IDB
Inter-American Development Bank

Transparency Fund

Review of Results (2007–17)

Prepared for the Innovation in Citizen Services Division by:

Stephanie Trapnell

Institutions for Development Sector

Innovation in Citizen Services Division

DISCUSSION PAPER Nº IDB-DP-554

December 2017

Transparency Fund

Review of Results (2007–17)

Stephanie Trapnell

December 2017

Inter-American
Development Bank

Transparency Fund

Review of Results (2007–17)

Author:
Stephanie Trapnell

Inter-American Development Bank
Canada
Norwegian Ministry of Foreign Affairs
mastercard

ABSTRACT

The Inter-American Development Bank Transparency Fund was created to strengthen the institutional capacity of the borrowing member countries of the IDB to design and implement transparency policies, mechanisms, and practices that prevent and control corruption. The goal of this study is to assess the extent to which the Fund has met its targets as established in the Results Framework of 2012 (updated in 2014). It also assesses the Fund's progress against indicators that reflect the achievement of longer-term institutional strengthening and accountability outcomes. Findings indicate that the Fund has largely met or exceeded output targets, with few areas where this was not the case. The Fund has also strengthened institutional functioning in nearly all areas identified by the results framework and, in some cases, has shown remarkable progress in enhancing the effectiveness of institutions.

JEL Code: D73

Keywords: anti-corruption, evaluation, results, transparency, transparency fund

TABLE OF CONTENTS

List of Figures

List of Tables

ACKNOWLEDGEMENTS

This evaluation was made possible thanks the generous contributions and support of the Government of Norway, Government of Canada, and MasterCard Corporation. The author would like to acknowledge all the individuals at the Inter-American Development Bank (IDB) who contributed their time and knowledge to the preparation of this report. In particular, I would like to thank the Technical Secretariat of the Transparency Fund, namely Francesco De Simone, Roberto de Michele, Evelyn Molina, and Catherine Greene; the Innovation in Citizens Services Division (ICS) transparency group; the heads of the Transparency Fund's pillars, Nicolas Dassen, Maria José Jarquin, and Juan Cruz Vieyra; the ICS Division Chief, Carlos Santiso; team leaders of the various projects supported by the Transparency Fund (see Annex 1 for a full list); and Martin Walter, from the Energy Division. The author also wishes to acknowledge all the public officials from IDB member countries that agreed to be interviewed for this study. A complete list of these officials can be found in Annex 1.

ACRONYMS

AEOI	Automatic exchange of information
AGESIC	Agencia de Gobierno Electrónico y Sociedad de la Información y del Conocimiento (E-Government Agency and Information and Knowledge Society), Uruguay
AGD	Auditor General's Department, Jamaica
AML	Anti-money laundering
CAAT	Computer-assisted audit techniques
CFT	Combating the financing of terrorism
CGR	Comptroller General of the Republic, Bolivia
CGU	Comptroller General of the Union, Brazil
CMPE	Comisión Multisectorial Permanente EITI (EITI Multi-Stakeholder Working Group), Peru
CPI	Corruption Perceptions Index
CSO	Civil society organization
DIA	Development in the Americas (IDB Flagship report)
DNFBP	Designated Non-Financial Businesses and Professions
DNP	Departamento Nacional de Planeación (National Planning Department), Colombia
EITI	Extractives Industries Transparency Initiative
EPI	Electronic participation index, United Nations
EOIR	Exchange of information on request
FATF	Financial Action Task Force
FIU	Financial Investigative Unit
FSC	Financial Services Commission
GAFILAT	Grupo de Acción Financiera de Latinoamérica (Financial Action Task Force of Latin America)
ICO	Internal Control Office
ICT	Information and communications technology
ICS	Innovation in Citizens Services
IDB	Inter-American Development Bank
INTOSAI	International Organisation of Supreme Audit Institutions
IPD	Institutional Profiles Database
ISSAI	International Standards of Supreme Audit Institutions
IT	Information technology
IVE	Intendencia de Verificación Especial (Financial Analysis Unit)
KFSI	Key Financial Secrecy Indicators, Tax Justice Network
LAC	Latin America and the Caribbean
ML	Money laundering
NAP	National Action Plan
NGO	Non-governmental organization
NRA	National Risk Assessment

OAS	Organization of American States
ODB	Open Data Barometer, World Wide Web Foundation
OB	Open Budget Survey, International Budget Partnership
ONNCA	National Office of Commercial Agricultural Control, Argentina
ODP	Observatório da Despesa Pública (Public Expenditure Observatory), Brazil
OECD	Organization for Economic Cooperation and Development
OFAC	Office of Foreign Assets Control (US Department of the Treasury)
OG	Open government
OGP	Open Government Partnership
OSI	Online Services Index, United Nations
PEFA	Public Expenditure and Financial Accountability
PEP	Politically exposed person
RGI	Resource Governance Index, Natural Resource Governance Institute
SAI-PMF	Supreme Audit Institutions Performance Measurement Framework, INTOSAI
SDG	Sustainable Development Goals, United Nations
TC	Technical cooperation
TF	Terrorist financing
UAF	Unidad de Análisis Financiero (Financial Analysis Unit), Nicaragua
UN	United Nations
UN DESA	United Nations Division of Economic and Social Affairs

Country Abbreviations

AR	Argentina
BA	Barbados
BE	Belize
BH	Bahamas
BO	Bolivia
BR	Brazil
CH	Chile
CO	Colombia
CR	Costa Rica
DR	Dominican Republic
EC	Ecuador
ES	El Salvador
GU	Guatemala
GY	Guyana
HA	Haiti
HO	Honduras
JA	Jamaica
ME	Mexico
NI	Nicaragua
PE	Peru
PN	Panama
PR	Paraguay
SU	Suriname
TT	Trinidad & Tobago
UR	Uruguay
VE	Venezuela

EXECUTIVE SUMMARY

The goal of this study is to assess the extent to which the Inter-American Development Bank (IDB) Transparency Fund has met its targets as established in the Results Framework of 2012 (updated in 2014). It also assesses the Fund's progress against indicators that reflect the achievement of longer-term institutional strengthening and accountability outcomes.

The Fund builds upon the foundations of targeted transparency by supporting the design and implementation of policies and practices that promote access to information, with the main goal of creating incentives for public sector agencies to actively disclose information that is timely, useful, and understandable for citizens. It also focuses on improving the integrity and efficiency of the public sector, so that information can be used to hold governments to account, and supportive transparency mechanisms can function effectively. These concepts have largely shaped the Fund's activities and objective, which is to strengthen the institutional capacity of the borrowing member countries of the IDB to design and implement transparency policies, mechanisms, and practices to prevent and control corruption.

As per its strategic framework, the Fund concentrates its efforts in four priority areas, or pillars:

i. **Control Systems:** strengthening of regulatory frameworks to design and implement innovative control and auditing tools, develop information sharing systems among control entities, and create opportunities for South–South cooperation.

ii. **Financial Integrity:** preventing and controlling money laundering and strengthening fiscal transparency to increase the institutional capacity of Bank member countries to identify solutions, improve legislation, and implement strategies that enhance financial integrity.

iii. **Natural Resource Governance:** support to countries in the development of solutions and action plans to implement transparency standards, design access to information systems, support review of laws and regulations, and generate applied knowledge and research.

iv. **Open Government:** support to countries in conducting assessments for the design and monitoring of open government policies, strategies, and action plans; build or strengthen capacities by implementing innovative open government solutions; and promote South-South and extra-regional cooperation and strategic Bank-regional policy dialogue, through the generation and dissemination of knowledge and good practices.

Overall performance of the Fund's pillars has been impressive. There are few areas where the Fund is struggling to meet project output targets. In terms of institutional outcomes, the Fund has strengthened institutional functioning in nearly all areas identified by the Results Framework of 2012 and, in some cases, has shown remarkable progress in enhancing the effectiveness of institutions. Model reform efforts in each pillar have emerged from the Fund's financing and expertise, highlighting the importance of the Fund as an innovator of approaches to institutional strengthening that have effects far beyond the borders of one country.

The knowledge outcomes of the pillars demonstrate the far-reaching and meaningful impact of the Fund's contribution to overall knowledge and expertise in each field. All pillars have either released, or are currently finalizing, seminal publications that reflect the state of play in their respective fields, and provide frameworks and recommendations for enhancing institutional strengthening and collaboration. Several pillars are heavily involved in supporting existing regional initiatives through South-South cooperation, or are establishing new initiatives for specific sub-regions. All pillars provide significant topical and regional expertise for global standard-setting organizations. These efforts will continue to influence the path forward for both external audiences and IDB internal staff for many years.

The Fund's gradual approach to establishing the scope and nature of activities for anti-corruption and transparency financing was effective. The technical management by the Secretariat is the critical factor in that success. In addition, the regular monitoring of project execution in Phase II of the Fund and consistent supervision from within the projects have allowed the Secretariat to address bottlenecks and challenges as they arise, rather than from a perch of oversight removed from operational constraints.

The incorporation of external standards into the results framework has allowed technical assistance to follow globally accepted norms, rather than reinventing the wheel for every project. The IDB does not impose external standards; they exist as externally generated norms that countries strive to incorporate into their own domestic systems and that provide benefits in the international financial system. These standards are goalposts that do not shift based on country progress, and they serve as established common ground on which the IDB, the Fund, and countries can dialogue about best practices and best-fit scenarios.

The sustainability of the Fund's reform efforts is based on country demand, and thus, is subject to its fluctuations. Reliance on external standards provides a strong measure of sustainability, since these norms exist beyond the confines of one institution or country. The stability of governments and their institutions is also a factor in the sustainability of reforms and whether efforts at scaling up or springboarding initiatives are ultimately successful. The efforts by the pillars to both disseminate knowledge and convene actors for sharing best practices and strategic planning has established the IDB, and the Fund, as a primary source of expertise and financing in the Fund's priority areas. The Fund must continue to support these knowledge efforts so that its own expertise evolves over time, and its corresponding ability to innovate is not compromised, and so that the confidence of countries in the Fund's ability to produce results remains high.

1 SITUATING THE TRANSPARENCY FUND: (ANTI)CORRUPTION IN LATIN AMERICA AND THE CARIBBEAN

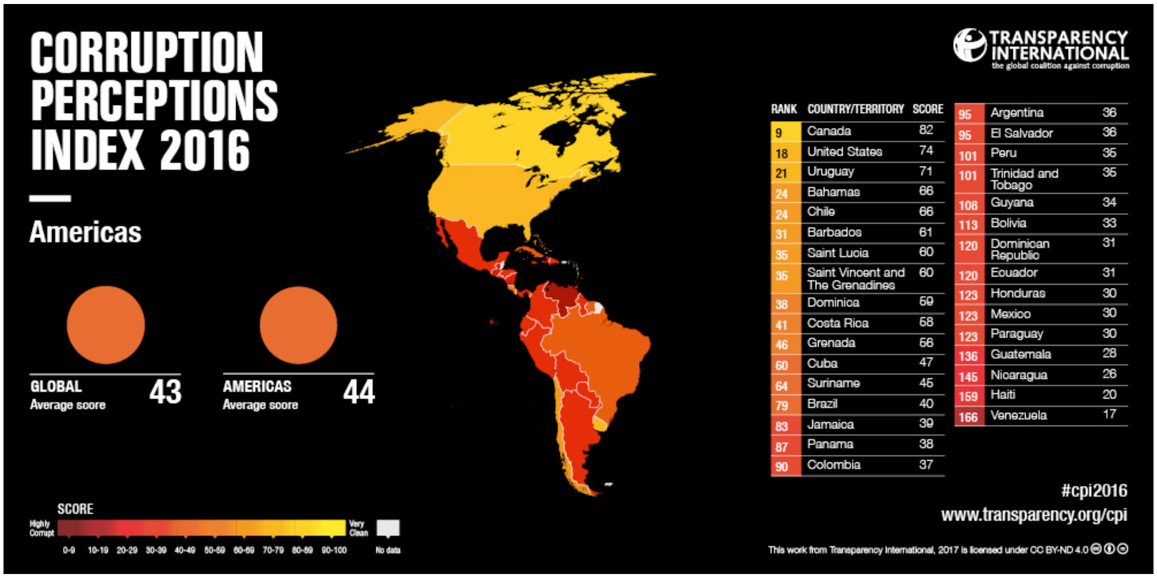
The Latin American and Caribbean (LAC) region has been actively engaged in international and domestic anticorruption initiatives for the last 25 years.

- The OAS Inter-American Convention Against Corruption (IACC) was ratified by all countries in the region between 1997 and 2002.
- The UN Convention Against Transnational Organized Crime (UNCTOC) was adopted in 2000 and ratified across Latin America by 2007.
- The UN Convention Against Corruption (UNCAC) was approved in 2003 and sanctioned by all Latin American states in 2004–09.
- The OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions entered into force in 1999 and has been adopted by five countries in the region: Argentina, Brazil, Chile, Colombia, and Mexico.
- The Open Government Partnership (OGP) has been adopted by 16 countries in the region, and nearly all of them had completed their second action plan cycle by 2015.

Over the last 25 years, all countries in the region have enacted measures to curb corruption and enhance public transparency. These include legal frameworks governing auditing institutions, asset disclosure requirements, access to public information, public procurement, electronic government, money laundering, and election campaign finance (Casas-Zamora and Carter, 2017). Other developments have emerged in various countries in an effort to enhance the State's capacity to reduce corruption, including fiscal transparency laws, plea bargaining arrangements, strengthening the investigative capacity of police and prosecutors, judicial reform, and the professionalization of the civil service.

However, efforts to combat corruption still face severe obstacles in public institutions. Two-thirds of Latin American countries are in the bottom half of Transparency International's annual Corruption Perceptions Index, and public opinion surveys reveal that up to 30 percent of the population of some countries have personally experienced

Figure 1: Corruption Perceptions Index 2016 for the Americas



Source: Transparency International (2016).

corruption.[1] Figure 1 shows that the perception of corruption in the region falls across a wide spectrum, from highly corrupt to very clean, with Haiti and Nicaragua being perceived as highly corrupt, and Uruguay and the Bahamas as very clean. However, these data often obscure the role of countries in money laundering across borders (Bahamas, Barbados) and their failure to exercise proper oversight over high-revenue sectors, such as natural resources (Chile). Regardless of the perceptions of corruption or the source or type of corrupt activity, no country is completely free of corruption.

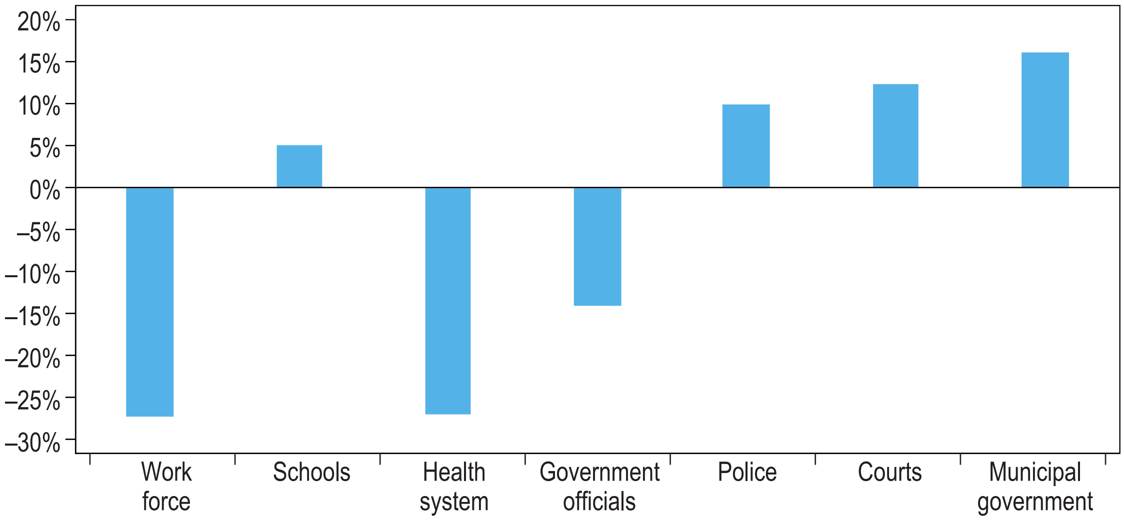
On average, bribe frequency in LAC has changed less than 15 percent in the last decade, as shown in Figure 2. Exceptions to this trend are the falling frequency of bribery in workplaces and health systems. But some countries have seen remarkable improvement in certain sectors. Mexico has seen bribery reduced by 60 percent in the courts, and Nicaragua by almost 40 percent. Guatemala has seen bribery reduced by nearly 70 percent in the workplace, and El Salvador has seen a reduction of over 70 percent of bribery in the health system. These are important successes in the battle against sectoral corruption in LAC.

Of the sectors identified in Figure 2, those with the highest incidence of corruption appear to be associated with law enforcement and local government (Table 1). This may be less about the resistance of these areas to anticorruption initiatives, and more related to the lack of knowledge about specific corruption issues that affect these sectors. Legal frameworks and justice systems differ across countries, and the devolution of power to local governments is a relatively new phenomenon.

---

[1] As shown in annual surveys of the population by TI Global Corruption Barometer, Latinobarómetro, and Americas-Barometer.

Figure 2. Percentage Change of Respondents in LAC Who Were Asked to Pay a Bribe



Source: Latinobarómetro, AmericasBarometer (2006–14).

In a recent report on the context of anticorruption initiatives in LAC, evidence points to specific trends tied to changing norms and expectations within the region rather than to increased corruption per se (Casas-Zamora and Carter, 2017). The vibrant social and institutional reactions against corruption that have emerged within the region are empirically connected to the rise of five specific phenomena:

- The widespread perception that political and economic institutions in the region are rigged in favor of small elites to the detriment of the majority of the population
- The increase in transparency in public institutions, largely due to the adoption of a wide range of transparency and accountability-enhancing reforms throughout the region

Table 1: Sectors with Highest Rate of Bribes, 2014

	Brazil	Colombia	Costa Rica	Dom. Rep.	El Salvador	Guatemala	Mexico	Nicaragua	Panama	Paraguay	Peru	Uruguay
Sector with highest rate of bribes	Schools	Local govern-ment	Local govern-ment	Courts	Police	Police	Courts	Police	Courts	Police	Local govern-ment	Police
Percentage of respondents asked for bribe	7.8%	9.4%	16.3%	22.3%	5.4%	13.8%	16.7%	18.6%	10.7%	18.3%	16.5%	3.1%

Source: IDB (2012).

- The explosive growth of social media, allowing for faster dissemination of information and lower costs for collective action

- The rapid expansion of middle-income groups, who are increasingly politically active

- The region-wide economic downturn of the past few years

This evidence, along with the results highlighted in this study, point to successes in institutional strengthening in the region, along with sporadic, though improved, accountability outcomes.

2 EVOLUTION OF THE TRANSPARENCY FUND

In March 2007, the Inter-American Development Bank (IDB) signed an agreement with the Royal Ministry of Foreign Affairs of Norway with the goal of establishing the Anticorruption Activities Trust Fund (currently referred to as the Transparency Fund). The initial contribution was approximately US$5 million. The Fund received additional contributions from the IDB in 2011 (US$1 million), Norway in 2012 and 2013 (US$7.4 million), Canada (US$9.1 million), and MasterCard (US$ 0.9 million) in 2014. As of December 31, 2016, the Fund had allocated US$15.9 million in resources to some 45 projects, while its balance was approximately US$5.6 million.

Upon establishment, the Fund was shaped around the simple but radical concept of "targeted transparency,"[2] defined as the use of information disclosure to achieve concrete public policy goals, such as improving public service delivery, increasing efficiency of government agencies, or reducing corruption. In practice, the implementation of this concept has also been driven by the adoption of sector-level international transparency standards by IDB member countries. These include the Recommendations of the Financial Action Task Force (FATF) on Anti-Money Laundering, the Extractive Industries Transparency Initiative (EITI) Standard, the International Standards of Supreme Audit Institutions (ISSAIs), and the guiding principles of the Open Government Partnership (OGP). International standards provide countries with concrete incentives, as well as realistic, achievable, and measurable goals to improve transparency.

The Fund builds upon the foundations of targeted transparency by supporting the design and implementation of policies and practices that promote second-generation access to information approaches.[3] Its main goal is to create incentives for public sector agencies to actively disclose information that is timely, useful, and understandable for citizens. It also focuses on improving the integrity and efficiency of the public sector, so that information can be used to hold government to account, and supporting transparency mechanisms can function effectively. The initiatives financed by the Fund are highly innovative (not least by moving beyond regulatory reform) and have helped to address the incentives and capacities of relevant stakeholders to supply and demand information as well as to improve the transparency and effectiveness of decision-making processes in key areas.

[2] For more information, see Fung, Graham, and Weil (2008) and Dassen and Vieyra (2012).

[3] First-generation access to information approaches were mainly legal and constitutional reforms.

These concepts have largely shaped the Fund's activities and objective, which is to strengthen the institutional capacity of borrowing member countries of the IDB to design and implement transparency policies, mechanisms, and practices to prevent and control corruption. The Fund does so mainly by providing nonreimbursable technical assistance to IDB member countries in the areas described above and in more detail below. In addition, projects and initiatives financed by the Fund commonly help design and implement, or otherwise support, transparency loans to countries financed by the IDB through other sources, as well as efforts to mainstream transparency in the Bank's activities and sectors.[4]

To ensure close strategic, policy, and operational linkages, the Fund is technically managed by the Innovation in Citizens Services (ICS) (formerly Institutional Capacity of the State) Division of the Bank, part of the Institutions for Development (IFD) Department, which has the primary responsibility for the Bank's transparency agenda. This effort is carried out in close coordination with other relevant Bank units, such as the Capital Markets and Financial Institutions Division (IFD/CMF), the Fiscal and Municipal Management Division (IFD/FMM), the Operations Financial Management and Procurement Services Office (VPC/FMP), the Office of Institutional Integrity (OII/OII), and the Energy (INE/ENE), Water and Sanitation (INE/WSA), and Housing and Urban Development (HUD) Divisions.

Phase I: Inception and Institutionalization (2007–12)

The first phase of the Fund (2008–12) was focused on strengthening the institutional capacity of countries in Latin America and the Caribbean (LAC) to design and implement access to information and targeted transparency policies. Following the signing of the agreement, and until December 2007, the Bank undertook a series of activities aimed at designing the strategic approach of the Fund, which became operational in January 2008 (IDB, 2008). The resulting approach called for a balanced combination of three key elements: (i) sectoral approach, (ii) strengthening institutional capacity, and (iii) fostering supply and demand of information. The Fund Secretariat adopted a gradual approach to financing of projects, combined with a concerted effort to raise the profile of transparency among IDB staff and country counterparts, and eventually, to improve the caliber of projects that were financed through the Fund.

The Fund also committed itself to raising awareness about transparency as a policy tool within the LAC region and the IDB. In 2009, the Fund provided technical support to the first celebration of International Anticorruption Day at the IDB, promoted IDB endorsement of the EITI, and aided the formulation of the IDB's Action Plan to support countries in their efforts to combat corruption. A year later, the Fund supported the inclusion of transparency and anticorruption as a key priority of IDB's strategy "Institutions for Growth

[4] For more information, see the Fund's Operational Guidelines, available in Spanish and English on the Fund's website.

and Social Welfare," and launched a new transparency and anticorruption IDB webpage, where IDB staff and external users at the country level could access information on the Fund. Mainstreaming these topics within the IDB was a critical operational goal and ultimately changed the way the IDB addressed transparency and anticorruption.

Thanks to these efforts, the Fund functioned as a strategic agenda-setting instrument, in addition to an agile, demand-based financing tool at the country level. The Fund was a catalyst for innovation at a time when transparency and anticorruption were off the policy agenda. Its goal was to shift attitudes and enhance expertise in a frontier area that would eventually become recognized as a primary obstacle to economic growth and poverty reduction.

After five years of implementation, the Fund obtained tangible results at the country and regional level and was recognized as a source of innovation and a facility that successfully leveraged substantial institutional reforms toward transparency, adding value to the IDB's array of policy and operational instruments. At a time when governance, transparency, and anticorruption work was poorly represented in the work of other multilateral organizations, the Fund had successfully leveraged its moderate funding into a wealth of expertise, resources, knowledge, and deliverables. This was part of a long-term process that was made sustainable through the efforts of the Fund during its inception and institutionalization.

Phase II: Results Focus and Priority Areas (2013–18)

Due to the increasing demand for the Fund's financing and expertise, it became clear that the Fund needed to refocus its operational strategy and develop a more rigorous results framework. The operational guidelines for the Fund were extended into Phase II, with a strategic delineation of both internal and external outcomes.

Table 2: Guiding Principles of the Fund

	Internal level (IDB)	External level (LAC)
Technical quality	• Ensure proposal assessment and eligibility criteria • Providing overall strategic guidance	• Ensure proposal's alignment with the Fund's objectives • Providing inputs for technical quality
Focus on results	• Implement new results framework (2013–18) • Follow Annual Operational Plans	• Ensure proposal's evaluability • Provide execution support
Mainstreaming	• Continue assistance to cross-divisional support • Facilitate awareness and dissemination activities	• Inform IDB-country dialogue • Generate knowledge products to inform design • Originate larger IDB operations on transparency/anticorruption

Source: IDB (2012).

After a strategic planning process that took place between September 2011 and September 2012, the IDB and the Government of Norway agreed that, in its second phase, the Transparency Fund would organize its work around the following priority areas: (i) financial integrity, (ii) natural resource management, (iii) control systems, and (iv) open government.[5] This was a reflection of country priorities within the region and the rise of external standards and instruments that could inform the work of the Fund. Umbrella projects were a new addition to the strategic approach of the Fund in 2013, with the goal of allowing for a common and regional scope of intervention, actively encouraging activities in priority areas. These are regional projects that drive a sectoral agenda (pillar) within the IDB and the region. Umbrella projects were designed to allow for quick responses to country demand and help develop standard products that are applicable to different contexts, and can be customized as necessary. They also bring together technical work, events, and knowledge across various instances of country financing.

As per its strategic Framework, the Fund concentrates its efforts in four priority areas:

i. **Control Systems**: strengthening of regulatory frameworks to design and implement innovative control and auditing tools, develop information sharing systems among control entities, and create opportunities for SouthSouth cooperation.

ii. **Financial Integrity**: preventing and controlling money laundering and strengthening fiscal transparency to increase the institutional capacity of Bank member countries to identify solutions, improve legislation, and implement strategies that enhance financial integrity.

iii. **Natural Resource Governance**: support to countries in the development of solutions and action plans to implement transparency standards, design access to information systems, review laws and regulations, and generate applied knowledge and research.

iv. **Open Government**: support to countries in conducting assessments for the design and monitoring of open government policies, strategies, and action plans; build or strengthen capacities by implementing innovative open government solutions; and promote South-South and extra-regional cooperation and strategic Bank-regional policy dialogue through the generation and dissemination of knowledge and good practices.

In conjunction with the new strategy, the IDB also drafted a results framework for the Fund that included project outputs and expected outcomes, along with an aggregate outcomes indicator for each pillar, tied to external standards. The findings of this study are organized around this results framework, augmented with specific outcome indicators.

[5] The priority areas for the Fund's projects were defined according to the following questions: (i) Is there demand for the area in the region?; (ii) Is the area a priority for the IDB?; (iii) Is the area a priority for regional and non-regional donors/potential donors?; and (iv) Does the Fund's strategic approach add value?

3 SCOPE AND METHODOLOGY OF THE STUDY

The goals of this study are to assess the extent to which the Fund has met its targets as established in the Results Framework of 2012 (updated in 2014) and to formulate a proposal to select indicators for longer-term outcomes. The current study is not an exhaustive review of all institutional outcomes or an analysis of longer-term impacts. Rather, it aims to collect and present data on project outputs and their related outcomes, as feasible during a six-month period. The study employs a methodology for collecting and interpreting data that reflects project outputs and outcomes. Data from the projects financed by the Fund are expected to provide insight into the kinds of outcomes that can be expected from smaller, targeted country work that may either stand alone or support larger projects, and that are expected to contribute to the field of transparency and anticorruption.

Out of the 45 projects supported by the Fund, the study focused on 31 closed and active projects that have produced project outputs.[6] It excluded eight Fund management projects, since they are not directly tied to the results framework, as well as six newer projects that were approved in late 2016 and 2017, and therefore had not produced results as of the cut-off date. One important qualification to the findings of this study is that nearly half of the 31 projects included in this study framed their expected outputs and outcomes outside the existing results matrix because they were approved before the results matrix was adopted. The Fund has been financing projects since 2008, with the goal of developing an appropriate results framework through the first phase of its implementation. This was done in 2012, with the understanding that earlier project results would be retrofitted into the results framework. Data were collected through document review and interviews with the Fund Secretariat, pillar heads, team leaders, and country counterparts. Not every team leader was consulted, nor were all country counterparts interviewed on the results of each project.[7] This study is limited to a sample of representative projects, with the goal of establishing a methodology for a more comprehensive review of all projects, through an elaboration and application of the results framework. Detailed information on projects is available in Annex 2.

[6] The cutoff for considering project outputs and outcomes was December 31, 2016.
[7] A list of interviewees is included in Annex 2.

Table 3: List of Projects Included in the Review

(amounts in USD)

No.	Pillar	Country	Project number	Year of approval	Amount
1	Control Systems	Brazil	BR-T1146	2009	$626,000
2	Control Systems	Jamaica	JA-T1078	2012	$500,000
3	Control Systems	Regional	RG-T2125	2013	$1,000,000
4	Control Systems	Colombia	CO-T1389	2015	$300,000
5	Financial Integrity	Guatemala	GU-T1174	2011	$120,000
6	Financial Integrity	Regional	RG-T2224	2013	$1,000,000
7	Financial Integrity	Regional	RG-T2670	2015	$700,000
8	Resource Governance	Ecuador	EC-T1185	2009	$444,700
9	Resource Governance	Regional	RG-X1129	2012	$1,000,000
10	Resource Governance	Regional	RG-T2496	2014	$780,000
11	Resource Governance	Regional	RG-T2841	2016	$100,000
12	Open Government	Argentina	AR-T1052	2008	$142,000
13	Open Government	Argentina	AR-T1064	2009	$115,562
14	Open Government	Belize	BL-T1034	2009	$220,000
15	Open Government	Chile	CH-T1091	2010	$289,000
16	Open Government	Guatemala	GU-T1166	2010	$70,000
17	Open Government	Mexico	ME-T1166	2010	$341,600
18	Open Government	Regional	RG-T1790	2010	$392,500
19	Open Government	Chile	CH-T1121	2011	$130,000
20	Open Government	Colombia	CO-T1253	2011	$318,192
21	Open Government	El Salvador	ES-T1160	2011	$345,000
22	Open Government	Chile	CH-T1155	2014	$195,000
23	Open Government	Chile	CH-T1154	2014	$185,400
24	Open Government	Regional	RG-T2490	2014	$170,000
25	Open Government	Regional	RG-T2508	2014	$240,000
26	Open Government	Bolivia	BO-T1243	2015	$410,000
27	Open Government	Paraguay	PR-T1169	2015	$210,000
28	Open Government	Uruguay	UR-T1122	2015	$350,000
29	Open Government	Regional	RG-T2550	2015	$600,000
30	Open Government	Chile	CH-T1166	2016	$400,000
31	Open Government	Regional	RG-T2793	2016	$750,000
				TOTAL	**$12,444,954**

Source: Author's elaboration.

4 RESULTS FRAMEWORK

Evidence of the impact of anticorruption and transparency initiatives has increasingly become a focus for practitioners and researchers alike (McGee and Gaventa, 2010). However, the common finding across reviews of evidence is that there is a significant gap in knowledge on long-term impacts, and even short- and medium-term outcomes. Several macro-level studies have demonstrated the importance of transparency in government financial management, including its effect on the prevention of financial crises (Gelos and Wei, 2005), performance in international financial markets and stable credit ratings (Erbas, 2004), improved governance (Islam, 2003), and reduced corruption (Kaufmann and Belver, 2005). However, despite the many logical arguments for the importance of transparency and accountability initiatives and the correlation of transparency with better macroeconomic outcomes, there is little evidence that identifies consistent, tangible impact at the level of government.

Studies of anticorruption interventions, ranging from social accountability initiatives, to targeted transparency, efficiency, and enforcement on the other, have yielded three major insights. First, evidence that these initiatives reduce corruption is weak, contradictory, and patchy, with the exception of some evidence emerging in the area of public financial management and Supreme Audit Institutions (SAI) (Johnsøn, Taxell, and Zaum, 2012; Rocha Menocal et al., 2015). Secondly, the quality of evidence for transparency and accountability as outcomes is low, as many initiatives and studies rely "on untested normative assumptions and under-specified relationships between mechanisms and outcomes" (Gaventa and McGee, 2013: S11), which is a problem that most anticorruption, transparency, and accountability interventions face (Dassen and Vieyra, eds., 2012; Fung, Graham, and Weil, 2007; Gaventa and McGee, 2013). Finally, the few rigorous studies that have been produced are isolated, costly, and difficult to replicate (see, for example, Olken, 2007; Reinikke and Svensson, 2005). None of these findings implies that anticorruption interventions are futile. Rather, there is simply not enough data and information to reach meaningful conclusions about a broad array of contexts.

This makes the use of a robust results framework imperative for anticorruption and transparency reform efforts. The goal of the following results framework is thus to capture information on outputs and the outcomes that can be expected from those interventions. According to both the founding document and Operational Guidelines of the Fund, its ultimate goal is to "(…) strengthen the institutional capacity of the Bank's borrowing member countries to prevent and control corruption" (IDB, n.d.: 1). In other words, the Fund's objective is not to reduce corruption or increase transparency in member countries, but rather to increase the capacity of institutions in those countries to do so. Thus, the Fund's performance is measured against this objective.

The results framework includes project outputs and institutional outcomes, as well as a compliance assessment for each pillar, which assesses the progress of countries against an external standard for that area of work.[8] Targets were previously assigned for project outputs, and the final results matrix includes information on whether targets have been met for each expected output.[9]

As described in the methodology section, one of the primary objectives of this study is to adopt institutional outcome indicators that adequately reflect the Fund's performance against expected outcomes. Thus, outcome indicators were selected based on the outcomes outlined in the Results Framework of 2012, as well as the availability of both primary and secondary data. Primary data were collected internally as part of this study, while secondary data were gathered from external data sources that produce globally comparative data.

Assessing Progress on External Standards

This aggregate measure is based on country compliance with internationally-recognized external standards in the fields of audit and control systems, anti-money laundering (AML), transparency in extractives, and open government. These international standards provide a framework for technical assistance, a roadmap for progress, and a vision of concrete, attainable goals for governments.

Control Systems. In 2010, the International Organization of Supreme Audit Institutions (INTOSAI) introduced the International Standards of Supreme Audit Institutions (ISSAI), which provided a set of agreed international standards to which most countries aspire and against which performance could be measured. Prior to the adoption of the ISSAI framework, it was not possible to obtain agreement on what constituted good performance, making it impossible to development and agree on a measurement tool. The Supreme Audit Institutions Performance Measurement Framework (SAI PMF) provides Supreme Audit Institutions (SAIs) with a framework for voluntary assessments of their performance against the ISSAI and other established international good practices for external public auditing.

[8] Within the original results framework, institutional outcomes are referred to as *immediate outcomes*, and the aggregate indicator refers to *intermediate outcomes*. The titles of these outcome categories have been altered in this study in an attempt to shift the focus from timing to enabling environment.
[9] It should be noted that the Fund has not yet closed, and targets may still be met in the remaining years of financing.

