

TECHNICAL COOPERATION DOCUMENT

RG-T3842

Strengthening Migration Policy Coordination through Applied Knowledge Management

I. Basic Information for TC

▪ Country/Region:	REGIONAL
▪ TC Name:	Strengthening Migration Policy Coordination through Applied Knowledge Management
▪ TC Number:	RG-T3842
▪ Team Leader/Members:	Munoz Gomez, Felipe (SCL/MIG) Team Leader; Delvasto Otalora, Nicolas (SCL/MIG) Alternate Team Leader; Bjorkman, Hanna Camilla (SCL/MIG); Posadas, Arnaldo Enrique (IFD/ICS); Radl, Alejandra (INT/INL); Sobral De Elia, Mariana (SCL/MIG); Tres Viladomat, Joaquin (SCL/MIG); Vila Saint-Etienne, Sara (LEG/SGO),
▪ Taxonomy:	Research and Dissemination
▪ Operation Supported by the TC:	N/A
▪ Date of TC Abstract authorization:	19 Jan 2021.
▪ Beneficiary:	Regional, Chile, Colombia and Costa Rica
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	Japan Special Fund(JSF)
▪ IDB Funding Requested:	US\$570,000.00
▪ Local counterpart funding, if any:	US\$90,000.00 (In-Kind)
▪ Disbursement period (which includes Execution period):	24 months
▪ Required start date:	May 1st, 2021
▪ Types of consultants:	Individual consultants and consulting firms
▪ Prepared by Unit:	SCL/MIG-Migration Unit
▪ Unit of Disbursement Responsibility:	SCL/MIG-Migration Unit
▪ TC included in Country Strategy (y/n):	N/A
▪ TC included in CPD (y/n):	N/A
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Social inclusion and equality

II. Objectives and Justification of the TC (estimated length: 1 page)

- 2.1 **Migration in Latin America and the Caribbean:** The LAC region has a long history of migration. As a migrant sending region, there were nearly 37 million migrants from the region in the world in 2019. This represented an increase of 185% since 1990, faster than the increase in migrants from East and Southeast Asia (168%), Western Asia (108%) or Africa (105%). As a migrant hosting region, the region has traditionally received immigrants at a steady, slow pace, which facilitated their integration into society, the labor market, and their host communities. However, recent trends in LAC show a dramatic increase in intraregional migration flows due to socio-economic conditions natural disasters and political crises (2015-2019).
- 2.2 Over 5 million Venezuelans have fled their country since 2015, most notably since 2017. Of these, over 4 million have settled in hundreds of poor, vulnerable communities scattered across the region, most notably in neighboring Colombia (1.8

million), Peru (1.0 million), Chile (456,000), Ecuador (417,000), and Brazil (261,400).¹ In addition to the Venezuelan exodus, there are tens of thousands of Northern Triangle immigrants in Belize, in Mexico, and hundreds of thousands of Nicaraguans in Costa Rica, or of Haitians in Chile and the Dominican Republic, which is already hosting 115,000 Venezuelans². Although the COVID-19 pandemic encouraged the return of about 106,000 Venezuelans to their country during 2020, an increase in the flows of Venezuelans to other countries in the region is already being observed again, with an expectation of reaching new maximum levels. It is also important to highlight the migration of Haitians caused by the 2010 natural disaster. Some 185,000 settled in Chile in 2019, which, for reasons of language and culture, present an additional challenge in their integration. Costa Rica receives regular and irregular migration, which is particularly critical for the agricultural sector to remain operational. They have adapted the sanitary conditions to continue receiving migrants. Additionally, ten LAC countries experienced exceptional growth in the share of intraregional immigrants as a proportion of their total population between 2016 and 2019, and many subnational jurisdictions in other LAC countries have seen this metric increase as well.³ Therefore, while migration is not a new phenomenon in LAC, and while it has been shown to contribute to development in many cases, scenarios of rapid and large-scale immigration can exacerbate development challenges. Rapid emigration also poses development challenges in their communities due to brain drain and deteriorating social and family fabric.

