

**Strengthening the Institutional Capacity of the State Asset
Recovery Agency (SARA) in Guyana**

GY-T1155

Certification

I hereby certify that this operation was approved for financing under the **OC Strategic Development Program for Countries (CTY)** through a communication dated October 31, 2018 and signed by Nadine Schiavi (ORP/GCM). Also, I certify that resources from said fund are available for up to **US\$200,000** in order to finance the activities described and budgeted in this document. This certification reserves resource for the referenced project until December 12, 2018. 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, representing a risk that will not be absorbed by the Fund.

Certified by:	<u>ORIGINAL SINGED</u> Sonia M. Rivera Chief Grants and Co-Financing Management Unit ORP/GCM	<u>11/27/2018</u> Date
---------------	--	---------------------------

Approved by:	<u>ORIGINAL SINGED</u> Joel Korn Acting Division Chief Innovation in Citizen Services Division IFD/ICS	<u>11/29/2018</u> Date
--------------	--	---------------------------

TC Document

I. Basic Information for TC

▪ Country/Region:	Guyana
▪ TC Name:	"Strengthening the Institutional Capacity of the State Recovery Assets Agency (SARA) in Guyana"
▪ TC Number:	GY-T1155
▪ Team Leader/Members:	Roberto de Michele (Team Leader IFD/ICS); Benjamin Santamaría (IFD/ICS), Francesco De Simone (IFD/ICS), Mario Huapaya (IFD/ICS), Pamela Valderrama (IFD/ICS) and Mariana Catano (IFD/ICS); Clevern Liddell (CCB/CGY); Mónica Centeno Lappas (LEG/SGO)
▪ Taxonomy:	Client Support.
▪ Date of TC Abstract authorization:	October 31 st , 2018
▪ Beneficiary:	Co-operative Republic of Guyana, through the State Asset Recovery Agency (SARA)
▪ Executing Agency:	Inter-American Development Bank (IDB) through the Innovation in Citizen Services Division (IFD/ICS)
▪ Donors providing funding:	OC Strategic Development Program for Countries (CTY) ¹
▪ IDB Funding Requested:	US\$200.000
▪ Local counterpart funding, if any:	N/A
▪ Disbursement period:	30 months (execution period 24 months)
▪ Required start date:	January 2019
▪ Types of consultants:	Individual Consultants and consulting firms
▪ Prepared by Unit:	Innovation in Citizen Services Division (IFD/ICS)
▪ Unit of Disbursement Responsibility:	Institutions for Development (IFD)
▪ TC Included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and rule of law to reduce social exclusion and inequity.

II. Objectives and Justification of the TC

- 2.1 **Context.** The Co-operative Republic of Guyana has significant amounts of natural endowments, fertile agricultural lands, bauxite, gold and extensive tropical forests covering more than 80 percent of the country. Agriculture and natural resources are important sources of economic activity in Guyana. In 2016, agriculture, forestry, fishing and mining accounted for about one third of GDP. Gold mining has been growing rapidly and accounted for 48 percent of exports.
- 2.2 This wealth in natural resources makes the country extremely attractive and vulnerable to inappropriate concessions of rural lands and illegal trading of forestry goods, gold and diamonds smuggling. Furthermore, the scale of the informal and

¹ Former "Small and Vulnerable countries Programme" (SVP)

illegal economy breeds criminal activities such as drug and human trafficking that are strongly associated with money laundering and corruption.

- 2.3 **Challenges.** Guyana was evaluated by the Financial Action Task Force (FATF)² in 2011. That evaluation found significant weaknesses in the country's Anti-Money Laundering and the Financing of Terrorism (AML/CFT) system. Therefore, Guyana was placed on expedited follow-up process and in 2013 the country was included in a list of jurisdictions with key AML/CFT deficiencies. Guyana enacted statutes that fulfilled the outstanding core recommendations and satisfied the criteria for exiting the follow-up process in the following years³. In October 2016, the FATF agreed that all recommendations in Guyana's Action Plan had been satisfied and voted to remove Guyana from the watch list.
- 2.4 Guyana completed its Money Laundering (ML)/Terrorist Financing (TF) National Risk Assessment (NRA) in 2017⁴ which highlights the overall ML country risk as high due to significant amount of proceeds of crime generated in the country and the lack of capacity among prosecutors and investigators that deal with cases related to ML/TF. The main offences that reportedly generated significant amounts of proceeds of crimes in Guyana between 2012 and 2106 were: smuggling including currency and gold smuggling, fraud, money laundering, illicit trafficking in narcotic drugs, tax evasion, terrorist financing and participation in organized criminal group.
- 2.5 This NRA report also flags the existence of corruption networks that have distorted procurement processes at the State level. Corruption networks in hand with organized crime groups tend to be involved in tax evasion, embezzlement of public funds and stolen state assets. This situation is worsened by the fact that -by the time the report was produced- the agency responsible for investigating financial crimes and asset forfeiture cases in Guyana was significantly understaffed and lacked the technical capacity and resources to successfully process cases.
- 2.6 Lack of transparency and reliable information are among the main reasons behind public sector efficiency breaches in Guyana⁵. Very little is known about the extent of corruption in Guyana beyond the NRA report and the data provided by the major international governance indicators. For instance, the country lags behind the average of the Latin American and Caribbean (LAC) region in governance and corruption indicators. Regarding control of corruption, Guyana ranks in the bottom quarter of all countries included in the Worldwide Governance Indicators (WGI, 2017)⁶, and well below the average of LAC countries. With regards to perceptions of corruption, Guyana presents a relatively high level of perception of high corruption in the public sector. The country received a score of 38 in the

² The International Standards on Anti-Money Laundering and Terrorist Financing (AML/CFT) are issued by FATF. The FATF conducts peer reviews of each member on an ongoing basis to assess levels of implementation of the FATF Recommendations.