Financial Integrity. The FATF is an inter-governmental body established in 1989 by the ministers of its member jurisdictions. Its objectives are to set standards and promote effective implementation of legal, regulatory, and operational measures for combating money laundering, terrorist financing, and other related threats to the integrity of the international financial system. The FATF is therefore a policy-making body that works to generate the necessary political will to bring about national legislative and regulatory reforms in these areas.

The FATF has developed a series of recommendations that are recognized as the international standard for combating money laundering and the financing of terrorism and proliferation of weapons of mass destruction. First issued in 1990, the FATF Recommendations were revised in 1996, 2001, 2003, and most recently in 2012 to ensure that they remain up to date and relevant. They are intended to be of universal application. The 2012 Recommendations were strengthened and expanded to sharpen their focus:

> Requirements have been strengthened in areas which are high risk or where implementation could be enhanced. They have been expanded to deal with new threats such as the financing of proliferation of weapons of mass destruction and to be clearer on transparency and tougher on corruption. The Recommendations are also better targeted. Financial institutions and other designated sectors will be able to apply their resources more efficiently by adopting the risk-based approach to identify and focus on higher risk areas. There is more flexibility to apply simplified measures to low-risk areas (FATF, 2012: 15).

The FATF monitors the progress of its members in implementing necessary measures, reviews money laundering and terrorist financing techniques and counter-measures, and promotes the adoption and implementation of appropriate measures globally. This process is conducted via a peer-review mechanism that results in a Mutual Evaluation Report (MER). Under the current Procedures for Evaluation, compliance with the Recommendations includes technical compliance as well as assessing the effectiveness of policies and regulations to implement them.

Natural Resource Governance. The EITI is a global standard to promote the open and accountable management of oil, gas, and mineral resources. The EITI Standard seeks to address the key governance issues of the oil, gas, and mining sectors. The EITI Standard requires members to provide information along the extractive industry value chain from the point of extraction, to how the revenue makes its way through the government, to how it benefits the public. This includes allocation and registration of licenses and contracts, identification of the beneficiary owners of those operations, fiscal and legal arrangements, amount produced, amount paid, allocation of the revenues, and contribution to the economy, including employment. Countries can improve the management of their natural resources by applying to become a candidate country. To be in compliance with the Standard, they must meet the requirements on transparency and accountability, as determined by the EITI Secretariat.

Open Government. The OGP is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. In the spirit of multi-stakeholder collaboration, the OGP is overseen by a Steering Committee comprising representatives of governments and civil society organizations. To become a member of OGP, participating countries must endorse a high-level Open Government Declaration, deliver a country action plan developed with public consultation, and commit to independent reporting on their progress going forward.

Assessing Project Outputs

Project outputs reflect both progress toward achieving the goals of individual projects and the performance of each pillar in meeting its expected activity targets. Technical outputs, as opposed to knowledge outputs, are generally delivered directly to the country and come out of technical assistance operations. The systematic collection of project outputs began in 2013 with the introduction of the results framework. Additional data were collected in 2017 through document reviews and interviews with team leaders and pillar heads.

Assessing Institutional Outcomes

Typically, IDB's technical cooperation (TC) projects are short in duration and small in amount. For instance, the average Fund operation is about US$325,000 (the figure is lower for country-specific TC, as this tally includes regional projects). This can be problematic when it comes to measuring long-term impact. First, the time investment and cost of designing a detailed theory of change, collecting baseline indicators, and conducting inception surveys can be relatively high or prohibitive, vis-à-vis the average size of TCs financed by the Fund. Second, and perhaps more important, the desired impacts of anticorruption and transparency projects are typically long-term, requiring behavioral and structural changes that can only happen over several years, sometimes decades. Any contribution of short-term TC programs, such as those financed by the Fund, to the achievement of broad country-level goals (e.g., a reduction in levels of corruption) may not be seen during the duration of the project. This is both a challenge and an opportunity for the Fund. On the one hand, it makes it harder to prove the ultimate, long-term impact of activities supported by the Fund. On the other, it has encouraged projects supported by the Fund to focus on more clearly defined and achievable short-term results of the Strategic Framework of 2012.

Given that broad anticorruption interventions of the previous decade had consistently failed to produce tangible and sustainable outcomes, the Fund approached reform projects through a then-novel approach of targeted transparency at its inception in 2007 (Fung, Graham, and Weil, 2008). The Fund was charting new territory, with a specific focus on sectors, flexibility and responsiveness to demand, and technological progress.

Models and action plans had to be developed as the work progressed, and required a gradual, considered approach that yielded important insights over the course of the last decade. The evolution of the results framework thus reflects the challenges of capturing outcomes from the Fund's involvement in transparency and anticorruption efforts in the LAC region, as well as the challenges facing the broader field of global anticorruption and transparency research. Measurement of innovative approaches is far from straightforward, and requires careful consideration of validity, feasibility, and attribution. It is often, necessarily, constructed ex-post and without baseline measures, further complicating the effort to establish attribution. But this does not mean that it is impossible to do well. Work on the outcome measures included in this study was initiated in 2016, and is grounded in current research (academic and practitioner-generated) in the field of anticorruption and transparency measurement.

Considering Outcome Measures

Logic models are the bedrock of monitoring and evaluation efforts, because they provide a clear chain of results for project management. But the standard input, output, and outcome indicators of a logic model might obscure the theory of change, which is often nonlinear, and complicate the connection between intervention and response. Outcomes must be linked back to the system in some demonstrable way to establish some form of attribution, but the question is often about how to do this effectively. It is very unlikely that an intervention by itself will lead to a long-term outcome or impact without the involvement of other actors or mechanisms. As more actors and systems become involved in an intervention, the sphere of change increases, and attribution of the final outcome to the initial intervention is weakened. This is particularly true when the initial output is supported by a small amount of financing with limited scope.

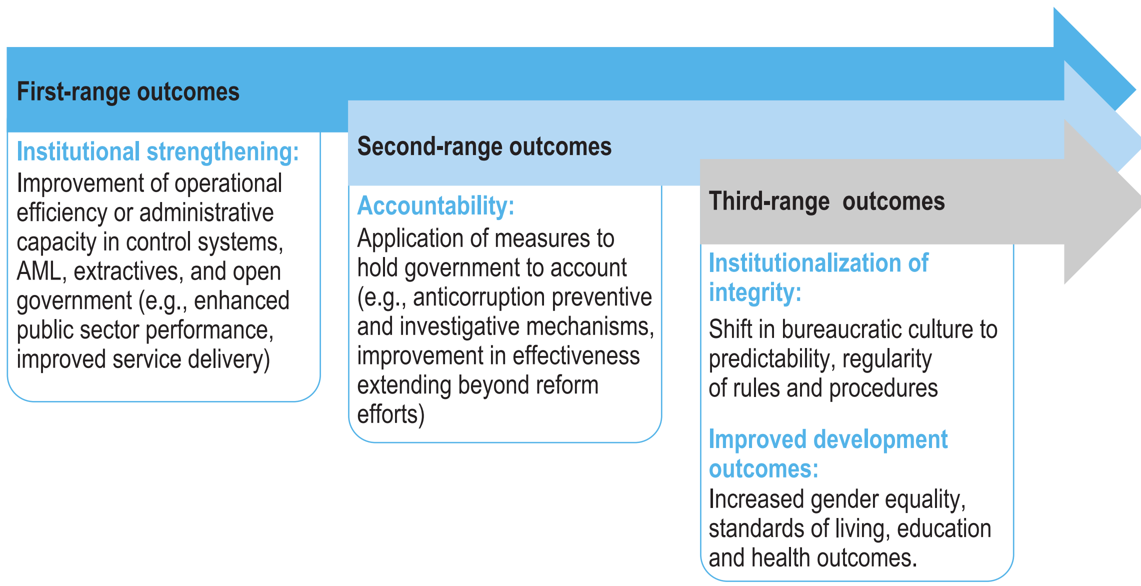
Figure 3 situates outcomes by range of connection to the original intervention. Categories of first, second, and third-range as descriptors of outcomes are not about timing, but rather are intended to reflect the extent that reform activities contribute to short and long-term outcomes.[10] First-range outcomes are much more closely linked to reform efforts than second- or third-range outcomes. Though it may not be possible to rigorously establish causality, the thread from the original intervention continues through in some form to the final outcomes.

There are a variety of actors and actions that contribute to outcomes that go beyond the initial intervention, that is, other government departments, civil society organizations, the private sector, international actors, and others. The scope of actors and actions widens as change processes take place, as shown in Figure 4.

In this context, first-range outcomes consist of the institutional strengthening of government systems, and are referred to in this study as institutional outcomes. These

[10] Often these outcomes are referred to as immediate, intermediate, and so forth, but this implies that timing is the major factor involved.

Figure 3: Projected Outcomes of Range for Mechanisms of Government Accountability



Source: Adapted from Trapnell and Lemieux (2014).

Figure 4: Scope of Actors that Contribute to Outcomes

Source: Author's elaboration.

mechanisms include control systems/audits, financial integrity in AML, natural resource governance of extractive industries, and open government efforts. Outcomes can be expressed as data on how (well) the system is meeting its mandate. In cases where performance data are not available, qualitative data on institutional capacity serve as a proxy.

Second-range outcomes are about using systems for accountability purposes, that is, strategic use of mechanisms to hold government or public officials responsible for their actions, and to improve governance and integrity across government. They are referred to in this study as accountability outcomes. This medium-term outcome answers questions about the extent to which mechanisms are being used to hold government to account. Collection of data on these efforts is important for understanding how mechanisms can be used to foster accountability. But findings from country contexts also demonstrate the difficulty in measuring second-range outcomes. Assessments often result in qualitative outcomes that provide a great deal of detail for a specific context, but are not yet developed enough for cross-country comparability. In this study, second-range outcomes have been captured to the extent possible, but comprehensive assessment is required to fully understand how reform efforts across the Fund resulted in specific instances of accountability, as defined above.

Third-range outcomes include the institutionalization of integrity (predictability and business-as-usual) and development outcomes. Both outcomes are often long-term, often referred to as impacts, involving much more than mere accountability to facilitate positive results. Attempting to measure third-range outcomes requires a theoretically sound theory of change and empirical evidence that points to a clear path to reform. It is often not fruitful to attempt measurement without a great deal of standardized data over an extremely long time span (15+ years). This type of outcome falls outside the scope of this study.

Outcome Measures for the Fund's Results Framework

The outcome indicators selected for each Fund pillar reflect the first-range, institutional outcomes of reform efforts. They are intended to measure progress in reaching the expected outcomes outlined in the strategy and results framework from Phase II of the Fund. They are split into internal and external indicators to capture as much valid, reliable, and comparable information as possible. External data are not collected for every country systematically, so it is imperative to generate internal data to determine whether institutional strengthening is happening.

Institutional Outcome Indicators

As described above, institutional outcomes consist of the institutional strengthening of government systems. For the Fund, the relevant mechanisms include control and audit systems, financial integrity in AML, natural resource governance of extractives, and open government efforts. Results can be understood as data on how well the system is meeting its mandate. However, these data are not easily accessible, given that many countries struggle with establishing reliable and extensive performance management systems.

In cases where performance data were not available, qualitative data on institutional capacity served as a proxy.

Internal indicators reflect directly on the expected outcomes of each pillar, and are meant to capture whether project activities and outputs have contributed to improvements in the institutional functioning of governments. Calculation of progress is based on the number of countries that have achieved an expected outcome from the number of countries received technical support in that area.

External indicators are designed by organizations other than the IDB, and are routinely used for cross-country comparative purposes, rather than policy improvement within specific countries. However, they are a convenient means of assessing a country's progress against globally important expectations for institutions and systems.[11] The external indicators identified for time-series assessment are displayed in Table 4.

Table 4: Sources of External Indicators

Pillar	Indicators	Organization	Time-series comparisons available?	Frequency
Control Systems	Public Expenditure and Financial Accountability	World Bank	No. Methodology revised 2015	Ad hoc
Control Systems	Open Budget Survey	International Budget Partnership	For some indicators. Methodology revised 2014	Every two years, 2015 – present
Financial Integrity	Mutual Evaluations	Financial Action Task Force	No. Methodology revised 2012	Ad hoc
Financial integrity	Key financial secrecy indicators	Tax Justice Network	Yes	Every two years, 2013 – present
Natural resources governance	Resource Governance Index	Natural Resource Governance Institute	No. Methodology revised 2015	Every three years, 2016 – present
Open government	Independent reporting mechanism	Open Government Partnership	No	Not applicable
Open government	Open Data Barometer	World Wide Web Foundation	Yes	Annually, 2013 – present
Open government	E-Government Development Index	United Nations	Yes	Annually, 2008 – present
Open government	Online Services Index	United Nations	Yes	Annually, 2008 – present
Open government	E–participation Index	United Nations	Yes	Annually, 2008 – present

Source: Author's elaboration.

[11] This contrasts with the aggregate indicators used for the pillars, which are meant to assess progress across entire sectors.

Time-series comparisons were complicated by changes in the methodologies of certain datasets, so interpretations of progress will be available once the next round of data is collected. There were significant changes in the indicators and data collection methods for Financial Action Task Force Mutual Evaluations, Public Expenditure and Financial Accountability, Resource Governance Index, and the Open Budget Survey. Data displayed in this report may serve as an assessment of country improvement if time-series data are available. If only one round of data is available, it should be seen as an assessment of current country performance.

Knowledge and Visibility Outcome Indicators

Since its creation, the Fund has been intended as a knowledge and innovation tool, and its resources have been used to support the generation of knowledge stemming from the implementation of Fund-financed projects (Vieyra and Baena, 2011). This is particularly important when considering the results framework for the Fund. The governance sector is at a critical juncture: generating data on the impact of activities is essential not only to ensure steady funding, but also to identify the most promising and innovative approaches and sectors, to focus and channel resources more efficiently. The experience of the Fund is that the generation of knowledge can become an asset in the effort to build stronger theories of change and to anticipate the potential outcomes of reform efforts. It is also vital for sustaining the visibility of each pillar area within LAC, so that momentum continues beyond the parameters of individual projects.

The following tables present the expected institutional outcomes for each pillar as identified in the Phase II Results Framework, with relevant internal and external indicators identified. These primary and secondary data sources are intended to assess the progress made on each institutional outcome category.

Table 5: Institutional Outcome Indicators for Control Systems Projects

Assessments and metrics	**Internal indicators (primary data)**	**External indicators (secondary data)**
Staff of control systems better understand the challenges of audit and control activities and their performance	Number of countries with **action plans** that come out of SAI-PMF assessments (proxy indicator).	None
Regulatory reform	**Internal indicators (primary data)**	**External indicators (secondary data)**
Improvements of control systems' regulatory frameworks	Number of countries that have **functioning / improved:** 1. Audit and control policies 2. Manuals 3. Norms and mechanisms	**Public Expenditure and Financial Accountability** • PEFA 26.1 Coverage of internal audit • PEFA 30.1 External audit coverage and standards • PEFA 30.4 Supreme Audit Institution independence

(continued on next page)

Table 5: Institutional Outcome Indicators for Control Systems Projects *(continued)*

Institutional strengthening and capacity building	Internal indicators (primary data)	External indicators (secondary data)
Improvements in control systems	Number of countries that have **functioning / improved:** 1. Strategic Plans that are risk-based, results-based, or implemented transparently (national or subnational) 2. Computer-Assisted Audit Techniques 3. Performance audits 4. IT audits 5. Environmental audits 6. Participatory audits 7. Communication strategies and portals 8. Citizen-focused transparency measures (not audits or websites)	**Public Expenditure and Financial Accountability** • PEFA 8.4 Performance evaluation for service delivery (inc. performance audits) • PEFA 26.2 Nature of internal audits and standards applied • PEFA 26.3 Implementation of internal audits and reporting • PEFA 30.2 Submission of external audit reports to the legislatureOpen Budget Survey Open Budget Survey • OB Q97. What type of audits (compliance, financial, or performance) has the SAI conducted and made available to the public? • OB Q98. What percentage of expenditures within the mandate of the Supreme Audit Institution (SAI) has been audited? • OB Q99. What percentage of extra-budgetary funds within the mandate of the Supreme Audit Institution (SAI) has been audited? • OB Q130.Does the Supreme Audit Institution (SAI) maintain formal mechanisms through which the public can assist in formulating its audit program (by identifying the agencies, programs, or projects that should be audited)? • OB Q131. Does the SAI maintain formal mechanisms through which the public can participate in audit investigations? • OB Q132. Does the SAI maintain any communication with the public regarding its audit reports beyond simply making these reports publicly available? • OB Q133. Does the SAI provide formal, detailed feedback to the public on how their inputs have been used to determine its audit program or in audit reports?
Knowledge creation and dissemination	**Internal indicators (primary data)**	**External indicators (secondary data)**
Increased awareness and visibility of control systems in the region	Number of **downloads** of key publications Number of countries **requesting assistance** from IDB to implement SAI-PMF Increase in **country involvement** in LAC regional initiatives on control systems	None

Table 6. Institutional Outcome Indicators for Financial Integrity Projects

Anti-money laundering	Internal indicators (primary data)	External indicators (secondary data)
Stronger capacity of supervisory institutions and greater compliance with FATF Recommendations	Number of countries with **National Action Plans in implementation** Number of countries with **new draft or revised laws**	**Financial Action Task Force Mutual Evaluations** • FATF R.1 – Assessing risk and applying risk-based approach • FATF R.2 – National cooperation and coordination • FATF R.3 – Money laundering offense • FATF R.26 – Regulation and supervision of financial institutions • FATF R.35 – Sanctions • KFSI 11 – Anti-money laundering
Improved ICT solutions for financial information management	Number of countries with **functioning ICT systems**, i.e., compiling data from other agencies as part of AML oversight	**Financial Action Task Force Mutual Evaluations** • FATF R.33 – Statistics
Countries increase their knowledge and expertise in preventing and sanctioning ML/TF	Number of countries that have achieved **priority items** on the National Action Plan	**Financial Action Task Force Mutual Evaluations** • FATF IO.2 – International cooperation • FATF IO.3 – Supervision • FATF IO.4 – Preventive measures • FATF IO.5 – Legal persons and arr. (inc. beneficial ownership) • FATF IO.6 – Financial intelligence
Transparency in tax systems	**Internal indicators (primary data)**	**External indicators (secondary data)**
Improved understanding of the challenges of tax havens among government officials	Number of countries with **ongoing or completed institutional strengthening** of institutions as extension of tax assessments	**Financial Secrecy Index** • KFSI 8 – Efficiency of tax administration • KFSI 12 – Automatic information exchange • KFSI 13 – Bilateral treaties
Enhanced mechanisms and policies for the exchange of tax information between government agencies	Number of countries with **functioning Information-sharing systems,** i.e., exchanging tax data among government agencies	
Knowledge creation and dissemination	**Internal indicators (primary data)**	**External indicators (secondary data)**
Increased awareness and visibility of the relevance of this area at the regional level	Number of **downloads** of key publications Number of countries **requesting assistance** from IDB on AML or tax transparency **Website traffic** of Financial Transparency Infoguide **Increase in number of registrants** for AML online learning modules Increase in **country involvement** in LAC regional initiatives on AML and related issues	None

Table 7: Institutional Outcome Indicators for Natural Resource Governance Projects

Transparency and access to information	Internal indicators (primary data)	External indicators (secondary data)
Improvement in the level of transparency in countries' extractive industries	Number of countries that have become **EITI-compliant**. Number of countries that have been accepted as **EITI candidates**.	**Resource Governance Index** *Requires review of new indicators in 2016*
Local revenue management capacity	**Internal indicators (primary data)**	**External indicators (secondary data)**
Improved mechanisms and processes for revenue management at the local level	Number of countries with **functioning IT systems** on revenue management (inward or outward-facing). Number of countries with roadmaps or commitments to improve revenue management. Number of countries with **improved revenue management**	**Resource Governance Index** *Requires review of new indicators in 2016*
Legal and regulatory framework	**Internal indicators (primary data)**	**External indicators (secondary data)**
Improved legal and regulatory frameworks for transparency and access to information in extractives transparency	Number of countries with **draft laws or newly passed laws** related to transparency extractives Improved access to information by citizens	**Resource Governance Index** *Requires review of new indicators in 2016*
Knowledge generation and dissemination	**Internal indicators (primary data)**	**External indicators (secondary data)**
Increased awareness and visibility of extractives transparency in the region	Number of **downloads** of key publications Number of countries **requesting assistance** from IDB on transparency in extractives Number of **website hits** to InfoGuide materials, including blog posts, journal article reviews, and other types of information Increase in **country involvement** in LAC regional initiatives on transparency in extractives	None

Table 8: Institutional Outcome Indicators for Open Government Projects

Open government assessments, strategies, and action plans	Internal indicators (primary data)	External indicators (secondary data)
Improved open government strategies and action plans;	Number of countries with **new or revised action plans** (proxy indicator).	**OGP Independent Reporting Mechanism** Relevance to OGP Values Specificity
Open government institutional strengthening	**Internal indicators (primary data)**	**External indicators (secondary data)**
Enhanced capacity to implement open government and integrity policies, mechanisms and tools	Number of countries with **functioning / improved open government policies, mechanisms, and tools**: 1. open data, open government, and/or transparency portals 2. transparency, access to information and open data laws and policies, at the national, subnational and sector level 3. administrative processes and ICT tools for the transparent and efficient delivery of public services (including judiciary, social services, parliaments) 4. integrity and accountability systems (conflict of interest, financial disclosure, whistleblowing, procurement, budget) 5. ICT tools and mechanisms for civil society participation and co-creation (e.g. social audits, hackathons, innovation labs)	**Public Expenditure and Financial Accountability** • PEFA 9.1 Public access to fiscal information **Open Data Barometer** • ODB.2013.C.INIT To what extent is there a well-resourced open government data initiative in the country? • ODB.2015.C.POLI To what extent is there a well-defined open data policy and/or strategy in the country? • ODB.2013.C.CITY To what extent are city, regional and local governments running their own open data initiatives? • ODB.2013.C.SUPIN: To what extent is government directly supporting a culture of innovation with open data through competitions, grants or other support? **United Nations E-Government Survey** • UN: E-government Survey • UN: Online services index • UN: E-participation Index
Knowledge creation and dissemination	**Internal indicators (primary data)**	**External indicators (secondary data)**
Increased knowledge about open government among key stakeholders (governments, civil society, private sector)	Number of **downloads** of key publications Number of countries **requesting assistance** from IDB on open government Increase in **country involvement** in LAC regional initiatives on open government	None

Assessing Accountability Outcomes

As stated above, accountability outcomes concern the use of systems for accountability purposes, that is, holding government or public officials responsible for their actions, preventing criminal activity, and improving governance and integrity across government. This medium-term outcome answers questions beyond institutional capacity or performance, where a variety of actors operate within an expanded enabling environment. The data capture information about whether government is maintaining integrity and preventing corruption across its scope of actions, and across departments, agencies, and ministries.

Accountability outcomes data are notoriously difficult to collect, parse, and link back to specific reform efforts. These outcomes are still poorly understood and currently defy attempts at cross-country comparability. They often require years to develop, and they depend on the enabling environment and the involvement of key actors operating within the sphere of change (see Figure 4). However, they can be tracked over the long term, with the ultimate aim of generating a typology of outcomes, depending on the type of intervention. In this study, the primary goal was to track project outputs and institutional outcomes, with a secondary aim of exploring accountability outcomes where possible.

Accountability outcomes are also necessary for validating theories of change. They are critical to understanding what works and why. Both internal and external data are used to document accountability outcomes in this study. However, explicit links between reform efforts and outcomes cannot be established without additional research.

5 OVERALL PILLAR PERFORMANCE

Overall pillar performance of the Fund has been impressive. There are few areas where the Fund is struggling to meet project output targets. In terms of institutional outcomes, the Fund has strengthened institutional functioning in nearly all areas identified by the results framework, and in some cases, has shown remarkable progress in enhancing the effectiveness of institutions. Model reform efforts from each pillar have emerged from the Fund's financing and expertise, highlighting the importance of the Fund as an innovator of approaches to institutional strengthening that has effects far beyond the borders of one country.

The knowledge outcomes of the pillars demonstrate the far-reaching and meaningful impact of the Fund's contribution to the overall knowledge and expertise of each field. All pillars have either released, or are currently finalizing, seminal publications that reflect the state of play in their respective fields, and provide frameworks and recommendations for enhancing institutional strengthening and collaboration. Several pillars are heavily involved in supporting existing regional initiatives through South-South cooperation or are establishing new initiatives for specific sub-regions. All pillars provide significant topical and regional expertise for global standard-setting organizations. These efforts will continue to influence the path forward for both external audiences and IDB internal staff for many years.

Control Systems

- The Control Systems pillar achieved its 80 percent compliance target, with 86 percent of countries improving compliance with international auditing standards.

- The pillar met or surpassed four of its project output targets and is steadily making progress to meet three other targets, with a 75 percent progress rate. There is less progress (25 percent achievement) on the target related to innovative (risk-based, results-based, or transparency-oriented) strategic plans for control systems.

- In terms of institutional outcomes, 85 percent of countries that received TC have achieved a related institutional outcome.

- In terms of knowledge outcomes, the Control Systems pillar has been profoundly instrumental in the recent adoption of the internationally accepted SAI-PMF. The Fund conducted the piloting process of the SAI-PMF Assessment in three LAC countries—Barbados, Dominican Republic, and Ecuador—and contributed to the review process and ultimate adoption of the new assessment instrument. In addition, the pillar is finalizing a study on Performance Audit in Latin America and the Caribbean (LAC) that systematizes evidence on existing results and practices, identifies key challenges and opportunities for the region, and provides a set of technical recommendations for improving performance auditing capacity.

Financial Integrity

- The Financial Integrity pillar achieved its 70 percent compliance target, with 71 percent of countries improving compliance with international AML standards.

- The pillar met or surpassed five of its project output targets. There is a lack of progress on the two tax transparency targets, but this is due to late release of Organisation of Economic Co-operation and Development (OECD) implementation standards in 2016. A new regional project on tax transparency was approved in the first quarter of 2017 and is currently under implementation.

- In terms of institutional outcomes, 70 percent of countries that received TC have achieved a related institutional outcome. Sixty percent of the remaining countries are in the process of implementing institutional strengthening efforts and are expected to see results in the next 12 months. This would bring the percentage of progress on institutional outcomes to 80 percent.

- In terms of knowledge outcomes, the Financial Integrity pillar has helped to insert the issue of money laundering (ML) into public policy discussions both within the region and in individual countries. The launch of the InfoGuide has supported extensive sharing and targeting of information on AML and related issues. In particular, the establishment of working groups on de-risking has resulted in concrete action plans for each region (Caribbean, Central America) that are intended to address deficiencies revealed by the FATF Mutual Evaluations in the LAC region.

Natural Resource Governance

- The Natural Resource Governance pillar achieved its 70 percent compliance target, with 86 percent of countries increasing involvement in international extractives governance and transparency initiatives.

- The pillar met or surpassed seven of eight project output targets, and is steadily making progress to meet the other target, with a 70 percent progress rate.

- In terms of institutional outcomes, 90 percent of countries that received TC have achieved a related institutional outcome.

- In terms of knowledge outcomes, the pillar published the highly regarded book, *Transparent Governance in an Age of Abundance – Experiences from the Extractive Industries in Latin America and the Caribbean* (Vieyra and Masson, 2014). The book peaked at the seventh most downloaded publication from the IDB website in 2015, and was launched at several prestigious and internationally renowned institutions during its first year of publication. Moreover, the Natural Resource Governance pillar has established the IDB as a primary source of expertise in extractives transparency in the LAC region, and has been successful in raising both the profile of extractives transparency and the role of the IDB in setting the policy agenda for the region.

Open Government

- The Open Government pillar has achieved its 80 percent compliance target, with 93 percent of countries making progress on open government action plans, strategies, and initiatives.

- The pillar met or surpassed six of eight project output targets. There is a lack of progress on the two targets related to the OGP action plan design and monitoring, but this is due to lack of country demand, and not the failure of the Fund.[12]

- In terms of institutional outcomes, 64 percent of countries that received TC have achieved a related institutional outcome. Sixty percent of the remaining countries are in the process of implementing institutional strengthening efforts and are expected to see results in the next 12 months. This would bring the percentage of progress in institutional outcomes to 70 percent.[13]

- In terms of knowledge outcomes, the pillar has produced four major publications that rank in the top 400 most downloaded items from the IDB website of more than 7,500 documents. In particular, *Winds of Change: The Progress of Open Government Policymaking in Latin America and the Caribbean* is ranked 106th and has been downloaded nearly 8,500 times in both Spanish and English. The pillar established the Open Government Network of high-level authorities from LAC countries in charge of open government public policy. Its objective is to promote regional policy dialogue for designing and implementing initiatives that contribute to the advancement of open government. Annual meetings are held at Regional Policy Dialogues on Open

[12] It is further recommended that these targets be dropped from the pillar. See the Institutional Outcomes section for Open Government and the Recommendations section for more details.
[13] The Open Government Pillar includes Phase I projects that do not fit well into the results framework. See the Recommendations section for discussion of how to address this issue.

Government, which are co-financed and organized by the Fund. In addition, the pillar has financed a public expenditures project that will become the basis for the IDB's 2018 flagship series, *Development in the Americas.*

6 CONTROL SYSTEMS

Fiscal governance reforms involve a broader set of institutions beyond the executive branch. There is renewed interest in horizontal accountability, specifically how control and audit agencies contribute to the governance of the budget and the oversight of public finances. In LAC countries, there is a correlation between the credibility of SAIs and the quality of governance (OECD, 2016). Effective control and audit agencies play an important role in reducing waste, improving government performance, and discouraging corruption. Recent financial crises in developed and developing countries highlight the importance of responsible management of public finances, prudent fiscal policies, and robust budget institutions. Fostering fiscal responsibility necessarily requires strengthening control and audit institutions. Strong and efficient control institutions, both internal and external government audit bodies, are essential for contributing to build and maintain accountable government entities in their mandates to deliver public services and goods efficiently, effectively, transparently, and responsibly. Worldwide, control institutions are increasingly becoming more relevant, as their work scope is widening from traditional financial audits to sector and performance audits based on risk analysis.

Control systems as defined by the Fund are entities and mechanisms of both internal and external control, including, but not limited to, SAIs, local audit institutions, internal audit bodies, and the legislative power in the exercise of its oversight function. In 2010, the INTOSAI recognized the need to formulate a clear framework to help SAIs measure their performance and led the development of a framework called the SAI-PMF. One of the focus points of the Fund is the application of the SAI-PMF instrument, which is intended to inform action plans and roadmaps and set priorities to strengthen the performance and institutional framework of audit and control entities.

The overall aim of projects in control systems is to support LAC countries in their efforts to enhance audit and control practices for a better, more open government. The specific objectives are to:

i. help countries to design and implement risk-based audit tools;

ii. strengthen integrity regulatory frameworks;

iii. develop information-sharing systems for federal and subnational public-sector agencies;

iv. provide support to conduct value for money audits;

v. leverage strategic and South-South policies; and

vi. generate and disseminate knowledge and applied research products.

Progress on External Standards

The Control Systems pillar has achieved its overall compliance target, in which at least 80 percent of countries receiving assistance have improved their compliance with international auditing standards.

Table 9: Aggregate Pillar Outcomes, Control Systems

Expected outcome	Target	Results
Improved compliance with international auditing standards (e.g., ISSAIs)	At least 80% of the countries in which the Fund has provided support have improved or are in the process of improving their level of compliance with international auditing standards (e.g., ISSAIs).	**86% of countries (six out of seven) have improved or are in the process of improving their compliance with international auditing standards**

Source: Author's elaboration.

Barbados and the Dominican Republic are in the process of improving their compliance with international standards, following the outcomes from the application of the SAI-PMF pilot instrument and resulting action plans. Ecuador concluded the SAI-PMF and is expected to use it to inform future strengthening actions. Colombia is making progress in complying with the ISSAIs through a risk-based auditing approach, while Jamaica has been able to consistently apply international audit standards with the use of an automated system. Brazil has also vastly improved its ability to detect irregularities in the audit process with its Public Expenditure Observatory, an internal software platform.

Project Outputs

The Control Systems pillar has surpassed targets on three of its expected project outputs: assessments on internal audit, computer-assisted audit techniques, and innovative audit management. It has met its target on transparency, access to information, and participation applications. Output targets that have not yet been met include assessments and technical assistance to regulatory reform, strategic plans, communication strategies, and website design.

Table 10: Technical Outputs for Control Systems Projects

Output	Target	Results	Assessment
Assessments on internal audit and control processes, including definition of management models and metrics (e.g., SAI-PMF)	Assessments implemented in two countries	BA, CO, DR, EC, JA	**surpassed target**
Assessments of regulatory frameworks for control systems; benchmarking with international standards	Assessments conducted in three countries	BO, EC	**not yet met target**
Technical assistance to undertake regulatory reforms for more efficient and modern control systems (e.g., audit and control policies, manuals, norms, and mechanisms)	Technical assistance provided in three countries	BO, JA	**not yet met target**
Definition, implementation, and dissemination of innovative (e.g., based on risk, focused on results, and implemented with transparency) national and subnational strategic plans for control systems	Plans designed and disseminated in four countries	CO	**not yet met target**
Design and implementation of innovative, ICT-based audit tools and techniques for better audit management (e.g., Computer-Assisted Audit Techniques – CAAT)	Tools and techniques designed and implemented in three countries	BO, BR, CO, JA	**surpassed target**
Technical assistance and training for the design and implementation of tools for innovative audit management (e.g., performance audits, audits of information systems, environmental audits)	Technical assistance delivered in three countries	BO, BR, CO, EC	**surpassed target**
Design and implementation of communication and dissemination strategies and websites of control systems	Activities conducted in three countries	BR, EC	**not yet met target**
Design and implementation of applications for transparency, access to information, and participation in the audit process.	Applications designed and implemented in two countries	BR, CO	**met target**

Source: Author's elaboration.

Assessments on internal audit and control processes were applied in five countries. This includes the SAI-PMF assessment, which was financed and managed by the Fund in three LAC countries: Barbados, the Dominican Republic, and Ecuador. The SAI-PMF is an objective performance measurement framework designed to give a high-level overview of SAI performance against the ISSAI and other international good practices. SAI-PMF assessments are intended to facilitate managing, measuring, and monitoring of SAI performance over time. The INTOSAI Working Group developed the SAI-PMF in 2010. The

2016 version, which was subject to extensive consultation and testing through more than 20 pilot assessments and several official rounds of consultation, reflects experiences from the pilot version, which was tested by numerous stakeholders between 2013 and 2015.

Assessments of regulatory frameworks were conducted in two countries, and technical assistance to implement regulatory reforms was provided to two countries, one of which overlapped (Bolivia). Transparent and risk-based approaches to strategic plan formulation were designed in one country.

Computer-assisted audit techniques (CAAT) were introduced in four countries. In Bolivia, a conceptual framework was designed for the information system in the Comptroller General's Office to automate operational and administrative processes. It is specifically associated with the Annual Operational Plan, the Strategic Institutional Plan, and the Official Audit Registry. In Colombia, principles and guidelines governing the development of specialized software were defined in accordance with the needs of the Comptroller General of the Republic (CGR). This established a technological base, providing the necessary criteria for the acquisition and development of new tools to make the IT operations of the CGR sustainable.

