

TC Document

I. BASIC INFORMATION FOR TC

▪ Country/Region:	Jamaica, Trinidad and Tobago, Suriname/CCB
▪ TC Name:	Violence against Women in the Caribbean
▪ TC Number:	RG-T2450
▪ Team Leader/Members:	Arnaldo Posadas (IFD/ICS), Team Leader; Inder Ruprah, (CCB/CCB) Alternate Team Leader; Nathalie Alvarado; José Antonio Mejia; Heather Sutton; and Alicia Alvarez (IFD/ICS); Diether Beuermann and Desiree Mitchell (CCB/CCB); Mariko Russell (ICS/CSU); Camila Mejia Giraldo (ICS/CJA); Clara Alemann (SCL/GDI); Adria Armbrister (GDI/CCO); and Monica Lugo (LEG/SGO)
▪ Indicate if: Operational Support, Client Support, or Research & Dissemination	Research and dissemination (RD)
▪ Date of TC Abstract authorization:	July 7, 2014
▪ Beneficiary :	Jamaica, Trinidad and Tobago, Suriname
▪ Executing Agency and contact name:	Inter-American Development Bank, Institutional Capacity of the State Division (IFD/ICS)
▪ Donors providing funding:	Special Program for Citizen Security -CSF
▪ IDB Funding Requested:	US\$990,000
▪ Local counterpart funding, if any:	N/A
▪ Disbursement period:	24 months
▪ Required start date:	January 2015
▪ Types of consultants:	Individuals and Firms
▪ Prepared by Unit:	CCB/CCB; IFD/ICS
▪ Unit of Disbursement Responsibility:	IFD/ICS
▪ TC Included in Country Strategy:	No
▪ GCI-9 Sector Priority:	Institutions for Growth and Social Welfare: Citizen Security. Social Policy for Equity and Productivity. Gender and Diversity.

II. DESCRIPTION OF THE ASSOCIATED LOAN/GUARANTEE

- 2.1 **Justification:** Insecurity is undermining public governance in the Caribbean. Of seven Caribbean countries surveyed by UNDP, Trinidad and Tobago (TT) spends the highest proportion of its budget on security (14%; 12% of GDP).¹ Jamaica, with the sixth highest homicide rate in the world,² spends 7% of its GDP on crime and violence prevention.³ Understanding the root causes of violence is critical for developing effective prevention

¹ UNDP (2012). *Caribbean Human Development Report 2012*. New York: UNDP. p.148.

² UNODC (2013). *Global Study of Homicide*.

<http://www.unodc.org/unodc/en/data-and-analysis/homicide.html>

³ Clayton, A. (2012). *A New Approach: National Security Policy for Jamaica 2012*. Available at: <http://www.cabinet.gov.jm/files/NATIONAL-SECURITY-POLICY-for-JAMAICA-2012.pdf>

- policies, which are more cost-effective than investments to cope with violence after it has occurred.⁴ There is strong evidence that perpetration of violence is learned at home, as children are abused by and/or witness the abuse of family members, in particular their mothers. Violence against women (VAW) is not only a violation of a basic human right of the female population, but it impedes the ability of women to care for their children, as well as traumatizing the children themselves. Childhood exposure to domestic violence is associated with increased aggression and emotional problems, and lower social competence and academic performance, all of which predict violence perpetration later in life.⁵
- 2.2 Nearly 30% of women in LAC experience violence in their lifetime, typically at the hands of an intimate partner.⁶ What data exist on VAW in the Caribbean indicate the problem is particularly acute there. UN data reveals rates of VAW across the Caribbean are among the highest in LAC.⁷ In the Caribbean there is widespread acceptance of traditional gender norms: Jamaican women are more than twice as likely as their Latin-American peers to agree women have an obligation to have unwanted sex with their husband (30% vs. <15%).⁸ The prevalence of VAW is more difficult than other types of violence and crime to measure, for multiple reasons.⁹ Surveys on crime do not take the extra steps needed in terms of survey design and implementation to address these barriers, leading to significant underestimation of the prevalence of the problem. Experts on VAW agree the best data come not from police or crime surveys, but instead from surveys on women's health.¹⁰ Such surveys are able to avoid labeling VAW as a crime, increase the likelihood that a husband will allow his wife to complete the survey and to do so in private, and increase a woman's own comfort discussing these topics.
- 2.3 The World Health Organization (WHO) conducted a multi-country study that surveyed 24,000 women in 10 countries.¹¹ This survey has yielded higher estimates of the prevalence of physical, sexual and emotional violence against women than estimates

⁴ WHO (2009). *Violence prevention: The evidence*.

http://www.who.int/violence_injury_prevention/violence/4th_milestones_meeting/publications/en/

⁵ Fantuzzo J. and Mohr W. (1999). *Prev. and effects of childhood exp. to dom. viol.* The Future of Children. 9(3): 21-32.

⁶ WHO (2013). *Prevalence and health effects of intimate partner violence and non-partner sexual violence*. p 17.

http://apps.who.int/iris/bitstream/10665/85239/1/9789241564625_eng.pdf

⁷ UN Crime Trends Survey <https://www.unodc.org/unodc/en/data-and-analysis/statistics/data.html>

⁸ Bott S, Guedes A, Goodwin M, Mendoza JA (2012) *Violence Against Women in Latin America and the Caribbean*. Washington, DC: PAHO.

<http://www2.paho.org/hq/dmdocuments/violence-against-women-lac.pdf>

⁹ Women are less likely to report crimes to the police, not all forms of violence against women are illegal and thus able to be reported to police, women themselves may not view violence perpetrated by a spouse as a criminal offense, women may worry about losing the family's wage earner if he is arrested, women may be unwilling to be labeled as victims, etc.

¹⁰ WHO (2013). *Prevalence and health effects of intimate partner violence and non-partner sexual violence* and The Department of Economic and Social Affairs of the United Nations (2013) *Guidelines for Producing Statistics on Violence against Women: Statistical Surveys*, http://unstats.un.org/unsd/gender/docs/Guidelines_Statistics_VAW.pdf.

