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REGIONAL

STRENGTHENING PUBLIC GOVERNANCE THROUGH TRIPARTITE PARTNERSHIPS

(RG-T1335)

PLAN OF OPERATIONS

This document was prepared by the project team consisting of: Catherine Fox (ICF/FMM), Project Team Leader; Rafael Villa (INT/INT); Ophélie Chevalier (ICF/ICS); Robert Montgomery (VPS/VPS); Dan Shepherd (MIF/CEC); Bernadete Buchsbaum (LEG/SGO); Valeria Wedolowski and Michell Maxwell (ICF/ICS)

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BASIC SOCIOECONOMIC DATA

For basic socioeconomic data, including public debt information, please refer to the following address:

<http://www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata>

INFORMATION AVAILABLE IN THE FILES OF ICF/FMM

PREPARATION:

Tripartite Partnerships: Recognizing the Third Sector. IDB (2005)

Local Partnerships for Better governance. OECD (2001)

Transforming the Development Landscape. Brookings Institute (2006)

Alianzas sociales en América Latina. IDB/Rockefeller Center on LAC Studies/Harvard University (2005)

Working Together for a Change. World Bank (1999)

Community Investment Programs Associated with Private Sector Infrastructure Projects. IDB (2006)

Regional Public Goods. IDB (2007)

Societal Learning and Change. Steve Waddell (2005)

Partenariados en Foco: construyendo capacidades para la gestión público-privada. IIED (2003)

Putting Partnerships to Work. Warner and Sullivan (2004)

The Global Development Alliance: Public-Private Alliances for Transformational Development. USAID (2006)

ABBREVIATIONS

CSOs	Civil Society Organizations
FSO	Fund for Special Operations
IDB	Inter-American Development Bank
JSF	Japanese Special Fund
LAC	Latin-America and the Caribbean
MDBs	Multilateral Development Banks
NGOs	Non-Governmental Organizations
PIU	Project Implementation Units
TC	Technical Cooperation
TORs	Terms of Reference

PLAN OF OPERATIONS
STRENGTHENING PUBLIC GOVERNANCE THROUGH TRIPARTITE PARTNERSHIPS

(RG-T1335)

EXECUTIVE SUMMARY

Beneficiaries:	Borrowing member countries
Team Leader / Members	Catherine Fox (ICF/FMM), Project Team Leader; Rafael Villa (INT/INT); Ophélie Chevalier (ICF/FMM); Robert Montgomery (VPS/VPS); Dan Shepherd (MIF/MIF); Bernadete Buchsbaum (LEG/SGO); Valeria Wedolowski and Michell Maxwell (ICF/ICS)
Executing agency:	Inter-American Development Bank (IDB)
Target Beneficiaries:	The beneficiaries of this project include (i) policy-makers of Bank borrowing countries; (ii) the business sector; and (iii) civil society
Sources of Funding:	IDB (Fund for Special Operations – Net Income): US\$ 149,998
	Cofinancing: US\$ 0
	Local: US\$ 0
	Total: US\$ 149,998
Objectives:	The objective of this Technical Cooperation (TC) is to strengthen public sector governance by providing guidelines for the formation and maintenance of effective tripartite partnerships in development projects.
Execution timetable:	12 months execution period 14 months disbursement period
Special contractual conditions:	None
Exceptions to Bank Policies and Procedures:	None
Environmental and social review:	The Plan of Operations has been sent to ESR and LEG for review on August 9, 2007; their recommendations were incorporated into the design of the program (see par. 2.2 to 2.7, and par. 3.1).
Coordination with Other Donors:	N/A

I. BACKGROUND AND JUSTIFICATION

A. Main Issues

- 1.1 Government services operating programs for development, within conventional public management frameworks, have kept decision-making power fundamentally within the public sector. When programs do not execute effectively or efficiently, consultants are hired to diagnose institutional weaknesses and formulate recommendations for *public agency* institution building to facilitate implementation and achieving development goals.
- 1.2 Yet forty years of international development experience indicates that no one sector can do it alone - not national governments, the free market and private sector, the NGOs and civil society, nor the international community. Increasingly, governments are collaborating with the private and social sectors in bilateral and tripartite partnerships in which all actors are accountable to stakeholders for results.
- 1.3 Tripartite partnerships are rooted in a principle best expressed by the concept of ecosystems which highlights the need for alliances among *interdependent actors*, each contributing to the ecosystem's sustainability but *also dependent on the ecosystem itself for survival*. The ecosystem metaphor helps form a mental picture of how the nature of interdependence can foster effective development. The “greater good” of the ecosystem on which everyone’s survival ultimately depends binds the three sectors – government, business, social - in a pact to enhance the contributions of each, ensuring the inclusion of traditionally excluded stakeholders in decision-making processes during governance and execution. A tripartite partnership can provide cultural and context specific data to inform development initiatives over time, and bring the power relations of the traditionally excluded into balance with other actors to promote sustainable development. Traditionally excluded groups would include, for example: the poor, rural, indigenous, civil society associations, and organizations representing various social interests.
- 1.4 The crucial importance of strengthening accountability relationships between policy makers, goods and services providers, and clients is at the core of Bank strategy in the region. The challenge is to strengthen the actors’ ability to be an effective agent with voice and to improve understanding, negotiation, and concerted action among agents. From a government point of view, the objective is to consider complements to the traditional “top-down” accountability by paying more attention to what citizens expect from good governance. From a community point of view, the objective is to hold government accountable, through social accountability mechanisms, as well as participate in decision-making processes to ensure that information about local conditions that affect operations is taken into account. From a business perspective, the drivers for partnerships can be philanthropic (corporate giving programs aimed at raising reputation levels),

compliance (driven by conditions from the regulator) and commercial (aiming to reduce risks and costs or increase market share).

- 1.5 The multi-sector partnership concept is not new and can take various forms, such as: (i) in the project design phase through information sharing and/or consultation; (ii) in the project execution phase through shared-power in decision-making during implementation; and (iii) in the project evaluation phase in which the stakeholders themselves are responsible for collecting and analyzing the information, with the help of an outside evaluator to facilitate and support the learning process.
- 1.6 In all cases, the common challenges include: (i) to build more equal power relations for the traditionally excluded, incorporating into day-to-day decision making the indigenous conditions, local and cultural perspectives, entrepreneurial opportunities and other operational aspects during the disbursement period and beyond; (ii) to allow for important synergies among actors as the social ills which are themselves multifaceted by nature, need to be addressed in an integrated way; (iii) to build local institutional capacity of actors in the sector the project had hoped to strengthen; (iv) to tackle bottlenecks within the public systems that often delay financial disbursements; (v) to mitigate against negative effects of changes in government administrations; and (vi) to create the incentives for “upward accountability”.

