

## TC DOCUMENT

### I. Basic Information for TC

▪ Country/Region:	Trinidad and Tobago/CCB
▪ TC Name:	Becoming a Woman: Creating Safe spaces for At-Risk Girls and Young Women in Trinidad and Tobago
▪ TC Number:	TT-T1050
▪ Associated Loan/Guarantee Name:	Women’s City Centres for Trinidad and Tobago
▪ Associated Loan/Guarantee Number:	TT-L1037
▪ Team Leader/Members:	Adria Armbrister (GDI/CCO), Team Leader; Gabriela Vega (SCL/GDI); Dana King (ICS/CTT); Tiphani Burrell-Piggott (SPH/CTT); Vashtie Dookiesingh (MIF/CTT); Shirley Gayle (FMP/CTT); Gregory Dunbar (FMP/CTT); Dorri Agostini (CCB/CTT); Neeca Brathwaite (CCB/CTT); Mónica Lugo (LEG/SGO); and Lina Uribe (SCL/GDI).
▪ Date of TC Abstract authorization:	December 3, 2013
▪ Beneficiary:	300 adults and 600 children and adolescents in the communities of East Port of Spain; Maloney Gardens and Princes Town
▪ Executing Agency and contact name (Organization or entity responsible for executing the TC Programme)	Network of NGOs of Trinidad and Tobago for the Advancement of Women, networkngo@mail.tt; Hazel Brown, +868.627.4807/ +868.686.7710
▪ Donors providing funding:	Japanese Poverty Reduction Program (JPO)
▪ IDB Funding Requested:	US\$891,000
▪ Local counterpart funding, if any:	US\$99,000
▪ Disbursement period (which includes Execution period):	42 months for disbursement 36 months for execution
▪ Required start date:	May 18, 2014
▪ Types of consultants:	Individual and firm
▪ Prepared by Unit:	Gender and Diversity Division (SCL/GDI)
▪ Unit of Disbursement Responsibility:	CCB/CTT
▪ TC Included in Country Strategy (y/n):	N
▪ TC included in CPD (y/n):	N
▪ GCI-9 Sector Priority:	Social policy for equity and productivity

### II. Description of the Associated Loan/Guarantee

- 2.1 The general objective of the IDB-financed Women’s City project in Trinidad and Tobago (TT-L1037) is to contribute to improving the living conditions of women by providing essential public services through comprehensive service centers called Women’s City Centers (WCC). The project will finance the design of WCCs for Port of Spain, to serve the North and Northeast, and San Fernando, to serve the Southern and Central regions of Trinidad.

### III. Objectives and Justification of the TC

- 3.1 The objective of this TC is to reduce the influence of social norms that perpetuate the social and economic exclusion of girls and young women in East Port of Spain, Maloney and Princes Town in the Southern region of the country. The project will finance the costs of carrying out safe spaces programming for the delivery of a set of innovative and replicable interventions to develop life skills and self-identity in girls and young women and community support for girls’

management of their sexuality, personal safety, and social and economic well-being. The project will pilot a methodology of outreach to adolescent girls proposed by the Network of NGOs of Trinidad and Tobago for the Advancement of Women (Annex I, Non objection letter) that, if successful, will be incorporated into the Community Education module of the Women's City Centre Programme to be considered by the IDB Board for approval in 2014.<sup>1</sup>