³ [Guyana's FATF reports](#)

⁴ This exercise was developed with the technical assistance of the IDB and the World Bank.

⁵ Cuesta J., Garcia Moreno, M, Kaufmann J., Pallavicini V. and Sangines M. *Building Effective Governments, Executive Summaries of the Caribbean Country Studies, Guyana*, Inter-American Development Bank.

⁶ [World Governance Indicators, World Bank.](#)

Transparency International's (TI) Corruption Perception Index (CPI)⁷ in 2017. Although this indicator has improved in recent years (Guyana received a score of 28 in 2012), it still compares unfavorably with LAC's average of 41 points in the same year.

- 2.7 Furthermore, irregular payments and bribes appear to be more likely to happen in Guyana than in the rest of the LAC region (2.9 for Guyana vs. 3.5 for the average of the LAC region in 2015)⁸. Likewise, the Global Competitiveness Report 2015-2016, identified inefficient government bureaucracy as the largest obstacle to doing business in Guyana, followed by corruption.⁹
- 2.8 In 2017 the State Assets Recovery Agency (SARA)¹⁰ was formed as an independent and autonomous enforcement institution with the critical role to curb corruption and to recover unlawfully acquired state assets from public officers through civil proceedings in Guyana. Currently, SARA holds periodic meetings with key local agencies to find ways of preventing and reducing corruption and has created partnerships with multiple organizations -through MOUs- to share information to ensure the Government of Guyana is establishing a regulatory and institutional framework to fight corruption.
- 2.9 While efforts are being made by this agency since its constitution, a long path remains for SARA to consolidate its mandate. SARA functions are relatively new in the context of Guyana and the agency is in the early process to consolidate its capacity to collect evidence, prepare indictments, adjudicate cases and obtain convictions. In addition, non-enforcement and law enforcement officers are in the learning process of the methods investigation and prosecution of financial crime cases. Furthermore, data on financial crime actions are currently recorded manually at the SARA. Unless a database is consolidated for analysis, it will be very difficult to conduct preventive actions, track and monitor cases. Adequate data management processes and systems are also fundamental to enable a stronger and effective integration among the different actors involved in prevention and investigation of corruption.
- 2.10 **Objective.** The objective of this Technical Cooperation (TC) is to provide technical assistance to SARA to ensure that its institutional design meets international best practices and to develop the necessary tools to manage the financial resources in an effective, efficient and transparent manner to counter corruption and ML. The TC will combine a demand-driven approach, with a careful assessment of the SARA's needs. The main challenges that this TC aims to address include (i) limited institutional capacity; (ii) limited technical knowledge of its staff and; (iii) limited capacity to collect, analyze and share information.
- 2.11 This TC is closely aligned with the Cooperative Republic of Guyana's country strategy 2010-2021, in particular with the overarching objective of strengthening

⁷ Transparency International's (TI) CPI measures the levels of corruption perceived in the public sector through a composite index prepared based on surveys of experts and companies. TI uses a scale of 0 to 100, where 0 is highly corrupt and 100 is very clean.

⁸ Latest available data for the Irregular payments and bribes index (1=lowest, 7=best)

⁹ [The World Economic Forum Guyana report](#)

¹⁰ The SARA Act of 2017 was passed on 13 April 2017 in Parliament after 2 years of development, consultation and support by IDB, the World Bank and UNIDO.

public institutions in Guyana. It is also aligned with the Bank's Updated Institutional Strategy 2010-2020 (AB-3008) as it relates to: i) the cross-cutting of institutional development, through its objective of strengthening the capacity of the state to ensuring the efficiency, effectiveness, and transparency of institutions; and ii) it targets one of the key structural and emerging development challenges of social exclusion and inequity caused among other reasons by the limited capacity of the public sector and civil service to deliver services, fight corruption, and enforce the rule of law.