Technical assistance for innovative audit management was delivered in four countries. This type of audit management includes performance audits, IT audits, environmental audits, and participatory (or social) audits. Assistance on communication strategies and website design was provided to two countries. In Ecuador, a study was conducted on the perception and trust of citizens and specific stakeholders (i.e. government suppliers) in the SAI. The output is expected to inform a new communication strategy on the SAI's work and outcomes. Implementation of applications and approaches on transparency, access to information, and participation was provided in two countries.

Institutional Outcomes

The Control Systems pillar has achieved most of its expected outcomes, with the exception of innovative audit techniques and communication strategies/open portals. Specifically, it has seen impressive success with the implementation of computer-assisted audit techniques.

Increased understanding of the challenges of audit and control activities was assessed by a proxy indicator on the number of countries with action plans that have emerged from SAI-PMF assessments. These action plans are based on the recommendations from the SAI-PMF and are intended to address the weaknesses of country control systems. Currently, four countries have action plans in progress, representing 80 percent of countries that received related technical assistance.

Improvements in regulatory frameworks were assessed by a number of countries with improved (or newly functioning) audit policies, manuals, or norms and mechanisms.

Table 11: Results from Institutional Outcome Indicators (internal), Control Systems

Expected outcome	Indicator	Countries	Assessment[a]
Staff of control systems better understand the challenges of audit and control activities and their performance	Number of countries with action plans that come out of SAI-PMF assessments.	BA, CO, DR, JA	80% of countries with related TC achieved institutional outcome • *Four countries have action plans (*BA, CO, DR, JA) • *One country has recently concluded SAI-PMF Assessment (EC)*
Improvements of control systems' regulatory frameworks	Number of countries that have functioning / improved: 1. Audit and control policies 2. Manuals 3. Norms and mechanisms	BO, JA	67% of countries with related TC achieved institutional outcome • *Two countries have functioning policies or manuals (BO, JA)* • *One country has recently concluded SAI-PMF Assessment (EC)*
Improvements in control systems	Number of countries that have functioning / improved: 1. Strategic Plans that are risk-based, results-based, or implemented transparently (national or subnational)	CO	100% of countries with related TC achieved institutional outcome
	Number of countries that have functioning / improved: 2. Computer-assisted audit techniques	BO, BR, CO, JA	100% of countries with related TC achieved institutional outcome
	Number of countries that have innovative audit management techniques: 3. Performance audits 4. IT audits 5. Environmental audits 6. Participatory audits	BR, CO	50% of countries with related TC achieved institutional outcome • *Two countries are conducting performance audits (BR, CO)* • *One country has recently concluded SAI-PMF Assessment (EC)* • *One country has not moved forward with reforms (BO)*
	Number of countries that have functioning / improved: 7. Communication strategies and portals	BR	50% of countries with related TC achieved institutional outcome • *One country is implementing improved communication strategy (BR)* • *One country has recently concluded SAI-PMF Assessment (EC)*
	Number of countries that have functioning / improved: 8. Citizen-focused transparency measures (not audits or websites)	BR, CO	100% of countries with related TC achieved institutional outcome

Source: Author's elaboration.

[a] Percentages are calculated using the number of countries that have met related project targets. Countries that have not delivered outputs are not included, with the understanding that outcomes cannot be achieved unless outputs are delivered first. See outputs table above

Table 12: Open Budget Survey Scores on Institutional Outcomes, 2008–15

	Bolivia	Brazil	Colombia	Dominican Republic	Ecuador
Q98. What percentage of expenditures within the mandate of the Supreme Audit Institution (SAI) has been audited?	33	100	100	100	0
Q99. What percentage of extra-budgetary funds within the mandate of the Supreme Audit Institution (SAI) has been audited?	0	100	67	33	n.a.
Q130.Does the SAI maintain formal mechanisms through which the public can assist in formulating its audit program?	0	100	100	67	67

Source: International Budget Partnership (2008–15).
Notes: red = decreasing scores, green = increasing scores, no color = no change

Table 13: PEFA Scores for Colombia on Institutional Outcomes in Control Systems, 2016

Dimension	Score	Notes
8.4 Performance evaluation for service delivery	A	The assessments are conducted at least once every three years, for almost all ministries responsible for public services and their results are published.
26.2 Nature of audits and standards applied	C	The ICOs use risk-based plans and rely on local professional standards, which are partially adjusted to the IPPF. However, to date, reports have not been issued that address the effectiveness of the internal controls applied.
26.3 Implementation of internal audits and reporting	B	Most (88%) of scheduled audits are completed
30.2 Submission of audit reports to the legislature	A	For the three years assessed, audited financial reports were sent to the Legislature within three months after the date on which they were received for consideration.

Source: 2015 PEFA Assessment of Colombia's Public Financial Management Systems.

Nearly 70 percent of countries that received related technical assistance have achieved this outcome. In Bolivia, the Fund financed the drafting of a proposal of technical norms for improving Internal Audit Units' functioning, and in Jamaica, a new manual for audit policies was adopted.

The broad expected outcome of improvements in control systems was focused on several areas of audit functions. In terms of risk-based, transparent strategic plans, only one country received technical assistance (Colombia), but also achieved a functioning outcome. Innovative audit management was achieved in half of the countries that received related technical assistance, and this was limited to performance management in Brazil and Colombia. Communication strategies were implemented in half of the countries that received related technical assistance (Brazil). PEFA determined that Colombia had above-average institutional outcomes in performance audits, completion of scheduled audits, and submission of audit reports to the legislature.

Citizen-focused transparency measures were achieved in 100 percent of countries that received related technical assistance. In Brazil, the CGU prepared a dissemination strategy with civil society organizations. A nongovernmental organization (NGO) that coordinates a network of 175 NGOs in Brazil (Amarribo) is the focal point for promoting citizens' access to information regarding public expenditure at the federal and subnational levels of government. In Colombia, a new risk management model was implemented for the complaints mechanism, which allowed the system to shift from annual processing to real-time processing for use in the audit process. Historically, 500 requests were received per year, but were either ignored or not answered. Currently, complaints are being resolved and filtered by quality and reliability so as to inform the audit process. Open Budget Survey scores highlight the current performance of SAIs on audit management and citizen engagement in a range of LAC countries (Table 14).

In terms of institutional outcomes, the Control Systems pillar has seen astounding success with the implementation of computer-assisted audit techniques (CAAT). Four countries have seen improved functioning of audit systems with CAAT. However, the magnitude of the outcomes in Brazil and Jamaica is so impressive as to be precedent-setting for the LAC region. Technical support for the expansion and strengthening of the Public Expenditure Observatory (Observatório da Despesa Pública, or ODP), a permanent unit of the office of the Brazilian Comptroller General of the Union (CGU), created in 2009, which focuses on the application of a scientific methodology and cutting-edge information

Table 14: Open Budget Survey Scores on Types of Audits and Citizen Engagement, 2015

	Bolivia	Brazil	Colombia	Dominican Republic	Ecuador	
Q97. What type of audits (compliance, financial, or performance) has the SAI conducted and made available to the public?	100	100	33	67	0	**2015 only**
Q131. Does the SAI maintain formal mechanisms through which the public can participate un audit	0	67	100	67	67	**2015 only**
Q132. Does the SAI maintain any communication with the public regarding its audit reports beyond simply making these	0	100	100	0	100	**No change from 2012**
Q133. Does the SAI provide formal, detailed feedback to the public on how their inputs have been used to determine its audit program or in	0	33*	100	33^	33	**No change from 2012**

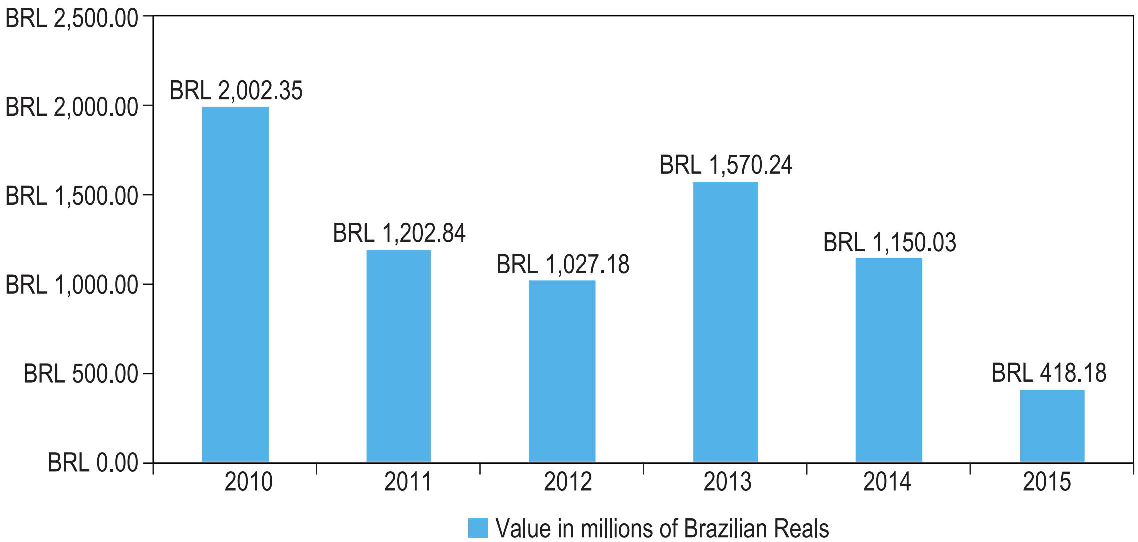
Source: International Budget Partnership (2008–15).
* scores increased, ^ scores decreased

technology tools to monitor the use of public funds, detect anomalies and cases of fraud, and generate savings. The technical assistance provided through this project has generated enormous savings for the Government of Brazil and countered significant cases of fraud and corruption. Below are some highlights of the outcomes stemming from the work of the ODP.

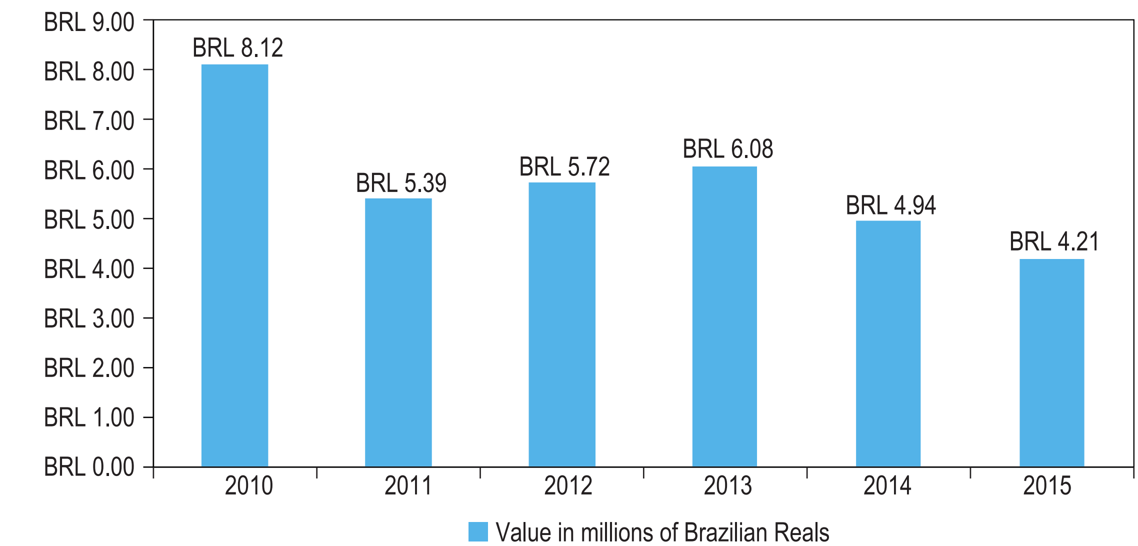
The potential savings from this strengthening was measured by looking at the changes in public spending and anomaly patterns that have emerged since the project started in

Figure 5: Financial Results from ODP Activities

A. Value of Anomalies Detected by the ODP in Federal Procurement Processes, 2010–15



B. Value of Anomalies Detected by the ODP in the Use of Federal Government Payment Cards, 2010–15



Source: Author's elaboration.

2009. Figures show a pattern of reduction in the number and value of red flags detected by the ODP in federal procurement between 2010 and 2015. The data show that the value of procurement processes with anomalies in 2015 was 64 percent lower than in 2014, or about US$175 million. Between 2010 and 2015 the difference in the value of alerts is about US$400 million.

The value of alerts detected in 2015 was almost half that of 2010, with potential savings on the order of US$1 million. The number of alerts decreased from 30,000 in 2010 to about 5,000 in 2015. In both cases, these changes can be directly attributed to the role that the ODP has played in detecting and analyzing these irregularities.

In 2012, the ODP conducted a study to analyze subsidies paid to agricultural workers under the Sugarcane Harvest Guarantee Program (Programa Garantia Safra). Thousands of irregularities were detected, including: (i) 5,120 cases of beneficiaries who exceeded the level of household income required to qualify for the program, (ii) 1,097 cases of beneficiaries who were public officials, and (iii) 136 cases of beneficiaries who were recorded as deceased. Following the completion of the study, the relevant government agency proceeded to cancel 6,385 benefit payments, generating estimated annual savings of around US$1.35 million. A similar case is related to benefits paid under the Fishing Lull Insurance (Seguro Defeso) program, which provides financial transfers to fishermen. The ODP detected more than 105,000 beneficiaries who were not entitled to receive the benefit, mostly because they were either public officials or business owners. Following the cessation of irregular payments, the National Social Security Institute reported savings of US$106.5 million.

In 2015, more than 121,000 public procurement processes totaling US$4 billion were recorded in Brazil's online procurement platform. The ODP analysis detected red flags in more than 7,500 procurement processes, for a value of US$104 million. One of the filters applied by the ODP helps detect cases in which high-value procurements are fractioned into smaller ones to stay below thresholds for competitive processes. This analysis was applied in Santa Catarina, one of two Brazilian states that is replicating the federal ODP model. More than 2,300 cases of fractioning were found, for a total of US$11.2 million. In the state of Bahia, the local ODP pilot detected several cases in which procurement thresholds had not been respected, resulting in excessive costs for the state in the order of US$7 million.

Federal government payment cards (*cartão de pagamento do governo federal*, or CPGF) provide more flexibility to government agencies in managing resources. In 2015, the ODP analyzed more than 250,000 transactions made with CPGF, for a total of approximately US$35 million. Anomalies were found in 7,200 transactions, totaling approximately US$1 million. Of these, some 500 transactions were detected exceeding the established limit of US$375. In one case, an official was found to have used the CPGF for 29 irregular payments, totaling more than US$20,000. Despite the relatively low amounts involved, controls on CPGF have a critical impact because of their widespread use.

Table 15: Performance Data from Jamaican AGD, 2016

Indicator	Unit of measure	Baseline		Target		Results
		Value	Year	Value	Year	
Avg. time to complete a compliance audit	# of weeks	5	2011	4	2015	3
Avg. time to complete a financial statement	# of weeks	4	2011	3	2015	3
Avg. time to complete an information system audit	# of weeks	12	2011	11	2015	10

Source: IDB (2016).

In Bahia, the ODP conducted an analysis to detect instances in which a public official had an interest in a supplier company of the state government to identify possible cases of corruption. The analysis found more than 350 state officials tied to some 338 suppliers, which jointly had received more than US$88 million in payments from the state. About half of these cases turned out to be related to contracts awarded without a competitive process.

Technical assistance was provided to the Jamaican Auditor General Department (AGD) to improve information management capabilities through the introduction of ICT tools. The AGD requested support with optimizing information management systems and transitioning storage of audit information to a paperless system. As a result, processing times for audits were reduced from five to three weeks for compliance audits; from four to three weeks for auditing of financial statements; and from 12 to ten weeks for information system audits. The number of compliance audit reports published by the AGD rose from 111 in 2011 to 150 in 2015. Improvements were also recorded for the publication of Financial Statement Audits, which increased from zero in 2011 to 48 in 2015, and Information Systems Audits, which increased from two to five over the same period.

Knowledge Outcomes

The Control Systems pillar has been instrumental in both the adoption of existing standards within the LAC region, specifically the ISSAI, and the recent adoption of the internationally accepted SAI-PMF. The Fund supported the piloting process of the SAI-PMF Assessment in three LAC countries: Barbados, Dominican Republic, and Ecuador.[14] Increasing the effectiveness of SAIs is essential to ensure that these institutions successfully meet their key function of controlling the use of public resources, including to detect and prevent corruption. In 2010, the INTOSAI recognized the need to formulate a clear framework to help SAIs measure their performance. INTOSAI led the development of this framework, which became the SAI-PMF, published in a pilot version in 2013.

[14] The IDB conducted the SAI-PMF piloting process in 14 LAC countries.

As a next step, to validate the tool, it needed to be vetted. SAIs from some 30 countries, including 14 from the LAC region, volunteered to pilot the framework in 2014–16. Project RG-T2125, in conjunction with other technical assistance resources from the IDB, provided financing for SAI-PMF pilots in LAC countries. The SAI-PMF reports helped inform action plans and roadmaps and set priorities to strengthen the performance and institutional framework of some of the piloting entities. For example, early findings showed that LAC countries performed better on Independence and Legal Framework than on Internal Governance and Ethics, Overall Audit Planning, and Coverage. Equally important, the results and extensive lessons learned from this global piloting effort led, in December 2016, to the unanimous approval by INTOSAI members of the SAI-PMF framework as an official document, which paves the way to a broader adoption and implementation of the standard, as the main tool to evaluate and help improve the performance of SAIs and their audit and oversight function.

In addition, the Control Systems pillar is currently finalizing a study on Performance Audit in LAC, which: (i) systematizes evidence on practices and results from countries where performance auditing has already been successfully implemented in the public sector, focusing on how, and why, performance audit contributes to public sector performance; (ii) identifies and documents key challenges and opportunities for LAC countries as compared to international standards (ISSAIs) and good practices, as well as lessons learned related to the actual implementation of performance auditing; and (iii) provides a set of technical policy recommendations for countries considering performance auditing. These include the role of different stakeholders (auditors, technical experts, government ministries, and donors) on how SAIs can better work toward developing performance

Table 16: Knowledge and Visibility Outcomes, Control Systems

Indicator	Outcome	Description	Results
Number of downloads of key publications	Not yet published		
Number of countries that have completed or ongoing SAI-PMF	IDB has completed 14 SAI-PMF reports in LAC.	Barbados, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Paraguay, Peru, Suriname, Trinidad and Tobago	IDB has contributed to all SAI-PMF pilots in the LAC region
Number of countries requesting assistance from IDB on Control Systems and Audit	Requesting SAI-PMF:	Argentina (pilot at subnational level in four provinces), Chile, Guyana	Three countries are requesting IDB support with implementing a SAI-PMF; the potential demand is all IDB member countries.
	Requesting compliance improvement from SAI-PMF: implementation of action plan	Costa Rica, Dominican Republic, Peru, Ecuador, Suriname	Five countries are requesting IDB support with implementing a SAI-PMF; the potential demand is all the IDB member countries.

Source: Author’s elaboration.

auditing capacity and comply with the ISSAIs and international good practices. This study will inform an IDB Technical Note planned to be published by ICS/IFD in the last quarter of 2017.

Accountability Outcomes

Accountability outcomes in the sphere of control systems entail adequate follow-up actions on the recommendations made by audit units, so that the effectiveness and integrity of government services is improved. There is very little data on these outcomes, particularly in globally comparative datasets. PEFA includes a handful of indicators in its new methodology, but its assessments are conducted on an ad hoc basis and rarely replicated for time-series data. These indicators track audit recommendations for both internal and external audit, as well as access to information on actions by the legislature in response to audit findings. An example of a country report is provided below for Colombia.[15]

Table 17: PEFA Scores for Colombia on Accountability Outcomes in Control Systems, 2016

Dimension	Score	Notes
26.4 Response to internal audits	B	The administration provides information on actions taken based on audit recommendations. These are only partially executed, but are done so within 12 months after the submission of reports.
30.3 External audit follow-up	C	The Comptroller General (CG) receives a formal reply from auditees to its reports with findings of internal accounting control, but not on the findings reported as part of the reservations and objections in their professional opinions. No comprehensive reports are issued on the degree of assimilation of external control. In fact, there are repeated objections by the CG on the financial reports, indicating an uncertain correction process by those audited.
31.2 Legislative hearings on audit findings	C	Hearings with the authorities of agencies whose financial statements have drawn CG objections are rare. However, LAC obtains formal explanations related to the CG objections from these agencies, and it is customary to convene the Minister of Finance and his or her officials and those of the CG regarding the submission and scrutiny performed.
31.3 Recommendations on audit by the legislature	D	Performance is less than that warranted. The legislature does not issue recommendations to the executive branch.
31.4 Transparency of legislative scrutiny of audit reports	C	LAC reports are published on the website of the House of Representatives, so that they are easily accessible to the public.

Source: 2015 PEFA Assessment of Colombia's Public Financial Management Systems.

[15] The Fund's work in Colombia is ongoing; thus, the PEFA scores do not reflect final outcomes.

Open Budget data for Brazil demonstrate that there have been significant improvements in the tracking of follow-up on audit recommendations. While the data do not reveal the extent to which recommendations have been addressed, the public release of tracking information can serve as a proxy measure of accountability.

One control systems project directly illustrates the targeted transparency approach to public information in which public service agencies are required to disclose information in standardized formats to reduce specific risks or improve services. Control Systems pillar work in Brazil has focused on transparency in public expenditures, and it has supported the establishment of a special department within the internal control agency that analyzes public spending for irregularities. The ODP is a permanent unit of Brazil's Office of the Comptroller General (CGU). It utilizes a standard methodology supported by information technology. Designed by subject matter experts and data analysts using modern technology, the ODP applies a methodology that combines data from different sources, looking for indicators of misapplication of federal resources. The Observatory investigates, for example, the existence of personal relationships between the associates of a company and the civil servants of the contractor's public agency. Since the ODP's goal is to improve internal control and to be a tool to support public management, the findings generated by the unit are used as input to audits and inquiries conducted by the CGU. They are also used to inform public managers about key performance indicators related to public spending, to enable a comparative analysis. This analysis informs the decision-making process, which in turn improves the use of public resources. CGU auditors must investigate findings of irregularities or atypical situations and take appropriate measures to address the issues.

The ODP has since expanded to external audit, and offers its services to clients within the federal and state governments and municipalities. There are 2,300 external auditors throughout Brazil who are expected to verify the findings and address issues that are raised. Based on the increased scope of the system and the enhanced methodology, the ODP has recently initiated obligatory follow-up on audit findings by their clients for some areas. It is still too soon to identify whether and how recommendations are addressed, but it is an important step toward facilitating more accountability within the audit process. This approach is currently being replicated in Colombia.

Table 18: Open Budget Survey Scores for Brazil on Accountability Outcomes in Control Systems

	2008	2010	2012	2015
q101 Does the executive branch make available to the public a report on the steps it has taken to address audit recommendations or findings that indicate a need for remedial action?	67	67	100	100
q102 Does either the Supreme Audit Institution (SAI) or thw legislature release to the public a report that tracks actions taken by the executive branch to address audit recommendations?	0	33	100	100

Source: International Budget Partnership (2008–15).

7 FINANCIAL INTEGRITY

The economic understanding of ML has been refined greatly over the last two decades. According to the dominant literature, there are several negative effects associated with ML and its related predicate crimes: economic distortion, tax evasion, monetary instability, negative financial reputation, misallocation of resources, organized crime and insecurity, and greater volatility in international capital flows, interest and exchange rates, among others.[16] Whereas the banking and financial sectors are among the most affected sectors, ML also contaminates non-financial activities, such as real estate markets, exports and imports, professional activities and transactions in various commodities (Copelovitch, Gandrud, and Hallerberg, 2015). Furthermore, an environment that facilitates money laundering helps corruption and organized crime thrive, which in turns allows economic activity to shift from formal to informal markets and may even increase poverty (Masciandaro, 2004).

The IDB is well positioned to contribute to the fight against ML in LAC. It has a regional perspective, financial sector expertise, and a record of policy advice in the field of economic development and public governance. Moreover, given its involvement in other areas that are also part of the requirements of the FATF Standards, such as the judiciary, tax regimes and revenues agencies, and public registries, the IDB has the capacity to provide broader responses to financial integrity issues. As a result, the IDB has recently become an increasingly relevant partner for its member countries in anti-money laundering/combating the financing of terrorism (AML/CFT) reforms. There is growing demand for support from member countries, which has come at a time when other international organizations and bilateral donors have shifted their focus from LAC to other regions of the world or reduced their overall development aid commitment. This has created an increasingly unattended demand for assistance in this sector in the LAC region, with a distinct need for assistance in this field. According to the first rounds of FATF and FATF-Style Regional Bodies (FSRBs) mutual evaluations, the AML/CFT systems of several countries in LAC displayed considerable deficiencies.[17]

[16] As widely recognized, the problem is not just a localized one. Authors such as Arnone and Borlini (2010), Chong and López-de-Silanes (2007), Masciandaro (2007), and Unger (2007), among others, argue that, within a context of growing globalization of financial and economic activity, money laundering can increase those risks and distortions. Those jurisdictions with less well-developed financial systems, or with lax policies for supervising capital flows, can suffer negative consequences, and not just related to their financial and economic systems. See Borlini (2016).
[17] For a comparison on the current FATF Standards, please see Sutton (2012).

Financial integrity projects thus address two main priority areas: Anti-Money Laundering and Tax Transparency. Anti-Money Laundering focuses on FATF Recommendations 1 – Assessing Risks and Applying a Risk-Based Approach and Recommendation 2 – National Co-Operation and Co-Ordination, with technical assistance provided for national risk assessments and the design of a resulting national action plan. Assistance is also provided regarding FATF Recommendation 33 on Statistics, with a focus on improving information technology (IT) capacity to handle statistical information related to AML.[18] Finally, technical assistance is provided to conduct legal reforms and institutional strengthening in areas related to the FATF recommendations. Tax transparency projects address three fundamental issues of tax transparency as adopted by the Global Forum on Transparency and Exchange of Information for Tax Purposes: (i) the lifting or elimination of mechanisms that obstruct the availability of tax information; (ii) ensuring appropriate access to tax information; and (iii) the effective exchange of tax information, both automatic and on demand.

Anti-Money Laundering

Money laundering is a complex phenomenon with consequences that may adversely affect the political and financial stability of a country. The banking and financial sector are among those with higher exposure to these activities, but ML also contaminates non-financial activities, such as the real estate market, exports and imports, transactions in various commodities, and the practice of professional activities. Although there are no precise figures, in 2004 an approximate estimate of ML in the region was between 2.5 and 6.3 percent of annual regional GDP (IDB, 2004). The IDB actively supports its member countries in the compliance process with the Financial Action Task Force Standards on Money Laundering and Terrorist Financing (40 Recommendations on AML/CFT). The IDB is an observer and active participant at the FATF and the FATF-Style Regional Bodies, GAFILAT and GAFI Caribbean, but does not participate in mutual evaluations. The overall aim of the Fund's umbrella projects in the Financial Integrity pillar is to support member countries in their efforts to prevent ML and terrorist financing, in compliance with the recently adopted 40 Recommendations on AML/CFT. The umbrella projects' specific objectives are to:

i. help countries design and implement a national coordination and cooperation plan, as defined by the 40 Recommendations on AML/CFT;

ii. help countries implement a risk-based approach for AML/CFT;

iii. strengthen legal and regulatory reform in compliance with the 40 Recommendations on AML/CFT;

[18] An intermediate review was conducted on the Financial Integrity pillar in 2015, which found that the pillar objectives were comprehensive, grounded in FATF principles, and appropriate for the LAC region.

iv. improve the supervisory capacity of public agencies to detect, prevent, and sanction AML/CFT activities;

v. enhance the ability of public agencies responsible for detecting, preventing, and sanctioning AML/CFT activities to collect, organize, and disseminate information;

vi. enhance the ability of financial intelligence units to collect, organize, and disseminate information to improve their ability to detect and prevent AML/CFT activities;

vii. increase and disseminate knowledge and best practices on AML/CFT; and

viii. enhance cooperation with other international financial institutions working on AML/CFT issues.

The umbrella projects integrate, when feasible, AML/CFT activities with programs aimed at enhancing citizen security, judicial reform, and institutional strengthening, seeking a systemic effect from its assistance. Emphasis is placed on the link between ML and tax evasion, looking for synergies between AML/CFT and improving the transparency, efficiency, and fairness of revenue systems.

Tax Havens and Transparency in Tax Systems

Tax transparency and the struggle against harmful tax practices has been part of the international tax agenda for the last 15 years. These efforts have gained decisive momentum after the 2008 financial crisis, by curbing the traditional resistance of major financial centers to share bank information. However much technical work remains to be done, especially in the LAC region, which accounted for 46.5 percent of all jurisdictions with low transparency around the world in 2009 (Barreix et al., 2016), and has a very low tax collection rate (OECD, IACTA, IDB, and ECLAC, 2016).

International efforts to curtail tax havens have evolved into a global initiative aimed at implementing standards in key areas such as improving transparency and exchange of information for tax purposes, which is an area overseen by the Global Forum on Transparency and Exchange of Information for Tax Purposes, (hereafter “Global Forum”). This renewed attention is due to the need for increased government revenues and enhanced integrity of financial systems (Global Forum, 2016).

The overall aim of projects on tax havens and transparency in tax systems is to support LAC countries in their efforts to tackle tax havens and offshore activities, and to enhance transparency in tax systems. The specific objectives are to:

I. enhance systems and institutions to share information and improve coordination among different countries’ tax agencies;

II. design simplified, more rational legal frameworks (both fiscal and non-fiscal), fostering compliance with regulations and international standards; and

III. increase and disseminate knowledge and best practices to detect, prevent, and sanction tax havens and offshore activities.

The Fund initiated work in this area once tax transparency standards on implementation were adopted for peer review mechanisms, which was accomplished by the Global Forum in 2016. As of 2017, there are several recently approved projects addressing tax issues in financial integrity.

Progress on External Standards

The Financial Integrity pillar has achieved its overall compliance target, in which at least 70 percent of countries receiving assistance have improved their compliance with FATF standards on AML/CFT.

Table 19: Aggregate Pillar Outcomes, Financial Integrity

Expected Outcome	Target	Results
Improved country compliance with FATF standards	At least 70% of the countries in which the Fund has provided support have improved their record of compliance with the FATF Recommendations	**71% of countries have improved compliance with FATF standards (10 of 14 countries)**

Source: Author's elaboration.

To protect the international financial system from money laundering and financing of terrorism (ML/FT) risks, and to encourage greater compliance with the AML/CFT standards, the FATF identifies jurisdictions that have strategic deficiencies and works with them to address those deficiencies that pose a risk to the international financial system. This process involves placing a country on a "grey list," and requires monitoring under the FATF's ongoing global AML/CFT compliance process. The following countries were removed from the grey list by improving their compliance with FATF recommendations: Ecuador (October 2015), Nicaragua (March 2015), and Panama (February 2016). All three of these countries have received technical assistance from the Fund regarding their AML frameworks. In Paraguay, which was removed from the list in 2012, the Fund helped to implement some of the measures agreed upon with FATF as part of the process of removal from the grey list.

In the 4th Round FATF Mutual Evaluations, Costa Rica, Guatemala, and Honduras scored well on technical compliance, ranging between 50–75 percent compliant or largely compliant across 40 FATF recommendations.[19] Guatemala scored at least partially compliant

[19] Mutual Evaluations are conducted on an ad hoc schedule. Not all countries have been evaluated.

Table 20: Percentage of FATF Recommendations Assessed as Compliant in LAC Countries

Country	Year of evaluation	Compliant	Largely compliant	Partially compliant	Not compliant
Costa Rica	2015	20%	35%	33%	13%
Guatemala	2016	38%	35%	28%	0%
Honduras	2016	33%	43%	20%	5%
Jamaica	2017	15%	28%	53%	5%

Source: FATF consolidated assessment ratings.

on all 40 recommendations. Jamaica was at least partially compliant on 95 percent of recommendations, though scored poorly on full compliance.

Chile, Nicaragua, and Uruguay have achieved impressive results on their national action plans, which emerge from national risk assessments that follow FATF recommendations. Guatemala, Jamaica, Nicaragua, Panama, and Uruguay have implemented enhanced information sharing mechanisms for AML statistics, which is required under FATF Recommendation 33. Finally, Argentina and Panama have passed important AML laws emerging from FATF gap assessments conducted by the Fund.[20]

Project Outputs

The Financial Integrity pillar has surpassed targets on four of its expected project outputs in the area of AML: national risk assessments, regulatory reform, policy gap assessments, and information systems. Because OECD tax standards were not adopted until 2016, work on tax transparency did not begin until early 2017, and thus cannot yet be assessed.[21]

The Fund provided technical assistance for a national risk assessment in nine countries, following the FATF recommendation on a risk-based approach to AML, which also served as a key input for national strategies. In two countries, Chile and Costa Rica, assistance was further provided to develop an AML/CFT National Strategy based on the national risk assessment.

Technical assistance to propose amendments to regulatory frameworks was provided to eight countries, which is expected to result in normative and regulatory amendments in compliance with the FATF Recommendations. In Argentina, this assistance included a review of the Financial Investigative Unit's (FIU) preventive and supervisory capacities. In El Salvador, Guatemala, Nicaragua, and Uruguay, this involved assessment of regulatory and supervisory framework of Designated Non-Financial Businesses and Professions

[20] Details on these achievements are included in the section on Institutional Outcomes.
[21] Regional Project RG-T2953: Strengthening Fiscal Transparency was approved April 2017.

Table 21: Technical Outputs for Financial Integrity Projects

Output	Target	Results	Assessment
AML risk and threat assessments	Assessments conducted in three countries	CH, CR, EC, HO, ME, NI, PE, PN, PR	**surpassed target**
Technical assistance to propose amendments to laws, statutes, and regulations in compliance with the FATF Standards	Technical assistance provided in one country	AR, ES, GU, JA, NI, PE, PN, UR	**surpassed target**
Assessments to identify gaps in key AML policies and strategies	Gap assessments conducted in two countries	CH, CR, EC, ES, GU, NI, PN, PR, UR	**surpassed target**
Technical assistance for the design and implementation of systems and processes to collect, organize, and disseminate financial information	Systems designed and implemented in five countries	ES, GU, JA, NI, PE, PN, UR	**surpassed target**
Mock-trial learning module for judges and prosecutors, to enhance their capacity to manage money laundering cases	One learning module produced	PR[a]	**met target**
Assessments on countries' institutional capacity to curtail tax havens and offshore activities	Assessments conducted	None	**not yet met target**
Technical assistance to help countries share information and improve the coordination between their tax agencies	Assistance provided in four countries	None	**not yet met target**

Source: Author's elaboration.
[a] The IDB approved a specific TC to support intensive AML training in Paraguay, including mock trials and other forms of learning techniques, for public officials, judges, and prosecutors. Fund staff and experts provided significant support to the design, implementation, and review of this TC. See Fortalecimiento de la Transparencia y Formalización del Sistema Financiero en Paraguay, ATN/MT-7926-PR.

(DNFBPs). In Jamaica, the Fund reviewed the guidelines and procedures of the Financial Services Commission (FSC) to include a risk-based supervisory approach for the entities subject to the FSC's supervisory oversight.

