

Consulting Services to Support the Evaluation of Upstream PPP Technical Assistance and Evidence Generation in Latin America and the Caribbean

Washington D.C, H-Q

We improve lives

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

We are looking for a dynamic, proactive, and results-oriented consultant to support the upstream area of the PPP Unit. As an Upstream Consultant, you will contribute to the assessment of the development effectiveness of upstream PPP technical assistance for all eligible borrowing member countries of the Bank, including the development of diagnostics, analytical tools, evaluation frameworks, and evidence-based knowledge products. The consultant will support the analysis of upstream PPP interventions, the identification of lessons learned and good practices, and the generation of recommendations to strengthen the impact of future upstream PPP support. Additionally, the consultant will assist in the coordination and implementation of analytical activities, stakeholder consultations, and evidence-generation initiatives led by the PPP Unit.

You will work in the PPP Unit, which is part of the Infrastructure and Energy Department. This team is responsible for supporting the Bank's borrowing countries in the implementation of PPP projects through: (i) the development and strengthening of regulatory frameworks and institutional capacity for PPPs; (ii) support in the identification, assessment, and preparation of infrastructure projects to be implemented via PPPs; and (iii) the generation, systematization, and dissemination of knowledge and best practices related to PPPs in infrastructure.

What you'll do

- Support the assessment of the development effectiveness of upstream PPP technical assistance delivered across Latin America and the Caribbean, including the review and analysis of interventions aimed at strengthening PPP enabling environments.
- Contribute to the development of evaluation frameworks, methodologies, diagnostics, and analytical tools to assess the effectiveness of upstream PPP support in areas such as regulatory and institutional frameworks, project preparation, governance, planning, implementation capacity, risk management, and performance monitoring.

- Compile, systematize, and analyze quantitative and qualitative information on upstream PPP interventions, including the development of databases, evidence-generation tools, and analytical products.
- Support stakeholder consultations, interviews, surveys, and workshops with government counterparts, PPP units, development partners, and Bank teams to gather evidence and validate findings.
- Support the preparation of technical notes, evaluation reports, presentations, case studies, and other knowledge products documenting lessons learned, good practices, and recommendations for strengthening upstream PPP support.
- Conduct literature reviews, statistical analyses, and other analytical exercises to identify effectiveness drivers, implementation challenges, and factors associated with successful PPP institutional strengthening outcomes.
- Support the generation of analytical inputs for the Team and Senior Management, including presentations, briefing notes, talking points, and summaries of key findings and recommendations.
- Support the administrative and operational management of upstream PPP analytical activities, including budget tracking, activity reporting, monitoring of internal processes and protocols, and support in the preparation and execution of technical cooperation operations related to upstream PPP initiatives.

What you'll need

- **Education:** University degree in the field of Economics, preferably with a Master's degree in Economics, Statistics, Public Policy or related areas.
- **Experience:** At least 5 years of relevant professional experience in evaluation, statistical and quantitative analysis, research, data analytics, and/or evidence generation related to infrastructure, public-private partnerships (PPPs), public policy, institutional development, or related fields. Experience in the assessment of technical assistance programs, development effectiveness evaluations, and the preparation of analytical reports and knowledge products is highly desirable.
- **Languages:** Excellent command of English and Spanish, oral and written.

Key skills

- Technical track
- Learn continuously
- Collaborate and share knowledge
- Focus on clients
- Communicate and influence
- Innovate and try new things

Requirements

Citizenship: You are a citizen of one of our [48-member countries](#). We may offer assistance with relocation and visa applications for you and your eligible dependents).

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.

Type of contract and duration: International consultant Full-Time, 12 months (up to 36 months).

What we offer

International Consultant:

-A **competitive compensation** package.

-**Leaves and vacations:** 2 days per month of contract + gender-neutral parental leave.

-**Health Insurance:** the IDB Group provides a monthly allowance for the purchase of health insurance

-**Savings plan:** The IDB Group cares about your future, depending on the length of the contract, you will receive a monthly savings plan allowance.

-We offer assistance with **relocation and visa applications** for you and your family when it applies.

-**Hybrid** and **flexible** work schedules

-**Development support:** We offer learning opportunities to boost your professional profile, such as seminars, 1:1 professional counseling, and much more.

-**Health and well-being:** Access to our Health Services Center that provides preventive care and health education for employees.

-**Other perks (country specific):** Lactation Room, Daycare Center, Gym, Bike Racks, Parking, spouse career support, and others.

Our culture

At the IDB, we work so everyone brings their best and authentic selves to work while finding their purpose. Our people consistently strive for excellence, and we recognize and celebrate the impact of their contributions.