2.3 **Need for global, regional, national, and subnational coordination on migration.**

Recent transnational population movements in LAC fit within global trends. Over the last ten years a number of protracted conflicts and socioeconomic crises as well as natural disasters have generated migration and displacement on a massive scale. While many of the afflicted have moved to neighboring countries, many have also sought to settle in nontraditional destination countries in their own regions, or in other regions⁴, contributing to make South-South migration flows the most prominent. Migration and displacement are increasingly recognized as pressing humanitarian and development issues on the global agenda, as evidenced by the *UN Global Compact for Safe, Orderly and Regular Migration* adopted in 2018 and the recently established *Platform on Economic Migration and Forced Displacement* set up by the seven Multilateral Development Banks (MDBs)⁵ to share applied research finding and operational lessons learned. Global coordination on the topic could be strengthened by systematizing the exchange of information, knowledge and practical experiences between different regions, especially South-South through the MDB Platform and the United Nations specialized agencies such as IOM, UNHCR primarily but also ILO, UNDP, UN-Habitat, UNICEF. Additionally, private sector foundations at a global scale are engaging firms to hire refugees and develop products for migrants that are generating knowledge that need to be tapped. Connecting those knowledge

¹ R4V (2020). [Response for Venezuelans Dashboard](#).

² UNDESA (2019) and Instituto Nacional de Estadísticas de Chile (2020). [Estimación de personas extranjeras residentes habituales en Chile al 31 de diciembre de 2019](#).

³ Quarterly Report of the IDB Migration Unit (SCL/MIG) for Q2 2020 and internal calculations

⁴ IOM (2019). [World Migration Report 2020](#).

⁵ At the end of 2020, the IDB became the Junior Chair and in July 2021 the Chair of the MDB Platform. This will be a good opportunity to showcase the IDB work on migration, since it is the most recent multilateral organization to join the MDB Platform.

production networks to the region and key national governments could improve the Bank support and benefit IDB client countries in LAC, since this policy and investment topic is relatively new and requires knowledge and operational lessons both public and private from elsewhere.

- 2.4 Regional efforts such as [the Puebla Process](#) (Central America and Mexico) and the emerging [Quito Process and Action Plan](#) and the [Caribbean Migration Consultations](#) seek to promote dialogue, reduce coordination costs and foster partnerships among organization and countries on migration action plans and projects, by convening high level, technical public officials. Given the scale of the development challenges posed by migration compounded by COVID-19 and the ensuing border closures, regional integration platforms such as [Foro PROSUR](#) (eight South American countries) have included migration in their priorities for regional coordination.⁶ Other South-South actions taken in this direction include the use of the [IDB's Regional Public Goods Initiative](#) to develop cooperation projects on migration in a minimum of three countries.⁷ Finding ways to share the knowledge generated through these processes and projects could further enhance regional coordination, generation of regional standards and common policies and regulations that could contribute to more efficiency, effectiveness and security for countries of origin, transit, destination and return.
- 2.5 At the country level, national governments manage migration policies, which determine entries, stays and exits. However, local governments generally bear the brunt of addressing migration crises, as they need to provide shelter and eventually adequate housing, water, sanitation facilities, sometimes food, access to schools and healthcare. Although, national governments provide financial transfers to local governments, they lag behind in their financial transfers and are often insufficient given the needs. Still, the intensity of recent displacement and migration flows in the region and elsewhere can easily overwhelm migration-relevant public authorities at every level of government. Migrant socioeconomic integration stands to benefit greatly from coordinated and timely responses from relevant public, private and civil society organization at every level of government by tapping into applied and operational knowledge to improve their efficiency and effectiveness.
- 2.6 **Coordination failures.** Evidence from IDB sponsored studies surveys in Venezuelan migrants host countries and from OECD countries underscore the importance of facing current immigration levels in LAC as a long-term reality requiring targeted action.⁸ Driven from their home countries by livelihood-threatening political, social and economic instability or unrest and climate-related events, migrants have usually settled in underserved urban areas in destination countries, which already face their own significant development gaps. In LAC, many governments have made valiant efforts to meet the needs of these populations in spite of tight fiscal space, but the speed and scale of recent intraregional migration have been difficult to keep up with, leaving regional instances as well as national and local governments unprepared and unable to optimally coordinate their responses to the associated challenges. In addition to this new migratory reality, the COVID-19 pandemic is drastically amplifying

⁶ The eight Presidents instructed the establishment of a Working Group on Migration and Border Reopening composed by Migration Authorities and Foreign Ministries, which has requested support from the IDB.

