

PROMOTING TRANSPARENCY & STRENGTHENING CONTROL SYSTEMS IN CARIBBEAN COUNTRIES

RG-T3419

CERTIFICATION

I hereby certify that this operation was approved for financing under the **Transparency Fund (AAF)** through a communication dated March 4, 2018 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.

Certified by:	Original Firmado	6/20/19
	Sonia M. Rivera	Date
	Chief	
	Grants and Co-Financing Management Unit	
	ORP/GCM	

Approved by:	Original Firmado	6/21/19
	Lea Raquel Gimenez	Date
	Division Chief	
	Innovation in Citizen Services Division	
	IFD/ICS	

TC DOCUMENT

I. Basic Information for TC

▪ Country/Region:	Regional/CCB
▪ TC Name:	Promoting Transparency & Strengthening Control Systems in Caribbean Countries
▪ TC Number:	RG-T3419
▪ Team Leader/Members:	Francesco De Simone (IFD/ICS) Team Leader; Roberto de Michele (IFD/ICS) Alternate Team Leader; Darinka Vasquez; Nicolas Dassen; Maria José Jarquin; Juan Cruz Vieyra; Alex Veyrat (IFD/ICS); Jorge von Horoch (VPC/CCB); Sherries Ruddock; Rochelle Samuels (CCB/CJA) and Carolina Veríssimo da Silva (LEG/SGO).
▪ Taxonomy:	Client Support
▪ Date of TC Abstract authorization:	January 2019
▪ Beneficiary:	IDB Caribbean borrowing country members in CCB
▪ Executing Agency:	Inter-American Development Bank, through the Innovations for Citizens Services Division of the Institutions for Development Sector (IFD/ICS)
▪ Donors providing funding:	Transparency Fund (AAF)
▪ IDB Funding Requested:	US\$300,000
▪ Disbursement period:	30 months (Execution period 24 months)
▪ Required start date:	June 15, 2019
▪ Types of consultants:	Individual consultancies
▪ Prepared by Unit:	Innovation in Citizen Services Division (IFD/ICS)
▪ Unit of Disbursement Responsibility:	Country Office Jamaica (CCB/CJA)
▪ TC included in Country Strategy (y/n):	N
▪ TC included in CPD (y/n):	N
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and rule of law

II. Objectives and Justification of the TC

- 2.1 The objective of this Technical Cooperation (TC) is to support the borrowing Caribbean countries of the Inter-American Development Bank (IDB or Bank) in fostering transparency and open government, improve internal control and prevent money laundering through regional initiatives. The specific objectives are: (i) support to the implementation of access to information, transparency, open data and open government initiatives; (ii) support the strengthening of Supreme Audit Institutions (SAIs) in the Caribbean; and (iii) support anti-money laundering and financial transparency efforts.
- 2.2 **Justification:** Despite the difficulty of measuring the overall level of transparency, integrity and openness, some indicators can help shed light on the main challenges for the Caribbean region in this area. A review of these indicators shows that, compared to Latin American countries, Caribbean countries traditionally score better on indicators of perception and control of corruption. Yet, there is ample room for improving government effectiveness and transparency in the Caribbean region, as shown below: the implementation of transparency and open government initiatives and

the strengthening of government controls, including those related to money laundering, can be instrumental in this.

- 2.3 The Transparency International's Corruption Perception Index (CPI), captures the perceived levels of corruption, as determined by expert assessments and opinion surveys. The CPI generally defines corruption as "the misuse of public power for private benefit". Caribbean countries report an average CPI of 49.5 points on a scale of 0 to 100, where 0 is highly corrupt and 100 is very clean, significantly higher than Latin American countries, which on average score 37.6 points (Transparency International, 2017). However, within the Caribbean, significant differences exist, with Barbados, the best performer, scoring 68 and ranking number 25 in the world, and Guyana, the worst performer scoring 38 and ranking number 91 in the world. The Worldwide Governance Indicators¹ report on Control of Corruption an average of 0.15 points from a scale of -2.5 (weak) a 2.5 (strong) (WGI, 2016) positioning Caribbean countries in a better place than Latin American countries with an average score of -0.77 points. Among Caribbean countries only, Barbados, with a score of 1.24, followed by The Bahamas, with 1.13, are the best performers, while Guyana and Suriname are the worst performers, scoring -0.32. This data reveals a nuanced picture in which at least some countries have ample room for improving their transparency and accountability frameworks
- 2.4 Despite the performance that is relatively good in terms of international indicators, some features of Caribbean countries suggest that the local weaknesses in terms of transparency and anti-corruption may be hard to gauge with existing measures. Because of their market size and limited population pools, Caribbean countries are particularly vulnerable to so-called "soft" forms of corruption, such as revolving doors, conflicts of interest, nepotism and regulatory capture (Martínez, 2016; Makkai & Braithwaite, 1992; Hong & Lim, 2016)². These in turn pose serious risks to public integrity, in addition to negatively impacting critical government functions such as public procurement, the allocation of government resources, and the drafting and issuing of government laws and regulations, as well as the selection and promotion of government officials. While IDB Caribbean member countries have largely been spared involvement in Latin America's massive corruption scandals of recent years, cases have emerged signaling that there is room to strengthen transparency and controls, open governments to citizens in various countries.
- 2.5 Supreme Audit Institutions and other control entities are critical for the prevention of integrity issues in the public sector. In this sense, a priority for the region is to increase the effectiveness of SAIs, particularly filling gaps that have been identified under the SAI Performance Management Framework exercises, as well as by increasing follow up on recommendations formulated by the SAIs. Some of these activities could be supported by international and regional organizations of SAIs, such as the International Organization of SAIs (INTOSAI) and the Caribbean Organization of SAIs (CAROSAI), which represents all of the IDB Caribbean member countries. CAROSAI, however, is still at a modest stage of development, with limited resources, and relying

¹ See [The Worldwide Governance Indicators](#) from The World Bank Group for 2017.