In our efforts to drive innovation, we intentionally include all voices, cultivate a sense of belonging and champion fairness. We welcome individuals from underrepresented groups to join us and share their unique perspectives.

We ensure that individuals with disabilities are provided reasonable accommodations to participate in the job interview process. If you require an accommodation to complete this application, please email us at accommodations@iadb.org.

Our Human Resources Team carefully reviews every application.

TERMS OF REFERENCE

Evaluation of the Development Effectiveness of Upstream PPP Technical Assistance in Latin America and the Caribbean

1. Background and Justification

- 1.1. **Over the past three decades, Latin America and the Caribbean (LAC) have made remarkable progress in infrastructure development, with Public-Private Partnerships (PPPs) playing a central role in expanding private investment.** The region has mobilized nearly US\$750 billion in private infrastructure investment—almost 25% more than East Asia and the Pacific, twice the level of South Asia, three times that of developing Europe and Central Asia, and nearly eight times that of Sub-Saharan Africa (World Bank 2024).
- 1.2. **Despite these advances, major challenges remain.** LAC still needs to invest around US\$250 billion per year to close its sustainable infrastructure gap (Brichetti et al. 2021; Álvarez Pagliuca et al. 2022), equivalent to at least 3.12% of GDP annually through 2030.
- 1.3. **Although mobilizing private capital through PPPs is increasingly important to closing LAC's infrastructure gap, higher levels of private participation do not automatically translate into better infrastructure outcomes.** The quality of the institutional, regulatory, planning, and governance frameworks within which PPPs are developed remains a critical determinant of their effectiveness, sustainability, and contribution to long-term development objectives.
- 1.4. **Over the past decade, fourteen countries in LAC have strengthened their PPP enabling environments and PPP markets;** while in 2009 only Chile had the institutional capacity required to properly design and supervise PPP projects in line with international standards, ten years later sixteen countries had established dedicated agencies to promote, support, and monitor private participation in infrastructure (EIU 2014; Economist Impact and IDB 2022, 2024). These advances have improved project preparation, reduced transaction risks, and contributed to stronger pipelines of bankable infrastructure projects, underpinning the region's continued success in mobilizing private investment.
- 1.5. **The Infrascope shows that, although many countries have strengthened their PPP frameworks, significant gaps persist in institutional capacity, regulatory quality, project preparation, transparency, accountability, fiscal management, and access to financing (Economist Impact and IDB 2022, 2024).** These findings suggest that, beyond financing individual transactions, strengthening PPP enabling environments remains an important area of public sector support. Improving the rules, institutions, capacities, and processes through which PPPs are identified, prepared, procured, managed, and evaluated is often a prerequisite for developing sustainable PPP programs capable of delivering high-quality infrastructure and public services.

- 1.6. Over the last decade, the IDBG has supported countries in strengthening PPP enabling environments through upstream technical assistance aimed at improving the institutional, regulatory, planning, fiscal, operational, and evaluation frameworks that shape PPP development.** Between 2018 and 2026 alone, more than 70 technical assistance operations were delivered across 18 countries, spanning diverse institutional contexts and levels of PPP market maturity. These interventions have generally focused on five dimensions: (i) regulatory and institutional frameworks for PPPs; (ii) PPP planning, prioritization, and capacity building; (iii) sustainability, project preparation, and financing-related frameworks; (iv) risk management, monitoring, and contract supervision mechanisms; and (v) ex post evaluation, performance measurement, and impact assessment. The breadth and diversity of this portfolio provide an important opportunity to generate evidence on how upstream technical assistance contributes to strengthening PPP ecosystems and under what conditions such support is most effective.
- 1.7. As upstream PPP support approaches its first decade of implementation at scale, a key question is not only whether technical assistance activities were delivered as planned, but also whether they effectively contributed to stronger PPP enabling environments,** enhanced institutional capacities, improved project preparation and sustainability practices, stronger governance and contract management arrangements, and ultimately more effective infrastructure delivery. Although individual interventions have generated valuable experiences across countries with different levels of PPP market maturity, the available evidence remains fragmented and has not been systematically analyzed across the portfolio. In more mature PPP markets, support has often focused on refining institutional arrangements, strengthening project preparation processes, and enhancing sustainability and contract management frameworks, while in less developed PPP ecosystems it has primarily centered on establishing foundational legal, regulatory, and planning frameworks and building public sector capacities. However, the extent to which these different approaches have generated durable institutional improvements, supported project development, strengthened PPP performance, and contributed to measurable development outcomes remains an empirical question requiring systematic assessment.
- 1.8. Understanding the effectiveness of past technical assistance efforts will help inform future support strategies, strengthen the design of PPP interventions, improve the targeting and prioritization of resources, and contribute to institutional learning within the Bank and among its counterparts.** More broadly, the initiative will facilitate the sharing of knowledge and lessons learned across the region, enabling countries with less

developed PPP frameworks to draw on the experience, good practices, and successes of more mature PPP ecosystems.

