

TC Document

I. Basic Information for TC

▪ Country/Region:	REGIONAL
▪ TC Name:	Digital Solutions for Transparency and Integrity in Latin America and the Caribbean
▪ TC Number:	RG-T4519
▪ Team Leader/Members:	Vieyra, Juan Cruz (IFD/ICS) Team Leader; Johnson Naveo, Odile Ivette (INE/INE) Alternate Team Leader; Allen Rosica Popova (INE/INE); Lagarda Cuevas, Guillermo (IFD/ICS); Andara Chacon, Freddy Antonio (VPC/FMP); Dassen, Nicolas (IFD/ICS); Guzman, Natalia (SCL/EDU); Alvarez Bollea, Maria Cecilia (IFD/ICS); Wilks, Jason Malcolm (IFD/ICS); Bonilla Merino Arturo Francisco (LEG/SGO); Gonzalez Chacon Marianna Jose (IFD/ICS); Jackson, Moreno Randal (CCB/CSU); Cuba Valdivia, Abel Armando (VPC/FMP); De Simone, Francesco (IFD/ICS); Veyrat-Pontet, Alexandre (IFD/ICS); Schineller, Sarah (IFD/IFD); Purcell Matos Vivian Alejandra (IFD/ICS); Angel Canarete Hugo Alberto (ITE/IPS)
▪ Taxonomy:	Client Support
▪ Operation Supported by the TC:	.
▪ Date of TC Abstract authorization:	.
▪ Beneficiary:	Panama, Dominican Republic, Paraguay, Honduras
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	OC SDP Window 2 - Infrastructure(W2B); OC SDP Window 2 - Institutions(W2C)
▪ IDB Funding Requested:	OC SDP Window 2 - Infrastructure (W2B): US\$200,000.00 OC SDP Window 2 - Institutions (W2C): US\$380,000.00 Total: US\$580,000.00
▪ Local counterpart funding, if any:	US\$0
▪ Disbursement period (which includes Execution period):	24 months
▪ Required start date:	May 2024
▪ Types of consultants:	Individuals; Firms
▪ Prepared by Unit:	IFD/ICS-Innovation in Citizen Services Division
▪ Unit of Disbursement Responsibility:	IFD/ICS-Innovation in Citizen Services Division
▪ TC included in Country Strategy (y/n):	Yes
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2024-2030:	Environmental sustainability; Gender equality; Institutional capacity and rule of law; Productivity and innovation

II. Objectives and Justification of the TC

2.1 The objective of this Technical Cooperation (TC) is to support countries in Latin America and the Caribbean to improve the transparency and integrity of budget, public and private investment, and procurement systems. This TC will provide support to the implementation of IDB's InvestmentMap Initiative,¹ particularly fostering the design of new digital tools, strengthening accountability and citizen participation mechanisms, facilitating the identification of gender gaps and climate impacts, and promoting institutional mechanisms and incentives to accelerate the

¹ www.iadb.org/investmentmap.

digital transformation of governments. The TC supports the sustainability of the InvestmentMap Initiative, enhancing its strategic framework and impact. This joint initiative between the Innovation in Citizen Services Division and the Infrastructure and Energy Sector, aimed at enhancing multi-sector technical assistance to the Bank's clients.

- 2.2 Countries in the region face the challenge of closing infrastructure gaps by scaling up public and private investment under constrained fiscal space and struggling with the effects of climate change, reducing gender and diversity gaps and mismanagement of public resources. To improve the delivery of public services and reduce poverty, it is necessary to strengthen the capacity of governments to spend effectively and efficiently. As public and private investment is a key policy of national strategies to drive economic development, it is also crucial to address a range of issues related to planning, financing, project selection and public procurement. In this context, integrity and transparency in the management of public resources are fundamental to: (i) strengthening the allocation and execution of public spending; (ii) reducing gender gaps and risks stemming from climate change; (iii) identifying infrastructure gaps and helping to prioritize public and private investments; (iv) ensuring the efficiency of public and private investment projects at the national and subnational levels for equitable development; (v) strengthening internal and external control and accountability; (vi) improving the business climate to encourage investment; (vii) increasing citizen participation and trust in governance, policies, and institutions; and (viii) promote the transparency of beneficial ownership in compliance with international standards through digital tools to prevent and detect fiscal crimes and corruption.
- 2.3 Transparency and integrity are seen as a means of strengthening institutional capacity and the rule of law.² Preventing and controlling corruption requires institutions, policies, processes, and information systems that are flexible, open, efficient, and reliable. Institutional reforms to reduce corruption could generate about US\$1 trillion in tax revenues per year, or 1.25% of global GDP (IMF, 2019).³ In this context, the criteria of information quality and timeliness, credibility, ease of understanding, comparability, and the ability to share and disseminate, as well as data privacy protection, have become aspects of enormous importance for public administrations.
- 2.4 The IDB's Transparency and Integrity Sector Framework highlights the importance of supporting countries in the strategic and timely adoption of international standards on transparency and integrity. This TC is in line with this recommendation as it seeks to support countries in implementing international standards and initiatives such as