III. Description of activities/components and budget

- 3.1 This TC is organized under three components: i) capacity building and regulatory reforms, (ii) Training of SARA officials on recovery of assets topics (iii) Strengthening the data management capacity of SARA.
- 3.2 **Component 1: Capacity Building and Regulatory Reform:** The main purpose of this component is to strengthen the regulatory framework of SARA in compliance with international standards for this type of institution. IDB assistance will carry out a diagnosis of current regulations and processes to make recommendation for the establishment of appropriate organizational and operational rules to carry-out its mandate.
- 3.3 **Component 2: Knowledge and Training:** This component will train SARA staff on recovery of state assets and Anti-Money Laundering (AML) topics including investigations, asset tracing, freezing and seizing of assets, and the enforcement of foreign restraint orders and confiscation. The expected outcome of this components is to diagnose the current level of knowledge and skills of the SARA staff, provide training session to the SARA personnel on the mentioned topics and produce a training manual adapted to the specific needs of the SARA according to its mandate, local context and international best practices.
- 3.4 **Component 3: Strengthening the capacity to collect and analyze data:** proper procedures on data collection and analysis is fundamental to identify, manage and exchange information of criminal activities that would otherwise be very difficult to detect. However, lack of a broad understanding on capabilities and risks of this capacities limit public institutions to improve the effectiveness and efficiency to manage its internal resources. This Component focuses exclusively in reviewing the current data management processes of the SARA and its institutional capacity to collect, analyze and share information. The activities under this component will seek the improvement of data management and the maintenance of extensive information and statistics. The results of the work will serve as input for the future acquisitions of software and hardware necessary for the adaptation of the country's systems to meet the requirements of the international standards.

Indicative Budget

Indicative Budget Component	Description	Activities	IDB/Fund Funding US\$	Total Funding US\$
Component 1: Capacity Building and Regulatory Reform	Strengthen the SARA's institutional legal and regulatory framework to carry out its mandate	Institutional Regulatory Framework diagnosis and recommendations	US\$120,000	US\$120,000
Component 2: Knowledge and training	Train SARA staff on recovery of state assets and AML topics	Workshop on best practices in investigations, asset tracing, freezing and seizing of assets, and the enforcement of foreign restraint orders and confiscation.	US\$40,000	US\$40,000
Component 3: Strengthening the capacity to collect and analyze data:	Examine SARA's the data collection in relation best practices standards.	Technical Assistance for a data management capacity diagnostic	US\$40,000	US\$40,000
Total			US\$200,000	US\$200,000

IV. Executing agency and execution structure

- 4.1 At a request of the Government of Guyana (Annex I) this TC will be executed by the Bank (HQ). The project team is led by IFD/ICS who will supervise the TC components. Specifically, ICS will be responsible for the execution of this TC since it has: (i) a proven track record in providing technical assistance on AML related areas and compliance with international standards, supported by extensive technical and operational expertise in the execution of projects of this kind in the region; and (ii) experience in selecting consultants and firms that are experts in these fields which is key for the successful of the activities part of the components proposed. In addition, execution by the Bank in this topic has proved to enhance information sharing among beneficiaries, allowing an efficient exchange of best practices by countries engaged in comparable reform processes.
- 4.2 IFD/ICS will contract consulting services in accordance with applicable Bank procurement policies and procedures, including the Policy for the Selection and Contracting of Consulting Services in Operational Work Executed by the Bank (document GN-2765-1) and its guidelines (OP 1155-4), Complementary Labor Force Policy (AM-650) and the IDB's Institutional Acquisitions Policy (document GN-2303-20).

V. Major issues

- 5.1 The principal risk associated with this project relates to sustainability. The TC is designed to enhance the institutional capacities of the SARA through assistance that will create medium- and long-term outcomes which will remain in the

institution. Training, technical assistance, and knowledge sharing from experts will be fully documented to assure that key skills are available to all SARA staff as needed.

- 5.2 Additionally, the Project Team will maintain VPC and CCB abreast of developments, to ensure that the project is aligned with other Bank and country efforts in related areas.

VI. Exceptions to Bank policy

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

VII. Environmental and Social Strategy

- 7.1 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 \(SPF\)](#) and [Safeguard Screening Form \(SSF\)](#)).

VIII. Required Annexes:

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

49 Main & Urquhart Streets,
Georgetown,
Guyana.

October 10, 2018.



Phone: 592-227-3992

Fax: 592-226-4491

Web: www.finance.gov.gy

Ms. Sophie Makonnen
Resident Representative
Inter-American Development Bank
47 High Street
Kingston
GEORGETOWN.

Dear Ms. Makonnen,

Re: Request for Technical Cooperation Financing from Guyana's 2018 Small and Vulnerable Countries Program Window

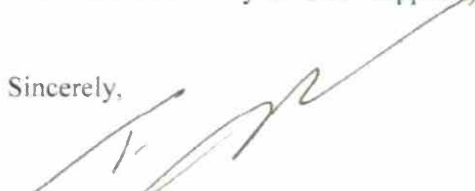
Reference is made to our correspondence dated October 5, 2018 on the above subject.

The Ministry of Finance hereby requests the Inter-American Development Bank (IDB) be the administrator of the following interventions which will be funded from Guyana's 2018 Small and Vulnerable Countries Program Window:

1. Capacity Building for the Department of Energy -US\$1,000,000
2. Support for Public Relations for the Oil and Gas - US\$242,000
3. Support to the Bureau of Statistics (BoS) - US\$340,682
4. Support for the State Asset Recovery Agency (SARA) - US\$200,000

We look forward to your usual support.