2. Objectives

- 2.1.** Assess the effectiveness of upstream PPP technical assistance provided since 2018, encompassing more than 60 interventions across 18 countries in Latin America and the Caribbean, in strengthening PPP enabling environments, and generate evidence-based lessons and recommendations to enhance the impact of future upstream PPP support.

3. Key Activities

- 3.1. Portfolio Review and Mapping.** Compilation and review of upstream PPP technical assistance interventions delivered since 2018 across LAC; Classification of interventions by type of support, thematic area, country, and level of PPP market maturity.
- 3.2. Development Effectiveness Assessment.** Collection and analysis of available project, country, and portfolio data; Conduction of case studies and comparative analyses across countries and intervention types; Assessment of the contribution of individual technical assistance to the strengthening of PPP enabling environments, including regulatory and institutional frameworks, project preparation, governance, planning, implementation capacity, risk management, and performance monitoring; Analysis of the results chain linking inputs, activities, outputs, and outcomes.
- 3.3. Stakeholder Consultations.** Interviews with key stakeholders, including government counterparts, PPP agencies, IDB teams, and private-sector representatives; Validation of findings and identification of success factors, challenges, and implementation lessons.
- 3.4. Identification of Effectiveness Drivers.** Analysis of the conditions under which different forms of upstream support are most effective; Assessment of how results vary across different country contexts and levels of PPP market development.
- 3.5. Lessons Learned and Recommendations.** Summary of findings into practical lessons and evidence-based recommendations; Identification of opportunities to improve the design, targeting, monitoring, and impact of future upstream PPP support.

4. Expected Results and Deliverables

- 4.1. Expected results**

- 4.1.1. Comprehensive evidence on the effectiveness of upstream PPP technical assistance delivered since 2018.
- 4.1.2. Improved understanding of how upstream support contributes to stronger PPP enabling environments.
- 4.1.3. Identification of key success factors, constraints, and contextual drivers affecting results.
- 4.1.4. Evidence on which types of technical assistance generate the greatest value under different PPP market conditions.
- 4.1.5. Actionable recommendations to enhance the effectiveness and impact of future upstream PPP support.
- 4.1.6. Strengthened evidence base for the Bank's PPP agenda and IDBImpact+.

4.2. Deliverables

- 4.2.1. **Inception Report.** Evaluation framework, methodology, work plan, and data collection approach.
- 4.2.2. **Portfolio Mapping and Diagnostic Note.** Inventory and characterization of upstream PPP technical assistance interventions.
- 4.2.3. **Stakeholder Consultation Summary.** Findings from interviews, consultations, and validation workshops.
- 4.2.4. **Evaluation Report.** Comprehensive assessment of development effectiveness, evidence, conclusions, and recommendations.
- 4.2.5. **Knowledge Product.** Lessons learned and good practices for designing and implementing future upstream PPP technical assistance interventions.

5. Project Schedule and Milestones

- Inception Report (methodology, work plan, and evaluation framework): 15 calendar days after contract signature.
- Portfolio review, stakeholder consultations, and evidence collection completed: 180 calendar days after contract signature.
- Draft Evaluation Report: 240 calendar days after contract signature.
- Final Evaluation Report and knowledge products: 300 calendar days after contract signature.

6. Supervision and Reporting

All reports and documents shall be submitted for approval to the TC Team Leader, Ancor Suarez (ancors@iadb.org), with copies to the Alternate Team Leaders, Pilar Castrosin (mcastrosin@iadb.org).

7. Payment Schedule

Component	Description	Value (US\$)
-----------	-------------	--------------

Inception Phase	Submission and approval of the Inception Report, including methodology, evaluation framework, work plan, and data collection strategy.	30,000
Portfolio Review and Evidence Collection	Completion of portfolio mapping, document review, stakeholder consultations, and data collection activities.	45,000
Final Evaluation Report and Knowledge Products	Submission and approval of the Final Evaluation Report, Executive Summary, presentation materials, and final recommendations.	75,000

*Payments will be made once the Bank has reviewed, accepted, and received the reports to its full satisfaction, and any requested adjustments or modifications have been completed.