¹¹ Garcia-Moreno C, Jansen H, Ellsberg M et al. (2005). WHO multi-country study on women's health and domestic violence against women: Initial results on prevalence, health outcomes and women's responses http://www.who.int/gender/violence/who_multicountry_study/en/

obtained from surveys on crime or other topics. It has enabled the association of partner violence with a range of health outcomes, identified factors that may either protect women from, or put them at risk of, partner violence and documented strategies and services that women use to cope with violence by an intimate partner. The WHO methodology demonstrates that a well-written survey in an appropriate context, combined with extensive training of administrators, can overcome many problems related to measuring VAW.¹² However, while this survey has been done in several Latin American countries, the methodology has yet to be applied to the Caribbean (outside of the similar Reproductive Health Survey in Jamaica in 2008).

III. OBJECTIVES AND JUSTIFICATION OF THE TC

- 3.1 **Objective.** The objective of this project is to provide quality data on VAW in the Caribbean through the one-time administration of three national surveys. This study, which may be augmented by ICS loans to The Bahamas and Guyana that include VAW surveys using the same methodology, will enable the IDB to produce the first regional report on VAW in the Caribbean. This project should also yield valuable lessons learned, experience, survey instruments and materials that could facilitate replication in other Caribbean countries. Bringing this survey to the region would enable: (i) the first true assessment of the scope of this problem in the Caribbean; (ii) comparisons to both Latin America and the world in this regard; and (iii) the development of evidence-based policies and programs via an informed dialogue with governments, NGOs and other stakeholders.
- 3.2 **Alignment.** This TC is aligned with the Citizen Security Initiative, especially with its information and analysis pillar as it will improve a significant data gap in the Caribbean. It is also aligned with the Citizen Security and Justice Sector Framework Document (GN-2771-3)¹³ and with the priorities of the Bank's gender policy, in particular the Bank's Gender Action Plan 2014-2016 (GN-2531-14), by helping to reduce the knowledge gap surrounding the issue of VAW.¹⁴ This data can be used as the foundation for evidence-based policy making and the provision of quality services to women survivors. Finally, the project is aligned with the Country Strategies of recipient countries (Jamaica,

¹² For example, it is not good practice to ask very sensitive questions early in the survey, before trust between administrator and respondent has been established. Instead, the administrator gradually progresses from easier questions to more difficult ones, without putting loaded labels on the behavior. So instead of asking a woman if her husband is abusive, the administrator would say "Sometimes people get upset or angry. When your husband was upset, did he ever call you a name?" and work your way up to "Did he ever hit you?" "Did he ever kick you?" etc.

¹³ The TC falls under Dimension 1 of the lines of action to guide the Bank's operations and research activities - *Young people and women at risk have access to comprehensive, effective social prevention and response programs for crime and violence*. Under this demission the document states the need for the "design and development of victimization surveys and studies of risk factors."

¹⁴ The project will thus contribute to *Objective 2: Contribute to the body of knowledge on key gender gaps in the Latin America and the Caribbean (LAC) region and evidence on what works to address them*. Additionally, the final report and dissemination seminar will contribute to *Objective1: Foster strategic partnerships and contribute to setting a public policy agenda to advance gender-responsive policy making and development programing in the region*.

Trinidad and Tobago, and Suriname) that recognize the need for better data for policy formulation and evaluation.¹⁵

- 3.3 **Complementarity.** The TC will complement existing data collection initiatives on citizen security which include victimization surveys of homes and businesses, covering a wide range of crimes.¹⁶ However, for the reasons mentioned above, crime victimization surveys are not the recommended method to collect accurate data on VAW. Capturing prevalence data on VAW requires a separate dedicated survey, using best practice methodology recommended by experts in the field. Such surveys are extremely costly and time consuming. For these reasons, it has not been possible to collect primary data (only administrative data) on VAW under the existing initiatives. This TC will complement the aforementioned initiatives by specifically addressing a type of violence that hugely impacts women and children yet cannot be adequately measured in a traditional victimization survey or in police data.
- 3.4 **Criteria for country selection.** The TC includes three countries for survey implementation. Potentially two more surveys on VAW (in Guyana and The Bahamas) may be included in respective Citizen Security loans currently being developed, thus allowing for a broader regional comparison of survey results. The beneficiary countries for this TC were chosen based on capacity, resources and sub-regional representative balance. Jamaica was a natural choice given its large, diverse island population and the successful sample surveys conducted by the National Statistics Office (STATIN) - often in collaboration with The University of West Indies (UWI). This attests to a commitment to research in the country which should facilitate the production and consumption of data. Complementary funding for the survey in Jamaica already exists within the Bank's Citizen Security and Justice Program III (JA-L1043 and JA-X1008) scheduled for 2015. Trinidad and Tobago has conducted fewer successful surveys; however, it is also a large and diverse Caribbean state with relevant capacity in the national statistics office and university, as well as a tradition of data production and use. No complimentary funding currently exists for a VAW survey in TT, making this TC essential for such research. Finally, Suriname represents a smaller Caribbean population, a non-island state and a country with no resources currently available for VAW surveys. While the statistical capacity and resources in Suriname are fewer, there are still potential synergies with the university and competent personnel in the statistics office with regard to survey sample design.

IV. DESCRIPTION OF ACTIVITIES/COMPONENTS AND BUDGET

- 4.1 **Component 1- Data Collection.** The TC will finance the administration of household surveys of women's health in Jamaica, TT, and Suriname following the *WHO multi-country study on women's health and domestic violence-Study Protocol*.¹⁷ This

¹⁵ Country strategies for all three countries recognize the importance of improved data for policymaking, while Jamaica and Trinidad and Tobago specifically recognize safety and security as important components to development.

¹⁶ See RG-T2196 "Crime and Violence in the Caribbean" and RG-T1525 "Improving Caribbean Competitiveness by Addressing Crime and Violence".