- 3.2 Experiences with the Safe spaces model have been limited in Latin America and the Caribbean. The most well-known model was adapted for Indigenous Guatemalan girls by the international NGO Population Council from African (Burkina Faso; Egypt; Ethiopia; Ghana; Kenya; South Africa; and Uganda) and South Asian (Bangladesh and India) experiences with the creation of these spaces. According to the Population Council, "a 'safe space' generally means a girl-only space...[because] public spaces are often inhabited largely by men."<sup>2</sup> Known as *Abriendo Oportunidades* (Opening Opportunities), the Guatemalan program has yet to be evaluated quantitatively for its impacts on girls' empowerment,<sup>3</sup> but qualitative evaluations show improvements in girls' future planning (pregnancy planning and career); knowledge (in the areas of sex and sexuality and violence against women); and financial literacy and savings. This project, therefore, will be the first known girls' empowerment program of its kind in Trinidad and Tobago and will borrow some elements of the *Abriendo Oportunidades* model, as the goal is to improve outcomes for girls in similar areas (future planning; health-related knowledge; and financial literacy and savings).
- 3.3 This project seeks to address the needs of a specific group of youth in Trinidad and Tobago: the girls and young women aged 10-25 who are most at risk for sexual health issues, low educational achievement and unemployment. National data and studies show that an alarming number of girls drop out of school because they become pregnant or are forced to marry at an early age.<sup>4</sup> The Ministry of Health indicates that a total of 8,767 teenage mothers, including 8 below the age of 12, gave birth to babies in local public hospitals from 2008 to 2012. The Ministry went on to note that the highest number of pregnancies was in the 17 – 19 age group with a total of 6,996 births; the 13 – 16 age group had 1,763 births. In 2012, it was reported that in 82% of cases the fathers of the children birthed by adolescents aged 13-19 years were adult males between 20 and 39 years of age<sup>5</sup> and a recent University of the West Indies and Ministry of Education study<sup>6</sup> found that between 2008 to 2012, of the 153 reported cases of adolescent pregnancy reported to the school system (15 in Victoria; 52 in Port of Spain; 26 in St. George East; 44 in Caroni; 4 in the North-eastern district; 3 in the South-eastern district; and 9 in the St. Patrick district), approximately 81 girls (53%) returned to school and 54 completed their education up to Form five.
- 3.4 Similarly, the prevalence of Sexually Transmitted Infections (STIs) is also high among young women 15- 24 years. UNAIDS refers to the increased risk of contracting HIV/AIDS among girls in this age group in Trinidad and Tobago as "the feminization of HIV among youth" and

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<sup>1</sup> Preliminary qualitative evaluation of the Women's City Centers in El Salvador has shown that the model has fallen short in its indices of attention and services delivered to adolescent girls. New adaptations of the Women's City model will attempt to improve this indicator taking into account local contexts.

<sup>2</sup> Baldwin, Wendy. 2011. "Creating 'Safe spaces' for Adolescent Girls" in *Promoting Healthy, Safe and Productive Transitions to Adulthood*; Population Council; Brief no. 39; May. Available online: [http://www.popcouncil.org/pdfs/TABriefs/39\\_SafeSpaces.pdf](http://www.popcouncil.org/pdfs/TABriefs/39_SafeSpaces.pdf)

<sup>3</sup> The IDB is financing a significant portion of the impact evaluation and the expansion of the *Abriendo Oportunidades* program through projects ATN/MG-13064-RG and ATN/OC-13781-RG. The *Abriendo Oportunidades* page on the Population Council website prives more information on the intervention model and study results: <http://www.popcouncil.org/research/abriendo-opportunidades-opening-opportunities>.

<sup>4</sup> Trinidad and Tobago Central Statistics Office, 2012.

<sup>5</sup> Ibid.

<sup>6</sup> Taitt, Ria. February 4, 2014. "Rape Horror." Trinidad Express newspaper. Available online at: <http://www.trinidadexpress.com/news/RAPE-HORROR-243609751.html>

attributes the phenomenon to an increase in intergenerational heterosexual relationships, transactional sex, inability to negotiate condom use and higher poverty rates among young women 15-24.<sup>7</sup> Trinidad and Tobago has also been reported to have a cervical cancer rate that is two times higher than the worldwide average. A University of the West Indies/Ministry of Health study in 2012 revealed that 35% of healthy women in Trinidad and Tobago aged 16 to 65 were found to be HPV DNA positive in the cervix and that the most prevalent strains of HPV were 16 and 18, those found to cause 70% of cervical cancers.<sup>8</sup>