The Fund conducted a gap analysis at the time of the adoption of the new FATF Recommendations. This internal report was used to understand how a randomly selected group of countries would face a technical compliance evaluation under the new rules. Gap assessments of the AML policy framework were then conducted in nine countries. These assessments are intended to identify weaknesses in key public policies and national strategies designed to detect, prevent, and sanction money laundering. In Guatemala, for example, the technical assistance assessed regulatory and supervisory gaps of the ALM/CFT national system regarding the requirements on DNFBPs of the International Standards.

Technical assistance on financial information-sharing systems was delivered in seven countries. This included strengthening institutional capacity through improvement of technological platforms, especially regarding the generation of statistics, and information-sharing across agencies, for the effective functioning of financial investigative units

(FIU). In Jamaica, the Fund is analyzing the IT capacity of the Financial Services Commission (FSC) to manage and generate information related to its specific mandate and information-sharing with other relevant agencies. In Guatemala, the Fund is supporting an information and communication technology (ICT) solution for managing the reports and information of the Financial Analysis Unit (Intendencia de Verificación Especial, or IVE). In Peru, the technical assistance involved carrying out a diagnosis of the FIU's capacity to properly develop its operational and strategic tasks (focused on the quality of data gathered and technological platform used). Recommendations were provided regarding (i) access to categories of information; (ii) the optimal IT platform, and (iii) a description of procedures regarding the operational and strategic pillars. In Nicaragua, the technical assistance assessed the current technological capacity of the UAF to electronically exchange data, and produced and prioritized a set of recommendations, based on the deficiencies identified, to improve the technological platform.

Work on tax transparency began in earnest in 2017, once the Global Forum on Transparency and Exchange of Information for Tax Purposes (the Global Forum) agreed on a revised Terms of Reference to evaluate implementation of the standard for exchange of information on request (EOIR). The Global Forum is the largest tax body in the world charged with monitoring tax transparency. It was thoroughly restructured in 2009 following a request from the G20 Leaders to ensure rapid implementation of the standard for EOIR through the establishment of a rigorous and comprehensive peer review process. The G20 adopted a new standard for automatic exchange of information (AEOI) in 2014 and agreed that a new round of reviews for compliance with the EOIR standard would be initiated in 2016.[22] The revised Terms of Reference constitute the basis for the next round of peer reviews of the work done since 2016, which will monitor and review progress made toward full and effective EOIR.

Institutional Outcomes

The Financial Integrity Pillar has achieved most of its expected outcomes, particularly with respect to improving the capacity of supervisory institutions and ICT for financial information-sharing. Other outcomes related to regulatory reform and increased expertise have been slow to emerge, given the complex institutional frameworks and competing policy priorities of individual countries.

Stronger capacity of AML supervisory institutions and greater FATF compliance were assessed by proxy using two separate indicators. Implementation of a national action plan (NAP) and reform of the regulatory framework demonstrate a commitment to improving the effectiveness of AML institutions. Currently, six countries are in the process of implementing a NAP, which accounts for nearly 70 percent of countries receiving related

[22] In 2009, the Global Forum established a peer review mechanism to undertake the implementation of the standard EOIR. Considerable progress was achieved through peer reviews of jurisdictions, which assessed 126 jurisdictions' compliance with the international standard of EOIR, as well as through training and technical assistance activities.

Table 22: Results from Institutional Outcome Indicators (internal), Financial Integrity

Expected outcome	Indicator	Countries	Assessment[a]
Stronger capacity of AML supervisory institutions and greater compliance with FATF Recommendations	Number of countries with **national action plans (NAP) in implementation**	CH, CR, PE, PN, PR, UR	**70% of countries with related TC achieved institutional outcome** • *Six countries are implementing NAPs* (CH, CR, PE, PN, PR, UR) • *Two countries are finalizing the NRA (EC, ME)* • *One country has requested TC for development of NAP (HO)*
	Number of countries with **new draft or revised laws**	AR, ES, NI, PE, PN	**65% of countries with related TC achieved institutional outcome** • *Five countries have revised laws (AR, ES, NI, PE, PN)* • *One country has reforms that are under review (GU)* • *Two countries passed legal reforms outside Fund TC (JA, UR)*
Improved ICT solutions for financial information management	Number of countries with **functioning ICT systems**, i.e., compiling data from other agencies as part of AML oversight	GU, JA, NI, PN, UR	**70% of countries with related TC achieved institutional outcome** • *Five countries have functioning ICT systems (GU, JA, NI, PN, UR)* • *One country is finalizing NRA (ES)* • *One country is currently implementing (PE)*
Countries increase their knowledge and expertise in preventing and sanctioning ML/TF	Number of countries that have achieved **priority items** on the National Action Plan.	CH, CR	**30% of countries with related TC achieved institutional outcome** • *Two countries have achieved priority items from NAP (CH, CR)* • *One country has just begun implementation of NAP (PN)* • *Four countries are drafting NAP or pre-launch (NI, PE, PR, UR)*
Improved understanding of the challenges of tax havens among government officials	Number of countries with **ongoing or completed institutional strengthening** of institutions as extension of tax assessments	None	*OECD tax standards were not adopted until 2016*
Enhanced mechanisms and policies for the exchange of tax information between government agencies	Number of countries with **functioning information-sharing systems,** i.e., exchanging tax data among government agencies	None	*OECD tax standards were not adopted until 2016*

Source: Author's elaboration.

[a] Percentages are calculated using the number of countries that have met related project targets. Countries that have not delivered outputs are not included, with the understanding that outcomes cannot be achieved unless outputs are delivered first. See outputs table above.

technical assistance. Although only two of eight countries are moving forward with regulatory reform, the reforms are substantial. Panama passed Law 23 on AML in 2015, and has recently passed other regulations, such as Executive Decree 10, which modifies the structure of the Finance Ministry to create the Unit for Preventing ML, and Executive Decree 947, which reorganized the FIU. Argentina also recently passed a new regulation on bank supervision.

Improved ICT for financial information management was assessed based on the current functioning of enhanced or newly implemented information-sharing systems. Seventy percent of countries receiving related technical assistance have achieved this outcome.

Assessment of whether countries have increased their knowledge and expertise in preventing and sanctioning ML/TF was done using a proxy indicator on the number of countries that have achieved priority objectives in their national action plan. Chile has achieved three of its five top priorities. Two of the priorities were improving investigations of AML cases and the administration of recovered assets, together with controlling cross-border asset flows. These objectives were achieved by consolidating interinstitutional coordination, improving the implementation of enhanced border controls in terms of people carrying cash, the development of asset investigation, and coordination on executing recovered assets. Another priority was achieved regarding transparency of beneficial ownership of legal persons by adopting and implementing new regulatory figures (e.g., final beneficiary) in specific legislation (Circular 57 of the UAF). Costa Rica passed three fundamental pieces of legislation regarding AML/CFT that were missing (Law 9387 on sanctions, Law 9416 related to Beneficial Ownership information, and Law 9449 related to the regulation of DNFBPs). Interinstitutional commitment has also been improved in terms of AML/CFT (an aspect that was marked as key in their strategy).

Some data are available on the state of AML/CTF knowledge and expertise in the Fourth Round FATF Mutual Evaluations. Assessing effectiveness of the newly adopted FATF methodology is intended to: (i) improve FATF's focus on outcomes; (ii) identify the extent to which the national AML/CFT system is achieving the objectives of the FATF standards, and identify any systemic weaknesses; and (iii) enable countries to prioritize measures to improve their system. For the purposes of the FATF Methodology, effectiveness is defined as "the extent to which the defined outcomes are achieved". Six of the 11 FATF effectiveness ratings relate to institutional outcomes, specifically highlighting the performance of AML supervisory institutions.

These evaluations are conducted on an ad hoc schedule that extends for many years. As a result, only four of the countries that have received relevant technical assistance from the Fund have been evaluated thus far. Their scores, however, reveal that nearly all areas are operating at a minimum of a moderate level of effectiveness, with the exception being the outcome related to beneficial ownership (IO5).[23] In the case of international cooperation (IO2), nearly all countries were scored at a substantial level of effectiveness.

[23] Note that the Financial Integrity pillar has established working groups on beneficial ownership in order to address this deficiency. See the section on Knowledge Outcomes.

Table 23: Expected Institutional Outcomes as Determined by FATF

IO1	Money laundering and terrorist financing risks are understood and, where appropriate, actions coordinated domestically to combat money laundering and the financing of terrorism and proliferation.
IO2	International cooperation delivers appropriate information, financial intelligence, and evidence, and facilitates action against criminals and their assets.
IO3	Supervisors appropriately supervise, monitor, and regulate financial institutions and DNFBPs for compliance with AML/CFT requirements commensurate with their risks.
IO4	Financial institutions and DNFBPs adequately apply AML/CFT preventive measures commensurate with their risks, and report suspicious transactions.
IO5	Legal persons and arrangements are prevented from misuse for money laundering or terrorist financing, and information on their beneficial ownership is available to competent authorities without impediments.
IO6	Financial intelligence and all other relevant information are appropriately used by competent authorities for money laundering and terrorist financing investigations.

Source: FATF Methodology for Assessing Technical Compliance with the FATF Recommendations and the Effectiveness of AML/CFT Systems (2013).

Table 24: Effectiveness ratings for LAC countries related to Institutional Outcomes, 4th Round of FATF Mutual Evaluations

Jurisdiction	Year	IO1	IO2	IO3	IO4	IO5	IO6
Costa Rica	2015	ME	SE	ME	ME	LE	ME
Guatemala	2016	ME	SE	ME	ME	ME	SE
Honduras	2016	ME	SE	ME	ME	LE	ME
Jamaica	2017	ME	ME	ME	LE	LE	ME

HE	High level of effectiveness – The Immediate Outcome is achieved to a very large extent. Minor improvements needed.
SE	Substantial level of effectiveness – The Immediate Outcome is achieved to a large extent. Moderate improvements needed.
ME	Moderate level of effectiveness – The Immediate Outcome is achieved to some extent. Major improvements needed.
LE	Low level of effectiveness – The Immediate Outcome is not achieved or achieved to a negligible extent. Fundamental improvements needed.

Source: FATF consolidated assessment ratings.

Knowledge Outcomes

The Fund's financing of AML reform efforts has helped to insert the issue of ML into public policy discussions both within the region and individual countries. The technical nature of the Fund's work on AML has shifted the issue from the political realm, where it is often deadlocked, into the realm of technical decisions about policy. Moreover, the launch of the InfoGuide on the IDB's website in 2010 has supported extensive sharing and targeting of information on AML and related issues. The website provides informal

Table 25: Knowledge and Visibility Outcomes, Financial Integrity

Indicator	Outcome	Description	Results
Number of downloads of key publications	*Is the Anti Money Laundering Compliance Convenient? International Capital Flows and Stigma Effect in Latin America*: *The Case of Paraguay* by Donato Masciandaro, Sept 2013	This study analyzes the international financial flows of Latin America to verify existence and direction of the Stigma Effect.	English (1,567 Downloads) **Ranked 714 out of 7,500+ publications in terms of number of downloads**
	How Much Anti-Money Laundering Effort is Enough? The Jamaican Experience by Juan Pedro Schmid, Apr 2015	Countries flagged as having weak AML regulations encounter substantial challenges maintaining correspondent banking relations. However, recent experiences have shown that fulfilling the AML standards is not sufficient to persuade financial institutions to keep international financial relations.	English (1,107 Downloads) **Ranked 1,028 out of 7,500+ publications in terms of number of downloads**
Number of countries requesting assistance from IDB on AML	25 countries have requested assistance from IDB on AML/ tax transparency, or requested involvement with regional working groups since May 2010.	• *Providing TA currently/just finished TA*: Argentina, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Mexico, Panama, Peru, Trinidad & Tobago, Uruguay, Venezuela (14) • *TA delivered in the past*: Paraguay, Chile, Costa Rica, Nicaragua, (4) • *Just requested TA*: Colombia, Belize, Bolivia (3) • *Part of Regional assistance (initiatives to fight derisking):* Bahamas, Barbados, Haiti, Suriname (4)	76% of countries in LAC
Outcomes related to online dissemination of information.	Website traffic of Financial Transparency Infoguide (Transparencia Financiera Infoguia)	This guide provides resources on AML/CFT in LAC, serving as the primary aggregator of AML knowledge resources for the LAC region.	Average monthly website traffic from December 2016 through April 2017 is 422 visits to home page, and 15 visits to publications page. The high results are 1,337 homepage visits and 32 publications page visits in Jan 2017. **Ranked number 1 in its IDB division, surpassing the next highest page by thousands of visits**
	Increase in number of registrants for online AML learning modules	Online AML learning modules by the Basel Institute were advertised on the InfoGuide on Dec 18, 2016, which led to a substantial increase in number of registrants for the course.	8. Dec 18, 2016: 15 people registered for courses 19. Dec 29, 2016: 80 people registered for courses

Source: Author's elaboration.

Indicator	Outcome	Description	Results
Increase in country involvement in LAC regional initiatives on AML and related issues	Working group on de-risking and ML in Central America (established in 2016)	Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Panama	A work plan has been circulated among the participants, consisting of: guaranteeing exchange of information mechanisms between local banks and their corresponding banks, having a shared list of political exposed persons (PEPs), adopting a supervision manual that harmonizes the regulation of AML/CFT in the region, considering the adoption of additional lists (e.g., Office of Foreign Assets Control (OFAC) of the US Department of the Treasury), conducting of bilateral or multilateral investigations among the participants and with the United States or another relevant country, and training for key aspects of AML/CFT (e.g., identifying risks, adequate use of financial information, RBA for supervision, etc). Also, two studies were initiated related to this working group. One focusing on beneficial ownership regulation in the LAC region, and another one directed at PEPs regulation and identification in Central America. The results of these studies will represent key inputs for implementing the regional action plan of the working group on de-risking. Finally, since the implementation of the action plan is based on the participants counting with different key elements regarding AML/CFT (National Risk Assessments, National Strategy, and AML law reflecting the FATF Standards), an "auto-evaluation" guide is being developed to identify relevant gaps on these issues. The next step will be to circulate this guide among the participants.
	Working group on de-risking and ML in Caribbean (established in 2016)	Bahamas, Barbados, Belize, Guyana, Haiti, Jamaica, Suriname, Trinidad and Tobago	This working group has had a different approach than the one from Central America. After the initial meeting was held in Montego Bay in January 2017, there has been continuous dialogue with the participants, within the framework of the sub-regional de-risking initiative, which led to some countries to request TA on specific topics. For example, Belize has requested TA from its FIU, once they have completed their NRA (currently undergoing). Guyana, also requested support for finalizing their NRA which had been started by the World Bank. The request was met and the NRA was finalized in May 2017. Two TAs are currently taking place in Jamaica (Institutional Strengthening and IT Capacity). Suriname also requested support (May 2017) for drafting their NRA, and Trinidad and Tobago made a similar request but directed at specific issues identified during the recent completion of the C-FATF Mutual Evaluation. Also, a regional study on beneficial ownership, one of the outcomes of the Montego Bay meeting, is currently being implemented. The study will include an assessment of all Caribbean countries compliance with Beneficial Ownership international standards, and will also incorporate a follow-up training.

Source: Author's elaboration.

advisory information to countries, reviews new publications within the framework of AML, and posts online learning modules on specific topics. The high download numbers in Table 24 reflect the quality of the work being done by the Fund. The establishment of working groups on beneficial ownership has resulted in concrete action plans for each region (Caribbean, Central America), that are intended to address deficiencies revealed by the FATF Mutual Evaluations in the LAC region.

Accountability Outcomes

It is extremely difficult to capture data on changes in levels of money-laundering and related criminal activity. A second-best solution is to collect data on sanctions (penal, fines, and administrative) that result from violations of AML regulations, but this may simply reflect a better-functioning system rather than improved accountability. In lieu of attempting to capture quantitative data on global financial flows or amount of criminal activity, the Fourth Round FATF Mutual Evaluations contains evidence-based expert assessments of a range of accountability outcomes in an effective AML framework. These include sanctions, confiscation of criminal proceeds, and prevention of illicit financial flows. Although time-series data is not yet available on improvements in countries' effectiveness in preventing ML, these data provide a snapshot of how well countries are performing in this area.

The existing data on accountability outcomes in LAC countries are displayed in Table 25 below. Although there is considerable room for improvement, 25 percent of the assessment areas were scored as either highly effective or substantially effective. Guatemala is operating at a high level of effectiveness with respect to accountability outcomes, particularly regarding AML sanctions (IO7) and confiscation (IO8). Jamaica is generally scored at a low level of effectiveness, except for the confiscation of proceeds of crimes (IO8). Outcomes for the prevention of illicit financial flows (IO10, IO11) are generally scored at low or moderate levels of effectiveness across the sample of countries.

Table 26: Expected Accountability Outcomes as Determined by the FATF

IO7	Money laundering offenses and activities are investigated and offenders are prosecuted and subject to effective, proportionate, and dissuasive sanctions.
IO8	Proceeds and instrumentalities of crime are confiscated.
IO9	Terrorist financing offenses and activities are investigated and persons who finance terrorism are prosecuted and subject to effective, proportionate, and dissuasive sanctions.
IO10	Terrorists, terrorist organizations and terrorist financiers are prevented from raising, moving, and using funds, and from abusing the NPO sector.
IO11	Persons and entities involved in the proliferation of weapons of mass destruction are prevented from raising, moving, and using funds, consistent with the relevant UNSCRs.

Source: FATF Methodology for Assessing Technical Compliance with the FATF Recommendations and the Effectiveness of AML/CFT Systems (2013).

Table 27: Effectiveness Ratings for LAC countries Related to Accountability Outcomes, Fourth Round FATF Mutual Evaluations

Jurisdiction	Year	IO7	IO8	IO9	IO10	IO11
Costa Rica	2015	ME	ME	ME	LE	LE
Guatemala	2016	SE	SE	ME	ME	ME
Honduras	2016	ME	HE	SE	ME	LE
Jamaica	2017	LE	SE	LE	LE	LE

HE	High level of effectiveness – The Immediate Outcome is achieved to a very large extent. Minor improvements needed.
SE	Substantial level of effectiveness – The Immediate Outcome is achieved to a large extent. Moderate improvements needed.
ME	Moderate level of effectiveness – The Immediate Outcome is achieved to some extent. Major improvements needed.
LE	Low level of effectiveness – The Immediate Outcome is not achieved or achieved to a negligible extent. Fundamental improvements needed.

Source: FATF consolidated assessment ratings.

8 NATURAL RESOURCE GOVERNANCE

The Natural Resource Governance pillar assists countries in achieving compliance with the EITI and on facilitating transparency in revenue management, with the aim of improving efficiency and integrity in this scope of State activities. A special focus is digitization of information and implementation of technological solutions to transparency.

The LAC region is the world's leading source of metals and has the second largest share of the world's oil and gas reserves. With recent offshore discoveries in Brazil, potentially placing it among the countries with the largest oil reserves, and with Argentina potentially the third largest provider of shale gas reserves in the world, the region is a key player in the global development of hydrocarbons. However, the dominance of extractive industries in many LAC economies coexists with macroeconomic vulnerability, fragile local public institutions, information asymmetry, and conflicting expectations regarding development impacts. Given the escalating revenues from the recent mineral and hydrocarbon boom in LAC and high commodity prices, these challenges are increasing fueling demand from public sector clients to strengthen the institutional capacity of public sector institutions, and to strengthen transparency and checks and balances throughout the extractive industries value chain.

The overall aim of umbrella projects on natural resource management will be to support member countries in their efforts to enhance transparency and access to information regarding the benefits and impacts of the extractive industries. Specifically, this initiative will help countries and civil society to:

i. develop assessments and work plans to implement transparency standards, including the EITI;

ii. design and implement IT/software to publish and disseminate information on the benefits and impacts of the extractive industries;

iii. support the implementation of public education campaigns;

iv. provide technical and financial resources for the review of legal codes, laws, and contracts in the extractive industries, specifically when these legal and regulatory frameworks relate to transparency enhancements; and

v. support knowledge generation and dissemination activities on transparency in the extractive industries.

Progress on External Standards

The Natural Resource Governance pillar has achieved its overall compliance target, which is that at least 70 percent of countries receiving assistance are increasingly involved in the EITI and other extractives governance and transparency initiatives.

Table 28: Aggregate Pillar Outcomes, Natural Resource Governance

Expected Outcome	Target	Results
Increased involvement among countries in the region in the EITI and other extractives governance and transparency initiatives	At least 70% of the countries in which the Fund has provided support are increasingly involved in the EITI and other extractives governance and transparency initiatives	**86% of countries have increased involvement in the EITI or other extractives governance and transparency initiatives (9 out of 11 countries)**

Source: Author's elaboration.

Peru is an EITI-compliant country that was recently assessed by the EITI Secretariat against the 2016 standards, and achieved validation of its progress in establishing extractives transparency. Colombia and Trinidad and Tobago have increased their level of involvement in extractives governance and transparency by becoming EITI-compliant with the assistance of the Fund. The Dominican Republic is awaiting review of its initial reconciliation reports in August 2017, after which it will also be deemed EITI-compliant. Argentina and Guyana are making strong efforts toward EITI candidacy. Being an EITI candidate involves working toward meeting the EITI standards for compliance, with technical assistance from the Fund.

Mexico has issued a formal expression of interest in EITI candidature, while Bolivia and Ecuador recently attended the annual EITI meeting to further understand the EITI standards and evaluate when they might begin the EITI candidature process.

Project Outputs

The Natural Resource Governance pillar has met or surpassed targets on nearly all of its expected project outputs. Targets that were surpassed include support to EITI scoping studies, technical support on EITI implementation, assessments on revenue management, scoping studies on regulatory reform, and technical assistance on access to information mechanisms. The pillar has met its expected outputs on capacity building and assessments. Targets for technical assistance on the design of IT systems in revenue management are expected to be met once Argentina launches its own system in 2017.

Table 29: Technical Outputs for Natural Resource Governance Projects

Output	Target	Results	Assessment
Technical assistance to design IT systems to improve transparency and management of royalties	IT systems designed and produced in three countries	CO	**not yet met target**
Support to EITI scoping studies	EITI scoping studies conducted in two countries	CO, GY, TT	**surpassed target**
Technical support to EITI implementation	Technical support provided in two countries	CO, DR, TT	**surpassed target**
Assessments on revenue management capacity in resource-rich countries	Assessments conducted in four countries	AR, BO, CO, DR, EC, GY, JA, ME, PE, PN, TT	**surpassed target**
Regional roadmap to develop capacity building and training programs for extractives revenue management	Roadmap developed	REGIONAL	**met target**
Scoping studies on areas for legal and regulatory reform and/or capacity assessments (going beyond assessments on revenue management)	Studies conducted in two countries	CO, JA, PE, PN, TT	**surpassed target**
Capacity-building programs for government and civil society on extractives transparency frameworks	Programs completed in two countries	CO, TT	**met target**
Technical assistance to implement changes to transparency and access to information mechanisms	Technical assistance provided in one country	CO, EC, PE, TT	**surpassed target**

Source: Author's elaboration.

Technical assistance to design IT systems to improve transparency and management of royalties was delivered in two countries. In Colombia, technical support was provided to the design of the Program Strengthening the Public Investment System in Colombia (CO-L1126), including the platform MapaRegalías. EITI scoping studies were conducted in three countries. This involves producing a report to inform multi-stakeholder group discussions regarding the scope of information to be published under the EITI and the most suitable approach for publishing it. It includes options for integrating disclosures in government systems and company portals. Technical support to EITI implementation was provided in three countries whose candidacy for EITI membership has been accepted, to move them toward official compliance.

Assessments on revenue management capacity were conducted in 12 countries. These studies consist of baseline studies on revenue management efficiency, with a focus on the institutional capacities of local governments.

The regional scoping study to develop capacity-building and training programs for extractives revenue management was completed in 2016. It focuses on mitigating the effects of artisanal and small-scale gold mining through capacity building and regional collaboration. The study profiled and compared seven countries (Brazil, Colombia, Dominican Republic, Ecuador, Guyana, Panama, and Suriname) to identify the skills gaps that are contributing to environmental damage and impeding environmental compliance, and to investigate potential capacity-building initiatives or training models that could be used in the region. The findings were used to initiate more focused studies and trainings in Colombia, Guyana, Peru, and Suriname (CIRDI, 2016).

Scoping studies on areas for legal and regulatory reform and/or capacity assessments were conducted in five countries. These studies went beyond assessments on revenue management to include gap assessments of regulatory frameworks, and assessments of capacity needs in specific government areas. In Jamaica, a study was conducted to support the National Mineral Development Plan, combined with a review of administrative procedures and revenue management. In Panama, a targeted study was conducted on fiscal taxation in the mineral sector. In Peru, the Fund supported the adaptation and pilot implementation of the Mining Governance and Investment Review, in collaboration with the World Bank and the German Federal Agency for Geosciences.

Capacity-building programs were delivered in two countries. In Colombia, training focused on fiscalization processes, specifically, best practices in the formalizing of informal mining. The Fund also provided knowledge workshops on results-based management practices for the mining sector, with the goal of achieving efficiency gains in public management. In Trinidad, capacity building centered on the EITI implementation process, as a means of educating stakeholders on the regional trends and needs of government.

The Fund delivered technical assistance to implement changes to transparency and access to information mechanisms in five countries. This workstream focused on improving access to information for citizens through ICT and stakeholder mechanisms. In Ecuador, transparency standards were developed in the hydrocarbon industry, which were based on consensus among government, public enterprises, the private sector, and civil society.

Institutional Outcomes

The Natural Resource Governance pillar has achieved most of its expected outcomes, particularly with respect to improving the capacity of supervisory institutions and ICT for financial information-sharing. Other outcomes related to regulatory reform and increased expertise have been slow to emerge, given the complex institutional frameworks and competing policy priorities of individual countries.

Improvement in the level of transparency in countries' extractive industries was assessed through the EITI status of countries receiving related technical assistance. One hundred percent of countries where EITI scoping studies were conducted are either current EITI candidates or were candidates in the past. Of the countries that received technical assistance on EITI implementation, 67 percent are now EITI-compliant (Colombia, Trinidad and Tobago). A review of the Dominican Republic's initial reconciliation reports

Table 30: Results from Institutional Outcome Indicators (internal), Natural Resource Governance

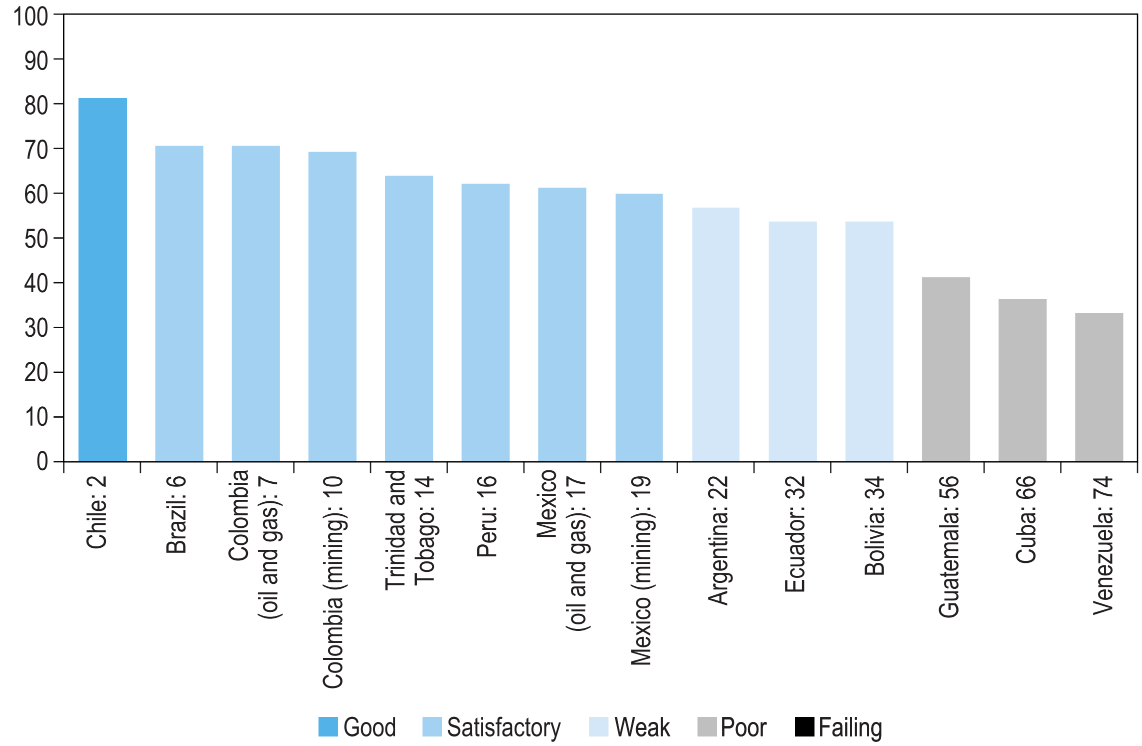
Expected outcome	Indicator	Countries	Assessment[a]
Improvement in the level of transparency in countries' extractive industries	Number of countries that have been accepted as **EITI candidates**	CO, GY, TT	**100% of countries with related TC achieved institutional outcomes** • *Three countries are/were EITI candidates (CO, GY, TT)*
	Number of countries that have become **EITI-compliant**	CO, TT	**67% of countries with related TC achieved institutional outcome** • *Two countries are EITI-compliant (CO, TT)* • *One country is awaiting EITI-compliance confirmation in 2017 (DR)*
Improved mechanisms and processes for revenue management at the local level	Number of countries with **functioning IT systems** on revenue management	CO	**100% of countries with related TC achieved institutional outcome**
	Number of countries with **roadmaps or commitments** to improve revenue management	AR, BO, CO, DR, EC, GY, JA, ME, PE, PN, TT	**90% of countries with related TC achieved institutional outcome** • *10 countries have/had roadmaps (*AR, BO, CO, DR, EC, GY, JA, PE, PN, TT*)* • *One country did not move forward with roadmap (ME)*
	Number of countries with **improved revenue management**	CO, PE, TT	**25% of countries with related TC achieved institutional outcome** • *Three countries have improved revenue management (CO, PE, TT)* • *Seven countries have roadmaps in progress (*AR, BO, DR, EC, GY, JA ME, PN*)* • *One country did not move forward with roadmap (ME)*
Improved legal and regulatory frameworks for transparency and access to information in extractives transparency	Number of countries with **new laws or regulations** related to transparency in extractives	CO, PN, TT	**60% of countries with related TC achieved institutional outcome** • *Three countries passed new laws or regulations (*CO, PN, TT*)* • *Two countries did not move forward (JA, PE)*
	Improved access to information by citizens	CO, EC, PE, TT	**100% of countries with related TC achieved institutional outcome** • *Four countries have implemented outward-facing portals (CO, EC, PE, TT)*

Source: Author's elaboration.
[a] Percentages are calculated using the number of countries that have met related project targets. Countries that have not delivered outputs are not included, with the understanding that outcomes cannot be achieved unless outputs are delivered first. See outputs table above.

is scheduled for November 2017, after which it will also be deemed EITI-compliant. An EITI portal for the Dominican Republic has also been completed under the project (www.eitird.mem.gob.do).

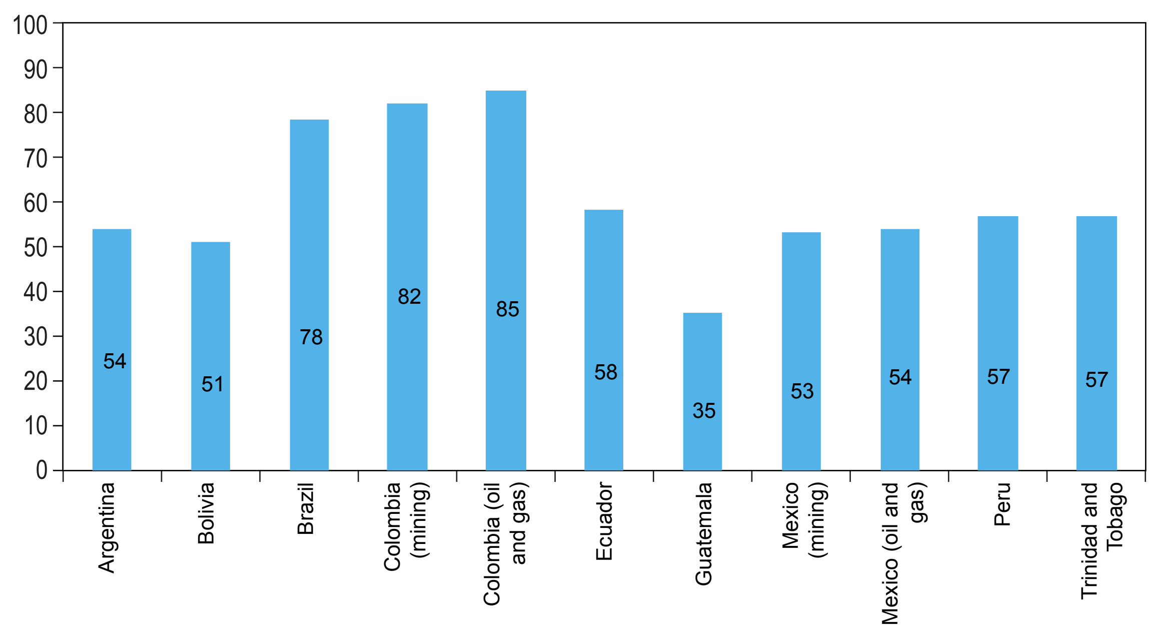
Figure 6 reveals overall scores on resource governance for LAC countries, highlighting higher scores for the countries in which the Fund provided substantial EITI support (Colombia, Peru, Trinidad and Tobago). In terms of revenue management, Colombia scores the highest in the region, followed by Peru and Trinidad and Tobago (Figure 7).

Figure 6: Resource Governance Index Overview for LAC Region, 2017



Source: Natural Resource Governance Institute (2017).

Figure 7: Resource Governance Index Revenue Management Scores for LAC Region, 2017



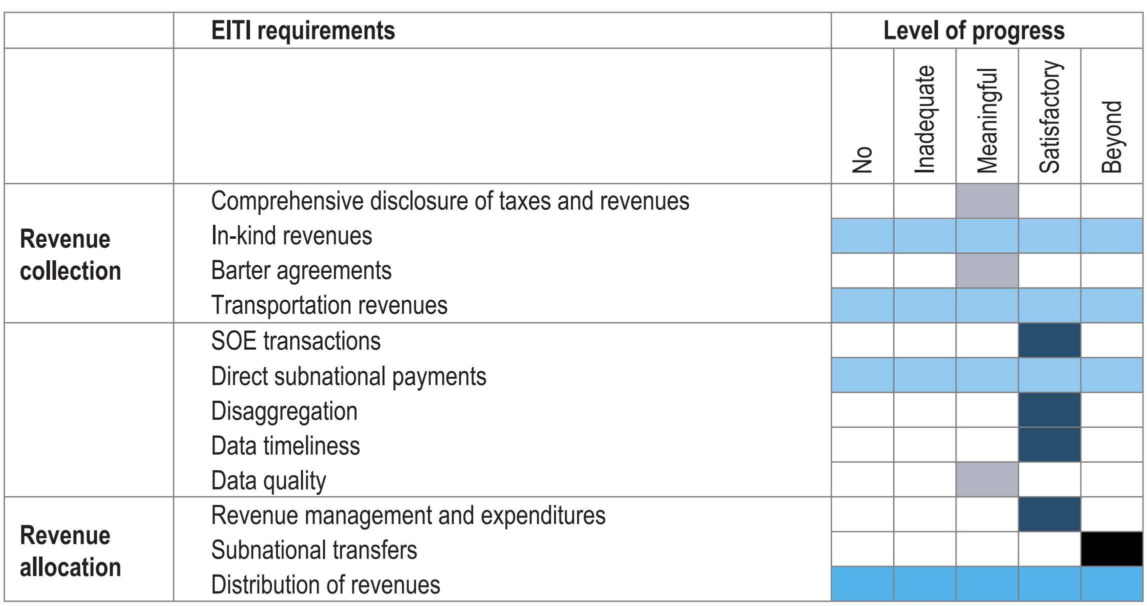
Source: Natural Resource Governance Institute (2017).

