

ENHANCING THE IDB'S BORROWING MEMBER COUNTRIES WORK ON TRANSPARENCY AND ACCOUNTABILITY IV

RG-T3036

CERTIFICATION

I hereby certify that this operation was approved for financing under **Transparency Fund (AAF)**, through a communication dated May 18, 2017 and signed by Goro Mutsuura (ORP/GCM). Also, I certify that resources from said fund are available for up to **US\$300,000** in order to finance the activities described and budgeted in this document. This certification reserves resource for the referenced project for a period of four (4) calendar months counted from the date of eligibility from the funding source. 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 operation. 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, represent a risk that will not be absorbed by the Fund.

ORIGINAL FIRMADO

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Sonia M. Rivera

Chief

Grants and Co-Financing Management Unit  
ORP/GCM

07/20/2017

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Date

Approved:

ORIGINAL FIRMADO

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Carlos Santiso

Division Chief

Institutional Capacity of State Division  
IFD/ICS

07/20/2017

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Date

## TC Document

### I. Basic Information for TC

▪ Country/Region:	Latin American and Caribbean countries
▪ TC Name:	Enhancing the IDB's borrowing member countries work on transparency and accountability IV
▪ TC Number:	RG-T3036
▪ Team Leader/Members:	Roberto de Michele (IFD/ICS), team leader; María José Jarquín (IFD/ICS), alternate team leader; María Bouroncle (ORP/GCM); Juan Cruz Vieyra (IFD/ICS) Nicolás Dassen (IFD/ICS); Sonia Rojas (IFD/ICS); and Margie-Lys Jaime (LEG/SGO).
▪ Indicate if: Operational Support, Client Support, or Research & Dissemination.	Research & Dissemination
▪ Reference to Request: (Ezshare #)	N/A
▪ Date of TC Abstract authorization:	April 2017
▪ Beneficiary:	IDB borrowing member countries
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	Transparency Fund (AAF)
▪ IDB Funding Requested:	US\$300.000
▪ Local counterpart funding, if any:	N/A
▪ Disbursement period:	30 months
▪ Required start date:	June, 2017
▪ Types of consultants:	Individual Consultants and Firms
▪ Prepared by Unit:	Innovation in Citizen Services Division (IFD/ICS)
▪ Unit of Disbursement Responsibility:	Institutions for Development IFD
▪ Included in Country Strategy (y/n);	No
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and rule of law

### II. Objectives and Justification

- 2.1 The IDB signed an agreement with the Royal Ministry of Foreign Affairs of Norway in March 2007 to establish the Transparency Trust Fund, with an initial contribution of approximately US\$5 million. The purpose of the Fund is to strengthen the IDB member countries' institutional capacity in order to improve overall governance as a means to prevent and reduce corruption. In 2011, the Bank approved a US\$1 million Project Specific Grant (PSG) as a contribution to the Fund. In November 2012, the Government of Norway renewed its support with a US\$2.4 million contribution. In October 2013, the Government of Norway once again renewed its support, committing US\$5 million in three tranches. Finally, in 2014, the Government of Canada (US\$9 million contribution) and MasterCard (US\$ 900.000 contribution) also joined the Fund.
- 2.2 Since its inception in 2007 and as of April 1<sup>st</sup>, 2017, the Fund has financed 46 projects for a total of approximately US\$16 million. These include seven projects <sup>1</sup> (US\$1.1 million) supporting the Fund's knowledge and dissemination agenda, as well as its research and transparency mainstreaming activities at the regional level. Of the seven projects supporting the knowledge and dissemination agenda of the Fund, as of April 2017, five had been closed. Of the remaining active projects, RG-T2521 of US\$ 335.000 (approved in 2014) as of May 1<sup>st</sup>, 2017, had disbursed 97% and

<sup>1</sup> RG-T1316 (2007), RG-T1550 (2008), RG-T1723 (2009), RG-T1868 (2010), RG-T2163 (2012), RG-T2521 (2014), and RG-T2918 (2016).

committed 99% of available resources, while RG-T2918, of US\$120,000 (approved in 2016) had disbursed 48% and committed 36% of available resources.

- 2.3 Collectively, these projects have been instrumental in ensuring the continued relevance and visibility of the Transparency Fund's agenda both in the region and within the Bank. Resources from these projects have been used to organize and support events in areas relevant to Fund's objective and pillars, prepare research and knowledge products, ensure the visibility of the Fund's donors, support communication and dissemination activities, promote regional dialogue on transparency and anti-corruption issues, and spearhead the mainstreaming of transparency within the Bank's sectors. Taken together, these activities are also essential to informing the pipeline of AAF projects, providing the AAF Technical Secretariat and the Bank with the tools to adequately advise governments in relation to requests for financial support, and providing cutting edge technical support in the preparation and execution of operations financed by the Fund.
- 2.4 In the 2014-2016 period alone, some of the most prominent outputs, outcomes and results of this work include: (i) the publication of the book *Transparent Governance in an Age of Abundance*, in both Spanish and English, which has so far been downloaded over 7,000 times from the Bank's website alone; (ii) organization of panels as part of the 2015 and 2016 International Anti-Corruption Conference, held in Malaysia and Panama respectively, as well as support to the participation of representatives from the LAC region in both conferences; (iii) activities in the framework of the International Anti-Corruption Day, which included: in 2015 a cartoon contest with over 200 participants from 18 countries, and in 2016 the performance of a play on corruption by the Teatro Libre of Bogotá; (iv) organization of high-profile events with keynote speakers such as Professor Dan Ariely, who discussed the use of behavioral economics approaches to counter corruption; and (v) organization of a 2-day seminar on transparency and anti-corruption indicators. The latest project (RG-T2918, of US\$120,000) is currently funding a comprehensive evaluation of the Fund's progress against its results framework, as well as a new interactive website for the Fund, both expected for completion in Q3, 2017.
- 2.5 The main lesson learned from these projects is that the Fund's knowledge and communication activities are critical to advance the transparency agenda within both the region and Bank. For example, project RG-T2521 supported the preparation of the book *"Transparent Governance in an Age of Abundance"* as well a series of activities during the 2016 Extractives Industries Transparency Initiative (EITI) global conference, which took place in Lima, Perú. Collectively, these activities helped consolidate regional dialogue and led to the design of a new technical cooperation project to support Argentina and the Dominican Republic, and a loan operation, currently in the design phase.<sup>2</sup> Ultimately, they were part of a successful effort to position the Bank as a key stakeholder in the regional and global extractives transparency discussion. Similarly, the seminar on corruption indicators organized in 2016 triggered an important reflection within ICS on how to better use transparency indicators in project design (particularly for PBLs), and helped define a new research agenda that is currently being implemented. The projects clearly suggest that the focus, objectives and expected results of knowledge and dissemination activities need to be clearly defined early on, and carefully tailored to the needs of the Bank and its counterparts. This TC builds on these experiences.