¹⁷ This methodology is now internationally accepted as best practice for population-based studies of VAW. The survey will address UN Statistical indicators on VAW recommended by experts in the field.

document provides full details on the study methodology and how ethical and safety considerations are to be addressed via the extensive training of survey administrators.¹⁸ The survey will also measure UN Statistical indicators on VAW as recommended by the *Strategy Report - Supporting the Piloting of a Model for conducting National Prevalence Survey on Gender-Based and intimate partner violence in the Caribbean* (developed June 2014 by the UN Women Multi-Country Office - Caribbean). The TC will follow recommendations for sample size (approximately 1500 women per country), density, coverage (including both urban and rural areas) and survey size in the aforementioned two documents, in addition to consulting experts at relevant stages of survey development. A technical coordinator will be responsible for coordinating the TC, leading data analysis and report writing, and making any needed adjustments to the WHO instrument. Therefore this component will finance consulting services to carry out the following activities: (i) compilation of existing literature, secondary datasets and information on programs and policies on VAW in specified countries; (ii) adaptation of the WHO survey instrument for specified Caribbean countries, (iii) data collection: this includes the hiring of an expert to conduct trainings with survey administrators and the selection of the firm to design the sample, implement the survey, and prepare the dataset for analysis. The expected output of this component is a comprehensive dataset that will help authorities tailor policies, services and strategies accordingly.

- 4.2 **Component 2- Data Analysis.** Three country-level studies, in addition to a cross-country report, will be produced in order to obtain cross-fertilization between technical experts and policy makers. These analyses will describe the scope and depth of the problem, as well as the impact of various local VAW policies, which will facilitate the mainstreaming of population-specific prevention and treatment approaches. The studies will combine existing information with the newly generated data. The expected output is a comprehensive analysis/diagnostic with policy/program ramifications for three countries in the region.
- 4.3 **Component 3- Results Dissemination.** This component will promote within country, and between countries dialogue and dissemination on this issue through: (i) one regional seminar for dissemination of results to relevant stakeholders including at least 2 policy makers and 2 civil society/academics active on the subject of VAW from each of the three countries, as well as select international experts (this includes financing travel and lodging of participants, presentations by international experts, venue and other event organizational costs) ; (ii) various publications using primary and secondary data that will serve as input for country strategies (e.g. policy briefs, working papers, journal articles); and (iii) a knowledge repository to facilitate data access by third parties interested in the topic. The repository will be managed by the IDB and require no further funding beyond the project. Additional costs for updating the data in the short-

¹⁸ Due to the sensitivity of the subject matter, survey administrators must receive three full weeks of training, as opposed to 1-2 days typically required for surveys. The training provides: strategies for keeping all parties safe, coping mechanisms for secondary exposure to trauma (from women recalling their abuse as well as interviewers potentially being reminded of their own trauma history), and means of putting women at ease and increasing disclosure of violence. In addition, all interviewers must be female, but may need 1-2 others to accompany them for safety and/or to conduct a dummy survey with other members of the household present.

term are not expected considering that the recommended frequency for this type of survey is only once every five years.

- 4.4 **Monitoring.** The TC will include progress reports on the implementation of the activities and outcomes prepared by the Bank executing team with relevant input from the Technical Coordinator. Reports will be produced every six months after the approval of the TC.

Indicative Results Matrix

Component	Activities	Outputs	Expected Outcomes	Outcome indicator
Component 1: Data Collection	Technical expertise recruited: Firms/experts identified to assist with survey design and implementation.	Contracts with firm and experts signed	Governments in the Caribbean use the survey methodology in their programs/policies aimed at reducing violence against women.	Number of Caribbean countries using the survey instrument to measure Violence Against Women
	Instrument Design: Instruments for data collection tailored to each of the individual countries.	4 survey instruments designed (one per country)		Number of IDB loans and projects making use of the survey instrument in order to reduce and prevent Violence Against Women
	Data collection: Primary data collected and any secondary data available obtained.	4 primary datasets + additional secondary datasets		
Component 2: Data Analysis	Primary data analysis: Basic data analyses on VAW and girls generated based on the information collected.	4 country specific reports written and 1 comparative report written. Reports integrate primary and secondary data on VAW.	The available analytical information on the challenges in VAW of each of the countries increased.	Number of publications, technical notes, and analytical work produced using data collected on VAW in the Caribbean.
	VAW assessments: Analyses integrating primary and secondary data.		The available information on the impact of VAW prevention interventions increased.	
	Intervention assessments: Analyses of impact of specific interventions across countries.			
Component 3: Results Dissemination	Regional Seminar: One regional seminar with relevant stakeholders from the four countries to present the results of the studies conducted.	1 regional seminar	Policymakers and other relevant actors increase their knowledge of the prevalence of VAW in the Caribbean	Number of participants from each country attending the regional seminar whose knowledge has improved with the project.
	Knowledge repository: Knowledge repository in place that contains: 1) primary data, 2) analysis generated by the project, and 3) analysis made by outsiders using the data	1 knowledge repository	New data on violence against women are widely available in a timely fashion.	Number of downloads of country and regional level reports and datasets

Indicative Budget

Activity/Component	Description	IDB/Fund Funding	Compl. Funding	Total Funding
Component 1.1 : Data collection ¹⁹	Jamaica	100,000 ²⁰		100,000
	TT	340,000		340,000
	Suriname	305,000		305,000
	Total Component 1.1	745,000		745,000
Component 1.2: Technical Assistance	Advice of experts re: survey and sample design, firm selection	10,000		10,000
Component 1.3 & 2: Regional Coordination and Data Analysis	Technical Coordinator to manage & execute the day-to-day TC activities and data analysis	108,000		108,000
Component 2: Data Analysis	Consultant in year 2 to assist with analysis an writing of country reports (Working Papers & Policy Briefs) and the Regional Synthesis Report	65,000		65,000
Component 3 – Dissemination	One regional seminar	62,000		62,000
	Printing/editing and dissemination of materials			
Total		990,000		990,000

V. EXECUTING AGENCY AND EXECUTION STRUCTURE

- 5.1 The IDB will play an important role in bringing a regionally standardized methodology, based on international best practices, to the survey instruments and their implementation. This will allow for comparison of results among the countries in the sub-region and internationally. As this TC will generate knowledge and dissemination products originated by the Bank, the operation will be implemented by IFD/ICS with support from CCB/CCB. Letters obtained for RG-T2196 originally included data collection and research on VAW. However, the team will obtain additional non-objection letters, when necessary, from the countries in advance of local activity. The TC will be implemented over 24 months. The IDB will conduct the procurement of consulting services required for TC implementation, according to the Bank's policies and procedures.