Detailed qualitative information on improved mechanisms and processes for revenue management at the local level was collected internally through three different outcome indicators. Functioning IT systems on revenue management exist in 100 percent of countries that received related technical assistance. In Colombia, MapaRegalías is a technological platform that provides participating entities to the General Royalties System the ability to interface, exchange information, and provide this information for consumption by other entities and the public. It also offers interactive maps with geo-referenced information, tools, data analytics and business intelligence, and pivot tables to disseminate information to internal external customers.

Roadmaps or commitments to improve revenue management were developed in 83 percent of countries that received related technical assistance. This totals 10 countries which are either currently implementing or have completed implementation of a roadmap that emerged from the assessments on revenue management. Twenty-five percent of those countries have clearly improved revenue management. The EITI Validation process in Peru demonstrates meaningful and satisfactory progress on EITI standards associated with revenue collection and allocation (Figure 8).

In Colombia, the platform MapaRegalías allows users to visualize georeferenced information and data showing the path of royalties, from their source to the final investment. In addition to being a citizen-centered tool, the platform provides an internal management dashboard for public officials and decision makers. The release of MapaRegalías was associated with a sharp increase in the completion of projects and a significant improvement in the Control of Corruption Index of the Worldwide Governance Indicators,

Figure 8: EITI Validation Results for Peru, 2016



Darkened cells are not applicable to the country.
Source: Validation of Peru, Report on initial data collection and stakeholder consultation by the EITI International Secretariat (2016).

which is suggestive evidence that perceptions of corruption improved at the national level.

Improved legal and regulatory frameworks for transparency and access to information in extractives transparency were assessed through the existence of regulatory reform and improved access to information. New laws were introduced in 60 percent of countries that received related technical assistance. In Panama, a new fiscal regime was passed. In Trinidad and Tobago, a statutory declaration was passed to allow for exchange of confidential tax information and a legal opinion on the use of the Freedom of Information Act was put into use.

In terms of outward-facing portals for citizen access to information, 100 percent of countries receiving related technical assistance achieved improved information access. In Trinidad, a mobile app was launched with key extractive sector information and broader access to the EITI report.

Knowledge Outcomes

In November 2014, the IDB published a book entitled *Transparent Governance in an Age of Abundance – Experiences from the Extractive Industries in Latin America and the Caribbean* (Vieyra and Masson, 2014). The book—the first to specifically address governance and transparency challenges in LAC's extractive sector—compiles country experiences and current debates on the topic. The overarching question of the book is why and how transparency initiatives can enhance institutional efficiency in the allocation of resources from the extractive industries, ensuring that the benefits of extractives growth translate into tangible improvements in citizens' lives and that negative externalities (environmental and social) are minimized.

The book makes an original and innovative contribution to advancing the understanding of transparency and governance challenges in the extractive sector. For example, Chapter 10 describes a quantitative analysis of the correlation between fiscal windfalls from extractives and transparency based on a sample of more than 5,000 Brazilian municipalities. The empirical finding is that municipalities that receive more revenue from royalties also tend to be less transparent, that is, less reliable in the publication of key public finance data. This new evidence can help policymakers and researchers better understand and tackle these issues.

The experiences presented in the book suggest that transparency can help address some of the problems stemming from low institutional capacity. Transparency can increase government efficiency, improve revenue management, prevent corruption, and help transform the relationship between governments and citizens. As efforts to strengthen transparency and information management increase in the LAC region, key challenges emerge, related to the need for information to be: (i) published in a timely fashion and in a user-friendly format; (ii) available in a machine-readable format that can be adapted

Table 31: Knowledge and Visibility Outcomes, Natural Resource Governance

Indicator	Outcome	Description	Results
Number of downloads of key publications	*Transparent Governance in an Age of Abundance: Experiences from the Extractive Industries in Latin America and the Caribbean*. Vieyra and Masson (2014).	This book highlights how transparency can help realize the benefits and reduce negative externalities associated with the extractive industries in the region.	English (4214 Downloads) Español (5004 Downloads) Executive Summary (1845 Downloads) **Ranked 94 out of 7,500+ publications in terms of download.**
	Extractives in Latin America and the Caribbean: The Basics. Walter (2016).	This note provides a snapshot of key indicators of the Latin America and the Caribbean (LAC) extractives sector: the basic elements underpinning current debates.	English (1742 Downloads) **Ranked 640 out of 7,500+ publications in terms of download.**
Number of resource-rich countries requesting assistance or inquiring about potential projects from IDB on transparency in extractives	13 countries (IMF designates nine LAC countries as resource-rich)	Argentina, Bolivia, Colombia, Dominican Republic, Ecuador, Guatemala, Guyana, Honduras, Jamaica, Mexico, Peru, Panama, Trinidad & Tobago	67% of resource-rich countries in LAC
Increase in country involvement in LAC regional initiatives on transparency in extractives	Central American countries are more interested in transparency in extractives	Feb 2016 EITI Pre-Conference workshop, regional roadmap. Upcoming journal article will be basis for event in Oct 2017 in DR to address central American countries role.	Demonstrates the convening power of the Pillar
Increased visibility of the IDB on extractives	Invited to speak at global flagship events on extractives	Natural Resource Governance in Latin America and the Caribbean Social and Environmental Policies for Inclusive Growth High-Level Dialogue, Wilson Center, June 2016 Washington, DC Transparent Governance in Latin America's Extractive Industries. Presentation at Brookings Institution, Washington DC, November 4, 2014.	Demonstrates that the Fund is considered a source of considerable expertise in this field and region.
	Team has been able to put the topic on the agenda in the region and globally.	2015 16th IAAC in Malaysia, LAC regional experience in the sector 2015 OECD Integrity Week in Paris, Sessions on extractives governance 2016 7th EITI Global Conference in Lima, Plenary session moderated by IDB Exec VP; Technical session with speaker Carlos Santiso, IDB division chief; Roundtable chaired by Canadian Ambassador to Peru Gwyn Kutz	Demonstrates that the Fund has been successful in raising both the profile of extractives transparency and the role of the IDB in providing technical expertise.
	Ongoing collaboration and technical support to EITI LAC	IDB is the source of technical support for EITI in LAC. Every month, conversation with EITI to plan topics, revise the agenda in a priority country, agree on next steps in join countries, exchange information on knowledge products (consultants)	Beneficial ownership training for region upcoming Q1 2018.

Source: Author's elaboration.

to and fed into a variety of analytical tools; (iii) easily accessible through user-friendly platforms; and (iv) capable of incentivizing feedback from citizens.

The book is available in both English and Spanish, in printed and online formats. In conjunction with the publication of the book, a website was launched which allows for easy download of the book's chapters and provides an overview of contents and additional information on the authors. The book was launched during an event at the Brookings Institution in Washington, DC, in November 2014, featuring key experts from the LAC region and the Bank. It was presented in Malaysia at the 2015 International Anticorruption Convention (IACC), in Paris at the 2015 OECD Integrity Week, at the 2014 Regional Policy Dialogues on Open Government in Paraguay, and at the 2014 Regional Conference of the Latin American Center for Development Administration (Centro Latinoamericano de Administración para el Desarrollo, or CLAD) in Ecuador.

In addition to the publication, the Fund collaborated with the United States Geological Survey (USGS) to produce geospatial maps for the extractive sector in the LAC region. The final report contributes to a better understanding of the nature and distribution of global mineral commodity supply chains by updating and publishing the georeferenced locations of mineral community production and processing facilities in LAC. A geospatial pdf map has been created, and maps will be published on a new website currently being designed by the IDB, which will provide access to innovative visualization tools. This product is useful for creating linkages across countries in the LAC region, and will help to build a regional narrative for sector contributions.

Accountability Outcomes

In addition to introducing transparency to the extractives sector, the EITI implementation process builds institutional capacity for holding governments to account and opens up channels for civil society to influence government. The establishment of a multi-stakeholder group is the critical factor which increases accountability. It provides civil society organizations (CSOs) with status and access, helping them to build capacity in environments where civil society may traditionally be weak, and allowing them to advocate for further governance and transparency reforms. Anecdotal evidence from countries that have implemented EITI supports this proposition. In Nigeria, EITI implementation has prompted much broader scrutiny of the natural resources sector than that required by EITI, including the commissioning of 10 years of retrospective audits of national accounts. These audits revealed that $2.6 billion dollars' worth of revenues were unaccounted for and that there were numerous irregularities in the process for allocating oil licenses. In Indonesia, the CSOs involved in implementing EITI embarked on a number of initiatives beyond the scope of the multi-stakeholder group, lobbying for regulatory reform in the oil and gas sector and a freedom of information law.[24]

[24] David-Barret and Okumura, 2013.

Table 32: EITI Validation Results for Peru: Outcomes and Impact (2016)

EITI provisions	Summary of main findings	International Secretariat's initial assessment on compliance with the EITI provisions
Public debate (#7.1)	Peru EITI Reports have been actively promoted and distributed, are publicly available and contributed to the public debate. The government, parliamentarians, civil society, the media, and the industry are familiar with the reports. Dissemination events have been carried out in the capital and in several regions. Civil society and the industry have separately disseminated the EITI Reports.	Satisfactory progress
Data accessibility (#7.2)	EITI-Peru has undertaken some work to make data from EITI Reports accessible, such as an online visualization tool. Nevertheless, additional efforts should be implemented to fully address this provision.	None
Lessons learned and follow up on recommendations (#7.3)	EITI-Peru has taken steps to act upon minor technical recommendations arising for EITI Reports. Discrepancies have been found to be immaterial, and representatives of the EITI Multi-Stakeholder Working Group (Comite Multisectorial Permanente EITI, or CMPE) seemed to be satisfied with this result. The lack of evidence of any discussion regarding strengthening the impact of EITI implementation in natural resource governance is problematic.	Meaningful progress
Outcomes and impact of implementation (#7.4)	EITI-Peru has produced Annual Progress Reports in the last three years. These reports only provide an account of the previous year's activities. They failed to document the multi-stakeholder group's review of progress against the objectives in the work plan, progress toward compliance with EITI Requirements and addressing recommendations from reconciliation reports. Although different stakeholders have informally discussed progress and outcomes of EITI implementation, there is no evidence that the CMPE has formally reviewed the outcomes and impact of EITI implementation.	Inadequate progress

Source: Validation of Peru, Report on initial data collection and stakeholder consultation by the EITI International Secretariat (2016).

Clearly these kinds of outcomes move well beyond the scope of the Fund's projects, but they do illustrate that EITI membership can bring about accountability through transparency and CSO engagement. The EITI validation results for Peru demonstrate this focus on access to information and civil society involvement in the process.

In Ecuador, a knowledge survey on the outcomes of an information campaign demonstrated that the average level of comprehension of oil-related information before and after the implementation of transparency standards at the subnational level went from 28 percent to 85 percent. Moreover, the level of comprehension of information related to the oil sector by people with no previous knowledge went from 28 percent to 83 percent, and for Ecuadorians with some knowledge of the sector, the level of comprehension increased from 49 percent to 85 percent. These kinds of outcomes can serve as intermediate steps between institutional outcomes and accountability outcomes that require knowledge of sectors and standards before being able to hold government to account for its actions.

9 OPEN GOVERNMENT

Open Government (OG) is a novel paradigm of state reform and modernization in which the government acts as a platform to enable multiple stakeholders (i.e., individuals, businesses, civil society organizations) to interact. The ultimate aims are to create public value, promote civil society participation and collaboration, promote innovation, and improve the management of public resources, with the intended outcome of facilitating accountability and more effective provision of public services. Without adequate transparency, participation, and collaboration, combined with sporadic implementation of ICT, citizens may shoulder the burden of higher costs and inefficient public services, and a lack of accountability and integrity risks for governments. Although there is no single indicator to measure comprehensively how countries perform in implementing OG solutions, there are a variety of approaches within the field of OG that address the efficiency and integrity of the State as both a means of increasing openness within government and an outcome of transparency initiatives.

i. The overall aim of the Fund's work on OG, either through country-support or regional technical cooperation, is to:

ii. conduct assessments for and/or design and monitoring of open government policies, strategies, and action plans;

iii. help countries build or strengthen their capacities by implementing innovative OG solutions;

iv. promote South-South and extra-regional cooperation and strategic Bank-regional policy dialogue through the generation and dissemination of knowledge and good practices.

In particular, the Fund envisioned the facilitation of Open Government Partnership (OGP) national action plans through its OG pillar. The OGP is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance.[25] Because there are currently no external standards, member countries are expected to

[25] https://www.opengovpartnership.org/

set their own priorities through a country-led, inclusive goal-setting process. However, countries are subject to an OGP Independent Review Mechanism that evaluates the content of their action plans and assesses progress of goal completion. Since the nature of OG initiatives is broad and not yet tied to widely accepted international standards, the Fund has not limited itself to support of OGP action plans. Instead, it focuses on country-led OG initiatives that span a variety of topics. Specific interventions in the area of OG include:

i. transparency, access to information and open data policies;

ii. citizen participation and collaboration in the design, implementation and monitoring of public policies and services;

iii. e-Government solutions for better management, decentralization of public services, access to ICT and affordable connectivity and digital literacy;

iv. transparency and integrity policies in public procurement, budget execution and civil service; and

v. implementation of public ethics standards and strengthening the role of parliament.

These issues, when appropriate, cover national and subnational and sector levels, according to country demand.

Innovating in Sectors

In addition to working with public bodies that are directly responsible for integrity and accountability in government, the Open Government pillar has also served to mainstream transparency and anticorruption efforts in sectors, including water and sanitation, land management, education, health, and others. The sustainability of efforts under this pillar is enhanced when sectors institutionalize transparency and accountability in policies and practices and see clear gains from improved service delivery, lower costs, or fewer opportunities for petty corruption to flourish.

Water and Sanitation. As part of efforts to mainstream transparency into sectors, the Transparency Fund has been working in close collaboration with the IDB's Water and Sanitation Division (WSA). In June 2016, the US$1 million project "Transparency, Information Management, and Governance in the Water and Sanitation Sector" was approved. The project, the first of its kind financed by the IDB, was designed based on the findings from the four case studies. Co-funded by the Transparency Fund and the AquaFund, it supports water regulators and public utilities in Ecuador, Guatemala, and Honduras in their efforts to strengthen transparency. In 2016, this cooperation achieved important milestones. In May, the findings from four country case studies on transparency in the water sector were formally presented during the WSA Knowledge Week, part of a session that also featured key stakeholders of the sector, such as the Water Integrity Network.

Discussion of findings from the case studies are currently being compiled into a Technical Note expected for publication in 2017 (Project RG-T2744).

Land Management. In 2014, the Fund approved project RG-T2490, "Improving Transparency of Land Registries for Enhanced Urban Planning in LAC." The project, co-funded by the Transparency Fund (US$170,000) and the Institutional Capacity Strengthening Fund (US$200,000), had disbursed 77 percent of available resources as of December 31, 2016. The emphasis of this project is on generating and disseminating knowledge regarding aspects of governance and transparency in land registries and urban planning. In 2016, the project achieved some key milestones. In April, the IDB published a report entitled "The State of Social Housing in Six Caribbean Countries." The report, which as of the time of writing had been downloaded over 1,500 times, reviews the implementation of social housing programs from 2000 to 2015 in The Bahamas, Barbados, Guyana, Jamaica, Suriname, and Trinidad and Tobago. It sheds light on the outcomes and factors underlying the evolution of housing policy and programs, which, despite their widespread presence in the region, are little known. Transparency, for example to guarantee that housing incentives are assigned in an impartial and objective way, is a critical aspect of this policy area. The report finds that "[e]fficiency and transparency problems have plagued current public housing programs" resulting, among other things, in some of these programs failing to target the poor. The report also profiles several IDB-financed projects in the region that have strengthened capacity in land administration. (Project RG-T2490).

Urban Planning. The project "Community-based Open Data Geospatial Systems," approved in 2015, aims to create tools that help local communities play a more active role in urban planning decisions, including preventing conflicts of interest and abuses by government officials. The general objective of this TC is to have an impact on the transparency and efficiency of urban projects through the application of new methods for citizen participation. Specifically, the TC seeks to finance demonstration projects of community mapping in Mexico and Argentina, which are based on open participatory collection and dissemination of geospatial data, to promote transparency and effectiveness of urban development projects and facilitate more and better access to information. The first round of field work has been completed in Guyana, and a pilot platform has been designated in Argentina (Project RG-T2664).

Housing. The project "Strengthening of Management and Evaluation of Projects in Paraguay's National Secretariat for Housing and Habitat (SENAVITAT)," approved in 2015, focuses on creating ICT tools to improve the transparency and traceability of housing subsidies. Co-financed by the Transparency Fund and the Institutional Capacity Strengthening Fund (ICS), it supports the implementation of IDB loan "National Plan for Housing and Habitat" (PR-L1082). The objective of this TC is to strengthen the management, monitoring, and evaluation of SENAVITAT programs through activities that contribute to efficient and transparent allocation of housing subsidies, improve services to citizens, and strengthen management and analysis by the entity's officials. So far, the project has supported the design and launch of a data portal that tracks how housing benefits are assigned; www.senavitat.gov.py. It has also introduced operational rules for the simplification of the processes and requirements of housing programs overseen by SENAVITAT (Project PR-T1169).

Education. The overall objective of the project is to generate information for the Ministry of Education, the National Congress, and the education sector to improve the management of public schools. The purpose is to make Chile's public education system more participatory, transparent, and efficient in the use of resources, particularly at the municipal level. The specific objectives of this TC are: (i) to increase the availability and accessibility of information on funding to schools and promote the transparent use of resources; (ii) to improve the information channels on the implementation of these resources; and (iii) to generate lessons learned and good practices on the use and implementation of resources. So far, a website has created to provide a platform to collect information on education funding: www.haylucas.cl, which required the creation of a database on educational funding allocated to municipalities for 2010–15 and other key education sector data. Two communication campaigns were launched, focusing on the website and the public education support fund (Project CH-T1154).

Progress on External Standards

The Open Government pillar has achieved its overall compliance target, in which at least 80 percent of countries receiving assistance are making progress on national and international open government action plans, strategies, and initiatives.

Table 33: Aggregate Pillar Outcomes, Open Government

Expected Outcome	Target	Results
Countries making progress on their open government action plans (including OGP action plans)	At least 80% of the countries in which the Fund has provided support are increasing progress on national and international open government action plans, strategies, and initiatives (e.g., OGP action plans, national open government action plans)	**93% of countries are making progress on their open government action plans (13 of 14 countries)**

Source: Author's elaboration.

Eight of the countries receiving technical assistance on OG projects have achieved and maintained at least one institutional outcome, with some countries achieving several outcomes, and others having surpassed expectations. Four additional countries are currently implementing projects on electronic payments systems, and one country is implementing a project on innovative integrity mechanisms, all with completion dates expected in 2018. Details on outcomes are included in the Institutional Outcomes section below.

Project Outputs

The Open Government pillar has surpassed or met targets on nearly all of its expected project outputs. Targets that were surpassed related to open data/government portals, implementation of laws and policies, ICT tools for service delivery, and civil society engagement. The pillar has met its expected outputs on integrity and accountability systems and electronic payments. No work was done on drafting or monitoring OG action plans due to low country demand.

Table 34: Technical Outputs for Open Government Projects

Output	Target	Results	Assessment
Support to countries in drafting open government assessments, strategies, and action plans	Assessments, strategies, and/or action plans completed in four countries	None	**not yet met target**
Monitoring of and/or reporting on open government assessments, strategies, and action plans	Monitoring conducted and/or reporting completed	None	**not yet met target**
Design, redesign, and implementation of open data, open government, and/or transparency portals	Portals designed and/or implemented in three countries	AR, BL, BO, CH, ES, ME, PR	**surpassed target**
Technical support in the implementation of transparency, access to information, and open data laws and policies, at the national, subnational, and sector level	Technical support provided in five countries	AR, BL, BO, CH, CO, CR, ES, ME	**surpassed target**
Design and implementation of administrative processes and ICT tools for the transparent and efficient delivery of public services (including judiciary, social services, parliaments)	Processes and/or tools designed and implemented in three countries	CH, CO, GU, ME, PR, UR	**surpassed target**
Support to countries in the design and implementation of electronic payments systems and related IT infrastructure (e.g., broadband)	Support provided in three countries	CO, JA, PE, NI	**met target**
Support to the implementation of integrity and accountability systems (conflict of interest, financial disclosure, whistleblowing, procurement, budget cycle)	Support provided in three countries	BL, BO, CH	**met target**
Support to the design and implementation of policies, ICT tools, and mechanisms for civil society participation and co-creation (e.g., social audits, hackathons, innovation labs)	Support provided in three countries	CH, ME, PR, UR	**surpassed target**

Source: Author's elaboration.

The design, redesign, and implementation of open data, open government, and/or transparency portals was completed in seven countries. In Argentina, a database on government subsidies to the transportation and agricultural sectors was published, with the goal of providing (or identifying the lack of) information on the allocation of subsidies to companies and individuals operating in the agricultural and transportation sectors. The Bolivian Government Access to Information Platform was augmented with a geo-referenced platform http://www.miplataforma.gob.bo/ that continuously adds data about public works projects. In Chile, a number of open portals were designed and launched. A public web platform was launched to enable civil society to demand accountability from members of Congress regarding their legislative actions related to the environment: www.votacionesambientales.cl. The website www.haylucas.cl was created to provide a platform to collect information on education funding. A platform was launched to increase the transparency of political campaign contributions, part of the electronic portal of Chile's Electoral Service (SERVEL), thus addressing one of the critical weaknesses identified by the Integrity Council.

The Fund also supported 255 public agencies in Chile in drafting and implementing new codes of ethics as part of an effort led by the Civil Service agency (Servicio Civil) in coordination with the United Nations Development Programme and other government agencies. As of December 2016, more than 80 percent of the codes of ethics had already been drafted and adopted, including those of key agencies such as the Ministry of the Finance and the Procurement Agency (*ChileCompra*).

Institutional Outcomes

The Open Government Pillar has achieved nearly half of its expected outcomes. In some cases, project outcomes are pending while implementation is ongoing for various open government projects. Other outcomes related to integrity and accountability have been slow to emerge because of the complex nature of explicit anticorruption mechanisms. Some project outputs have not led to the expected outcomes listed below, because they were not incorporated into project results frameworks. Work on OG began in 2008 with the launch of the Fund, before the refined focus of the pillars and results framework.[26]

The results framework had initially foreseen activities related to designing or monitoring countries' OGP action plans. No progress was achieved in this area, primarily because of weak country demand, and because countries and the IDB prioritized implementation of action plans over their design. In addition, drafting of national action plans requires extensive logistics to organize consultative and consensus-building processes between governments and CSOs. These activities require little funding and do not require the specialized technical expertise of the Fund. However, the Fund supported OGP regional

[26] There are 10 projects in the Open Government Pillar that were launched before the 2012 Results Framework was incorporated into Fund operations.

Table 35: Results from Institutional Outcome Indicators (internal), Open Government

Expected outcome	Indicator	Countries	Assessment*
Improved open government strategies and action plans	Number of countries with **new or updated action plans**.	N/A	*No work was done on designing or monitoring action plans.*
Enhanced capacity to implement open government and integrity policies, mechanisms, and tools	Number of countries with **functioning / improved:** 1. open data, open government, and/or transparency portals	BO, CH, ES, ME	**55% of countries with related TC achieved institutional outcome** • *Four countries have functioning information portals (BO, CH, ES, ME)* • *One country is in implementation (PR)* • *Two countries have portals that are now offline (AR, BL)*
	Number of countries with **functioning / improved:** 2. draft or improved transparency, access to information and open data laws and policies, at the national, subnational and sector level	AR, BL, CH, CR, ME	**65% of countries with related TC achieved institutional outcome** • *Five countries have laws and/or policies that are in force (AR, BL, CH, CR, ME)* • *Three countries – reforms did not move forward (BO, CO, ES)*
	Number of countries with **functioning / improved:** 3. administrative processes and ICT tools for the transparent and efficient delivery of public services (including judiciary, social services, parliaments)	CH, CO, UR	**35% of countries with related TC achieved institutional outcome** • *Three countries have improved admin processes and ICT tools in place (CH, CO, UR)* • *Four countries have partial implementation of electronic systems (JA, PE, PR, NI)* • *Two countries – reforms did not move forward (GU, ME)*
	Number of countries with **functioning / improved:** 4. integrity and accountability systems (conflict of interest, financial disclosure, whistleblowing, procurement, budget)	BO, CH	**70% of countries with related TC achieved institutional outcome** • *2 countries have improved anticorruption complaints systems (BO, CH)* • *1 country – reforms did not move forward (BL)*
	Number of countries with **functioning / improved:** 5. ICT tools and mechanisms for civil society participation and co-creation (e.g. social audits, hackathons, innovation labs)	CH, UR	**70% of countries with related TC achieved institutional outcome** • *Two countries have mechanisms for civil society engagement (CH, UR)* • *One country – reforms were not successful (ME)*

Source: Author's elaboration.
* Percentages are calculated using the number of countries that have met related project targets. Countries that have not delivered outputs are not included, with the understanding that outcomes cannot be achieved unless outputs are delivered first. See outputs table above.

and global events, particularly the "Points of Contact Day," where country counterparts exchanged knowledge and best practices about how to draft an action plan in accordance with OGP standards.

Enhanced capacity to implement open government and integrity policies, mechanisms, and tools was assessed with a variety of indicators on the functioning of open data/open government portals, regulations and policy, administrative processes, integrity and accountability systems, and civil society engagement mechanisms. In terms of portals, 70 percent of countries achieved the expected outcome. In Bolivia, the enhanced Government Access to Information Platform http://www.miplataforma.gob.bo reported the following website traffic data from July 2015–July 2017:

- Number of visits per page: 61,839
- Number of visits per module: 67,225
- Number of visits per project: 316,579

In Chile, the website on environmental voting of Congress, www.votacionesambientales.cl, has had almost 22,500 visits since its launch in 2013, and over 240 visits in the two weeks since the latest annual report was published. El Salvador's Open Government website, www.gobiernoabierto.gob.sv, received an average of 2,200 visits per week in 2014, a 500-percent increase compared to the baseline of 400. As of December 2016, its service delivery information portal *Infoutil* had received 1.5 million visits, an average of more than 2,160 visits per day, with more than 5.5 million page views.

Since 2013, the Open Data Barometer has been publishing external data on open data regulatory frameworks and initiatives. The latest round of data reveals that no scores have fallen regarding the extent of well-defined open data policies and strategies in any countries assessed over time (Table 31). Nearly 70 percent of countries have seen improvement in their policies and strategies. With the exception of Costa Rica, no scores have fallen regarding the resourcing of open government data initiatives (Table 32). Seven of the eight remaining countries have seen improvements in their scores. In 2017, given growing demand specifically on open data, the Fund approved a regional TC on this topic.

Half the countries receiving technical assistance on transparency, access to information and open data laws and policies have passed new laws or implemented improved regulations. Belize passed the Fiscal Transparency and Responsibility Act in 2012. It sets standards of transparency for the government's fiscal policy strategy by prescribing procedural rules aimed to increase transparency throughout the budget process (i.e. from preparation to monitoring to reporting). In Argentina, a local NGO produced documents that analyzed (i) the economic impacts of corruption in subsidy allocation, and (ii) a toolkit for enhancing transparency in subsidy allocation, including potential areas of intervention and specific action items. The NGO carried out a simulation exercise through which the project estimated the economic cost of lack of transparency. In Chile, a revised communicational policy was implemented to showcase recent transparency reforms, with a new strategy that was launched through the use of social networks, radio, and TV ads.

Table 36: Scores on Extent of Open Data Policy/Strategy in LAC Countries, Open Data Barometer

ODB.2015.C.POLI To what extent is there a well-defined open data policy and/or strategy in the country?		
	2015	**2016**
AR	3	5
BO		4
CH	4	4
CO	8	8
CR	0	1
ES		0
GU		1
JA	1	3
ME	7	8
PE	5	5
PR	2	3
UR	5	6

Table 37: Scores on Extent of Open Data Initiatives in LAC Countries, Open Data Barometer

ODB.2013.C.INIT To what extent is there a well-resourced open government data initiative in the country?			
	2014	**2015**	**2016**
AR	5	5	6
BO			5
CH	7	7	7
CO	6	6	8
CR	6	3	3
ES			1
GU			2
JA	3	3	6
ME	7	7	8
PE	3	2	4
PR		4	5
UR	6	6	8

Source: Open Data Barometer, World Wide Web Foundation. 2014–16

Administrative processes and ICT tools for the transparent and efficient delivery of public services are either newly functioning or improved in 40 percent of countries receiving technical assistance. In Chile, a database was created on educational funding allocated to municipalities for 2010–2015 and other key education sector data, which is used to generate information for an external portal (www.haylucas.cl). In Uruguay, the Innovation Lab has digitalized 33 administrative services, with 39 different processes designed. The Lab develops new procedures and online services in a collaborative framework and cross-adopts solutions for all state agencies to standardize and increase the transparency of processes and the quality of citizen services. Examples of range of services include Notifications and Electronic Communications, the Integrated Administrative Management System, the Competitive Funds Maturity Model and e-government master plans. An example of the results that streamlining government services can achieve is provided in Figure 9 below.

E-government is an important approach to opening government and making it more responsive to the needs of citizens. Per the United Nation's definition:

> E-government can be defined as the use of ICTs to deliver government services to citizens and businesses more effectively and efficiently. It is the application of ICT in government operations, achieving public ends by digital means. The underlying

Figure 9: Uruguay Social Innovation Lab Results

Success Story: Administrative Processes

Transaction:+Request+for+Rights+to+Use+Water+for+Irrigation

Situation before Lab: In-person transactions at Ministry of Housing, Land Management, and Environment (MVOTMA) and Ministry of Government and Public Administration MGAP)
Situation after Lab: Single online transaction

In person	3	20 min	$U 4,000	$U24,156
Online	0	0	$U 2,000	$U 2,000

Total estimated savings to the user: **$U 2,156 (52%)**

Source: Natural Resource Governance Institute (2017).
Note: $U = Uruguayan Pesos. Urban bus tickets taken into account. Does not consider form printing costs or saving of time filling out forms or value of waiting time.

> principle of e-government, supported by an effective e-governance institutional framework, is to improve the internal workings of the public sector by reducing financial costs and transaction times to better integrate work flows and processes and enable effective resource utilization across the various public-sector agencies aiming for sustainable solutions. Through innovation and e-government, governments around the world can be more efficient, provide better services, respond to the demands of citizens for transparency and accountability, be more inclusive and thus restore the trust of citizens in their governments.[27]

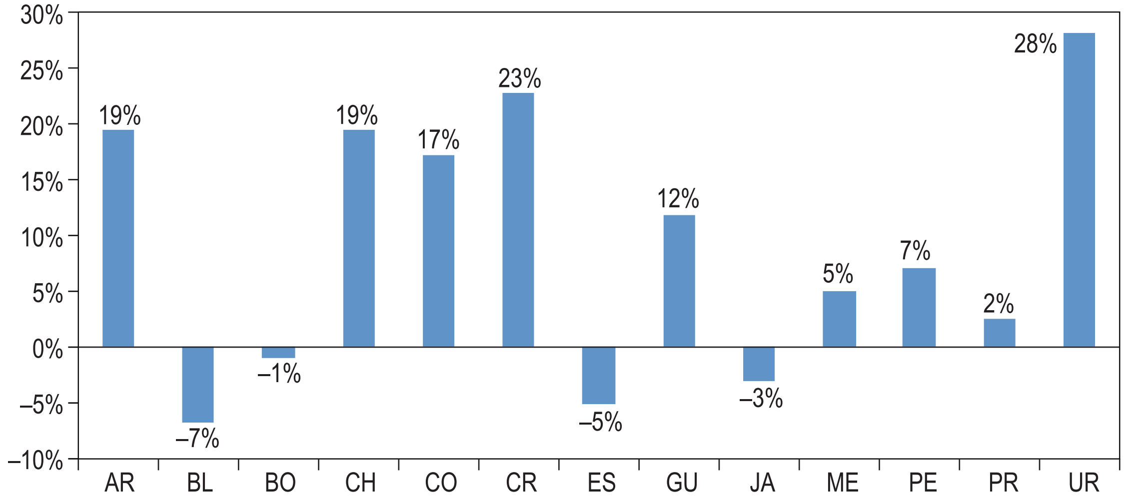
External data highlights the substantial improvements in the readiness and capacity of public administrations to use ICT to deliver public services (Figure 10). The United Nations' E-Government Development Index is a composite measure of three important dimensions of e-government, namely: provision of online services, telecommunication connectivity and human capacity. Along with an assessment of the website development patterns in a country, the E-Government Development index incorporates the access characteristics, such as the infrastructure and educational levels, to reflect how a country is using information technologies to promote access and inclusion of its people.

Nearly all countries receiving technical assistance on OG from the Fund have improved their capacity to use ICT in the delivery of public services. Uruguay and Costa Rica have increased their scores by over 20 percent since 2008. Four other countries have improved scores by over 10 percent.

The United Nations Online Services Index (OSI) also reveals striking improvements countries' official online presence. The OSI assesses each country's national website as well as the websites of the ministries of education, labor, social services, health, and

[27] https://publicadministration.un.org/egovkb/en-us/About/UNeGovDD-Framework

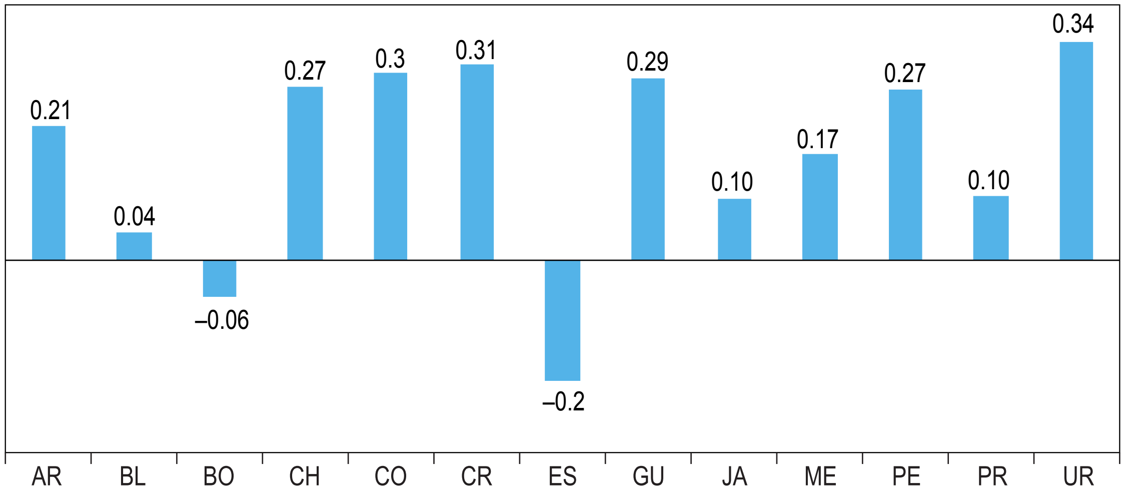
Figure 10: **UN E-Government Development Index** *(percent change 2008–16)*



Source: UN DESA (2008–16).
Notes: AR = Argentina; BL = Belize; BO = Bolivia; CH = Chile; CO = Colombia; CR = Costa Rica; ES = El Salvador; GU = Guatemala; JA = Jamaica; ME = Mexico; PE = Peru; PR = Paraguay; UR = Uruguay.

finance. Associated portals and subsidiary websites were considered part and parcel of the parent sites and taken into consideration when assigning values to survey responses. Among other things, the national sites were tested for a minimal level of Web content accessibility as described in the Web Content Accessibility Guidelines of the World Wide Web Consortium. The key point is that the average user needs to find information and features quickly and intuitively for a site to be "usable" with content readily discoverable by the intended beneficiaries.

