

TERMS OF REFERENCE

Support consultancy for the update of the Strategic Plan of Iglesia Department, Province of San Juan, Argentina.

1. BACKGROUND AND JUSTIFICATION

- 1.1.** The Inter-American Development Bank (IDB) is the main source of financing for social and economic development in Latin America and the Caribbean (LAC). The Bank supports efforts to optimize the contribution of the energy and mining sector to sustainable economic development with particular attention to social and environmental aspects. The IDB promotes the generation of knowledge and the exchange of relevant information for decision-making by its beneficiaries at both the regional and individual country levels, with particular attention to institutional and sustainability issues.
- 1.2.** The Department of Iglesia is located in the northwest of the Province of San Juan and has a total surface of 19,801 km². Historically it was a department with low population growth due to the negative migratory balance, however, since the end of the 90's due to the development of the mining activity, it became a place of transitory and permanent settlement of an important population flow, mostly of young men.
- 1.3.** This situation of accelerated population growth has led to dynamics that are prototypical of cities located in the area of influence of large mining projects, such as: (i) rapid increase in the demand for services in a context of pre-existing infrastructure deficit; (ii) unplanned urban development with regulatory deficits; (iii) informality as a mechanism for resolving conflicts related to access to housing and services; and (iv) impacts on the dynamism and structure of the local labor market, generating opportunities and challenges for the development of economic activities.
- 1.4.** As an instrument to address these challenges, the public authorities of the Province of San Juan and Department Iglesia, initiated a participatory process of planning and strategic management starting in 2017, under which a first Strategic Plan of Iglesia was presented (year 2018) and in the month of March 2022 a progress report on the implementation of the same was published¹. The objective of this process is the construction, based on citizen participation, of a sustainable development strategy for Iglesia that is materialized in a Shared Vision and 4 strategic lines containing 21 projects.

2. OBJECTIVE

- 2.1.** The general objective of the consultancy is to support the sustainable economic development of Iglesia Department, based on a long-term vision and the co-construction of strategies through processes of inter-sectoral cooperation between government, industry and civil society.
- 2.2.** The specific objective is the design and execution of a process to update the local development strategy for Iglesia that will provide an updated and socially validated instrument with the departmental strategic guidelines and a prioritized roadmap of interventions in the short, medium and long term.

3. SCOPE

The scope of the consultancy includes the updating of the Strategic Plan of Iglesia based on:

¹ https://planestrategico.sanjuan.gob.ar/?page_id=6

(i) methodological design proposal of the updating process and validation with stakeholders (ii) execution of the updating proposal and (iii) recording and documentation of the process in an updated version of the Strategic Plan of Iglesia.

4. ACTIVITIES

4.1. Component 1. Methodological design proposal for the departmental strategy update process. Based on the Strategic Plan of Iglesia, formulated between 2017 and 2018, a methodological design proposal will be made for its update, including: (i) Work plan with details of activities and milestones foreseen in the process. (ii) Plan for updating the diagnostic information contained in the different chapters based on new information available (iii) Plan for reviewing and updating the programs, projects and components developed in the strategic lines of the plan, considering short, medium and long term prioritization schemes (iv) Proposal for identifying strategies to take advantage of the availability of financing for the implementation of the plan, through financial innovation, leveraging public and private instruments, and other options. This proposal should contain in its design a component of social construction/validation of the updated departmental strategy.

4.2. Component 2. Execution of the proposal for updating the departmental strategy. The implementation of the update proposal presented and validated by the interested parties will be coordinated, contemplating the participatory activities, collection and validation of information contained therein. The process should include spaces for intersectoral cooperation between government, industry and civil society.

4.3. Component 3. Updated Strategic Plan of Iglesia. Based on the activities carried out under component 2, the information will be systematized in an updated version of the Strategic Plan of Iglesia, which will be presented in participatory workshops and validated by stakeholders.

5. DELIVERABLES

5.1. Component 1: Proposal for the methodological design of the process to update the departmental strategy.

5.1.1. **Validated methodological design proposal:** A methodological design proposal will be submitted for the process of updating the departmental strategy and its validation will be obtained prior to its execution through component 2.

5.2. Component 2. Execution of the proposal for updating the departmental strategy.

5.1.2. **Progress report:** This will include a summary of the activities carried out in accordance with the validated work plan and systematization of the preliminary results of the process of updating the different components of the strategic plan.

5.3. Component 3. Updated Strategic Plan of Iglesia.

5.1.3. **Final Report:** This will constitute the updated Strategic Plan of Iglesia document with a summary of the activities and findings of the process and all the chapters and components detailed in the validated proposal. In addition, it shall include an executive summary that synthesizes the main results of the Strategic Plan.

6. PROJECT SCHEDULE AND MILESTONES

6.1. Delivery of the products described in section 4 will be made according to the following schedule:

Component	Deliverable	Deadline from contract signature
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1. Proposal for the methodological design of the departmental strategy update process.	1.1. Validated methodological design proposal	30 days
2. Execution of the proposal to update the departmental strategy.	2.1. Progress report	60 days
3. Updated Strategic Plan of Iglesia.	3.1. Final Report	105 days

- 6.2.** The IDB Official Exchange Rate indicated in the contract will be applied for the necessary conversions of payments in local currency. Financial proposals will be accepted in U.S. dollars.

7. REPORTING REQUIREMENTS

- 7.1.** The organization/company/institution selected for this project must submit the reports and components described in section 5 for approval by the IDB.
- 7.2.** All products and reports generated by this consultancy, as well as the information accessed during or after the consultancy, are the property of the contracting parties and are confidential, being expressly forbidden its disclosure to third parties (except the contracting parties) by the Consulting Firm, unless it has a written pronouncement by the parties.
- 7.3.** The reports should include an executive summary section with the main findings and references, including bibliographic references.
- 7.4.** Reports and products must be delivered in Spanish, in digital format that allows editing and change control.
- 7.5.** The preparation of the reports will require a review and synthesis of information gathered from primary and secondary sources. All information presented must be duly accompanied by information regarding its source, always giving preference to official sources of information. The experience of the selected organization/company/institution will not be sufficient justification for the inclusion of prescriptive assessments.

8. ACCEPTANCE CRITERIA

- 8.1.** The reports submitted will be edited and reviewed by the consulting firm to ensure that they do not include grammatical or spelling errors.
- 8.2.** The delivery of the products must be made from the official mailing address of the selected firm. Delays in delivery must be communicated to the Bank and duly approved.
- 8.3.** The work will be accepted and approved by the team leader, as defined in section 9 of this document. The acceptance and approval will be communicated via e-mail. With the approval of the team leader the corresponding payment will be disbursed.
- 8.4.** The products will not be considered accepted until the Bank expresses it electronically.

