**Summary of Terms of Reference**

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|  |  | **Description** | **TOR IDBDOCS#** |
| **A** | Strengthening Capabilities | Assisting the preparation of useful products for governments in the region to improve the efficiency of SOEs: Professional Development Programs, Balanced Scorecards, Programs Advisory Board, Enterprise Performance Evaluation Systems (Corporate Governance and Financial), SOE Index, regional database and performance indicators. | [39297117](http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=39297117) |
| **B** | Issues Paper Database | In close coordination with the IDB team, the consultant will collect financial and operational data of the SOE in the selected country that will include at least: number of SOEs classified by economic sector and level of government, share of economic activity (percentage of GDP), share of gross domestic investment (percent), share of employment (percent), overall balances' before transfers (percentage of GDP), net financial flows from government (percentage of GDP), share of gross domestic credit (percent), share of total external debt (percent), contingent liabilities such as pensions liabilities, performance indicators. | [39297129](http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=39297129) |
| **C** | Issues Paper I | In close coordination with the IDB team, the consultant will write an Issues Paper which will define the main challenges faced by SOE. In particular, the note will elaborate on best practices and provide recommendations on how to minimize the fiscal risks posed by SOEs to the general government fiscal soundness. Among the issues this note will investigate the following are included: (i) the convenience to include the SOEs in the fiscal rules that regulate the fiscal performance of the general government; (ii) under what circumstances should SOE’s spending or borrowing should be reported and or approved by the national Congress; and (iii) the management and regulation of contingent liabilities such as pensions. | [39297140](http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=39297140) |
| **D** | Issues Paper II | In close coordination with the IDB team, the consultant will write an Issues Paper which will define the main challenges faced by SOE. In particular, the note will elaborate on the best practices and systems to monitor the financial and operational performance of SOEs. This note will draw on international best practices like the scorecard system done by the Korean Ministry of Finance, or the financial reporting system done by the Finance Ministry in Brazil, to suggest specific monitoring solutions to promote a better performance under sound financial conditions. | [39297146](http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=39297146) |