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<sup>2</sup> [See the 2016 Annual report of the Fund for additional details on this aspect.](#)

- 2.6 Compared to previous projects, this TC incorporates three main innovative components: (i) emphasis on aspects related to gender and transparency, part of an increasing effort to mainstream gender into the Transparency Fund's approach; (ii) focus on project evaluation, supporting a growing push to build stronger evidence regarding the impact of transparency projects; and (iii) support to the ConnectAmericas platform, particularly to strengthen the company verification module, to help mainstream transparency in activities related to regional integration and private sector development.
- 2.7 The **overall objective** of the TC is to ensure continuity in supporting the IDB's borrowing member countries efforts to enhance transparency and accountability by supporting knowledge and dissemination activities in this area. The **specific objectives** are to enable the IDB to provide continued support to AAF beneficiary projects and partners by: (i) supporting regional dialogue on transparency and anti-corruption; (ii) supporting the organization of events and other dissemination and communication activities in areas relevant to the Fund's mission and objectives; and (iii) supporting the generation of research and knowledge projects, including to collect lessons learned from projects supported by the Fund.<sup>3</sup>
- 2.8 The project is aligned with the Transparency Fund's objective of supporting IDB member countries by strengthening their capacity to prevent corruption by implementing transparency mechanisms, policies and tools. The TC is also aligned with the cross-cutting theme Strengthen institutional capacity and the rule of law selected in the Update to the Institutional Strategy 2010-2020 (AB-3008). Finally, the TC supports the Bank's operational agenda, particularly by exploring edge-of-knowledge issues that can be incorporated in future loan operations.

### III. Description of activities/components and budget

- 3.1 **Component I: Support to Regional Dialogue (US\$75.000).** This component will help raise awareness on transparency and integrity at the regional and country level, as well as mainstream anticorruption initiatives within the IDB. Specific activities will include: (i) support to the organization of the 2018 International Anti-Corruption Conference (location to be confirmed), and particularly (a) support to the participation of representatives from LAC in the conference; and (b) organization of a session on a topic relevant to the Fund;<sup>4</sup> (ii) Organization of activities in the framework of the 2017 and 2018 International Anti-Corruption Day;<sup>5</sup> and (iii) organization of a regional

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<sup>3</sup> Because of the nature of activities supported by this TC and its predecessors, the main beneficiary is the LAC region. However, it is possible that during implementation, as activities are defined in more detail, specific countries may benefit from them (e.g. invitations to events). In this event, the Project Team will (i) prioritize countries based on criteria of: (a) regional and sub-regional distribution, (b) previous support received under predecessor TCs, (c) counterpart commitment, (d) relevance of transparency on the government's reform agenda; and (ii) closely coordinate outreach and invitations to clients with the relevant Country Offices.

<sup>4</sup> IACC support activities are aligned with those realized in the same event in 2015 and 2016. The respective Annual reports of the Fund contain detailed information on the Fund's support to both events. Public Officials selected for support participating in the event are usually selected among those designated by their respective governments to participate in the IACC (usually auditor general and/or minister of transparency). Participants from reputable civil society organizations have also been selected for support. Selection criteria are aligned with those defined in footnote 3.

<sup>5</sup> Specific activities have not been defined yet. As of the time of writing, for the 2018 International Anti-Corruption day activities being considered are the projection of a series of movies and documentaries on transparency and an animated movies contest.

workshop on national identification systems and their connection with the transparency and anti-money laundering agenda.<sup>6</sup>

- 3.2 **Component II: Support to the Fund's Communication and Dissemination Agenda (US\$75.000).** This component will support activities aimed at ensuring the proactive communication and dissemination of the projects financed by the Fund, particularly lessons learned from projects. Specific activities include: (i) organization of an event related to the 10<sup>th</sup> anniversary of the Fund during Q4, 2017, and specifically: (a) participation of two project beneficiaries in the event;<sup>7</sup> (b) preparation of a video featuring signature results of Fund projects; (c) preparation of an interactive presentation; (ii) preparation of three short technical notes documenting the results and lessons learned from key Fund projects; and (iii) organization of four Brown Bag Lunches (one for each pillar of the Fund).
- 3.3 **Component III: Support to Knowledge Generation (US\$150.000).** Activities under this component will support the generation of knowledge products related to the Fund's projects and areas of focus. Specific activities include: (i) support to an evaluation (possibly a randomized control trial) in a transparency project, to help build evidence regarding the effectiveness and impact of transparency initiative;<sup>8</sup> (ii) support the mainstreaming of transparency in the ConnectAmericas platform by engaging a consultancy to design, develop, and implement software and support activities to further automate the ConnectAmericas Company Verification Process;<sup>9</sup> and (iii) support to gender mainstreaming in Fund operations through (a) a call for papers on gender and transparency, and (b) support to the organization of a regional event on transparency and gender.<sup>10</sup>

#### IV. Budget

- 4.1 The total amount of this project will be US\$300.000 funded through the Transparency Fund.

Activity/Component	Description	IDB/AAF	Counterpart Funding	Total Funding
<b>Component I: Support to Regional Dialogue</b>	Panel during the 2018 IACC	8.000	0.00	<b>8.000</b>
	LAC participants in the 2018 IACC	35.000	0.00	<b>35.000</b>
	2017 International Anti-Corruption day event	7.000	0.00	<b>7.000</b>

<sup>6</sup> The workshop would target specifically officials from LAC countries working on (1) financial sector integrity; (2) provision of public services and particularly benefits programs; and (3) national registries and national identity systems.