Sincerely,



Hon. Jaipaul Sharma
Performing Duties of
Minister of Finance

794/2018

49 Main & Urquhart Streets,
Georgetown,
Guyana.



Phone: 592-227-3992
Fax: 592-226-4491
Web: www.finance.gov.gy

June 6, 2018.

Ms. Sophie Makonnen
Resident Representative
Inter-American Development Bank
47 High Street
Kingston
GEORGETOWN.

Dear Ms. Makonnen,

Re: Request for Technical Cooperation Financing from the Small and Vulnerable Countries Programme Window 1 for 2018

The Government wishes to request the preparation of three new technical cooperation projects totaling approximately **One Million, Eight Hundred Thousand United States Dollars (US\$1,800,000.00)** drawn from the Cooperative Republic of Guyana's allocation under the **Small and Vulnerable Countries Programme Window 1 for 2018**.

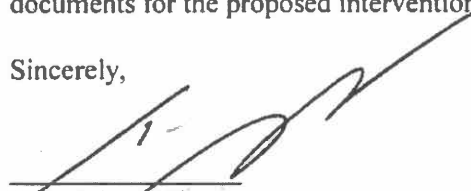
The financing will facilitate the following interventions:

1. **Support for the State Assets Recovery Agency (US\$200,000.00):** The objective of the project is to create and institutionalize an architecture that will not only ensure the recovery of stolen assets, and in particular financial assets, but will also ensure that the legal, regulatory and physical infrastructure are designed to meet international best practices. Please see attached initial request which was made via letter dated June 6, 2017.
2. **Support for Institutional Strengthening and the Promotion of Good Governance for Sustaining Village Economy Development (US\$400,000.00):** The project intends to build the social capital of Indigenous communities, to enable them to self govern, utilize new capacity to develop, execute and operate future grants and loans programmes targeting their communities. The project will contribute to Component I of the Amerindian Development Fund: Institutional Strengthening and the Promotion of Good Governance (Phase III) for sustaining Village Economy Development Project. The project will provide institutional strengthening and capacity building for leaders in Amerindian Communities. Please see the attached scoping document of the Amerindian Development Fund: Institutional Strengthening and the Promotion of Good Governance (Phase III) for sustaining Village Economy Development Project.
3. **Support for the Execution of Guyana Census of Agriculture (US\$1,200,000.00):** The objective of the project is to provide guidance and support to the Bureau of Statistics and the Ministry of Agriculture to plan and execute an agricultural census in Guyana. The Technical Assistance project will support the development of the scope, methodology, questionnaire and manual for the Guyana Census of Agriculture. Please see the attached proposed Terms of Reference for consultancy to support the execution of the Census.

JUN 29 18 PM 3:55

Further, please be advised that Mr. Tarachand Balgobin has been identified as the Government's key interlocutor with the Bank for the preparation of all technical cooperation documents for the proposed interventions.

Sincerely,



Hon. Jaipaul Sharma
Minister within the Ministry of Finance
Performing the duties of the
Minister of Finance

MINISTER WITHIN THE MINISTRY OF FINANCE
Main and Urquhart Streets, Georgetown

Copied: Mr. Alfred King – Permanent Secretary, Ministry of Indigenous Peoples
Affairs
Prof. Clive Thomas – Presidential Advisor on Sustainable Development and
State Asset Recovery
Mr. Lennox Benjamin – Chief Statistician, Bureau of Statistics

IN REPLYING QUOTE DATE
HEREOF AND No.....

June 6, 2017

Ms. Sophie Makonnen
Resident Representative
Inter-American Development Bank
47 High Street
Kingston
GEORGETOWN.



MINISTRY OF FINANCE
49 Main & Urquhart Streets,
Georgetown,
Guyana.

680/2017

Dear Ms. Makonnen,

**Re: Request for Technical Cooperation Financing – Support for the State Assets
Recovery Agency (SARA)**

The Government wishes to request the preparation of a new technical cooperation project in the amount of approximately US\$200,000 to support the establishment and institutional strengthening of the State Assets Recovery Agency (SARA).

SARA is a new Government entity with the critical mission to curb corruption. Guyana is a signatory to the United Nations Convention on Corruption (UNCAC) and therefore has several international and domestic obligations, which must be met by SARA.

To this end, technical assistance is needed to establish an agency that will have domestic and international functions and responsibilities. In particular, assistance is needed to create and institutionalize an architecture that will ensure not only the recovery of stolen assets, and in particular financial assets, but to ensure the legal, regulatory and physical infrastructure is designed to meet international best practices.

It is envisioned that the financing will facilitate the following activities:

1. The hiring of experience domestic and internationally experienced staff. (July – December, 2017)
2. The structured training of SARA staff (July – December, 2017)
3. Establishment of technological architecture to meet best practices (July – December, 2017).

Further, please be advised that Ms. Sheranne Isaacs has been identified as the technical person responsible for the preparation of all documents required for the approval process.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Winston Jordan'.