B. Program rationale

- 1.7 The first generation of “participatory development” approaches have been successful but have not gone far enough in fostering long-term ownership of project objectives. The hypothesis is that shared decision-making during project execution increases ownership by stakeholders and project sustainability, thereby increasing the probability that intended beneficiaries will benefit from project outcomes such as increased access to services, accumulation of assets, or the capacity to engage productively in the local and national economies over time. Moreover, tripartite partnerships are more likely to promote or strengthen anti-corruption environments because the presence of multiple actors creates conditions for transparency so that subversive, illicit, and improper activity can more easily be detected.
- 1.8 Facilitating the creation and evaluation of tripartite partnerships will increase the likelihood of balanced power structures that can contribute greatly to project *sustainability* because they:
 - a. Create synergies among public, for-profit, and the social sectors, as well as, when appropriate, represent different disciplines (education, health, etc.);
 - b. Mitigate political opposition sometimes raised by NGOs or CSOs (when collaboration goes smoothly) because the shared control among project actors would be the rule;

- c. Maintain historical and institutional project knowledge in the project executing mechanism *even after government administrations change*; and
- d. Strengthen ownership on the part of all parties of an executing mechanism: participatory development consultations are helpful but have not always been sufficient.

C. Other initiatives

- 1.9 As a result of initial Bank studies on multi-sector partnerships,¹ the government of Veracruz, Mexico requested Bank support to develop a tripartite partnership executing scheme for revitalizing its Historic Centre so that it could survive changing (every three years) municipal administrations, as well as provide the flexibility that traditional public approaches to urban revitalization lack. That is, the ability to buy and sell land and enter into real estate investments, consolidate land by acquisition or property exchange, capture the increase in the value of land for public purposes, rehabilitate urban buildings to later sell them or grant concessions in return for services or specified land use; and ensure community participation to address social challenges. These benefits ensure a more efficient use of public assets and resources. The Japanese Special Fund (JSF) has invested US\$1.3 million to formulate a strategic plan for Veracruz to implement a future integral revitalization project that includes a tripartite partnership execution scheme (ME-T1028).
- 1.10 Another Japanese fund administered by the Bank is considering financing a TC (AR-T1026) to support an effort in Argentina to strengthen the capacity of 22 multi-actor partnerships (civil society, local government, chambers of commerce) to deliver services to the poor. The TC will provide training and technical assistance on, for example, diagnosing problems and targeting beneficiaries, and formulating budgets, but it will not analyze the inner workings of the multi-stakeholder partnerships themselves.
- 1.11 The IDB has also researched partnerships. The Sustainable Development Department (SDS), together with the David Rockefeller Center for Latin American Studies (Harvard University) published *Alianzas Sociales en América Latina* (2005) about partnerships between private sector and civil society organizations. It presents basic principles and concepts about the importance of country context, how alliances were built within that context, how to create alignment, manage and institutionalize partnerships. SDS also commissioned various studies including one on *Strategies and Conditions for Effective Inter-Agency Coordination*. The Private Sector Department published *Community Investment Programs Associated with Private Sector Infrastructure Projects*, which addresses topics such as employee volunteerism, and monitoring, assessing and reporting on community private sector partnerships. And the Regional

¹ Tripartite Partnerships. Recognizing the Third Sector (2005) Inter-American Development Bank. Catherine Fox with José Brakarz and Alejandro Cruz Fano.

Operations Department 2 produced *Tripartite Partnerships – Recognizing the Third Sector* (2005), a publication on executing mechanisms that include public, private and third sector parties. It draws on experience and lessons learned from urban revitalization projects in LAC and provides diagrams of the institutional arrangements that structure tripartite partnerships and organize alliances. This work reported improved physical, social and economic benefits in urban communities that managed to implement successful tripartite partnerships; greater voice for the beneficiaries; greater social inclusion in the overall sustainable development process; economic benefits to the community; and increased profits to the private sector.

D. Linkage to Bank's strategy

- 1.12 The current Bank strategy for Modernization of the State (OP-1004) updated in 2000 identifies areas for Bank action—State, Market and Society (paragraph C). One area identified in the strategy is to promote the establishment of socioeconomic partnership instruments, which can develop wider and more dynamic markets that favor the inclusion of often excluded sectors. The TC responds to this strategic area. In addition, its outcomes will contribute to the growing priority in the Bank's strategy to explore ways of tapping the social and economic development potential of the majority of the Region's population, resulting in greater social inclusion, a wider sharing of the benefits of economic growth, and a more active role of the private sector. This proposal has operational relevance in that it can help shape the design of future Bank project executing mechanisms.

E. Added value

- 1.13 When government administrations change, the institutional memory of government officials could be lost and project continuity suffers. Sustainability is also vulnerable to lack of sustainable financing and insufficient knowledge of local and cultural conditions that affect operations decisions and ultimately project success. Tripartite partnerships mitigate against these obstacles to sustainable development.
- 1.14 Increased attention to citizens' expectation for good governance and Bank interest in promoting poverty reduction and effective and sustainable development have generated tripartite partnerships in project design and implementation. Notwithstanding, tripartite partnerships are not the norm. Private sector structures champion interests on a daily basis but project beneficiaries are traditionally not able to deliberate on many of the issues that affect them. In short, there can be asymmetry of capacities among the three sectors – public, business sector and civil society – which can weaken overall project impact. This TC operation will provide a tool for promoting a win-win-win situation for all three partners in development projects.

Table I-1: Program's value added

Problem(s)	Cause(s)	Solution(s)	Value Added
Projects with long-term objectives are not sustainable over time	<ul style="list-style-type: none"> • Lack of institutional memory when government administrations change • Insufficient diversity of sources of financing • Lack of knowledge about local conditions when taking operations decisions 	Create conditions for and formulate effective tripartite partnerships as part of execution scheme	<ul style="list-style-type: none"> • Continuity in institutional memory because representatives of two sectors would survive beyond changes in government administration • Diversified source of funding by promoting private sector's confidence in the project and therefore assuring its funding • Knowledge of local conditions available during decision making by involving local communities in the design and execution mechanism • Strengthened ownership by involving the three sectors in both project design and execution
Weak governance at the local level	<ul style="list-style-type: none"> • Beneficiaries' inability to advocate for their interests 	Incorporate beneficiaries into both project design and power structure of executing mechanism so that they learn by doing from the private and public sector officials, and build capacity.	<ul style="list-style-type: none"> • Inclusion of the traditionally excluded • Strengthened local capacity • Win-win-win

II. PROGRAM DESCRIPTION

A. Program goal and purpose

- 2.1 The objective of this TC is to strengthen public sector governance at the local level by providing guidelines for the formation and maintenance of effective tripartite partnerships in development projects. The TC will identify and organize into a practical guide for client countries useful knowledge, skills, guidelines, tools and mechanisms for initiating, formulating, maintaining, monitoring and evaluating productive and sustainable tripartite partnerships.