9. MONITORING AND REPORTING

- 9.1.** Products should be submitted electronically and in Word format to Martin Walter (martinw@iadb.org) and Natascha Nunes da Cunha (nataschan@iadb.org).
- 9.2.** The reports will be reviewed, commented and validated by the AR-T1357 Steering Committee, who may previously consult with the local authorities, and by the ad hoc consultation processes that will be established during the course of the Technical Cooperation execution. The final approval of reports, documents, works will be the responsibility of the supervisor, IDB sector specialist and team leader. It will be the responsibility of the Firm to coordinate

periodic meetings to receive inputs and guidelines that may be necessary for the performance of the activities.

- 9.3.** Comments on the reports will be made within 10 working days of receipt, and subject to further modification upon consideration by the IDB technical team.

10. PAYMENT SCHEDULE

- 10.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank desires to receive the most competitive cost proposal for the services described herein.

- 10.2.** The official IDB exchange rate indicated in the PDS will be applied for necessary conversions of payments in local currency.

Component	Deliverable	Payment (% of total)
1. Proposal for the methodological design of the departmental strategy update process.	1.1. Validated methodological design proposal	30%
2. Execution of the proposal to update the departmental strategy.	2.1. Progress report	40%
3. Updated Strategic Plan of Iglesia	3.1. Final Report	30%

TERMS OF REFERENCE

Support for the analysis and design of a land use planning strategy proposal in the department of Iglesia, Province of San Juan, Argentina.

1. BACKGROUND AND JUSTIFICATION

- 1.1.** The Inter-American Development Bank (IDB) is the main source of financing for social and economic development in Latin America and the Caribbean (LAC). The Bank supports efforts to optimize the contribution of the energy and mining sector to sustainable economic development with particular attention to social and environmental aspects. The IDB promotes the generation of knowledge and the exchange of relevant information for decision-making by its beneficiaries at both the regional and individual country levels, with particular attention to institutional and sustainability issues.
- 1.2.** The Department of Iglesia is located in the northwest of the Province of San Juan and has a total surface of 19,801 km². Historically it was a department with low population growth due to the negative migratory balance, however, since the end of the 90's due to the development of the mining activity, it became a place of transitory and permanent settlement of an important population flow, mostly of young men.
- 1.3.** This situation of accelerated population growth has led to dynamics that are prototypical of cities located in the area of influence of large mining projects, such as: (i) rapid increase in the demand for services in the context of a deficit of pre-existing infrastructure; (ii) unplanned urban development with regulatory deficits; (iii) informality as a mechanism for resolving conflicts related to access to housing and services; and (iv) impacts on the dynamism and structure of the local labor market, generating opportunities and challenges for the development of economic activities.
- 1.4.** As an instrument to address these challenges, the public authorities of the Province of San Juan and Department Iglesia, initiated a participatory process of planning and strategic management starting in 2017, under which a first Strategic Plan of Iglesia was presented (year 2018) and in the month of March 2022 a progress report on the implementation of the same was published². The objective of this process is the construction, based on citizen participation, of a sustainable development strategy for Iglesia that is materialized in a Shared Vision and 4 strategic lines containing 21 projects.

2. OBJECTIVE

- 2.1.** The general objective of the consultancy is to support the sustainable economic development of Iglesia Department, based on a long-term vision and the co-construction of strategies through intersectoral cooperation processes between government, industry and civil society.
- 2.2.** The specific objective is to analyze and propose a land-use planning strategy that considers the efficient use of space, the improvement of the population's quality of life, local economic development, and the mitigation of environmental risks, among other relevant aspects.

3. SCOPE

The scope of the consultancy includes the design of a land-use planning strategy for the Iglesia Department based on: (i) proposal, methodological design of the process and validation with stakeholders (ii) implementation of the methodology selected by the stakeholders and (iii) recording and documentation of the process in a document entitled Proposed Land-use Planning Strategy for the Iglesia Department.

4. ACTIVITIES

² https://planestrategico.sanjuan.gob.ar/?page_id=6

4.1. Component 1. Methodological design. The methodological design for the development of the land-use planning proposal will be carried out considering the information contained in the Iglesia Strategic Plan, the existing zoning proposals, and other land-use background information. It should contain a work plan detailing the scope, activities and milestones foreseen in the process, cartographic, statistical and modeling tools and techniques to be used, as well as a component of social construction/validation of the updated departmental strategy.

4.2. Component 2. Proposal implementation. The implementation of the proposal presented and validated by the interested parties will be coordinated, taking into account the participatory activities, information gathering and validation contained in the proposal. The process should include intersectoral cooperation between government, industry and civil society.

4.3. Component 3. Proposed Land Management Strategy.

Based on the activities carried out under component 2, the information will be systematized in a Land Use Planning Proposal document, which will be presented in participatory workshops and validated by stakeholders.

5. Deliverables

5.1. Component 1: Methodological design.

5.1.1. **Validated methodological design proposal:** A methodological design proposal will be submitted for the land use planning proposal process and will be validated prior to its implementation through component 2.

5.2. Component 2. Proposal implementation.

5.1.2. **Progress report:** It will include a summary of the activities carried out according to the validated work plan and systematization of the preliminary results.

5.3. Component 3. Proposed Land Management Strategy.

5.1.3. **Final Report:** It will constitute the Land Use Planning Strategy Proposal document with a summary of the activities and findings of the process and all the chapters and components detailed in the validated proposal. It should also include an executive summary that summarizes the main results of the process.

6. PROJECT SCHEDULE AND MILESTONES

6.1. Delivery of the products described in section 4 will be made according to the following schedule:

Component	Deliverable	Deadline from contract signature
1. Methodological design	1.1. Validated methodological design proposal	30 days
2. Execution of the proposal.	2.1. Progress report	60 days
3. Proposed Land Use Planning Strategy.	3.1. Final Report	105 days

6.2. The IDB Official Exchange Rate indicated in the contract will be applied for the necessary conversions of payments in local currency. Financial proposals will be accepted in U.S. dollars.

7. REPORTING REQUIREMENTS

7.1. The organization/company/institution selected for this project must submit the reports and components described in section 5 for approval by the IDB.

- 7.2. All products and reports generated by this consultancy, as well as the information accessed during or after the consultancy, are the property of the contracting parties and are confidential, being expressly forbidden its disclosure to third parties (except the contracting parties) by the Consulting Firm, unless it has a written pronouncement by the parties.
- 7.3. The reports should include an executive summary section with the main findings and references, including bibliographic references.
- 7.4. Reports and products must be delivered in Spanish, in digital format that allows editing and change control.
- 7.5. The preparation of the reports will require a review and synthesis of information gathered from primary and secondary sources. All information presented must be duly accompanied by information regarding its source, always giving preference to official sources of information. The experience of the selected organization/company/institution will not be sufficient justification for the inclusion of prescriptive assessments.