<sup>7</sup> These will be prioritized according to the following criteria: (i) relevance of the countries and respective thematic areas to participating donors; (ii) depth and relevance of results obtained; (iii) commitment and availability during the dates of the event.

<sup>8</sup> In recognition of the complexity and cost of this type of evaluations, these resources will be used to complement those from other IDB or country evaluation efforts. The country(ies) in which the evaluation will take place will be selected according to the criteria established in footnote 2. Other sources of funding may include IDB ESW resources or ad-hoc funds allocated by recipient governments.

<sup>9</sup> The rationale for support to the ConnectAmericas platform through the strengthening of the company verification module is aligned with the Fund's growing focus on private sector integrity, as well as to the mainstreaming of transparency in activities related to regional integration.

<sup>10</sup> The scope and audience of the event are being defined in coordination with Gender and Diversity Division of the Bank.

Activity/Component	Description	IDB/AAF	Counterpart Funding	Total Funding
	2018 International Anti-Corruption day event	7.000	0.00	<b>7.000</b>
	Regional workshop on national identification systems	18.000	0	<b>18.000</b>
<b>Component II: Support to the Fund's Communication and Dissemination Agenda</b>	Participation of two project beneficiaries in the 10 <sup>th</sup> year anniversary event of the Fund	10.000	0	<b>10.000</b>
	Video featuring signature results of Fund projects	15.000	0	<b>15.000</b>
	Interactive presentation on the Fund's results	6.000	0	<b>6.000</b>
	Short technical notes documenting the results and lessons learned from key Fund projects.	34.000	0	<b>34.000</b>
	Brown Bag Lunches	10.000	0	<b>10.000</b>
<b>Component III: Support to Knowledge Generation</b>	Evaluation or RCT of a Transparency Project	40.000	0	<b>40.000</b>
	Due Diligence module for ConnectAmericas Platform	60.000	0	<b>60.000</b>
	Sub-regional study on beneficial ownership legislation	25.000	0	<b>25.000</b>
	Organization of a call for papers on gender and transparency	10.000	0	<b>10.000</b>
	Co-organization of a regional event on gender and transparency	15.000	0	<b>15.000</b>
<b>Total</b>		<b>300.000</b>	<b>0</b>	<b>300.000</b>

## V. Executing agency and execution structure

- 5.1 This is a Bank-executed program. The Innovation in Citizen Services Division (IFD/ICS) has technical responsibility for the management of the AAF activities. The AAF Technical Secretariat will have the primary responsibility for the day-to-day execution of activities to be supported by this TC. The Technical Secretariat will coordinate as appropriate with the ICS specialist in countries, the ICS Public Management Cluster, the Institutions for Development (IFD) sector, ORP/GCM, ORP/PTR and other Bank divisions, particularly INE/ENE, INE/WSA, EXR and RES for the nature of activities to be conducted, as relevant.
- 5.2 Prior to the initiation of the knowledge exchange and dissemination events in any regional countries, letters of non-objection will be sought from the Bank's liaison offices in such countries, and in coordination with the local IDB country office, when applicable, and as needed.
- 5.3 As in predecessors TCs, the project team will ensure that non-governmental actors are incorporated in specific activities, as applicable, to ensure a holistic approach to transparency activities. These include, but are not limited to: (i) incorporating in events and dissemination activities participants from the private sector and civil society (especially the IACC); (ii) considering civil society contributions and involvement in the preparation of knowledge projects (particularly the study on beneficial ownership); and (iii) supporting activities specifically aimed at private sector or civil society (support to

ConnectAmericas); and (iv) coordinate with IIC, as relevant, particularly in areas related to knowledge generation.

- 5.4 **Procurement.** The Bank will contract individual consultants, consulting firms and non- consulting services in accordance with Bank's current procurement policies and procedures (GN-2765-1; OP-1155-4, applicable to the selection and contracting of consulting firms in Bank-executed operational work).
- 5.5 **Monitoring and Supervision Arrangements.** The project team will be in charge of the monitoring and supervision of this project. In compliance with Bank policies and guidelines, the team will closely monitor the planned products and outcomes reflected in the results matrix. In addition, the team will provide timely and detailed information on this TC's activities, products, expenses, and results through the Bank systems.

## **VI. Project Risks and issues**

- 6.1 The main project risk identified is that the knowledge and research activities conducted under this project do not reach IDB partners in countries. To prevent this risk, the team will ensure that work under the 3 components is coordinated, so as to leverage communication activities also to ensure the dissemination of research and knowledge products. Additionally, ensuring sustainability of planned activities and results is a key priority for the project. As noted, careful planning and targeting of activities is critical to achieve this goal. Additionally, the project team will closely coordinate with counterparts (both bank and government) in countries to confirm buy in and commitment, as well as alignment with both government and bank priorities. More in general, it is important to underscore that the framing of this project in the broader context of the Transparency fund's management has so far contributed to continuity and sustainability of results.
- 6.2 To ensure adequate involvement of key stakeholders in project activities, the project team will, when applicable, disseminate invitations to events and circulate knowledge and dissemination products within a broad spectrum of actors, through social media and other means. In this respect, it is important to underscore that part of the purpose of support to the IACC is to ensure a broad and diverse participation, including of civil society, in the event.

## **VII. Exceptions to Bank policy**

- 7.1 This TC does not address any exceptions to Bank policy.

## **VIII. Environmental and Social Strategy**

- 8.1 According to the results of the IDB "Safeguards Policy Filter Report", and the safeguard and Environmental Policies (OP-703), this operation is classified as Category "C", given the low impact on environmental and social issues. ([See Safeguard Policy Filter Report and Safeguard Screening Form](#)).

