

POLICY AND PROJECT IMPLEMENTATION SUPPORT

GY-T1140

CERTIFICATION

I hereby certify that this operation was approved for financing under the **Ordinary Capital Strategic Development Program for Countries (CTY)** through a communication dated April 24, 2017 and signed by Nadine Schiavi (ORP/GCM). Also, I certify that resources from said fund are available for up to **US\$145,000** in order to finance the activities described and budgeted in this document. This certification reserves resource for the referenced project for a period of four (4) calendar months counted from the date of eligibility from the funding source. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, represent a risk that will not be absorbed by the Fund.

ORIGINAL FIRMADO

Sonia M. Rivera
Chief

Grants and Co-Financing Management Unit
ORP/GCM

MAY 16, 2017

Date

Approved:

ORIGINAL FIRMADO

Carlos Santiso
Division Chief

Institutional Capacity of State Division
IFD/ICS

MAY 16, 2017

Date

TC Document

I. Basic Information for TC

▪ Country/Region:	Guyana
▪ TC Name:	Policy and Project Implementation Support
▪ TC Number:	GY-T1140
▪ Team Leader/Members:	Mariano Lafuente, Team Leader; Mariko Russell, Alternate Team Leader; Edgardo Mosqueira, Javier León, Miguel Porrúa, Sonia Rojas, (IFD/ICS); Derise Williams (CGY/CCB); Margie-Lys Jamie (LEG/SGO).
▪ Indicate if: Operational Support, Client Support, or Research & Dissemination	Client Support
▪ Date of TC Abstract authorization:	April 24 th , 2017
▪ Beneficiary (countries or entities which are the recipient of the technical assistance):	Cooperative Republic of Guyana
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding	Ordinary Capital Strategic Development Program for Countries (CTY)
▪ IDB Funding Requested:	US\$145.000
▪ Local counterpart funding, if any:	N/A
▪ Disbursement period (which includes Execution period):	12 months
▪ Required start date:	May 15, 2017
▪ Types of consultants:	Consulting Firms
▪ Prepared by Unit:	Innovation in Citizen Services Division (IFD/ICS)
▪ Unit of Disbursement Responsibility:	Institutions for Development (IFD)
▪ TC Included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and rule of law

II. Objectives and Justification of the TC

- 2.1 Citizen's disappointment and lack of trust in government is a result not of failed reform but of failed implementation.¹ Generally, governments know what ought to be done, why it needs to be done, and when it needs to do it. The central challenge is that it is not clear at any level in the government how to get it done. The presence or absence of the capacity to deliver determines the success or failure of an administration.
- 2.2 In a context of cross-cutting, multidimensional challenges, the Center of Government² is crucial to facilitating and ensuring cross-sectoral responses and an effective policy implementation from a whole-of-government perspective. Through a subsidiary and constructive approach, it supports and oversees the line ministries responsible for the delivery of top government priorities.
- 2.3 The on-time, on-budget implementation of public investment projects tends to be among the top government priorities in most countries. An effective public investment system is a critical vehicle for promoting economic growth and development. Recently, national governments like Paraguay and Costa Rica as well as subnational

¹ Citizens trust in government decreased from 45% to 28% in Latin America between 2009 and 2016 (Source: Latinobarometro). Among the main causes for this lack of trust is failed implementation of actual policies promised by politicians. For more information see: Barber (2015), How to Run a Government, Palgrave, London.

² Main institution providing direct support to the head of the Executive branch, i.e. the Ministry of the Presidency.

governments like the State of Pernambuco in Brazil, have instituted Delivery Units (DUs) or Project Management Offices (PMOs) within the Ministry of the Presidency to enhance the implementation of the most important investment projects. Their work does not overlap with the role of Ministries of finance or the Ministries of infrastructure, but rather complement them by providing them with technical assistance through modern management techniques.