VI. MAJOR ISSUES

- 6.1 This is a fiduciary and governance low-risk project. There is a risk of inadequate quality of data generated due to sensitivity of the topic (e.g., women may be unwilling to participate or to answer questions honestly). To mitigate this: (i) an expert on surveying VAW will both select survey administrators and train them over an extensive three-week period on proper protocol to safely maximize the response rate and disclosure of

¹⁹ Total for each country will be allocated to contract an international expert to conduct the training of survey interviewers, as well as a firm to administer the surveys (including research personnel, survey personnel, travel, data collection devises and participation of local collaborators).

²⁰ This survey will benefit from resources already allocated for a VAW survey within the Citizen Security and Justice Program III (JA-L1043 and JA-X1008), and additional funding put forth by UN Women, for an estimated total of \$350,000 that will complement the \$100,000 provided by the TC.

victimization, as well as approve the final survey instrument; and (ii) local women likely to engender trust from respondents will be selected for survey administration. Secondly, there is a risk that results of the survey will not be used by governments or other local stakeholders. This will be mitigated by: (i) involving at least one government employee and one local NGO member (both working in the area of VAW) in the implementation process; and (ii) a variety of dissemination strategies that maximize the reach of the results and include recommendations for changes in policy and programs as applicable.

VII. EXCEPTIONS TO BANK POLICY

- 7.1 There are no exceptions to bank policy in this operation.

VIII. ENVIRONMENTAL AND SOCIAL STRATEGY

- 8.1 There are no environmental or social risks associated with the activities outlined in this TC, therefore its environmental classification is "C" (See IDBDocs# [36971192](#) and [36971207](#)).

Required Annexes:

- Terms of Reference
- Procurement Plan

TERMS OF REFERENCE #1
IFD/ICS
Violence against Women in the Caribbean

Coordinator

Justification

The Caribbean region suffers from underinvestment in data collection on crime and violence relative to Latin America. There are no national crime observatories¹, no national data on violence against women², and limited data on the impact of crime on businesses. To address this, the Bank has undertaken several region-wide Technical Cooperations in order to collect, analyze, and disseminate the information required for evidence-based crime prevention policymaking in the Caribbean: *Crime and Violence in the Caribbean* (RG-T2196), *Improving Caribbean Competitiveness by Addressing Crime and Violence Issues* (RG-T2364), and *Violence Against Women in the Caribbean* (RG-T2450). These Technical Cooperations aim to remove three critical bottlenecks in the development of crime and violence prevention policies: (i) lack of data to support empirical analysis hindering the design of targeted policies; (ii) constrained institutional capacity to measure results and learning process; and (iii) inadequate sharing of experiences among countries. Easing these bottlenecks could help catalyze broader policy and institutional reforms.

These Technical Cooperations include (i) gathering secondary data and generating primary data for the analysis of crime prevention policies, (ii) analysis of the existing data sets and the newly generated data by the TC and (iii) the dissemination of the results obtained.

All these activities require close coordination and follow up, and a strong foundation in violence prevention research, in order to guarantee 1) the appropriate pace of execution, 2) appropriate budgeting of resources, 3) quality of primary data collected, and 4) the production of all deliverables in the aforementioned TCs.

Objective

The objective of this consultancy is to provide strategic guidance and technical support to the implementation of the Technical Cooperations mentioned above by coordinating and supervising their activities, as well as participating in data analyses and report writing. This includes ensuring adoption of international best practices for data collection on crime and violence from multiple sectors (e.g. criminal justice, health, education).

Activities:

¹ Jamaica has a small unit that compares police and health data on homicides and sexual assaults from select locations.

² Aside from a 2008 survey in Jamaica.

- Research and implement best practices for data collection, particularly for violence against women. Ensure sound survey instrument and sample design. Solicit additional technical assistance from international and local experts as needed.
- Ensure comparability of data collected across countries, as well as comparability globally to the extent possible.
- Recommend and liaise with consultants and/or firms to be hired.
- Ensure timely contracting and payment of consultants, firms, RAs.
- Develop strong familiarity with existing research on crime and violence in the Caribbean; assist with literature reviews on particular subtopics.
- Oversee execution of annual events generating support for TC execution in member countries
- Write a variety of publications based on primary and secondary data collected, such as: blogs, policy briefs, technical notes and working papers.
- Assume lead authorship of a cross-country report on Violence Against Women in the Caribbean
- Review and comment on activities conducted and reports submitted by consultants or firms hired, including reviewing the questionnaires, sampling methodology and work plan for each of the individual countries.
- Coordinate the peer reviewing of the documents produced, and peer review team member publications as requested.
- Supervise the editing and publishing activities for the dissemination of publications.
- Coordinate with Country Offices for required data collection and mission assistance as needed.
- Design and update a project dashboard that will contain all relevant information about the implementation of the Technical Cooperations such as deadlines, budget and deliverables.
- Submit regular progress reports on the implementation of the Technical Cooperations.
- Organize regular meetings with team members.

Characteristics of the Consultancy

- Type of Consultancy: Defined Term Contractual.
- Starting date and duration: 24 months
- Place of work: Washington DC, with travel to Caribbean

Coordination

The Project Team Leader (IFD/ICS) will have technical responsibility for this consultancy while the Principal Technical Leader for the Caribbean Group (CCB/CCB) will provide support throughout the implementation of this consultancy.

Qualifications:

Contractual should have:

- i. Master's degree in Public Health, Criminology, Public Administration, or Political Science.
- ii. At least five years of experience in project management.
- iii. Experience coordinating data collection and analysis activities, including survey administration.
- iv. Content knowledge of crime and violence prevention research, particularly in terms of survey design and evaluation methods. Familiarity with the public health approach to violence prevention desirable.
- v. Excellent oral and written skills in English.
- vi. Excellent diplomacy and communication skills.
- vii. Data analysis expertise strongly preferred.

Remuneration will be determined in accordance with Bank regulations and criteria. The Bank will additionally contribute toward travel and moving expenses, if applicable. If a candidate is not a citizen or resident of the United States, the Bank will apply for a G-IV visa from the consulate of the United States in the candidate's country of origin. If a candidate cannot obtain a visa to work at the IDB the contractual offer will be rescinded.

Individuals with relatives working for the IDB within and including the fourth degree of consanguinity and the second degree of affinity are not eligible. This includes staff members and consultants. Candidates must be citizens of a member country of the Inter-American Development Bank.