### **Required Annexes:**

- Annex I: [Terms of Reference](#)
- Annex II: [Results Matrix](#)
- Annex III: [Procurement Plan](#)

## **IFD/ICS**

### **TERMS OF REFERENCE**

#### **PRODUCTION OF VIDEOS FOR THE TRANSPARENCY FUND**

##### **I. Background**

The IDB signed an agreement with the Royal Ministry of Foreign Affairs of Norway in March 2007 to establish the Transparency Trust Fund, with an initial contribution of approximately US\$5 million. The purpose of the Fund is to strengthen the IDB member countries' institutional capacity in order to improve overall governance as a means to prevent and reduce corruption. In 2011, the Bank approved a US\$1 million Project Specific Grant (PSG) as a contribution to the Fund. In November 2012, the Government of Norway renewed its support with a US\$2.4 million contribution, received in 2013. In October 2013, the Government of Norway once again renewed its support, committing US\$5 million in three tranches. In 2014, the Government of Canada (US\$9 million contribution) and MasterCard (US\$ 900,000 contribution) also joined the Fund.

Since its inception in 2007 and as of June 1<sup>st</sup>, 2016, the Fund has financed 47 projects worth over US\$16 million. These include seven projects (US\$1.1 million) supporting the Fund's knowledge and dissemination agenda, as well as its research and transparency mainstreaming activities at the regional level.

Collectively, these projects have been instrumental in ensuring the continued relevance and visibility of the Transparency Fund's agenda both in the region and within the Bank. Resources from these projects have been used to organize and support events in areas relevant to Fund's objective and pillars, prepare research and knowledge products, ensure the visibility of the Fund's donors, support communication and dissemination activities, promote regional dialogue on transparency and anti-corruption issues, and spearhead the mainstreaming of transparency and anti-corruption within the Bank's sectors. Taken together, these activities are also essential to informing the pipeline of projects supported by the Fund, providing the AAF Technical Secretariat and the Bank with the tools to adequately advise governments in relation to requests for financial support, and providing cutting edge technical support in the preparation and execution of operations financed by the Fund.

##### **II. Consultancy's Objectives**

**Objective:** The objective of this consultancy is to design and produce two videos documenting the results of two AAF-funded projects.

##### **III. Main Activities**

1. Review relevant information regarding the AAF's activities and projects (TCs), and, in coordination with the Fund's Technical Secretariat, selection of the projects to be analyzed.
2. Design of the videos.

3. Validate the design proposals with the AAF's team.
4. Produce the videos.

#### **IV. Consultancy's Products**

The following are the specific products expected from this consultancy:

<b>Product</b>	<b>Specifications</b>
Video	Focusing on one iconic AAF project, prepare two videos documenting projects' identified problems, proposed solutions, results attained, and lessons learned. Include testimonies of ultimate beneficiaries, public institutions' key actors, and other relevant stakeholders

#### **V. Characteristics of the consultancy**

1. **Type of Appointment:** Consultant.
2. **Qualifications:** Consultant with reputable knowledge, proven experience and a nationally or internationally recognized portfolio in multimedia production and design. Knowledge of anti-corruption and transparency policy areas and previous experience with IDB initiatives is preferable.

#### **VI. Schedule of Payments**

40% due upon signature of the contract.

60% due upon submission of the product in its final version.

#### **VII. Coordination**

The coordination of the activities described in these Terms of Reference will fall under the responsibility of the AAF Technical Secretariat. Given the nature of this consultancy, the consultant will work in close coordination with EXR.

## **IFD/ICS**

### **TERMS OF REFERENCE**

#### **PRODUCTION OF A SHORT TECHNICAL NOTE FOR THE TRANSPARENCY FUND**

##### **I. Background**

The IDB signed an agreement with the Royal Ministry of Foreign Affairs of Norway in March 2007 to establish the Transparency Trust Fund, with an initial contribution of approximately US\$5 million. The purpose of the Fund is to strengthen the IDB member countries' institutional capacity in order to improve overall governance as a means to prevent and reduce corruption. In 2011, the Bank approved a US\$1 million Project Specific Grant (PSG) as a contribution to the Fund. In November 2012, the Government of Norway renewed its support with a US\$2.4 million contribution, received in 2013. In October 2013, the Government of Norway once again renewed its support, committing US\$5 million in three tranches. In 2014, the Government of Canada (US\$9 million contribution) and MasterCard (US\$ 900,000 contribution) also joined the Fund.

Since its inception in 2007 and as of June 1<sup>st</sup>, 2016, the Fund has financed 47 projects worth over US\$16 million. These include seven projects (US\$1.1 million) supporting the Fund's knowledge and dissemination agenda, as well as its research and transparency mainstreaming activities at the regional level.

Collectively, these projects have been instrumental in ensuring the continued relevance and visibility of the Transparency Fund's agenda both in the region and within the Bank. Resources from these projects have been used to organize and support events in areas relevant to Fund's objective and pillars, prepare research and knowledge products, ensure the visibility of the Fund's donors, support communication and dissemination activities, promote regional dialogue on transparency and anti-corruption issues, and spearhead the mainstreaming of transparency and anti-corruption within the Bank's sectors. Taken together, these activities are also essential to informing the pipeline of projects supported by the Fund, providing the AAF Technical Secretariat and the Bank with the tools to adequately advise governments in relation to requests for financial support, and providing cutting edge technical support in the preparation and execution of operations financed by the Fund.

technical support in the preparation and execution of operations financed by the Fund.

##### **II. Consultancy's Objectives**

**Objective:** The objective of this consultancy is to prepare a communication product for the Transparency Fund, to communicate results obtained from TCs supported by the Fund. To achieve its objective, the consultancy will focus on the design and production of a document (short technical note or similar format) documenting the results of one or more projects. The product will be delivered in both English and Spanish.

##### **III. Main Activities**

1. Review relevant information regarding the AAF's activities and projects (TCs), and, in coordination with the Fund's Technical Secretariat, select the project(s) to be analyzed.
2. Design of the knowledge and dissemination product (short technical note or similar).
3. Validate the design proposal with the AAF's team.
4. Produce the knowledge and dissemination products.

#### **IV. Consultancy's Products**

The following are the specific products expected from this consultancy:

<b>Product</b>	<b>Specifications</b>
Technical Note	Based on a detailed review of project documents and relevant interviews, produce a short technical note documenting projects' identified problems, proposed solutions, results attained, and lessons learned, particularly with a focus on any hard data, statistics and evidence of impact. The product will be directed to an external audience.