Winston Jordan
Minister of Finance






Results Matrix

Outcomes

Outcome:	1 Strengthening the institutional capacity of the State Asset Recovery Agency (SARA) in Guyana to consolidate its mandate.
-----------------	--

 CRF Indicator

Outputs: Annual Physical and Financial Progress

1 Capacity building and Regulatory Reform						Physical Progress				Financial Progress								
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP	Theme	Fund	Flags		
1.1 Diagnostics and assessments completed	Institutional and regulatory assessments	Diagnostics (#)	0	2018	Institutional Diagnosis Report	P	0	1	0	1	P	0	60000	0	60000	Institutional Development	CTY	
						P(a)				0	P(a)				0			
						A					A							
1.2 Action plans designed	Policies, strategies, and action plans	Action Plans (#)	0	2018	Strategic Plan Approved by the Client	P	0	0	1	1	P	0	0	60000	60000	Institutional Development	CTY	
						P(a)				0	P(a)				0			
						A					A							
2 Knowledge and training						Physical Progress				Financial Progress								
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP	Theme	Fund	Flags		
2.1 Training workshops delivered	Training	Workshops (#)	0	2018	workshop delivered	P	0	1	0	1	P	0	20000	0	20000	Institutional Development	CTY	
						P(a)				0	P(a)				0			
						A					A							
2.2 Training workshops delivered	Training	Workshops (#)	0	2018	workshop delivered	P	0	0	1	1	P	0	0	20000	20000	Institutional Development	CTY	
						P(a)				0	P(a)				0			
						A					A							
3 Capacity building						Physical Progress				Financial Progress								
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP	Theme	Fund	Flags		
3.1 Diagnostics and assessments completed	Diagnostic of data management capacity	Diagnostics (#)	0	2018	Data management Diagnostic and recommendations report	P	0	1	0	1	P	0	40000	0	40000	Institutional Development	CTY	
						P(a)				0	P(a)				0			
						A					A							

Other Cost

Total Cost

CRF Indicator

 Standard Output Indicator

	2018	2019	2020	Total Cost
P		\$120,000.00	\$80,000.00	\$200,000.00
P(a)				
A				

TERMS OF REFERENCE**IFD/ICS - CONSULTANCY FOR CAPACITY BUILDING AND REGULATORY REFORM OF THE STATE ASSETS RECOVERY AGENCY (SARA) IN GUYANA****Background:**

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In recognition that corruption is a serious threat to economic growth and social equity and undermines efforts to promote good governance and enhance service delivery, the IDB signed, on March 19, 2007, an agreement with the government of Norway for the establishment of the first Anticorruption Activities Fund (AAF) under the Bank’s Program for Development of Technical Cooperation among Member Countries of the IDB.

The prevention and combating of Corruption and Money Laundering (ML) have become priority work areas to the Government of Guyana. Local authorities in Guyana are seeking to implement measures to develop a stronger legal and institutional framework, in line with international standards in these areas. For its part, the IDB constantly supports its country members on capacity building in the implementation of best practices as a key element to improve financial transparency in the region.

Guyana’s wealth in natural resources make the country extremely attractive and vulnerable to inappropriate concessions of rural lands and illegal trading of forestry goods, gold and diamonds smuggling. Furthermore, the scale of the informal and illegal economy breeds criminal activities such as drug and human trafficking that are strongly associated with money laundering and corruption.

In 2017 the State Assets Recovery Agency (SARA) was formed as an enforcement institution in Guyana with the critical role to curb corruption and to recover unlawfully acquired state assets from public officers through civil proceedings. However, these functions are relatively new in the context of Guyana and while efforts are being made by this institution since its constitution, a long path remains for SARA to consolidate its mandate.

The SARA recognizes the importance of enhancing its institutional capacities and has expressed great interest in reviewing the adequacy of its regulations and procedures as a crucial step to better fight financial crime and corruption activities in the country. The IDB’ Innovation in Citizen Services Division – through the AAF- will address this request, through the non-reimbursable technical cooperation GY-T1155 " Strengthening the Institutional Capacity of the State Assets Recovery Agency in Guyana".

The technical assistance to be provided by the IDB, under the terms included in this document, will be executed through an external consultancy. These terms of reference establish the characteristics of the consultancy, the objectives, the activities to be carried out and the deliverables. The work of the IDB and its consultant will be jointly coordinated with the SARA, as the main beneficiary of the project and the local institution responsible for leading the country's efforts in this area.

The main objective of this consultancy is to strengthen the regulatory framework of SARA in compliance with international standards for this type of institution. IDB assistance will carry out a diagnosis of current

regulations and processes of the institution to make recommendation for the establishment of appropriate organizational and operational rules to carry-out its mandate.

The team:

The Institutions for Development Sector (IFD) is responsible for conceptualizing, preparing, supporting the execution and supervising the Bank's operations related to governance, strengthening and reform of the public sector, decentralization, economic and fiscal issues, and market development. of capital and financial institutions, and competitiveness at the national, regional and local levels. Under IFD the AAF is a dedicated facility for non-refundable technical cooperation, which supports transparency and anti-corruption projects in the Latin America and Caribbean region. The AFF is organized in four thematic areas, one of which is Financial Integrity that encompasses different activities to support member countries enhancing their financial integrity.