TERMS OF REFERENCE #2
Violence Against Women in the Caribbean

Researcher

1. Justification

The Caribbean region suffers from underinvestment in data collection on crime and violence relative to Latin America. Furthermore, the prevalence of Violence Against Women (VAW) is more difficult than other types of violence and crime to measure for multiple reasons. Surveys on crime do not take the extra steps needed in terms of survey design and implementation to address these issues leading to significant underestimation of the of the problem. To address this, the Bank has undertaken a region-wide Technical Cooperation in order to collect, analyze, and disseminate the information required for evidence-based prevention policymaking on VAW in the Caribbean - *Violence Against Women in the Caribbean (RG-T2450)*.

This Technical Cooperation includes (1) gathering secondary data and generating primary data on VAW and related services and prevention policies, (2) analysis of the existing data sets and the newly generated data by the TC and (3) the dissemination of the results obtained.

One of the main activities of TC RG-T2450 is to analyze the data available and to produce several research documents in the form of country reports, working papers and policy briefs.

2. Objective

The objective of this consultancy is to assist the technical coordinator in the analysis of data and development of country and topic specific reports using the information collected in Component 1 of the RG-T2450.

3. Activities:

- Analyze data in order to develop country level reports that include the characterization of VAW, prevention interventions, and institutional frameworks, the assessment of selected VAW prevention policy interventions in the beneficiary population, among others.
- Assist with literature review and drafting of some parts of the regional report on VAW in the Caribbean
- Participate in team meetings and provide support to the team in the elaboration of the thematic reports.

- Support the Technical Coordinator in the process of organizing the seminar and dissemination of reports envisaged in Component 4 of the RG-T2450.

4. Characteristics of the Consultancy

- Type of Consultancy: Individual, international consultant.
- Duration: 12 months.
- Place of work: Washington DC.
- Qualifications: Consultant should have:
 - i. Minimum of a Master's degree in Economics, Public Administration, Political Science and/or other relevant Social Science.
 - ii. At least five years of experience in analysis of micro-data.
 - iii. Proficiency in English.
 - iv. Proficiency in STATA or other similar econometric package.

5. Coordination

Arnaldo Posadas (IFD/ICS) (arnaldop@iadb.org) and Inderjit Ruprah (inderr@iadb.org) will have technical and administrative responsibility for this consultancy.

TERMS OF REFERENCE #3
Crime and Violence in the Caribbean

International Expert

1. Justification

The Caribbean region suffers from underinvestment in data collection on crime and violence relative to Latin America. Furthermore, the prevalence of Violence Against Women (VAW) is more difficult than other types of violence and crime to measure for multiple reasons. Surveys on crime do not take the extra steps needed in terms of survey design and implementation to address these issues leading to significant underestimation of the of the problem. To address this, the Bank has undertaken a region-wide Technical Cooperation in order to collect, analyze, and disseminate the information required for evidence-based prevention policymaking on VAW in the Caribbean - Violence Against Women in the Caribbean (RG-T2450).

This Technical Cooperation includes (1) gathering secondary data and generating primary data on VAW and related services and prevention policies, (2) analysis of the existing data sets and the newly generated data by the TC and (3) the dissemination of the results obtained.

The dissemination of the products of the Technical Cooperation include country level and regional reports and an international seminar to increase the awareness in the Caribbean region of the usefulness of updated and accurate data for design and implementation of prevention policies and support services to victims.

2. Objective

The objective of this consultancy is to raise awareness in the region of the usefulness of updated and accurate crime data for policy design and implementation.

3. Activities:

1. Review and comment the analytical work developed by consultants as part of Component 2.
2. Elaborate a presentation for an international seminar on experiences in the Caribbean and/or internationally, where policy design/ implementation and support programs improved thanks to the generation and use of data.

4. Characteristics of the Consultancy

- b. Type of Consultancy: Individual, international consultant.
- c. Starting date and duration: 2 months.

- d. Place of work: Country of residence and Washington DC.
- e. Qualifications: Consultant should have:
 - i. Minimum of a Master's degree in Economics, Public Administration, Political Science and/or other relevant Social Science.
 - ii. At least 10 years of experience in the area of crime prevention, VAW, injury surveillance, epidemiology and survey analysis, policy design and evaluation.

5. Coordination

Arnaldo Posadas (IFD/ICS) (arnaldop@iadb.org) and Inder Jit Ruprah (inderr@iadb.org) will have technical and administrative responsibility for this consultancy.

TERMS OF REFERENCE #4
Violence against Women in the Caribbean
Technical Assistance - International Expert

1. Justification

The Caribbean region suffers from underinvestment in data collection on crime and violence relative to Latin America. Furthermore, the prevalence of Violence Against Women (VAW) is more difficult than other types of violence and crime to measure for multiple reasons. Surveys on crime do not take the extra steps needed in terms of survey design and implementation to address these issues leading to significant underestimation of the of the problem. To address this, the Bank has undertaken a region-wide Technical Cooperation in order to collect, analyze, and disseminate the information required for evidence-based prevention policymaking on VAW in the Caribbean - Violence Against Women in the Caribbean (RG-T2450).

This Technical Cooperation includes (1) gathering secondary data and generating primary data on VAW and related services and prevention policies, (2) analysis of the existing data sets and the newly generated data by the TC and (3) the dissemination of the results obtained.

2. Objective

The objective of this consultancy is to provide technical assistance with the implementation and execution of the overall TC, with special focus on the survey and final report in particular. Expertise is needed to ensure 1) the survey will be comparable to other surveys internationally, 2) the concepts being addressed by the survey are measured appropriately, 3) access to and buy-in from stakeholders across the region, and 4) peer review of IDB publications on crime and violence in the Caribbean.

3. Activities:

- Review and comment on the survey instrument to ensure the main objectives of the instrument are met
- Provide recommendations on how to tune the survey instrument to comparable international surveys.
- Liaise with local stakeholders (the survey firm, the police, etc) to assist with data collection and sharing as needed.
- Advise on overall TC strategy, implementation, and products.
- Ensure that the quality of the products can meet the requirements of IDB peer review process for final publication
- Provide other assistance as needed and defined by the Project Team Leader

4. Characteristics of the Consultancy

- Type of Consultancy: Individual, international consultant.
- Starting date and duration: 12 months.
- Place of work: Country of residence.
- Qualifications: Consultant should have:
 - a. Minimum of a doctoral degree in Political Science, Criminal Justice and/or other relevant Social Science.
 - b. At least 15 years of experience in the area of violence and crime prevention and/or Violence against Women, specialization in the Caribbean region is desirable.