#### **V. Characteristics of the consultancy**

3. **Type of Appointment:** Consultant.
4. **Qualifications:** Consultant with reputable knowledge, proven experience and a nationally or internationally recognized portfolio in anti-corruption and transparency policy areas, with a focus on communication, journalism, academic research or similar. Previous experience with IDB initiatives is preferable.

#### **VI. Schedule of Payments**

30% due upon signature of the contract.

70% due upon submission of the product in its final version.

#### **VII. Coordination**

The coordination of the activities described in these Terms of Reference will fall under the responsibility of the AAF Technical Secretariat. Given the nature of this consultancy, the consultant will work in close coordination with EXR.

## IFD/ICS

### TERMS OF REFERENCE

#### PRINCIPAL INVESTIGATOR TO DESIGN AN IMPACT EVALUATION OF A TRANSPARENCY PROJECT

##### I. Background

The IDB signed an agreement with the Royal Ministry of Foreign Affairs of Norway in March 2007 to establish the Transparency Trust Fund, with an initial contribution of approximately US\$5 million. The purpose of the Fund is to strengthen the IDB member countries' institutional capacity in order to improve overall governance as a means to prevent and reduce corruption. In 2011, the Bank approved a US\$1 million Project Specific Grant (PSG) as a contribution to the Fund. In November 2012, the Government of Norway renewed its support with a US\$2.4 million contribution, received in 2013. In October 2013, the Government of Norway once again renewed its support, committing US\$5 million in three tranches. In 2014, the Government of Canada (US\$9 million contribution) and MasterCard (US\$ 900,000 contribution) also joined the Fund.

Since its inception in 2007 and as of June 1<sup>st</sup>, 2016, the Fund has financed 47 projects worth over US\$16 million. These include seven projects (US\$1.1 million) supporting the Fund's knowledge and dissemination agenda, as well as its research and transparency mainstreaming activities at the regional level.

Collectively, these projects have been instrumental in ensuring the continued relevance and visibility of the Transparency Fund's agenda both in the region and within the Bank. Resources from these projects have been used to organize and support events in areas relevant to Fund's objective and pillars, prepare research and knowledge products, ensure the visibility of the Fund's donors, support communication and dissemination activities, promote regional dialogue on transparency and anti-corruption issues, and spearhead the mainstreaming of transparency and anti-corruption within the Bank's sectors. Taken together, these activities are also essential to informing the pipeline of projects supported by the Fund, providing the AAF Technical Secretariat and the Bank with the tools to adequately advise governments in relation to requests for financial support, and providing cutting edge technical support in the preparation and execution of operations financed by the Fund.

##### II. Consultancy's Objectives

**Objective:** The objective of this consultancy is to design and oversee an impact evaluation of a transparency project.

##### III. Main Activities

The assignment includes the following tasks:

1. Project identification. The PI will work with the project team members to identify a project in the AAF portfolio that lends itself to an impact evaluation, or secondarily,

will support the team in identifying possible transparency projects to be evaluated in the broader portfolio of the Bank.

2. Develop an Evaluation Design. Based on the project identified, the PI will develop an impact evaluation design which isolates the causal impact of the intervention on key outcome indicators, in consultation with team members and counterparts.

S/he will propose a preliminary experimental or quasi-experimental design for the impact evaluation. The evaluation design will be developed with the program team members and country counterparts. S/he will seek stakeholder feedback on the preliminary experimental design and revise design based on feedback.

S/he will develop a detailed Impact Evaluation Concept Note, Budget and Gantt Chart in consultation with the team members which details the agreed upon identification strategy, data collection and analysis plan, staffing, budget and time frame. The Impact Evaluation will be integrated into the overall project monitoring and evaluation plan.

3. Development of a work plan. Based on the results of 1 and 2, above, the PI, in coordination with the project team, will define in detail a work plan and next steps to conduct an impact evaluation.

#### **IV. Consultancy's Products**

1. A preliminary report identifying and justifying the selection of a project for the evaluation.
2. An impact evaluation design with the corresponding Concept Note, Budget and Gantt Chart
3. Detailed Survey TOR and budget recommendation for the project.
4. A work plan for the project execution.

#### **V. Characteristics of the consultancy**

1. **Type of Appointment:** International Consultant.

#### **VI. Qualifications:**

- PhD in economics, political science or related field
- Minimum 5 years of project impact evaluation experience
- Minimum 5 years of experience in designing and implementing quantitative impact evaluations using randomized or otherwise controlled designs

- Relevant experience analyzing quantitative data (household and facilities) using statistical analysis software (preferably STATA)
- Excellent written English and Spanish communication skills, with focus on research protocols, research papers and descriptive reports for diverse audience
- Ability to facilitate communication between various levels of management and work independently in order to meet deadlines

## **VII. Schedule of Payments**

20% due upon signature of the contract.

30% due upon submission of deliverables 1 and 2.

50% due upon submission of deliverables 3 and 4.

## **VIII. Coordination**

The coordination of the activities described in these Terms of Reference will fall under the responsibility of the AAF Technical Secretariat. Given the nature of this consultancy, the consultant will work in close coordination with EXR.

## **IFD/ICS**

### **TERMS OF REFERENCE**

#### **Interactive Presentation of the Fund's Results**

##### **I. Background**

The IDB signed an agreement with the Royal Ministry of Foreign Affairs of Norway in March 2007 to establish the Transparency Trust Fund, with an initial contribution of approximately US\$5 million. The purpose of the Fund is to strengthen the IDB member countries' institutional capacity in order to improve overall governance as a means to prevent and reduce corruption. In 2011, the Bank approved a US\$1 million Project Specific Grant (PSG) as a contribution to the Fund. In November 2012, the Government of Norway renewed its support with a US\$2.4 million contribution, received in 2013. In October 2013, the Government of Norway once again renewed its support, committing US\$5 million in three tranches. In 2014, the Government of Canada (US\$9 million contribution) and MasterCard (US\$ 900,000 contribution) also joined the Fund.

Since its inception in 2007 and as of June 1<sup>st</sup>, 2016, the Fund has financed 47 projects worth over US\$16 million. These include seven projects (US\$1.1 million) supporting the Fund's knowledge and dissemination agenda, as well as its research and transparency mainstreaming activities at the regional level.