² Agustí Cerrillo-i-Martínez (2017) Beyond Revolving Doors: The Prevention of Conflicts of Interests Through Regulation, *Public Integrity*, 19:4, 357-373, DOI: 10.1080/10999922.2016.1225479 Makkai, T., & Braithwaite, J. (1992). In and Out of the Revolving Door: Making Sense of Regulatory Capture. *Journal of Public Policy*, 12(1), 61-78. doi:10.1017/S0143814X00005006 - Hong, S. & Lim, J. *Public Choice* (2016) 166: 69. <https://doi.org/10.1007/s11127-016-0315-x>

on contributions from donors for its technical development and modernization initiatives.

- 2.6 In this overall regional context, money laundering can become an enabler of irregularities, and the Caribbean region, with its important financial centers, is particularly vulnerable to it, as confirmed by the fact that two IDB Caribbean member countries³ currently appear on the Financial Action Task Force so-called gray-list, of countries with weak Anti-Money Laundering Frameworks, while one country also appears on the OECD list of countries that fail to comply with tax transparency standards. Money laundering concerns have become a major factor in the withdrawal of correspondent banking relations from the Caribbean and globally, a phenomenon commonly referred to as de-risking, which has been at the very top of the region's policy agenda. As shown by recent [IDB publications](#) on beneficial ownership, Caribbean countries have ample room to improve their performance in some areas that have been identified as major causes for money laundering and de-risking.
- 2.7 In light of the above, this TC will support activities aimed at improving the transparency and openness of the public-sector in IDB Caribbean member countries. Transparency and open government have been widely shown to be important tools to prevent corruption, conflict of interest, undue influence and other similar. Open Government in particular promotes a citizen-centric approach based on the principles of transparency, accountability and collaboration, enabled by new technologies as way to strengthen democratic systems and improve public sector delivery. The TC will also support the strengthening of control systems, particularly SAIs, in the region; these are critical to detect instances of corruption and other forms of malfeasance in the public sector. Additionally, the TC will support IDB Caribbean member countries in their efforts to prevent money laundering and terrorist financing, by complying with the FATF Standards. Finally, the TC will support specific research and dissemination activities, in recognition of the fact that transparency and anti-corruption are significantly understudied in the region, and that countries can learn from each other in this area.
- 2.8 The TC will rely on country demand and on international standards and evaluations for guidance to identify priorities for intervention in each thematic area and countries of work. Such standards include those the Open Government Partnership and its evaluation mechanism, the INTOSAI and its regional body, CAROSAI, and the Financial Action Task Force and the results of its Mutual Evaluation Reports (MERs), among others⁴
- 2.9 The TC will rely on the significant body of knowledge accumulated by the IDB in recent years, with an important series of publications that have helped build knowledge in specific thematic areas such as [conflict of interest](#), [sovereign rating and corruption](#), [gender and transparency](#), [de-risking](#), [ultimate beneficial ownership](#), and [politically exposed persons](#), just to mention the main ones. In addition, the TC will closely coordinate with other ongoing efforts in this area in the Caribbean, including a regional project with FOMIN focusing on de-risking (RG-T2924) and recent efforts to support AML in Guyana (GY-T1155) and Suriname (RG-T2224), as well as relevant loan operations (see section 6.1, below).
- 2.10 **Strategic Alignment.** The proposed TC is closely aligned with the objectives and strategic framework of the Transparency Fund, as it strengthens the capacity of

³ The Bahamas and Trinidad and Tobago.

⁴ MERs are peer reviews of each member country on an ongoing basis to assess levels of implementation of the FATF Recommendations.

beneficiary countries to prevent and control corruption, by implementing transparency policies, helping establish mechanisms and policies aimed at detecting and curbing the laundering of proceeds of illicit activities, including corruption. Specifically, the proposal is aligned with pillar I of the AAF which focuses on strengthening financial integrity systems. Likewise, it is aligned with pillar IV which refers to Open Government and aims at: (i) conducting assessments for and/or design and monitoring of open government policies, strategies and action plans; and (ii) help countries to build or strengthen their capacities by implementing innovative open government solutions. The TC is also aligned with the Bank's Update to the Institutional Strategy 2010-2020 (document AB-3008), in particular with the transversal structural development challenge "Institutional Capacity and Rule of Law".

- 2.11 **Operational Development.** The TC will aim to promote policy reforms in the area of transparency and anti-corruption. Some of these reforms may provide useful material for inclusion in Policy-Based Loans. Additionally, some of the areas of work, particularly support to SAIs, have in the past served as the basis for the development of investment loans, albeit expectations here need to be mitigated due to the small size of the beneficiary institutions in CCB countries.
- 2.12 **Key Actors.** The TC has a high-level of involvement of non-government actors and could become a model in this area. Involvement of nongovernment actors is being closely coordinated with the respective governments. At a regional level, the TC will support CAROSAI, the regional SAI organization; in Jamaica, activities are planned or being considered with key non-governmental organizations (NGOs) such as Jamaicans for Justice (access to information portal), Jamaican Accountability Meter Portal (JAMP) and Private Sector Organization of Jamaica (PSOJ) (audit recommendations follow up portal), and National Integrity Action (NIA - activities currently under consideration). Additionally, the Innovation Lab initiative aims at supporting the digitalization of key government processes, to benefit Jamaican citizens and government agencies; this activity will aim to implement an inclusive methodology, applied elsewhere in Latin America and the Caribbean, that puts citizens at the center of the design of key apps and tools for the digital provision of government services.