8. ACCEPTANCE CRITERIA

- 8.1. The reports submitted will be edited and reviewed by the consulting firm to ensure that they do not include grammatical or spelling errors.
- 8.2. The delivery of the products must be made from the official mailing address of the selected firm. Delays in delivery must be communicated to the Bank and duly approved.
- 8.3. The work will be accepted and approved by the team leader, as defined in section 9 of this document. The acceptance and approval will be communicated via e-mail. With the approval of the team leader the corresponding payment will be disbursed.
- 8.4. The products will not be considered accepted until the Bank expresses it electronically.

9. MONITORING AND REPORTING

- 9.1. Products should be submitted electronically and in Word format to Martin Walter (martinw@iadb.org) and Natascha Nunes da Cunha (nataschan@iadb.org).
- 9.2. The reports will be reviewed, commented and validated by **the** AR-T1357 Steering Committee, who may previously consult with the local authorities, and by the ad hoc consultation processes that will be established during the course of the Technical Cooperation execution. The final approval of reports, documents, works will be the responsibility of the supervisor, IDB sector specialist and team leader. It will be the responsibility of the Firm to coordinate periodic meetings to receive inputs and guidelines that may be necessary for the performance of the activities.
- 9.3. Comments on the reports will be made within 10 working days of receipt, and subject to further modification upon consideration by the IDB technical team.

10. PAYMENT SCHEDULE

- 10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank desires to receive the most competitive cost proposal for the services described herein.
- 10.2. The official IDB exchange rate indicated in the PDS will be applied for necessary conversions of payments in local currency.

Component	Deliverable	Payment (% of total)
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1. Proposal for the methodological design of the departmental strategy update process.	1.1. Validated methodological design proposal	30%
2. Execution of the proposal.	2.1. Progress report	40%
3. Proposed Land Use Planning Strategy.	3.1. Final Report	30%

TERMS OF REFERENCE

Incubator of Agro-productive Projects, Department of Iglesia, Province of San Juan.

1. BACKGROUND AND JUSTIFICATION

- 1.1. The Inter-American Development Bank (IDB) is the main source of financing for social and economic development in Latin America and the Caribbean (LAC). The Bank supports efforts to optimize the contribution of the energy and mining sector to sustainable economic development with particular attention to social and environmental aspects. The IDB promotes the generation of knowledge and the exchange of relevant information for decision-making by its beneficiaries at both the regional and individual country levels, with particular attention to institutional and sustainability issues.
- 1.2. The Department of Iglesia is located in the northwest of the Province of San Juan, its total surface area is 19,801 km², and it is located approximately 200 km from the provincial capital. Historically it was a department with low population growth due to the negative migratory balance, however, since the end of the 90's due to the development of the mining activity, mainly from the construction and operation of the Veladero project, it became a place of transitory and permanent settlement of an important population flow, mostly of young men. According to the demographic projections made by INDEC for the 2010-2025 period, the departmental population will increase by 52%, from 9,261 inhabitants in 2010 to 14,045 in 2025, with an annual rate of 3.4% and a masculinization rate of over 72%.
- 1.3. This situation of accelerated population growth has led to dynamics that are prototypical of cities located in the area of influence of large mining projects, such as: (i) rapid increase in the demand for services in a context of pre-existing infrastructure deficit; (ii) unplanned urban development with regulatory deficits; (iii) informality as a mechanism for resolving conflicts related to access to housing and services; and (iv) impacts on the dynamism and structure of the local labor market, generating opportunities and challenges for the development of economic activities.
- 1.4. As an instrument to address these challenges, as well as those linked to economic, social and environmental aspects, the Government of the Province of San Juan in coordination with the Municipal Government of Iglesia, initiated a participatory process of strategic planning and management starting in 2017, under which a first [Strategic Plan of Iglesia](#) was presented (year 2018) and in the month of March 2022 a [progress report on](#) its implementation was published. The objective of this process is the construction, based on citizen participation, of a sustainable development strategy for Iglesia that is materialized in a Shared Vision and 4 strategic lines containing 21 projects. Within this framework, citizens, stakeholders and government authorities have prioritized the advancement of initiatives aimed at generating and implementing a sustainable development strategy with economic diversification as the driving force for departmental development, while also deepening actions related to inclusion and the generation of opportunities for all its inhabitants.
- 1.5. Within the Strategic Plan of Iglesia, the promotion of entrepreneurship has a specific line of action³ whose objective is to promote multi-sector economic growth in the department, based on entrepreneurship, support for productive initiatives, the incorporation of technologies, innovation and the improvement of productive processes.

2. OBJECTIVE

- 2.1. The objective of the project is to accelerate and strengthen the development of local agro-productive entrepreneurs through the creation and implementation of a space that provides them

³ [Strategic Plan of Iglesia](#), Project 1.2.1. Local development and multisectoral innovation.

with personalized technical assistance and tools for the technical and commercial development of their products, both in the initial phases and through monitoring in the development stages.

- 2.2. The scope of the project will focus on the selection of potential beneficiaries of the program to: i) diagnose development gaps and contribute to the design/refining of the business model, ii) develop a roadmap with technical and commercial development milestones, iii) develop and implement a customized technical assistance program according to the needs identified in the business model of each productive project supported for a period of 12 months, iv) provide financial assistance for product testing if necessary (e.g., laboratory tests, material resistance tests, etc.), v) implement a monitoring program during the incubation process (12 months) and post-incubation follow-up (6 months). laboratory tests, material resistance tests, etc.). v) implement a monitoring program during the incubation process (12 months) and post-incubation follow-up (6 months).
- 2.3. The activities will focus on local producers in the department of Iglesia and neighboring areas whose productive enterprises are at the product development and market positioning stage. Technology transfer activities will include technical assistance and training in the efficient use of water resources.
- 2.4. Participant selection processes will respond to the governance criteria established for the AR-T1357 technical cooperation project.