⁷ Four projects were approved in 2019 and are executing.

⁸ OECD (2015). [Indicators of Immigrant Integration](#).

existing development asymmetries for migrants and local populations, while further constraining host governments' fiscal space and response capacity. The pandemic also highlights the importance of having a differentiated and human rights approach for migrants (both documented and undocumented) and their host communities, already vulnerable and typically undercounted in population counts that inform economic and social planning. Methodological approaches targeting these groups should be coordinated vertically (local and national institutions are in line with regional and global frameworks on migration), as well as horizontally (for example, migration action is coordinated across all national ministries, or municipalities taking action on migrant inclusion in lockstep with local civil society or private sector), as well as with private sector stakeholders, including firms, that can also offer solutions such as hiring if given incentives, generally from their private foundations or civil society organizations.

- 2.7 Knowledge Management as a Critical Input to Address Coordination Failures.** Knowledge management (KM) is broadly defined as “the process of capturing, distributing and effectively using knowledge”.⁹ This practice has been touted as a key to innovation in the private sector, due to its ability to codify tacit knowledge (knowledge gained through the experiences, actions, and working procedures undertaken within an institution) and facilitate its transfer between a network of related actors, which creates a competitive advantage.¹⁰ Development cooperation on major issues such as global migration governance can evidently benefit from this: by using KM to exchange institutional information, the specific knowledge and insights gathered by different institutions at the global, regional, national and subnational levels are available to all partner institutions at relatively low cost. A critical pillar of KM is the *Community of Practice* (CoP) that provides the platform to share practical knowledge.¹¹ Thus, KM and its CoP pillar can enhance the migration-related organizations' capacity to implement evidence-based solutions that correspond to migrant and their host community needs. At the same time, organizations can leverage their informational assets to gain intellectual capital and create new institutions that can effectively address the new development realities posed by migration in LAC countries.
- 2.8 Lessons learned from other regions.** International experiences with migrant integration point to the importance of institutional coordination on migration. In a recent OECD study based on analysis of migrants' social and economic inclusion in European cities of varying sizes, institutional coordination crosscuts the 12 key recommendations for strengthening local integration strategies, but it is particularly evident in recommendations 1 (Improving the coordination of integration policies across government levels), 2 (Improving the coherence of integration policies to address the needs of migrants), 6 (increasing the capacity of civil services to respond

⁹ Davenport, Thomas H. (1994), *Saving IT's Soul: Human Centered Information Management*. Harvard Business Review, March-April, 72 (2) pp. 119-131

¹⁰ Seidler-de Alwis, R. and E. Hartmann (2008). The use of tacit knowledge within innovative companies: knowledge management in innovative enterprises. *Journal of Knowledge Management*, 12(1) pp.133-147. DOI: 10.1108/13673270810852449

¹¹ Communities of practice are voluntary groups of people who, sharing a common concern or a passion, come together to explore these concerns and ideas and share and grow their practice.

to the needs of migrants), 7(Strengthening the cooperation with civil society and business partnerships) and 11 (Aligning social welfare services with migrant needs).