III. Description of Activities/Components

- 3.1 The proposed TC is organized in four components: (i) support to the implementation of access to information, transparency, and open data/government initiatives in the region; (ii) support to SAIs in the region, including through regional initiatives; (iii) support to anti-money laundering and financial transparency; and, (iv) support to research and knowledge activities.
- 2.1 **Component I. Transparency and Open Government (US\$110,000):** The objective of this component is to support the development of Open Government solutions and Action Plans. Activities and outputs in this component include: (i) support the design and implementation of a portal to facilitate the processing of access to information request in country (US\$30,000); (ii) technical support to the Government of Jamaica in the design and implementation of their Open Government Action Plan ⁵

⁵ In the Caribbean, Trinidad and Tobago and Jamaica joined the Open Government Partnership (OGP). However, Jamaica has not developed or implemented any action plan yet.

(US\$25,000);⁶ (iii) support to one CCB country in the development of an Open Government Innovation Lab, with a focus specifically on developing a methodology for designing digital government and transparency applications (US\$15,000); (iv) Support to the Jamaican Ministry of Finance (MoF) in strengthening the framework for monitoring of State-Owned Enterprises (SOEs) (US\$40,000).

- 3.2 **Component II. Support to Supreme Audit Institutions (US\$90,000).** This component will support regional and national initiatives aimed at strengthening SAIs and regional SAIs organizations. Activities to be carried out under this component include: i) implementation of one SAI Performance Monitoring Framework in one CCB country (US\$35,000); ii) strengthening the capacity of CAROSAI to a) support Bank member countries in the area of auditing public debt; and b) implement INTOSAI standards in CAROSAI Bank member countries (US\$30,000; and, iii) implementation of one interactive portal to support civil society in following up on the recommendations of the Jamaica Auditor General (US\$25,000).
- 3.3 **Component III. Support to anti-money laundering and financial transparency (US\$60,000).** This component will support activities aimed at increasing transparency in the financial sector and strengthening countries' ability to counter money laundering, including by improving their record of compliance with the main international standards in this area. Specific activities to be carried out under this component are: i) support to the implementation of activities stemming from FATF evaluations in The Bahamas (US\$45,000); ii) preparation of a regional study on the impact of de-risking on financial flows (US\$15,000).
- 3.4 **Component IV. Support to research and knowledge activities (US\$40,000).** This component will support the implementation of knowledge and dissemination activities in the thematic areas of the TC. The activities to be financed under this component are: i) preparation of a study on asset declaration regimes (legal, regulatory and implementation) in CCB countries (US\$20,000); ii) organization of a regional workshop on open government in the framework of the IDB Civil Society Forum in the Caribbean (US\$20,000). These products will also be disseminated in the portals and websites of beneficiary institutions, where applicable.

IV. Budget

The total amount of funding needed for this TC is US\$300,000 (non-reimbursable) to be financed with resources from the Transparency Fund (AFF).

Indicative Budget

Activity/ Component	Description	Funding
Component I	Transparency and Open Government	110,000
1.1	Design and implementation of a portal to facilitate the processing of access to information requests	30,000
1.2	Technical support to the design and implementation of Open Government Action Plan in Jamaica	25,000

⁶ For all activities in this TC, the beneficiary country will be selected according to the following criteria: i) alignment with the IDB country strategy and operational portfolio in the country; ii) level of institutional commitment of the beneficiary entity; iii) commitment of resources to ensure the sustainability of the activity on behalf of the beneficiary country/government; iv) alignment of the request with international standards on transparency and anti-corruption.

Activity/ Component	Description	Funding
1.3	Development of a methodology for an Open Government Innovation Lab in one CCB country	15,000
1.4	Strengthening the framework for monitoring of State-Owned Enterprises in Jamaica	40,000
Component II	Support to Supreme Audit Institutions in the region	90,000
2.1	Implementation of a Supreme Audit Institution Performance Monitoring Framework in one CCB country	35,000
2.2	Strengthening the capacity of CAROSAI	30,000
2.3	Implementation of one interactive portal to support civil society in following up on audit recommendations in Jamaica	25,000
Component III	Support to anti-money laundering and financial transparency	60,000
3.1	Support to the implementation of activities stemming from FATF evaluations in The Bahamas	45,000
3.2	Preparation of a regional study on the impact of de-risking on financial flows	15,000
Component IV	Support for research and knowledge activities	40,000
4.1	Preparation of a study on asset declaration regimes (legal, regulatory and implementation) in CCB countries	20,000
4.2	Organization of a regional workshop on open government in the framework of the IDB Civil Society Forum in the Caribbean	20,000

V. Executing Agency and Execution Structure

- 5.1 The TC will be executed by the Inter-American Development Bank (IDB). The Innovation for Citizen Services Division (ICS) will be in charge of the general coordination and technical supervision. The implementation by the Bank is justified by the need to prevent any duplication and ensure close coordination between the activities to be financed under this project and those to be implemented under the various public sector reform loan operations currently in implementation in the Caribbean, including JA-L1046 (Public Sector Efficiency Program); JA-L1072 (National Identity System); JA-L1073 (Public Sector Transformation) and BH-L1045 (Government Digital Transformation). In addition, the execution by the Bank is justified by the considerable Bank experience with implementing technical assistance programs in the area of transparency and anti-corruption, including through the Transparency Fund, and with the objective of ensuring close alignment with the main international standards in this area (see point (d) of Annex 10 of GN-2629-1, particularly bullet (iii)).
- 5.2 Procurement processes of contracts financed through this bank-executed TC will be conducted in accordance with the correspondent Procurement Policies (GN-2765-1; GN-2303-20; AM-650).
- 5.3 Prior to the commencement of activities in any beneficiary country, the Bank will obtain a non-objection letter from the Bank's official liaison entity in the respective country.
- 5.4 **Evaluability.** The TC aligns with the Results Matrix for the Transparency Fund, and its results will be evaluated in line with this matrix, along the lines of the work conducted in 2017 for the [10-year evaluation of the Fund](#). As in past cases for Transparency-

Fund supported TCs, specific activities may be selected for a more in-depth impact evaluation, depending on preliminary evidence regarding their outcomes.