3. ACTIVITIES

3.1. It comprises activities through the following components:

- 3.1.1. **Component 1. Selection of ventures and initial diagnosis.** Includes the selection of the ventures to be incubated in order to subsequently proceed with a diagnosis of the current situation and evaluation of gaps for development.
- 3.1.2. **Component 2. Design and implementation of technical assistance programs.** Based on the activities of the previous component, the following activities will be developed: i) design of the business model and development roadmap for the incubated ventures, ii) design of a personalized technical assistance program that contributes to the implementation of the roadmap, including activities such as: product development, prototype development, testing of minimum viable products, market validation, development of marketing strategies, networking, development of scalability strategies, training in finance and management, among others. iii) subscription of letters of commitment to the program and implementation.
- 3.1.3. **Component 3. Implementation monitoring.** Based on the activities indicated in components 1 and 2, a system will be designed and implemented to monitor and report to stakeholders on all the activities developed within the framework of the process, including the design of a key indicators dashboard and periodic reporting on its evolution. The monitoring scheme will include a first stage within the incubation process (12 months) and a second stage of monitoring after the incubation process (6 months).

3.2. All component activities will be validated through the AR-T1357 Steering Committee.

4. DELIVERABLES

4.1.1. **Component 1. Selection of enterprises and initial diagnosis.**

- 4.1.1.1. **Report on the selection of entrepreneurs and initial diagnosis**, including at least the following elements: i) Identified and selected ventures, ii) diagnosis of the current situation of the ventures, iii) evaluation of development gaps.

4.1.2. **Component 2. Design and implementation of technical assistance programs.**

- 4.1.2.1. **Technical assistance program design report** that includes, for each selected venture: i) Business plan of the venture, ii) roadmap for the implementation of the business plan, iii) 12-month technical assistance program designed for the implementation of the business plan, v) signing of a commitment between the parties. The report should specifically contemplate the support tools to be implemented, such as: product

development, prototype development, minimum viable product testing, market validation, marketing strategy development, networking, scalability strategy development, finance and management training, among others.

4.1.3. **Component 3. Monitoring and implementation.**

- 4.1.3.1. **Monitoring scheme proposal report**, including for each selected venture the design of the dashboard of indicators to be monitored, reporting periodicity and methodology for presentation and validation of the results to the stakeholders. The scheme should contemplate both monitoring within the incubation process (12 months) and post incubation (6 months). Some of the key indicators to be considered will be: number of incubated entrepreneurs, survival rate of incubated ventures, generation of direct and indirect employment, business alliances established and their retention rate, rate of attraction of external investments, levels of progress in training and business development by entrepreneurs, economic impact of the program on incubated entrepreneurs, efficiency in the use of water resources based on innovations introduced, among others.
- 4.1.3.2. **Partial results reports according to the** outline proposal validated by the parties contemplating reports within the incubation and post incubation process.
- 4.1.3.3. **Final program implementation report** with evaluation of the social and/or environmental impact generated by the projects assisted, as well as lessons learned and recommendations for future interventions.

5. **PROJECT SCHEDULE AND MILESTONES**

5.1. Delivery of the Components described in section 5 will be made according to the following schedule:

Deliverable	Maximum term from contract signature⁴
5.1.1.1. Report on the selection of entrepreneurs and initial diagnosis.	2 months
5.1.2.1.1. Technical assistance program design report	4 months
5.1.3.1.1. Monitoring scheme proposal report	4 months
5.1.3.2. Partial results reports	According to pre-established milestones
5.1.3.3.3. Final report on program implementation	24 months

5.2. The IDB Official Exchange Rate indicated in the contract will be applied for the necessary conversions of payments in local currency. Financial proposals will be accepted in U.S. dollars.

6. **REPORTING REQUIREMENTS**

⁴ The total term of the Project is 24 months, counting the periods indicated from the date of signature of the contract by the selected consulting firm.

- 6.1. The organization/company/institution selected for this project must submit the reports and components described in section 5 for approval by the IDB.
- 6.2. All products and reports generated by this consultancy, as well as the information accessed during or after the consultancy, are the property of the contracting parties and are confidential, being expressly forbidden its disclosure to third parties (except the contracting parties) by the Consulting Firm, unless it has a written pronouncement by the parties.
- 6.3. The reports should include an executive summary section with the main findings and references, including bibliographic references.
- 6.4. Reports and products must be delivered in Spanish, in digital format that allows editing and change control.
- 6.5. The preparation of the reports will require a review and synthesis of information gathered from primary and secondary sources. All information presented must be duly accompanied by information regarding its source, always giving preference to official sources of information. The experience of the selected organization/company/institution will not be sufficient justification for the inclusion of prescriptive assessments.

7. ACCEPTANCE CRITERIA

- 7.1. The reports submitted will be edited and reviewed by the consulting firm to ensure that they do not include grammatical or spelling errors.
- 7.2. The delivery of the products must be made from the official mailing address of the selected firm. Delays in delivery must be communicated to the Bank and duly approved.
- 7.3. The work will be accepted and approved by the team leader, as defined in section 9 of this document. The acceptance and approval will be communicated via e-mail. With the approval of the team leader the corresponding payment will be disbursed.
- 7.4. The products will not be considered accepted until the Bank expresses it electronically.

8. MONITORING AND REPORTING

- 8.1. Products should be submitted electronically and in Word format to Martin Walter (martinw@iadb.org) and Natascha Nunes da Cunha (nataschan@iadb.org).
- 8.2. The reports will be reviewed, commented and validated by **the** AR-T1357 Steering Committee, who may previously consult with the local authorities, and by the ad hoc consultation processes that will be established during the course of the Technical Cooperation execution. The final approval of reports, documents, works will be the responsibility of the supervisor, IDB sector specialist and team leader. It will be the responsibility of the Firm to coordinate periodic meetings to receive inputs and guidelines that may be necessary for the performance of the activities.
- 8.3. Comments on the reports will be made within 10 working days of receipt, and subject to further modification upon consideration by the IDB technical team.

9. PAYMENT SCHEDULE

- 9.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank desires to receive the most competitive cost proposal for the services described herein.
- 9.2. The official IDB exchange rate indicated in the PDS will be applied for necessary conversions of payments in local currency.

Payment Plan

Deliverable	Payment (% of total)
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TERMS OF REFERENCE

Strengthening of the agricultural production chain in the Department of Iglesia, Province of San Juan, Argentina.