B. Description

- 2.2 To achieve the proposed goals, the resources of this operation will finance the hiring of consulting services to perform the following activities:
- 2.3 Component 1. Definition of principles as basis for practical guidelines. The objective of this component is to define the principles and deepen knowledge about how to formulate successful tripartite partnerships. This research will address topics such as: (i) developing collective goals and defining outcomes;

- (ii) clarifying roles and responsibilities of each actor so that collective goals are achieved; (iii) defining an institutional framework that addresses functions, governance and decision-making processes. Academic research will include desk and electronic research of topics related to the formulation, execution and maintenance of effective tripartite partnerships (please see Terms of Reference for further detail). Result of this component: a report that defines the principles underlying the practical guide, and informs the development of interview questions conducted during field research.
- 2.4 Component 2. Definition of the guidelines. The objective of this component is (i) to select up to six eligible case studies; (ii) to conduct field research; and (iii) to develop a draft of the practical guide. The six case studies will comply with the following: (i) tri-sector partnership arrangements were linked with poverty reduction related initiatives; (ii) all sectors—public, business, and social—were represented in the power structure of the executing scheme; (iii) project personnel are accessible and available, and can ensure reliable data; and (iv) project governance structures and execution performance shed light on learning experiences. Priority will be given to case studies that provide learning for projects such as citizen security and anti-corruption operations.
- 2.5 Field research of the six case studies will include consultation with the stakeholders, project administrators, project designers, and an assessment of outcomes. The guidelines will identify the conditions, actors, processes, and methods to engage an effective partnership process: initiation, preparation, formation, and the continuation of the partnership. In addition, the practical guide will provide direction, applicable regardless of the sector, when tripartite partnerships are being considered. The practical guide will include relevant topics such as timing with respect to initiation and formulation, commitment to the partnership, scope of activities, source and management of resources, among other practical information. Result of this component: a draft of the practical guide.
- 2.6 Component 3. Interactive workshop. The objective of this component is to carry-out a workshop to review the draft practical guide, which incorporates the products from Components 1 and 2. The workshop is conceived as a collaborative learning opportunity. It will be held in Washington DC and include public and non-public sector representatives with first-hand experience in the formation and operation of a multi-sector partnership implementing a development project. The expected results include: (i) adoption of the proposed guidelines; (ii) ideas for incentives that would keep all three sectors engaged; (iii) guidance on decision-making processes; (iv) innovative approaches to how partners are identified and ground rules developed; and (v) guidance on a communication strategy to disseminate the findings. Result of this component: the reviewed and approved practical guide will be published and disseminated through a communication strategy to be developed by the Project Team in collaboration with the Bank's Office of External Relations (EXR) to reach local counterparts and the private sector in member countries.

C. Consulting services required

- 2.7 The Bank will hire two international consultants: one to carry out academic research (component 1), and another to carry out field research and organize an interactive workshop (components 2 and 3). The field research consultant will have Multilateral Development Bank (MDB) operations experience, knowledge of projects that have used tripartite partnerships, practical experience with development project design, and experience organizing interactive conference activities or focus groups. The academic research consultant will select, analyze and organize relevant data about large systems— business, government, civil society—change, collaborations or networks and their corresponding legal arrangements to inform the field research. He or she will have research experience and be knowledgeable about the behavioral aspects of human interaction. The TC will also finance a translator, editor, and design and printing costs.

III. COST AND FINANCING

A. Description and composition of financing

- 3.1 The total budget for the current TC proposal is estimated at US\$149,998 as shown in the table below, to be entirely funded by the net income of the Fund for Special Operations (FSO).

Table III-1 – Summary Cost Table (in US\$)

Category	Bank (FSO)	Total
Research of literature and case studies	86,750	86,750
Travel	26,668	26,668
Publication	36,280	36,280
Interactive Workshop	210	210
Contingencies	90	90
TOTAL	149,998	149,998

IV. EXECUTING AGENCY AND MECHANISM

A. Executing Agency and mechanism

- 4.1 The Executing agency will be the Inter-American Development Bank, through the Fiscal and Municipal Management Division of the Institutional Capacity and Finance Sector (ICF/FMM), which has as one of its activities advising clients on the design of institutional arrangements for development efforts.

B. Execution period and disbursement schedule

- 4.2 The execution period will be 12 months, and the disbursement period will be 14 months from the date of approval of the Plan of Operations.

C. Procurement

- 4.3 The Bank will select and contract the consultants in accordance with Bank policies and procedures established in GN-2349-7 and GN-2350-7.

V. MONITORING AND EVALUATION

A. Monitoring and Final Reports

- 5.1 Due to the nature of this TC, the consultants' Terms of Reference (TORs) will be used as the mechanism to monitor the progress of this operation. All TORs will describe deliverables as well as methodology, where appropriate, which the team will use as a monitoring tool.

B. Technical and basic responsibility

- 5.2 **Technical responsibility.** Technical responsibility for the execution of the proposed TC would rest in the Fiscal and Municipal Management Division (ICF/FMM): Catherine Fox: (202) 623-1323 Fax: (202) 623-1429, e-mail: catherinef@iadb.org will provide direct technical assistance to supervise the technical work related to the research, analysis, and oversight of the consultants providing technical support.
- 5.3 **Responsibility for Disbursements.** ICF/FMM will be responsible for the contracting of consultants and for disbursement.

VI. PROGRAM BENEFITS AND RISKS

A. Program benefits and developmental impact

- 6.1 Formation and implementation of tripartite partnership executing mechanisms will develop the institutional capacities of participants (public agencies, civil society organizations, business sector entities) by creating the institutional space for the exchange of information and lessons of experience during day-to-day activities of project implementation. They foster participation by traditionally excluded beneficiaries in both project design and the power structures of project implementation. The tri-sector collaboration also allows participating parties to make more efficient use of their resources since they benefit from the contributions of each sector—public sector authority to set policy, business sector resources and know-how, and civil society knowledge of community-based conditions and local and cultural perspectives—all essential to successful, sustainable project execution.