- 2.9 **Objective.** Within this context, this technical cooperation project seeks to strengthen the coordination of migration policies and investments at the global, regional, national and local levels to benefit origin, transit, destination, return and mixed migration countries in LAC through the use of knowledge management.
- 2.10 **Migration at the IDB since 2019.** The Bank has been supporting migrant host countries since June 2019 with the use of the IDB Grant Facility (AB-3199 and GN-2947-6) with seven operations approved and three more in preparation, 16 disbursing technical cooperation projects, 15 published studies by the end of 2020, one regional policy dialogue with migrant host countries on migration and COVID-19 (April 2020) and one on climate change and migration and tapping the diaspora in the Caribbean (January 2021), and over 500 migration civil servants certified in training on migration-related policies and governance. In April 2020, the Bank's Migration Unit was established within the Social Sector to provide a more institutionalized and sustainable response to the Bank's client needs. Finally, as the Board and Governors' had requested, Management prepared and submitted for Board consideration a more comprehensive approach to migration that included the issues related to origin, transit, destination and return (Migration Action Framework, GN-3021).
- 2.11 **Strategic Alignment:** The program is consistent with the IDB Second Update to the Institutional Strategy Update (UIS) 2020-2023 (AB-3190-2) and is strategically aligned with the development challenge: of social inclusion and equality, by aiming to gather, consolidate and disseminate knowledge that is expected to improve current and future migration policy and investment with IDB support targeting migrants and their communities. Likewise, it is aligned with the Corporate Results Framework 2020-2021 (GN-2727) by contributing with the Level 2, indicator 2.6 "Beneficiaries of initiatives to support migrants and their host communities". Also, the TC is aligned with the Gender and Diversity Sector Framework Document (GN-2800-8) by ensuring that the collection of knowledge products will include areas related with gender and migration. The TC is aligned with the EBP of Chile¹², Colombia and Costa Rica. Specifically, it will response to the transversal challenge related with immigration in Colombia (EBP, 2019 – 2022), and support the accumulation of human capital for inclusion and competitiveness, and prioritize area define in the EBP of Costa Rica (2019 -2022).
- 2.12 **Contribution to SDGs.** Cross-border migration in LAC affects most aspects of economic growth and development, including the provision of basic services, social services, and economic opportunities¹³, and as such, the knowledge collected and disseminated as part of this TC is likely to touch on most of the SDGs. However, it will likely contribute most to SDGs 10.7 (Facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well managed migration policies), SDG 17.14 (Enhance policy coherence for sustainable development), SDG 17.16 (Enhance the Global Partnerships for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and

¹² The EBP of Chile is a confidential document, therefore its alignment cannot be stated.

¹³ Even if migration increases fiscal costs in the short term in terms of access to basic and social services, and economic opportunities, host countries in the region need help to avert destabilization and realize the potential benefits of migration through increased tax revenue, higher consumption, and filling labor market shortages, especially in smaller economies and can also increase the rate of innovation.

share knowledge, expertise, technology and financial resources, to support the achievement of the SDGs in all countries, in particular developing countries) and SDG 17.17 (Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships).

III. Description of activities/components and budget

- 3.1 **Component 1: Identification, gathering and sharing relevant global migration content with KM processes (US\$190,000).** This component will finance the following activities: (i) identification, collection, and organization of data, papers, studies, and reports with relevance to migration, to be shared among relevant institutions for the benefit of the countries in the region; (ii) the exploration of appropriate and cutting-edge KM tools to be deployed under this TC, enhancing the Community of Practice that the IDB will be piloting with the other MDBs¹⁴. Both activities will feature Japan's financial support with the donor authorized visibility. It is important to mention that sources and sharing channels will primarily be other MDBs individually and collectively (MDB Platform on Migration & Force Displacement), and the UN specialized agencies working on migration. However, much can be learned from a strong partnership with the OECD¹⁵, and private sector global entities such as the TENT Platform and the World Economic Forum that engage not only non-profit private sector organizations and firms that hire migrants and refugees and develop appropriate products for those on the move.
- 3.2 **Component 2. Contributing to strengthening regional emerging migration agendas and platforms (US\$180,000).** Countries in LAC have articulated economic integration groupings and initiatives for decades, such as the Andean Community (CAN), the Caribbean Common Market, the Central American Integration System (SICA), the Southern Common Market (MERCOSUR), and more recently the Foro PROSUR. Nowadays, regional cooperation agreements exist as political agreements; however, they lack systematization of their migration agreements, minutes of their meetings, and a real platform to exchange knowledge and experiences both in written and webinar formats that could result in much higher efficiency and policy influence. Given the increasing challenges posed by migration, these non-migrant-specific regional integration and cooperation platforms are establishing areas of work on the migration agenda that require an external honest broker, a knowledge agent and a brain trust, usually assigned to the IDB in LAC. To include migration in the emerging regional agendas and digital platforms¹⁶ and promote the participation of LAC countries¹⁷, this component will finance the following efforts (i) diagnostics on good regional practices and south-south cooperation; and (ii) elaboration of knowledge

¹⁴ The Community of Practice will be a Platform where all MDBs share their research, discuss specific topics in different forum, and share their more relevant news. It is expected to be used to host the webinars and meetings from the MDB Platform.

¹⁵ In terms of sharing data and research document.

