

TC Document

I. Basic Information for TC

▪ Country/Region:	REGIONAL
▪ TC Name:	Strengthen execution feasibility in Social Protection and Labor Markets thorough process improvement
▪ TC Number:	RG-T4799
▪ Team Leader/Members:	Urquidi Zijderveld, Manuel Enrique (SCL/SPL) Team Leader; Vazquez, Claudia (SCL/SPL); Centeno Lappas, Monica Clara Angelica (LEG/SGO); Gonzalez Herrera, Beatriz Maria (SCL/SPL); Rivera Herrera Sergio Andres (SCL/SPL); Angeles Aguilar Niwin Monserrat (SCL/SPL); Ramos De Alvarado, Paola Michelle (SCL/SPL); Hellman Carolina Franco (SCL/SPL).
▪ Taxonomy:	Research and Dissemination
▪ Operation Supported by the TC:	.
▪ Date of TC Abstract authorization:	14 May 2025.
▪ Beneficiary:	Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, and Venezuela
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	OC SDP Window 2 - Social Development(W2E)
▪ IDB Funding Requested:	US\$150,000.00
▪ Local counterpart funding, if any:	US\$0
▪ Disbursement period (which includes Execution period):	36 months
▪ Required start date:	August, 29th 2025
▪ Types of consultants:	Individual consultants; consulting firms
▪ Prepared by Unit:	SCL/SPL-Social Protection and Labor Markets Division
▪ Unit of Disbursement Responsibility:	SCL/SPL-Social Protection and Labor Markets Division
▪ TC included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2024-2030:	Social protection and human capital development; Productive development and innovation through the private sector; Targets poor populations; Diversity; Indigenous People; Persons with Disabilities; Institutional capacity, rule of law, and citizen security; Public sector policy and management

II. Objectives and Justification of the TC

- 2.1 The objective of Technical Cooperation (TC) is to enhance project execution of projects in the areas of social protection and employment by developing two comprehensive toolkits designed to address key phases of implementation. The first toolkit will optimize the kickoff workshop process, incorporating readiness assessments and structured management frameworks. These frameworks will promote early risk identification, resource planning, and evaluation of institutional capacity to ensure projects start on a solid footing. The second toolkit focuses on strengthening mid-term evaluations using tools like qualitative analysis, pinpointing

weaknesses in processes, and enabling course corrections. Both toolkits will consider in their design industry the best practices and similar tools of other international development organizations. The specific objectives of the TC are thus: (i) enhance the monitoring, execution feasibility, and adaptive management of SPL projects by developing standardized management tools that integrate both qualitative and quantitative approaches. These tools will strengthen decision-making processes, link outputs to outcomes, and improve operational tracking mechanisms to ensure a focus on achieving results through effective implementation strategies; and (ii) strengthen the skills of project teams and executing agencies to monitor and execute projects.

- 2.2 Both toolkits will align with the new SG Delta framework and include a strategy for systematizing the best practices in execution and adaptive management. By creating a repository of proven strategies, this initiative will facilitate overcoming operational bottlenecks, scaling effective project delivery, and driving excellence across the Social Protection and Labor Markets Division (SCL/SPL) portfolio. It is expected that this toolkit will consider qualitative tools as well as quantitative tools, and the startup toolkit will mainly be a protocol and checklist. A qualitative monitoring and supervision toolkit will be designed, piloted, and validated. These protocols will respond to the problem that most current impact evaluations lack critical insights into how processes were executed by executing agencies. Additionally, monitoring tools often fail to incorporate strategies to verify the consistent and uniform implementation of these processes. This absence of qualitative data creates a knowledge gap, which not only limits understanding of the factors driving success but also obstructs the replication of successful projects. This tool will align with the new assumption and milestone requirement of SG Delta as well as the evaluation checklists required for SG Delta and portfolio reviews but will also include information to be considered in supervision plans during execution as well as project outputs and outcomes that need to be followed up in country client dialogue.

