either as executors, co-executors or direct borrowers. A review in 2006 of the Bank's portfolio of projects under preparation shows that approximately 36% of the Bank's pipeline lending volume is directed at subnational clients, suggesting a trend towards increasing Bank reliance on subnational stakeholders and borrowers in its operations. This tendency, combined with the recognition that corruption can have a negative impact on development outcomes, has resulted in a growing need for actionable data and information in the area of transparency and accountability at the subnational level.
- 4.3 The program corresponds directly to the Bank's Modernization of the State and Citizen Participation Strategies, which call for the development of instruments for transparency that strengthen oversight by citizens and civil society organizations.

V. DESCRIPTION

- 5.1 This program will involve the development of a methodology to assess sub-national anti-corruption and good governance systems in the target countries. This will consist of the identification of the most actionable evidence-based governance reforms that should be implemented by sub-national governments in the target countries, including both supply and demand side reforms that accelerate poverty reduction. Those key findings will then be disseminated through a targeted outreach strategy to not only the executive but also sub-national legislatures, civil society, the media, and other non-traditional audiences. Finally, governments in the participating countries will be advised on translating the results of the diagnostics into specific policy reforms through a partnership-oriented advocacy campaign.
- 5.2 The project will be implemented by a team of local partners in each target country – CIPPEC (Argentina), Grupo FARO (Ecuador), and Ciudadanos al Dia (Peru) – in conjunction with the international NGO Global Integrity, and will serve as the initial phase of a longer-term, sustainable initiative in the region supported by multiple donors. These local partners have been pre-selected because they have demonstrated track records in this area and the technical capacity to carry out the research as well as outreach and advocacy. Having such capable and experienced partners on the ground is critical for this highly technical project.
- 5.3 In order to ensure that there is country ownership, the three local partners have consulted informally with various interlocutors in government ministries in each country, including finance, planning, and administrative ministries. Because of the interview-based approach to many of the sub-national Integrity Indicators, governments in all three countries will play a role in informing the assessment. This bottom-up approach will help stimulate ownership and a sense of buy-in. In addition, a significant portion of the outreach and advocacy activities is aimed at engaging and bringing government into the process of analyzing the results and brainstorming on policy implications.
- 5.4 The project will be organized in three components:
- 1. Pre-Field Work**
- 5.5 **Meeting with partners to tailor methodology:** Before the data gathering process begins, Global Integrity and all of the local partner groups will meet to tailor Global Integrity's master Sub-National Integrity Indicators template uniquely to each country. Issues to be assessed will include: CSOs, Media, and Access to Information; Elections and Political Financing; Government Accountability (Executive, Legislative, and Judicial); Civil Service and Property Rights; State-Owned Enterprises and Fiscal Transfers; and Law Enforcement. This process will factor in any existing sub-national governance assessments for the country.
- 5.6 Each of the above categories comprise dozens of specific indicators and sub-indicators, each anchored by unique scoring criteria and standardized references. There are roughly 250 specific "questions" assessed through the Sub-National Integrity Indicators framework, which analyzes both *de jure* (laws on the books) and *de facto* (implementation and enforcement) mechanisms.

2. Field Work

- 5.7 **Data Gathering:** Once the methodology has been uniquely tailored to each country, local country teams will be in charge of data gathering under the leadership of the country coordinator and the permanent technical support of Global Integrity. Research teams will answer the roughly 250 questions for each province/region through a combination of interviews (representatives from government, academia, civil society, and business), literature review of existing studies and surveys, and primary source document research.
- 5.8 **Quality Control:** Quality control processes include multiple rounds of staff review by Global Integrity as well as the retention of “peer reviewers” (other in-country experts) who blindly review the raw data and provide unvarnished feedback, commentary, and possible corrections.