- 3.5 The problems confronting youth including girls in the three intervention areas—East Port of Spain (EPOS); Maloney; and Princes Town, which have some of the highest crime areas of the country— mirror those faced by girls and women nationally and include youth crime, adverse economic, social and family conditions and low educational achievement. There is an unmet need for programs that both empower girls directly and also empower their communities to invest in and value young women’s lives. The need is also confirmed by available national statistics: Trinidad and Tobago is among the top countries worldwide in indices of female obesity and ranks among the top four obese countries in the English-Speaking Caribbean. In areas like EPOS and in urban vulnerable areas of San Fernando in the southern part of the country, hypertension is the most prevalent non-communicable disease among women (around 40% of women) followed by diabetes (around 30% of women). Given the high prevalence of violence in the target communities, many residents, especially women and girls, have less access to exercise and proper nutrition.<sup>9</sup>
- 3.6 This TC supports both the GCI-9 priority for social policy for equity and productivity and the IDB Country Strategy with Trinidad and Tobago 2011-2015 (GN-2638) for education, since the project will increase the total number of youth and adults in Trinidad and Tobago trained in issues of gender equality; sex and sexuality; financial health and physical fitness; and will increase the number of employable girls and young women from high unemployment regions of the country.
- 3.7 In addition, the loan project to which the TC contributes also supports the GCI-9 priority for social policy for equity and productivity, since the project will increase women’s labor market productivity and will provide opportunities for women in Trinidad and Tobago to receive training that can help them move from the informal sector to formal employment. Finally, the project supports the direct investment directive of the IDB’s Operational Policy on Gender Equality in Development (GN-2351-10) through its support to the areas of women’s labor market empowerment, the promotion of reproductive health and attention to at-risk youth.

#### **IV. Description of Activities/Components and Budget**

- 4.1 The project will consist of three components:
- 4.2 **Component 1. Building Confidence and Self Esteem in Girls and Young Women.** This component will finance the organization of three community safe spaces for girls and young women, one per community. Participant girls and young women will be selected through an application process that will target girls between 10 and 25 years of age at highest risk for physical and sexual violence or pregnancy (e.g., previous pregnancy, self-reported experience of family violence), but will also aim to preserve a class balance, including local girls who attend highly ranked schools outside of the community. Both school-aged and young adult women in these high-risk communities will be invited through an intensive advertising campaign to apply to the safe spaces program using either a written or verbal application (for those applicants with low

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<sup>7</sup> UNAIDS. 2012. Global AIDS Response Progress: Trinidad and Tobago Country Progress Report January 2010-December 2011. Available online at:

[http://www.unaids.org/en/dataanalysis/knowyourresponse/countryprogressreports/2012countries/ce\\_TT\\_Narrative\\_Report\[1\].pdf](http://www.unaids.org/en/dataanalysis/knowyourresponse/countryprogressreports/2012countries/ce_TT_Narrative_Report[1].pdf)

<sup>8</sup> <http://tnewsflash.com/?p=18956>

<sup>9</sup> PAHO. 2012. Health in the Americas, Trinidad and Tobago.

literacy) that will be administered by local service providers (e.g., schools, hair dressers, medical clinics and Citizen Security Programme (CSP) police stations<sup>10</sup>). The application window in each community will be at least 1 month. At month's end, the service providers will submit the names and completed applications of aspirants to the project Executing Agency. Selection criteria will be decided and codified in writing by the Executing Agency. Selection of participants will be made by a local committee comprising at minimum: one local young woman leader aged 26 – 36; one member of local government or the applicable regional development corporation; one representative of an NGO or CBO not participating in the project whose work directly impacts youth in the area; and 2 participants from the Executing Unit of the Project Executing Agency. Additional committee members will be added as needed. A maximum of 200 and a minimum of 100 participants will be selected in each community. Should the applicant pool not provide the minimum number of applications, additional outreach to girls in the target communities will be undertaken to improve response.

- 4.3 For admitted girls, the programming in the safe spaces will be offered by age groups, corresponding with the cut off age for mandatory school attendance, age 16. Activities will therefore be divided into two age groups, 10-16 years and 17-25 years. The safe spaces will provide three programs to between 100 and 200 girls and young women from each community (600 total maximum): a sports and physical activity program with mandatory sex and sexuality and violence modules; a financial empowerment and literacy program; and a life and job skills program. To encourage participation and savings, the participants will receive a small monthly stipend for participation (US\$10)<sup>11</sup> conditioned on attendance in at least 75% of the monthly safe space activities for which the participant is enrolled and will have access to child care<sup>12</sup> during safe space activities. The Executing Agency will sign memoranda of understanding (MOUs) with existing community centres, churches, health and homework centres to facilitate the activities in each community.<sup>13</sup>
- 4.4 One sports program of the girls' choosing<sup>14</sup> consisting of 10 teams of at least 20 girls (5 teams of girls aged 10-14 years and 11 months and 5 teams of girls aged 15-19 years and 11 months) will be offered 3 days per week. The team activities will include mandatory sex and sexuality and physical security modules that will touch on age and context-appropriate issues around sex and sexuality and violence either before or after sports practice sessions. In addition the safe spaces will hold exercise groups, open to all young women members but targeted to the 20 – 25 year age group, on a first come - first served basis. The component will also finance 4 sports tournaments, one in each of the three communities and one national tournament among the winners of the local events.
- 4.5 The financial empowerment component of the safe spaces will include the organization of savings safe spaces linked to bi-monthly financial counseling sessions and discussions for all participants. The safe spaces will also organise quarterly financial literacy and savings workshops for participants to provide age-appropriate financial management strategies.