¹⁶ It is important to mention that Platforms are currently 100% digital and have been face to face in the past such as MIPRS or Quito Process where migration issues are discussed among member countries and their donors.

¹⁷ To promote the participation of additional LAC countries, the team will be coordinating with the country offices and relevant specialists, for a better understanding of their migration agenda and interest in participating in this TC.

regional development frameworks seeking to analyze the MDB level resource and knowledge based and methods in which the regional networks of organizations, engaged in knowledge-based and knowledge management development activities. Japan's support will be acknowledged in all materials and communications used by the IDB during these activities in consultation with the donor.

- 3.3 Component 3. Enhancing the role of migration authorities to improve national coordination at government levels, private sector, civil society and donors through KM (US\$200,000).** The IDB plays a key role in LAC as an honest broker, a convener of stakeholders, and the main source of financing for inclusive solutions that address development challenges in the region and has become the leading source of support to countries facing migration challenges be origin, transit, destination and return migration. This component will finance the following activities: (i) training activities to comprehend the implementation of the KM tools and techniques aiming to support migration authorities' leadership in addressing horizontal (with other national departments) and vertical (with other levels of governments, subnational and local) coordination failures; (ii) the creation and enhancement of the National Migration Coordination Committees¹⁸ focus on gathering, managing, and then disseminating knowledge, good practices and lessons learned, addressing migration in a comprehensive manner, but also promoting vertical, horizontal and donor coordination on migration in three countries¹⁹; and (iii) the preparation of content products (reports, databases, online repositories) in collaboration with the national, subnational and local stakeholders. It is important to mention that the Bank will request countries that both printed and digital materials recognize Japan's financial support. Letters from migration authorities piloting this component requesting the funding will be asked for.
- 3.4 Expected results.** This TC is expected to produce the following results: (i) improve the coordination and the applied knowledge exchange among global organizations, primarily but not exclusively with MDBs and UN specialized agencies and the Bank for the benefit of LAC countries; (ii) strengthen coordination across regional cooperation institutions beginning to work on migration and bolstering existing regional migration-specific platforms; and (iii) bolster national migration authorities through knowledge management tools and methods to address coordination failures with horizontal and vertical government levels and private and civil society organizations in three countries.

¹⁸ This Committee is modeled on the [Trade Facilitation Committees](#) that often include private sector organizations such as chambers of commerce or and civil society stakeholders, depending on the country. National authorities will lead the effort to identify stakeholders in coordination with the TC Team.

¹⁹ Colombia, Chile and Costa Rica have been the three countries selected for the implementation of this pilot since they are the most affected by migration in terms of population size and migratory profiles. Therefore, strengthening the role of migration authorities in them to improve national coordination at the government level, private sector, civil society and donors through knowledge management will increase the information that can be shared and will proliferate the knowledge generated in the matter. In terms of stock and percentages of its population, the numbers of migrants in the three selected countries are: Chile 8%, Colombia 3.6%, and Costa Rica 9.4%. Chile has a diverse migratory profile in terms of nationalities, it has Venezuelan and Haitian migrants, among others. Colombia is the country most affected by the Venezuelan exodus. Costa Rica is the country in Central America most affected by both regular and irregular migration. In this sense, they will bring diverse information that can be translated into good practices. The pilot program will improve knowledge management in beneficiary countries, potentially having a positive impact on the design of migration policies and interventions.

3.5 Budget. The total amount of the resources assigned to this TC are US\$660,000, being funded US\$570,000 by the JSF and US\$90,000 as the counterpart funding from the three initial beneficiary countries²⁰. These countries will be requested to contribute their counterpart funding in kind. Table 1 shows the indicative budget for this technical cooperation. Japan's support will be acknowledged in all materials and communications used by the IDB during these activities in consultation with the donor.