Figure 11: UN Online Services Index *(percent change 2008–16)*



Source: UN DESA (2008–16).
Notes: AR = Argentina; BL = Belize; BO = Bolivia; CH = Chile; CO = Colombia; CR = Costa Rica; ES = El Salvador; GU = Guatemala; JA = Jamaica; ME = Mexico; PE = Peru; PR = Paraguay; UR = Uruguay.

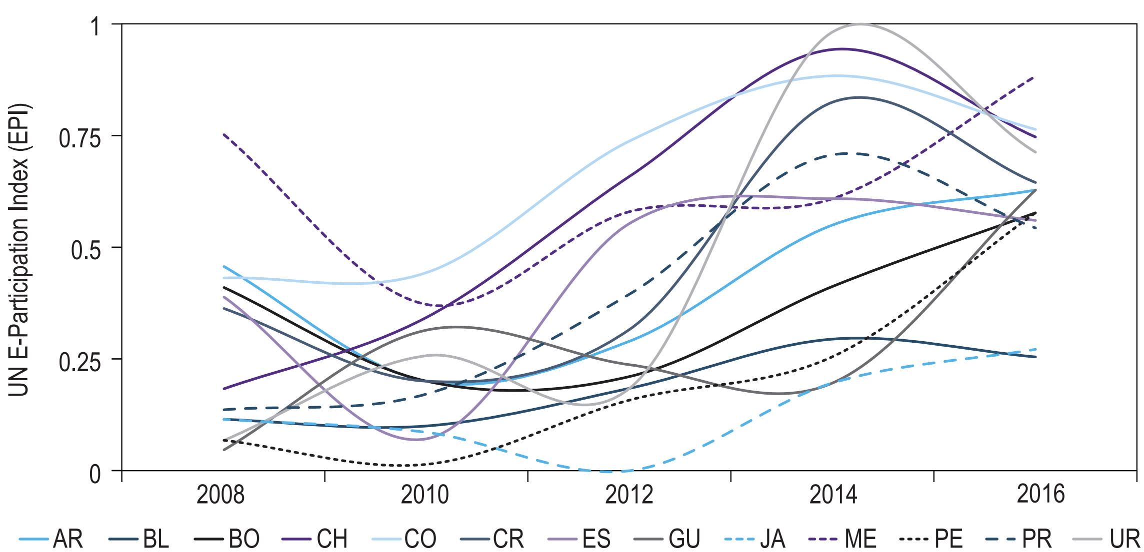
All but two countries receiving technical assistance from the Fund have seen improved scores on the OSI since 2008. Three countries have improved scores by over 30 percent, with four other countries improving between 20 and 29 percent. There has been a clear focus on establishing a government presence online through official websites and portals, which the Fund has been supporting in several countries in the LAC region.

In terms of improving integrity and accountability systems, 33 percent of countries have achieved a related outcome. In Bolivia, a newly established electronic database of corruption claims allows for cross-referencing of companies, cases, and individuals to gather intelligence from this information. The digitalized system improves efficiency through inter-departmental data sharing and digitization of information. It also prevents redundancy in tasks delivered by investigators and reduces the amount of physical space needed for storage.

ICT tools and mechanisms for civil society participation and co-creation are functioning in half the countries receiving technical assistance. Uruguay has established an innovative collaborative method for engaging stakeholders in the co-design of electronic services and the streamlining of administrative processes.

The goal of e-participation initiatives is to improve citizen access to information and public services and promote participation in public decision making. External data from the United Nations reveals that e-participation levels have increased for all countries receiving technical assistance on open government from the Fund (Figure 12). Most countries have moved from the bottom half of the scoring range to the top half since 2008.

Figure 12: UN E-Participation Index



Source: UN DESA (2008–16).
Notes: AR = Argentina; BL = Belize; BO = Bolivia; CH = Chile; CO = Colombia; CR = Costa Rica; ES = El Salvador; GU = Guatemala; JA = Jamaica; ME = Mexico; PE = Peru; PR = Paraguay; UR = Uruguay.

The e-participation index (EPI) is a supplementary index to the UN E-Government Survey. It extends the dimension of the Survey by focusing on the use of online services to facilitate provision of information by governments to citizens, interaction with stakeholders, and engagement in decision making processes. The framework consists of:

- **E-information:** Enabling participation by providing citizens with public information and access to information without or upon demand

- **E-consultation:** Engaging citizens in contributions to and deliberation on public policies and services

- **E-decision making:** Empowering citizens through co-design of policy option and co-production of service components and delivery modalities.

Knowledge Outcomes

The chosen topic of the IDB flagship report *Development in the Americas* (DIA) 2018 edition will be public expenditure, with 60 percent of the DIA being from the Transparency Fund project RG-T2508 "Enhancing the Quality and Efficiency of Public Spending in LAC." This project is supporting analytical products and dissemination activities to assist regional authorities of LAC countries in the design of policies aimed at enhancing the quality and efficiency of public expenditures in the medium and long term, thus contributing toward rebuilding fiscal buffers and space. Specifically, the TC focuses on the following areas: (i) energy subsidies and social assistance programs; (ii) health and education expenditures, including the economic and institutional restrictions imposed by the wage bill; and (iii) public pensions. In terms of expected results, this TC will help promote reforms on LAC budgetary transparency and public spending in three dimensions:

- **Improving targeting of social transfers or subsidies to increase coverage among low-income sectors of the population**

  – Evidence of leakage in the social assistance, energy, and transport sectors. Provide policy recommendations to improve targeting, thus enhancing public budget efficiency and social programs' effectiveness.

- **Establishing the deficiencies (low quality and effectiveness) and inefficiencies (results vs. costs – value for money) of social expenses of universal coverage (education and health in this case)**

  – Improve efficiency and quality of public expenditure in Health and Education. The finalized Database on the Efficiency of the Wage Bill in Health and Education will serve as an input to promote civil service reform that is fiscally viable for these labor-intensive sectors.

Table 38: Knowledge and Visibility Outcomes, Open Government

Indicator	Outcome	Description	Results
Number of downloads of key publications *Although the Fund did not finance these publications, they were written by team leaders who benefit from Fund financing on other projects. In particular, the Open Government Pillar Head (Nicolas Dassen) is a co-author or editor on all documents. The expertise used to draft these documents was gained on a range of Fund projects, so they are included here to acknowledge the significant contribution of the Fund to knowledge outcomes.*	*Open Government and Targeted Transparency: Trends and Challenges for Latin America and the Caribbean* Dassen and Vieyra (eds.) (2012).	This publication compiles some of the experiences and lessons learned from five countries (Argentina, Brazil, Colombia, Ecuador, and Guatemala), with direct support from the Anticorruption Activities Trust Fund (AAF) of the IDB.	English (1,525 downloads) Spanish (2,786 downloads) **Ranked 233 out of 7,500+ publications in terms of number of downloads.**
	Winds of Change: The Progress of Open Government Policymaking in Latin America and the Caribbean Ramírez Alujas and Dassen (2014).	This publication reviews the commitments that have been carried out for Open Government Partnership (OGP) action plans in LAC and considers the views expressed by relevant stakeholders.	English (2,272 downloads) Spanish (6,157 downloads) **Ranked 106 out of 7,500+ publications in terms of number of downloads.**
	Winds of Change II: Progress and Challenges in Open Government Policy in Latin America and the Caribbean Ramírez-Alujas and Dassen (2016).	This paper provides a review of the Second Action Plans from LAC countries in the Open Government Partnership (OGP), and is an update in the form of a single statistical document that highlights the number of commitments and the issues that need addressing.	English (431 downloads) Spanish (2,395 downloads) **Ranked 362 out of 7,500+ publications in terms of number of downloads.**
	Innovation for Better Management: The Contribution of Public Innovation Labs Acevedo and Dassen (2016).	This paper analyzes the roles of innovation labs in Latin America, examines their challenges, and compares them to best practices and characteristics that current literature associates with higher levels of innovation in the public sector and in other organizations.	English (328 downloads) Spanish (3,248 downloads) **Ranked 268 out of 7,500+ publications in terms of number of downloads.**
Increase of country involvement in LAC regional initiatives on open government	The Open Government Network was established by the Open Government Pillar of the Fund and is constituted by high level authorities from Latin America and Caribbean countries in charge of open government public policy. This Network is born with the objective of promoting a regional policy dialogue for designing and implementing initiatives that contribute to the advancement of Open Government. Annual meetings are held at Regional Policy Dialogues on Open Government, which are financed and organized by the Fund.	**2014 (United States)**: 18 countries: Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Costa Rica, Dominican Republic, Ecuador, El Salvador, Haiti, Honduras, Mexico, Nicaragua, Paraguay, Trinidad and Tobago, Uruguay. **2015 (Paraguay):** 17 countries: Belize, Bolivia, Brazil, Chile, Costa Rica, Dominican Republic, Ecuador, El Salvador, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, and Venezuela **2016 (Colombia):** 17 countries: Argentina, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, and Uruguay. **2017 (Peru):** TBD	A core number of countries participate in Regional Policy Dialogues every year, but new countries are also added. The Fund is currently supporting the Colombian Secretary of Transparency in implementing a pilot to analyze procurement data at the health sector, and has received requests of support for the innovation agenda (Chile, CT CH-T1193). The regional work on open government and innovation is being continued with a regional project (RG-T2967). The publication *Innovating for Better Management* and the contribution of public innovation labs were also a result of the 2015 dialogue.

Source: Author's elaboration.

- **Estimating the budgetary costs and contingent liabilities of the public sector that derive from contributory and noncontributory pension systems**

  – The finalized and expected products (projections of fiscal requirements of pensions' systems until 2075, actuarial model, disaggregated LAC pensions' database) will provide the IDB with a comprehensive toolkit to provide technical and operational support in LAC countries' needed pensions' reforms.

The IDB Research Department coordinates the IDB's annual flagship publication series. Each edition focuses on a topic of regional importance and takes a comparative approach. DIA topics have included debt, productivity, social exclusion, the policymaking process, quality of life, and ICT. The DIA is a valuable input for IDB operations, a crucial resource for regional policymakers, and a key element in the IDB's efforts as a leading producer of knowledge on the region.

Accountability Outcomes

Activities within the Open Government pillar ordinarily have explicit links to improved accountability and integrity within government. But institutional outcomes in efficiency and effectiveness in service delivery are also linked to these outcomes, particularly when processes are streamlined, thereby removing opportunities to misuse public resources. There is a "virtuous circle" of outputs and outcomes that feed back into each other in OG projects. Outputs may deliver open data that then improve organizational efficiency, or organizational efficiency may prompt more reliable and higher-quality information. Ultimately, the goal is the application of measures to hold government to account, and to ensure that government bodies adhere to their legal and policy mandates.

Assessments from Open Data Barometer reveal that open data has yet to demonstrate significant influence on government efficiency and effectiveness, except in Colombia, Mexico, and Uruguay (Table 39), but it is (not surprisingly) considered to have a stronger influence on transparency and accountability (Table 40). The low scores confirm that there is much more involved in achieving accountability outcomes than open data, or transparency writ large.

Several projects within the Open Government pillar have contributed to accountability outcomes. In Argentina, the National Office of Commercial Agricultural Control (ONCCA) was dissolved based on the findings from a Fund project, and was replaced with the Coordination and Evaluation Unit for Internal Consumption, which emerged amid questions about the entity's lack of transparency in the allocation of subsidies, quotas, and other administrative restrictions. In its last days, ONCCA began to publish some of the information with filters that allowed allocated subsidies to be classified in three categories. This was an improvement over the simple publication of resolutions in the past.

Table 39: Impact on Government Efficiency and Effectiveness, Open Data Barometer

ODB.2013.I.GOV To what extent has open data had a noticeable impact on increasing government efficiency and effectiveness?			
	2014	**2015**	**2016**
AR	0	0	0
BO			0
CH	0	1	1
CO	1	2	4
CR	0	0	0
ES			0
GU			0
JA	0	1	2
ME	2	4	6
PE	0	0	1
PR		0	1
UR	1	4	3

Table 40: Impact on Transparency and Accountability, Open Data Barometer

ODB.2013.I.ACCOUNT To what extent has open data had a noticeable impact on increasing transparency and accountability in the country?			
	2014	**2015**	**2016**
AR	3	1	2
BO			2
CH	1	2	2
CO	2	2	4
CR	0	0	1
ES			1
GU			3
JA	0	0	0
ME	2	4	5
PE	0	0	2
PR		1	3
UR	2	4	4

Source: World Wide Web Foundation (2014–16).

In El Salvador, technical assistance was provided for the creation of the information portal Infoutil, which contains 34 databases of information related to key public services (doctor’s office licenses, law licenses, police station locations, etc.). In addition to being an open government portal, it houses an electronic complaints mechanism for service delivery issues. In 2015, the portal received 12 complaints that the list of doctors authorized by the Higher Council of Public Health contained the names of individuals who were performing medical services without proper authorization.[28]

[28] Confirmation of whether any sanctions were issues for these violations is pending.

10 SPRINGBOARD / CATALYTIC INTERVENTIONS

The Fund's targeted systems-based approach is an innovative solution to the problem of corruption. It supports the idea that a range of ventures focusing on transparency, effectiveness, and efficiency in government processes is a more viable option for stabilizing corrupt systems than the heavy-handed instruments of investigations and penalties. Successful interventions focus on institutional strengthening, transparency, and streamlining practices as a means of encouraging behavioral and institutional changes, rather than starting with crime and punishment. The Fund's approach of supporting larger interventions, such as loan products, with targeted technical assistance, is intended to augment the potential of smaller, focused interventions that address specific weaknesses or opportunities. In some cases, policy-based loans originate within technical cooperation projects and are used to expand and support the scaling-up of successful interventions, or to initiate related reform efforts.

It is also likely that success in this field is the result of a catalyst-effect, whereby initiatives in one sphere trigger pro-accountability actions in another (Fox, 2014). Precedent-setting projects establish models that have achieved significant success but are flexible enough to be implemented in various contexts. Corruption has multiple causes, both direct and indirect, and it manifests differently according to context. It makes sense that there is no silver bullet for reform (Trapnell, 2015). Springboard, or catalytic, interventions may be the key to initiating change that pushes a system over a threshold into balance.

Triggering or Cascading Reforms

The objective of project RG-T2125, "Strengthening Public Management Transparency and Control in Latin America and the Caribbean," is to contribute to increasing transparency, public accountability, and efficiency in the management of public funds and external financing by supporting: (i) member countries in their efforts to strengthen national control and audit management capabilities; and (ii) strategic regional dialogue based on knowledge on innovative control and audit approaches and mechanisms. It is the funding source for the control systems pillar work on SAI-PMF, which has led to increasing follow-on work around the instrument. Three countries are explicitly requesting assistance on the SAI-PMF Assessment, with one at the subnational level. Three countries are requesting support to achieve compliance based on the recommendations of their

SAI-PMF Assessments, and two countries are requesting assistance to meet ISSAI standards.

The objective of project BR-T1146 was to increase transparency in the use of public resources in Brazil. The specific objectives were: (i) strengthening government efforts to prevent, detect, and counter corruption by supporting the development and expansion of the ODP; (ii) strengthening social control through improvement of access to information by civil society; and (iii) implementing innovative information management tools in subnational governments or sectors. There have been significant savings associated with the analytical enterprise of the ODP, and it has expanded its scope to include external as well as internal control. Moreover, the ODP has initiated obligatory follow-up on its findings of irregularities, requiring a report from its client agencies and departments outlining the validation of findings and whether issues have been addressed.

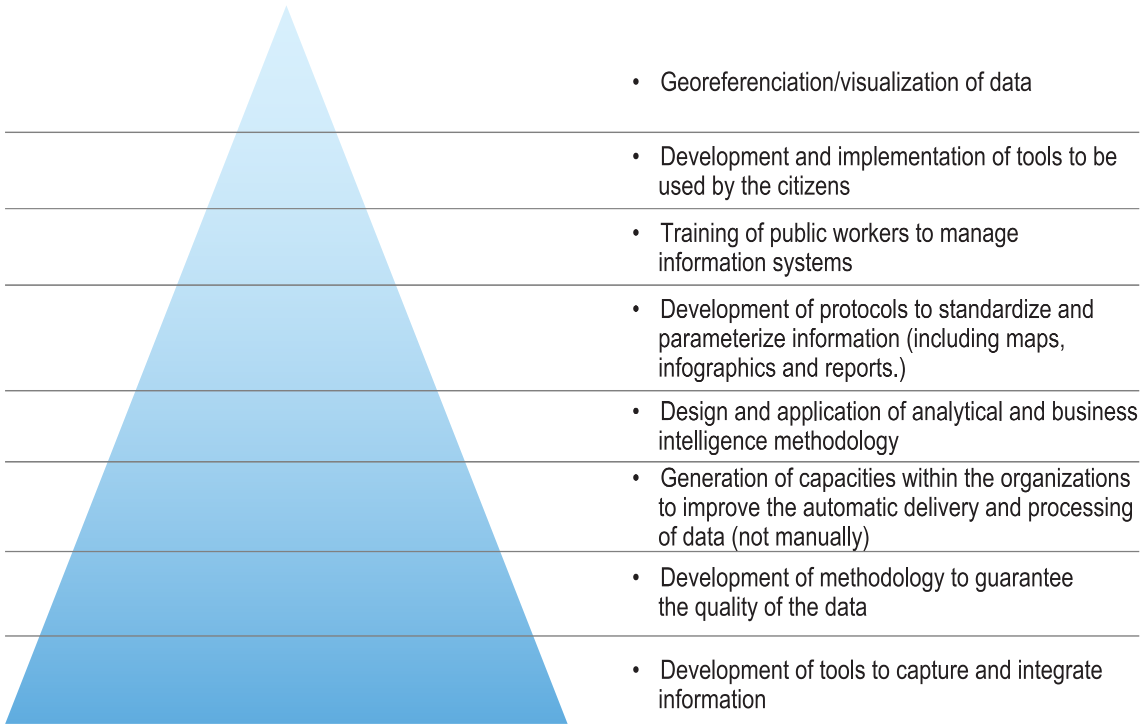
The project has also inspired reforms in other sectors. In the area of bidding and administrative contracts, another significant change to prevent risk and improve the efficiency of expenditure was the implementation by the Ministry of Planning, Budget and Management's Secretariat of Logistics and Information Technology (SLTI) of automatic vulnerability checking routines, such as those monitored by the ODP (e.g., occurrence of a corporate bond between bidders). This initiative was partly the result of the dissemination of the work of the ODP and was supported by a recommendation of the Court of Auditors, by means of judgment.

Project CO-T1389 is based on the success of project BR-T1146. Its objective is to improve the transparency and management of public expenditures in Colombia by strengthening fiscal control. Specific objectives are: (i) design of the Public Expenditure Observatory, (ii) strengthening risk management for fiscal control, and (iii) knowledge exchange and adoption of international best practices. Government counterparts are attempting to align procurement entities at the state level, as well as public expenditures in the civil service. Based on the success of the project thus far, Colombia is also reviewing OECD standards for membership.

Precedent-setting Projects

Project RG-X1129, "Strengthening Governance in the Extractive Industries in Latin America and the Caribbean," aims to (i) support countries in their efforts to improve natural resource governance through greater access to information; (ii) strengthen the regulatory framework and institutional capacity of the extractive sector; and (iii) enhance the management, monitoring and evaluation of environmental and social impact. It generated the IT platform MapaRegalías, which is a means of collecting, organizing, and presenting information on revenues from royalties. Prior to launching the platform, citizens in Colombia had difficulty collecting information about the amount and provenance of revenues from the royalties being invested. MapaRegalías allows the users to visualize georeferenced information and data showing the path of those royalties,

Figure 13: MapaRegalías Approach



Source: IDB (2016a).

from their source to the final investment. In addition to being a citizen-centered tool, the platform provides an internal management dashboard for public officials and decision makers.

The importance of MapaRegalías lies in its influence on public management of revenue from royalties and its geo-referenced maps available to users. First, MapaRegalías entails a significant reduction of the cost that citizens incur to monitor the government's use of resources. Before the release of the online platform, citizens were either unable to learn how the government spent resources from royalties or had to undertake costly searches to do so (for example, appearing in person in ministries and wait for an official to answer their queries). A second means through which MapaRegalías exerts an impact on corruption in the country is by increasing the government's capacity to detect irregularities and corrupt activities of some of its executing units or inside the government itself. MapaRegalías is a dashboard for policymakers and public officials inside Colombia's National Planning Department (Departamento Nacional de Planificación, or DNP) by enabling reconciliation of payment inflows and outflows both between the government and the executing units and within a project (what the DNP allocates through the SGR is what the executing agency must spend on the project). In other words, it reduces the cost of monitoring efforts inside the government, and reduces discretionary spending by officials. In 2016, the DNP suspended payments to 125 municipal executing agencies due to an absence or to low-quality reporting in some or all projects.

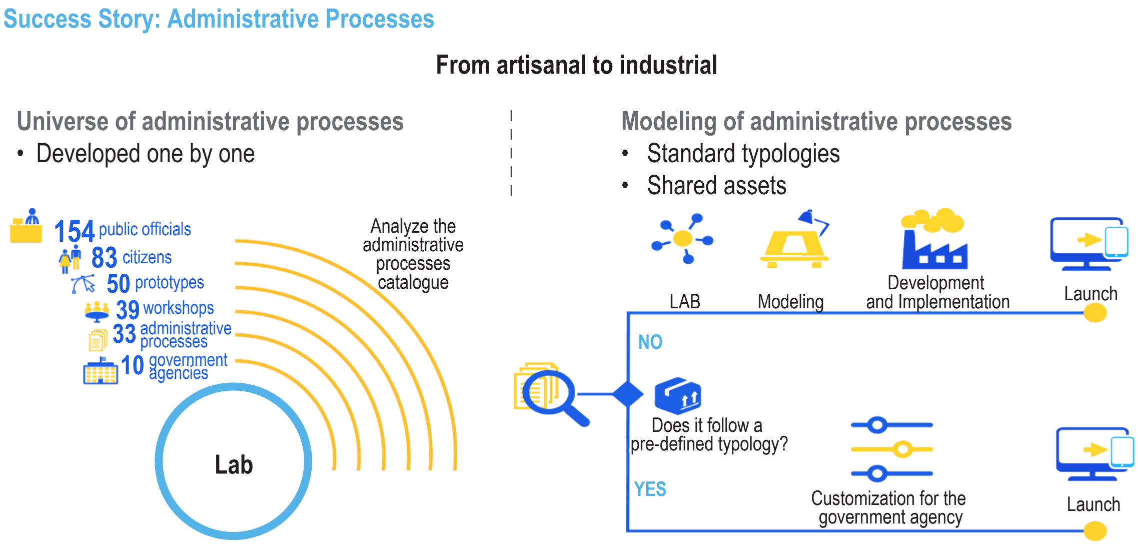
Given the success of MapaRegalias, the Colombian government has expanded its scope. The mechanism is currently being implemented in several countries (Costa Rica, Peru, and Paraguay) through a regional project (RG-T2793). MapaInversiones is an information management tool to improve transparency and efficiency in all public investments, not just revenues from royalties. Each country can decide the sectors in which it will implement the platform and the information to be published, according to its needs, resources, and priorities.

In addition to triggering reforms in other sectors, project BR-T1146 has also been a precedent-setting project for reforms across the region. The Government of Brazil requested the IDB's support to strengthen the capacity of the Office of the Comptroller General of Brazil (CGU per its acronym in Portuguese), the Brazilian federal internal control body. Assistance focused particularly on developing the Public Expenditure Observatory (ODP per its acronym in Portuguese), a permanent unit of the CGU, created in 2009, which focuses on the application of a scientific methodology and cutting-edge IT tools to monitor the use of public funds. Through the Fund, the IDB provided a series of key inputs to improve CGU's ICT capabilities, human resource capacity, knowledge, research, and partnerships. As a result of this improved technical capacity, the CGU has enhanced its ability to produce detailed analyses that help detect anomalies in Brazil's federal public expenditures, which has generated significant savings. The work of the CGU's ODP spans 10 sectors, ranging from conditional cash transfer programs to per diem and flights, with more than 200 different checks run periodically. The examples, related to studies produced by the CGU through the ODP in critical areas in 2014 alone, demonstrate how targeted initiatives can help achieve significant outcomes in terms of detecting and deterring corruption, and thus increasing transparency in public spending. The project is based on a public expenditure observatory in Colombia, in project CO-T1389.

Project RG-T2224, "Strengthening the Integrity of Financial Systems: Improving the Capacity to Prevent Money Laundering and Terrorist Financing," focuses on three closely related areas of engagement: (i) implementing AML/CFT national risk assessments and designing national strategies; (ii) enhancing the capacity of public agencies responsible for AML/CFT and supporting regulatory reforms in compliance with FATF standards; and (iii) creating and disseminating knowledge about AML/CFT. The success of this project has situated the IDB as on par with the IMF in conducting national risk assessments and designing subsequent national action plans. As a result, there is an informal collaborative arrangement with IMF, whereby the institutions trade off on national risk assessments and national action plans. The aims of this project have been refined in a follow-on regional project (RG-T2670) that addresses issues that were raised in the Mid-Term Review of the RG-T2224, which includes producing research on beneficial ownership, expanding the pillar's scope of attention to Caribbean countries, and the strengthening of the InfoGuide website.

Project UR-T1122, "Open Government Innovation Lab," has the objective of consolidating the existing Social Innovation Lab and establishing the bases for its long-term operation.

Figure 14: Uruguay Social Innovation Lab Collaborative Method



*Source:*Uruguay AGESIC (2016).

The Lab is one of the cornerstones of Uruguay´s Open Government strategy, and a key to improving transparency in public services and promoting simplification in government processes. Specific objectives are: (i) designing the legal and regulatory framework for the Lab to ensure its long-term sustainability, (ii) testing the Lab through specific pilots, and (iii) evaluation and dissemination of the results of the project. The Lab develops new procedures and online services in a collaborative framework, and cross-adopts solutions for all state agencies, so as to standardize processes and the quality of citizen services. Examples of the range of services include Notifications and Electronic Communications, Integrated Administrative Management System, Competitive Funds Maturity Model, and e-government master plans. The collaborative method espoused by the Lab is illustrated in Figure 11. A new regional project was approved in 2017 to scale up work on transparency innovation labs in the region.

Integration with Policy Loans

In practice, policy loan integration is the engine for springboard interventions. To generate the effects of a catalytic intervention, greater resources are needed, particularly with regard to financing. To that end, the Fund’s projects have given rise to, or otherwise supported, larger interventions financed through IDB Loan Operations. Since 2007, 11 projects, worth US$5.98 million, or approximately 36 percent of the total value of projects approved by the Fund, have helped generate or support 12 loan operations worth approximately US$1.02 billion. These loans represent commitments from recipient countries to work alongside the IDB on transparency and anticorruption issues over multiyear periods, and investing their own resources. It is important to underscore that while some technical cooperation projects are clearly designed from inception with some type of connection to the operational agenda, others develop such a connection during the implementation phase, or are instrumental in helping facilitate implementation.

Table 41: Loan Products Linked to Fund Projects

#	Transparency Fund Technical Cooperation			IDB loan		
1	Support to Public Expenditure Monitoring (BR-T1146)	Brazil (2011)	US$626,000	Strengthening Corruption Prevention (BR-L1223)	Brazil (2013)	US$30M
2	Transparency and Information Management in the Extractives sector (RG-X1129)	Regional (2011)	US$1,000,000	Institutional Strengthening of the Mining Sector (CO-L1140)	Colombia (2015)	US$30M
3	Information Tools to Improve Capacity for the Prevention of Money Laundering (GU-T1174)	Guatemala (2011)	US$120,000	Tax Management and Transparency Program (GU-L1196)	Guatemala (2016)	US$250M
4	Improving the Capacity to Prevent Money Laundering and Terrorism Financing (RG-T2224)	Regional (2013)	US$1,000,000	Program for Stability and Fiscal and Financial Transparency (PN-L1100)	Panama (2014)	US$300M
5	Strengthening Public Management Transparency and Control in LAC (RG-T2125)	Regional (2013)	US$1,000,000	Improve the Control Function of the Comptroller General (EC-L1119)	Ecuador (2013)	US$20M
6	Improved Management and Transparency in Citizen Services (CH-T1155)	Chile (2014)	US$195,000	Program for the Improvement of Public Management and Citizen Services (CH-L1085)	Chile (2014)	US$48M
7	Promoting Transparency and Sustainability in Extractive Industries (RG-T2496)	Regional (2014)	US$780,000	Strengthening of the Environmental Sector (GY-L1043)	Guyana (2015)	US$17.1M
8	Institutional strengthening of the Comptroller General of the Republic (CO-T1389)	Colombia (2015)	US$300,000	Institutional Strengthening of the Office of the Comptroller General (CO-L1155)	Colombia (2015)	US$30M
9	Open Government Innovation Lab (UR-T1122)	Uruguay (2015)	US$350,000	Program for Improvement of Public Services and State-Citizen Interaction(UR-L1109)	Uruguay (2015)	US$35M
10	Strengthening the National Housing and Habitat Agency (PR-T1169)	Paraguay (2015)	US$210k	Improvement of the Housing and Habitat Ministry (PR-L1082)	Paraguay (2015)	US$30M
11	Support to Chile's Transparency and Integrity Agenda (CH-T1166)	Chile (2016)	US$400,000	Support to Chile's Transparency and Integrity Agenda (CH-L1110)	Chile (2015)	US$130M
				Support to Chile's Transparency and Integrity Agenda II (CH-L1111)	Chile (2016)	US$100M
	Total: US$5,981,000			**Total: US$1,020M**		

Source: IDB (2017).

11 LESSONS LEARNED

Control Systems. Based on the findings from the SAI-PMF assessments, the following four areas have emerged as priorities for control systems reform efforts:

- Alignment or harmonization of international best practices, for both internal and external control systems

- Development of new audit techniques, such as performance audit, IT audits, and environmental audits. Performance audits have been identified as central to the achievements of the United Nations Sustainable Development Goals (SDGs), because of their focus on service delivery and allocation of resources

- Use of information technology, such as Computer-Assisted Audit Techniques (CAAT)

- Integrating citizen participation into the activities of SAIs, such as through social audits

One surprising finding is that legal reform is not an issue for the performance of control systems, suggesting that the Fund's focus should be oriented to areas where countries have shown more weaknesses on the SAI-PMF Assessments. These include internal governance and ethics, overall audit planning, and coverage. This is consistent with the preliminary findings of the SAI-PMF, suggesting that the region benefits from solid legal frameworks for SAIs. In addition, quality assurance of the audits has the biggest gap between reality and expectations, and public expenditure observatories provide improved external control, especially within the realm of fraud audits.

Financial Integrity. Linking the work of the Fund on AML with the recommendations adopted by the FATF has served as an important driver of domestic reform. It has also set high standards for the type of AML reform efforts in which the Fund engages. As mandated by the FATF, national risk assessments require countries to declare the full extent of weaknesses in country systems. Follow-on national action plans require extensive coordination among government bodies, and thus involve considerable efforts at both the design and adoption stages. For these reasons, work on AML is complex, time-consuming, and requires extensive political will. Together, these two areas of work take at least 2.5 years to completion, and responsibilities for specific tasks often shift back and forth with the International Monetary Fund.[29] The result of this line of work is a stronger regulatory framework and stronger institutions that are better able to tackle grand corruption domestically, and mitigate the illicit financial flows that migrate to centers in countries with weak AML regimes.

The Fund's work on AML has also shown that training is not the optimal approach to enhancing the capacity of institutions. FATF reports rarely cite lack of training as a problem. Rather, training is only considered necessary once systems have already been put in place. A review of the FATF recommendations in conjunction with national risk assessments helps countries to refocus priorities to enhance the *systems* that underpin institutional strengthening.

Natural Resource Governance. Because of the impression that natural resources were highly politicized areas, work on transparency in extractive industries did not initially fit within the operational stream of institutional strengthening. Natural resource governance is also a field that requires collaboration across sectors (institutions, energy, rural development, technology, etc.), but the operating environment encouraged competition rather than coordination. Within this setting, however, the regional project "Strengthening Governance in the Extractive Industries in Latin America and the Caribbean" (RG-X1129, 2012-present) set the standard for collaboration in the industry. The key to this success was framing the challenges within the extractive industries through a governance lens of operational efficiency and effectiveness in public services, while simultaneously avoiding heavily politicized spheres (e.g., security, military, informal economy, etc). Equally important was a focus on establishing a methodology for executing projects, with targeted, clear milestones and strong support from stakeholders.

Open Government. One of the major lessons from this pillar is that financing open government can be indirect way of financing civil society efforts to make government more transparent and responsive. Early projects allocated financing directly to NGOs, because of the difficulty for smaller civil society entities to encourage governments to engage in these areas of work. With the launch of the OGP, OG projects have evolved into collaborative endeavors between government agencies and civil society, on topics that are considered critical for country counterparts, and that ultimately contribute to improvement of public services and the strengthening of democracy. While the OGP does not establish standards, it has been a signaling mechanism for governments in the sphere of transparency, which allows for the exchange of information across a variety of platforms. It is also a multi-disciplinary approach of many actors and topics, encouraging connections across initiatives and linking civil society and government in the process of social change, as long as efforts are made in good faith.

[29] Usually the IDB trades off with the IMF on risk assessments and national action plans.

CONCLUSIONS

The findings from this study on the results of the Transparency Fund have revealed that the Fund financed a range of innovative, successful interventions. Most project output targets have been or are in the process of being met. This indicates that the results framework successfully predicted the deliverables that would materialize from country projects. The outcomes that emerge from these projects have strengthened the functioning of government in several key areas. As with any type of outcome, however, results vary and depend on country context and institutions to a large degree. As a rule, the Fund is not responsible for the follow-on institutional outcomes, since its mandate is limited to smaller, more targeted technical cooperation. The amount of support provided by the Fund is quantifiable, but the extent of the contribution of project outputs to institutional outcomes is much more difficult to estimate, considering the limitations of this study. Many of these institutional outcomes were made possible through (or built on) the technical groundwork financed by the Fund, even if the contribution seemed minimal at the time.

The Fund's gradual approach to establishing the scope and nature of activities for anti-corruption and transparency financing was effective. The technical management by the Secretariat is the critical factor in that success. Financing was not approved without a clear statement of project goals and understanding of the enabling or constraining environment in which projects were to take place. This meant that few projects were approved in the first two years of the Fund's implementation, but those that were approved tended to achieve the envisioned project outputs. In addition, the regular monitoring of project execution in Phase II of the Fund, and consistent supervision from within the projects, have allowed the Secretariat to address bottlenecks and challenges as they arise, rather than from a perch of oversight, removed from operational constraints.