What you'll do:

In order to assist SARA to attain the objectives of the technical assistance, the consultant should carry out, among others, the following activities:

- Prepare and subsequently agree with SARA and the IDB on a Work Plan for the execution of the consultancy.
- Compile and examine the existing documentation relevant to the preparation of the consultancy. The consultant will take as a starting point the reports to which SARA has been subject and the corresponding progress reports, as well as any other document produced. It is very important that the Diagnosis completes the knowledge already available and avoids the duplication of work.
- Review and analyze the legal and operational framework of SARA
- Review and analyze crucial internal procedures and processes in SARA.
- Conduct in-depth interviews with the technical team of SARA and with other relevant counterparts to reach a comprehensive understanding of the key development areas and challenges of the agency.
- Report, prepare and submit working documents to SARA and the IDB, with the degree of progress of tasks and the main findings of the analysis.
- Present progress reports to IDB for each mission to SARA.
- Present the specific products of the consultancy.

Deliverables:

- Product 1: A work plan, including, among others, the methodology to be used and a timeframe with the development of the activities.
- Product 2: A preliminary report including: i) the results of the gap analysis or Diagnosis of the regulatory and institutional framework of the SARA; and ii) a first draft of the technical documents with the proposed regulatory and operational reforms and / or definition of procedures and policies, as they have been specified in the Action Plan. It is expected that the Action Plan will include short, medium and long-term recommendations, in order of priority and the different general improvement actions that will mitigate, the weaknesses identified in the Diagnosis.
- Product 3: Final report including the comments from the client and IDB on the preliminary report draft.

Skills you'll need:

- **Education:** Master's or equivalent in Law or related fields and at least 10 years of proven experience as well as concrete experience working for (10) years or more in or with supervising and regulator

entities. The person selected should also demonstrate extensive knowledge on FATF recommendations, transparency and anticorruption policies best practices.

- **Experience:** International experience in anti-corruption and AML/CTF issues, previous consulting services with international organizations and/or professional activity in countries with comparable legal and financial system. Knowledge of the Guyana environment will be highly valued.
- **Languages:** English
- **Core and Technical Competencies:** Money-Laundering, corruption, Ethics, Transparency and Integrity, and Law.

Opportunity Summary:

Type of contract: Products and External Services contractual, (PEC), lump sum.

Length of contract: (TBD) months, including (TBD) missions to Guyana, for (TBD) days each.

Starting date: (TBD)

Location: External consultancy. Guyana and the country of origin of the consultant.

Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE**IFD/ICS - CONSULTANCY TO TRAIN THE STAFF OF THE STATE ASSETS RECOVERY AGENCY (SARA) IN GUYANA ON RECOVERY OF STATE ASSETS AND ANTI-MONEY LAUNDERING TOPIC. (PEC)****Background:**

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In recognition that corruption is a serious threat to economic growth and social equity and undermines efforts to promote good governance and enhance service delivery, the IDB signed, on March 19, 2007, an agreement with the government of Norway for the establishment of the first Anticorruption Activities Fund (AAF) under the Bank’s Program for Development of Technical Cooperation among Member Countries of the IDB.

The prevention and combating of Corruption and Money Laundering (ML) have become priority work areas to the Government of Guyana. Local authorities in Guyana are seeking to implement measures to develop a stronger legal and institutional framework, in line with international standards in these areas. For its part, the IDB constantly supports its country members on capacity building in the implementation of best practices as a key element to improve financial transparency in the region.

Guyana’s wealth in natural resources make the country extremely attractive and vulnerable to inappropriate concessions of rural lands and illegal trading of forestry goods, gold and diamonds smuggling. Furthermore, the scale of the informal and illegal economy breeds criminal activities such as drug and human trafficking that are strongly associated with money laundering and corruption.

In 2017 the State Assets Recovery Agency (SARA) was formed as an enforcement institution in Guyana with the critical role to curb corruption and to recover unlawfully acquired state assets from public officers through civil proceedings. However, these functions are relatively new in the context of Guyana and non-enforcement and law enforcement officers are in the learning process of the methods of ML and asset recovery topics.

The SARA recognizes the importance of enhancing its institutional capacities and requested training for its staff on anti-corruption, asset recovery and AML topics. The IDB’ Innovation in Citizen Services Division – through the AAF- will address this request, through the non-reimbursable technical cooperation GY-T1155 “ Strengthening the Institutional Capacity of the State Assets Recovery Agency in Guyana”.

The technical assistance to be provided by the IDB, under the terms included in this document, will be executed through an external consultancy. These terms of reference establish the characteristics of the consultancy, the objectives, the activities to be carried out and the deliverables. The work of the IDB and its consultant will be jointly coordinated with the SARA, as the main beneficiary of the project and the local institution responsible for leading the country's efforts in this area.

The main objective of this consultancy is to train SARA staff on recovery of state assets and AML topics including investigations, asset tracing, freezing and seizing of assets, and the enforcement of foreign restraint orders and confiscation.