- 2.4 These management models-widely used for the management of public investment projects-plan key milestones at the micro level, proactively monitor progress identifying and removing obstacles for implementation and, at the end, contribute towards achieving a positive impact on the citizens' lives through a more effective and efficient implementation of public investment.
- 2.5 In Guyana, the Public Sector Investment Program (PSIP) is called to play a crucial role to ease development bottlenecks, raise productivity, help integrate remote regions, and promote diversification and job creation. The PSIP represents approximately 8.3% of GDP in 2017 and is equivalent to 28% of total expenditures.³ Financing by multilateral organizations and other external sources represent 62% of the program.
- 2.6 Despite its importance, the government's performance in the management of the PSIP offers important room for improvement. In 2015, the low rate of implementation was highlighted as one of the main challenges for not meeting economic growth targets, with capital expenditures only adding to 5.7 % of GDP, which represented 20% of total expenditures.⁴ In 2016, the Government identified again the slow pace of implementation of the PSIP as a crucial factor that reduced the real growth rate from 4.4 percent to 2.6 percent. Capital expenditures represented 21% of total expenditures, and PSIP under-execution was estimated in US\$76 million, or 25% of the expected amount.⁵
- 2.7 In addition to its negative effect on economic growth, the under-execution of the PSIP also has a negative impact on future economic growth. Guyana qualifies for concessional financing and allocation of concessional resources is determined mainly by performance indicators. Hence, lower project execution performance of concessional projects, may negatively impact further access to investment financing at favorable terms.
- 2.8 The PSIP is currently constrained at the operational and policy levels. At the operational level, the information submitted by the project executing agencies is insufficient to support decision making about the viability of new proposals. Likewise, it cannot support informed decisions concerning possible duplication. Information limitations do not allow the recurrent cost implications of new project proposals to be properly factored into decision-making.

³ See Ministry of Finance (2016), National Budget Speech 2017. November 28th, 2016. Pages 6, 8 and 12. Retrieved from: http://finance.gov.gy/images/uploads/documents/budget_2017_speech_full_opt_2.pdf

⁴ See Ministry of Finance (2016), National Budget Speech 2016. January 29th, 2016. Page 12. Retrieved from: http://finance.gov.gy/images/uploads/documents/budget_2016_speech_website_version_3.pdf

⁵ See Ministry of Finance (2016), National Budget Speech 2017. November 28th, 2016. Pages 6, 8 and 12. Retrieved from: http://finance.gov.gy/images/uploads/documents/budget_2017_speech_full_opt_2.pdf

- 2.9 Further, the PSIP is stymied by the inability of ministries to effectively implement externally funded development projects. The dual system in place also leads to more delays. Processes for goods and works, notwithstanding the associated level of risk, are concluded in 29 steps, 11 of which are the result of the cumulative use of the two sets of rules. The result of this weak management is the fact that procurement processes for goods and works and for consultancies in Guyana take, on average, over 50% above the times established in the guidelines.⁶
- 2.10 At the policy level, without viable monitoring systems, the linkage between budgeting and planning is affected and timely decision-making is not possible in critical areas like coordination of public investment execution, disbursements and debt management.
- 2.11 These two groups of challenges occur in a context where stronger transparency mechanisms are needed for public procurement processes, and where the final objective of achieving the development objectives of investment projects needs to be emphasized as the main priority. Given these challenges, there is an urgent need for enhancing the capacity to deliver the government's public investment projects for the benefit of Guyanese citizens.
- 2.12 The objective of this TC is to enhance the management of Guyana's PSIP, leading to a faster, more transparent and more effective execution of investment projects, with emphasis on those financed by external resources. The proposed TC will carry out a diagnostic and will explore options, mechanisms and methodologies that can catalyze improved implementation of the PSIP, through the adoption of a delivery management model. This initial TC-focused on generating a diagnostic, recommendations and an action plan for implemented the preferred option-is expected to be complemented with two additional TCs to support the implementation of the selected approach.
- 2.13 The proposed TC is closely aligned with The Cooperative Republic of Guyana's country strategy 2012-2016, in particular with its fourth pillar on Public Sector Management. It is also aligned with the Bank's Updated Institutional Strategy 2010- 2020 (AB-3008), with the cross-sector objective of institutional development, in particular through its objective of strengthening the capacity of the state to ensuring the efficiency, effectiveness, and transparency of institutions. And to remove constraints for business growth and productivity. Finally, the TC incorporates the lessons learned and management techniques developed under the Bank's Center of Government agenda (RG-T2258, RG-T2719) which supported fourteen governments in Latin America and the Caribbean, as well as other country specific interventions in The Bahamas (BH-L1035), Costa Rica (CR-T1135), Paraguay (PR-T1157), and Peru (PE-L1222 and PE-T1362), among others.

