TC Document

I.   Basic Information for TC

▪ Country/Region:	REGIONAL
▪ TC Name:	Improving Digital ID and Civil Registries in Latin America and the Caribbean (LAC)
▪ TC Number:	RG-T4698
▪ Team Leader/Members:	Muente Kunigami, Arturo (IFD/ICS) Team Leader; Porrua Vigon, Miguel Angel (IFD/ICS) Alternate Team Leader; Rodriguez Yanez Lenin Fabricio (IFD/ICS); Vieyra, Juan Cruz (IFD/ICS); Becker Seco Rosario Paz (LEG/SGO); Bueno Londono Daniela (IFD/ICS); Serale, Florencia (IFD/ICS); Calero Leon Carla Jeanneth (IFD/ICS); Ramos Sandoval, Raisa (CAN/CPE); Paredes Torres, Antonio Manuel (IFD/ICS); Hernandez Carrion, Jose Luis (IFD/ICS)
▪ Taxonomy:	Client Support
▪ Operation Supported by the TC:	N/A.
▪ Date of TC Abstract authorization:	30 Apr 2025.
▪ Beneficiary:	Agencies in charge of civil registries and identification systems in Colombia and Perú[1].
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	Public Capacity Building Korea Fund for Economic Development(KPC)
▪ IDB Funding Requested:	US$500,000.00
▪ Local counterpart funding, if any:	US$0
▪ Disbursement period (which includes Execution period):	36 months
▪ Required start date:	November 2025
▪ Types of consultants:	Individuals and Firms
▪ Prepared by Unit:	IFD/ICS-Innovation in Citizen Services Division
▪ Unit of Disbursement Responsibility:	IFD/ICS-Innovation in Citizen Services Division
▪ TC included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity, rule of law, and citizen security; Supports digital transformation; Digital government

II.   Objectives and Justification of the TC

2.1   The objective of this Technical Cooperation (TC) is to develop a methodology to assess the maturity of civil registration systems in beneficiary countries, as part of a comprehensive identification maturity model for Latin America and the Caribbean (LAC). In this way, the TC will enable countries to create detailed road maps to improve their identification and civil registration systems with practical recommendations, thereby improving their capacities and the delivery of services to their citizens.

2.2   This TC will allow for the creation of detailed roadmaps based on success-based maturity models for civil registration systems. Following this construction methodology

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[1]   If other borrowing member countries of the Bank are included as beneficiaries of the TC, the no-objection letter from the liaison body with the Bank in the corresponding country shall be obtained prior to the start of activities in those countries.

allows for the successful application of these models to countries that face similar challenges in adopting these systems.

2.3 In LAC, identification and civil registration systems are undergoing digitization to improve secure access to digital services. Although the region shows high levels of birth registration (around 95% on average), persistent gaps remain among rural, frontier, and vulnerable populations, which still require targeted government efforts to close the remaining coverage gap and ensure universal identity[2]. Modernizing these systems also demands considerable investment, particularly in countries with developing systems. Effective governance of digital identification requires robust legal, institutional, and technological frameworks for proper functioning and data protection, as highlighted by the ID4D Principles.[3] In countries with advanced systems, the transition to digital identification involves investing in institutional strengthening, technological acquisition, secure information management, implementation of security measures, and training of qualified personnel.

2.4 Colombia and Peru are making progress in civil registration and identification, facing unique challenges. They have yet to achieve widespread adoption and suffer from cybersecurity issues and insecure processes. Rural areas hinder accessibility and coverage of these services.

2.5 In Peru, only around 25% of civil registration procedures are carried out through digital channels,[4] which reflects the low level of digital uptake and the continued dependence on in-person services, particularly in rural and vulnerable areas. In Colombia, the first fully virtual civil registry procedure was only implemented in 2025,[5] representing an important step forward but still at a pilot stage rather than a generalized service. Furthermore, in both countries, civil registration data remains fragmented across dispersed databases, which complicates interoperability and prevents institutions from offering integrated and reliable services. As a result, both governments are currently working on initiatives to digitize and consolidate their historical registry records, in order to create secure digital backups, strengthen the integrity and continuity of information, and enable more efficient and accessible service delivery.

2.6 These systems face data quality and digitalization challenges, linked to the modernization of digital infrastructure, process improvements, and the need for training. These factors affect countries' ability to develop adequate civil registries with a strong digital identity. A Maturity Model should be a tool with clear roadmap and concrete adoption targets for LAC countries assessing their current civil registration systems.

2.7 **Complementarity**. This TC will complement some activities of the project from Peru "Support for the Modernization of Civil Registration and Identification Services Nationwide" (PE-L1304), and from Colombia "Digital Transformation Program of the National Registry of Civil Status" (CO-L1319) by contributing the experiences and best practices observed in countries with a high degree of consolidation of these institutions and systems. In addition, it will provide a roadmap for adapting these services to these

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[2] *Improving Civil Registration and Vital Statistics Systems in Latin America and the Caribbean*. UNICEF (2023).