1. BACKGROUND AND JUSTIFICATION

- 1.1. The Inter-American Development Bank (IDB) is the main source of financing for social and economic development in Latin America and the Caribbean (LAC). The Bank supports efforts to optimize the contribution of the energy and mining sector to sustainable economic development with particular attention to social and environmental aspects. The IDB promotes the generation of knowledge and the exchange of relevant information for decision-making by its beneficiaries at both the regional and individual country levels, with particular attention to institutional and sustainability issues.
- 1.2. The Department of Iglesia is located in the northwest of the Province of San Juan, its total surface area is 19,801 km², and it is located approximately 200 km from the provincial capital. Historically it was a department with low population growth due to the negative migratory balance, however, since the end of the 90's due to the development of the mining activity, mainly from the construction and operation of the Veladero project, it became a place of transitory and permanent settlement of an important population flow, mostly of young men. According to the demographic projections made by INDEC for the 2010-2025 period, the departmental population will increase by 52%, from 9,261 inhabitants in 2010 to 14,045 in 2025, with an annual rate of 3.4% and a masculinization rate of over 72%.
- 1.3. This situation of accelerated population growth has led to dynamics that are prototypical of cities located in the area of influence of large mining projects, such as: (i) rapid increase in the demand for services in a context of pre-existing infrastructure deficit; (ii) unplanned urban development with regulatory deficits; (iii) informality as a mechanism for resolving conflicts related to access to housing and services; and (iv) impacts on the dynamism and structure of the local labor market, generating opportunities and challenges for the development of economic activities.
- 1.4. As an instrument to address these challenges, as well as those linked to economic, social and environmental aspects, the Government of the Province of San Juan in coordination with the Municipal Government of Iglesia, initiated a participatory process of strategic planning and management starting in 2017, under which a first [Strategic Plan of Iglesia](#) was presented (year 2018) and in the month of March 2022 a [progress report on](#) its implementation was published. The objective of this process is the construction, based on citizen participation, of a sustainable development strategy for Iglesia that is materialized in a Shared Vision and 4 strategic lines containing 21 projects. Within this framework, citizens, stakeholders and government authorities have prioritized the advancement of initiatives aimed at generating and implementing a sustainable development strategy with economic diversification as the driving force for departmental development, also deepening actions related to inclusion and generation of opportunities for all its inhabitants.
- 1.5. Within the Strategic Plan of Iglesia, the development of the agricultural-livestock value chain has a specific line of action⁵ whose objective is to strengthen the departmental agricultural-livestock activity and promote the development of the value chain associated with it, within a framework of economic and environmental sustainability. It sets out specific objectives and initiatives related to the integration of the departmental agricultural-livestock production chain and the generation of quality local value added.

2. OBJECTIVE

- 2.1. The objective of the project is to strengthen the technical and commercial capacities of small agricultural producers in the Iglesia department by developing commercial alliances with larger-scale sector operators.

⁵ [Iglesia's Strategic Plan](#), Project 1.1.1.1. Development of the Agricultural and Livestock Value Chain.

- 2.2. By connecting small local agricultural producers with larger-scale sector operators, on the basis of business alliances that generate value for both parties, specific results are expected to be achieved in terms of: (i) linking local supply and demand through business alliances that allow small producers to secure a customer, and for the supplier, the supply of quality seasonal food products, (ii) profitable business for both parties (supply and demand), (ii) Transfer of good practices and technical assistance so that local farmers can improve their planting, harvesting and food preservation techniques, among others.

3. SCOPE

- 3.1. The scope of the project will focus on building effective linkage processes between local supply and demand for agricultural products to ensure sustainable trade relations for both parties, while also contributing to the transfer of technology and best practices that will enable local producers to strengthen their technical and commercial capabilities.
- 3.2. The activities will focus on agricultural and livestock producers in the department of Iglesia and neighboring areas and anchor companies with which the linkage processes will be developed. Technology transfer activities will include technical assistance and training in the efficient use of water resources.
- 3.3. Participant selection processes will respond to the governance criteria established for the AR-T1357 technical cooperation project.

4. ACTIVITIES

- 4.1. It comprises activities through the following components:
- 4.1.1. **Component 1. Evaluation and assistance in business model design.** Includes the evaluation and assistance in the design of the business model for the implementation of the project, considering aspects related to: i) best international practices in the field, ii) availability of supply, demand and market price scheme for agricultural and livestock products with development potential in Iglesia, iii) pre-identification of potential participants in the project, iv) supply chain and associated logistics, vi) alternative legal and governance schemes for project implementation, among others.
- 4.1.2. Based on the design and presentation of business model alternatives, instances of validation and prioritization will be developed with the parties involved in the governance of the project for the selection of the alternative to be implemented.
- 4.1.3. **Component 2. Signing of agreements and implementation.** Includes the development of activities aimed at: i) identification and qualification of project participants, ii) development of terms of reference for agreements between stakeholders, iii) assistance for the signing of agreements, iv) technical and commercial assistance for the development of the activities included in the terms of reference of the agreements.
- 4.1.4. Technology transfer activities will include technical assistance and training in the efficient use of water resources.
- 4.1.5. All component activities will be validated through the AR-T1357 Steering Committee.
- 4.1.6. **Component 3. Implementation monitoring.** Based on of the activities indicated in components 1 and 2, a system for monitoring and reporting to stakeholders on all the activities developed within the framework of the process will be implemented, including the design of a key indicators dashboard and periodic reporting on its evolution. Some of the key indicators to be considered will be: number of business partnerships established, volume of business transactions executed, business markets developed, progress levels in training and business development by entrepreneurs, retention rate of business partnerships developed, economic impact of the program on participating entrepreneurs, efficiency in the use of water resources from innovations introduced, among others.

5. DELIVERABLES

5.1.1. Component 1. Business model evaluation and design.

5.1.1.1. **Analysis report and business model design proposal** contemplating, at least, the items indicated in item 4.1.1.

5.1.1.2. **Report of selected business model alternative** summarizing instances and selection methodology.

5.1.2. Component 2. Signing of agreements and implementation.

5.1.2.1. **Implementation proposal report** that includes, at least, i) identified and qualified stakeholders, ii) proposed terms of reference for the signing of agreements, iii) proposed assistance activities to be developed within the framework of the proposed terms of reference.

5.1.2.2. **Agreement subscription report** summarizing types of agreements, actors involved, activities to be developed, and other relevant aspects for the implementation of the activities.

5.1.3. Component 3. Monitoring and implementation.

5.1.3.1. **Report on the proposed monitoring scheme**, including the design of the dashboard of indicators to be monitored, reporting periodicity and methodology for presentation and validation of results by stakeholders.

5.1.3.2. **Periodic monitoring reports according** to the validated scheme proposal and at the periodicity established therein.

5.1.3.3. **Final program implementation report** with evaluation of the social and/or environmental impact generated by the projects assisted, as well as lessons learned and recommendations for future interventions.

6. PROJECT SCHEDULE AND MILESTONES

6.1. Delivery of the Components described in Section 5 will be made according to the following schedule:

Component	Deadline from contract signature⁶
5.1.1.1. Business model analysis and design proposal report	2 months
5.1.1.2. Report of selected business model alternative	3 months
5.1.2.1. Implementation Proposal Report	4 months
5.1.2.2. Agreement subscription report	6 months
5.1.3.1. Monitoring scheme proposal report	6 months
5.1.3.2. Periodic monitoring reports	According to pre-established milestones

⁶ The total term of the Project is 36 months, counting the periods indicated from the date of signature of the contract by the selected consulting firm.