VI. Major Issues

- 6.1 **Risks.** No significant risks are expected. However, the limited technical capacity of the counterparts in these areas might slow down the implementation of components. In component I, the team has identified the risk of limited number of providers in the market to develop open government solutions enabled by technology. In order to mitigate this risk, the Bank will provide assistance through specialized teams that will facilitate drafting Terms of Reference and help them throughout the procurement process from start to implementation.
- 6.2 In component II, the team does not identify significant risks. All the activities proposed are consistent with the Bank's role supporting countries in their efforts to strengthen national systems. In addition, this component is aligned with commitments that SAIs have already made at the international level within the framework of their participation in INTOSAI and CAROSAI; both, instances in which the Bank maintains close collaboration and dialogue.
- 6.3 Regarding component III, the team has identified the risk that legal and regulatory reforms designed with the support of the TC may not be implemented. To mitigate this risk, the project team will prioritize interventions in countries that have shown a clear commitment to project goals and a strong understanding of the enabling or constraining environment.
- 6.4 **Sustainability.** This TC is meant to help develop a transparency agenda in CCB countries. As such, some of the activities are aimed at innovating, and testing new approaches. Most core activities of the TC have a high degree of sustainability, as the request came explicitly from the relevant ministries, and the level of ownership is high. On the other hand, other activities are testing new approaches and tools, for example the portals for access to information and follow up of audit recommendations. In these cases, the team has implemented and will implement the following measures to support sustainability: i) activities have been selected based on a rigorous screening to ensure that all key stakeholders are supportive and committed; ii) close follow up with beneficiaries and key stakeholders during design and implementation; iii) the design of any ICT tools will be done so as to ensure adequate compatibility with existing systems, user-friendliness and change management; iv) when applicable, for the handover of information and communications technology (ICT) tools, agreements will be signed with the relevant counterparts to, among other terms and conditions, validate their commitment to the use and maintenance of such tools.

VII. Exceptions to Bank Policy

- 7.1 This operation does not foresee any exceptions to Bank policy

VIII. Environmental and Social Strategy

- 8.1 There are no environmental or social risks associated with the activities outlined in this operation; therefore, its environmental classification is "C", according to the Environment and Safeguard Compliance Policy (OP-703). (See [Safeguard Policy Filter Report and Safeguard Screening Form](#)).

Required Annexes:

- Annex I: Letter Request
- Annex II: Results Matrix
- Annex III: Terms of Reference
- Annex IV: Procurement Plan

Catano Guzman, Mariana

From: La Valley, Adriana
Sent: Tuesday, May 21, 2019 7:19 PM
To: Barbara_Scott (Barbara_Scott@pioj.gov.jm)
Cc: Tracie-Ann West (TracieAnn_West@PIOJ.gov.jm); Shashion_Thomas@PIOJ.gov.jm; Samuels, Rochelle Kaye; De Simone, Francesco
Subject: FW: Regional TC-RG-T3419 - Non-objection email
Attachments: TC Document (RG-T3419) 5.16.2019.docx

Dear Barbara,

A follow up copying the team so that we are all on same page. The original deadline we had envisioned fell within a Jamaican national holiday, hence we extended the deadline until the following Monday.