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<sup>10</sup> Given the extensive work that the Citizen Security Programme has been doing in high crime/violence communities, the CSP may also be a source for the recruiting of potential coaches, counsellors etc. The Executing Agency will work with the CSP to identify and take advantage of these possible linkages.

<sup>11</sup> The payment of the stipend is in following with the *Abriendo Oportunidades* model developed in Guatemala in which the provision of stipends provides a financial base for savings and financial instruction.

<sup>12</sup> Childcare will be provided in one centralized location per community.

<sup>13</sup> In EPOS, Mango Rose Homework Centre; Rosehill Church; Bason St. Community Centre; NALIS; and All Stars Pan Yard will be used as safe spaces for the project's activities. In Maloney, the Maloney Community Centre and Shouter Baptist Empowerment Hall will be designated safe spaces. And finally in Princes Town: Cunjul Community Centre (Barackpore); La Gloria Community Centre (New Grant); and Princes Town Community Centre will be dedicated safe spaces.

<sup>14</sup> As part of the project's implementation, all admitted girls will vote on the sport to be played in all three locations (possible choices include: football, cricket, track and field or basketball). The sport that receives the highest number of votes across all locations will be chosen.

- 4.6 The safe spaces will offer weekly life and job skills courses with the aim of better preparing participants to find and keep employment and in dialogue with local employers will provide training, job placement and internships for safe space members aged 17 - 25. Participants will also be paired with professional adult women mentors, with whom they will interact during supervised cultural events and outings.<sup>15</sup>
- 4.7 In order to undertake the aforementioned activities, this component will finance the contracting of: 3 regional area coordinators; 3 safe spaces managers; 6 sports coaches (2 per community); 3 exercise and nutrition instructors (1 per community); a team of 6 specialized child care providers (2 per community); 3 sex and sexuality instructors; 3 financial literacy instructors; and 3 life and job skills instructors to lead computer literacy courses and to organize/lead other life skills events (Annex II, Terms of Reference). The component will also finance the costs of recruiting participants (flyers and community meetings); the purchase and maintenance of sports equipment and storage for each community; materials for sex and sexuality modules, especially as these relate to adolescent pregnancy; financial literacy, job skills trainings and mentoring events; sports tournaments; and financial literacy awards.
- 4.8 **Component 2. Community Outreach and Public Awareness.** This component will include sex and sexuality discussions with young women and men along with family interventions to improve gender equality practices within the home. This intervention will directly target individual attitudes and behaviours in families and communities. The Component includes the creation of youth-led informational caravans for outreach in each community and will finance the organization, management and monitoring of caravan-related community fora around topics of masculinity and femininity, reproductive health, healthy relationships and gender issues through the introduction of theater-based peer education. The fora will target both single sex and co-educational audiences, adults (specifically the parents of safe space participant girls) and youth, and will be offered during caravan visits to the communities at least three times per year.
- 4.9 This component will finance the contracting of a consultant to design community-specific training manuals and lead the training of local youth trainers in community education around issues of sexuality through the arts; one caravan director; stipends for 3 youth trainers; and materials for caravan events (e.g., tents, tables, chairs, literature). The family intervention will organize outreach to adults and parents of girls and young women in each community to communicate gender equality messages to this population through the use of theatre for the community to address conflict and dialogue. Safe space parents will receive a non-monetary incentive to encourage their attendance.
- 4.10 **Component 3. Testing the Efficacy of the Girls' Safe space Model.** This component will finance a consultancy to design and execute a methodology to test the effectiveness of the above-described programming on participant girls and others in the communities of EPOS and the training of a small team of university students or other volunteers to collect information. The analysis will be limited to the EPOS region, the largest and most easily accessible of the three beneficiary communities, and will focus on attitude shifts in subjective indicators of: gender equality; gender roles; girls' sexuality and self-image; as well as objective increases in savings and employment among participant girls, young women and community members.
- 4.11 The analysis will be carried out in order to provide support for expanding the use of the girls' safe space methodology as an outreach method to vulnerable adolescents through the future Women's City Centre programme. Should the Girls' Safe Space model prove unsuitable, the Women's City Programme will explore other youth empowerment models that have been shown effective elsewhere in the Latin American and Caribbean region.