** Eligible consulting firms may be international or national firms legally incorporated in a member country of the Bank. Interested firms should provide information demonstrating that they have the required qualifications and relevant experience to perform the services.

Consulting Services in Support of the Public-Private Partnerships (PPP) Unit's Upstream Activities: Institutional Strengthening and Application of Evidence-Based Solutions

Washington D.C, H-Q

We improve lives

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people

find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

We are looking for a dynamic, proactive, and results-oriented consultant to support the upstream area of the PPP Unit. As an Upstream Consultant, you will contribute to the design and implementation of institutional strengthening initiatives aimed at improving PPP enabling environments **in all eligible borrowing member countries of the Bank** across Latin America and the Caribbean. The consultant will support the development of diagnostics, action plans, technical recommendations, capacity-building activities, and analytical tools to strengthen regulatory frameworks, institutional capacity, governance systems, project preparation processes, and PPP management practices. Additionally, the consultant will assist in the coordination and implementation of technical assistance activities with public-sector counterparts and other stakeholders across the region.

You will work in the PPP Unit, which is part of the Infrastructure and Energy Department. This team is responsible for supporting the Bank's borrowing countries in the implementation of PPP projects through: (i) the development and strengthening of regulatory frameworks and institutional capacity for PPPs; (ii) support in the identification, assessment, and preparation of infrastructure projects to be implemented via PPPs; and (iii) the generation, systematization, and dissemination of knowledge and best practices related to PPPs in infrastructure.

What you'll do

- Support the assessment of institutional, regulatory, and operational gaps affecting PPP enabling environments in countries across Latin America and the Caribbean.
- Contribute to the design and implementation of country-specific institutional strengthening initiatives aimed at improving PPP frameworks, governance arrangements, and implementation capacity.
- Prepare diagnostics, technical notes, action plans, roadmaps, and recommendations to strengthen PPP regulatory and institutional frameworks.
- Support technical assistance activities related to PPP planning, project identification, prioritization, preparation, procurement, contract management, monitoring, and performance evaluation.
- Assist public-sector counterparts in the adoption of good practices, standards, methodologies, and tools to improve PPP effectiveness and transparency.
- Support the design and delivery of capacity-building activities, training programs, workshops, and knowledge-sharing sessions for government officials and PPP practitioners.

- Develop analytical products, presentations, guidance materials, and operational tools to support institutional strengthening efforts.
- Conduct benchmarking exercises and comparative analyses of PPP practices, institutional arrangements, and governance models across countries.
- Support the generation of analytical inputs for the Team and Senior Management, including presentations, briefing notes, talking points, and summaries of key findings and recommendations.
- Assist in the coordination, monitoring, and reporting of technical assistance activities and institutional strengthening initiatives led by the PPP Unit.
- Support the administrative and operational management of upstream PPP activities, including budget tracking, activity reporting, monitoring of internal processes and protocols, and support in the preparation and execution of technical cooperation operations.

What you'll need

- **Education:** University degree in the field of Economics, preferably with a Master's degree in Economics, Statistics, Public Policy or related areas.
- **Experience:** At least 5 years of relevant professional experience in public-private partnerships (PPPs), infrastructure policy, institutional strengthening, public sector reform, infrastructure planning, project preparation, regulatory frameworks, governance, capacity building, or related fields. Experience providing technical assistance to governments, developing institutional diagnostics and reform recommendations, and supporting the implementation of PPP-related initiatives is highly desirable.
- **Languages:** Excellent command of English and Spanish, oral and written.

Key skills

- Technical track
- Learn continuously
- Collaborate and share knowledge
- Focus on clients
- Communicate and influence
- Innovate and try new things

Requirements

Citizenship: You are a citizen of one of our [48-member countries](#). We may offer assistance with relocation and visa applications for you and your eligible dependents).

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.

Type of contract and duration: International consultant Full-Time, 12 months (up to 36 months).

What we offer

International Consultant:

-A **competitive compensation** package.

-**Leaves and vacations:** 2 days per month of contract + gender-neutral parental leave.

-**Health Insurance:** the IDB Group provides a monthly allowance for the purchase of health insurance

-**Savings plan:** The IDB Group cares about your future, depending on the length of the contract, you will receive a monthly savings plan allowance.

-We offer assistance with **relocation and visa applications** for you and your family when it applies.

-**Hybrid and flexible** work schedules

-**Development support:** We offer learning opportunities to boost your professional profile, such as seminars, 1:1 professional counseling, and much more.

-**Health and well-being:** Access to our Health Services Center that provides preventive care and health education for employees.