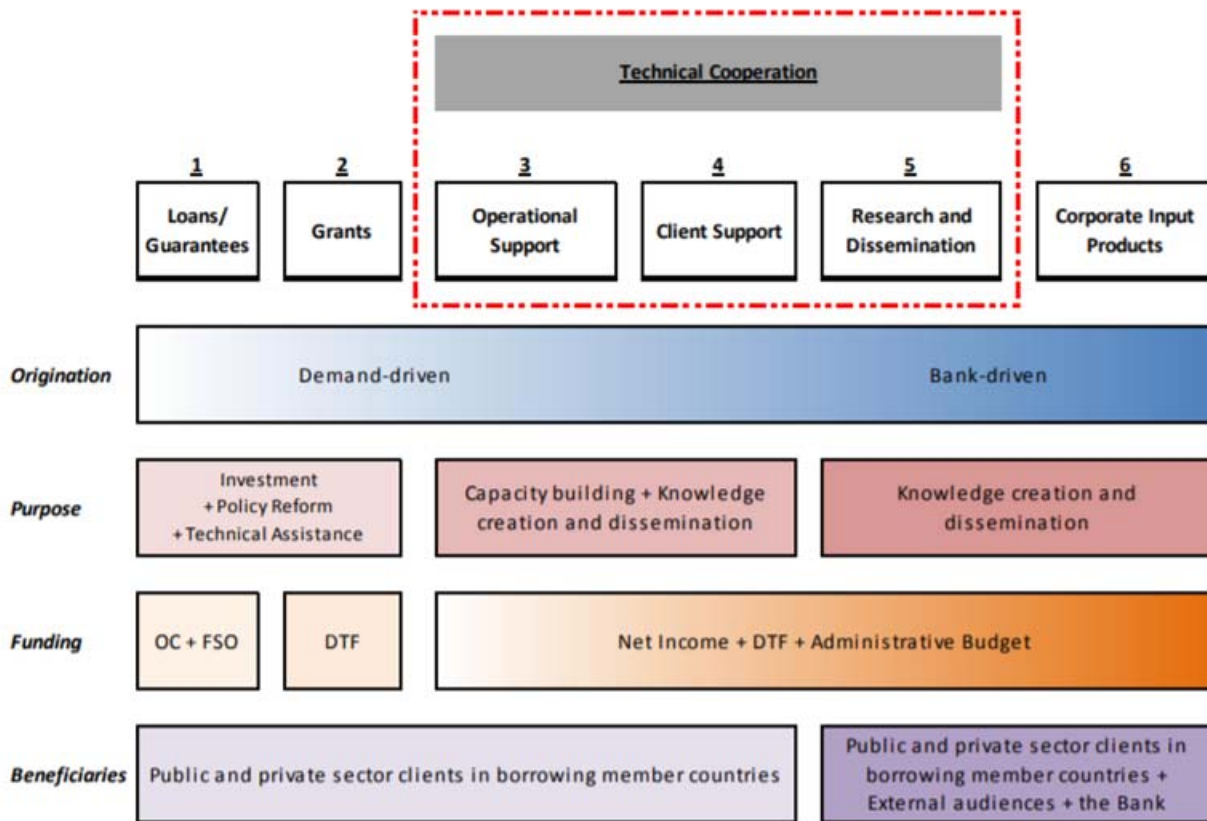
Best Regards,
Adriana

From: La Valley, Adriana <AdrianaLV@iadb.org>
Sent: Thursday, May 16, 2019 4:55 PM
To: Barbara_Scott (Barbara_Scott@pioj.gov.jm)
Subject: Regional TC-RG-T3419 - Non-objection email

Dear Barbara,

I hope this email finds you well. Our team has put together a **Bank Executed Regional Technical Assistance Project** to support the Transparency agenda in the Caribbean. This Bank driven initiative aims to support IDB Caribbean member countries in strengthening their transparency, anti-money laundering and control systems. Please see attached project document for further details. As you can see from figure 1 below, the main purpose of these type of interventions are to generate or disseminate knowledge and/or wider capacity building.

Figure 1. Taxonomy of Bank Products.



Given that (a) in early conversations with the team, EGOV Jamaica has expressed preliminary interest in possibly benefiting from this Client Support TC and (b) we are also aware that the transparency agenda is an important priority for the Jamaican Government, as shown by recent efforts to advance with the Open Government Partnership; we have identified JAMAICA as a beneficiary country. We would be delighted to continue ahead with the understanding that we have agreed to a streamlined procedure for Regional Bank executed TCs. However, if the GOJ elects to opt out of this TC and prefers NOT being added as a beneficiary under this TC, please let us know by **Monday, May 27**. If we don't receive any communication from the GOJ by said timeline, we will thank you for your agreement and will continue to consider Jamaica as a beneficiary.

Please don't hesitate to reach out if you have any questions or concerns.

Kind regards,

Adriana La Valley

Results Matrix


Outcomes

Outcome: [1 Strengthening the level of compliance of CCB countries with international standards on transparency.](#)

CRF Indicator

Outputs: Annual Physical and Financial Progress

1 Transparency and Open Government						Physical Progress					Financial Progress							
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2019	2020	2021	EOP	2019	2020	2021	EOP	Theme	Fund	Flags		
1.1 Virtual platforms designed	Transparency Platforms Developed	Platforms (#)	0	2019	Platforms available online	P	0	0	1	1	P	10000	20000	0	30000	Institutional Development	AAF	
						P(a)	0	0	1	1	P(a)				0			
						A					A							
1.2 Institutional development plan designed	Transparency or Open Government Plan designed	Plans (#)	0	2019	Plan published on OGP website	P	0	1	0	1	P	13000	12000	0	25000	Institutional Development	AAF	
						P(a)	0	1	0	1	P(a)				0			
						A					A							
1.3 Transparency and accountability mechanisms developed	2 Transparency and Accountability Mechanisms	Transparency & Accountability Mechanisms (#)	0	2019	IDB Report	P	0	1	0	1	P	5000	10000	0	15000	Institutional Development	AAF	
						P(a)	0	1	0	1	P(a)				0			
						A					A							
1.4 Institutional strengthening programs delivered	Institutional Strengthening Programs	Programs (#)	0	2019	IDB Report	P	0	1	0	1	P	20000	20000	0	40000	Institutional Development	AAF	
						P(a)	0	1	0	1	P(a)				0			
						A					A							
2 Support to Supreme Audit Institutions in the region						Physical Progress					Financial Progress							
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2019	2020	2021	EOP	2019	2020	2021	EOP	Theme	Fund	Flags		
2.1 Monitoring and evaluation systems implemented	Implementation of a Supreme Audit Institution Performance Monitoring Framework in one CCB country	M&E systems (#)	0	2019	IDB Report Uploaded to EZshare	P	0	1	0	1	P	0	35000	0	35000	Institutional Development	AAF	
						P(a)	0	1	0	1	P(a)				0			
						A					A							
2.2 Institutional strengthening programs delivered	Strengthening the capacity of CAROSAI	Programs (#)	0	2019	IDB Report Uploaded to EZshare	P	0	1	0	1	P	20000	10000	0	30000	Institutional Development	AAF	
						P(a)	0	1	0	1	P(a)				0			
						A					A							
2.3 Tools designed/strengthened	Implementation of one interactive portal to support civil society in following up on audit recommendations in one country	Tools (#)	0	2019	IDB Report Uploaded to EZshare	P	0	1	0	1	P	10000	15000	0	25000	Institutional Development	AAF	
						P(a)	0	1	0	1	P(a)				0			
						A					A							
3 Support to anti-money laundering and financial transparency						Physical Progress					Financial Progress							
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2019	2020	2021	EOP	2019	2020	2021	EOP	Theme	Fund	Flags		
3.1 Institutional development plan designed	Support to the implementation of activities stemming from FATF evaluations in 1 CCB country	Plans (#)	0	2019	IDB Report Uploaded to EZshare	P	0	1	0	1	P	30000	15000	0	45000	Institutional Development	AAF	
						P(a)	0	1	0	1	P(a)				0			
						A					A							
3.2 Discussion papers developed	Preparation of a regional study on the impact of de-risking on financial flows	Papers (#)	0	2019	IDB Report Uploaded to EZshare	P	0	1	0	1	P	7000	8000	0	15000	Institutional Development	AAF	
						P(a)	0	1	0	1	P(a)				0			
						A					A							
4 Support for research and knowledge activities						Physical Progress					Financial Progress							
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2019	2020	2021	EOP	2019	2020	2021	EOP	Theme	Fund	Flags		
4.1 Discussion papers developed	Preparation of a study on asset declaration	Papers (#)	0	2019	IDB Report Uploaded to EZshare	P	0	1	0	1	P	5000	15000	0	20000	Institutional Development	AAF	