Collectively, these projects have been instrumental in ensuring the continued relevance and visibility of the Transparency Fund's agenda both in the region and within the Bank. Resources from these projects have been used to organize and support events in areas relevant to Fund's objective and pillars, prepare research and knowledge products, ensure the visibility of the Fund's donors, support communication and dissemination activities, promote regional dialogue on transparency and anti-corruption issues, and spearhead the mainstreaming of transparency and anti-corruption within the Bank's sectors. Taken together, these activities are also essential to informing the pipeline of projects supported by the Fund, providing the AAF Technical Secretariat and the Bank with the tools to adequately advise governments in relation to requests for financial support, and providing cutting edge technical support in the preparation and execution of operations financed by the Fund.

##### **II. Consultancy's Objectives**

**Objective:** The objective of this consultancy is to prepare an interactive presentation of the main results achieved in projects supported by the Transparency Fund.

##### **III. Main Activities**

1. Review relevant information regarding the AAF's activities and projects (TCs), and, in coordination with the Fund's Technical Secretariat, select the projects to be featured in the presentation.
2. Prepare a proposal for the presentation's structure, design and messaging.
3. Validate the proposals with the AAF's team.

4. Produce the presentation.

#### **IV. Consultancy's Products**

The following are the specific products expected from this consultancy:

<b>Product</b>	<b>Specifications</b>
Presentation	<p>Focusing on one iconic AAF project, prepare a draft presentation of their main results and outcomes, particularly with a focus on those that are aligned with key areas of focus for the bank and region, as well as those that more directly affect corruption and transparency issues related to current events in the region.</p> <p>The presentation will incorporate multimedia components (animations, videos, pictures) already available, and be carefully tailored to the target audience.</p>

#### **V. Characteristics of the consultancy**

5. **Type of Appointment:** Consultant.
6. **Qualifications:** Consultant with extensive experience and a nationally or internationally recognized portfolio in presentations and multimedia production and design. Knowledge of anti-corruption and transparency policy areas and previous experience with IDB initiatives is preferable.

#### **VI. Schedule of Payments**

40% due upon signature of the contract.

60% due upon submission of the product in its final version.

#### **VII. Coordination**

The coordination of the activities described in these Terms of Reference will fall under the responsibility of the AAF Technical Secretariat. Given the nature of this consultancy, the consultant will work in close coordination with EXR.

## IFD/ICS

### TERMS OF REFERENCE

#### **Consultancy to design, develop, and implement software and support activities to further automate the ConnectAmericas Company Verification Process**

##### **I. Background**

The IDB signed an agreement with the Royal Ministry of Foreign Affairs of Norway in March 2007 to establish the Transparency Trust Fund, with an initial contribution of approximately US\$5 million. The purpose of the Fund is to strengthen the IDB member countries' institutional capacity to improve overall governance as a means to prevent and reduce corruption. In 2011, the Bank approved a US\$1 million Project Specific Grant (PSG) as a contribution to the Fund. In November 2012, the Government of Norway renewed its support with a US\$2.4 million contribution, received in 2013. In October 2013, the Government of Norway once again renewed its support, committing US\$5 million in three tranches. In 2014, the Government of Canada (US\$9 million contribution) and MasterCard (US\$ 900,000 contribution) also joined the Fund.

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Collectively, these projects have been instrumental in ensuring the continued relevance and visibility of the Transparency Fund's agenda both in the region and within the Bank. Resources from these projects have been used to organize and support events in areas relevant to Fund's objective and pillars, prepare research and knowledge products, ensure the visibility of the Fund's donors, support communication and dissemination activities, promote regional dialogue on transparency and anti-corruption issues, and spearhead the mainstreaming of transparency and anti-corruption within the Bank's sectors. Taken together, these activities are also essential to informing the pipeline of projects supported by the Fund, providing the AAF Technical Secretariat and the Bank with the tools to adequately advise governments in relation to requests for financial support, and providing cutting edge technical support in the preparation and execution of operations financed by the Fund.

The Bank's Trade and Investment Division (INT/TIN) leads the design and implementation of national and regional operations (loans, and technical cooperation) directly related to trade facilitation and market access, trade and investment promotion, and support in the negotiation and implementation of trade and investment agreements. INT/TIN also organizes yearly business matchmaking events designed to bring together Latin American and Caribbean (LAC) firms with counterparts from all over the world—LACFlavors for the Food and Beverages sector, Outsource2LAC for the Global Services sector, and ChinaLAC, JapanLAC and KoreaLAC, which are multi-sector events that take place in each of the Asian IDB member countries.

In 2013, INT/TIN aimed to replicate these events' success in an online platform. In March 2014, INT/TIN launched, in collaboration with four anchor partners (Google, Alibaba.com, DHL and VISA. MasterCard later joined the group), ConnectAmericas.com (CA), the first social network for businesses in LAC. CA allows registered users to submit applications

to purchasing announcements published by companies and governments, appear on CA product catalogues that are distributed globally, sift through the database of registered entrepreneurs and contact them directly, and access tools and information (courses, articles, videos, webinars) to help enable international transactions. Since its launch, 120,000 businesspeople from 132 countries have registered on CA and reported US\$232 million in closed deals.

As the CA platform grows, it has become increasingly evident the importance of ensuring that the information is reliable and transparent. Among other things, this entails making it possible to independently verify the information published, to conduct basic due diligence on the companies registered on the website. This is aligned with both CA's mission and goals, as well as with the Transparency Fund's objective of mainstreaming transparency into IDB activities and sectors.

## **II. Consultancy's Objectives**

**Objective:** The consultancy's main objective is to increase the transparency and trustworthiness of ConnectAmericas by increasing the ratio of verified to non-verified companies registered on the platform. To that end, this consultancy will develop technology and provide support services to automatize part of the verification process, and enable "outside" entities (such as, acquiring banks, ConnectAmericas Local Partners—chambers of commerce, trade associations, etc...) to become ConnectAmericas verifiers.