B. Target Beneficiaries

- 6.2 The beneficiaries of this project include (i) policy-makers of Bank borrowing countries who explore effective practices for a responsive public sector management and political system (governance) to support socioeconomic

development; (ii) the business sector which benefits from enhanced corporate reputation and possible increased market demand; and (iii) civil society which benefits from increased access to and more effective delivery of social services.

C. Risks


- 6.3 One risk would be lack of access to relevant information. To mitigate this risk, a criterion for case study selection will include identification of project administrators who are available, have access to, and are willing to share relevant and trustworthy information. Another risk is that the written product becomes an under-utilized report. The TC operation creates all the conditions to guarantee the diffusion of the findings so that the product becomes a tool for practitioners in their daily activities.

VII. ENVIRONMENTAL AND SOCIAL REVIEW

- 7.1 The project was reviewed by the ESR on August 9, 2007. Due to the nature of the operation, the studies to be financed will not have environmental impacts or negative social impacts. The operation has been classified as a “C” according to the Safeguard Classification tool. Moreover, strengthening local capacity to form, maintain, monitor and evaluate tripartite partnerships could produce positive social impacts.

VIII. CERTIFICATION

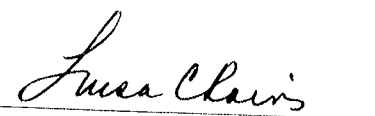
- 8.1 The Grants and Co-Financing Management Unit (VPC/GCM) certifies that US\$149,998 from the net income of the Fund for Special Operations is available for the financing of the project proposed in this Plan of Operations.


Margerite S. Berger, Chief
VPC/GCM

9/28/07
Date

IX. APPROVAL

- 9.1 Pursuant to the authority delegated by the Board of Executive Directors to the President and by the President to the Managers of the Vicepresidency of Sectors and Knowledge (Resolution DE-23/87 and Memorandum dated July 9, 2007 - Transitional Arrangements for the processing and administration of operations. Delegation of Authority), the Sector Manager of Institutional Capacity and Finance Sector, authorizes the use up to US\$149,998 from the net income of the Fund for Special Operations (FSO) to finance this Technical Cooperation on a nonreimbursable basis.


Luisa Rains, Manager a.i.
VPS/ICF

OCT 01 2007
Date

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TERMS OF REFERENCE

SOCIAL SCIENCE RESEARCH SPECIALIST

I. BACKGROUND

- 1.1 The objective of this TC is to strengthen public sector governance through local capacity to create shared-responsibility tripartite (public/business/social) executing mechanism schemes when they are needed for socio-economic development interventions. The focus is on tripartite (not bilateral: government-beneficiary, or government-private sector) shared-responsibility partnerships which can strengthen development effectiveness. The TC will identify and organize into a practical guide for client countries useful knowledge, skills, guidelines, tools and mechanisms for formulating, maintaining, monitoring and evaluating productive and sustainable tripartite partnerships.
- 1.2 Formation and implementation of shared-responsibility tripartite partnership executing mechanisms will develop the institutional capacities of participants (public agencies, civil society organizations, business sector entities) by creating the institutional space for the exchange of information and lessons of experience during day-to-day activities of project implementation. They foster participation by traditionally excluded beneficiaries in the power structures of project implementation. The tri-sector collaboration also allows participating parties to make more efficient use of their resources since they benefit from the contributions of each sector -- public sector authority to set policy, business sector resources and know-how, and civil society knowledge of community-based conditions and local and cultural perspectives -- all essential to successful, sustainable project execution
- 1.3 The beneficiaries of this project include (i) policy-makers of Bank borrowing countries who explore effective practices for a responsive public sector management and political system (governance) to support socioeconomic development; (ii) the business sector which benefits from enhanced corporate reputation and possible increased market demand; and (iii) civil society which benefits from increased access to and more effective delivery of social services.

II. GOALS

- 2.1 The objective of this consultancy is to research the print and electronic literature available and relevant to achieve the TC objective, and to collaborate with the field research consultant to integrate findings with field research results.

III. CHARACTERISTICS

- 3.1 Type: Individual international consultant.
- 3.2 Duration: Upon signing a contract, the consultant will work a total of 95 nonconsecutive days over a period of 9 months.
- 3.3 Place of Work: at the convenience of the consultant.
- 3.4 Qualifications: The consultant must have at least a Master's Degree in the social sciences such as sociology, anthropology, behavioral science, or related field; He or she must have a minimum of 5 years research experience—writing reports, articles, and other forms of written material in his or her area of expertise. Preference will be given to the consultant who has concentrated his or her research in areas such as: group theory, collective action, public goods, studies of public opinion and stakeholder research, corporate social responsibility monitoring, voice and empowerment, and related topics; In addition, preference will be given to the consultant who has facilitated the formation of partnerships among diverse actors and therefore has an appreciation for the behavioral dimension of human interaction. He or she must be an excellent writer, and fluent in English, with a working knowledge of Spanish highly desirable.

IV. ACTIVITIES

- 4.1 The consultant will be responsible for the following activities:
 - a. Read and summarize books, articles, and other publications on topics related to the formation and successful operation of shared responsibility partnerships. This would include literature review on topics such as:
 - i. Large systems – government, business, civil society – change, collaborations or networks;
 - ii. Group theory, collective action, consensus building and related topics;
 - iii. Voice and empowerment;
 - iv. Effectiveness of traditional project execution arrangements;
 - v. The transaction costs (human, time and financial) incurred by public and private sector partnership actors;
 - vi. What makes partnerships successful;
 - vii. What makes partnerships difficult and how the behavioral sciences can help; and
 - viii. When are multi-sector partnerships not profitable nor appropriate.
 - ix. How to evaluate the added value of partnerships
 - b. Research websites that provide data and studies on public opinion and stakeholder research, corporate social responsibility monitoring, and related topics pertinent to the objectives of the TC.

- c. Analyze the data and summarize conclusions that relate to the objective of this TC.
- d. Visit one or two case studies to facilitate integrating academic research with field experience.
- e. Participate in the interactive discussion of the conference in which a draft report of research findings will be presented.
- f. Prepare written text summarizing research findings and results of the interactive workshop.
- g. Compile a bibliography that references findings.
- h. Review the resulting publication Practical Guide to ensure integration of both desk and field research findings, providing comments and additional research, if needed.

V. REPORTS

- 5.1 The deliverable will be written text—prepared in English—complete with bibliography, to be incorporated into the publication that will also include the results of field research.