The team:

The Institutions for Development Sector (IFD) is responsible for conceptualizing, preparing, supporting the execution and supervising the Bank's operations related to governance, strengthening and reform of the public sector, decentralization, economic and fiscal issues, and market development. of capital and financial institutions, and competitiveness at the national, regional and local levels. Under IFD the AAF is a dedicated facility for non-refundable technical cooperation, which supports transparency and anti-corruption projects in the Latin America and Caribbean region. The AFF is organized in four thematic areas, one of which is Financial Integrity that encompasses different activities to support member countries enhancing their financial integrity.

What you'll do:

In order to assist SARA to attain the objectives of the technical assistance, the consultant should carry out, among others, the following activities:

- Undertake a desk review of existing literature pertaining to local governance in Guyana and any other information that might be relevant for the execution of the training.
- Identify key stakeholders and conduct interviews with stakeholders to identify training needs and knowledge gaps in investigations techniques, asset tracing, freezing and seizing of assets, and the enforcement of foreign restraint orders and confiscation.
- Conduct training to all pertinent staff from SARA in best practices on investigations techniques, asset tracing, freezing and seizing of assets, and the enforcement of foreign restraint orders and confiscation including cases and requiring the participants to perform a complex financial investigation
- Develop a training manual for master trainers which would include presentations, session outlines, notes and background reading.
- Develop a handbook for SARA to complement existing resources, with specific focus on good governance and anti-corruption in the areas covered during the training.
- Collate feedback from the participants of the training.
- Submit a report including: i) a diagnostic of the level of knowledge and skills of SARA staff prior to the training, ii) training program delivered, iii) Training manual.

Deliverables:

- **Product 1:** Proposal of a training program to be delivered to the SARA staff, including objective, content, activities and outcome expected.
- **Product 2:** Produce a training manual adapted to the specific needs of SARA according to its mandate, local context and best practices.
- **Product 3:** Final report with the diagnosis and conclusions of the training and final version of the manual.

Skills you'll need:

- **Education:** Master's or equivalent in Law or related fields and at least 10 years of proven experience as well as concrete experience working for (10) years or more in or with supervising and regulator entities. The person selected should also demonstrate extensive knowledge on FATF recommendations, transparency and anticorruption policies best practices.

- **Experience:** International experience in anti-corruption and AML/CTF issues, previous consulting services with international organizations and/or professional activity in countries with comparable legal and financial system. Knowledge of the Guyana environment will be highly valued.
- **Languages:** English
- **Core and Technical Competencies:** International experience in anti-corruption and AML/CTF issues, previous consulting services with international organizations. Proven ability to clearly and concisely express ideas and concepts in written and oral form. Extensive experience in designing and delivery of trainings and capacity building at the fields of corruption, Ethics and Integrity. Knowledge of the Guyana environment will be highly valued.

Opportunity Summary:

Type of contract: Products and External Services contractual, (PEC), lump sum.

Length of contract: (TBD) months, including (TBD) missions to Guyana, for (TBD) days each.

Starting date: (TBD)

Location: External consultancy. Guyana and the country of origin of the consultant.

Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE

TECHNICAL ASSISTANCE TO REVIEW CURRENT DATA MANAGEMENT PROCESSES OF THE STATE ASSETS RECOVERY AGENCY (SARA) IN GUYANA AND PROVIDE RECOMMENDATIONS TO IMPROVE ITS INSTITUTIONAL CAPACITY TO COLLECT, ANALYZE AND SHARE INFORMATION.

Background:

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In recognition that corruption is a serious threat to economic growth and social equity and undermines efforts to promote good governance and enhance service delivery, the IDB signed, on March 19, 2007, an agreement with the government of Norway for the establishment of the first Anticorruption Activities Fund (AAF) under the Bank’s Program for Development of Technical Cooperation among Member Countries of the IDB.

The prevention and combating of Corruption and Money Laundering (ML) have become priority work areas to the Government of Guyana. Local authorities in Guyana are seeking to implement measures to develop a stronger legal and institutional framework, in line with international standards in these areas. For its part, the IDB constantly supports its country members on capacity building in the implementation of best practices as a key element to improve financial transparency in the region.

Guyana’s wealth in natural resources make the country extremely attractive and vulnerable to inappropriate concessions of rural lands and illegal trading of forestry goods, gold and diamonds smuggling. Furthermore, the scale of the informal and illegal economy breeds criminal activities such as drug and human trafficking that are strongly associated with money laundering and corruption.

In 2017 the State Assets Recovery Agency (SARA) was formed as an enforcement institution in Guyana with the critical role to curb corruption and to recover unlawfully acquired state assets from public officers through civil proceedings. However, these functions are relatively new in the context of Guyana and data on financial crime actions are currently recorded manually which make its difficult to conduct preventive actions, track and monitor cases. While efforts are being made by this institution since its constitution, a long path remains for SARA to consolidate its mandate.

The SARA recognizes the importance of enhancing its institutional capacities and has expressed great interest in reviewing the adequacy of its data management procedures to collect, analyze and share information. The IDB’ Innovation in Citizen Services Division – through the AAF- will address this request, through the non-reimbursable technical cooperation GY-T1155 " Strengthening the Institutional Capacity of the State Assets Recovery Agency in Guyana".