## **III. Main Activities**

The contract will be executed using an agile methodology of development<sup>1</sup>. Therefore, the precise scope of activities for the contract may vary depending on dynamic priorities for the project. IDB will engage the services of a certain number of professionals for a given period of time, in accordance with an hourly fee to be provided by consultancy, and utilize these professionals' time to carry out the following tasks:

- Analyze, identify and implement automatic mechanisms to verify ConnectAmericas registered companies through the integration with existing financial network/s and a set of validations
- Assess and identify technologies and applicable procedures to verify registered companies according to their origin country
- Adjust and include all the correspondent fields to make sure the verification process –both manual and automatic steps- can be followed and implemented in a consistent manner
- Implement a tracking log of any automatic and manual tasks performed within the Verification process
- Design the User Interface and User Experience for these new features
- Identify and analyze the impact of these new features on the different areas of the ConnectAmericas operation, and produce user stories and designs in consultation with the leaders of the impacted areas of operation

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<sup>1</sup> See principles at: <http://agilemethodology.org/>

- Perform manual activities within the verification process to identify that requestor user works at the company to be verified
- Follow up on verification status, impediments and issues
- Create and keep up-to-date verification reports with the current status, responsible personnel, and dates
- Other Requirements:
  - The level of detail in the user stories should meet business expectations and technical feasibility, to the extent that the ConnectAmericas development partner can implement them autonomously with minimal supervision;
  - Participate actively in Planning, Review, Retrospective and Daily meetings according to SCRUM methodology<sup>2</sup>
  - All developments will go through internal testing, integration testing, user acceptance tests before moving into the production instance. In addition, quality check review should be performed post-production implementation
  - The final product must account for data integrity, constant availability of the service, testing and backup procedures, compliance with branding guidelines, and other related specifications
  - Provide Cloud Infrastructure management services.

#### **IV. Consultancy's Products**

**Products:** The consulting firm shall provide the following products:

- Documents: User Stories and Architecture specifications for features described above;
- Prototypes of the features' UX/UI design;
- Evidence of the testing carried out in the Quality Assurance stage;
- Working functionality code deployed in the production environment;
- Periodic Verification process reports.

#### **V. Characteristics of the consultancy**

- Type of consultancy: International Consulting Firm
- Contract Duration: August 1st, 2017 – February 1st, 2018
- Payment:

#### **VI. Qualifications:**

Leading and innovative technological firm with expertise in web related products, platform design and implementation, and product strategy for web and online. At least 5 years of demonstrated field experience and industry recognition. Previous experience working with Latin American and Caribbean countries in the specific areas described herein is desired, particularly with the region's Small and Medium Size Enterprises (SMEs).

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<sup>2</sup> See principles at <http://scrummethodology.com/>

## **VII. Schedule of Payments**

30% due upon signature of the contract.

70% upon contract completion

## **VIII. Coordination**

The coordination of the activities described in these Terms of Reference will fall under the responsibility of the AAF Technical Secretariat, in close coordination with INT/TIN, given the nature of this consultancy.









## Result Matrix

### Outcomes

No information related to this operation.

### Outputs: Annual Physical and Financial Progress

1 Support to Regional Dialogue						Physical Progress					Financial Progress					Theme	Flags	
Outputs	Fund Indicator	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017	2018	2019	EOP	2017	2018	2019	EOP					
1.1 Workshops organized	Other(AAF) Panel during the 2018 IACC	Workshops (#)	0	2016	IACC Agenda and Panel report	P	0	1	0	1	P	0	8000	0	8000	Institutional Development		
						P(a)					0	P(a)						0
						A						A						
1.2 Participants attending events	Other(AAF) LAC participants in the 2018 IACC	Individuals (#)	0	2016	Report of activities form the IACC Secretariat	P	0	8	0	8	P	0	35000	0	35000	Institutional Development		
						P(a)					0	P(a)						0
						A						A						
1.3 Conferences organized	Other(AAF) 2017 International Anti-Corruption day event	Conferences (#)	0	2016	Report of event activities	P	1	0	0	1	P	3500	3500	0	7000	Institutional Development		
						P(a)					0	P(a)						0
						A						A						
1.4 Conferences organized	Other(AAF) 2018 International Anti-Corruption day event	Conferences (#)	0	2016	Report of event activities	P	0	0	1	1	P	0	0	7000	7000	Institutional Development		
						P(a)					0	P(a)						0
						A						A						
1.5 Workshops organized	Other(AAF) Regional workshop on national	Workshops (#)	0	2016	Report of Activities	P	0	0	1	1	P	0	0	18000	18000	Institutional Development		
						P(a)					0	P(a)						0
						A						A						

2 Support to Communication and Dissemination Agenda						Physical Progress					Financial Progress						
Outputs	Fund Indicator	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017	2018	2019	EOP	2017	2018	2019	EOP	Theme	Flags		
2.1 Participants attending events	Other(AAF) Participation of two project beneficiaries in the 10th year anniversary event of the Fund	Individuals (#)	0	2016	Presentations by the beneficiaries	P	0	0	2	2	P	0	0	10000	10000	Institutional Development	
						P(a)				0	P(a)				0		
						A					A						
2.2 Video uploaded on the Fund's website	Other(AAF)	Videos				P	0	1	0	1	P		15000		15000	Institutional Development	
						P(a)				0	P(a)				0		
						A					A						
2.3 Presentations delivered	Other(AAF) Interactive presentation on the Fund's results	Presentations (#)	0	2016	Presentation saved in EZ Share	P	0	1	0	1	P		6000		6000	Institutional Development	
						P(a)				0	P(a)				0		
						A					A						
2.4 Technical notes created	Other(AAF) Short technical notes documenting the results and lessons learned from key Fund projects.	Notes (#)	0	2016	Technical note uploaded on the Fund's website	P	0	1	2	3	P		7000	27000	34000	Institutional Development	
						P(a)				0	P(a)				0		
						A					A						
2.5 Brown bag events organized	Other(AAF) Brown Bag Lunches	Brown bags (#)	0	2016	Final Report	P	0	1	3	4	P		3000	7000	10000	Institutional Development	
						P(a)				0	P(a)				0		
						A					A						
3 Support to knowledge generation						Physical Progress					Financial Progress						
Outputs	Fund Indicator	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017	2018	2019	EOP	2017	2018	2019	EOP	Theme	Flags		
3.1 Impact evaluations designed	Other(AAF) Evaluation or RCT of a Transparency Project	Evaluations (#)	0	2016	Evaluation final report	P	0	0	1	1	P	0	0	40000	40000	Institutional Development	
						P(a)				0	P(a)				0		
						A					A						
3.2 Due Diligence module for ConnectAmericas Platform	Other(AAF)	Evaluation	0	2016	Module incorporated in ConnectAmericas platform	P	0	0	1	1	P	0	0	90000	90000	Institutional Development	
						P(a)				0	P(a)				0		
						A					A						
3.3 Organization of a call for papers on gender and transparency	Other(AAF)	Call for papers	0	2016	Results of the call for appers published on the Fund's website	P	0	0	1	1	P	0	0	8000	8000	Institutional Development	
						P(a)				0	P(a)				0		
						A					A						
3.4 Workshops organized	Other(AAF) Co-organization of a regional event on gender and transparency	Workshops (#)	0	2016	Report of Activities	P	0	0	1	1	P	0	0	12000	12000	Institutional Development	
						P(a)				0	P(a)				0		
						A					A						