3. Dissemination and advocacy campaign

- 5.9 **Web and hardcopy publication:** All results and qualitative analysis of the data will be made available in both English and Spanish in a regional website. In addition, there will be country-specific hard copy publications highlighting the main challenges for each country as well as the strengths of existing sub-national anti-corruption safeguards.
- 5.10 **Advocacy/outreach initiatives:** The advocacy/outreach activities envisioned under this proposal will be carried out by the local partners in each country, with CIPPEC serving as a coordinator to maximize impact across countries and share successful outreach strategies. The advocacy campaign will include the following:
- a. Outreach through the media to lawmakers (both national and sub-national), donors (including IDB staff in Washington and in the target countries), inter-governmental organizations, and public administration officials presenting the key findings;
 - b. Engaging government officials (executive, legislative, and judicial) to develop reform options suggested by the data;
 - c. Convening stakeholder roundtable events with members of sub-national government, civil society, and media (Global Integrity works with hundreds of journalists around the world and is particularly suited to convening media representatives) to analyze the findings and discuss policy implications; and
 - d. Meetings with local civil society organizations working on sub-national governance issues to stimulate third party follow-on monitoring and advocacy. Particular attention will be paid to helping pro-poor groups to advocate for and monitor progress towards increased government accountability and transparency at the sub-national level. Knowledge transfer will be a primary objective here. Where governments lack the incentives to engage in a constructive dialogue through stakeholder events (carrot approach above) these local CSOs can utilize the findings to stimulate citizen demand for reform.

VI. EXECUTING AGENCY AND MECHANISM

A. Executing Agency

- 6.1 The Inter-American Development Bank will be the executing agency.

B. Execution period and disbursement schedule

- 6.2 The execution period of this operation will be 18 months. Disbursement period will be 20 months.

C. Project Completion Report

- 6.3 A project completion report will be prepared by the IDB after the final disbursement in accordance with the Fund Guidelines.

D. Procurement

- 6.4 The hiring of consulting firms and services will follow the Bank's Policies for the Selection and Contracting of Consultants financed by the Bank (GN-2350-7). The procurement plan is presented in Annex II.

- 6.5 **Sole Source Selection:** The Project Team has determined that Global Integrity, a non-profit, non-partisan international NGO is the only entity qualified to carry out the services for the **three** components of the project. Global Integrity is an organization specialized in developing and executing in-depth diagnostics of anti-corruption mechanisms in countries around the world by working with in-country governance experts. A sole-source contract is justified as no other organization has the same level of expertise in this area and a competitive process would not bring the participation of other similar organizations. Global Integrity has carried out fieldwork in 11 countries in LAC working with local experts, and its work has been described by the World Bank as "an example of 'best practice' methodology for governance indicators." (See more information in Annex III). Global Integrity will be responsible for the implementation of the project under the supervision of the IDB.

VII. BUDGET

- 7.1 The estimated cost of the project is US\$359,500 of which US\$149,500 will be financed with funds from the Markets and Governance for Poverty Development Fund and US\$210,000 with funds from National Endowment for Democracy (NED) and the Tinker Foundation.¹ A detailed budget is available in Annex I.

¹ The National Endowment for Democracy (NED) is a private, nonprofit organization created in 1983 to strengthen democratic institutions around the world through nongovernmental efforts. The Tinker Foundation was established in 1959 and awards grants to organizations and institutions that promote the interchange and exchange of information within the community of those concerned with the affairs of Spain, Portugal, Ibero-America and Antarctica. Tinker and NED each have a decades-long interest in Latin America governance reform and are supporting the project because they understand its potential to make significant in-roads in improving sub-national governance in the region.

Table VI-I. Budget

	Trust Fund	Other donors	Total Cost
I. PRE-FIELDWORK			
a. Methodology development	\$7,500	\$0	\$7,500
b. Global Integrity methodology finalization	\$7,500	\$0	\$7,500
c. Project database/data-entry website development	\$8,500	\$0	\$8,500
II.FIELDWORK			
a. Country teams selection and data gathering	\$120,000	\$95,000	\$215,000
b. Data Quality Control/Peer Reviewing	\$0	\$52,500	\$52,500
III. DISSEMINATION AND ADVOCACY CAMPAIGN			
a. Advocacy/Outreach	\$5,000	\$62,500	\$68,500
CONTINGENCIES			
Contingencies	\$1,000	\$0	\$0
OVERALL TOTAL	\$149,500	\$210,000	\$359,500

VIII. RESPONSIBILITY IN THE BANK

- 8.1 **Technical Responsibility and Responsibility for Disbursements:** Institutional Capacity of the State Division. Leslie Elizabeth Harper (ICF/ICS); phone: (202) 623-3048, email: leslieha@iadb.org will be responsible for this project.