5.1.3.3. Final report on program implementation	36 months
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6.2. The IDB Official Exchange Rate indicated in the contract will be applied for the necessary conversions of payments in local currency. Financial proposals will be accepted in U.S. dollars.

7. REPORTING REQUIREMENTS

7.1. The organization/company/institution selected for this project must submit the reports and components described in section 5 for approval by the IDB.

7.2. All products and reports generated by this consultancy, as well as the information accessed during or after the consultancy, are the property of the contracting parties and are confidential, being expressly forbidden its disclosure to third parties (except the contracting parties) by the Consulting Firm, unless it has a written pronouncement by the parties.

7.3. The reports should include an executive summary section with the main findings and references, including bibliographic references.

7.4. Reports and products must be delivered in Spanish, in a digital format that allows editing and change control.

7.5. The preparation of the reports will require a review and synthesis of information gathered from primary and secondary sources. All information presented must be duly accompanied by information regarding its source, always giving preference to official sources of information. The experience of the selected organization/company/institution will not be sufficient justification for the inclusion of prescriptive assessments.

8. ACCEPTANCE CRITERIA

8.1. The reports submitted will be edited and reviewed by the consulting firm to ensure that they do not include grammatical or spelling errors.

8.2. The delivery of the products must be made from the official mailing address of the selected firm. Delays in delivery must be communicated to the Bank and duly approved.

8.3. The work will be accepted and approved by the team leader, as defined in section 9 of this document. The acceptance and approval will be communicated via e-mail. With the approval of the team leader the corresponding payment will be disbursed.

8.4. The products will not be considered accepted until the Bank expresses it electronically.

9. MONITORING AND REPORTING

9.1. Products should be submitted electronically and in Word format to Martin Walter (martinw@iadb.org) and Natascha Nunes da Cunha (nataschan@iadb.org).

9.2. The reports will be reviewed, commented and validated by **the** AR-T1357 Steering Committee, who may previously consult with the local authorities, and by the ad hoc consultation processes that will be established during the course of the Technical Cooperation execution. The final approval of reports, documents, works will be the responsibility of the supervisor, IDB sector specialist and team leader. It will be the responsibility of the Firm to coordinate periodic meetings to receive inputs and guidelines that may be necessary for the performance of the activities.

9.3. Comments on the reports will be made within 10 working days of receipt, and subject to further modification upon consideration by the IDB technical team.

10. PAYMENT SCHEDULE

10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank desires to receive the most competitive cost proposal for the services described herein.

10.2. The official IDB exchange rate indicated in the PDS will be applied for necessary conversions of payments in local currency.

Payment Plan

Deliverable	Payment (% of total)

TERMS OF REFERENCE

Design of a financing mechanism for entrepreneurs, Department of Iglesia, Province of San Juan.

1. BACKGROUND AND JUSTIFICATION

- 1.1. The Inter-American Development Bank (IDB) is the main source of financing for social and economic development in Latin America and the Caribbean (LAC). The Bank supports efforts to optimize the contribution of the energy and mining sector to sustainable economic development with particular attention to social and environmental aspects. The IDB promotes the generation of knowledge and the exchange of relevant information for decision-making by its beneficiaries at both the regional and individual country levels, with particular attention to institutional and sustainability issues.
- 1.2. The Department of Iglesia is located in the northwest of the Province of San Juan, its total area is 19,801 km², and it is located approximately 200 km from the provincial capital. Historically it was a department with low population growth due to the negative migratory balance, however, since the end of the 90's due to the development of the mining activity, mainly from the construction and operation of the Veladero project, it became a place of transitory and permanent settlement of an important population flow, mostly of young men. According to the demographic projections made by INDEC for the 2010-2025 period, the departmental population will increase by 52%, from 9,261 inhabitants in 2010 to 14,045 in 2025, with an annual rate of 3.4% and a masculinization rate of over 72%.
- 1.3. This situation of accelerated population growth has led to dynamics that are prototypical of cities located in the area of influence of large mining projects, such as: (i) rapid increase in the demand for services in the context of a deficit of pre-existing infrastructure; (ii) unplanned urban development with regulatory deficits; (iii) informality as a mechanism for resolving conflicts related to access to housing and services; and (iv) impacts on the dynamism and structure of the local labor market, generating opportunities and challenges for the development of economic activities.
- 1.4. As an instrument to address these challenges, as well as those linked to economic, social and environmental aspects, the Government of the Province of San Juan in coordination with the Municipal Government of Iglesia, initiated a participatory process of strategic planning and management starting in 2017, under which a first [Strategic Plan of Iglesia](#) was presented (year 2018) and in the month of March 2022 a [progress report on](#) its implementation was published. The objective of this process is the construction, based on citizen participation, of a sustainable development strategy for Iglesia that is materialized in a Shared Vision and 4 strategic lines containing 21 projects. Within this framework, citizens, stakeholders and government authorities have prioritized the advancement of initiatives aimed at generating and implementing a sustainable development strategy with economic diversification as the driving force for departmental development, while also deepening actions related to inclusion and the generation of opportunities for all its inhabitants.
- 1.5. Within the Strategic Plan of Iglesia, the promotion of entrepreneurship has a specific line of action⁷ whose objective is to promote multi-sector economic growth in the department, based on entrepreneurship, support for productive initiatives, the incorporation of technologies, innovation and the improvement of productive processes.

2. OBJECTIVE

- 2.1. The objective is to design a financial assistance instrument for working capital focused specifically on local entrepreneurs and producers with difficulties in accessing existing lines of financing.

3. SCOPE

⁷ [Strategic Plan of Iglesia](#), Project 1.2.1. Local development and multisectoral innovation.

- 3.1. The scope of the project will focus on the design and formulation of recommendations for the implementation of a financial assistance mechanism for entrepreneurs based on the existing analysis of the local entrepreneurial ecosystem, financing requirements and levels of access to existing lines.
- 3.2. The activities will focus on local entrepreneurs in the department of Iglesia and surrounding areas, whose productive enterprises lack access to existing lines of financing or have insufficient access to them, with special focus on the participants of the activities included in the framework of the TC AR-T1357.
- 3.3. The scope does not include the implementation of the financial assistance mechanism to be designed.