The incorporation of external standards into the results framework has allowed technical assistance to follow globally accepted norms, rather than reinventing the wheel for every project. The IDB does not impose external standards; rather, they exist as externally generated norms that countries strive to incorporate into their own domestic systems, and which provide benefits in the international financial system. These standards are goalposts that do not shift based on country progress, and they serve as established common ground on which the IDB, the Fund, and countries can dialogue about best practices and best-fit scenarios. External data sources, often generated by the standard-setting organizations, enable country progress on technical compliance and a range of institutional outcomes to be assessed. They do not often provide in-depth assessment or validation of theories of change, but they are very useful for tracking progress against a measurable standard.

The sustainability of the Fund's reform efforts is based on country demand, and thus is subject to its fluctuations. The reliance on external standards provides a strong measure of sustainability, since these norms exist beyond the confines of one institution or country. The stability of governments and their institutions is also a factor in the sustainability of reform and in whether efforts at scaling-up or springboarding initiatives are ultimately successful. The efforts by pillars to both disseminate knowledge and convene actors for sharing of best practices and strategic planning has established the IDB, and the Fund, as a primary source of expertise and financing in the Fund's priority areas. It is imperative that the Fund continue to support these knowledge efforts so that its own expertise can evolve over time and its corresponding ability to innovate is not compromised, and so that countries' confidence in the Fund's ability to produce results remains high.

RECOMMENDATIONS

Recommendations are split into two types: those that apply to the Fund's overall approach on outcomes and impacts, and those that relate to the results framework, and quite specifically, to measurement and indicators.

Overall Approach to Outcomes

1. **Explore theories of change to shift focus to institutional and accountability outcomes.**

   Interviews with key actors in the implementation of Fund projects revealed that there is still little focus on institutional outcomes across projects, staff, and counterparts, and almost no discussion of accountability outcomes. To shift the focus from project outputs to outcomes that reflect institutional strengthening (which is the implicit goal of all Fund projects), teams should explore theories of change that apply to their pillars. Theories of change are a set of assumptions about how an intervention achieves its goals and under what conditions (Stern et al., 2012). There is no need to develop a grand theory of change for the entire field of a pillar, but for each project, it is essential to understand the enabling environment, local drivers of change, and potential risks to implementation or sustainability, and to have a general idea of longer-term goals and how projects contribute to those goals. A broader exercise for the Secretariat and interested team leaders would be to elaborate on these factors that apply to a range of projects within a pillar, and to identify a few scenarios that serve as archetypal examples of theories of change, which could then be adapted to context.

   Armed with this understanding of how change is expected to take place within projects, a further evaluation of the Fund's results can validate an underlying theory of change, and trace second-range, longer-term accountability outcomes. A variety of qualitative and quantitative methodologies are used to establish the external outcomes of a project, many of which are also used for measurements of corruption, transparency, accountability, and integrity. Rather than establishing cause and effect and estimating quantifiable impact, this kind of evaluation focuses on making contributory claims about project activities and actual outcomes:

When it is not possible to establish attribution, a contribution analysis can be conducted instead. Rather than trying to assess the proportion of change that results from the intervention (attribution), a contribution analysis aims to make a more limited assertion, namely, that the evaluated intervention is or is not one of the causes of observed change. Contributions may be ranked (in terms of influence relative to other factors), but not quantified. The analysis takes a step-by-step approach, building a chain of logical arguments while taking into account alternative explanations and relevant external factors (Schütte, 2017).

Combined with a systematic review (see #2), theories of change can contribute critical knowledge about what works and why in transparency and anticorruption reform efforts.

2. **Conduct a systematic review of Fund projects to evaluate the outcomes of anticorruption reform efforts.**

While the institutional outcome indicators attempt to capture the degree to which expected outcomes have materialized, they do not address the *quality* of implementation in reform efforts. A follow-up exercise is recommended to identify criteria for assessing the extent, quality, and/or sustainability of the institutional strengthening that stems from Fund-financed project outputs. A systematic review of Fund projects would be one opportunity to establish the parameters for success in the types of country projects that the Fund financed. It may also be a platform for investigating the nature of springboard or "catalytic" interventions and the environments in which they arise.

3. **Map the achievement of outputs and outcomes across relevant TC and financing sources.**

Because the Fund is not the only source of transparency and anticorruption financing at the IDB, it is difficult to attribute outcomes to specific Fund projects. However, the expertise gained by staff on Fund projects is a public good that further informs the structure of reform projects across the IDB. Regardless of the funding source, the core staff of the Fund pillars, along with team leaders at IDB headquarters and in regional offices that benefit from Fund financing, are responsible for 50 to 75 percent of transparency and anticorruption reform efforts at the IDB. A mapping of outputs and outcomes across financing sources at the IDB would help build a better understanding of how these outcomes are being achieved and by whom, how they relate to each other, and what the financing gaps are, if any.

4. **Refrain from assessing projects from Phase 1 of the Fund against the current results framework.**

Because the results framework was implemented after 2012, earlier Phase I projects do not easily fit within the projected deliverables and expected outcomes. Little focus was placed on anticipating outcomes during the early years of the Fund, in favor of exploratory and innovative interventions. This was the case with many anti-corruption and transparency projects, regardless of institution or financing source. Once the Fund Secretariat identified country demand and donor priorities, performed gap assessments within countries to determine country need, and estimated the value-added of specific kinds of intervention, the priority areas were established. This excluded the earlier projects that had much broader scope and less focus on outcomes. By default, they were placed in the Open Government pillar. They do not reflect the work that has been done since 2012 that directly corresponds to the projected deliverables and expected outcomes in this pillar. Progress should be calculated on institutional outcomes with Open Government projects that were approved after 2012. This will provide better insight into what has been achieved within the refined results framework.

Measurements within the Results Framework

1. **Remove project output indicators that either do not reflect the work of each pillar, or provide little insight into the results chain.**

   Suggested removal: *Support to drafting and monitoring action plans (Open Government), Design of innovative (risk-based, results-based, or transparency-oriented) strategic plans (Control systems). Mock-trial learning module for judges and prosecutors (Financial Integrity), Capacity building programs for government and civil society (Natural Resource Governance)*

   The Open Government pillar did not support the drafting and monitoring of action plans because of low country demand, and because the expertise of the Fund is oriented to technical interventions rather than consensus-building activities. These indicators should be removed.

   The Control Systems pillar has done little work on the design of strategic plans, but it is unclear whether this is because country demand lies elsewhere, or attention has been devoted to the piloting of the SAI-PMF in LAC. The Fund should consider whether this kind of country support is relevant enough to fall within the scope of the pillar, or if the indicator should be removed and funding provided in the areas where more work is being done.

   The Financial Integrity pillar provided expertise only (rather than financing) to the mock-trial learning module for judges and prosecutors, and tends to focus on support that does not involve training. The Fund should consider whether this specific kind of capacity-building is the best use of the Pillar's resources.

   The Natural Resource Governance pillar has met its target for capacity building for government and civil society, but stand-alone training indicators provide little insight into the longer results chain. This indicator should be removed so that activities can be focused on technical interventions, which occasionally require training as an add-on activity.

2. **Establish baseline with external data sources whose methodologies have been revised in the past few years.**

   Includes: *Public Expenditure and Financial Accountability standards (in 2016), Resource Governance Index (in 2016), Open Budget Survey (in 2015), the Supreme Audit Institutions Performance Management Framework (SAI-PMF) Assessment (in 2016), the Financial Action Task Force Mutual Evaluations (in 2013) and the EITI Standards (in 2013).*

   Although many of the external data sources related to the pillar activity areas have been releasing data for up to a decade, they have seen major revisions in methodologies that preclude an attempt to establish a time-series comparison. It is unlikely that the standards and indicators will be significantly revised for the near future; thus, baseline data should be collected *on a continuing basis* for all countries as data is released over the next 5–10 years. This will allow progress to be compared over time in the specific areas related to Fund financing.

3. **Establish baseline with internal data sources, specifically using performance monitoring data.**

   Performance monitoring data that are collected by government agencies or departments about their own activities can serve as an excellent measure of progress over time. Given that the indicator does not change significantly, nor the method of data collection, the resulting data can reveal how well institutions are functioning. Using such data may require some capacity building to ensure that government bodies are able to generate reliable, useful data with relevant indicators.

   Examples of performance monitoring data that would be relevant for the Fund's results framework include: (i) data on ICT systems performance in AML and tax transparency frameworks, (ii) data on revenue management performance in natural resource governance; (iii) performance data on computer-assisted audit techniques, performance audits, and participatory audits in control systems; (iv) performance data on administrative processes regarding transparency, integrity, and accountability frameworks in open government, and (v) data on website traffic and usage.

4. **Incorporate 4th Round FATF Mutual Evaluation results on *technical compliance* into the assessment of progress on external standards for the financial integrity pillar**

   Suggested target: *Countries receiving assistance from the Fund are assessed as largely compliant or greater on 60 percent of FATF Recommendations.*

The technical compliance assessment addresses the specific requirements of the FATF Recommendations, principally as they relate to the relevant legal and institutional framework of the country, and the powers and procedures of the competent authorities. These represent the fundamental building blocks of an AML/CFT system and fit nicely into the target for compliance with external standards.

5. **Incorporate 4th Round FATF Mutual Evaluation results on *effectiveness* into the assessment of institutional outcomes for the financial integrity pillar.**

   Suggested target: *Countries receiving assistance from the Fund achieve a moderate level of effectiveness or greater on 60 percent of expected institutional outcomes 1–6 (IO1, IO2, IO3, IO4, IO5, IO6)*

   The effectiveness assessment differs fundamentally from the assessment of technical compliance. It seeks to assess the adequacy of the implementation of the FATF Recommendations, and identifies the extent to which a country achieves a defined set of outcomes that are central to a robust AML/CFT system. The focus of the effectiveness assessment is therefore on the extent to which the legal and institutional framework is producing the expected results, and dovetails nicely into the assessment of institutional outcomes.

6. **Introduce new internal institutional outcome indicator in the financial integrity pillar.**

   The Fund should consider including an internal institutional outcome on the transparency of sanctions, which would be a proxy assessment of countries' expertise in preventing and sanctioning money laundering and terrorist financing. An example is the public disclosure of sanctions in the financial sector by the Bank Superintendency of Panama. This is a best practice followed by many countries around the world. However, the decision was taken with significant consultation and a review of other regional examples, given the potential reputational impact of disclosure. The Fund's experts on financial transparency provided significant guidance as part of the support provided to Panama in other related areas.

7. **Incorporate EITI validation results into the assessment of progress on external standards for the natural resource governance pillar.**

   Suggested target: *EITI-compliant countries receiving assistance from the Fund achieve meaningful progress or more on at least 80 percent of applicable EITI requirements*.

   Validation against the 2016 EITI Standard is an essential feature of the EITI process. It serves to assess performance and promote dialogue and learning at the country level, and safeguards the integrity of the EITI by holding implementing countries to the same global standard. It is intended to provide all stakeholders with an impartial assessment of whether EITI implementation in a country is in line with the provisions of the EITI Standard. The Validation report, in addition, seeks to identify the impact of the EITI in the country being validated, the implementation of activities encouraged by the EITI Standard, and lessons learned in implementation, as well as address any concerns stakeholders have expressed and recommendations for future implementation of the EITI.

8. **Incorporate EITI validation results into the assessment of institutional outcomes for the natural resource governance pillar.**

   Suggested target: *EITI-compliant countries receiving assistance from the Fund achieve meaningful progress or more on at least 70 percent of requirements related to revenue collection (#4.1–4.9) and revenue allocation (#5.1–5.3)*

   The revenue collection section of the EITI Validation provides details on the implementation of the EITI requirements related to revenue transparency, including the comprehensiveness, quality, and level of detail disclosed. It also considers compliance with the EITI Requirements related to procedures for producing EITI Reports. The revenue allocation section provides details on the implementation of the EITI requirements related to revenue management and distribution. Both areas relate directly to the quality of revenue management of extractives.

REFERENCES

Acevedo, S. and N. Dassen. 2016. "Innovation for Better Management: The Contribution of Public Innovation Labs." IDB Technical Notes No. IDB-TN-1101. Washington, D.C.: Inter-American Development Bank. Available at: http://publications.iadb.org/handle/11319/7874.

Alujas Ramírez, A. V. and N. Dassen. 2014. "Winds of Change: The Progress of Open Government Policymaking in Latin America and the Caribbean." IDB Technical Notes No. IDB-TN-629. Washington, D.C.: Inter-American Development Bank. Available at: http://publications.iadb.org/handle/11319/6400.

Arnone, M. and L. S. Borlini. 2014. *Corruption: Economic Analysis and International Law*. New York: Edward Elgar.

Barreix, A. D., J. Roca, and F. Velayos. 2016. "A Brief History of Tax Transparency." Discussion Papers and Presentations. Washington, D.C.: Inter-American Development Bank. Available at: http://publications.iadb.org/handle/11319/7670.

Borlini, L. 2016. "Midterm Review of the Regional Technical Cooperation "Strengthening the Integrity of Financial Systems: Improving the Capacity to Prevent Money Laundering and Terrorist Financing." Washington, D.C.: Inter-American Development Bank.

Casas-Zamora, K. and M. Carter. 2017. "Beyond the Scandals: The Changing Context of Corruption in Latin America." Washington, D.C.: Inter-American Dialogue. Available at: http://www.thedialogue.org/resources/beyond-the-scandals-the-changing-context-of-corruption-in-latin-america/.

Chong, A. and F. Lopez-De-Silanes. 2015. "Money Laundering and Its Regulation." *Economics & Politics* 27(1): 78–123.

CIRDI (Canadian International Resources and Development Institute). 2016. "Supporting

Technical Training in Extractive Industries in Guyana." Vancouver, Canada: CIRDI.

Copelovitch, M. S., C. Gandrud, and M. Hallerberg. 2015. "Financial Regulatory Transparency and Sovereign Borrowing Costs." Rochester, NY: Social Science Research Network. SSRN Scholarly Paper. Available at: https://papers.ssrn.com/abstract=2701852.

Dassen, N. and J. C. Vieyra (eds.) 2012. "Open Government and Targeted Transparency: Trends and Challenges for Latin America and the Caribbean." IDB-MG-137. Washington, D.C.: Inter-American Development Bank. Available at: http://publications.iadb.org/handle/11319/3198.

EITI (Extractive Industries Transparency Initiative) 2016. "Validation of Peru: Report on Initial

Data Collection and Stakeholder Consultation." Extractive Industries Transparency Initiative. Available at: https://eiti.org/document/validation-peru-2016-documentation.

Erbas, S. N. 2004. "Ambiguity, Transparency, and Institutional Strength." IMF Working Paper. Washington, D.C.: International Monetary Fund. Available at: http://ideas.repec.org/p/imf/imfwpa/04–115.html (May 29, 2013).

FATF (Financial Action Task Force). 2012. "Financial Action Task Force Annual Report 2011–2012." Paris, France: FATF.

Fox, J. 2014. "Social Accountability: What Does the Evidence Really Say?" Presented at the Global Partnership for Social Accountability (GPSA). Washington, D.C.: World Bank.

Fung, A., M. Graham, and D. Weil. 2008. *Full Disclosure: The Perils and Promise of Transparency*. New York NY: Cambridge University Press.

Gaventa, J. and R. McGee. 2013. "The Impact of Transparency and Accountability Initiatives." *Development Policy Review* 31: s3–28.

———. 2005. "Transparency and International Portfolio Holdings." *Journal of Finance* 60(6): 2987–3020.

Global Forum on Transparency and Exchange of Information for Tax Purposes. 2016. *2016 Terms of Reference to Monitor and Review Progress toward Transparency and Exchange of Information on Request for Tax Purposes*. Paris, France: OECD.

IDB (Inter-American Development Bank). 2004. *Unlocking Credit: The Quest for Deep and Stable Bank Lending*. Washington, D.C.: IDB.

———. 2008. "Anticorruption Activities Trust Fund: Report on Preparatory Activities." Technical Note. Washington, D.C.: IDB.

———. 2011. “Anticorruption Activities (AAF) Trust Fund Annual Report 2010.” Washington, D.C.: IDB.

———. 2012. “Transparency Trust Fund 2013–18 Strategy and Results Framework.” Washington, D.C.: IDB.

———. 2015. “Transparency Trust Fund Annual Report 2014.” Washington, D.C.: IDB.

______. 2016. “Enhanced Information Management for More Transparent and Efficient Government Audits.” Washington, D.C.: IDB.

———. 2017. “Transparency Trust Fund Annual Report 2016.” Washington, D.C.: IDB.

______. n.d. “Anticorruption Activities Trust Fund Operational Guidelines.” Washington, D.C.: IDB. Available at: http://www.iadb.org/en/topics/transparency/support-for-countries/anticorruption-activities-trust-fund-aaf,1194.html.

International Budget Partnership. 2008–15. Open Budget Survey. Washington, DC: International Budget Partnership. Available at: https://www.internationalbudget.org/opening-budgets/open-budget-initiative/open-budget-survey/

Islam, R. 2003. “Do More Transparent Governments Govern Better?” Policy Research Working

Paper Series. Washington, D.C.: World Bank. Available at: http://ideas.repec.org/p/wbk/wbrwps/3077.html.

Johnsøn, J., N. Taxell, and D. Zaum. “Mapping Evidence Gaps in Anticorruption: Assessing the State of the Operationally Relevant Evidence on Donors’ Actions and Approaches to Reducing Corruption.” Available at: http://www.u4.no/publications/mapping-evidence-gaps-in-anticorruption-assessing-the-state-of-the-operationally-relevant-evidence-on-donors-actions-and-approaches-to-reducing-corruption/.

Kaufmann, D. and A. Bellver. 2005. “Transparenting Transparency: Initial Empirics and Policy Applications.” SSRN Scholarly Paper. Rochester, NY: Social Science Research Network. Available at: http://papers.ssrn.com/abstract=808664.

Latinobarómetro Corporation (2006–14). Latinobarómetro. Available at: http://www.latinobarometro.org/lat.jsp

Latin American Public Opinion Project. AmericasBarometer (2006–14). Available at: https://www.vanderbilt.edu/lapop/about-americasbarometer.php

Masciandaro, D. 2004. “Combating Black Money: Money Laundering and Terrorism Finance, International Cooperation and the G8 Role.” SSRN Scholarly Paper. Rochester, NY: Social Science Research Network. https://papers.ssrn.com/abstract=561183.

———. 2013. “Is the Anti Money Laundering Compliance Convenient?: International Capital Flows and Stigma Effect in Latin America: The Case of Paraguay.“ Discussion Papers & Presentations. Washington, D.C.: Inter-American Development Bank. Available at: http://publications.iadb.org/handle/11319/5782 (August 11, 2017).

Masciandaro, D., E. Takáts, and B. Unger. 2007. *Black Finance: The Economics of Money Laundering*. New York, NY: Edward Elgar.

McGee, R. and J. Gaventa. 2010. “Synthesis Report: Review of Impact and Effectiveness of Transparency and Accountability Initiatives.” London, United Kingdom: Institute of Development Studies. Available at: http://www.transparency-initiative.org/reports/synthesis-report-impact-and-effectiveness-of-transparency-and-accountability-initiatives.

NRGI (Natural Resource Governance Institute). 2017. Resource Governance Index. Washington, D.C.: Natural Resource Governance Institute. Available at: http://resourcegovernanceindex.org/.

OECD (Organisation for Economic Co-operation and Development). 2014. *Chile’s Supreme Audit Institution: Enhancing Strategic Agility and Public Trust*. Paris, France: OECD. Available at: http://www.oecd-ilibrary.org/content/book/9789264207561-en.

OECD, Inter-American Center of Tax Administrations, Inter-American Development Bank, and United Nations Economic Commission for Latin America and the Caribbean. 2016. *Revenue Statistics in Latin America and the Caribbean 2016*. Paris, France: OECD Publishing.

Olken, B. A. 2007. “Monitoring Corruption: Evidence from a Field Experiment in Indonesia.” *Journal of Political Economy* 115: 200–249.

PEFA. 2016. “2015 Colombia Public Expenditure and Financial Accountability (PEFA): Colombia’s Public Financial Management Systems.” Washington, D.C.: World Bank. https://openknowledge.worldbank.org/handle/10986/26643

Ramírez-Alujas, A. and N. Dassen. 2016. “Winds of Change II: Progress and Challenges in Open Government Policy in Latin America and the Caribbean.” IDB Technical Note No. IDB-TN-998. Washington, D.C.: Inter-American Development Bank. http://publications.iadb.org/handle/11319/7621

Reinikke, R. and J. Svensson. 2005. “Fighting Corruption to Improve Schooling: Evidence from a Newspaper Campaign in Uganda.” *Journal of the European Economic Association* 3(2–3): 259–67.

Rocha Menocal, A. et al. 2015. “Why Corruption Matters: Understanding Causes, Effects and How to Address Them.” Overseas Development Institute. Available at: https://www.odi.org/publications/9652-corruption-matters.

Schmid, J. P. 2015. “How Much Anti-Money Laundering Effort Is Enough? The Jamaican Experience.” Washington, DC: Inter-American Development Bank. Available at: http://publications.iadb.org/handle/11319/6904.

Stern, E. et al. 2012. “Broadening the Range of Designs and Methods for Impact Evaluations.” Working Paper 38. London, United Kingdom: DfID.

Sutton, G. 2012. “The New FATF Standards.” *Journal of International Commercial Law* 4(1): 68–136.

Transparency International. 2016. Corruption Perceptions Index 2016. Berlin, Germany: Transparency International. Available at: https://www.transparency.org/news/feature/corruption_perceptions_index_2016

Trapnell, S. E. 2015. “Users' Guide to Measuring Corruption and Anticorruption.” United Nations Development Programme. Available at: http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/anticorruption/user-s-guide---measuring-corruption-and-anticorruption.html.

Trapnell, S. E. and V. L. Lemieux. 2014. “Right to Information: Identifying Drivers of Effectiveness in Implementation.” Working Paper. Washington D.C.: World Bank. Available at: http://documents.worldbank.org/curated/en/157641467997846547/Right-to-information-identifying-drivers-of-effectiveness-in-implementation.

UN DESA (United Nations Department of Economic and Social Affairs). 2008–16. E-Government Knowledge Database. New York, NY: UN DESA. https://publicadministration.un.org/egovkb#.WdqKrGhyLIU.

Vieyra, J. C. and P. Baena. 2011. “Focusing on Implementation Mid-Term Review of Technical Cooperation Projects in Ecuador and Belize.” Washington, D.C.: Inter-American Development Bank.

Vieyra, J. C. and M. Masson (eds.). 2014. *Transparent Governance in an Age of Abundance: Experiences from the Extractive Industries in Latin America and the Caribbean. Washington*, D.C.: Inter-American Development Bank. Available at http://publications.iadb.org/handle/11319/6681.

Walter, M. 2016. “Extractives in Latin America and the Caribbean: The Basics.” IDB Technical Note No. IDB-TN-907. Washington, D.C.: Inter-American Development Bank. Available at: http://publications.iadb.org/handle/11319/7372.

World Wide Web Foundation (2014–16). Open Data Barometer. London, UK: World Wide Web Foundation. Available at: http://opendatabarometer.org

ANNEXES

Annex 1: List of Interviewees

IDB Staff in Headquarters and Country Offices

Roberto Camblor (FMM/CPR)

Gabriela Cohen (ICS/CCO)

Juan Carlos Cortazar (ICS/CCH):

Michael Donovan (IFD/FMM):

Gustavo Garcia (IFD/FMM):

Fernando de Olloqui (IFD/CMF)

Gerardo Ramirez (CAN/CCO)

Martin Walter (INE/ENE)

Patricio Zambrano-Barragan (IFD/FMM)

Country Counterparts

Alejandro Arancio, AGESIC, Uruguay

Vilma Arbaje, Director of International Cooperation, Ministry of Energy, Dominican Republic

Antuan Barquet Guillen, Coordinator for International Affairs, Contraloría General del Estado, Ecuador

Pavel Cruz, Secretaria de Transparencia, Presidencia del Gobierno de El Salvador

Nelson Dueñas – Coordinador de Asuntos Internacionales, Contraloría General del Estado, Ecuador

Pamela Monroe Ellis, Auditor General of Jamaica

Sergio Espinosa, Director, Unidad de Integridad Financiera, Peru

Mariano Federici, President, Unidad de Información Financiera, Argentina

Carolina Londoño, Asesora de Subdirección Territorial y de Inversión Pública, Departamento Nacional de Planeación, Colombia

Milen Olivia Chiang, Director, Unidad de Acceso a la Información, Contraloría General de la República, Chile

Dorothy Pérez, Subcontralora General de la República, Contraloría General de la República, Chile

Mark Regis, Former EITI Coordinator, Ministry of Energy and Mines, Trinidad and Tobago

Francisca Reyes, Jefa del Programa de Magíster en Ciencia Política, Pontificia Universidad Católica de Chile

Nora Sosa, Subdirectora de Carrera Administrativa, ONSEC Guatemala

Luciano Trindade Altoe, Project Manager, Diretoria de Pesquisas e Informações Estratégicas, Ministério de Transparência, Fiscalização e Controle, Brazil

Annex 2: Role of the Secretariat in Knowledge and Dissemination

Since the Transparency Fund's inception, the Secretariat has played a central role in spearheading the Fund's Knowledge and Dissemination agenda. This work has produced important outputs, outcomes, and results that were difficult to capture under the review of results conducted above, because they do not fall squarely under any of the four pillars of the Fund, but rather support or underlie all of them. These activities are largely financed through ad hoc Technical Cooperation projects not included in Table 3 above. Since 2007, and as of December 31, 2016, the Fund has financed seven such projects, worth approximately US$1.1 million.

The main motivation behind the Fund's knowledge and dissemination agenda is ensuring that: (i) the Fund's Technical Secretariat and team leaders of projects supported by the Fund are constantly up to speed with the latest developments in the research and practice on transparency, anticorruption, and related fields, so as to inform dialogue with countries as well as the design of future projects; and (ii) the lessons learned from the projects supported by the Fund are adequately captured and shared among IDB staff, partners in countries, and other practitioners.

Below is a selection of some recent highlights from the Fund's work on Knowledge and Dissemination, particularly those that have produced relevant outputs and outcomes, as described below.

Indicators Workshop

In June 2016, the Transparency Fund organized the two-day workshop "Corruption and Transparency Metrics: What Do They Tell us about Latin America and the Caribbean?" which took place in Washington, DC. The objective was to help participants better understand what different indicators say about current trends and challenges in the LAC region, how indicators correlate with each other, and how they can be used to enhance policy dialogue, promote reform, and improve project design. More than 40 academics, civil society and private sector experts, and IDB staff, as well as officials from a half dozen IDB member countries participated.

Outcomes

- The workshop helped identify areas of further research, such as the interaction between corruption indicators and sovereign ratings. This resulted in the upcoming publication "The Use of Corruption Indicators in Sovereign Ratings," which will be one of the main features at the next Regional Policy Dialogue on Open Government, scheduled to be held in Lima, Peru in October 2017.

- The workshop also helped strengthen the use of corruption, transparency, and AML indicators in Fund projects and related IDB operations, particularly policy-based loans in Argentina, Chile, and Guatemala.

- Finally, it led to an effort to complete and strengthen the Transparency Fund's results framework, which was instrumental for the present evaluation.

Work on Transparency and Behavioral Economics

Increasing attention has been devoted in recent years to exploring the potential for behavioral economics approaches to help solve critical development challenges. In 2016, the Transparency Fund supported targeted activities to explore the possibility for this approach to be included in some of the projects it finances. In April 2016, the Fund co-organized a presentation at IDB Headquarters by Dan Ariely, professor of psychology and behavioral economics at Duke University, and author of the book *The Honest Truth about Dishonesty*, which explores the application of behavioral insights to ethics and integrity. A video recording of Professor Ariely's IDB presentation is available on the Fund's *website*.

Outcomes

- The presentation helped spur a debate on behavioral insights within the IDB. This led to the Fund co-organizing a one-day workshop on behavioral insights with various IDB divisions and the World Bank's Global Insights Initiative (GINI). The workshop, which took place in November 2016, looked at behavioral experiences both within and outside of the IDB in a variety of sectors.
- As a result of this work, in 2016, project RG-T2744, "Transparency and Information Management in the Water and Sanitation Sector," started piloting a behavioral intervention as part of activities with the water utility in Quito, Ecuador, while additional behavioral experiments with support from the Fund and with a focus on access to information are currently being designed in Buenos Aires, Argentina.

International Anticorruption Conference (IACC)

The IACC is the main international gathering of anticorruption and transparency academics and practitioners, held every two years and organized by Transparency International. The Fund's presence at the IACC has been an important part of its dissemination strategy, particularly to ensure the visibility of its activities and publications, as well as to recognize donor contributions. Below is a brief overview of IACC activities organized by the Fund in recent years

- XVII IACC, 2016, Panama City – The Fund organized the session "Chile's Vision, Peru's Resolve: can Anticorruption Reforms be Exported?" (see the session report here) which focused on Chile's experience with the Integrity and Transparency Agenda, which was supported by the Fund (project CH-T1166), and reflected on the potential for this approach to be replicated in other countries of the region, namely Peru. The session provided an opportunity to showcase some innovative experiences in anticorruption as well as the type of support that the Fund provides to countries.

- XVI IACC, 2015, Putrajaya. The Fund organized a main session and a side event, focusing on extractives governance (session report and accompanying blogpost) and integrity in the private sector (session report). Both represented opportunities to disseminate the lessons learned from the Fund's work in these areas, particularly following the publication of the book Transparent Governance in an Age of Abundance, and consolidate key partnerships, and acknowledge the Fund's donors for their support.

- XV IACC, 2012, *Brasilia*. The Fund organized the following activities:
    - Event for the re-launch of the Anticorruption Activities Trust Fund as the Transparency Fund.
    - Panel on "Frontier Issues and IDB's Experience on Internal Control Practices"
    - Panel "Does Immunity Lead to Impunity?"
    - Panel "Opening Governments for the People: Targeted Transparency Policies for Better Public Service Delivery and Accountability in the LAC Region"

Outcomes

Participation in the IACC helped ensure the Fund's visibility among relevant audiences:

- Approximately 20 key stakeholders participated in the 2016 IACC panel organized by the Fund, including representatives from the government of Paraguay, which has since requested support from the IDB for the same type of support that Chile has received from the Bank and the Fund on transparency reforms.

- Approximately 40 key stakeholders participated in the two sessions organized at the 2015 IACC as a result of the sessions and blogpost, a 20 percent increase in downloads of the book "Transparent Governance in an Age of Abundance" was recorded. Key relations were established with the Basel Institute and U4 Anticorruption Resource Center.

- During the 2012 IACC, an agreement between the government of Norway and the IDB was signed to replenish the Fund with a $2.4 million contribution.

International Anticorruption Day

The Fund, along with other key IDB divisions organizes specific activities for the celebration of the International Anticorruption Day (December 9). These activities typically have an awareness-raising purpose and are directed mainly at an audience of IDB staff and key partners in countries. Recent examples include:

- In 2016, the Fund co-organized a performance at the IDB Headquarters of the comedy Ascuas y Azufre (Fire and Brimstone), by the Teatro Libre de Bogotá.

- In 2015, the IDB launched the cartoon contest “For a Region with Greater Integrity and Transparency: The Image of the Fight against Corruption.” The event was a joint effort of the IDB in partnership with the Colombia-based Gabriel García Marquez Foundation for New Ibero-American Journalism (FNPI). The contest was advertised mostly through social media and in a regional seminar on Cartoons and Opinion Journalism, organized by the FNPI. The Bank received over 200 cartoons from 18 of the IDB’s 26 borrowing member countries. An expert panel of jurors reviewed the cartoons, and the Bank and the FNPI organized a two-day seminar for the finalists to reflect on the use of cartoons as a mean of communicating about corruption. The award ceremony took place at the Bank’s Headquarters. The event featured a live performance by celebrated Argentine cartoonist Liniers. The jury award went to Colombian cartoonist Mauricio Parra for his work “The Change Starts in your Head,” while the people’s choice award went to Chile’s Alberto Montt for “Vote.”

- To celebrate the 2014 International Anticorruption Day, the IDB hosted a Caribbean Ministerial meeting to contribute to the Caribbean’s dialogue on transparency and integrity as tools to enhance development and growth. The event featured senior delegates from the Bahamas, Barbados, Haiti, Jamaica, Suriname, and Trinidad and Tobago, as well as regional and global anticorruption experts such as Sanjeev Khagram, John Parke Young, Professor of Political Economy at Occidental College and senior advisor to the Global Initiative for Fiscal Transparency; Robert Klitgaard, Professor at Claremont Graduate University; and Trevor Munroe, Executive Director of Jamaica’s National Integrity Action.

Outcomes

- The 2016 play was picked up by important news outlets such as *El Tiempo* and *El Diario Bogotano* (Colombia).

- The 2015 Cartoons contest, through social media, reached more than 579,000 people and triggered almost 1 million individual actions (clicks, likes, etc.), while various news agencies and newspapers picked up the news, including press agency EFE and newspapers *El Tiempo* (Colombia), *El Expreso* (Ecuador), and *El Espectador* (Colombia), among others

- The 2014 event resulted in several Caribbean ministers reaffirming their commitment to fight corruption and strengthen governance by signing a statement on transparency and integrity.

Annex 3: Project Details

Table A1: Project Details, Control Systems

Pillar	**Control Systems**	**Control Systems**	**Control Systems**	**Control Systems**
Project name	Support for Public Expenditure Monitoring to Fight Corruption	Enhanced Information Management for More Transparent and Efficient Government Audits	Strengthening Public Management Transparency and Control in Latin America and the Caribbean	Institutional Strengthening of the Comptroller General of the Republic to Improve Fiscal Control
Project number	BR-T1146	JA-T1078	RG-T2125	CO-T1389
Country coverage	Brazil	Jamaica	**Regional:** Barbados, Bolivia, Dominican Republic, Ecuador, Suriname	Colombia
Start date	2009	2012	2013	2015
End date	2016	2016	open	open
Amount	$626,000	$500,000	$1,000,000	$300,000
Disbursed (as of Dec 2016)				
Description	The objective of the program was to increase transparency in the use of public resources in Brazil. The specific objectives were: (i) strengthening government efforts to prevent, detect and counter corruption by supporting the development and expansion of the Public Expenditure Observatory (ODP per its acronym in Portuguese); (ii) strengthening social control through the improvement of access to information for civil society; and (iii) putting into practice innovative information management tools in subnational governments or sectors.	The objective of the program is to enhance the Auditor General's Department's (AGD) information management capabilities by transitioning to a paperless system. The program has introduced new ICT tools that will automate the entire audit process. Furthermore, the program will migrate AGD legacy audit data into the new system, enabling the conversion of paper-based documents into electronic form.	The objective of this project is to contribute to increasing transparency, public accountability, and efficiency in the management of public funds and external financing by supporting: (i) member countries in their efforts to strengthen the national control and audit management capabilities; and (ii) strategic regional dialogue based on knowledge on innovative control and audit approaches and mechanisms.	This TC aims to improve the transparency and management of public expenditures in Colombia by strengthening fiscal control. Specific objectives are to: (i) design the Public Expenditure Observatory, (ii) strengthen risk management for fiscal control, (iii) exchange knowledge and adopt international best practices

(continued on next page)

Table A1: Project Details, Control Systems *(continued)*

Pillar	Control Systems	Control Systems	Control Systems	Control Systems
Integration with IDB priorities			In LAC, 15 countries have piloted or are in the process of piloting SAI-PMF. The Fund has supported the strengthening of SAIs capacity to perform their own self-assessments in Brazil and the Dominican Republic, oversight of an external assessment in Barbados, and performance reviews of other SAIs in Chile. Ecuador recently started a similar exercise.	Replicating work from BR-T1146. Supports the operation of IDB Loan CO-L1154 – Institutional Strengthening Program of the Office of the Comptroller General of the Republic.