Table 1: Indicative Budget (U.S dollars)

Activity/Component	Description	Funds from Japan USD	Counterpart Funding Countries	Total Funding USD
Component 1: Identification, gathering and sharing relevant global migration content with KM processes	Data and applied content collection from MDBs, UN and private sector entities.	160,000	34,300	194,300
	Identification of state-of the-art KM tools and techniques, including the enhancement of an MDB Community of Practice.	30,000	15,000	45,000
Component 2: Contributing to strengthening regional emerging migration agendas and platforms	Identify good regional practices and South-South Cooperation experience	100,000	5,500	105,500
	Development of regional standards.	80,000	5,000	85,000
Component 3: Enhancing the role of migration authorities to address national coordination failures through KM	Training and development on KM tools and techniques.	30,000	12,500	42,500
	Coordination of the National Migration Platform with private sector participation	120,000	12,500	132,500
	Applied content collection from international organizations, academia, private sector and donors at national level	50,000	5,200	55,200
Administration fee/overhead	N/A	N/A	N/A	N/A
Total		570,000	90,000²¹	660,000

IV. Execution agency and execution structure

4.1 The execution will be carried out by the Bank through the Migration Unit (SCL/MIG), which will operate in coordination with the beneficiary countries, the country offices and its designated sector specialist. The reasons behind this arrangement are aligned with in accordance with Appendix 10 of the Operational Guidelines for Technical Cooperation Products (GN-2629-1): (i) the KM processes comprises different analysis with different stakeholders at the global, regional, national and subnational levels that no single country can carry out, (ii) the need to ensure a regional coordination between different migration agendas and platforms at which the IDB is usually task with; and (iii) the initial beneficiary countries have asked the IDB to be

²⁰ The local counterpart in Chile will be the Department of Emigration (Ministry of the Interior); in Colombia the Venezuelan Border Management (Presidency of the Republic); and in Costa Rica the Vice Ministry of the Interior. Governments have presented a plan to the Bank (Colombia, Costa Rica) expressing their will to provide funding in kind, which means providing working time from their representatives.

²¹ The amount of the local contribution has been approved by the donor (Japan's EXD and Counselor).

the executing agency due to its experience in coordinating migration policy and investment dialogues.

- 4.2 All activities to be executed under this TC will be contracted in accordance with Bank policies as follows: a) hiring of individual consultants in accordance with the guidelines set out in the AM-650; (b) hiring of consulting firms of intellectual nature according to the Bank's new Policy for the Selection and Contracting of Consulting Firms for Bank-executed Operational Work (GN-2765-4) and related Operational Guidelines (OP-1155-4) and (c) hiring of logistics services and other services other than consulting, according to the policy GN-2303-28. In addition, we recommend reviewing the Procurement Plan with the fiduciary specialist.
- 4.3 **Monitoring and evaluation:** The project's development objective, outcome and outputs indicators will be monitored by the IDB according to the Results Matrix of the TC. The project team will be responsible for the preparation and submission of the annual report, in compliance with the requirements requested by ORP/GCM.

V. Projects risks and Issues

- 5.1 The main risks that should be taken into account during the execution of this technical cooperation program are: (i) institutional weaknesses and low technical capacity in certain potential partner institutions; and (ii) security requirements around knowledge sharing and data storage restricting the participation of potential partners. To mitigate these risks, meetings and monitoring sessions will be held with different stakeholders before and during the execution of the technical cooperation program, and as needed, stakeholders with stronger institutional capacity will be relied on to facilitate operational efficiency in the areas in which other stakeholders lack capacity. Also, suitable data storage options will be presented to stakeholders before execution and reviewed throughout implementation, as necessary.
- 5.2 Regarding the project's sustainability, the strengthen coordination across regional cooperation institutions will foster dialogue, interactions, knowledge and information sharing among relevant stakeholders, who will be involved on the promotion of this knowledge activities due to relevance of sharing updated information on a topic that is currently evolving and demanding. This will mitigate the potential risk that government entities may face related with resistance to change. Also, if it is needed, the team will offer the Online Tutor Training Programs promoting continuous knowledge exchange, without compromising the resource of the countries.

VI. Exceptions to Bank policies

- 6.1 No exceptions to Bank policies apply.
- 6.2 All knowledge products derived from this Technical Cooperation will be the Bank's intellectual property. Knowledge products will be published through the Bank's web page and other means accounted for in the indicative budget.

VII. Environmental and Social Strategy

- 7.1 Following ESG's project classification process requirements, it has been determined that this TC operation falls under Category C. This TC does not have environmental issues.

Required Annexes:

[Request from the Client - RG-T3842](#)

[Results Matrix - RG-T3842](#)

[Terms of Reference - RG-T3842](#)

[Procurement Plan - RG-T3842](#)