-**Other perks (country specific):** Lactation Room, Daycare Center, Gym, Bike Racks, Parking, spouse career support, and others.

Our culture

At the IDB, we work so everyone brings their best and authentic selves to work while finding their purpose. Our people consistently strive for excellence, and we recognize and celebrate the impact of their contributions.

In our efforts to drive innovation, we intentionally include all voices, cultivate a sense of belonging and champion fairness. We welcome individuals from underrepresented groups to join us and share their unique perspectives.

We ensure that individuals with disabilities are provided reasonable accommodations to participate in the job interview process. If you require an accommodation to complete this application, please email us at accommodations@iadb.org.

Our Human Resources Team carefully reviews every application.

TERMS OF REFERENCE

Application of Evidence-Based Solutions to Strengthen PPP Enabling Environments in Latin America and the Caribbean

1. Background and Justification

- 1.1. Over the past three decades, Latin America and the Caribbean (LAC) have made remarkable progress in infrastructure development, with Public-Private Partnerships (PPPs) playing a central role in expanding private investment.** The region has mobilized nearly US\$750 billion in private infrastructure investment—almost 25% more than East Asia and the Pacific, twice the level of South Asia, three times that of developing Europe and Central Asia, and nearly eight times that of Sub-Saharan Africa (World Bank 2024).

- 1.2. **Despite these advances, major challenges remain.** LAC still needs to invest around US\$250 billion per year to close its sustainable infrastructure gap (Brichetti et al. 2021; Álvarez Pagliuca et al. 2022), equivalent to at least 3.12% of GDP annually through 2030.
- 1.3. **Although mobilizing private capital through PPPs is increasingly important to closing LAC's infrastructure gap, higher levels of private participation do not automatically translate into better infrastructure outcomes.** The quality of the institutional, regulatory, planning, and governance frameworks within which PPPs are developed remains a critical determinant of their effectiveness, sustainability, and contribution to long-term development objectives.
- 1.4. **Over the past decade, fourteen countries in LAC have strengthened their PPP enabling environments and PPP markets;** while in 2009 only Chile had the institutional capacity required to properly design and supervise PPP projects in line with international standards, ten years later sixteen countries had established dedicated agencies to promote, support, and monitor private participation in infrastructure (EIU 2014; Economist Impact and IDB 2022, 2024). These advances have improved project preparation, reduced transaction risks, and contributed to stronger pipelines of bankable infrastructure projects, underpinning the region's continued success in mobilizing private investment.
- 1.5. **The Infrascope shows that, although many countries have strengthened their PPP frameworks, significant gaps persist in institutional capacity, regulatory quality, project preparation, transparency, accountability, fiscal management, and access to financing (Economist Impact and IDB 2022, 2024).** These findings suggest that, beyond financing individual transactions, strengthening PPP enabling environments remains an important area of public sector support. Improving the rules, institutions, capacities, and processes through which PPPs are identified, prepared, procured, managed, and evaluated is often a prerequisite for developing sustainable PPP programs capable of delivering high-quality infrastructure and public services.
- 1.6. **Over the last decade, the IDBG has supported countries in strengthening PPP enabling environments through upstream technical assistance aimed at improving the institutional, regulatory, planning, fiscal, operational, and evaluation frameworks that shape PPP development.** Between 2018 and 2026 alone, more than 70 technical assistance operations were delivered across 18 countries, spanning diverse institutional contexts and levels of PPP market maturity. These interventions have generally focused on five dimensions: (i) regulatory and institutional frameworks for PPPs; (ii) PPP planning, prioritization, and capacity building; (iii) sustainability, project preparation, and financing-related frameworks; (iv) risk management, monitoring, and contract supervision mechanisms; and (v) ex post evaluation, performance measurement, and impact assessment. The breadth and diversity of this portfolio provide an important opportunity to generate evidence on how upstream technical assistance contributes to strengthening PPP ecosystems and under what conditions such support is most effective.