The technical assistance to be provided by the IDB, under the terms included in this document, will be executed through an external consultancy. These terms of reference establish the characteristics of the consultancy, the objectives, the activities to be carried out and the deliverables. The work of the IDB and its consultant will be jointly coordinated with the SARA, as the main beneficiary of the project and the local institution responsible for leading the country’s efforts in this area.

The main objective of this consultancy is to review current data management processes of SARA to improve its institutional capacity to collect, analyze and share information. More specifically the objective will provide a diagnosis with relation to: collecting and generating information related to its mandate; ii) the ability of the SARA to exchange information with other agencies and law enforcement agencies; iii) provide a road map with recommendations to ensure the SARA counts with the data management resources to properly operate.

The team:

The Institutions for Development Sector (IFD) is responsible for conceptualizing, preparing, supporting the execution and supervising the Bank's operations related to governance, strengthening and reform of the public sector, decentralization, economic and fiscal issues, and market development. of capital and financial institutions, and competitiveness at the national, regional and local levels. Under IFD the AAF is a dedicated facility for non-refundable technical cooperation, which supports transparency and anti-corruption projects in the Latin America and Caribbean region. The AFF is organized in four thematic areas, one of which is Financial Integrity that encompasses different activities to support member countries enhancing their financial integrity.

What you'll do:

In order to assist SARA to attain the objectives of the technical assistance, the consultant should carry out, among others, the following activities:

- In-depth interviews with the technical and information systems team of the SARA in order to gather the key inputs for the diagnosis
- Analyze the current technology platform or data management process of the SARA.
- Prepare and submit working documents before the SARA and the IDB, to report on the progress of and main findings of the analysis.
- Present progress reports to IDB for each mission to SARA.
- Submit the draft and final report with results of the diagnostic and the recommendation for improvements.
- Present the specific products of the consultancy.

Deliverables:

- Product 1: A work plan, including, among others, the methodology to be used and a timeframe with the development of the activities.
- Product 2: A preliminary report including: i) analysis of the institutional capacity to receive, adequately protect and transmit data in a secure manner; ii) the ability of the system to generate and maintain comprehensive statistics iii) and an Action Plan that will include short, medium and long-term recommendation to prioritize actions that will mitigate the weaknesses identified in the Diagnosis.
- Product 3: including the comments from the client and IDB on the preliminary report draft.

Skills you'll need:

- **Education:** Master's or equivalent in engineering, Systems management or related fields and at least 10 years of proven experience as well as concrete experience working for (10) years or more in or with supervising and regulator entities. The person selected should also demonstrate knowledge on FATF recommendations, transparency and anticorruption policies best practices.

- **Experience:** International experience in anti-corruption and AML/CTF issues, previous consulting services with international organizations and/or professional activity in countries with comparable legal and financial system. Knowledge of the Guyana environment will be highly valued.
- **Languages:** English
- **Core and Technical Competencies:** International experience in data management and information systems for public institutions, previous consulting services with international organizations and/or professional in diagnosis and / or design of technological platforms for the collection, storage, transmission and management of statistical information. Knowledge of the Guyana environment will be highly valued.

Opportunity Summary:

Type of contract: Products and External Services contractual, (PEC), lump sum.

Length of contract: (TBD) months, including (TBD) missions to Guyana, for (TBD) days each.

Starting date: (TBD)

Location: External consultancy. Guyana and the country of origin of the consultant.

Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

PROCUREMENT PLAN FOR IDB-EXECUTED OPERATIONS														
Country: Guyana						Executing Agency: IDB						UDR:		
Project number: GY-T1155						Project name: Strengthening the Institutional Capacity of the State Asset Recovery Agency of Guyana								
Period covered by the Plan: 24 months						Total Project Amount: \$ 200,000								
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)	Regulatory Framework diagnosis and recommendations	\$ 60,000	ICQ	Lump Sum	\$ 60,000	100%	\$ -	0%	Q1 2019	Q1 2019	8 months	
Component 1	A. Consulting services	Individual Consultant (AM-650)	Consultancy to support the development of an institutional strategy	\$ 60,000	ICQ	Lump Sum	\$ 60,000	100%	\$ -	0%	Q1 2020	Q1 2020	6 months	
Component 2	A. Consulting services	Individual Consultant (AM-650)	Train SARA staff on recovery of state assets and AML topics	\$ 20,000	ICQ	Lump Sum	\$ 20,000	100%	\$ -	0%	Q1 2019	Q1 2019	3 months	
Component 2	A. Consulting services	Individual Consultant (AM-650)	Train SARA staff on recovery of state assets and AML topics	\$ 20,000	ICQ	Lump Sum	\$ 20,000	100%	\$ -	0%	Q1 2020	Q1 2020	3 months	
Component 3	A. Consulting services	Individual Consultant (AM-650)	Data Management and data analysis capacity diagnosis	\$ 40,000	ICQ	Lump Sum	\$ 40,000	100%	\$ -	0%	Q1 2019	Q1 2019	6 months	
Prepared by:	Roberto de Michele		TOTALS	\$ 200,000			\$ 200,000	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 od US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1".														
(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) (FCS); 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."														