**TERMS OF REFERENCE**

**CONSULTANCY TO SUPPORT THE COMPREHENSIVE TECHNICAL MANAGEMENT OF THE ICSF**

**RG-T2768**

1. Background

Public sector experts have identified weak institutional capacity as one of the single most important obstacles to sustainable economic growth and long-term poverty reduction. Building strong institutional capacity is a minimum requirement to improving the efficiency of public expenditures, safeguarding citizens’ and economic rights, ensuring efficacy and transparency in government administration, elevating the quality of government policy, and strengthening social cohesion and inclusion.

To contribute to the region’s efforts in addressing this issue, the Bank approved the “Institutional Capacity Strengthening Fund,” (ICSF) in September 2009, with a special contribution of US$75 million made by the Government of China. The ICSF was designed to support institutional capacity strengthening in all sectors.

The ICSF is among the largest funds in the Bank. By the end of 2015, the ICSF has allocated over US$70 million resources to 165 projects, and has currently an active portfolio of 69 projects equivalent of US$28.5 million under execution. The projects financed by ICSF cover all the IDB borrowing member countries, and involves all the sectors at the Bank. Such a large portfolio and extended coverage requires a technical advisor dedicated to the Fund in order to secure its quality management.

The technical management of ICSF has played a significant role in systemizing the management flow of the fund, therefore ensuring the performance of the ICSF-funded projects and promoting the positive results of the operations.

1. Consultancy Objectives

Maintaining and strengthening the Fund’s technical management and dissemination efforts, benefiting the existing portfolio and future proposals; as well as enhancing the technical quality of all activities financed by the ICSF, by providing overall technical support to the management, evaluation and dissemination of Fund activities.

1. Activities and Expected Products

The contractual (s) shall perform the following activities:

* Support all activities related to the overall technical management, monitoring, evaluation and dissemination of the ICSF.
* Support the evaluation of all Technical Cooperation (TC) abstracts and provide inputs regarding their eligibility and strategic alignment, execution structure, components, risks, expected results and dissemination strategy; and prepare all related documents for review and submission to the ESC. Prepare draft minutes of all Committee meetings and decisions, and process the final ones.
* Review all TC Documents that may be subsequently submitted to a Quality and Risk Review (QRR) to ensure that all aspects requested by the ESC, at the time of eligibility, are properly addressed and documented.
* Proactively monitor the existing ICSF portfolio, conducting analysis and promoting actions to maximize the achievement of performance targets and development results; and promoting a dynamic disbursement schedule, minimizing projects under alert.
* Prepare performance review reports including, but not limited to, the Fund’s Annual Report, annual and quarterly business reviews, and technical and strategic briefs, as well as reports to the People’s Bank of China (PBC).
* Participate in technical missions, as requested by the supervisor, in order to gather relevant information about the activities financed by the ICSF. This activity must be coordinated also with the relevant project teams and Country Offices.
* Support the implementation of specific activities aimed at enhancing regional cooperation and institutional linkages between Latin America and Caribbean countries and China.
* Support the Fund’s dissemination activities, including developing the dissemination strategies; supervising the production of dissemination materials, such as infographics, videos, social media posts, websites, etc.; convening knowledge-based events such as workshops and seminars, and preparing technical documents and other materials as requested.
* Collect the results of each ICSF funded technical cooperation, compile and analyze the results achieved. Based on the analysis, select and involve relevant project teams in designing of dissemination activities.
* Support the implementation of the final evaluation of the ICSF. Support the competitive selection of the evaluation consultancy.
* Prepare all inputs for the annual mission to China to report the results and achievements of ICSF to the PBC.

1. Schedule of Payments

Payments will be made twice a month.

1. Supervision

* Roberto Manrique, IFD Senior Operations Advisor
* Department/Division: Institutions for Development Sector (IFD/IFD)

1. Characteristics of the Consultancy

* Consultancy Category and modality: Defined Term Contract (DTC), Temporal Term Contract (TTC) and/or Product and External Services Contractual (PEC).
* Contract Duration: up to of 18 months
* Places of work: Washington DC and other locations

1. Qualifications

* Academic background: International consultant(s) with a Master’s degree in Economics, Public Administration, International Relations, Political Science, Business or related fields.
* Experience: A minimum of 5 years of experience in the area of public sector management, international development and/or institutional development. Demonstrated understanding of the technical and practical impact of good institutions in social and economic development. Experience working with public agencies in LAC and China and international financial institutions is a plus.
* Other qualifications: Strong analytical skills with a track record of research and publication experience. Proven ability to project execution with timely and quality delivery of outputs. High-quality written and verbal communication and presentation skills. Strong interpersonal and teamwork skills. The ability to multi-task and have flexibility in work schedules is required.
* Language skills: Fluent in English and Spanish. Chinese is highly desirable.