4. ACTIVITIES

- 4.1. It comprises activities through the following components:

- 4.1.1. **Component 1. Design of a financial assistance program.** Contemplates the design of a financing mechanism for entrepreneurs including aspects such as: i) analysis of the local entrepreneurial ecosystem, financing requirements and levels of access to existing lines, ii) identification of alternative instruments and recommendation of the best option, iii) definition of the legal, operational and functional structure required by the instrument, iii) identification of potential related key players, iv) capitalization scheme and projected financial flow, iii) project selection mechanisms from the financial and impact point of view, iv) management and operation mechanisms, v) policies and procedures for decision making, resource allocation and impact evaluation, vi) monitoring and accountability system, vii) communication and promotion strategies for the instrument.

- 4.2. All component activities will be validated through the AR-T1357 Steering Committee.

5. DELIVERABLES

5.1.1. Component 1. Financial assistance program design

- 5.1.1.1. **Work plan** including Gantt report with activities, milestones and key dates.

- 5.1.1.2. **Progress report** including, at least, elements i) and ii) of point 4.1.1.

- 5.1.1.3. **Final report** including all the elements indicated in point 4.1.1.

6. PROJECT SCHEDULE AND MILESTONES

- 6.1. Delivery of the Components described in Section 5 will be made according to the following schedule:

Deliverable	Deadline from contract signature
5.1.1.1. Work plan	15 days
5.1.2.1. Progress report	2 months
5.1.3.2. Final Reports	4 months

- 6.2. The IDB Official Exchange Rate indicated in the contract will be applied for the necessary conversions of payments in local currency. Financial proposals will be accepted in U.S. dollars.

7. REPORTING REQUIREMENTS

- 7.1. The organization/company/institution selected for this project must submit the reports and components described in section 5 for approval by the IDB.
- 7.2. All products and reports generated by this consultancy, as well as the information accessed during or after the consultancy, are the property of the contracting parties and are confidential, being

expressly forbidden its disclosure to third parties (except the contracting parties) by the Consulting Firm, unless it has a written pronouncement by the parties.

- 7.3. The reports should include an executive summary section with the main findings and references, including bibliographic references.
- 7.4. Reports and products must be delivered in Spanish, in a digital format that allows editing and change control.
- 7.5. The preparation of the reports will require a review and synthesis of information gathered from primary and secondary sources. All information presented must be duly accompanied by information regarding its source, always giving preference to official sources of information. The experience of the selected organization/company/institution will not be sufficient justification for the inclusion of prescriptive assessments.

8. ACCEPTANCE CRITERIA

- 8.1. The reports submitted will be edited and reviewed by the consulting firm to ensure that they do not include grammatical or spelling errors.
- 8.2. The delivery of the products must be made from the official mailing address of the selected firm. Delays in delivery must be communicated to the Bank and duly approved.
- 8.3. The work will be accepted and approved by the team leader, as defined in section 9 of this document. The acceptance and approval will be communicated via e-mail. With the approval of the team leader the corresponding payment will be disbursed.
- 8.4. The products will not be considered accepted until the Bank expresses it electronically.

9. MONITORING AND REPORTING

- 9.1. Products should be submitted electronically and in Word format to Martin Walter (martinw@iadb.org) and Natascha Nunes da Cunha (nataschan@iadb.org).
- 9.2. The reports will be reviewed, commented and validated by **the** AR-T1357 Steering Committee, who may previously consult with the local authorities, and by the ad hoc consultation processes that will be established during the course of the Technical Cooperation execution. The final approval of reports, documents, works will be the responsibility of the supervisor, IDB sector specialist and team leader. It will be the responsibility of the Firm to coordinate periodic meetings to receive inputs and guidelines that may be necessary for the performance of the activities.
- 9.3. Comments on the reports will be made within 10 working days of receipt, and subject to further modification upon consideration by the IDB technical team.

10. PAYMENT SCHEDULE

- 10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank desires to receive the most competitive cost proposal for the services described herein.
- 10.2. The official IDB exchange rate indicated in the PDS will be applied for necessary conversions of payments in local currency.

Payment Plan

Deliverable	Payment (% of total)

TERMS OF REFERENCE

Support for capacity building of the Municipal Government, Department of Iglesia, Province of San Juan.

1. BACKGROUND AND JUSTIFICATION

- 1.1. The Inter-American Development Bank (IDB) is the main source of financing for social and economic development in Latin America and the Caribbean (LAC). The Bank supports efforts to optimize the contribution of the energy and mining sector to sustainable economic development with particular attention to social and environmental aspects. The IDB promotes the generation of knowledge and the exchange of relevant information for decision-making by its beneficiaries at both the regional and individual country levels, with particular attention to institutional and sustainability issues.
- 1.2. The Department of Iglesia is located in the northwest of the Province of San Juan, its total area is 19,801 km², and it is located approximately 200 km from the provincial capital. Historically it was a department with low population growth due to the negative migratory balance, however, since the end of the 90's due to the development of the mining activity, mainly from the construction and operation of the Veladero project, it became a place of transitory and permanent settlement of an important population flow, mostly of young men. According to the demographic projections made by INDEC for the 2010-2025 period, the departmental population will increase by 52%, from 9,261 inhabitants in 2010 to 14,045 in 2025, with an annual rate of 3.4% and a masculinization rate of over 72%.
- 1.3. This situation of accelerated population growth has led to dynamics that are prototypical of cities located in the area of influence of large mining projects, such as: (i) rapid increase in the demand for services in the context of a deficit of pre-existing infrastructure; (ii) unplanned urban development with regulatory deficits; (iii) informality as a mechanism for resolving conflicts related to access to housing and services; and (iv) impacts on the dynamism and structure of the local labor market, generating opportunities and challenges for the development of economic activities.
- 1.4. As an instrument to address these challenges, as well as those linked to economic, social and environmental aspects, the Government of the Province of San Juan in coordination with the Municipal Government of Iglesia, initiated a participatory process of strategic planning and management starting in 2017, under which a first [Strategic Plan of Iglesia](#) was presented (year 2018) and in the month of March 2022 a [progress report on](#) its implementation was published. The objective of this process is the construction, based on citizen participation, of a sustainable development strategy for Iglesia that is materialized in a Shared Vision and 4 strategic lines containing 21 projects. Within this framework, citizens, stakeholders and government authorities have prioritized the advancement of initiatives aimed at generating and implementing a sustainable development strategy with economic diversification as the driving force for departmental development, while also deepening actions related to inclusion and the generation of opportunities for all its inhabitants.
- 1.5. Within the Strategic Plan of Iglesia, the promotion of entrepreneurship has a specific line of action⁸ whose objective is to promote multi-sector economic growth in the department, based on entrepreneurship, support for productive initiatives, the incorporation of technologies, innovation and the improvement of productive processes.

2. OBJECTIVE

- 2.1. The overall objective is to improve the management and service delivery capabilities of the municipal government by incorporating new tools for municipal management of the activities of assistance to productive enterprises included in the scope of technical cooperation project AR-T1357.