5. Deliverables/Payment Schedule

- 25% upon receipt of revisions to one draft of survey instrument
- 25% upon completion of construction of variable defining police district boundaries for survey firm
- 50% upon review and edits to one draft of IDB report on Violence against Women in the Caribbean

6. Coordination

Arnaldo Posadas (IFD/ICS) (arnaldop@iadb.org) and Inderjit Ruprah (inderr@iadb.org) will have technical and administrative responsibility for this consultancy.

TERMS OF REFERENCE #5
CONTRACT FOR A FIRM SPECIALIZED IN SURVEY DATA COLLECTION
Violence Against Women in the Caribbean

1. BACKGROUND

Understanding the root causes of violence is critical for developing effective prevention policies, which are more cost-effective than investments to cope with violence after it has occurred.³ There is strong evidence that perpetration of violence is learned at home, as children are abused by and/or witness the abuse of family members, in particular their mothers. Violence against women (VAW) is not only a violation of a basic human right for 50% of the population, but it impedes the ability of women to care for their children. Childhood exposure to domestic violence is associated with increased aggression and emotional problems, lower social competence and academic performance, all of which predict violence perpetration later in life.⁴

The Caribbean region suffers from underinvestment in data collection on crime and violence relative to Latin America. The prevalence of VAW is even more difficult than other types of violence and crime to measure for multiple reasons.⁵ Surveys on crime do not take the extra steps needed in terms of survey design and implementation to address these issues, leading to significant underestimation of the of the problem. To address this, the Bank has undertaken a region-wide Technical Cooperation in order to collect, analyze, and disseminate the information required for evidence-based VAW prevention policymaking in the Caribbean - *Violence Against Women in the Caribbean* (RG-T2450).

2. PURPOSE OF THIS CONTRACT

The purpose of this Technical Cooperation is to conduct three surveys on VAW, in Caribbean member countries of the Bank, in an attempt to address the current lack of data needed to support empirical analysis that will allow government authorities to design more effective policies and programs to deal with Violence against Women in the region. This exercise is intended to:

- obtain reliable estimates of the prevalence and incidence of different forms of violence against women (including the estimation of the UN VAW indicators, in a way that is

³ WHO (2009). *Violence prevention: The evidence*.

http://www.who.int/violence_injury_prevention/violence/4th_milestones_meeting/publications/en/

⁴ Fantuzzo J and Mohr W. (1999). *Prev and effects of childhood exp to dom viol*. The Future of Children. 9(3): 21-32.

⁵ Women are less likely to report crimes to the police, not all forms of violence against women are illegal and thus able to be reported to police, women themselves may not view violence perpetrated by a spouse as a criminal offense, women may worry about losing the family's wage earner if he is arrested, women may be unwilling to be labeled as victims, etc.

comparable with other studies around the world using the WHO methodology around the world);

- identify factors that may either protect or put women at risk of intimate partner violence;
- document and compare the strategies and services that women use to deal with intimate partner violence, which in turn will inform the development of primary, secondary and tertiary prevention policies and programs.⁶

An adapted version of the WHO questionnaire is proposed to include questions to measure the UN statistical VAW indicators, thus making study results comparable to similar surveys in other countries. The data collection instrument for the survey is expected to include questions on respondents' socio demographic background, as well as the following types of VAW at a minimum:

1. Physical and sexual violence by intimate partners as experienced in a woman's lifetime and in the 12 months preceding the interview
2. For physical and for sexual partner violence the estimates will be broken down by frequency and severity. Severity measures include direct impact in the form of injuries and indirect impact on physical and emotional wellbeing
3. Psychological abuse by intimate partners by frequency, as experienced in a woman's lifetime and in the 12 months preceding the interview
4. Economic abuse by intimate partner, as experienced in a woman's lifetime and in the 12 months preceding the interview
5. Physical violence by persons other than partners broken down by perpetrators, as experienced in a woman's lifetime and in the 12 months preceding the interview
6. Sexual violence by persons other than partners broken down by perpetrators, as experienced in a woman's lifetime and in the 12 months preceding the interview
7. For sexual violence by persons other than partners separate questions are formulated for rape and other types of sexual violence
8. Child sexual abuse by persons other than partners, before the age of 15 years old (asked retrospectively).⁷

3. DESCRIPTION OF THE WORK

The survey will provide information on a range of types, frequency of VAW as well as services and strategies used by victims in three Caribbean countries. It is hoped that the results of the

⁶ These correspond with those in the methodology to be used which is based on that of the WHO multi-country study on women's health and domestic violence.

⁷ These types of violence include those included in the UN core statistical VAW indicators, and those proposed in the WHO methodology.

survey will facilitate efforts to develop actions and interventions at the national and community levels to curb the level of violence in those countries.

The selected firm will 1) design/modify the sampling frame as needed, 2) pilot the survey module developed by the Bank (based on the questionnaire as developed for the *WHO multi-country study on women's health and domestic violence* with adaptations to include measures of UN VAW indicators) in each country and modify as needed, maintaining comparability across the region and world 3) work with the international expert hired by the IDB to train field staff and supervisors, 4) collect these data in each country from a nationally representative sample, plus oversampling as specified, supplying electronic data collection instruments and any other resources necessary to complete data collection, and 5) prepare the data for analysis and provide datasets with any variables for weighting for the core instrument plus the module to the IDB for all three countries.

Sample

4. SAMPLE

Census data will be obtained by the firm and used to design the sampling frame. The sample will be selected using a multi-stage cluster sampling strategy permitting the selection of a sample of households, followed by the selection of one eligible woman per household. The sample should be stratified by major regions of the country, size of municipalities, and by urban and rural areas within municipalities. Data will be collected electronically via face-to-face interviews. The firm will be responsible for obtaining the maps required to locate the borders of the selected Enumeration Districts. In order to generate statistically robust analyses, 95% confidence intervals around unweighted sample sizes will not exceed a sampling error of +/- 2.5%. When a household is not selected to be interviewed, a record will be made of the reasons why (e.g. no one home despite repeated visits, respondent refused to participate, does not meet selection criteria). The firm should take steps to reduce non-participation rates. To keep track of this effect, a report similar to the table below should be submitted to the IDB once fieldwork is initiated, on a schedule agreed upon between the Firm and the IDB.