- 1.7. **As upstream PPP support approaches its first decade of implementation at scale, a key question is not only whether technical assistance activities were delivered as planned, but also whether they effectively contributed to stronger PPP enabling environments**, enhanced institutional capacities, improved project preparation and sustainability practices, stronger governance and contract management arrangements, and ultimately more effective infrastructure delivery. Although individual interventions have generated valuable experiences across countries with different levels of PPP market maturity, the available evidence remains fragmented and has not been systematically analyzed across the portfolio. In more mature PPP markets, support has often focused on refining institutional arrangements, strengthening project preparation processes, and enhancing sustainability and contract management frameworks, while in less developed PPP ecosystems it has primarily centered on establishing foundational legal, regulatory, and planning frameworks and building public sector capacities. However, the extent to which these different approaches have generated durable institutional improvements, supported project development, strengthened PPP performance, and contributed to measurable development outcomes remains an empirical question requiring systematic assessment.
- 1.8. **Understanding the effectiveness of past technical assistance efforts will help inform future support strategies, strengthen the design of PPP interventions, improve the targeting and prioritization of resources, and contribute to institutional learning within the Bank and among its counterparts.** More broadly, the initiative will facilitate the sharing of knowledge and lessons learned across the region, enabling countries with less developed PPP frameworks to draw on the experience, good practices, and successes of more mature PPP ecosystems.

2. Objectives

- 2.1. Support the application of evidence-based solutions to strengthen PPP enabling environments by translating the findings and lessons from the evaluation of upstream PPP technical assistance into targeted institutional strengthening actions tailored to each country's needs, priorities, and level of PPP market maturity.

3. Key Activities

- 3.1. **Country Selection and Needs Assessment.** Assessment of country-specific gaps, constraints, and opportunities to strengthen PPP enabling environments.
- 3.2. **Institutional Strengthening Roadmaps.** Development of tailored institutional strengthening roadmaps and action plans;
- 3.3. **Capacity Building.** Support the strengthening of infrastructure planning, project identification, prioritization, and/or preparation processes, including the integration of best practices into national PPP programs and pipelines. This activity will also enhance

governance, risk management, contract management, monitoring, and performance evaluation systems, while promoting transparency and accountability throughout the PPP lifecycle. In addition, it will support the incorporation of sustainability, resilience, and long-term value-for-money considerations into PPP frameworks and practices.

- 3.4. Knowledge Transfer.** Design and delivery of training activities, workshops, and technical assistance for public sector counterparts; Dissemination of regional good practices and evidence-based approaches.

4. Expected Results and Deliverables

4.1. Expected results

- 4.1.1. Evidence-based institutional strengthening actions implemented, aligned with country priorities and PPP market maturity levels.
- 4.1.2. Enhanced PPP enabling environments through improvements in regulatory and institutional frameworks, governance arrangements, and operational processes.
- 4.1.3. Strengthened public-sector capacity for PPP planning, prioritization, project preparation, implementation, and oversight.
- 4.1.4. Improved governance, risk management, monitoring, and performance evaluation systems to support more transparent and effective PPP programs.
- 4.1.5. Integration of sustainability, resilience, and value-for-money considerations into PPP policies, frameworks, and project development processes.
- 4.1.6. Enhanced knowledge sharing and regional learning on effective approaches to strengthening PPP enabling environments.

4.2. Deliverables

- 4.2.1. **Country Needs Assessment Report.** Assessment of institutional gaps, priorities, and opportunities in up to three selected countries.
- 4.2.2. **Country-Specific Action Plans/Roadmaps. Tailored institutional strengthening plans.**
- 4.2.3. **Technical Assistance Outputs.** Technical notes, policy recommendations, draft regulations, guidelines, manuals, or institutional reform proposals, as applicable to each country.
- 4.2.4. **Capacity-Building Materials.** Training programs, workshop materials, presentations, and knowledge products developed and delivered to key stakeholders.
- 4.2.5. **Final Component Report.** Summary of activities, results achieved, institutional strengthening actions implemented, lessons learned, and recommendations for future support.

5. Project Schedule and Milestones

- Inception Report and Country Selection Methodology: within 30 calendar days of contract signature.
- Country Needs Assessments and Gap Analyses for Selected Countries: within 90 calendar days of contract signature.
- Country-Specific Institutional Strengthening Action Plans/Roadmaps: within 150 calendar days of contract signature.

- Implementation of Technical Assistance and Capacity-Building Activities: completed within 270 calendar days of contract signature.
- Final Component Report and Knowledge Products, documenting institutional strengthening actions, results achieved, and recommendations for scaling and replication: within 360 calendar days of contract signature.

6. Supervision and Reporting

All reports and documents shall be submitted for approval to the TC Team Leader, Ancor Suarez (ancors@iadb.org), with copies to the Alternate Team Leaders, Pilar Castrosin (mcastrosin@iadb.org).