⁸ [Strategic Plan of Iglesia](#), Project 1.2.1. Local development and multisectoral innovation.

- 2.2. Specifically, it is expected to develop concrete capacities that will allow municipal agents to sustainably manage the initiatives included in the technical cooperation project AR-T1357 in a scheme of transition of their administration to the Municipal Government for their continuity beyond the term of the aforementioned technical cooperation.

3. SCOPE

- 3.1. The scope includes assistance to the Municipal Government of Iglesia in strengthening its capacity to support productive enterprises through: (i) design and technical support for the creation of a space for assistance to entrepreneurs within the municipal government structure (e.g. Local Development Agency), (ii) training of municipal agents for the implementation and operation of the space for assistance to entrepreneurs, (iii) post-implementation support and monitoring of activities.

4. ACTIVITIES

- 4.1. It comprises activities through the following components:

- 4.1.1. **Component 1. Design of a municipal space for assistance to entrepreneurs.** It involves the design of a municipal space for assistance to entrepreneurs that will be in charge of planning, executing and monitoring activities to support local producers, including, among other aspects: (i) analysis of the current situation of the Municipal Government's production area, relevant actors and context in which the space will be developed, (ii) definition of objectives, scope of services to be provided, activities to be developed and success indicators, (iii) analysis of structure, equipment, digital infrastructure (website/platform), personnel and training requirements for start-up, (iv) preparation of operating manuals and related documents, (v) monitoring system to evaluate the effectiveness of the space's activities, (vi) communication strategies for activities.
- 4.1.2. **Component 2. Training program for municipal agents.** Contemplates the design and implementation of a training program for municipal agents aimed at providing them with the necessary tools and instruments for the governance of the space designed from the activities of component 1, including contents related to the promotion of local economic development, management of local development agencies, design and implementation of monitoring systems based on indicators, development and implementation of public relations and communication programs, among others.
- 4.1.3. **Component 3. Implementation support and monitoring.** Based on the activities indicated in components 1 and 2, a system of support, monitoring and reporting to stakeholders of the activities developed within the framework of the entrepreneurship assistance space will be designed and implemented, including the design of a key indicators dashboard and periodic reporting of its evolution.

5. DELIVERABLES

- 5.1.1. **Component 1. Design of a municipal space for assistance to entrepreneurs.**

5.1.1.1. **Report on the design of the municipal space for assistance to entrepreneurs**, contemplating at least the elements indicated in point 4.1.1. items i) to iii).

5.1.1.2. **Documentation and operating manuals required for implementation**, including, among other aspects, the elements indicated in 4.1.1. items iv) to vi).

- 5.1.2. **Component 2. Training program for municipal agents.**

5.1.2.1. **Workshop design report and training material** including: guides, audiovisual pieces and study material, concept note of compilation and systematization of current regulations, guides, technical studies, audiovisual pieces, equipment and study manuals.

5.1.2.2. **Report on the conclusions of the execution of theoretical and practical training workshops** for public agents.

- 5.1.3. **Component 3. Implementation support and monitoring.**

5.1.3.1. **Implementation monitoring reports** including information on the start-up and operation activities implemented and results achieved.

5.1.3.2. **Final implementation report** with evaluation of the impact of the implementation of the space, as well as lessons learned and recommendations for future interventions.

6. PROJECT SCHEDULE AND MILESTONES

6.1. Delivery of the Components described in section 5 will be made according to the following schedule:

Component	Deadline from contract signature ⁹
5.1.1.1. Report on the design of a municipal space for assistance to entrepreneurs.	2 months
5.1.1.2. Documentation and operating manuals required for implementation	4 months
5.1.2.1. Workshop design report and training material	5 months
5.1.2.2. Report on the conclusions of the implementation of theoretical and practical training workshops.	7 months
5.1.3.1. Implementation Monitoring Reports	According to pre-established milestones
5.1.3.2. Final implementation report	12 months

6.2. The IDB Official Exchange Rate indicated in the contract will be applied for the necessary conversions of payments in local currency. Financial proposals will be accepted in U.S. dollars.

7. REPORTING REQUIREMENTS

7.1. The organization/company/institution selected for this project must submit the reports and components described in section 5 for approval by the IDB.

7.2. All products and reports generated by this consultancy, as well as the information accessed during or after the consultancy, are the property of the contracting parties and are confidential, being expressly forbidden its disclosure to third parties (except the contracting parties) by the Consulting Firm, unless it has a written pronouncement by the parties.

7.3. The reports should include an executive summary section with the main findings and references, including bibliographic references.

7.4. Reports and products must be delivered in Spanish, in a digital format that allows editing and change control.

7.5. The preparation of the reports will require a review and synthesis of information gathered from primary and secondary sources. All information presented must be duly accompanied by information regarding its source, always giving preference to official sources of information. The experience of the selected organization/company/institution will not be sufficient justification for the inclusion of prescriptive assessments.

⁹ The total term of the Project is 12 months, counting the periods indicated from the date of signature of the contract by the selected consulting firm.

8. ACCEPTANCE CRITERIA

- 8.1. The reports submitted will be edited and reviewed by the consulting firm to ensure that they do not include grammatical or spelling errors.
- 8.2. The delivery of the products must be made from the official mailing address of the selected firm. Delays in delivery must be communicated to the Bank and duly approved.
- 8.3. The work will be accepted and approved by the team leader, as defined in section 9 of this document. The acceptance and approval will be communicated via e-mail. With the approval of the team leader the corresponding payment will be disbursed.
- 8.4. The products will not be considered accepted until the Bank expresses it electronically.

9. MONITORING AND REPORTING

- 9.1. Products should be submitted electronically and in Word format to Martin Walter (martinw@iadb.org) and Natascha Nunes da Cunha (nataschan@iadb.org).
- 9.2. The reports will be reviewed, commented and validated by **the** AR-T1357 Steering Committee, who may previously consult with the local authorities, and by the ad hoc consultation processes that will be established during the course of the Technical Cooperation execution. The final approval of reports, documents, works will be the responsibility of the supervisor, IDB sector specialist and team leader. It will be the responsibility of the Firm to coordinate periodic meetings to receive inputs and guidelines that may be necessary for the performance of the activities.
- 9.3. Comments on the reports will be made within 10 working days of receipt, and subject to further modification upon consideration by the IDB technical team.

10. PAYMENT SCHEDULE

- 10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank desires to receive the most competitive cost proposal for the services described herein.
- 10.2. The official IDB exchange rate indicated in the PDS will be applied for necessary conversions of payments in local currency.

Payment Plan

Deliverable	Payment (% of total)