[3] *Principles on Identification for Sustainable Development: Toward the Digital Age. World Bank* - ID4D (2022).

[4] RENIEC, 2024.

[5] Registro Nacional del Estado Civil de Colombia, 2025.

more modern structures, as well as strengthening knowledge through the exchange of experiences with other stakeholders.

2.8   **Strategic Alignment.** This TC is aligned with the IDB Group's Institutional Strategy: Transformation for Greater Scale and Impact (CA-631-1) and is aligned with the objective of: (i) reducing poverty and inequality by promoting universalization and facilitating access to civil registries and their identification systems. Specifically, this TC aligns with the following operational focus areas: (i) institutional capacity, rule of law, and citizen security; and (ii) social protection and human capital development; given that the work the CT will carry out in creating maturity models for civil registries will consolidate solid governance and generate specific capacities for efficient management, sustainable development, and socially committed and responsible implementation in the beneficiary countries.

2.9   This TC is aligned with the following IDB country strategies: (i) Colombia 2024-2027 (GN-3238-3) specifically in the strategic areas section B, strategic pillar 3, improving the government's strategic management capacity, which will be achieved with a civil registry that is more strengthened in its management capacity; (ii) Peru 2022-2026 (GN-3110-1) specifically in the priority area III in institutional strengthening and the development of basic services at the regional level. This TC is also aligned with the objectives of the Korea Fund for Public Capacity Building and Economic Development (KPC) by fostering digital transformation within national agencies and improving the civil registries services provided.

III.   Description of activities/components and budget

3.1   **Component 1. Maturity model for civil registries in Latin America and the Caribbean (US$150.000).** This involves developing a maturity model to determine the status of civil registries in LAC. Includes:

3.1.1   **Activity 1.1. Compilation of best practices from leading international experiences.** Identification of countries that can be considered benchmarks in civil registry management. Obtaining the best indicators and enabling dimensions related to civil registries in these countries, analyzing the outstanding practices implemented. In addition to assessing their leadership in the implementation of civil registries, aspects such as gender identity, geographic scope, ethnic and cultural diversity, disability status, population size, life expectancy, population distribution, and migration movements should be considered. The goal is to obtain a sample of the results and good practices from selected countries.

3.1.2   **Activity 1.2. Analyze the status of civil registries and their digital identification systems in Colombia and Peru.** Identify weaknesses or improvements and discuss the improvements they need in the short, medium, and long term with stakeholders.

3.1.3   **Activity 1.3. Develop the maturity model for civil registries.** By integrating best practices from leading international experiences, as well as the needs identified by beneficiary countries, with the aim of providing coherence to the model. The generated model will lead to a methodology for diagnosing civil registries, which will subsequently be disseminated at events and knowledge-sharing sessions. The model must integrate the necessary inclusion actions to ensure civil registries cover all existing gender identities,

as well as cover the full range of interactions that people have with the Civil Registry.

3.2 **Component 2. Application of the maturity model for civil registries and the identification model in beneficiary countries (US$200.000).** This results in the maturity model of the beneficiary countries and the identification of gaps compared to the target model. Includes:

3.2.1 **Activity 2.1. Implement the maturity model in each beneficiary country, obtaining a roadmap** for the subsequent development of the civil registry. The necessary indicator and dimension data will be collected for both the civil registry model and the identification model. Finally, a roadmap must be provided with recommended actions for the improvement and evolution of both the civil registries and the associated identification systems.

3.2.2 **Activity 2.2. Digital library of lessons learned from the application of the model to beneficiary countries.** Using the results and lessons learned from the previous activity, a digital educational library of lessons learned from the application of the maturity model will be created, and a final review will be compiled. These materials will be prepared in the form of documents or presentations, as well as in a browsable format, integrating with the look and feel and content of other IDB web publications for dissemination and use. The final model will be delivered, edited and formatted according to IDB standards for publication, as well the final product must be integrated with ImplementaLAC for its cohesion with other IDB contents with the necessary references to the financing fund.

3.3 **Component 3. Dissemination and promotion of the knowledge generated by the civil registry maturity model (US$150.000).** Its objective is to promote the generated model, and the results obtained from its application. Includes resources allocated for logistics and organization of in-person and virtual events to be held in beneficiary countries, as well as the holding of a regional event, the development of its communication strategy, dissemination on social media, and general implementation of the event, through the following activities:

3.3.1 **Activity 3.1. Organization of internal events in each of the beneficiary countries, to present the results of the implemented models.** This activity aims to disseminate the model and roadmap obtained within the beneficiary country to all interested units, for their awareness and involvement, acting as a catalyst for the necessary change management. Events will be held for each beneficiary country.

3.3.2 **Activity 3.2. Organization of a regional event, where the final maturity model for civil registration obtained and its digital identification systems will be presented.** This event aims to disseminate the maturity model at the regional level. The different dimensions, the identifiers found, and the most relevant digital identification systems will be presented in detail. The aim is also for each beneficiary countries of the TC to share their experience in implementing the model and assess the roadmap obtained, as well as outline the next steps they hope to take to achieve it.