7. Payment Schedule

Component	Description	Value (US\$)
Inception Phase	Submission and approval of the Inception Report, including country selection methodology, work plan, and implementation approach.	30,000
Country Needs Assessments and Action Plans	Completion of country diagnostics, gap analyses, and country-specific institutional strengthening roadmaps for up to four countries.	50,000
Implementation of Institutional Strengthening Activities	Delivery of technical assistance, capacity-building activities, and support for strengthening PPP frameworks, planning, governance, risk management, monitoring, and sustainability practices.	70,000
Final Results and Knowledge Products	Submission and approval of the Final Component Report, lessons learned, knowledge products, and recommendations for scaling and replication.	50,000

*Payments will be made once the Bank has reviewed, accepted, and received the reports to its full satisfaction, and any requested adjustments or modifications have been completed.

**Eligible consulting firms may be international or national firms legally incorporated in a member country of the Bank. Interested firms should provide information demonstrating that they have the required qualifications and relevant experience to perform the services.

TERMS OF REFERENCE

Knowledge Sharing, Regional Dialogue, and Dissemination of Lessons Learned for strengthening PPP Enabling Environments in Latin America and the Caribbean

1. Background and Justification

- 1.1. Over the past three decades, Latin America and the Caribbean (LAC) have made remarkable progress in infrastructure development, with Public-Private Partnerships (PPPs) playing a central role in expanding private investment.** The region has mobilized nearly US\$750 billion in private infrastructure investment—almost 25% more than East Asia and the Pacific, twice the level of South Asia, three times that of developing Europe and Central Asia, and nearly eight times that of Sub-Saharan Africa (World Bank 2024).
- 1.2. Despite these advances, major challenges remain.** LAC still needs to invest around US\$250 billion per year to close its sustainable infrastructure gap (Brichetti et al. 2021; Álvarez Pagliuca et al. 2022), equivalent to at least 3.12% of GDP annually through 2030.
- 1.3. Although mobilizing private capital through PPPs is increasingly important to closing LAC's infrastructure gap, higher levels of private participation do not automatically translate into better infrastructure outcomes.** The quality of the institutional, regulatory, planning, and governance frameworks within which PPPs are developed remains a critical

determinant of their effectiveness, sustainability, and contribution to long-term development objectives.

- 1.4. Over the past decade, fourteen countries in LAC have strengthened their PPP enabling environments and PPP markets;** while in 2009 only Chile had the institutional capacity required to properly design and supervise PPP projects in line with international standards, ten years later sixteen countries had established dedicated agencies to promote, support, and monitor private participation in infrastructure (EIU 2014; Economist Impact and IDB 2022, 2024). These advances have improved project preparation, reduced transaction risks, and contributed to stronger pipelines of bankable infrastructure projects, underpinning the region's continued success in mobilizing private investment.
- 1.5. The Infrascope shows that, although many countries have strengthened their PPP frameworks, significant gaps persist in institutional capacity, regulatory quality, project preparation, transparency, accountability, fiscal management, and access to financing (Economist Impact and IDB 2022, 2024).** These findings suggest that, beyond financing individual transactions, strengthening PPP enabling environments remains an important area of public sector support. Improving the rules, institutions, capacities, and processes through which PPPs are identified, prepared, procured, managed, and evaluated is often a prerequisite for developing sustainable PPP programs capable of delivering high-quality infrastructure and public services.
- 1.6. Over the last decade, the IDBG has supported countries in strengthening PPP enabling environments through upstream technical assistance aimed at improving the institutional, regulatory, planning, fiscal, operational, and evaluation frameworks that shape PPP development.** Between 2018 and 2026 alone, more than 70 technical assistance operations were delivered across 18 countries, spanning diverse institutional contexts and levels of PPP market maturity. These interventions have generally focused on five dimensions: (i) regulatory and institutional frameworks for PPPs; (ii) PPP planning, prioritization, and capacity building; (iii) sustainability, project preparation, and financing-related frameworks; (iv) risk management, monitoring, and contract supervision mechanisms; and (v) ex post evaluation, performance measurement, and impact assessment. The breadth and diversity of this portfolio provide an important opportunity to generate evidence on how upstream technical assistance contributes to strengthening PPP ecosystems and under what conditions such support is most effective.
- 1.7. As upstream PPP support approaches its first decade of implementation at scale, a key question is not only whether technical assistance activities**

were delivered as planned, but also whether they effectively contributed to stronger PPP enabling environments, enhanced institutional capacities, improved project preparation and sustainability practices, stronger governance and contract management arrangements, and ultimately more effective infrastructure delivery. Although individual interventions have generated valuable experiences across countries with different levels of PPP market maturity, the available evidence remains fragmented and has not been systematically analyzed across the portfolio. In more mature PPP markets, support has often focused on refining institutional arrangements, strengthening project preparation processes, and enhancing sustainability and contract management frameworks, while in less developed PPP ecosystems it has primarily centered on establishing foundational legal, regulatory, and planning frameworks and building public sector capacities. However, the extent to which these different approaches have generated durable institutional improvements, supported project development, strengthened PPP performance, and contributed to measurable development outcomes remains an empirical question requiring systematic assessment.