² [IDB Group Institutional Strategy](#).

³ [IDB \(2020\). Transparency and Integrity Sector Framework Document](#).

“Open Contracting”,⁴ CoST,⁵ OGP,⁶ GIFT,⁷ EITI,⁸ FATF,⁹ IMF¹⁰ and OECD,¹¹ among others (see Annex V).¹² It also supports credibility and public confidence¹³ in the efficient and transparent management of public resources. Evidence shows that the lack of institutional quality affects citizens' trust in government, productivity, and economic growth.¹⁴

- 2.5 Improving transparency throughout the budget cycle, investments and public procurement means promoting institutional capacity and providing countries with innovative solutions to strengthen the management, analysis, and visualization of information.¹⁵ While the InvestmentMap initiative has obtained several results, there are still important challenges in Latin America and the Caribbean with regards to the management of information that would allow transparency. Integrated Financial Management Information Systems (IFMIS), National Public Investment Systems (NPIS), and Electronic Government Procurement (eGP) are critical to improving the transparency and integrity of public resources. They consolidate financial information, enable real-time control, and automate processes to reduce errors and fraud. NPIS ensures strategic alignment of investments, while eGP establishes clear rules for procurement, minimizing the risk of corruption. These systems facilitate audits, strengthen accountability, and provide public access to information, encouraging citizen participation in government oversight. In simple words, these systems are the ones that do the management of the different functions and generate the information that could be used in transparency platforms, such as InvestmentMap.
- 2.6 While the InvestmentMap initiative feeds on the quality of the above mentioned systems, it is still essential to (i) diagnose the current state of information systems, the information available and the information exchange capacity of beneficiary entities; (ii) design and build technological tools to strengthen information management in a timely manner; and (iii) promote the use of data and digital solutions to improve public oversight and decision-making on the use of public resources and the traceability of public resources from their origin to the planning, execution and control of expenditures, investments and public procurements. New technologies are key tools to promote monitoring, control, and accountability.¹⁶ In addition, it is crucial to improve the gaps and obstacles in meeting international standards of transparency and integrity, and thus the technical and functional requirements to implement InvestmentMap as a responsible strategic public policy.

⁴ See: <https://www.open-contracting.org/>.

⁵ See: <https://infrastructuretransparency.org/>.

⁶ See: <https://www.opengovpartnership.org/>.

⁷ See: <http://www.fiscaltransparency.net/>.

⁸ See: <https://eiti.org/>.

⁹ See: <http://www.fatf-gafi.org/publications/fatfrecommendations/documents/fatf-recommendations.html>.

¹⁰ See: <https://www.imf.org/en/About/Factsheets/Sheets/2016/07/27/15/45/Standards-for-Data-Dissemination>

¹¹ See: <http://www.oecd.org/corruption-integrity/explore/oecd-standards/integrity-recommendation/>; and <http://www.oecd.org/tax/transparency/>.

¹² These standards are tools that can facilitate the achievement of SDG 16.

¹³ See: [OECD and IDB \(2020\). Panorama of Public Administrations in Latin America and the Caribbean.](#)

¹⁴ See: [IDB \(2020\). Transparency and Integrity Sector Framework Document.](#)

¹⁵ See: [Hayman \(2020\). Emergency Procurement for COVID-19: Buying Fast, Open and Smart.](#)

¹⁶ See: [Kumar By Adi Kumar, Leah Pollack, Navjot Singh, and Catharina Wrede Braden. Crisis nerve centers: Supporting governments' responses to coronavirus.](#)

Finally, to accelerate the digitization of governments, sectors and territories, institutional and incentive mechanisms will be promoted.