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<sup>15</sup> The Executing Agency has identified potential members of its member organizations to act as initial mentors and will begin recruiting mentors as part of its public outreach efforts.

- 4.12 The expected results of the project are: i) the creation of 8 safe spaces for at-risk girls and young women residing in East Port of Spain, Maloney and Princes Town; ii) increased physical activity among girls and young women at-risk of obesity and related conditions; iii) improved: knowledge around issues of sex and sexuality, specifically as these impact on adolescent pregnancy; financial literacy; women’s reproductive health; and labor market options among girls and young women participants; iv) improvements in the acceptance of gender equality in daily life among parents, men and boys in the beneficiary communities; v) creation of community capacity around the discussion of issues of sex and sexuality using the arts; and vi) the validation of a model for use in community outreach for the Women’s City Centre programme (TT-L1037).

#### **Indicative Budget<sup>16</sup>**

<http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=38657130>

Activity/Component	IDB (JPO)	Counterpart	Total (US\$)
Component 1. Building Confidence and Self Esteem in Girls and Young Women	574,000	48,000	622,000
Component 2. Community Outreach and Public Awareness	69,600	18,000	87,600
Component 3. Testing the Efficacy of the Girls’ Safe Space Model	25,000	5,000	30,000
General Support <sup>17</sup> (10% of the total financing)	99,000	0	99,000
Coordination (about US\$40,000 per year for 3 years)	100,000	18,000	118,000
Auditing	15,000	0	15,000
Monitoring and evaluation (US\$200 daily for 35 days)	7,000	0	7,000
Materials	0	10,000	10,000
Contingencies	1,400	0	1,400
<b>Total</b>	<b>891,000</b>	<b>99,000</b>	<b>990,000</b>

- 4.13 The designated focal point in the Country Office Trinidad and Tobago will be Neeca Brathwaite (CCB/CTT), with Adria Armbrister (GDI/CCO) the sector specialist responsible for execution. Yearly requests for transactional budget will be made to finance the costs of twice yearly supervision and monitoring visits by the sector specialist.
- 4.14 Additionally, the monitoring and evaluation consultant will carry out a final evaluation of the TC’s activities based on the indicators and goals established in the Indicative Results Matrix <http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=38657129>

#### **V. Executing Agency and Execution Structure**

- 5.1 The Project will be implemented by the Network of NGOs of Trinidad and Tobago for the Advancement of Women (The Network). The Network is registered under the Companies Act, 1995 of Trinidad and Tobago as Company No.N-1031(95) and was incorporated on 16<sup>th</sup> July 2003. The Network of NGOs has extensive experience in advancing the interests of women in Trinidad and Tobago with support from development agencies and in collaboration with other civil society organizations as well as local government bodies. Through its diverse membership the Network has worked on projects in the areas of: youth development; theatre arts to convey messages about gender equality in romantic relationships; sexual and reproductive health rights; financial literacy; nutrition; community development and violence prevention; and gender equality issues.

<sup>16</sup> Counterpart funds will be provided in cash (75%) and in-kind (25%).

<sup>17</sup> The JPO Operating Guidelines define “General Support” as “local logistics for the consultants, including rental of office space, secretarial services, communications, regular printing and copy services, supplies, etc.” No maximum percentage of financing is indicated in the Guidelines, but a limit of 30% of total financing is defined for Equipment requirements.