2.3

- 2.4 **Strategic alignment.** This TC is consistent with the Inter-American Development Bank (IDB) Group's Institutional Strategy 2024-2030: Transformation for Greater Scale and Impact (CA-631) and is aligned with the objectives of: (i) reducing poverty and inequality by supporting the effectiveness of social protection and labor markets projects in the region. The TC also aligns with the following areas of operational focus: (i) gender equality and inclusion of diverse groups of the population, through the analysis of how to use qualitative data to determine how projects are addressing specific challenges faced by women and diverse populations; (ii) institutional capacity, rule of law and citizen security, through the analysis of alternatives to better evaluate of institutional capacity of executing agencies and strengthen them for project execution; and (iii) social protection and human capital development, as it aims at promoting effectiveness in projects of these areas. Additionally, it is aligned with the Gender and Diversity Framework (GN2800-13), in the line of action 1: "Address gaps that arise from structural factors" through the specific action of promoting the use of qualitative information to help make women and diverse groups visible throughout project execution; and line of action 3: "Measuring unequal treatment" through the use of qualitative data to establish how to better align treatment to specific challenges faced by disadvantaged individuals.

- 2.5 The TC proposal aligns with the sector frameworks of social protection and labor markets by addressing critical components of project execution and effectiveness in labor markets and social protection. The Labor Sector Framework Document (GN-

2741-12) is reflected in the TC's focus on identifying and promoting best practices to enhance the execution of labor markets projects, as well as its commitment to fostering inclusion and equity in labor markets. The Skills Development Sector Framework (GN-3012-3) Document is aligned through TC's support to effectiveness of skill development projects. Additionally, the TC supports the Social Protection and Poverty Sector Framework Document (GN-2784-12) by promoting better monitoring of social protection outcomes, enabling more adaptive and inclusive policy responses.

- 2.6 Additionally, it is aligned with priority area 5 of the OC SDP window 2 – Social Development (W2E) in accordance with the provisions of GN-2819-14, in particular with the objectives (i) to strengthen the efforts of public institutions so that they become more effective and efficient in social programming, group targeting and execution of social sector projects; and (ii) support the IDB and its clients in their efforts to reduce poverty and inequality and promote social inclusion, gender equity, and diversity through projects and programs.

III. Description of activities/components and budget

The activities have been organized into 2 components:

- 3.1 **Component 1. Development effectiveness tools for social protection and labor markets design (US\$70,000).** This component seeks to design tools to enhance project execution of social protection and labor markets projects, in specific to design and pilot two execution toolkits: one for startup workshops and one for midterm evaluation of projects. It will generate the knowledge required to enhance the operational effectiveness and development outcomes of projects in the areas of social protection and employment policies by designing tools to be used to strengthen the design, monitoring, and evaluation frameworks through evidence-based tools, systematic indicators and learning, and the integration of evaluability principles. The main problem addressed is the lack of qualitative knowledge about how projects are being implemented, which can result in mistakes that hinder outcomes. By establishing protocols to strengthen the kickoff workshop, mid-term evaluations, and monitoring processes, implementation will become more robust, enabling adjustments that improve efficiency. This, in turn, will support achieving higher ratings in efficiency and sustainability at project closure. The component will finance: (i) Kickoff workshop toolkit; and (ii) midterm evaluations toolkit.
- 3.2 It is expected that this toolkit will consider qualitative tools as well as quantitative tools. A qualitative monitoring and supervision toolkit will be designed, piloted, and validated. Most current impact evaluations lack critical insights into how processes were executed by executing agencies. Additionally, monitoring tools often fail to incorporate strategies to verify the consistent and uniform implementation of these processes. This absence of qualitative data creates a knowledge gap, which not only limits understanding of the factors driving success but also obstructs the replication of successful projects.
- 3.3 The protocols will first be implemented in projects that have not yet reached the mid-term evaluation stage. It is expected that over a period of approximately three years, they will gradually roll across the entire portfolio to ensure full deployment and

widespread adoption. It is expected that some of the tools developed through this initiative could be adapted for use in other sectors, broadening their applicability and impact. Furthermore, the experience gained from applying these toolkits can inform the development of similar toolkits by other sectors or at the country level, promoting cross-sectoral learning and replication of best practices.

- 3.4 **Component 2. Development effectiveness tools for social protection and labor markets implementation (US\$80,000).** The component seeks to support the implementation of the tools designed by component 1 to enhance the execution of social protection and labor markets projects. This component will facilitate the adoption of tools and protocols to improve project management, monitoring, and evaluation. The component will finance: (i) validation workshops and training sessions; and (ii) two qualitative analyses conducted using the toolkits to refine its design and promote the replication of successful results. Validation workshop is expected to be conducted in a hybrid format and will include validation by Bank staff and subject-matter experts. Training sessions will also be hybrid and are intended for Bank staff and external consultants. Qualitative analyses are intended to document results and lessons learned during implementation—particularly at the midterm evaluation stage—and serve as a means to highlight outcomes that are best captured through approaches beyond purely quantitative methods.
- 3.5 **Total costs.** The total budget of this TC is US\$150,000.00 which will be financed by the Ordinary Capital Strategic Development Program (Window 2, priority are 5) on a non-reimbursable basis. This TC has no local counterpart. The disbursement and execution period will be 36 months. The TC will fund the hiring of individual consultants, consulting firms, and the implementation of meetings and workshops.