- 2.7 This TC will support countries in their efforts to promote: (i) integration of information systems for decision making; (ii) active transparency through digital platforms;¹⁷ and (iii) citizen participation for greater accountability. In addition to ensuring ownership by government counterparts, this approach will improve the homologation, data quality and adoption of international standards by public institutions and make diagnoses of the management of public resources in the region.
- 2.8 Likewise, this TC complements and represents an evolution of the [InvestmentMap](#) initiative,¹⁸ which has been key to the design and implementation of intuitive platforms focused on data geo-referencing and traceability of public resources.¹⁹ This initiative has proven to be of corporate importance for the IDB (see Annex XII), taking advantage of economies of scale and producing concrete results in the efficiency of the execution of public resources in fourteen countries.²⁰ In addition, this project focused on strengthening information management is complemented by [ATN/OC-20184-RG](#), [ATN/OC-20185-RG](#) and [ATN/OC-20186-RG](#) to assist Caribbean countries in disclosing information about National Infrastructure Investment Plans (NIIPs) with gender and climate change considerations.
- 2.9 The InvestmentMap Initiative has achieved several results over the years. The first phase ([ATN/AA-15682-RG](#)) developed the concept of InvestmentMap at the regional level, created a search engine and designed an experimental impact assessment model. Phases II and III ([ATN/AA-16773-RG](#) and [ATN/OC-17104-RG](#)) proposed innovations in areas such as (i) interaction mechanisms on the platform for social control of investments; (ii) visualization of information on sectors at the territorial, sectoral and funding source levels; (iii) greater citizen participation. Phase IV ([ATN/AA-18047-RG](#), [ATN/OC-18048-RG](#)), developed a module for monitoring, follow-up, control and evaluation of the use of public resources and complementary measures to address the COVID-19 crisis (programs, subsidies, contracts), open data and articulation with integrity and control channels (see conceptual model in Annex XI). As part of the continuous and incremental improvement process of InvestmentMap platforms; in a new phase ([ATN/AA-18638-RG](#), [ATN/OC-18637-RG](#)), important progress has been made to provide a more complete traceability of public resources by linking planning, budgeting and public procurement systems. Progress has also been made in the creation of algorithms to provide early warning of atypical events that occur in the different stages of the public procurement process, and in the digitization of processes to manage public investment project information more efficiently through digital data upload repositories connected to accountability platforms ([ATN/AA-19268-RG](#), [ATN/OC-19269-RG](#)). The final phase ([ATN/AA-19962-RG](#), [ATN/OC-19961-RG](#)) included the consolidation of the InvestmentMap Community of Practice, which is composed of public officials from beneficiary institutions throughout Latin America

¹⁷ The management and the right to use the technological tools created by this TC will be transferred to the countries through a license agreement.

¹⁸ See: <https://www.iadb.org/en/who-we-are/topics/reformmodernization-state/investmentmap/countries>.

¹⁹ See: <https://blogs.iadb.org/administracion-publica/es/datos-interfaces-y-mapas-de-donde-venimos-donde-estamos-y-hacia-donde-vamos/>.

²⁰ Colombia, Jamaica, Bahamas, Argentina, Peru, Trinidad y Tobago, Paraguay, Costa Rica, Dominican Republic, Ecuador, Honduras, Barbados, Panama and Suriname.

and the Caribbean, civil society organizations, and private sector representatives. Improvements were also made in citizen participation mechanisms through AI – based chatbot prototypes, and in the traceability of public resource management.