**TERMS OF REFERENCE**

**EVALUATION OF THE ICSF RESULTS, PORTFOLIO AND ACTIVITIES**

**RG-T2768**

1. **Background**

The Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieve measurable results, increased [integrity](http://www.iadb.org/en/about-us/integrity-and-transparency,6104.html), [transparency](http://www.iadb.org/en/topics/transparency/transparency-and-anticorruption,1162.html) and [accountability](http://www.iadb.org/en/mici/independent-consultation-and-investigation-mechanism-icim,1752.html). It supports efforts by Latin America and the Caribbean countries to reduce poverty and inequality and bring about development in a sustainable, environmentally-friendly way.

Within the IDB’s Institutions for Development (IFD) Department is tasked with strengthening institutions and promoting effective policies with the overall goals of improving the lives of people across the Latin America and Caribbean (LAC) region. To fulfil this mandate, IFD manages, among other tools, eight Funds and Special Programs, which support specific innovative interventions in different areas.

One of them is the ICSF, created in 2009 thanks to a special contribution by the People’s Republic of China (“China”) when it became the 48th member country of the IDB. The objective of the ICSF is to contribute to the strengthening of public sector institutions and greater participation and inclusion of civil society and the private sector in shaping government policies and programs in Latin America and the Caribbean. The ICSF aims to respond to three strategic areas of intervention within the wide spectrum of activities that contribute to institutional capacity building: (i) political and strategic context – improving countries’ understanding and ability to design institutional reform; (ii) improve public sector management and internal organization; (iii) improve service delivery; and iv) strengthen institutional relations between LAC and China. To date, the ICSF has approved 170 Technical Cooperation (TC) projects for a total of over US$70 million in 26 borrowing member countries of the IDB.

Since the ICSF is expected to exhaust its resources in 2017, IFD will hire a consultancy to undertake an evaluation of the Programs and Fund activities from the beginning of their operations to 2017. This effort will contribute to understand how the ICFS funds have supported and enhance institutional capacity strengthening agendas in client countries and the region as a whole, and create more awareness of the importance of strengthen institutions to improve the life of LAC citizens.

1. **Objectives**

The objective of this consultancy is to conduct an evaluation of the ICSF by examining the TC and non-TC activities and their effect on IDB’s work and clients in the region. The evaluation should cover the period between 2009 and 2016.

1. **Scope**

The consultancy will develop three levels of analysis:

1. First, the evaluation will cover the management of the Fund within the Bank and the relations established with the main stakeholders: donors, senior management, and project team leaders, among others. At this level, the evaluation must address the following questions:

General questions

1. **Alignment:** To what extent has the ICSF operations been aligned to the Update of the IDB Institutional Strategy, the GCI-9, and other sector and country strategies?
2. **Lessons learned identified:** Address to what extent the following lessons learned from the ICSF management identified so far are valid and relevant: (i) proactive and timely communication with the team leaders pre and post project approval will directly contribute to the satisfactory fulfilment of the ICSF mandate, as well as maintaining operational performance on track; (ii) effective portfolio management enables the coordinated effort of results showcasing to the key stakeholders both internally and externally; and (iii) strategic dissemination activities, such as knowledge oriented seminars, are well received by a wide range of audience, which gives the ICSF exposure and recognition.
3. **Governance**: To what extent has the ICSF management and governance structure enabled the achievement of Fund objectives and added value to their operations? What, if any, were the drawbacks associated with the governance? How can it be improved moving forward?
4. **Stakeholder management and relations:** What are the key good practices and challenges observed in the internal and external stakeholder management of the ICSF that should inform fund management in the future? How has the TC financing offered by the Fund affected the Bank’s relationship with client countries? How do the counterpart countries/institutions assess the usefulness of the initiatives financed through the Fund? How can this be maximized moving forward?
5. **Results overview:** To what extent have the TCs financed by the ICSF led to results in client countries that would have not been achieved otherwise? What changes are necessary to maximize impact moving forward?
6. Second, the evaluation will provide a classification of ICSF portfolio based on criteria such as: taxonomy, beneficiary country, economic sector, alignment of the TCs with the general objectives and components of the ICSF, and contribution to Banks’s loan operations, among others that may be included. Hence, the evaluation must address the following questions:
   1. In general, have the TCs financed succeeded in achieving the general objective of the fund?
   2. To what extent have the TCs contributed to support and enhance IDB loan portfolio?
7. Third, the evaluation will focus on a representative sample of TCs financed by the ICSF. At this level the evaluation must address the following questions:
8. What has been the contribution of the ICSF financed activities on the Bank’s institutional capacity strengthening interventions in LAC? Has the ICSF succeeded in achieving its general objective of contributing to the strengthening of institutions and greater participation and inclusion of civil society and the private sector in shaping government policies and programs in LAC? To what extent the specific objectives of the ICSF have been achieved (improving countries’ ability to design institutional reform; bringing actors to the table; providing assistance to implement capacity building programs)?
9. What obstacles and/or limitations has the ICSF faced in achieving its objectives and how were these addressed?
10. To what extent has the ICSF contributed to enhancing the institutional linkages with the People’s Republic of China? What are the success stories? What obstacles and/or limitations has the ICSF faced in achieving this objective and how were these addressed? Are the results obtained sustainable?

1. **Activities**
2. Documents review: (i) ICSF documentation in order to have a better understanding and overview of its objectives, scope and activities; (ii) ICSF management projects’ documentation including technical cooperation documents and operational guidelines; (iii) previous performance reports or evaluations, deliverables produced, activities’ reports; presentations to internal and external clients; annual reports, and other relevant documents; and (iv) IDB Institutional Strategy, Institutions for Growth and Social Welfare (GN-2587), relevant country strategies and sector strategies.
3. Projects review: Analyse and evaluate the progress achieved by the projects funded by the ICSF.
   1. Review of the objectives and components of the projects funded by ICSF.
   2. Propose a sample of projects funded by the ICSF that will be subject to an in depth evaluation.
   3. Review of technical cooperation documents, deliverables produced, activities’ reports regarding the selected sample if projects.
   4. Review the relevant results matrix and analyse the results reported against the indicators included in each project.
4. Interviews: Conduct interviews with key stakeholders at IDB, including staff at the headquarters and selected IDB country offices, government, the private sector and civil society involved in project implementation. In order to do so, a questionnaire survey will be prepared in coordination with the Office of the Manager IFD.
5. Field visits: if the consultancy deems it necessary, the contractual may be expected to visit specific locations where projects are implemented to better evaluate them. In that case, the contractual will be responsible for meeting with local counterparts and experts, with the support of project teams.
6. Report writing: crafting the evaluation report based on the previously defined guidelines and key questions. Submit the draft report for revision by the Office of the Manager, based on the feedback and comments, revise the report and submit the final version at the end of the assignment.
7. **Products**
8. Work plan: One week after contract signature.
9. Proposed sample selection of projects (according to criteria to be defined in consultation with Office of the Manager IFD). To be delivered in Excel format on XX, 2016.
10. Draft report. To be delivered on XXX, 2016 and presented in a workshop organized by the Office of the Manager IFD.
11. Final report product. The final product shall be in English and will include a PPT presentation of the report. To be delivered by XXX, 2016
12. **Schedule of Payment**

### Payments will be made according to the following schedule:

1. 30% upon signature and receipt and approval of the work plan;
2. 40% upon receipt and approval of the draft report;
3. 30% upon receipt and approval of the final report
4. **Coordination**

* Coordinator: Roberto Manrique, IFD Senior Operations Advisor.
* Department/Division: Institutions for Development Sector (IFD/IFD)

1. **Characteristics of the Consultancy**

Consultancy category and modality: Consulting firm

Duration: All consultant services should be completed within four (4) months as of the start of the contract.

Place(s) of work: The consultancy will take place at the Bank’s headquarters in Washington DC. Due to the responsibilities that this consultancy implies, the consultant can be asked to travel to any Bank country member or international destination.