- 1.8. Understanding the effectiveness of past technical assistance efforts will help inform future support strategies, strengthen the design of PPP interventions, improve the targeting and prioritization of resources, and contribute to institutional learning within the Bank and among its counterparts.** More broadly, the initiative will facilitate the sharing of knowledge and lessons learned across the region, enabling countries with less developed PPP frameworks to draw on the experience, good practices, and successes of more mature PPP ecosystems.

2. Objectives

- 2.1.** Promote knowledge exchange, regional dialogue, and the dissemination of lessons learned and good practices to strengthen PPP enabling environments across Latin America and the Caribbean, fostering the adoption of evidence-based approaches that improve the effectiveness, transparency, and development impact of PPP programs.

3. Key Activities

- 3.1. Development of a Knowledge Dissemination Strategy.** Design and implementation of a communication and knowledge-sharing plan to disseminate lessons learned, good practices, and evidence-based approaches.

- 3.2. Organization and Support of Regional Events.** Support the planning and delivery of PPP Americas 2027, PPP Network events, webinars, workshops, and other regional knowledge-sharing platforms.
- 3.3. Facilitation of Regional Dialogue.** Promote discussions among governments, PPP agencies, private-sector stakeholders, development partners, academia, and practitioners on PPP policies, institutional reforms, technical assistance approaches, and performance.
- 3.4. Development of Knowledge Products.** Prepare case studies, policy briefs, technical notes, presentations, and other materials documenting lessons learned and successful approaches.
- 3.5. Stakeholder Engagement and Outreach.** Strengthen regional networks and partnerships to encourage continuous collaboration and learning on PPP development.

4. Expected Results and Deliverables

4.1. Expected results

- 4.1.1. Increased awareness and dissemination of lessons learned, good practices, and evidence-based approaches for strengthening PPP enabling environments.
- 4.1.2. Enhanced regional dialogue and collaboration among governments, PPP practitioners, development partners, and private-sector stakeholders.
- 4.1.3. Strengthened regional networks and communities of practice focused on PPPs and sustainable infrastructure development.
- 4.1.4. Improved access to knowledge resources and practical guidance for PPP policymakers and practitioners.

4.2. Deliverables

- 4.2.1. **Knowledge Sharing and Dissemination Strategy.** Communication, outreach, and engagement plan.
- 4.2.2. **Knowledge Products.** Policy briefs, case studies, technical notes, presentations, and lessons-learned documents.
- 4.2.3. **Regional Event Materials.** Agendas, discussion papers, presentations, and event summary reports.
- 4.2.4. **Regional Lessons Learned Report.** Consolidated documentation of key lessons, good practices, and recommendations emerging from regional discussions and knowledge-sharing activities.

5. Project Schedule and Milestones

- Knowledge Sharing and Dissemination Strategy: within 30 calendar days of contract signature.

- Preparation of Knowledge Products and Event Workplan: within 90 calendar days of contract signature.
- Regional Workshops, Webinars, and PPP Network Activities Implemented: within 240 calendar days of contract signature.
- Final Dissemination Report and Knowledge Products: within 360 calendar days of contract signature.

6. Supervision and Reporting

All reports and documents shall be submitted for approval to the TC Team Leader, Ancor Suarez (ancors@iadb.org), with copies to the Alternate Team Leaders, Pilar Castrosin (mcastrosin@iadb.org).

7. Payment Schedule

Component	Description	Value (US\$)
Knowledge Sharing Strategy	Submission and approval of the knowledge-sharing, communication, and stakeholder engagement strategy.	60,000
Knowledge Products Development	Preparation of policy briefs, case studies, technical notes, presentations, and dissemination materials.	60,000
Regional Events and Dialogue Activities	Organization and implementation of PPP Americas, PPP Network activities, workshops, webinars, and peer-learning events.	120,000
Final Reporting and Dissemination	Submission and approval of the Regional Lessons Learned Report and Final Dissemination Report.	60,000

*Payments will be made once the Bank has reviewed, accepted, and received the reports to its full satisfaction, and any requested adjustments or modifications have been completed.

** Eligible consulting firms may be international or national firms legally incorporated in a member country of the Bank. Interested firms should provide information demonstrating that they have the required qualifications and relevant experience to perform the services.