- 2.10 Through InvestmentMap, the IDB has achieved a number of very useful advances for the countries of the region, including: (i) continuous improvements in the design of the platforms, optimizing the user experience; (ii) incorporation of new layers of priority data on the use of public resources;²¹ (iii) improvements in the mechanisms for citizen participation included in the platform;²² (iv) critical improvements in the management layers and use of analytical tools, including the creation of an early warning system for procurement and contracting; (v) generation and dissemination of knowledge on the results of the work in the countries, including lessons learned; (vi) implementation of new standards for measuring the quality of information available to the public; (vii) strengthened dialogue and technical cooperation with the private sector and civil society; (viii) conducted training for journalists on the use of InvestmentMap platform data to promote its use by key audiences; (ix) consolidated the regional InvestmentMap Community of Practice through annual meetings;²³ (x) implemented conceptual and functional recommendations received;²⁴ (xi) supported new countries in identifying existing challenges in terms of systems, interoperability and information needed to implement InvestmentMap; and (xii) developed prototypes of AI-based chatbots to enhance citizen participation. Despite the achievements made, as technology advances rapidly and the demand for transparency increases, it becomes crucial to deepen the digital transformation of governments in an efficient, transparent, and secure manner. This entails considering changes in the organizational models, methods, and processes of public institutions involved. In this context, there is a growing and evolving space to support countries in strengthening transparency in the management of public resources through the development of digital solutions to enhance accountability.
- 2.11 **Impact evaluation.** The impact of the activities financed under this TC will follow previous efforts to measure the impact of the InvestmentMap through quantitative and qualitative evaluations.²⁵ Evaluation of results and impact will be regularly performed during the implementation of the TC and take into account both technical aspects as well as operational aspects such as ownership of the digital solutions by different counterparts. Previous evaluations, have highlighted the following results: (i) improvements in the performance of public investment projects based on the dissemination of information, for example, in Colombia an improvement in execution efficiency of almost 8 p.p. since the launch in 2014, and in Costa Rica projects show better financial performance of up to 15 p. p one year after the launch; (ii) increased citizen oversight through visits to the platform, in Argentina more than two million users have used the platform, registering more than 500 comments from citizens; (iii) increased press coverage in Costa Rica, Dominican Republic, Panama,

²¹ Information on budgetary programs, subsidies, public procurement, contracts, donations, financing and progress of resources foreseen for the COVID-19 emergency law was incorporated, as well as information on investment projects with their cost, duration, stages and sources of financing.

²² Improvements include the development of closed consultations through surveys, an open comments module and the administration of citizen participation.

²³ See: [InvestmentMap Community](#).

²⁴ See: [InvestmentMap blog entry](#).

²⁵ Annex X of this TC provides more details of the impact evaluation framework for the InvestmentMap Initiative, which will continue to be used under this TC.

Honduras and Argentina on issues of government accountability based on the use of data from InvestmentMap platforms; (iv) increased government engagement and interest through new requests for technical assistance and active participation in InvestmentMap Community of Practice events; and (v) alignment of policies and activities in lending operations in different countries with the InvestmentMap initiative.

- 2.12 **Operational Impact.** The InvestmentMap initiative has become a flagship project of the Bank to help countries strengthen their transparency and integrity policies and strategies. The relevance of this initiative is demonstrated not only by the continuity of regional technical cooperation approved over the years, but also by its presence in various loans that the Bank has granted to different countries in the region, reflecting a genuine demand from the borrowing countries and the importance they attach to it as an activity or public policy. In the case of Colombia, the initiative was included in two investment loans ([2977/OC-CO](#), US\$8M, closed, and [3594/OC-CO](#), US\$30M, in implementation). It was also included in investment loans in Argentina ([5490/OC-AR](#), US\$37M, in implementation) and the Dominican Republic ([5505/OC-DR](#), US\$60M, in implementation). In the case of Paraguay ([5244/OC-PR](#), US\$250M, closed), Dominican Republic ([5062/OC-DR](#), US\$250M, closed), Honduras ([5593/BL-HO](#), US\$195M, closed) and Suriname ([5839/OC-SU](#), US\$195M, closed), InvestmentMap was included as a policy measure in budget support loans.
- 2.13 The beneficiaries of this TC will be the central governments of the Bank's borrowing member countries that join the initiative, mainly the ministries of economy and finance.²⁶ The beneficiary countries will provide the necessary information for the development of TC products and activities. They will also work with the Bank's technical team to define functionalities, identify, and provide access to the necessary databases, and encourage the participation of various institutional actors that may be identified during TC implementation. They will also play a key role in the implementation of appropriate communication campaigns to make information or new functionalities known to the public (Annex XVI). In the case of Paraguay, support will be provided to customize the InvestmentMap platform to visualize public priority investment projects in key areas such as health and education, and to provide citizens with access to updated physical and financial execution data to enable citizen oversight. In Panama, support will be provided to integrate various thematic indicators into the Nation's Budget to provide citizens with insights regarding gender and climate change, thereby fostering greater engagement with the different public policies aimed at addressing gender disparities and mitigating climate impacts in the country. In the Dominican Republic, this TC will strengthen the traceability and transparency of public resource management through the InvestmentMap platform. In Honduras, support will be provided to improve the functionalities of the InvestmentMap platform, such as analytical dashboards to identify gaps and thus improve the allocation and management of public resources, as well as promote citizen participation. Furthermore, this TC will enhance countries' institutional capacities to manage information efficiently and transparently in the