	regimes (legal, regulatory and implementation) in CCB countries					<table><tr><td>P(a)</td><td>0</td><td>1</td><td>0</td><td>1</td></tr><tr><td>A</td><td></td><td></td><td></td><td></td></tr><tr><td>P</td><td>0</td><td>1</td><td>0</td><td>1</td></tr><tr><td>P(a)</td><td>0</td><td>1</td><td>0</td><td>1</td></tr><tr><td>A</td><td></td><td></td><td></td><td></td></tr></table>	P(a)	0	1	0	1	A					P	0	1	0	1	P(a)	0	1	0	1	A					<table><tr><td>P(a)</td><td></td><td></td><td></td><td>0</td></tr><tr><td>A</td><td></td><td></td><td></td><td></td></tr><tr><td>P</td><td>20000</td><td>0</td><td>0</td><td>20000</td></tr><tr><td>P(a)</td><td></td><td></td><td></td><td>0</td></tr><tr><td>A</td><td></td><td></td><td></td><td></td></tr></table>	P(a)				0	A					P	20000	0	0	20000	P(a)				0	A							
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4.2 Conferences organized	Organization of a regional workshop on open government in the framework of the IDB Civil Society Forum in the Caribbean	Conferences (#)	0	2019	IDB Report Uploaded to EZshare		Institutional Development	AAF																																																				

Other Cost

Total Cost

	2019	2020	2021	Total Cost
P	\$140,000.00	\$160,000.00		\$300,000.00
P(a)				
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Terms of Reference

Jamaica - Diagnostics of the current development of the Monitoring & Evaluation (M&E) of the State-Owned Enterprises (SOE) in Jamaica - Products and External Services Contractual (PEC)

Background

Jamaica's Public Sector is structured in 17 Ministries (including the Office of the Cabinet and the Office of the Prime Minister) and 230 public bodies (PB). The latter is defined in the Public Bodies Management and Accountability Act (PBMAA) as a statutory body – established by an individual enabling legislation – or authority or government company. The performance of SOEs in Jamaica has, nevertheless, not always been satisfactory, as highlighted by recent events, and as a consequence, a need has arisen to consolidate their governance framework and closer monitor these public bodies. Recently, through the Public Sector Transformation Programme, twenty PB have been rationalized over a two-year period through mergers, closures, divestments and integration into parent ministries. (Feb. 2019). There is now an accelerated program in place for PB and action will be taken on 18 more public bodies by September of this year

The current Corporate Governance Framework governing the Jamaican PB establishes a close relationship between the Ministry of Finance and the Public Service (MoF) and the Boards of Directors of these PB. The MoF appoints the Directors of each PB, and these directors have the duty of reporting regularly to the Ministry about the financial situation of their entities.

The MoF is currently seeking to improve the monitoring and supervision of the PBs to ensure proper management, efficiency and transparency, guaranteeing their financial viability, accountability, performance and quality in the provision of services to citizens. To this end, the MoF intends to build a dashboard or similar electronic platform to monitor key aspects of the management and performance of SOEs. To do so, a critical first step is to diagnose the Monitoring & Evaluation (M&E) Framework of the State-Owned Enterprises (SOE) in Jamaica and make recommendations for the design of an effective M & E system for monitoring, supervising and evaluating Public Bodies

Consultancy objective(s)

The objective of this consultancy is to diagnose the current status of the Monitoring & Evaluation (M&E) Framework of the State-Owned Enterprises (SOE) in Jamaica and make recommendations for the design of an effective M & E system for monitoring, supervising and evaluating Public Bodies.