IX. ENVIRONMENTAL AND SOCIAL REVIEW

- 9.1 Given the nature of this project, no adverse social or environmental issues are foreseen. According to the Environment and Safeguard Compliance Guidelines, the operation has been classified as "C."

X. RECOMMENDATION

- 10.1 Leslie Harper, designated team leader for the project of the reference, recommends the approval of this operation and the use of resources from the Markets and Governance for Poverty Development totaling up to US\$149,500 in order to finance the corresponding project.

XI. CERTIFICATION

- 11.1 I hereby certify that this operation was approved for financing under the Markets and Governance for Poverty Reduction Trust Fund (KMG). Also, I certify that resources from the Markets and Governance for Poverty Reduction Trust Fund (KMG) are available for up to US\$149,500 in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of twelve (12) calendar months counted from the date of signature below. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new

certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this Plan of Operations. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

(Original signed)

Marguerite S. Berger

Chief

Grants and Cofinancing Management Unit

VPC/GCM

May 8, 2008

Date

XII. APPROVAL

(Original signed)

Xavier Comas

Institutional Capacity of the State Division

ICF/ICS

May 9, 2008

Date

REGIONAL
Transparency and anti-corruption mechanisms at the sub-national level
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DETAILED BUDGET

	Unit cost	# consultants	Units	Trust Fund	Other donors	Total Cost
I. PRE-FIELDWORK						
a. Methodology development						
Consultant (s)	\$7,500	1		\$7,500	\$0	\$7,500
b. Global Integrity methodology finalization, tailored to each target country						
Consultant (s)	\$7,500	1		\$7,500	\$0	\$7,500
c. Project database/data-entry website development						
Consultant (s)	\$8,500	1		\$8,500	\$0	\$8,500
II. FIELDWORK						
a. Country teams selection and data gathering (Research Teams = \$1,500.00 per province/region)						
Argentina (CIPPEC)						
Country Coordinator	\$4,000	1		\$4,000	\$0	\$4,000
Research Team x 25 provinces	\$1,500		25	\$37,500	\$0	\$37,500
Peru (Ciudadanos al Día)						
Country Coordinator	\$4,000	1		\$4,000	\$0	\$4,000
Research Team x 25 regions	\$1,500		25	\$37,500	\$0	\$37,500
Ecuador (Grupo Faro)						
Country Coordinator	\$4,000	1		\$4,000	\$0	\$4,000
Research Team x 22 provinces	\$1,500		22	\$33,000	\$0	\$33,000
Global Integrity Fieldwork Coordination/Data Finalization	\$95,000	1		\$0	\$95,000	\$95,000
<i>Subtotal</i>				\$120,000	\$95,000	\$215,000
b. Data Quality Control/Peer Reviewing (5 Peer Reviewers/Country @ \$3,500.00/reviewer)						
Argentina	\$3,500	5		\$0	\$17,500	\$17,500
Peru	\$3,500	5		\$0	\$17,500	\$17,500
Ecuador	\$3,500	5		\$0	\$17,500	\$17,500
<i>Subtotal</i>				\$0	\$52,500	\$52,500
III. DISSEMINATION AND ADVOCACY CAMPAIGN						
CIPPEC advocacy coordination	\$15,000	1		\$0	\$15,000	\$15,000
Translation of key findings into Spanish	\$2,500	1		\$0	\$2,500	\$2,500
Publication and dissemination of key findings in hardcopy	\$5,000		1	\$5,000	\$0	\$5,000
Stakeholder events/media outreach (\$15,000.00/country)	\$15,000	3		\$0	\$45,000	\$45,000
<i>Subtotal</i>				\$5,000	\$62,500	\$67,500
CONTINGENCIES						
Contingencies	\$1,000		\$1	\$1,000	\$0	\$1,000
OVERALL TOTAL				\$149,500	\$210,000	\$359,500