²⁶ This interest of the countries will be materialized through the sending of letters of request to benefit from this TC. To date, this TC has been requested by Honduras and the Dominican Republic. Paraguay and Panama have expressed interest in receiving support from this TC and are currently in the process of submitting letters of request through the appropriate channels.

extractive sector. These enhancements are critical for accelerating economic growth and for improving and expanding platforms already accessible to the public. The selection of additional beneficiary countries will be made based on the order in which requests for support are received from countries,²⁷ and will in no case affect the objective of the TC, the scope of the components and the costs associated with the TC. The target audience will be national, provincial, and municipal governments, civil society, businesses, sectoral organizations, cooperation agencies, and government oversight agencies that will be able to use the InvestmentMap platforms to monitor public and private investment projects, public spending, and public procurement.

- 2.14 The experience of Italy in this area is particularly relevant. The Government of Italy, particularly through the Guardia di Finanza (GdF), Italy's financial police, has been at the forefront of the fight against corruption and money laundering. The TC proposes a regional workshop, to be organized in partnership with the GdF, to explore the use of digital tools to fight corruption, money laundering, and other forms of white-collar crime. As a result of the workshop, the objective is to identify possible synergies between the InvestmentMap initiative and the GdF. The cooperation will take place within the framework of the MoU currently being finalized between the Bank and the GdF.
- 2.15 With the aim of strengthening transparency and citizen participation, as well as the states' capabilities in artificial intelligence, this TC will also enable the deployment of a chatbot solution based on LLM (Large Language Model) that will use the InvestmentMap platforms. This will allow for increased citizen participation and a better user experience.
- 2.16 **Strategic Alignment.** The TC is consistent with the IDB Group Institutional Strategy: Transforming for Scale and Impact (CA-631) and is aligned with the objectives of: (i) reduce poverty and inequality by increasing transparency and integrity in the management of public resources; (ii) address climate change by helping countries reduce infrastructure gaps through the prioritization of low-carbon, resilient, and inclusive investment projects; and (iii) bolster sustainable regional growth by supporting countries to improve the financial and physical progress of public investment projects. The Program is also aligned with the operational focus area(s) of: (ii) gender equality and inclusion of diverse population groups; (iii) institutional capacity, rule of law, and citizen security; and (vi) sustainable, resilient, and inclusive infrastructure. The latter also brings the TC in line with the Climate Change Sector Framework Document (GN-2835-13). In addition, the TC is also aligned with Priority Area 3 (Effective, Efficient and Transparent Institutions) of the Strategic Development Program of the Ordinary Capital (GN-2819-14), as the TC will contribute to making public institutions and policies more effective, efficient and transparent, while improving the transparency of the budget, public and private investments and procurement, and strengthening the application of the rule of law and the fight against corruption. In addition, the TC is aligned with the Bank's Integrity and Transparency Sector Framework (GN-2981-2) and provides timely support for the proposed action lines on public sector integrity (¶2.4).
- 2.17 This TC is also aligned with IDB Group strategies in Paraguay (GN-2958), the Dominican Republic (GN-3084), Panama (GN-3055), and Honduras (GN-2944). In

²⁷ Annex VII of this TC provides further criteria to be considered.