Timeframe: The evaluation will be from XX, 2016 until XX, 2016

1. **Qualifications**

Areas of expertise: program management and program evaluation, citizen security, public policy, institutional capacity strengthening, broad band, digital government, international development.

Experience: minimum of 5 years of experience in impact evaluation in the international development field, experience evaluating multi-stakeholder and themed trust funds for a multilateral development agency is preferred.

**TERMS OF REFERENCE**

**CONSULTANCIES TO SUPPORT THE STRATEGIC DISSEMINATION OF THE RESULTS ACHIEVED BY THE ICSF**

**RG-T2768**

1. Background

Public sector experts have identified weak institutional capacity as the single most important obstacles to sustainable economic growth and long-term poverty reduction. Building strong institutional capacity is a minimum requirement to improving the efficiency of public expenditures, safeguarding citizens’ and economic rights, ensuring efficacy and transparency in government administration, elevating the quality of government policy, and strengthening social cohesion and inclusion.

To contribute to the region’s efforts in addressing this issue, the Bank approved the “Institutional Capacity Strengthening Fund,” (ICSF) in September 2009, with a special contribution of US$75 million made by the Government of China. The ICSF was designed to support institutional capacity strengthening in all sectors.

The ICSF is among the largest funds in the Bank. By the end of 2015, the ICSF has allocated over US$70 million resources to 170 projects, and has currently an active portfolio of 65 projects equivalent of US$28.3 million under execution (as of June 11, 2016). The projects financed by ICSF cover all the IDB borrowing member countries, and involves all the sectors at the Bank. The ICSF has made fruitful efforts to disseminate the work carried out thus far. As the fund proceeds to its closure, it is important that the ICSF continues to enhance its visibility vis-a-vis the Bank’s internal and external audiences and raise awareness for continued impact of the results achieved.

These consultancies will support the ICSF’s strategic dissemination activities by developing communication strategy, dissemination documents and products and supporting to the implementation of the dissemination activities.

1. Consultancy Objectives

This consultancy aims at maintaining and strengthening the Fund’s dissemination effort, of activities with internal and external stakeholders.

1. Activities and Expected Products

The contractual (s) shall perform the following activities:

* Develop a comprehensive dissemination strategy for the results achieved by ICSF.
* Update the ICSF website (in Spanish and English) at the request of the Technical Advisor. Website maintenance, including contents upload, video upload, site design improvement, promotion of website usage and exposure, etc. in alignment with Bank’s technical requirements and the corporate identity.
* Produce the dissemination materials that showcase the results of ICSF in the form of documents with a standardized format and graphic design template for all dissemination materials.
* Produce multimedia dissemination products, including videos, images, infographics demonstrating the results and impact of ICSF funded projects, and include them in the ICSF website and other social media portals to promote the impact and recognition of ICSF.
* Support the organization of BBLs and seminars featuring selected ICSF funded projects; prepare the flyers, banners and invitations needed for promoting the knowledge events. Also provide support to the visual documentation of the knowledge events and utilize these materials for the production of multimedia dissemination products. Coordinate with other IFD managed funds for knowledge events if needed.
* Conduct quality review and control for outsourcing services for the production of dissemination materials, if needed.

1. Schedule of Payments

Payments will be made upon reception of report of activities and/or products.

1. Supervision

* Coordinator: Roberto Manrique, IFD Senior Operations Advisor
* Department/Division: Institutions for Development Sector (IFD/IFD)

1. Characteristics of the consultancy

* Consultancies Category and modality: Product and External Services Contractual (PEC)
* Contract Duration: TDB
* Places of work: Washington DC and other locations

1. Qualifications

* Individual or firm with reputable knowledge, proven experience and a nationally or internationally recognized portfolio in communications, graphic design, corporate image design, editorial design, website design, marketing, multimedia design and/or the production of promotional materials. Proven track record in marketing and PR solutions for projects and operations in the field of international development is a plus.
* Technical Requirements: Firm must propose what technologies they will use to operate the websites and where to host them, and take into consideration that the current IDB technologies for web are SharePoint 2013 or DotNetNuke, or a combination of both. Also the Firm may propose to use Bank equipment or a fully hosted solution. The websites need to be designed and implemented such that Bank employees can update them without intermediation and may be moved to other service providers.
* Language skills: Fluent in English and Spanish.