VI. PAYMENT SCHEDULE

- 6.1 The consultant will be paid a lump-sum amount, according to the following schedule:
 - a. 25% upon submission and acceptance by the Bank of a work plan;
 - b. 40% upon submission and acceptance by the Bank of a draft document that summarizes the research findings, complete with bibliography; and
 - c. 35% will be paid upon completion and acceptance by the Bank of the publication text, which incorporates research findings, results of field visits, results of interactive workshops, and bibliography.

VII. COORDINATION

- 7.1 The consultancy will be carried out under the coordination of the Fiscal and Municipal Management Division (ICF/FMM), through Catherine J. Fox, Project Team Leader ((202) 623-1323 Fax: (202) 623-1429, e-mail: catherinef@iadb.org).

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TERMS OF REFERENCE
FIELD RESEARCH SPECIALIST

I. BACKGROUND

- 1.1 The objective of this TC is to strengthen public sector governance through local capacity to create shared-responsibility tripartite (public/business/social) executing mechanism schemes when they are needed for socio-economic development interventions. The focus is on tripartite (not bilateral: government-beneficiary, or government-private sector) shared-responsibility partnerships, which can strengthen development effectiveness. The TC will identify and organize into a practical guide for client countries useful knowledge, skills, guidelines, tools and mechanisms for formulating, maintaining, monitoring and evaluating productive and sustainable tripartite partnerships.
- 1.2 Formation and implementation of shared-responsibility tripartite partnership executing mechanisms will develop the institutional capacities of participants (public agencies, civil society organizations, business sector entities) by creating the institutional space for the exchange of information and lessons of experience during day-to-day activities of project implementation. They foster participation by traditionally excluded beneficiaries in the power structures of project implementation. The tri-sector collaboration also allows participating parties to make more efficient use of their resources since they benefit from the contributions of each sector -- public sector authority to set policy, business sector resources and know-how, and civil society knowledge of community-based conditions and local and cultural perspectives -- all essential to successful, sustainable project execution
- 1.3 The beneficiaries of this project include (i) policy-makers of Bank borrowing countries who explore effective practices for a responsive public sector management and political system (governance) to support socioeconomic development; (ii) the business sector which benefits from enhanced corporate reputation and possible increased market demand; and (iii) civil society which benefits from increased access to and more effective delivery of social services.

II. GOALS

- 2.1 The objective of this consultancy is to conduct field research in six case studies in collaboration with the Social Science Research Specialist, and support the team leader in the production and distribution of a publication.

III. CHARACTERISTICS

- 3.1 Type: Individual international consultant.
- 3.2 Duration: Upon signing a contract, the consultant will work a total of 150 nonconsecutive days over a period of 12 months..
- 3.3 Place of Work: Washington DC and field visits
- 3.4 Qualifications: The consultant must have at least a Master's Degree in the social sciences, business administration, or related field; He or she must have a minimum of 7 years project design and research experience with MDBs, and writing reports and other forms of written material in his or her area of expertise. Preference will be given to the consultant who has studied multi-sector partnerships as they relate to socio economic development projects financed by MDBs, and who has experience organizing seminars for audiences such as MDB project specialists. He or she must be an excellent writer and fluent in Spanish and English.

IV. ACTIVITIES

- 4.1 The consultant will be responsible for the following activities:
 - a. Propose and help select six case studies to be researched for the project, ensuring that project personnel are knowledgeable and available, and have access to trustworthy data on the case being studied.
 - b. Collaborate with social science research specialist to incorporate key topics in field research interviews.
 - c. Carry out all necessary planning activities: coordinate the travel and scheduling for the field research, taking into account the corresponding Country Office requirements for entering the country.
 - d. Visit project sites, interview key project personnel, review available documentation and prepare a summary of findings related to the objectives of this TC.
 - e. Determine value added by the partnerships in achieving project goals (when possible).
 - f. He or she will inspect the demonstrated project outcomes, and when possible, take pictures to serve as evidence of results.
 - g. Support the project team leader in:

- i. Production and presentation of the DRAFT integrated report at the conference;
- ii. Production of the FINAL publication;
- iii. Organization of the interactive workshop and a book launch event; and
- iv. Distribution of the publication to interested parties.

4.2 The activities will be carried out according to the following methodology:

- a. To enable a selection of best projects from a wide pool of operations, case studies identified for research may be from various sectors. The following criteria will be considered when selecting learning experiences: (i) tri-sector partnership arrangements were linked with poverty reduction related initiatives; (ii) all sectors—public, business, and social—were represented in the power structure of the executing scheme; (iii) project personnel are accessible and available, and can ensure reliable data; and (iv) project governance structures and execution performance sheds light on learning experiences.
- b. The consultant will carry out structured interviews - previously developed questions asked in an organized way – with individuals and groups that might include government officials and development agency specialists who were project designers, and current and past project administrators who have reliable data about how the project’s partnership was formed and what the project outcomes were.
- c. Topics to be covered during individual and group interviews would include, among others:
 - i. How did the public sector share control and responsibility with non-public sector entities? What obstacles existed, were overcome or not overcome, to achieve balanced power structures among the public and non-public sector entities? How were decision-making and problem-solving processes designed to avoid paralysis – or how would they have done it differently?
 - ii. When (or if) effective pacts among actors were self sustaining; how did that happen? What were the constraints and how were they surpassed to build effective and self-sustaining pacts of collaboration among actors?
 - iii. How were (a) for-profit entities, and (b) proxies for beneficiaries, identified and encouraged to participate?
 - iv. What tools, institutional structures, legal requirements, operating regulations, communication strategies, and monitoring and evaluation systems facilitated effective collaboration?
 - v. What human, time and financial costs were incurred to ensure voice and vote in the governance structure for project beneficiaries during project execution?

- vi. What technical skills, and personal characteristics of public, private and civil society officials, and development specialists, facilitated or hindered the work of formulating balanced power structures for execution design?

V. REPORTS / DELIVERABLES

- 5.1 Deliverables include: (i) written text prepared in English summarizing the findings of field research; (ii) relevant pictures of the projects visited; (iii) final production of a book; and (iv) organization of a conference and book launch event.
- 5.2 The publication will address, but not be limited to, the following issues:
 - a. What value added have tripartite partnerships provided, and how have they benefited the poor and excluded? When are tri-sector partnerships are not appropriate?
 - b. How to address the challenges of:
 - i. Shared control: workable decision-making procedures;
 - ii. Self-sustaining pacts among actors;
 - iii. Careful discernment when selecting proxies for beneficiaries or for-profit entities, taking into account their different skills, knowledge, and technical expertise; and
 - iv. Human, time and financial costs of institutional arrangements that include voice and vote for the traditionally excluded from governance structures during project execution.
 - c. What tools, institutional structures, legal requirements, operating regulations, communication strategies, and monitoring and evaluation systems contribute to maintaining successful partnerships.
 - d. What time and financial adjustments are necessary to develop tripartite partnerships during project preparation.
 - e. What technical skills, and personal characteristics of public, private and civil society officials, and development specialists, facilitated or hindered the work of formulating balanced power structures for execution design.
 - f. How to manage, maintain and measure partnership effectiveness. How to measure the value added by partnerships.