Paraguay, it is aligned through the following strategic priority areas: (i) Public management and institutions, which is also aligned with the National Development Plan 2030, which prioritizes areas such as efficient and transparent public management. In the Dominican Republic, it is aligned through the following priority areas: (i) Improving public management and the institutional framework, with attention to gender and diversity, climate change adaptation, digitization, institutional capacity, and the rule of law, with an emphasis on transparency. In Panama, it is aligned through the following strategic objectives: (i) modernizing public administration; and (ii) improving the delivery of basic services. In Honduras it is aligned through the following strategic objectives: (i) improve budget management, and (ii) improve the quality and efficiency of public spending.

III. Description of activities/components²⁸ and budget

3.1 **Component 1. Identification of institutional and digital needs (US\$100,000).**

This component will finance the following activities: (i) Review of existing information systems, data governance, characterization of the entities that generate information, data collection, web services for automatic connection to databases, indicators, cybersecurity and information technologies available in the different agencies (budget, public procurement, public and private investment, project banks, transfer and subsidy systems, among others); (ii) conducting a legal and regulatory analysis on the limits and challenges for the transparency of public information; (iii) evaluate opportunities to promote the transparency of beneficial ownership of public contracts; (iv) identifying the business and monitoring processes that these information systems support; (v) identifying risks and control points for the development of early warnings or red flags in public procurement and contracting; and (vi) identifying institutional requirements for the digitization of processes aimed at improving the management of public and private investment projects through digital repositories for data entry. The expected outcome of this component is a better understanding of the information systems, existing portals, and processes in each country, both before and during the development process. This will make it possible to: (i) identify and analyze opportunities for improving information systems; (ii) determine what information can be published based on existing legal and regulatory frameworks and government policies; (iii) identify possible improvements in data flows, integration systems and technologies used by entities responsible for managing budget, investment and public procurement information; (iv) identify opportunities for implementing early warning systems in public procurement and contracting.

3.2 **Component 2. Development, implementation, and delivery of digital tools for data visualization, citizen accountability and decision making (US\$180,000).**

This component will finance the following activities: (i) design and development of tools to visualize structured and unstructured information on the budget and its execution, public and private investments and public procurement; (ii) data quality review and assessment to improve the accuracy, completeness, consistency, uniqueness, timeliness, and validity of all data to be published on the platforms; (iii) parameterization of software components, information integration mechanisms, cybersecurity and development of open data functionalities within the framework of

²⁸ These activities are mainly designed with the scope of national governments. If a subnational government expresses interest, the request will be assessed and processed through the Bank's official channels in each country.

the platforms to be improved and created; (iv) deployment of artificial intelligence (AI) solutions, including chatbots based on LLM within the InvestmentMap platforms; (v) identifying patterns and trends of inefficiencies in the allocation and execution of public resources including gender, diversity and climate change considerations; and (vi) follow-up, evaluation, knowledge transfer and monitoring of existing platforms in the countries and strengthening the usability of platforms and tools with the contribution of key stakeholders in each country. The expected outcome of this component is a new version of the digital platforms that comprehensively support information on budget, investments, public procurement, results, and impacts. This will enable (i) the design and development of pilot projects for data visualization, including the analysis and reporting of the level of quality of the information to be published and the creation and optimization of mechanisms for updating the status and quality of the information to be visualized on the platform; (ii) the parameterization of software components, information integration mechanisms, cybersecurity and the development of open data functionalities; (iii) the follow-up, evaluation, knowledge transfer and monitoring of existing platforms in the countries and the strengthening of the usability of platforms and tools with the contribution of key actors in each country.