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PROCUREMENT PLAN

Description and type of procurement contract	Estimated contract cost in US\$	Procurement method	Review (ex-ante or ex-post)	Financing source and percentage		Prequalification	Estimated dates	Status (pending, in process, awarded, cancelled)
				IDB	Other donors	Yes/No	Tentative publication date	
1. Consulting services Contracting of NGO Global Integrity has been approved with this operation for carrying out all three components and subcontracts of local counterparts.	\$149,500	SSS ¹	N/A	100%		No	N/A	

¹ Sole Source Selection (SSS)

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Global Integrity Background Information

Global Integrity is an award-winning international NGO specializing in developing and executing in-depth diagnostics of anti-corruption mechanisms in countries around the world by working with in-country governance experts. It has carried out fieldwork in 76 countries (11 in LAC) working with 500+ local experts, and its work has been described by the World Bank as “an example of ‘best practice’ methodology for governance indicators.”

As an independent information provider, Global Integrity's data and reports are used routinely by a range of actors for analysis and to inform decisions and actions taken by governments, civil society groups, private sector actors, and journalists concerned about governance and corruption issues. The information provided empowers decision makers by leveraging evidence-based strategy towards actionable and measurable reforms.

Mission

Global Integrity generates, synthesizes, and disseminates credible, comprehensive and timely information on governance and corruption trends around the world. As an independent information provider employing on-the-ground expertise, they produce original reporting and quantitative analysis in the global public interest regarding accountable and democratic governance. The information is meant to serve simultaneously as a roadmap for engaged citizens, a reform checklist for policymakers, and a guide to the business climate for investors.

For more information see: <http://www.globalintegrity.org>

REGIONAL
Transparency and anti-corruption mechanisms at the sub-national level
(RG-T1553)

Markets and Governance for Poverty Reduction

Terms of Reference

I. BACKGROUND

- 1.1 The trend towards fiscal and political decentralization in Latin America has meant that sub-national governments are increasingly playing a vital and strategic role in the development of their communities. As a result, promoting sub-national good governance through assessing, measuring, benchmarking and advocating for higher quality and more accountable public institutions at the sub-national level is of growing necessity in the region. To that regard, this consultancy will develop in-depth diagnostics of sub-national anti-corruption/good governance mechanisms to identify evidence-based reforms that will advance the agenda of enhancing accountable, responsive government at the sub-national level in three target countries – Argentina, Ecuador, and Peru. It will also promote pro-poor socio-economic development in the target countries by stimulating greater demand and monitoring of sub-national governance mechanisms.

II. OBJECTIVES

- 2.1 The general objective of this consultancy is to identify governance and integrity reform alternatives at the sub-national level. This will be done through the development of a methodology to assess sub-national anti corruption/good governance systems in the target countries, application of the indicators, and dissemination and outreach to not only executive but also legislatures, civil society, the media, and other non-traditional audiences and a partnership-oriented advocacy campaign.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type of consultancy:** non-governmental organization (NGO)
- 3.2 **Starting date and duration:** The project will be developed over the period of May 2008 and November 2009 (18 months).
- 3.3 **Place of work:** Argentina, Ecuador, Peru
- 3.4 **Qualifications:** The NGO should have no less than five years experience working on similar activities in the region on the topic of transparency and government accountability
- 3.5 **Manner of payment:** The total amount for this project will be \$149,500 which will encompass all the expenses needed to conduct the work, including fees, subcontracting,

general expenditures, and expenditures associated with airline tickets and per diem associated with any trips.