Table A2: Project Details, Financial Integrity

Pillar	Financial Integrity	Financial Integrity	Financial Integrity
Project name	Information Tools to Improve Capacity for the Prevention of Money Laundering in Guatemala	Strengthening the Integrity of Financial Systems: Improving the Capacity to Prevent Money Laundering and Terrorist Financing	Strengthening the Integrity of Financial Systems: Improving the Capacity to Prevent Money Laundering and Terrorist Financing
Project number	GU-T1174	RG-T2224	RG-T2670
Country coverage	Guatemala	**Regional:** Chile, Costa Rica, Ecuador, El Salvador, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, and Uruguay.	**Regional:** Argentina, Jamaica, Peru
Start date	2011	2013	2015
End date	2016	open	open
Amount	$120,000	$1,000,000	$700,000
Disbursed (as of July 2017)			

(continued on next page)

Table A2: Project Details, Financial Integrity *(continued)*

Pillar	Financial Integrity	Financial Integrity	Financial Integrity
Description	The objectives of the project were to: (i) provide technical assistance to develop the regulatory framework for designated non-financial persons; and (ii) provide assistance to implement an ICT solution for managing the reports and information of the IVE).	The facility focuses on three closely related areas of engagement: (i) implementing AML/CFT national risk assessments and designing national strategies; (ii) enhancing the capacity of public agencies responsible for AML/CFT and supporting regulatory reforms in compliance with FATF standards; and (iii) creating and disseminating knowledge about AML/CFT.	This TC aims to support member countries in their efforts to prevent ML/TF by complying with the FATF International Standards on Combating Money Laundering and Financing of Terrorism and Proliferation.
Integration	Is closely aligned with RG-T2224.	This is a regional program executed by the Capital Markets and Financial Institutions Division (IFD/CMF), in close collaboration with the Innovation in Citizens Services Division (IFD/ICS) and the Fiscal and Municipal Management Division (IFD/FMM).	Supports project RG-T2924 MIF: provides technical cooperation to governments to comply with FATF recommendations.

Table A3: Project Details, Natural Resource Governance

Pillar	Natural Resource Governance	Natural Resource Governance	Natural Resource Governance	Natural Resource Governance
Project name	Transparency in the Extractive Industry in Ecuador	Strengthening Governance in the Extractive Industries in Latin America and the Caribbean	Promoting Transparency and Sustainability in Extractive Industries	Transparency and Information Management in the Extractive Sector
Project number	EC-T1185	RG-X1129	RG-T2496	RG-T2841
Country coverage	**Ecuador**	**Regional: Colombia, Trinidad & Tobago**	**Regional: Argentina, Colombia, Dominican Republic, Guyana, Panama, Peru**	**Regional: Argentina, Dominican Republic**
Start date	2009	2012	2014	2016
End date	2009	open	2014	open
Amount	$444,700	$1,000,000	$780,000	$100,000
Disbursed (as of July 2017)				

(continued on next page)

Table A3: Project Details, Natural Resource Governance *(continued)*

Pillar	Natural Resource Governance	Natural Resource Governance	Natural Resource Governance	Natural Resource Governance
Description	The program aims to promote the participation of civil society in the fight against corruption, specifically in Ecuadorian hydrocarbon industry-related revenues. This will be achieved through the implementation of transparency standards, which should be built in consensus among the government and public and private enterprises.	The objectives of the program are to: (i) support countries in their efforts to improve natural resource governance through greater access to information;(ii) strengthen the regulatory framework and institutional capacity of the extractive sector; and (iii) enhance the management, monitoring, and evaluation of environmental and social impact.	This TC finances the preparation of three products: (i) a regional resource map, which includes information on mineral and hydrocarbon reserves, extractive projects, and sensitive environmental areas; (ii) Extractive Sector Dossiers, including a regulatory and legal framework analysis, updated information on the institutional framework and relevant actors, and variables present; and (iii) an Analytical Framework, which allows the systematic identification of opportunities and barriers to the promotion of transparency and systemic governance in the extractive industries in member countries.	The general objective of this project is to increase the institutional capacity of IDB borrowing member countries to enhance transparency in the extractive sector. To do so, this TC will strengthen information management as a way to improve transparency and efficiency in decision making, support the implementation of transparency initiatives in selected member countries, and disseminate information throughout the region on lessons learned and best practices.
Integration	CLOSED EARLY – Difficulties with authority of executing agency Groupo Faro	This program builds on IDB's endorsement of the EITI in 2009. It is a joint program between the IFD/ICS and the Energy Division (INE/ENE) at the IDB.	Intended to ensure continuity and deepening of the Bank's work in the extractives sector and to build on the achievements of RG-X1129. Provided technical support to the Policy-Based Loan Operation for Environmental Sector Strengthening in Guyana (GY-L1043) and for the approval of an investment loan to the Government of Colombia for implementation of the Program for Institutional Strengthening of the Mining Sector (CO-L1140). It also provided technical support for the design of the Canadian Extractives Sector Facility (CANEF, RG-X1262).	Co-financed by the Transparency Fund and CANEF.

Table A4: Project Details, Open Government

Pillar	Open Government	Open Government	Open Government	Open Government
Project name	Access to Information and Transparency in the FIA Archives	Enhancing Transparency in Subsidies Allocation	Strengthening Belize's Fiscal Transparency and Responsibility	Shared Use of Information to Improve the Fight Against Corruption in Chile
Project number	AR-T1052	AR-T1064	BL-T1034	CH-T1091
Country coverage	Argentina	Argentina	Belize	Chile
Start date	2008	2009	2009	2010
End date	2009	2013	2013	2014
Amount	$142,000	$115,562	$220,000	$289,000
Disbursed (as of July 2017)				
Description	The overall objective of the TC was to improve access to information, accountability, and transparency in public records. Specific objectives: (i) design and execute registration, archiving, custody, and destruction of the records of the Public Prosecutor's Administrative Research since its inception and organize public access to files; (ii) analyze the information collected and research Aaministrative and judicial aspects since the creation of the body; and (c) disseminate the use of the tool and raise the importance on the public agenda of having a policy on Archives in Argentina.	The objective of the TC was to enhance transparency in the allocation of subsidies to the private sector. Specific objectives were to produce (i) an analysis of the economic impacts of corruption in subsidy allocation, (ii) a "toolkit" for enhancing transparency in subsidy allocation, including potential areas of intervention and specific action items, (iii) an online Subsidy Allocation Database, and provide (iv) training courses for Civil Society, Media, and Control Agencies	The objective of this TC was to strengthen institutional capacity to promote transparency, accountability, external scrutiny, and oversight in the conduct of fiscal policy. The specific objectives of the project were to: (i) institutionalize fiscal transparency and discipline by introducing in the legislation principles of responsible fiscal management and enhancing access to financial information mechanisms, (ii) provide in-country training and technical assistance to government officials in charge of implementing a Fiscal Transparency and Responsibility Framework (FTRF), and; (iii) facilitate access to fiscal and economic information through the design and development of a Fiscal Transparency Portal within the Ministry of Finance.	The TC's goal was to improve the effectiveness, availability, and transparency of the investigation and processing of corruption in the public arena through the shared and transparent use of information regarding investigations and complaints. The specific objective of this project was to improve the effectiveness and transparency of anticorruption investigations.
Integration				

(continued on next page)

Table A4: Project Details, Open Government *(continued)*

Pillar	Open Government	Open Government	Open Government	Open Government
Project name	Transparency and Integrity in the Selection and Employment of Civil Servants	Support to National Accountability, Transp and Fight Corruption in the Mexican Public Administration	Support to the Consolidation of Information Mechanisms to Promote Transparency in Financial Institutions	Fostering Environmental Accountability in Chilean Congress
Project number	GU-T1166	ME-T1166	RG-T1790	CH-T1121
Country coverage	Guatemala	Mexico	**Regional:** LAC	Chile
Start date	2010	2010	2010	2011
End date	2014	2014	2014	2014
Amount	$70,000	$341,600	$392,500	$130,000
Disbursed (as of July 2017)				
Description	The specific objectives of this program were to: (i) improve transparency in the selection and recruitment of public servants through the analysis of relevant information; and (ii) establish interagency coordination and collaboration to ensure access to accurate, complete, and timely information on recruitments.	The specific objective of the project was to increase access to information in public services and improve their performance by supporting: (i) the formulation of a targeted transparency policy for the Mexican government; and (ii) the identification, classification, and standardization of categories of socially relevant information related to public services and processes.	The project objectives were to promote greater transparency of information in the financial systems of the Region as a mechanism to encourage the recruitment of financial services; to promote the healthy competition of market actors; and the definition of the guidelines for the implementation of schemes to protect users of financial services in line with best practices. The specific objective was to develop and agree on guidelines for the implementation of best practices in terms of transparency of information and protection for users of financial services in the Region.	The objective of this project was to strengthen environmental accountability mechanisms in the Chilean Congress by: (i) providing information to empower citizens to effectively hold Congress members accountable for their votes, amendments, and other actions regarding environmental legislation; and (ii) educatin the public on the relevance of parliamentary work in the environmental area through innovative mechanisms.
Integration				

(continued on next page)

Table A4: Project Details, Open Government *(continued)*

Pillar	Open Government	Open Government	Open Government	Open Government
Project name	Knowledge and Capacity Building on Access to Information	Institutionalizing Transparency and Access to Information in El Salvador	Transparency and Efficiency in the Use of Resources in Education	Improved Management and Transparency in Citizen Services
Project number	CO-T1253	ES-T1160	CH-T1154	CH-T1155
Country coverage	Colombia	El Salvador	Chile	Chile
Start date	2011	2011	2014	2014
End date	2014	2014	open	2016
Amount	$318,192	$345,000	$185,400	$195,000
Disbursed (as of July 2017)				
Description	The project's objective was to strengthen Colombia's capacity to prevent and combat corruption and improve integrity in the housing sector, by strengthening transparency and access to information in housing programs supported by the National Savings Fund (Fondo Nacional de Ahorro, FNA). The project targeted	The main objective of the project was to contribute to building a national transparency and anticorruption system by establishing socio-cultural attitudes and institutional mechanisms. The project focused particularly on the implementation of	The overall objective of the project is to generate information for the Ministry of Education, the National Congress, and the education sector to improve the management of public schools. The purpose is to make Chile's public education system more participatory, transparent, and efficient in the use of resources,	The objective of the project was to increase the effectiveness and efficiency of public services by improving leadership and delivery functions. The specific objectives were to: (i) promote transparency, audit, internal control, and procurement management
Description	particularly the "Building Society – Savings Rate" (TACS per its Spanish acronym) program, aimed at incentivizing savings as a way to encourage home ownership among low- and middle-to-low-income strata of the Colombian population.	The main objective of the project was to contribute to building a national transparency and anticorruption system by establishing socio-cultural attitudes and institutional mechanisms. The project focused particularly on the implementation of	The overall objective of the project is to generate information for the Ministry of Education, the National Congress, and the education sector to improve the management of public schools. The purpose is to make Chile's public education system more participatory, transparent, and efficient in the use of resources,	in the National Institute of Statistics (INE) and National Consumer Service (SERNAC); (ii) provide technical inputs and support to strengthen the National Survey on Citizens Rights (Encuesta Nacional de Derechos al Ciudadano, ENDC), a key instrument for collecting and disseminating information on the quality of public services in Chile; and (iv) consolidate and disseminate lessons learned, so that they can be replicated in other sectors and countries.

(continued on next page)

Table A4: Project Details, Open Government *(continued)*

Pillar	Open Government	Open Government	Open Government	Open Government
Integration	The project was closed in 2014 before disbursement of the entire allocated amount, following delays in implementation.			
Amount	$70,000	$341,600	$392,500	$130,000
Disbursed (as of July 2017)				
Description	The specific objectives of this program were to: (i) improve transparency in the selection and recruitment of public servants through the analysis of relevant information; and (ii) establish interagency coordination and collaboration to ensure access to accurate, complete, and timely information on recruitments.	The specific objective of the project was to increase access to information in public services and improve their performance by supporting: (i) the formulation of a targeted transparency policy for the Mexican government; and (ii) the identification, classification, and standardization of categories of socially relevant information related to public services and processes.	The project objectives were to promote greater transparency of information in the financial systems of the Region as a mechanism to encourage the recruitment of financial services; to promote the healthy competition of market actors; and the definition of the guidelines for the implementation of schemes to protect users of financial services in line with best practices. The specific objective was to develop and agree on guidelines for the implementation of best practices in terms of transparency of information and protection for users of financial services in the Region.	The objective of this project was to strengthen environmental accountability mechanisms in the Chilean Congress by: (i) providing information to empower citizens to effectively hold Congress members accountable for their votes, amendments, and other actions regarding environmental legislation; and (ii) educatin the public on the relevance of parliamentary work in the environmental area through innovative mechanisms.
Integration				

(continued on next page)

Table A4: Project Details, Open Government *(continued)*

Pillar	Open Government	Open Government	Open Government	Open Government
Project name	Knowledge and Capacity Building on Access to Information	Institutionalizing Transparency and Access to Information in El Salvador	Transparency and Efficiency in the Use of Resources in Education	Improved Management and Transparency in Citizen Services
Project number	CO-T1253	ES-T1160	CH-T1154	CH-T1155
Country coverage	Colombia	El Salvador	Chile	Chile
Start date	2011	2011	2014	2014
End date	2014	2014	open	2016
Amount	$318,192	$345,000	$185,400	$195,000
Disbursed (as of July 2017)				
Description	The project's objective was to strengthen Colombia's capacity to prevent and combat corruption and improve integrity in the housing sector, by strengthening transparency and access to information in housing programs supported by the National Savings Fund (Fondo Nacional de Ahorro, FNA). The project targeted particularly the "Building Society – Savings Rate" (TACS per its Spanish acronym) program, aimed at incentivizing savings as a way to encourage home ownership among low- and middle-to-low-income strata of the Colombian population.	The main objective of the project was to contribute to building a national transparency and anticorruption system by establishing socio-cultural attitudes and institutional mechanisms. The project focused particularly on the implementation of El Salvador's Access to Information Law (Ley de Acceso a la Información Publica, LAIP) and on strengthening anticorruption mechanisms.	The overall objective of the project is to generate information for the Ministry of Education, the National Congress, and the education sector to improve the management of public schools. The purpose is to make Chile's public education system more participatory, transparent, and efficient in the use of resources, particularly at the municipality level. The specific objectives of this TC are to: (i) increase the availability and accessibility of information on funding to schools and promote the transparent use of resources; (ii) improve the information channels on the implementation of these resources; and (iii) generate lessons learned and good practices for the use and implementation of resources.	The objective of the project was to increase the effectiveness and efficiency of public services by improving leadership and delivery functions. The specific objectives were to: (i) promote transparency, audit, internal control, and procurement management in the National Institute of Statistics (INE) and National Consumer Service (SERNAC); (ii) provide technical inputs and support to strengthen the National Survey on Citizens Rights (Encuesta Nacional de Derechos al Ciudadano, ENDC), a key instrument for collecting and disseminating information on the quality of public services in Chile; and (iv) consolidate and disseminate lessons learned, so that they can be replicated in other sectors and countries.

(continued on next page)

Table A4: Project Details, Open Government *(continued)*

Pillar	Open Government	Open Government	Open Government	Open Government
Integration	The project was closed in 2014 before disbursement of the entire allocated amount, following delays in implementation.			
Project name	Improving Transparency of Land Registries for Enhanced Urban Planning in LAC	Enhancing the Quality and Efficiency of Public Spending in LAC	Open Government for Citizenship Service	Strengthening of Management and Evaluation of Projects in SENAVITAT
Project number	RG-T2490	RG-T2508	BO-T1243	PR-T1169
Country coverage	**Regional:** Barbados, Brazil, Ecuador, Panama, Trinidad and Tobago	**Regional:** LAC	Bolivia	Puerto Rico
Start date	2014	2014	2015	2015
End date	open	open	open	open
Amount	$170,000	$240,000	$410,000	$210,000
Disbursed (as of July 2017)				
Description	The overall objective of the TC is to support improved urban land management and housing services throughout LAC. The specific objectives of the TC are to: (i) provide training and (ii) conduct and support research and policy dialogue to expand the capacity of government officials in urban management, specifically the administration of land.	The overall objective of the TC is to assist regional authorities of LAC countries in the design of policies aimed at enhancing the quality and efficiency of public expenditures in the medium and long term, thus contributing to rebuilding fiscal buffers. The specific objectives of the TC are to: (i) support several regional studies aimed at assessing expenditure quality and efficiency in key public spending sectors; (ii) propose a range of policy options and actions to generate savings and improve efficiency in the reviewed spending sectors; and (iii) support workshops and other dissemination activities to share the main findings and policy reform proposals with key stakeholders.	This TC supports the design and implementation of public policies aimed at promoting integrity, transparency, and open government. Specific objectives are to: (i) strengthen the capacity of the Anticorruption and Transparency Ministry to implement open government policies, (ii) improve the quality of public services by improving information management, (iii) strengthen the ethical conduct of public officials, and (iv) enhance anticorruption and asset recovery policies and procedures.	This TC aims at strengthening the management, monitoring, and evaluation of housing programs within the SENAVITAT by making the process of allocation of housing subsidies more transparent.

(continued on next page)

Table A4: Project Details, Open Government *(continued)*

Pillar	Open Government	Open Government	Open Government	Open Government
Integration	Co-financed (with Chinese fund?)		Co-financed by the Transparency Fund and the Institutional Capacity Strengthening Fund (ICS). The Strategy for Facilitating Access to Information that is being supported by the first component of this TC was created through the BO-L1047: Transparency and Anticorruption Program.	Co-financed by the Transparency Fund and the Institutional Capacity Strengthening Fund (ICS). The project also supports the implementation of IDB loan National Plan for Housing and Habitat (PR-L1082).

Annex 4: Pillar Knowledge and Dissemination Outputs

Table A5: Knowledge and Dissemination Outputs, Control Systems

Organization/sponsoring national/international workshops and one regional meeting of SAI to exchange best practices
SAI participants from Belize, Honduras, and Paraguay attended the first regional train-the-trainer workshop on the IntoSAINT methodology for SAIs hosted by Mexico's SAI (Auditoría Superior de la Federación) in Mexico City, 2013. (RG-T2125)
SAI participants from Ecuador attended the 2013 CReCER annual conference on financial information and transparency (Cartagena, Colombia). Participants who attended the annual event in 2013 in Cartagena included ministers of finance, controllers, auditor generals, presidents of central banks, heads of stock exchanges, banking and supervision regulators, partners of private auditing firms, donor organizations, CSOs, international standard setters, and others. (RG-T2125)
Participation of employees from the SAI of Brazil in the International Organization of Supreme Audit Institutions (INTOSAI) Development Initiative (IDI) training workshop on SAI-PMF (Lima, Peru), a train-the-trainer workshop so that they may oversee the external assessment. (RG-T2125)
In Bolivia, the project supported the organization of: (i) an international seminar and workshop for auditors on risk management (December of 2015); (ii) the Second National Meeting on Internal Control November of 2015); and (iii) participation of Bolivian officials in the XIX Latin-American Congress on Internal Control (October 2015, Santiago, Chile). (RG-T2125)
The TC supported the organization of a workshop on information technology audits that took place in San Jose, Costa Rica, in March 2015. Staff from 22 Supreme Audit Institutions from OLACEF member countries participated. The main findings were summarized in a brief, co-published by the IDB and OLACEF. (RG-T2125)
The Program also supported the organization of the First Regional Workshop for the Exchange of Experiences on Audit Performance Implementation, hosted by the Auditor General of Peru, which took place in August 2015 in Lima. (RG-T2125)
Production of technical notes on IDB's assistance on strengthening national control systems
Study on Performance Audit in Latin America and the Caribbean (LAC) which: (i) systematizes evidence on practices and results from countries where performance auditing has already been successfully implemented in the public sector, focusing on how and why performance audit contributes to public sector performance; (ii) identifies and documents key challenges and opportunities for LAC countries as compared to international standards (ISSAIs) and good practices, as well as lessons learned related to the actual implementation of performance auditing; and (iii) provides a set of technical policy recommendations for countries considering performance auditing, including the role of different stakeholders (auditors, technical experts, government ministries, and donors) on how SAIs can better work toward developing performance auditing capacity and comply with the ISSAIs and international good practices. This study will inform an IDB Technical Note planned to be published by ICS/IFD in the first quarter of 2017. (RG-T2125)

Table A6: Knowledge and Dissemination Outputs, Financial Integrity

Organization or sponsoring of regional workshops to exchange best practices on AML and tax transparency
International workshop in Washington, DC in 2013, entitled the "Efforts in LAC to Strengthen Financial Integrity and to Prevent Money Laundering." The one-day event convened high-level representatives from three of the countries receiving assistance, the chiefs of the regulatory and supervisory international bodies, and specialists of the international financing organizations currently providing support, to discuss progress in countries that are part of the technical assistance facility. (RG-T2224)
Google Hangout Event on De-Risking. In recognition of the growing threat of de-risking in the LAC region, in July of 2013 the Bank organized a Google Hangout event to stimulate discussion among policy makers and practitioners, with a focus on possible solutions and approaches, particularly the role of informal economies. The event featured some of the top academics and policy makers from the Region, and drew more than 100 participants. (RG-T2224)
Supporting a Working Group from the Central American Countries on De-Risking in 2016, aimed at elaborating a set of proposals and reforms for promoting financial integrity in line with the FATF Standards and international best practices. Representatives from relevant government agencies of Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and Panama participated in the inaugural meeting in Dec 2015. The session revolved around the experience of Mexico, which over the years has managed to prevent de-risking by adopting a proactive approach to AML compliance. The meeting led to the adoption of a proposed action plan, which is now in the early phases of implementation. (RG-T2670)
A similar approach to de-risking was adopted with Caribbean countries. A regional meeting was organized in Jamaica in January 2017; representatives from relevant government agencies of Bahamas, Barbados, Belize, Guyana, Haiti, Jamaica, Suriname, and Trinidad and Tobago participated. A working group preliminarily identified mitigation measures and, as of the time of writing, a more structured action plan is being put together. (RG-T2670)
Papers and technical notes addressing specific AML and tax challenges in the region
Creation of a website (Transparency in Finance InfoGuide) in 2013 to provide information to different stakeholders on recent developments in the AML/CFT field, as well as technical information that helps regulators and policy makers alike. (RG-T2224)
Publication of the discussion paper "Is the Anti-Money Laundering Compliance Convenient? International Capital Flows and Stigma Effect in Latin America: The Case of Paraguay" in 2013, commissioned to the international expert Professor Donato Masciandaro (Bocconi University). The study found evidence of the effects on both capital inflows and outflows due to a blacklisting episode. (RG-T2224)
Support to the elaboration of a forthcoming technical note in 2017 on Beneficial Ownership, based on the FATF Standards and best international practices. (RG-T2670)

Table A7: Knowledge and Dissemination Outputs, Natural Resource Governance

Regional workshops on EITI implementation and other extractives transparency issues
Regional Conference in Peru in 2013 at which it was announced that Peru became the first country in LAC to meet the EITI compliance requirements. For more information, see www.iadb.org/es/noticias/anuncios/2012–06–28/transparencia-en-las-industrias-extractivas,10048.html. (RG-X1129)
ICMM Stakeholder Dialogue Platform in Peru in 2013 in coordination with the Andean Group Country Department (CAN/CAN) and ORP/ORP. (RG-X1129)
Participation as observers on EITI Board meetings generating synergies and identifying avenues for cooperation between the Bank and relevant stakeholders. During 2013, the RG-X1129 team participated in the EITI bi-annual meeting in Sydney, Australia (May 2013). (RG-X1129)
Organization of capacity-building workshops in 2013 on the extractive industries for public officials and civil society organizations in the Caribbean region. (RG-X1129)
Colombia hosted several countries of the LAC region to discuss the benefits of transparency in the management of mineral resources and hydrocarbons in Bogota on November 19, 2013. (RG-X1129)
Organization of engagement workshops (Washington D.C. in September 2014, Lima in November 2014, Bogota in January 2015) with regional stakeholders for assessment of critical priorities and expectations for IDB support in the extractives sector. The workshops provided key input into the IDB's Action Plan for the Extractive Sector, which was finalized in April of 2015. (RG-T2496)
The Fund organized sessions on extractives governance at the 2015 OECD Integrity Week,18 in Paris, on March 25–26, featuring high-level participants from Colombia, Peru and Trinidad and Tobago.
The Fund organized sessions on extractives governance at the 2015 International Anticorruption Conference (IACC), in Putrajaya, Malaysia, featuring high-level government policy makers (Ministry of Energy and Mining, Peru), the private sector (Statoil), civil society (the Natural Resource Governance Institute), and multi-stakeholder initiatives (the EITI).
The organization of the 7th EITI Global Conference in Lima, on February 24–25, 2016, provided a unique opportunity for the Fund to continue supporting the initiative. The conference took place for the first time in Latin America, at a time when declining prices of raw materials made transparency in the sector an increasingly important priority for the governments of the region. The Fund supported the conference (through projects RG-T2521 and RG-T2496), and various activities were jointly organized by the Bank's Institutional Capacity of the State and Energy divisions: • A Plenary Session, moderated by IDB Executive Vice-President Julie Katzman, focused on the role of transparent information to strengthen governance in the sector and showcased the Fund's work in this area. • A Technical Session on publication of data at the subnational level, in which Carlos Santiso, Chief of the Bank's Institutional Capacity of the State Division, participated as a speaker. • A Roundtable on the challenges and opportunities of the extractives sector, co-chaired by Canadian Ambassador to Peru, Gwyn Kutz, with high-level representatives from the governments of Argentina, Colombia, the Dominican Republic, Ecuador, Honduras, Mexico, and Peru.
Natural Resource Governance in Latin America and the Caribbean: Social and Environmental Policies for Inclusive Growth. Presentation can be found here. A full report of the event, including a summary of the speech, can be found here. Wilson Center and the World Bank, Washington DC, March 3, 2016.
Table of Experts: Doing More with Less: Institutional Solutions for the Development of the Mining Sector (Más con Menos. Soluciones Institucionales para el Desarrollo Minero Energético). Revista Semana, Revista Dinero and Inter-American Development Bank, Bogotá, Colombia, November 13, 2015.
Transparent Governance in Latin America's Extractive Industries. Presentation at Brookings Institution, Washington DC, November 4, 2014.

(continued on next page)

Table A7: Knowledge and Dissemination Outputs, Natural Resource Governance *(continued)*

Regional workshops on EITI implementation and other extractives transparency issues
19th Board Meeting of the Extractive Industries Transparency Initiative (EITI), organized by the EITI Secretariat, and Management Committee Meetings, on the EITI Implementation Support Facility, organized by the World Bank. Sussex, UK, February 2012. Observer on behalf of the Inter-American Development Bank.
Toward a More Transparent and Accountable Oil Sector: New Challenges and Opportunities, organized by Grupo Faro and the Inter-American Development Bank, Quito, Ecuador, October 2010.
Presentation at the first Global Conference on Transparency Research Rutgers University-Newark, May 19–20, 2011. (with Nicolas Dassen). Paper Promoting Targeted Transparency Policies in Latin America. IDB's Support for Transparency in Ecuador's Extractive Industries.
Knowledge products on EITI implementation and other extractives transparency issues
Chapters for the Central American Country Department (CID/CID) publication aimed at examining the preparedness of the Central American countries to manage, control the extractive industries sector, 2012. The studies ("Transparency, Revenue and Expenditure Public Management, and Inter-Institutional Coordination" and "Mining Cadastre Information Management in Central America") are yet to be published (RG-X1129).
Preparation of a comparative study on tax treatment of the mining industries in Argentina, Bolivia, Brazil, Colombia, Ecuador, Jamaica, Mexico, and Peru, highlighting the fiscal and institutional impact on the corresponding subnational governments, 2012 (RG-T2496).
Technical inputs provided to the World Bank's publication "Extractive Industries Transparency Initiative (EITI) Implementing EITI for Impact. A Handbook for Policy Makers and Stakeholders," 2012.
Technical Note: "Colombia 2030: Improving the Management of the Mining Sector" ("Mejorando la gestión del sector minero-energético") by Diego Arisi, Alix Cortés, and Juan Cruz Vieyra (2016).
The publication (editing, printing, and translation) of the book *Transparent Governance in an Age of Abundance* – Experiences from the Extractive Industries in Latin America and the Caribbean by Juan Cruz Vieyra and Malaika Masson (eds.) (2014). This book highlights how transparency can help realize the benefits and reduce negative externalities associated with the extractive industries in the region. A central message is that high-quality and well-managed information is critical to ensure the transparent and effective governance of the sector. The insights from experiences in the region can help policymakers design and implement effective regulatory reforms and adopt international standards that contribute to this goal.
Technical Note on the fiscal framework in the mining sector in Panama (confidential) (2016)
Publication of the paper "Extractives in Latin America and the Caribbean: The Basics," January 2016. This note provides a snapshot of key indicators of the Latin America and the Caribbean (LAC) extractives sector: the basic elements underpinning current debates. The first section examines LAC reserves and production of hydrocarbons and minerals. The second section explores recent market and investment trends, considering its effects on LAC economies. The final section concludes noting emerging social transformations in the sector and the need to foster a sense of shared responsibility among stakeholders.
Unlocking Central America's Mineral Potential: Leveraging Transparency to Address Governance Challenges, Juan Cruz Vieyra and Juan Carlos Quiroz in the journal: *The Extractive Industries and Society* (2016).
Under the project, the Bank and the United States Geological Service (USGS) signed a cooperative agreement in 2015, which will serve as a framework to produce geospatial maps for LAC's extractive sector. Maps are expected to be completed in 2016. (RG-T2496) Set up the CRADA agreement. Maps, datasets, analysis/report, technical manual. USGS will launch a website.
"Regulatory and institutional frameworks of Mining in Latin America" ("Marcos normativos e institucionales de la minería en América Latina") by Diego Vio Gorget and Martin Walter (2016).

Table A8: Knowledge and Dissemination Outputs, Open Government

Organization and/or sponsoring of events (international and national)
The project helped raise awareness of issues related to land tenure transparency by supporting the Massive Open Online Course "Urban Development and Housing," which ran during the summer of 2015 and featured 6,608 participants. (RG-T2490)
On September 28, 2015, the Fund co-hosted with the IDB's Office of the Executive Director for Chile an event on Chile's Transparency and Integrity Agenda. The event took place at the Bank's Headquarters in Washington, D.C. and featured Eduardo Engel, chair of the Presidential Advisory Council against Corruption, Influence Peddling and Conflict of Interest, and former Vice President of Costa Rica Kevin Casas Zamora. The discussion was an opportunity to reflect on Chile's reaction to recent corruption scandals, and on the ongoing effort to overhaul the country's transparency and integrity framework, at a time when other LAC countries have undertaken similar reform processes.
The Fund participated in the 2015 Open Government Partnership (OGP) Global Summit, held in Mexico City on October 27–29, by co-hosting a session taking stock of the second wave of action plans issued by LAC countries. The OGP summit was also an opportunity to meet with key partners and counterparts and receive updates on the latest trends and innovations in the Region, at a time when the Fund's Open Government pillar is gaining traction.
The findings from these knowledge products were disseminated during the "II Inter-American Conference for Cadasters Property Registries," held in Panama City in September 2016. The Fund supported the participation of public officials from the region in the event and the organization of a special workshop on land governance with ministers. (RG-T2490)
Two Workshops in Chile in 2016: "Support Fund for the Strengthening of Public Education, Lessons Learned and Challenges." One was held in the region of Araucanía and another in the Metropolitan region. (CH-T1154)
Second Inter-American Conference on Land Registries and Property in 2016 ("II Conferencia Interamericana de Catastro y Registro de la Propiedad"). The TC funded the participation of several officials and included a special workshop on land governance with ministers. (RG-T2490)
Participation in two panels in regional conferences: The 2016 Regional Summit of the Open Government Partnership and the Regional Policy Dialogue on Open Government. (UR-T1122)
Strategic support and training for the Uruguayan Social Innovation Lab, provided by MINDLAB, Denmark's innovation laboratory, and a global reference in policy innovation 2016. The training focused on the strengthening of methodologies, innovation practices, and strategy. The person in charge of building an innovation lab for the national administration in Peru was invited to participate in the workshop with MINDLAB in Uruguay, in an example of South-South cooperation. The output of the training session was a final report, which includes best practices, technical documents, and recommendations for Uruguay's innovation lab in the areas of strategy, governance, and innovation methods. (UR-T1122)
Regional Policy Dialogue on Open Government in LAC, 2014-present. In April 2014, the IDB launched the Regional Policy Dialogue on Open Government with the aim of promoting regional cooperation to face the challenge of implementing open government policies. The Dialogue is a space for the exchange of knowledge, experiences, and innovative practices at the ministerial and/or vice-ministerial levels between the 26 borrowing countries of the Bank, multilateral agencies, and international experts. In previous years, the Dialogue was held in Washington (2014) and Asunción (2015), and countries shared experiences in citizen-oriented open government policies, public services improvement, and transparency enhancement.

Table A8: Knowledge and Dissemination Outputs, Open Government *(continued)*

Knowledge and dissemination products on open government, including lessons learned from TF-supported operations and South-South cooperation
In 2016, completion of the "Report on Good Practices for Transparency and Consumer Protection for Financial Service Clients." The project identified, together with banking associations, good and viable practices to enhance transparency and consumer protection. (RG-1790)
Three public expenditure studies were completed in 2015, focusing on the transparency and efficiency of public expenditures in the transportation, energy, and social security sectors. The studies found that in LAC, subsidies often reach the nonpoor. About 39.2% of resources from conditional cash transfer programs, which are meant to have redistributive effects, were found to filter to households that are not at the bottom of the income pyramid. About 80% of energy subsidies were found to be pro-rich. (RG-T2508)
A 2015 report on international best practices in the regulation of conflict of interest and design of codes of ethics for public administration. (CH-T1155)
In April 2016, "The State of Social Housing in Six Caribbean Countries" was published. The book reviews the implementation of social housing programs from in The Bahamas, Barbados, Guyana, Jamaica, Suriname, and Trinidad and Tobago. (RG-T2490)
In May 2016, "A Methodological Framework for Comparative Land Governance Research in Latin America and the Caribbean" was published. Starting from challenges in land tenure (e.g. informality and overlapping mandates for titling, mapping, and registration), it identifies gaps in land governance in LAC and provides a comparative methodological framework for field research. (RG-T2490)
Creating and delivering reports on case studies in four municipalities of the country, as well as a report on the application of a national survey to school municipal financial backers, 2016. (CH-T1154)
In 2016, the project on public expenditure supported the elaboration of 1. a regional study on the efficiency of public spending on energy, transportation, and social assistance; 2. a regional study on the financial viability of pension systems; 3. a Pensions Database for Argentina at the province level (2001–2016); and 4. a Database on the Efficiency of Public Spending in the Health and Education Sectors (RG-T2508).
A 2017 best practices paper was published on digitizing government payments and receipts from case studies on Colombia, Peru, Nicaragua, and Jamaica. (RG-T2550)