- 3.3 **Component 3. Development and strengthening of platforms to identify infrastructure gaps and prioritize the associated specific investment projects (US\$250,000).** This component will finance the following activities: (i) design and construction of data management tools to collect and manage information on public infrastructure gaps and pipeline projects prioritized in the NIIPs; and (ii) customization of InvestmentMap platforms to assist policy makers in the public and private investment decision-making process and to improve accountability to citizens on the use of public resources. The expected outcome of this component is the geo-referencing in InvestmentMap platforms of the infrastructure gap analysis, and all projects identified in the NIIPs prioritization. This will make it possible to: (i) improve sector planning; (ii) facilitate the bankability of prioritized projects including gender and climate change infrastructure; (iii) complement the decision-making process of public officials with a digital solution that overlays infrastructure gaps and investment projects that the government is planning and implementing; and (iv) strengthen accountability to citizens and transparency of public infrastructure planning and budget management.
- 3.4 **Component 4. Consolidation of knowledge about the initiative, citizen participation and dissemination at the regional level (US\$50,000).** This component will finance the following activities: (i) joint regional workshop with the Italian GdF and members of the InvestmentMap initiative on the use of digital tools for anticorruption and transparency; (ii) development of mechanisms to enhance citizen participation and interaction, including the application of artificial intelligence; (iii) monitoring of citizen participation; (iv) design and implementation of communication plans and products; (v) innovation in materials and technologies to maximize the impact of the platform among key stakeholders, such as citizens, civil society, media and businesses; (vi) training of journalists and key audiences in the intensive use of platform data; (vii) evaluation of results and impact on the dissemination of information on the efficiency of public and private resource management; (viii) development of a general sustainability framework for the InvestmentMap Initiative, to be customized at the country level; (ix) training of journalists and key audiences in the intensive use of data from the different platforms; (x) evaluation of results and impact on the dissemination of information

on the efficiency of public resource management; (xi) consolidation and strengthening of a community of good practices at the regional level, composed of civil society, the private sector and the public sector, to monitor the development of the platforms in the countries; (xii) conduct a TechSprint event focused on innovation around the InvestmentMap initiative, with the goal of improving public transparency and reducing corruption by identifying prototypes of technological solutions that could be interesting cases to incubate and promote their development;²⁹ and (xiii) engage in events aimed at enhancing accountability and transparency within extractive industries. The expected outcome of this component is an improvement in the consolidation and dissemination of knowledge at the regional level on budget transparency, public and private investment, and public procurement. The expected outcome of this component is to improve the consolidation and dissemination of knowledge at the regional level on budget transparency, public and private investment, and public procurement. This will enable: (i) improve citizen participation and interaction to support accountability; (ii) boost transparency by disclosing data in open formats for consumption by citizens, journalists, and other audiences; (iii) strengthen decision making processes by developing data intelligence reports; (iv) enhance the sustainability and self-sufficiency of the innovations implemented at the country level; and (v) provide training for investigative journalists; (vi) increase the visibility of tools based on knowledge products.

- 3.5 **Main products of the TC.** The main expected products are the strengthening and/or development of information and accountability platforms, including: (i) diagnostics and assessments completed; (ii) tools designed and strengthened, including artificial intelligence solutions, such as a chatbot; (iii) virtual platforms implemented; (iv) training workshops delivered; and (v) awareness raising campaigns designed/implemented.
- 3.6 **Indicative Budget.** The TC’s total budget is US\$580,000, financed by OC SDP Window 2 - institutions (W2C) with US\$380,000, and OC SDP Window 2 - infrastructure (W2B) with US\$200,000. The execution and disbursement periods will be 24 months. The table below shows the detailed budget.

Activity / Component	Description	Activity/ IDB/Fund Funding		Total
		W2C	W2B	
Component 1	Identification of institutional and digital needs	US\$100,000	US\$0.00	US\$100,000
Component 2	Development, implementation, and delivery of digital tools for data visualization, citizen	US\$180,000	US\$0.00	US\$180,000

²⁹ The TechSprint will be organized in collaboration with the [Alliance for Innovative Regulation \(AIR\)](#), a United States-based 501(c)(3) non-profit foundation that is a member of the InvestmentMap Community of Practice.

Activity /	Description	Activity/ IDB/Fund Funding		Total
	accountability and decision making.			
Component 3	Development and strengthening of platforms to identify infrastructure gaps and prioritize the associated specific investment projects	US\$50,000	US\$200,000	US\$250,000
Component 4	Consolidation of knowledge about the initiative, citizen participation and dissemination at the regional level	US\$50,000	US\$0.00	US\$50,000
Total		US\$380,000	US\$200,000	US\$580,000