VI. PAYMENT SCHEDULE

- 6.1 The consultant will be paid a lump-sum amount, according to the following schedule:
- a. 25% upon submission and acceptance by the Bank of a work plan;
 - b. 40% upon submission and acceptance by the Bank of a draft document that summarizes the field research findings;
 - c. 25% will be paid upon completion and acceptance by the Bank of the final publication; and
 - d. 10% will upon completion of the book launch event.

VII. COORDINATION

- 7.1 The consultancy will be carried out under the coordination of the Fiscal and Municipal Management Division (ICF/FMM), through Catherine J. Fox, Project Team Leader ((202) 623-1323 Fax: (202) 623-1429, e-mail: catherinef@iadb.org).

REGIONAL
STRENGTHENING LOCAL CAPACITY THROUGH TRIPARTITE PARTNERSHIPS
(RG-T1335)

TERMS OF REFERENCE

EDITOR

I. BACKGROUND

- 1.1 The objective of this TC is to strengthen public sector governance through local capacity to create shared-responsibility tripartite (public/business/social) executing mechanism schemes when they are needed for socio-economic development interventions. The focus is on tripartite (not bilateral: government-beneficiary, or government-private sector) shared-responsibility partnerships which can strengthen development effectiveness. The TC will identify and organize into a practical guide for client countries useful knowledge, skills, guidelines, tools and mechanisms for formulating, maintaining, monitoring and evaluating productive and sustainable tripartite partnerships.
- 1.2 Formation and implementation of shared-responsibility tripartite partnership executing mechanisms will develop the institutional capacities of participants (public agencies, civil society organizations, business sector entities) by creating the institutional space for the exchange of information and lessons of experience during day-to-day activities of project implementation. They foster participation by traditionally excluded beneficiaries in the power structures of project implementation. The tri-sector collaboration also allows participating parties to make more efficient use of their resources since they benefit from the contributions of each sector -- public sector authority to set policy, business sector resources and know-how, and civil society knowledge of community-based conditions and local and cultural perspectives -- all essential to successful, sustainable project execution
- 1.3 The beneficiaries of this project include (i) policy-makers of Bank borrowing countries who explore effective practices for a responsive public sector management and political system (governance) to support socioeconomic development; (ii) the business sector which benefits from enhanced corporate reputation and possible increased market demand; and (iii) civil society which benefits from increased access to and more effective delivery of social services.

II. GOALS

- 2.1 The objective of the consultancy is to edit the draft and final versions of the Practical Guide publication resulting from academic and field research and the interactive workshop.

III. CHARACTERISTICS

- 3.1 Type: Individual international consultant.
- 3.2 Duration: Upon signing a contract, the consultant will work a total of 12 nonconsecutive days over a period of 2 months.
- 3.3 Place of Work: at the convenience of the consultant.
- 3.4 Qualifications: The consultant must have at least 15 years experience in writing and editing articles, scripts, technical reports, books, and other forms of written publications; he or she must have at least a Master's Degree, preferably in journalism, languages, or communications; it is preferable that his or her experience include publications work with multilateral financial institutions.

IV. ACTIVITIES

- 4.1 The consultant will edit approximately 60 pages of English at two different stages of development (total of 120 pages) and review the Spanish translation. He or she will carry out the following tasks:
 - Correct grammar, spelling, and punctuation;
 - Correct or point out inconsistencies;
 - Correct unparallel and illogical headings;
 - Mark awkward or confusing passages or sections; rewrite in consultation with author, if necessary;
 - Point out organizational problems;
 - Define abbreviations on first mention; rid document of ad hoc abbreviations;
 - Eliminate wordiness, fat, and obvious redundancies; lighten construction;
 - Remove passive and unnecessary constructions, as appropriate;
 - Ensure pronouns have clear antecedents;
 - Correct unclear modifiers;
 - Apply parallel construction;
 - Format tables and figures consistently;
 - Compare descriptions and data in text with that in tables, figures, and boxes; point out inconsistencies;
 - Check cross-references for accuracy;
 - Format reference list according to style;
 - Lighten introductory sections; move conclusions to front if appropriate;
 - Add, delete, or rework headings, as needed;
 - Write transitions, as needed;
 - Ensure proper presentation of items listed in Bibliography; and
 - Proofread the final bilingual blueprints for any inconsistencies.

V. REPORTS

- 5.1 The deliverable will be written text—prepared in English—complete with bibliography, to be incorporated into the publication that will also include the results of field research.

VI. PAYMENT SCHEDULE

- 6.1 The consultant will be paid a lump-sum amount, according to the following schedule:
- a. 25% upon submission and acceptance by the Bank of a work plan;
 - b. 40% upon submission and acceptance by the Bank of a INTERIM document, complete with bibliography; and
 - c. 35% will be paid upon completion and acceptance by the Bank of the FINAL document that would be ready for publication.

VII. COORDINATION

- 7.1 The consultancy will be carried out under the coordination of the Fiscal and Municipal Management Division (ICF/FMM), through Catherine J. Fox, Project Team Leader ((202) 623-1323 Fax: (202) 623-1429, e-mail: catherinef@iadb.org).