- 3.6 The consultancy will be paid in the following manner: there will be an initial payment of 50% at the signing of the contract; 25% will subsequently be paid with the satisfactory completion of the data quality control; and finally 25% will be paid with the publication and dissemination of the key findings and the advocacy campaign carried out.

IV. ACTIVITIES

- 4.1 An NGO will be hired to carry out the following activities in order to comply with the above mentioned objectives. This will include:

1. Pre-Field Work

- 4.2 **Meeting with partners to tailor methodology:** Before the data gathering process begins, meeting with all of the local partner groups to tailor Global Integrity's master Sub-National Integrity Indicators template uniquely to each country. Issues to be assessed will include: CSOs, Media, and Access to Information; Elections and Political Financing; Government Accountability (Executive, Legislative, and Judicial); Civil Service and Property Rights; State-Owned Enterprises and Fiscal Transfers; and Law Enforcement. This process will factor in any existing sub-national governance assessments for the country.
- 4.3 Each of the above categories comprise dozens of specific indicators and sub-indicators, each anchored by unique scoring criteria and standardized references. There are roughly 250 specific "questions" assessed through the Sub-National Integrity Indicators framework, which analyzes both *de jure* (laws on the books) and *de facto* (implementation and enforcement) mechanisms.

2. Field Work

- 4.4 **Data Gathering:** Once the methodology has been uniquely tailored to each country, local country teams will be in charge of data gathering under the leadership of the country coordinator and the permanent technical support of Global Integrity. Research teams will answer the roughly 250 questions for each province/region through a combination of interviews (representatives from government, academia, civil society, and business), literature review of existing studies and surveys, and primary source document research.
- 4.5 **Quality Control:** Quality control processes include multiple rounds of staff review by Global Integrity as well as the retention of "peer reviewers" (other in-country experts) who blindly review the raw data and provide unvarnished feedback, commentary, and possible corrections.

3. Dissemination and advocacy campaign

- 4.6 **Web and hardcopy publication:** All results and qualitative analysis of the data will be first translated into Spanish and then organized around a regional website with country reports. In addition, there will be country-specific hard copy publications highlighting the main challenges for each country as well as the strengths of existing sub-national anti-corruption safeguards.
- 4.7 **Advocacy/outreach initiatives:** The advocacy/outreach activities envisioned under this proposal will be carried out by the local partners in each country, with CIPPEC serving as a coordinator to maximize impact across countries and share successful outreach strategies. The advocacy campaign will include the following:
- a. Outreach through the media to lawmakers (both national and sub-national), donors (including IDB staff in Washington and in the target countries), inter-governmental organizations, and public administration officials presenting the key findings;
 - b. Engaging government officials (executive, legislative, and judicial) to develop reform options suggested by the data;
 - c. Convening stakeholder roundtable events with members of sub-national government, civil society, and media (Global Integrity works with hundreds of journalists around the world and is particularly suited to convening media representatives) to analyze the findings and discuss policy implications; and
 - d. Meetings with local civil society organizations working on sub-national governance issues to stimulate third party follow-on monitoring and advocacy. Knowledge transfer will be a primary objective here. Where governments lack the incentives to engage in a constructive dialogue through stakeholder events (carrot approach above) these local CSOs can utilize the findings to stimulate citizen demand for reform.

V. EXPECTED PRODUCTS

5.1 Outputs and time schedule:

PRODUCTS	DATE OF COMPLETION
Data collected (Research teams will answer the roughly 250 questions for each province/region through a combination of interviews, literature review of existing studies and surveys, and primary source document research)	Fourth week in November 2008
Data Quality Control (Data reviewed and finalized)	Fourth week in April 2009
Publication and dissemination of key findings in hardcopy and advocacy program carried out.	First week in October 2009

VI. COORDINATION AND SUPERVISION

- 6.1 This consultancy will be coordinated by the Institutional Capacity of the State Division (ICF/ICS) through Leslie Harper, Modernization of the State Specialist, Email: leslieha@iadb.org; Tel: (202) 623-3048.