3.3.3 **Activity 3.3. Organize knowledge sharing sessions between officials from beneficiary countries** and others from countries interested in the maturity models for identification and civil registries, where beneficiary

countries can showcase the progress made through the adoption of these models. Virtual sessions will be organized in which officials from beneficiary countries can share and exchange knowledge of the work carried out.

3.4 **Expected outcomes.** The main outcomes expected are: (i) a maturity model created from the best international experiences and that has been built, tested and refined based on practical experience with countries in LAC; (ii) provide the two beneficiary countries with roadmaps with recommended actions for improving their civil registries and identification systems, in order to achieve the defined maturity models; (iii) conduct a dissemination of the maturity model based on events and sessions, in person, virtual or hybrid, in which the knowledge generated by the application of the maturity models of civil and identification registries can be shown to all interested LAC countries; and (iv) a publication of the civil registry maturity model developed.

3.5 The total budget of the CT is US$500,000 and will be financed with resources from the Korea Fund for Public Capacity Building and Economic Development. Counterpart funding is not expected. The following table includes the main activities and their costs:

Indicative Budget

Activity/Component	Description	IDB/Fund Funding	Total Funding
Component 1.	Maturity model for civil registries in Latin America and the Caribbean.	US$150,000	US$150,000
Component 2.	Application of the maturity model for civil registries and the identification model in beneficiary countries	US$200,000	US$200,000
Component 3.	Dissemination and promotion of the knowledge generated by the civil registry maturity model.	US$150,000	US$150,000
Total		**US$500,000**	**US$500,000**

IV. Executing agency and execution structure

4.1 As requested by the beneficiary governments, the Executing Agency will be the Inter-American Development Bank (IDB) through the Institutional Capacity of the State Division (IFD/ICS). In line with the Bank's policies and procedures applicable to Technical Cooperations, all consultancies under this TC will be contracted by the IDB.

4.2 In accordance with the guidelines and requirements established in the Technical Cooperation Policy (GN-2470-2) and Annex II of Procedures for the Processing of Technical Cooperation Operations and Related Matters (OP-619-4) literal c: (iv) Institutional Capacity, the justification is given by the Bank's position as the best-equipped entity to implement projects related to the development of maturity models, such as those intended, and coordinating inputs from different beneficiaries agencies. Furthermore, the IDB has extensive experience in providing technical assistance to select and contract quality consulting services (in accordance with Bank policies). The IDB will also contribute to the development of consistent maturity models, ensuring that the best international examples and standards are considered in their design.

4.3 The Bank will have the final say in selecting, contracting, evaluating, and paying consultants/companies. While it may receive input or feedback from beneficiaries, this will not limit its ability to manage the relationship with consultants. The IDB will maintain ongoing coordination with the agencies responsible for civil registries in the beneficiary countries to ensure the proper execution of this TC. To this end, the IDB will promote close coordination by establishing a permanent focal point in each of these agencies. This will ensure that the activities to be implemented, as well as the products and other materials produced by the TC, are not only reviewed but also planned in conjunction with the government's counterparts.

4.4 **Procurement.** All procurement to be executed under this Technical Cooperation have been included in the Procurement Plan (Annex IV) and will be hired in compliance with the applicable Bank policies and regulations as follows: (a) Hiring of individual consultants, as established in the regulation on Complementary Workforce (AM-650) and (b) Contracting of services provided by consulting firms in accordance with the Corporate procurement Policy (GN-2303-33) and its Guidelines.

V. Major issues

5.1 The greatest risk identified in the execution of this CT is related to the rotation of the authorities associated with the civil registry agencies of the different beneficiary countries. The most viable mitigation measure to ensure the continuity of approaches and work is the participation of technical teams, involving them in the early development of models, the definition of their dimensions and indicators, as well as the extraction of associated data for their countries. Efforts will be made to establish a technical team with representatives from the beneficiary countries' counterparts, ensuring that the turnover of the authorities does not hinder the implementation of this cooperation.

5.2 Likewise, participation in local and regional events, involving high authorities to make visible and validate the development of the models can be a risk factor within Component 3. To try to mitigate this, dates, trips, destinations and itineraries will be taken into account with sufficient advance notice, so their agendas can be committed, and we have effective and representative participation in the events and spaces to be held.

5.3 The knowledge products generated within the framework of this TC will be the property of the Bank and may be made available to the public under a Creative Commons license. However, the intellectual property of such products may also be licensed and/or transferred through specific contractual commitments to be developed with the advice of LEG.

VI. Exceptions to Bank policy

6.1 No exceptions to the Bank's policies are foreseen.

VII. Environmental and Social Aspects

7.1 This Technical Cooperation is not intended to finance pre-feasibility or feasibility studies of specific investment projects or environmental and social studies associated with them; therefore, this TC does not have applicable requirements of the Bank's Environmental and Social Policy Framework (ESPF).

Required Annexes:

Request from the Client_2108.pdf

Results Matrix_46983.pdf

Terms of Reference_85537.pdf

Procurement Plan_27909.pdf