Main activities

The selected candidate will perform the following activities:

- i. Desk review based on relevant documents from the Government of Jamaica (GoJ), international organizations (IMF, WB, IDB), NGOs and other stakeholders, about:

- (a) the PBs that fall into the definition of SOE;
 - (b) the list of the main SOEs of Jamaica according to a set of criteria, such as revenues, expenditures, transfers to/from the Treasury, number of employees; and
 - (c) the information about these SOE currently available online and to the MoF.
- ii. Hold meetings and have on site or face to face/remote conversations with MoF with the following objectives:
 - (a) to determine the main elements of the public corporate governance in the country and the legal relationship between the MoF and the SOEs, describing the main institutional arrangements;
 - (b) to define and agree with the MoF the list of SOEs to be considered in the study;
 - (c) to identify the main types of information these SOEs make available online and submit to the MoF periodically; and
 - (d) to determine what additional information types of information the MoF would need to receive from these SOEs, in order to strengthen the effectiveness of its monitoring activities and framework.
- iii. Provide a detailed analysis of the information that the MoF receives regularly from the SOEs in terms of: (1) management areas and functions (for example, financial, production, services), and (2) systems (for example, human resources, procurement, investments), indicating the features of this information in each case, in terms of frequency, opportunity, completeness, reliability, integrity, uniformity, and other dimensions and make recommendations for improving the reporting requirements.
- iv. Analyze the information systems and procedures for the storage and transmission of the SOEs information to the MoF; (
- v. Analyze the findings of the previous activities vis-à-vis a methodological framework developed for the consultant, which should consider at least elements of the following sources:
 - (a) Financial information indicators from the *PEFA Framework for assessing public financial management*
<https://pefa.org/content/pefa-framework>
 - (b) SOE information recommended to be disclosed by the OECD in its *OECD Guidelines on Corporate Governance of State-Owned Enterprises*
https://www.oecd-ilibrary.org/governance/oecd-guidelines-on-corporate-governance-of-state-owned-enterprises-2015_9789264244160-en
 - (c) Relevant elements on monitoring information and information disclosure from the World Bank's *Toolkit on Corporate Governance of State-Owned Enterprises*
<http://documents.worldbank.org/curated/en/228331468169750340/Corporate-governance-of-state-owned-enterprises-a-toolkit>
- vi. Elaborate the conclusions that are derived from the previous analysis and
 - prepare a set of preliminary recommendations. We suggest that these recommendations be comprehensive, including briefly institutional aspects, among others. In addition, that they be formulated from a perspective of M&E systems.
 - Prepare the overall outline of a new ICT Monitoring system for the monitoring of SOEs by the MoF; the outline will include the proposed logical structure and methodology, as well as the types of information to be included.

Reports / Deliverables

The deliverables are the following:

1. Work plan: two weeks after signing the contract.
2. Progress report of the activities performed: approx. five weeks after the approval of the work plan. It is expected that this report contains a brief description of these activities and annexes showing the SOEs to be considered in the study, and the list of data and information collected.
3. Draft report: approx. four weeks after the delivery of the progress report. This draft report should be complete, including conclusions and recommendations.
4. Final report: approx. three weeks after receiving the comments of the draft report and including the recommendations and outline for the Monitoring System

Payment Schedule

- 10% upon signature and delivery of product 1, acceptable to the IDB
- 25% upon delivery of product 2, acceptable to the IDB
- 25% upon delivery of product 3, acceptable to the IDB
- 40% upon delivery of product 4, acceptable to the IDB

Qualifications

- *Academic Degree / Level:* Masters level degree on public management, public policy, economics, or related field.
- *Professional Work Experience:* At least 15 years of experience in public management, having worked in the public sector or in international organizations; and in the academy/study center or as a consultant. Experience in the Caribbean will be a plus.
- *Languages:* English, mandatory.
- *Areas of Expertise:* State-Owned Enterprises; Public Sector Reform; Public Sector Management.
- *Skills:* Excellent oral and written communication skills, team work, results-oriented professional.

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 5 months, with an equivalent of 30 days of work, including one trip to Jamaica of a duration of 4 days), from the country where the consultant currently lives.
- Place(s) of work: External consultancy
- Responsible person (supervisor): Francesco De Simone (Francescod@iadb.org)

Terms of Reference

PEC - Regional – Support to the Design of an Open Government Action Plan

Background

The Open Government Partnership formally launched on September 20, 2011, when the 8 founding governments (Brazil, Indonesia, Mexico, Norway, the Philippines, South Africa, the United Kingdom and the United States) endorsed the Open Government Declaration and announced their country action plans. Since 2011, 79 OGP participating countries and 20 subnational governments have made over 3,100 commitments to make their governments more open and accountable.

Open Government Partnership brings together government reformers and civil society leaders to create action plans that make governments more inclusive, responsive and accountable. In the spirit of multi-stakeholder collaboration, OGP is overseen by a Steering Committee including representatives of governments and civil society organizations.

To become a member of OGP, participating countries must endorse a high-level [Open Government Declaration](#), deliver a country action plan developed with public consultation, and commit to independent reporting on their progress going forward.

The IDB has been supporting the OGP since 2013. One of the key activities supported by the IDB has been assisting government in IDB member countries in the process of drafting their OGP Action Plans. This is a critical step to solidify the membership of the country in the initiative, as well as to chart the way forward. OGP action plans are typically defined through an inclusive consultative process with different stakeholders. This process can be complex and the presence of a moderator to facilitate the relevant session can provide a significant boost and make the process more efficient.

Consultancy objective(s)

The objective of this consultancy is to support the design of an Open Government Action plan in one CCB country (to be defined)

Main activities

The selected candidate will perform the following activities:

- i. Based on OGP guidelines and best practices, define a methodology and present a plan for the co-creation of the OGP Action plan. This methodology and plan are to be validated with the relevant government and other stakeholders.
- ii. Based on the designed methodology, support the organization and implementation of the multi-stakeholders consultations in-country for the definition of the OGP Action Plan. Guide stakeholders through the process of prioritization and preliminary design of

- relevant measures, including by taking into account institutional challenges, resources, partnerships and other relevant aspects.
- iii. Base don't he results of the consultations, support the multi-stakeholder group in drafting the OGP Action Plan. Validating the draft action plan to an agreed internal and external peer review process and quality assurance.