			Eligible			Non-Eligible	Unknown eligibility	
<i>Industry</i>	<i>Size</i>	<i>Target</i>	<i>Completed</i>	<i>In process</i>	<i>Rejected</i>	<i>Out of target</i>	<i>Not located</i>	<i>Rejected filter</i>
Country A	Small							
	Medium							

Country B	Large							
	Small							
	Medium							
	Large							

The firm will submit the intended field protocol and training materials to the IDB for non-objection along with the final module for each country.

5. SURVEY/DATA ENTRY CHARACTERISTICS

Due to the extreme sensitivity, risks and ethical considerations involved in this survey, training will be provided by a separate international expert on conducting VAW surveys who will be hired by the IDB. The firm is responsible for allocating sufficient time for rigorous training of all personnel. No enumerator or supervisor who has missed any of the required training will be permitted to participate in data collection. Access will be given to portable electronic versions of the survey in their beta format for testing by the IDB. The survey will also be printable so it can be viewed in Microsoft Word. The final format and layout of the survey to be used in data collection will be authorized by the IDB Team Leader. No question should be left blank unless generated by a skip pattern.

6. ACTIVITIES INCLUDED IN THIS WORK

1. Sampling frame design/modification
2. Modification of the instrument, before and after the pilot. The firm will request a No Objection from the IDB on the final version of the questionnaire.
3. Provide Enumerator and supervisor field manuals using the '*WHO Multi-Country Study on Women's Health and Domestic Violence -- Study Protocol*' and accompanying training and field manuals and other materials. The firm will request a No Objection from the IDB on the final version of these manuals.
4. Translation of survey module and related materials into Dutch (Suriname only)
5. Processing the questionnaire for data entry using a handheld electronic device.
6. Guaranteeing that Supervisor and enumerator participate in the entire training required and receives any necessary materials. Enumerators and supervisors will be provided with instructions and safeguards to ensure the confidentiality and privacy of the collected information as well as the safety of survey respondents. Enumerators must be able to interpret all questions consistently and ask all questions in the prescribed manner.

7. Pre-testing the core instrument and module in a sample of ___ individuals per country. These individuals will not be part of the actual sample.
8. Data collection based on the specific requirements described in these Terms of Reference. The data collection will include recording the location of each household using GPS equipment.
9. Maintaining a list of all households that were effectively visited and those that were not found. The list must also include information organized by location (province, canton, parish, neighborhood, community, address). The IDB may request copies of the questionnaires collected by the firm for a random sample of households with the objective of verifying this information. The firm is responsible for providing all the documentation necessary for this process.
10. Preparation of three clean datasets (one per country), to be delivered in STATA for Windows with appropriate weights, variable labels and codebooks included. Final weights will be adjusted by non-eligibility in the sample frame.
11. Preparation of all reports specified in the Terms of Reference by the agreed upon deadlines determined via a work plan.
12. Supervision of the quality of the information collected.

7. DELIVERABLES

A. Initial products

1. Work plan for entire project period;
2. Written report with the number of persons, dates, schedules, and places of the enumerator and supervisor training prior to the testing of the survey;
3. Report on the outcome of survey testing;
4. Enumerator and supervisor manuals;
5. Field work plan and calendar of data collection;
6. Written report with the number of persons, dates, schedules, and places of the enumerator and supervisor training prior to the actual data collection.

B. Intermediate products

1. One progress report per country when halfway through data collection, including response rates and delineating any problems and how they were resolved.

C. Final products

1. Methodology report for data collection and dataset preparation, with the number of interviews partially vs. fully completed, total response rate, any difficulties encountered during field work or dataset preparation, any other limitations of the data.
2. Three clean datasets (one per country), to be delivered in STATA for Windows with appropriate weights, variable/value labels, and codebooks included. Each respondent should have a unique numeric identifier.

3. List of all households visited and interviewed. The list should contain the exact location of each household (including province, canton, parish, neighborhood, community, address, and GPS location) and the identity of the respondent so that follow up panel surveys could be conducted.

8. TECHNICAL REQUIREMENTS AND STAFF

The firm needs to comply with the following technical qualifications for its key personnel:

1. Project Director: One director with part-time (50%) commitment, with a PhD in the social sciences, related professional experience of at least 10 years and specific experience with conducting surveys in the English-speaking Caribbean of at least five years.
2. Project Coordinator: One coordinator with part-time (50%) commitment, with a graduate degree in social sciences, related professional experience of at least five years and specific experience implementing international survey research of at least three years.
3. Database Programmer: One specialist in dataset preparation with part-time (50%) commitment, with a university degree in the social sciences or computer science, related professional experience of at least five years, and specific professional experience with social science datasets of at least three years.

9. PAYMENT SCHEDULE

An initial payment of 35% of the total contract value will be made at contract signing. A second payment of 25% will be made upon receipt of the first country dataset. A third payment of 25% will be made upon receipt of three additional country datasets. A final payment covering the balance of the contract value, fifteen percent (15%), will be made upon receipt and approval by the IDB Team Leader of the final two clean country datasets and all other specified deliverables. If a delay is encountered in the delivery of data from any given country, payment will be made according to the above schedule, proportionate to the number of countries for which data is received and approved.

10. COORDINATION

The firm will work closely with the IDB team and trainer hired by the IDB that will provide technical supervision during this research project. The IDB may randomly check enumerators and accompany them on some interviews, but this will be done in partnership with the Firm's Project Coordinator, in a manner respecting the reporting structure of the IDB-Firm contractual relationship. IDB staff may accompany survey teams to monitor effectiveness, ensure quality and check for progress in the field. The IDB Team Leader is Inderjit Ruprah (CCB/CCB), with Diether Beuermann (CCB/CCB) as alternate. The main liaison will be the TC Technical Coordinator.

TERMS OF REFERENCE #6
Violence against Women in the Caribbean
Trainer - International Expert on Violence Against Women Surveys

1. Justification

The Caribbean region suffers from underinvestment in data collection on crime and violence relative to Latin America. Furthermore, the prevalence of Violence Against Women (VAW) is more difficult than other types of violence and crime to measure for multiple reasons.⁸ Surveys on crime do not take the extra steps needed in terms of survey design and implementation to address these issues leading to significant underestimation of the of the problem. To address this, the Bank has undertaken a region-wide Technical Cooperation in order to collect, analyze, and disseminate the information required for evidence-based VAW prevention policymaking in the Caribbean - *Violence Against Women in the Caribbean* (RG-T2450).