Other Cost
Total Cost

	2017	2018	2019	Total Cost
P	\$3,500.00	\$77,500.00	\$219,000.00	\$300,000.00
P(a)				
A				

	A	B	C	D	E	F	G	H	I	J	K	L	M	N		
1													Inter-American Development Bank			
2													ORP/GCM			
3																
4	PROCUREMENT PLAN FOR BANK EXECUTED OPERATIONS															
5	Country:	REGIONAL					Executing agency: IDB							UBR:		
6	Project number:	RG-T3036					Title of Project:		Latin American and Caribbean countries							
7	Period covered by the plan:						Total Project Amount:				300,000.00					
9	Component	Procurement Type	Service type	Description (4)	Estimated contract cost (US\$)	Selection Method (2)	Type of contract	Source of financing and percentage				Estimated date of the procurement notice	Estimated contract start date	Comments		
10								IDB/MIF		Other External Donor						
11								Amount	%	Amount	%					
13	Component 1	C. Non consulting services	Corp. Procurement (GN-2303)	Organization of a Panel during the 2018 IACC	\$ 8,000	FWTO	Framework	\$ 8,000	100	0	0	Q3 2018				
14	Component 1	C. Non consulting services	Corp. Procurement (GN-2303)	LAC participants in the 2018 IACC	\$ 35,000	FWTO	Framework	\$ 35,000	100			Q3 2018				
15	Component 1	C. Non consulting services	Corp. Procurement (GN-2303)	Organization of the 2017 International Anti-Corruption day event	\$ 7,000	FWTO	Framework	\$ 7,000	100			Q3 2017				
16	Component 1	C. Non consulting services	Corp. Procurement (GN-2303)	Organization of the 2018 International Anti-Corruption day event	\$ 7,000	FWTO	Framework	\$ 7,000	100			Q3 2018				
17	Component 1	C. Non consulting services	Corp. Procurement (GN-2303)	Regional workshop on national identification systems	\$ 18,000	FWTO	Framework	\$ 7,000	100			Q2 2018				
18	Component 2	A. Consulting services:	Individual Consultant (AM-650)	Consultant to produce 2 short technical notes documenting the results and lessons learned from key Fund projects.	\$ 34,000	IICQ	Lump Sum	\$ 34,000	100			Q3 2017				
19	Component 2	A. Consulting services:	Individual Consultant (AM-650)	Consultant to produce 2 videos featuring signature results of Fund projects	\$ 15,000	IICQ	Lump Sum	\$ 15,000	100			Q3 2017				
20	Component 2	A. Consulting services:	Individual Consultant (AM-650)	Consultant to produce an inteactive presentation on the Fund's results	\$ 6,000	IICQ	Lump Sum	\$ 6,000	100			Q3 2017				
21	Component 2	C. Non consulting services	Corp. Procurement (GN-2303)	Participation of two project beneficiaries in the 10th year anniversary event of the Fund	\$ 10,000	FWTO	Framework	\$ 10,000	100			Q3 2017				
22	Component 2	C. Non consulting services	Corp. Procurement (GN-2303)	Organization of 4 BBLs	\$ 10,000	FWTO	Framework	\$ 10,000	100			Q4 2018				
23	Component 3	A. Consulting services:	Individual Consultant (AM-650)	Consultancy to conduct an evaluation of a transparency project	\$ 40,000	IICQ	Lump Sum	\$ 40,000	100			Q2 2018				
24	Component 3	A. Consulting services:	Firm Consultant (GN-2765)	Consultancy to prepare a Due Diligence module for ConnectAmericas Platform	\$ 90,000	SSS	Lump Sum	\$ 90,000	100			Q4 2017				
25	Component 3	C. Non consulting services	Corp. Procurement (GN-2303)	Organization of a call for papers on gender and transparency	\$ 8,000	FWTO	Framework	\$ 8,000	100			Q2 2018				
26	Component 3	C. Non consulting services	Corp. Procurement (GN-2303)	Co-organization of a regional event on gender and transparency	\$ 12,000	FWTO	Framework	\$ 12,000				Q1 2018				
27	Prepared by:			TOTALS	\$ 300,000			Ttl shd equal project amount		\$ - 0						
28	(1) Grouping together of similar procurement is recommended, such as publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading, with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value od US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1".															
29																
30																
31	(2) <u>Individual consultants</u> : IICQ: International Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection. Selection process tp be done in accordance with AM-650.															
32	(2) <u>Consulting firms</u> : Per GN-2765-1, Consulting Firm selection methods for Bank-executed Operations are: Single Source Selection (SSS); Simplified Competitive <= 100K (SC <=100K); Simplified Competitive >100K and <=250K (SC >100K and <=250K); Fully Competitive >250K and Framework Agreement Task Order (FWTO). All Consulting Firm selection processes under this policy must use the electronic module in Convergence.															
33	(2) <u>Goods</u> : <u>Per GN-2765-1, par. A.2.2.c</u> : "The procurement of goods and related services, except when such goods and related services are necessary to achieve the objectives of the Bank-executed Operational Work and are included in the consulting services contract and represent less than ten percent (10%) of the consulting services contract value."															