Reports / Deliverables

The deliverables are the following:

1. Work plan and methodology: two weeks after signing the contract.
2. Report of the activities performed by the multi-stakeholder group.
3. Draft OGP Action Plan.
4. Final OGP Action Plan

Payment Schedule

- 20% upon signature and delivery of product 1, acceptable to the IDB
- 25% upon delivery of product 2, acceptable to the IDB
- 25% upon delivery of product 3, acceptable to the IDB
- 30% upon delivery of product 4, acceptable to the IDB

Qualifications

- *Academic Degree / Level:* Masters level degree on public management, public policy, political science, economics, or related field.
- *Professional Work Experience:* At least 10 years of experience in public management, having worked in the public sector or in international organizations; and in academia or as a consultant. Experience in the Caribbean will be a plus.
- *Languages:* English, mandatory.
- *Areas of Expertise:* Open Government; Public Sector Reform; Transparency; co-creation and civil society participation.
- *Skills:* Excellent oral and written communication skills, teamwork, results-oriented professional.

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual (PEC), Lump Sum
- Contract duration: 4 months, with an equivalent of 20 days of work, including two trips to Jamaica of a duration of 5 days), from the country where the consultant currently lives.
- Place(s) of work: External consultancy
- Responsible person (supervisor): Francesco De Simone (Francescod@iadb.org)

PROCUREMENT PLAN FOR IDB-EXECUTED OPERATIONS														
Country: Regional (CCB)							Executing Agency: IDB					UDR: CJA		
Project number: (RG-T3419)							Project name: Promoting Transparency & Strengthening Control Systems in Caribbean countries							
Period covered by the Plan: 30 months							Total Project Amount: \$ 300,000							
Component	Procurement Type (1) (2)	Service type (1) (2)	Description	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	Estimated contract length	Comments
							IDB/MIF		Other External Donor					
							Amount	%	Amount	%				
Component 1	A. Consulting services	Individual Consultant (AM-650)	Design and implementation of a portal to facilitate the processing of access to information request in Jamaica	\$ 30,000	ICQ	Lump Sum	\$ 30,000	100%	\$ -	0%	15-Jul-19	1-Sep-19	6 months	
Component 1	A. Consulting services	Individual Consultant (AM-650)	Technical support to the design and implementation of Open Government Action Plan in one country	\$ 25,000	ICQ	Lump Sum	\$ 25,000	100%	\$ -	0%	15-Nov-19	10-Jan-20	6 months	
Component 1	A. Consulting services	Individual Consultant (AM-650)	Development of a methodology for an Open Government Innovation Lab	\$ 15,000	ICQ	Lump Sum	\$ 15,000	100%	\$ -	0%	1-Aug-19	1-Oct-19	4 months	
Component 1	A. Consulting services	Individual Consultant (AM-650)	Support to the Ministry of Finance in Strengthening the framework for monitoring SOEs	\$ 40,000	ICQ	Lump Sum	\$ 40,000	100%	\$ -	0%	15-Jun-19	15-Aug-19	8 months	
Component 2	A. Consulting services	Individual Consultant (AM-650)	Implementation of one Supreme Audit Institution Performance Monitoring Framework	\$ 35,000	ICQ	Lump Sum	\$ 35,000	100%	\$ -	0%	1-Sep-19	1-Nov-19	8 months	
Component 2	A. Consulting services	Individual Consultant (AM-650)	Strengthening the capacity of CAROSAI	\$ 30,000	ICQ	Lump Sum	\$ 30,000	100%	\$ -	0%	1-Jul-19	15-Aug-19	6 months	
Component 2	A. Consulting services	Individual Consultant (AM-650)	Implementation of one interactive portal to support civil society in following up on the recommendations of the	\$ 25,000	ICQ	Lump Sum	\$ 25,000	100%	\$ -	0%	1-Jun-19	1-Aug-19	8 months	
Component 3	A. Consulting services	Individual Consultant (AM-650)	Support to the implementation of activities stemming from FATF evaluations	\$ 45,000	ICQ	Lump Sum	\$ 45,000	100%	\$ -	0%	15-Sep-19	1-Nov-19	10 months	
Component 3	A. Consulting services	Individual Consultant (AM-650)	Preparation of a regional study on the impact of de-risking on financial flows	\$ 15,000	ICQ	Lump Sum	\$ 15,000	100%	\$ -	0%	20-Aug-19	1-Oct-19	6 months	
Component 4	A. Consulting services	Individual Consultant (AM-650)	Preparation of a study on asset declaration regimes (legal, regulatory and implementation) in CCB countries	\$ 20,000	ICQ	Lump Sum	\$ 20,000	100%	\$ -	0%	15-Sep-19	15-Oct-19	8 months	
Component 4	C. Non consulting services	Individual Consultant (AM-650)	Organization of a regional workshop on open government in the framework of the IDB Civil Society Forum in the Caribbean	\$ 20,000	ICQ	Lump Sum	\$ 20,000	100%	\$ -	0%	1-Jun-19	15-Jul-19	3 months	
Prepared by:	Francesco De Simone		TOTALS	\$ 300,000			\$ 300,000	100%	\$ -	0%				
(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 of 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".														
(2) (i) Individual consultants: ICQ: Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection. Selection process to be done in accordance with AM-650.														
(2) (ii) Consulting firms: Per GN-2765-1, Consulting Firm selection methods for Bank-executed Operations are: Single Source Selection (SSS); Simplified Competitive Selection (<=250K) (SCS); Fully Competitive (>250K) (FCFS); and Framework Agreement Task Order (TO). All Consulting Firm selection processes under this policy must use the electronic module in Convergence.														
(2) (iii) Goods: Per GN-2765-1, par. A.2.2.c: "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."														