This Technical Cooperation includes (1) gathering secondary data and generating primary data on VAW and related prevention policies, (2) analysis of the existing data sets and the newly generated data by the TC and (3) the dissemination of the results obtained.

2. Objective

The objective of this consultancy is to assist in the selection and training of survey administrators. In particular the consultant should provide advice to the IDB on the selection process and a special 3 week training of survey interviewers on the particular technical, safety and ethical standards and protocols for conducting surveys on VAW according to best practices.⁹

3. Activities:

- Elaborate an interviewer selection and training plan for each of the countries in Component 1. The plan has to be submitted to the IDB for non-objection.

⁸ Women are less likely to report crimes to the police, not all forms of violence against women are illegal and thus able to be reported to police, women themselves may not view violence perpetrated by a spouse as a criminal offense, women may worry about losing the family's wage earner if he is arrested, women may be unwilling to be labeled as victims, etc.

⁹ Trainings should be based on the '*WHO Multi-Country Study on Women's Health and Domestic Violence - Study Protocol*' and accompanying field manuals and materials. These considerations have been developed further in a separate document: '*Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence against Women*'. (WHO/FCH/GWH/01.1).

- Conduct the training in each of the three countries in accordance with the training plan approved by the IDB and agreed with data collection firm.

4. Characteristics of the Consultancy

- Type of Consultancy: Individual, international consultant.
- Starting date and duration: 12 months.
- Place of work: Country of residence, Jamaica, Trinidad and Tobago and Suriname.

5. Qualifications: Consultant should have:

- a. Minimum of a Master's degree in Public Health, Economics, Public Administration, Political Science and/or other relevant Social Science.
- b. At least 10 years of experience in the area of Violence Against Women, intimate partner and family violence, particularly in survey implementation.
- c. At least 5 years in survey administration or data collection.
- d. At least 5 years of teaching/training experience.

6. Coordination

Arnaldo Posadas (IFD/ICS) (arnaldop@iadb.org) and Inderjit Ruprah (inderr@iadb.org) will have technical and administrative responsibility for this consultancy.

PROCUREMENT PLAN FOR NON-REIMBURSABLE TECHNICAL COOPERATIONS											
Country: Regional (Jamaica, Trinidad and Tobago and Suriname)					Executing agency: ICS/IFD			Public or private sector: Public			
Project number: RG-T2450					Title of Project: Violence against Women in the Caribbean						
Period covered by the plan: 24 months					Threshold for ex post review of procurements:						
					Goods and services (in US\$):		Consulting services(in US\$):				
Item No.	Ref. AWP	Description (1)	Estimated contract cost (US\$)	Procurement Method (2)	procurement (ex ante or ex-post) (3)	Source of financing and percentage		Estimated date of the procurement notice or start of the contract	Technical review by the PTL (4)	Comments	
1		Component 1									
		Consulting services									
		International experts on survey design and sample size	10000	IICQ	N/A		100	Feb-15	N/A		
		Training of survey administrators by international expert	110000	IICQ/CQS	N/A		100	Mar-15	N/A	The trainer contracted will likely be an individual consultant, however, given the limited availability it may be necessary to hire a firm in one or more countries.	
		Non-consulting services									
		Survey application in Jamiaca	100000	QCBS	N/A		100	3500000	Apr-15	N/A	This survey will have complimentary funding from the IDB CSJP Loan, as well as additional funding for training covered by UN Women.
		Survey application in T&T	295000	QCBS	N/A		100		Jun-15	N/A	
		Survey application in Suriname	240000	QCBS	N/A		100		Jun-15	N/A	
		Coordination of the TC	108000	QCNI	N/A				Jan-16	N/A	
2		Component 2									
		Consulting services									
		Consultant for data analysis and report writing	65000	IICQ	N/A		100		Jan-16	N/A	
3		Component 3									
		Consulting Services									
		Experts on VAW	4000	IICQ	N/A		100		Sep-16	N/A	
		Non-Consulting Services									
		Seminar costs (Travel, venue, etc)	40000		N/A		100		Oct-16	N/A	This figure includes the trips of government officials to the seminar, the cost of the venue and other logistical costs.
		Editing and Printing of materials	15000		N/A		100		Sep-16	N/A	
		Travel	3000		N/A					N/A	
Total			990000	Prepared by:				Date:			
(1) Grouping together of similar procurement is recommended, such as computer hardware, publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading, with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value of US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1" .											
(2) Goods and works: CB: Competitive Bidding; PC: Price comparison; DC: Direct contracting.											
(2) Consulting firms: COS: Selection Based on the Consultants' Qualifications; QCBS: Quality and cost-based selection; LCS: Least Cost Selection; FBS: Selection nder a Fixed Budget; SSS: Single Source Selection; QBS: Quality Based selection.											
(2) Individual consultants: IICQ: International Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection; QCNI: Selection based on comparison of qualifications of national Individual Consultants											
(3) Ex ante/ex post review: In general, depending on the institutional capacity and level of risk associated with the procurement, ex post review is the standard modality. Ex ante review can be specified for critical or complex process.											
(4) Technical review: The PTL will use this column to define those procurement he/she considers "critical" or "complex" that require ex ante review of the terms of reference, technical specifications, reports, outputs, or other items.											

VIOLENCE AGAINST WOMEN IN THE CARIBBEAN

RG-T2450

CERTIFICATION

I hereby certify that this operation was approved for financing under the Special Program for Citizen Security (CSF) through a communication dated July 10, 2014 and signed by Claudia Ogliastro, ORP/GCM. Also, I certify that resources from said fund are available for up to US\$990,000 in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of four (4) calendar months counted from the date of eligibility from the funding source. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

(Original Signed)

11/03/14

Sonia M. Rivera
Chief
Grants and Co-financing Management Unit
ORP/GCM

Date

APPROVAL

Approved:

(Original Signed)

11/07/14

Ana Maria Rodriguez-Ortiz
Sector Manager
Sector de Instituciones para el Desarrollo
IFD/IFD

Date