IV. Executing agency and execution structure

4.1 At the request of the beneficiaries, the TC will be implemented by the Bank to increase flexibility and mitigate implementation delays. The overall coordination and technical supervision of the operation will be the responsibility of the Innovation for Citizen Services Division (IFD/ICS) and the Infrastructure and Energy Sector (INE/INE) in coordination with the respective country offices of the beneficiary countries. The IFD/ICS and INE/INE teams will be responsible for the management, planning, control and monitoring of the allocated financial resources and all activities related to the procurement of consulting and non-consulting services in accordance with all applicable policies and procedures, as well as for the adequate organization, monitoring and evaluation of the outputs envisaged under the TC. According to Annex 2 (OP-619-4), the implementation by the Bank - including the selection and contracting of consulting services on behalf of the beneficiary - is justified by the following criteria: (i) there is limited institutional capacity in the beneficiary countries to design these data visualization tools in an agile manner; (ii) the Bank has accumulated experience and knowledge in transparency and information management over the years, which in turn allows for economies of scale at the regional level and ensures that technical quality criteria are met during the design and implementation phases of InvestmentMap. This TC was created based on the lessons learned from the InvestmentMap initiative. Paraguay, Panama, Honduras, and the Dominican Republic expressed interest in the activities financed under this TC. The beneficiary countries requested the Bank to implement this TC, taking into account the experience gained in previous operations (see letters of request in Annex I). For the implementation of this TC, the Bank is building on this experience in three main areas: (i) strengthening public and private investment systems; (ii) innovation and information management; and (iii) open government and anti-corruption.

- 4.2 The activities to be carried out under this operation have been included in the Procurement Plan and will be carried out in accordance with the Bank's established procurement procedures, namely (i) individual consultants, as established in the document AM-650 - Complementary Workforce; (ii) consulting firms for services of an intellectual nature according to the Policy for the Selection and Contracting of Consulting Firms in Bank executed Operational Work (GN-2765-4) and its associated operational guides (OP-1155-4); and (iii) logistic services and other services other than consulting, according to the Corporate Procurement Policy (GN-2303-28). The Bank will use the knowledge generated in TC to enhance its institutional knowledge for the benefit of all borrowing member countries. Clients will request and/or give their no objection to the Bank's implementation of this project; to date, requests for assistance have been received from the Governments of Paraguay, Panama, Honduras and Dominican Republic.
- 4.3 The Bank may enter into a license agreement with each Beneficiary, in the form of Annex XIII, to formalize the terms and conditions for: (i) the use and management of the InvestmentMap Platform by the Beneficiary; and (ii) the granting of a license to the Beneficiary to use, manage, modify, and improve the Software developed by the Bank in the Platform and other products. The license agreement will comply with the Bank's policies, including the following disclaimer: "This platform has been developed with the support of the Inter-American Development Bank. However, the views expressed on this platform are those of the authors and platform administrators and do not necessarily reflect the views of the Inter-American Development Bank, its Board of Executive Directors, or the countries they represent".

V. Major issues

- 5.1 The following risks have been identified: (i) low political will to advance implementation; this risk will be mitigated by aligning the implementation of this TC with social and economic recovery, which is a priority issue, and at the same time with ongoing plans and broader institutional reforms for greater transparency; (ii) possibility that reforms will not be implemented due to limited capacity and/or lack of coordination; this risk will be mitigated by actions such as: (a) focusing on targeted training to support early results, showcase efforts, and gradually build capacity; (b) demonstrating to government authorities the value (economic, time, human resources) that comes from more efficient coordination; (c) recommending that a single body be designated as the inter-institutional coordinator for implementing the Platform; and (iii) sustainability of necessary technological reforms due to potential under-utilization of the platform or lack of financial resources to maintain and expand the digital tools; this risk will be mitigated by: (a) ensuring that public officials understand information management as a component of decision-making processes; (b) empowering civil society in information management and developing a communication strategy to disseminate the existence of the initiative and its benefits (Annex XVI); (c) supporting the application of analytical tools to identify critical aspects for the long-term viability of project outcomes and (d) identification of funding sources in countries to support InvestmentMap maintenance and expansion.

VI. Exceptions to Bank policy

- 6.1 This TC operation does not include any exceptions to Bank policy.

VII. Environmental and Social Aspects

- 7.1 This TC will not finance feasibility or pre-feasibility studies of investment projects with associated environmental and social studies; therefore, it is excluded from the scope of the Bank's Environmental and Social Policy Framework (ESPF).

Required Annexes:

[Request from the Client - RG-T4519](#)

[Results Matrix - RG-T4519](#)

[Terms of Reference - RG-T4519](#)

[Procurement Plan - RG-T4519](#)