REGIONAL
STRENGTHENING LOCAL CAPACITY THROUGH TRIPARTITE PARTNERSHIPS
(RG-T1335)

TERMS OF REFERENCE
PUBLICATIONS EXPERT

I. BACKGROUND

- 1.1 The objective of this TC is to strengthen public sector governance through local capacity to create shared-responsibility tripartite (public/business/social) executing mechanism schemes when they are needed for socio-economic development interventions. The focus is on tripartite (not bilateral: government-beneficiary, or government-private sector) shared-responsibility partnerships which can strengthen development effectiveness. The TC will identify and organize into a practical guide for client countries useful knowledge, skills, guidelines, tools and mechanisms for formulating, maintaining, monitoring and evaluating productive and sustainable tripartite partnerships.
- 1.2 Formation and implementation of shared-responsibility tripartite partnership executing mechanisms will develop the institutional capacities of participants (public agencies, civil society organizations, business sector entities) by creating the institutional space for the exchange of information and lessons of experience during day-to-day activities of project implementation. They foster participation by traditionally excluded beneficiaries in the power structures of project implementation. The tri-sector collaboration also allows participating parties to make more efficient use of their resources since they benefit from the contributions of each sector -- public sector authority to set policy, business sector resources and know-how, and civil society knowledge of community-based conditions and local and cultural perspectives -- all essential to successful, sustainable project execution
- 1.3 The beneficiaries of this project include (i) policy-makers of Bank borrowing countries who explore effective practices for a responsive public sector management and political system (governance) to support socioeconomic development; (ii) the business sector which benefits from enhanced corporate reputation and possible increased market demand; and (iii) civil society which benefits from increased access to and more effective delivery of social services.

II. GOALS

- 2.1 The objective of the consultancy is to design and print the Practical Guide document resulting from field and academic research and an interactive workshop.

III. CHARACTERISTICS

- 3.1 Type: Individual international consultant.
- 3.2 Duration: Upon signing a contract, the consultant will work 30 days over a period of 3 months.
- 3.3 Place of Work: at the convenience of the consultant.
- 3.4 Qualifications: The consultant must have at least 10 years experience producing written publications. He or she will have at least an undergraduate degree in a related field. Preference will be given to the consultant with experience working on other financial institution publications dealing with socio-economic development.

IV. ACTIVITIES

- 4.1 The consultant will coordinate and oversee all aspects of producing the book. Specifically, the consultant will be responsible for the following activities:
 - 1. Design an appropriate cover page for the bilingual publication.
 - 2. Prepare layout and type set text, graphic art, photographs, pictures.
 - 3. Research and select photographs and illustrations, when needed to make the page more attractive.
 - 4. Proofread layouts
 - 5. Prepare electronic files of the document
 - 6. Prepare printer-ready files.
 - 7. Oversee printing process to ensure final product meets expectations.

IV. REPORTS

- 4.1 The product will be a Practical Guide book on tripartite partnerships. The book will have both English and Spanish in one binder: 8.5 x 11, four-color throughout, perfect bind publication, 1000 copies.

V. PAYMENT SCHEDULE

- 5.1 The consultant will be paid a lump-sum amount, according to the following schedule:
 - a. 25% upon submission and acceptance by the Bank of a work plan;
 - b. 40% upon submission and acceptance by the Bank of the blueprints of the document.
 - c. 35% will be paid upon completion and acceptance by the Bank upon delivery of 1000 copies of the book.

VI. COORDINATION

- 6.1 The consultancy will be carried out under the coordination of the Fiscal and Municipal Management Division (ICF/FMM), through Catherine J. Fox, Project Team Leader ((202) 623-1323 Fax: (202) 623-1429, e-mail: catherinef@iadb.org).

REGIONAL
STRENGTHENING LOCAL CAPACITY THROUGH TRIPARTITE PARTNERSHIPS
(RG-T1335)

TERMS OF REFERENCE
COPY-EDITOR FOR SPANISH

I. BACKGROUND

- 1.1 The objective of this TC is to strengthen public sector governance through local capacity to create shared-responsibility tripartite (public/business/social) executing mechanism schemes when they are needed for socio-economic development interventions. The focus is on tripartite (not bilateral: government-beneficiary, or government-private sector) shared-responsibility partnerships which can strengthen development effectiveness. The TC will identify and organize into a practical guide for client countries useful knowledge, skills, guidelines, tools and mechanisms for formulating, maintaining, monitoring and evaluating productive and sustainable tripartite partnerships.
- 1.2 Formation and implementation of shared-responsibility tripartite partnership executing mechanisms will develop the institutional capacities of participants (public agencies, civil society organizations, business sector entities) by creating the institutional space for the exchange of information and lessons of experience during day-to-day activities of project implementation. They foster participation by traditionally excluded beneficiaries in the power structures of project implementation. The tri-sector collaboration also allows participating parties to make more efficient use of their resources since they benefit from the contributions of each sector -- public sector authority to set policy, business sector resources and know-how, and civil society knowledge of community-based conditions and local and cultural perspectives -- all essential to successful, sustainable project execution
- 1.3 The beneficiaries of this project include (i) policy-makers of Bank borrowing countries who explore effective practices for a responsive public sector management and political system (governance) to support socioeconomic development; (ii) the business sector which benefits from enhanced corporate reputation and possible increased market demand; and (iii) civil society which benefits from increased access to and more effective delivery of social services.

II. GOALS

- 2.1 The objective of the consultancy is to copy-edit the Spanish translation of the Practical Guide publication.

III. CHARACTERISTICS

- 3.1 Type: Individual international consultant.
- 3.2 Duration: Upon signing a contract, the consultant will work a total of 6 nonconsecutive days over a period of 1 month.
- 3.3 Place of Work: at the convenience of the consultant.
- 3.4 Qualifications: The copy-editor must have at least 15 years experience in writing and editing articles, scripts, technical reports, books, and other forms of written publications in Spanish. He or she must have at least a Bachelor's Degree, preferably in journalism, languages, or communications. It is preferable that his or her experience include publications work with multilateral financial institutions.

IV. ACTIVITIES

- 4.1 The consultant will edit approximately 60 pages of Spanish text. He or she will carry out the following tasks:
 - Correct grammar, spelling, and punctuation;
 - Correct or point out inconsistencies;
 - Mark awkward or confusing passages or sections; rewrite in consultation with author, if necessary;
 - Define abbreviations on first mention;
 - Eliminate wordiness, fat, and obvious redundancies; lighten construction;
 - Remove passive and unnecessary constructions, as appropriate;
 - Ensure pronouns have clear antecedents;
 - Correct unclear modifiers;
 - Apply parallel construction;
 - Compare descriptions and data in text with that in tables, figures, and boxes; point out inconsistencies;
 - Check cross-references for accuracy;
 - Proofread reference list according to style;

V. REPORTS

- 5.1 The deliverable will be written text—prepared in Spanish—complete with bibliography, to be incorporated into the publication.

VI. PAYMENT SCHEDULE

- 6.1 The consultant will be paid a lump-sum amount, according to the following schedule:

- a. 25% upon submission and acceptance by the Bank of a work plan;
- b. 75% upon submission and acceptance by the Bank of the final document that would be ready for publication.

VII. COORDINATION

- 7.1 The consultancy will be carried out under the coordination of the Fiscal and Municipal Management Division (ICF/FMM), through Catherine J. Fox, Project Team Leader ((202) 623-1323 Fax: (202) 623-1429, e-mail: catherinef@iadb.org).