- 5.2 A Program Executing Unit (PEU) will be established at the Network staffed by a Program Coordinator (PC), a procurement specialist, and a financial specialist. The PC will be responsible for technical and fiduciary aspects of program implementation, including: i) presenting the work plan, progress reports (February and August); final report (180 days after date of last disbursement) and audited financial statements (due April 31 for the prior year) to the Bank ii) ensuring delivery of project outputs; iii) the procurement and processing of the contracts required for the implementation of the agreed program interventions; and iv) the financial management of the program. Additionally, the PEU will have primary responsibility for the contracting and supervision of project activities and consultancies, project execution, monitoring and evaluation for the TC project. Costs for contracting the PEU are included in the budget under “Coordination”. The appointment of the PC will be a pre-condition to the first disbursement.
- 5.3 At the operational level, a Technical Advisory Group (TAG) comprising representatives from the Government of the Republic of Trinidad and Tobago (GoRTT): the Ministry of Gender, Youth and Child Development, as chair of the TAG; the Ministry of Planning and Social Development; the Ministry of Health; the Ministry of the People and Social Development; the San Juan Laventille Development Corporation; the Princes Town Regional Corporation; the Ministry of Sport; Central Bank; the International Chartered Accountants of Trinidad and Tobago; the Ministry of National Security; and the Ministry of Tertiary Education and Skills Training will be established to provide feedback and guidance on technical implementation of the TC. The TAG will be convened in-person at least twice a year to discuss project activities and work plans and will be kept abreast of project advances through quarterly communications detailing the activities in each community. TAG reports will be shared with project stakeholders, including participating communities and the IDB. The Executing Agency must provide written proof that all of the above-named institutions have been sent invitations to participate in the TAG<sup>18</sup> as a pre-condition to first disbursement. The invitations should detail the range of responsibilities for the TAG member institution, including minimum attendance at semi-annual meetings with the PC and the IDB (see paragraph 5.5).
- 5.4 Procurement for the proposed project will take place pursuant to the “Policies for the Procurement of Works and Goods” financed by the IDB, March 2011 (GN-2349-9), and to the “Policies for the Selection and Contracting of Consultants Financed by the IDB, March 2011 (GN-2350-9), and to the provisions established in the technical cooperation agreement and the Procurement Plan (Annex III).
- 5.5 Monitoring and supervision arrangements: The implementation of the program will be monitored by the PC. The PC, the TAG and the Bank will hold semiannual meetings in order to review the progress achieved in implementing the program. The PC will furnish, prior to each meeting, information and documentation requested by the Bank regarding the program’s progress.

## **VI. Major Issues**

- 6.1 The most pressing challenge to the accomplishment of the project’s objectives is the recruitment and retention of consultants (for example, sports coaches and counselors) and participants to take part in programming in areas of high crime and violence like EPOS, Maloney and Princes Town in which the consultants and participants may feel physically insecure. Mitigation strategies built in to the project include collaboration on the selection of participants with local government, community opinion leaders, youth and community police and the engagement of the Technical Advisory Committee members in securing community support for the programme so as to reduce

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<sup>18</sup> The TAG will comprise those ministries listed that accept the offer of membership.

the potential threat that consultants and participants may feel. An effort will also be made to contract positions from within the communities when possible. Finally, the project will prioritize coordination with the municipal police force in each community for the protection of both youth participants and instructors and will also finance the provision of transportation for girls participating in safe space activities.

- 6.2 Finally, the project faces the challenge of motivating parents to attend seminars on gender equality and their daughters' sexual and reproductive health that may be uncomfortable and would be most likely be avoided. To address this risk, the project is contracting a consultant with expertise in the delivery of trainings on sensitive topics to attract parents to the discussion. The project budget includes funds for the purchase of non-monetary incentives to reward participation. In many cases, non-monetary or non-cash awards have been shown to be more effective than cash at encouraging participation.<sup>19</sup>

## **VII. Exceptions to Bank Policy**

- 7.1 There are no exceptions to IDB policy.

## **VIII. Environmental and Social Strategy**

- 8.1 The loan operation (TT-L1037) to which this TC is linked has been classified as "B" according to the Environmental and Safeguards Compliance Policy (OP-703). Any potential negative impacts, typical for the construction activities of this operation, will be eliminated or mitigated through specific measures to be included in the programme's operating regulations. In addition, the preparation of the operation will include an Environmental and Social Impact Assessment (ESIA) and an Environmental Social Management Plan (ESMP) to be designed by a consultant whose contract will be financed under this technical cooperation project.

Annex I. Request Letter from the Client

<http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=38603378>

Annex II. Terms of Reference

<http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=38657127>

Annex III. Procurement Plan

<http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=38603516>

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<sup>19</sup> The Incentive Research Foundation Resource Center. Available online at: <http://theirf.org/research/content/6000064/the-benefits-of-tangible-nonmonetary-incentives/#4>.