Indicative Budget (US\$ thousand)

Activity/Component	Description	IDB/W2E	Total Funding
Component 1	Development effectiveness tools for social protection and labor markets design	US\$70,000	US\$70,000
Component 2	Development effectiveness tools for social protection and labor markets implementation	US\$80,000	US\$80,000
Total		US\$150,000	US\$150,000

- 3.6 **Supervision.** The IDB, through the TC Team Leader (TL), SCL/SPL Lead Operations Specialist, will be the focal point for execution and oversight of each component. The team leader will oversee the proper development of the studies and analyses and the supervision of the activities for the achievement of the expected results. The TC will be monitored and evaluated in accordance with the Bank's applicable policies and through the Results Matrix. The annual reports and the final report shall be prepared as required by the OP-1385-4 document approved by the OPC.

IV. Executing agency and execution structure

- 4.1 The Executing Agency will be the Inter-American Development Bank (IDB), through the Social Sector, Social Protection and Labor Markets Division (SCL/SPL), in accordance with the guidelines and requirements established in the Technical

Cooperation Policy (GN-2470-2) and in the Procedures for the Processing of Technical Cooperation Operations and Related Matters (OP-619-4). considering it aims at generating a regional perspective on the subject and that as a Research and Dissemination project it cannot be executed by a single country. The TC will also benefit from the experience of the Bank working in regional studies; its technical knowledge on social protection and labor markets; its operational experience; and its ability to hire highly skilled professionals. This execution arrangement is due to the regional nature of the project and the experience and capacity of the Bank in executing this type of project and its ability to hire high-level international consultancy with added value in addition to the Bank's greater options to transfer lessons learned to different countries.

- 4.2 The Bank will supervise consulting services. Ownership of intellectual property rights of products resulting from the execution of the TC belongs to the Bank. However, a license to use these products will be granted to the beneficiary governments, when applicable. In this regard, the administration and execution of this TC will be carried out under the responsibility of the designated Team Leader.
- 4.3 This TC aims to benefit borrowing member countries of the Bank by improving the effectiveness of social protection and employment policies and projects executed by the Bank. This knowledge will also be disseminated within countries so it can benefit their projects and policies even when not linked to financing from the Bank. Any advisory support to the countries that require work within their territory will require a formal request from the country, through a no-objection letter issued by the corresponding institution. No direct interventions will be carried out in the countries without receiving this letter.
- 4.4 **Acquisitions and financial management.** The activities to be executed under this operation 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.
- 4.5 All knowledge products derived from this TC will be the intellectual property of the Bank, granting the corresponding license for use to the beneficiary governments of the TC.

V. Major issues

- 5.1 The team of this operation has not identified substantial risks at the level of accountability or macroeconomics. Due to its nature, the execution of this TC is not expected to result in a significant negative impact on the environment.
- 5.2 The team has identified a risk of sustainability. If there is a perception of more work by project teams, they could stop using the toolkits and thus could hinder results. To respond to this risk, qualitative data needs to be useful for day-to-day decisions and easily collectible. Otherwise, it would face problems due to the time required to confirm that processes are really being followed. These considerations will be included in the toolkit design.

VI. Exceptions to Bank policy

- 6.1 No exceptions to the IDB's policies have been identified.

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).
- 7.2 According to the Bank's Environmental and Social Policy Framework (ESPF), there are no minimum, or no environmental and/or social impacts associated with this operation. The Environmental and Social Impact Category for this operation is "C". Environmental and Social Performance Standards (ESPS) 1, 2 and 10 were triggered and actions will be considered during project design, taking into account the management system given by the local regulatory framework and the preparation by the borrower of an Environmental and Social Management System (ESMS) in accordance with the scope and nature of the expected impacts and risks associated with the operation.
- 7.3 Strengthen execution feasibility in Social Protection and Labor Markets through process improvement.

Required Annexes:

[Results Matrix_59579.pdf](#)

[Terms of Reference_22662.pdf](#)

[Procurement Plan_87153.pdf](#)