REGIONAL
STRENGTHENING LOCAL CAPACITY THROUGH TRIPARTITE PARTNERSHIPS
(RG-T1335)

TERMS OF REFERENCE

TRANSLATOR – ENGLISH INTO SPANISH

I. BACKGROUND

- 1.1 The objective of this TC is to strengthen public sector governance through local capacity to create shared-responsibility tripartite (public/business/social) executing mechanism schemes when they are needed for socio-economic development interventions. The focus is on tripartite (not bilateral: government-beneficiary, or government-private sector) shared-responsibility partnerships which can strengthen development effectiveness. The TC will identify and organize into a practical guide for client countries useful knowledge, skills, guidelines, tools and mechanisms for formulating, maintaining, monitoring and evaluating productive and sustainable tripartite partnerships.
- 1.2 Formation and implementation of shared-responsibility tripartite partnership executing mechanisms will develop the institutional capacities of participants (public agencies, civil society organizations, business sector entities) by creating the institutional space for the exchange of information and lessons of experience during day-to-day activities of project implementation. They foster participation by traditionally excluded beneficiaries in the power structures of project implementation. The tri-sector collaboration also allows participating parties to make more efficient use of their resources since they benefit from the contributions of each sector -- public sector authority to set policy, business sector resources and know-how, and civil society knowledge of community-based conditions and local and cultural perspectives -- all essential to successful, sustainable project execution
- 1.3 The beneficiaries of this project include (i) policy-makers of Bank borrowing countries who explore effective practices for a responsive public sector management and political system (governance) to support socioeconomic development; (ii) the business sector which benefits from enhanced corporate reputation and possible increased market demand; and (iii) civil society which benefits from increased access to and more effective delivery of social services.

II. GOALS

- 2.1 The objective of the consultancy is to translate from English into Spanish the practical guide resulting from research financed with TC funds.

III. CHARACTERISTICS

- 3.1 Type: Individual international consultant.
- 3.2 Duration: Upon signing a contract, the consultant will work a total of 12 nonconsecutive days over a period of 2 months.
- 3.3 Place of Work: at the convenience of the consultant.
- 3.4 Qualifications: The consultant must have at least 10 years experience in translating documents from English into Spanish; he or she must have at least a Bachelor's degree, preferably in languages, communications, or related field; it is preferable that his or her experience include publications work with multilateral financial institutions.

IV. ACTIVITIES

- 4.1 The consultant will translate approximately 60 pages of English into Spanish text. He or she will carry out the following tasks:

V. REPORTS

- 5.1 The deliverable will be written translated text—prepared in English—complete with bibliography, to be incorporated into the publication.

VI. PAYMENT SCHEDULE

- 6.1 The consultant will be paid a lump-sum amount, according to the following schedule:
 - a. 25% upon submission and acceptance by the Bank of a work plan;
 - b. 75% upon submission and acceptance by the Bank of the final document in Spanish that would be ready for publication.

VII. COORDINATION

- 7.1 The consultancy will be carried out under the coordination of the Fiscal and Municipal Management Division (ICF/FMM), through Catherine J. Fox, Project Team Leader ((202) 623-1323 Fax: (202) 623-1429, e-mail: catherinef@iadb.org).

RG-T1335
Strengthening Local Capacity through Tripartite Partnerships

ANNEX II:
Detailed Program Budget

Budget Category	Quantity	Days	Unit Cost	Bank (FSO)	Total (Rounded)
Research of literature and case studies (honorarium):				86,750	86,750
International consultant (print and electronic research)	1	95	400 / dy	38,000	38,000
International consultant (field research)	1	150	325 / dy	48,750	48,750
Travel				26,668	26,668
Travel: sociologist travels twice; intl. consultant travels six times; 5 panel participants to Wash DC	13	N/A	1,000	13,000	13,000
Per Diem: sociologist 10 days; intl consultant 54 dys (\$167/day)	N/A	64	167	10,688	10,688
Per Diem: five panel participants in conference to Wash DC for 2 nights (\$298/day)	N/A	10	298	2,980	2,980
Publication (approximately 120 pages that includes English (60) and Spanish text(60))				36,280	36,280
Editing DRAFT interim report for distribution to conference participants (English only); Editing FINAL practical guide; proofreading final text (English only)	120 pages	12	400	4,800	4,800
Translation into Spanish (400 words /page; 60 pages; at .17 per word);	24,000 words	N/A	.17 / word	4,080	4,080
Copy-editing Spanish (6 days x \$400/dy)	60 pages	6	\$400/day	2,400	2,400
Design, typeset, proof for English and Spanish text (\$15,000) and printing (\$10,000)	120 pages	N/A	N/A	25,000	25,000
Interactive Workshop in Wash DC				210	210
Coffee and cookies: \$3.50 per person (60-workshop)	60 people	N/A	\$3.50	210	210
Contingencies				90	90
TOTAL				149,998	149,998

REGIONAL
Strengthening Local Capacity through Tripartite Partnerships
(RG-T1335)

ANNEX III
Procurement Plan

Ref. No.	Description of the contract and estimated cost of procurement	Procurement method ¹	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates ²		Status (pending, in process, awarded, cancelled)
				IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract	
	1. <u>Goods and Civil Works</u> N/A								
1	2. <u>Non-Consulting Services</u> Travel & Per Diem: US\$26,668	N/A	N/A	100%	0%	No	N/A	3Q1Y	Pending
2	Interactive Workshop: US\$ 210	N/A	N/A	100%	0%	No	N/A	4Q1Y	Pending
	3. <u>Consulting services</u>								
1	Social Science Research Specialist (US\$38,000)	CQS	Prior	100%	0%	No	N/A	3Q1Y	Pending
2	Field Research Specialist (US\$48,750)	CQS	Prior	100%	0%	No	N/A	3Q1Y	Pending
3	Editor (US\$4,800)	CQS	Prior	100%	0%	No	N/A	4Q1Y	Pending
4	Translator (US\$ 4,080)	CQS	Prior	100%	0%	No	N/A	4Q1Y	Pending
5	Copy-Editor, Spanish (US\$ 2,400)	CQs	Prior	100%	0%	No	N/A	4Q1Y	Pending
6	Publications Expert (US\$25,000)	CQS	Prior	100%	0%	No	N/A	4Q1Y	Pending

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

² Q: Calendar Quarter; Y: Year of execution. For instance, 3Q1Y stands for the third quarter of the first year of execution.