III. Description of activities/components and budget

- 3.1 **Component 1: Design of a Delivery Management Model for an effective execution of the PSIP.** This component will finance: (i) the preparation of diagnostic of the main obstacles that prevent an efficient and transparent delivery of key policies and projects supported by the PSIP; (ii) the preparation of recommendations for possible governance and institutional arrangements, staffing, management techniques and mechanisms to enhance PSIP implementation including a capacity

⁶ Source: IDB (2015) Doing Procurement under Bank Financing in Guyana: Doing Procurement Better.

building and technical assistance program; and (iii) the preparation of an action plan with detailed milestones to implement the preferred recommended course of action.

- 3.2 The expected result of the component is that a Management model for enhancement of PSIP execution addressing the main barriers to delivery is designed, and its implementation plan is approved by the Government of Guyana.

Indicative Budget

Activity/Component	Description	IDB (CTY)	Counterpart Funding	Total Funding
Component 1	Design of a Delivery Management Model for an effective execution of the PSIP	US\$145,000	US\$0	US\$145,000
Total		US\$145,000	US\$0	US\$145,000

- 3.3 **Supervision, Monitoring and evaluation reports.** The TC will be supervised by a sectoral specialist (based in Washington D.C.) and a sectoral specialist based in the Country Office Guyana who is the alternate team leader of this TC. The TC will be monitored and evaluated according to the requirements of the Bank and through the Results Matrix (see Annex II).

IV. Executing agency and execution structure

- 4.1 At the request of the Government of Guyana, the executing agency will be the Bank through the Innovation in Citizen Services Division (IFD/ICS). This request is justified by the fact that Bank execution will allow a more dynamic implementation of the activities, considering the main objective of the technical cooperation is enhance project implementation. The lengthy procurement processes within the government, the limited knowledge of Bank’s procurement rules and the limited technical capacity at the Ministry of the Presidency would jeopardize the achievement of the objectives of the TC and the final outcomes it aims to contribute to.
- 4.2 The TC will be implemented in coordination with the Ministry of the Presidency. The activities to be carried out will be a Consulting Firm, in technical matters in which IFD/ICS has extensive experience and knowledge.
- 4.3 IFD/ICS will contract consulting services in accordance with applicable procurement policies and procedure (GN-2765-1; OP-1155-4, applicable to the selection and contracting of consulting firms in Bank-executed operational work).

V. Major issues

- 5.1 The main risks are: (i) lack of collaboration by the different project execution units within line ministries, which are in charge of the implementation of externally financed projects; (ii) weak follow up of recommendations identified in the exercise by the Government of Guyana. The TC will mitigate these risks by: (i) ensuring a methodology that promotes wide participation by stakeholders, listening to issues as perceived by the front line; and (ii) the design of recommendations which promote on-the-ground presence and take into account the current situation in Guyana.

VI. Exceptions to Bank policy

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

VII. Environmental and Social Strategy

- 7.1 There are no environmental or social risks associated with the activities outlined in this operation; therefore, its environmental classification is "C", according to the Environment and Safeguard Compliance Policy (OP-703). [\(See Safeguard Policy Filter Report and Safeguard Screening Form\)](#).

Required Annexes:

- [Request from the client](#)
- [Results Matrix](#)
- [Terms of Reference for activities/components to be procured](#)
- [Procurement Plan](#)

CONFIDENTIAL

¹ The information contained in this Annex is confidential and will not be disclosed. This is in accordance with the "Deliberative Information" exception referred to in paragraph 4.1 (g) of the Access to Information Policy (GN-1831-28) at the Inter-American Development Bank.

Result Matrix

Outcomes

Outcome:	1 Management model for enhancement of PSIP execution addressing the main barriers to delivery is designed, and its plan is approved by the Government of Guyana.							
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	2017		EOP
1.1 Management model designed and implementation action plan approved by the Government of Guyana		Number	0.00	2016	Number	P	1.00	
						P(a)		
						A		

RF - Contribution

Outputs: Annual Physical and Financial Progress

1 Design of a Delivery Management Model for an effective execution of the PSIP						Physical Progress			Financial Progress			Theme	Flags
Outputs	Fund Indicator	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017	EOP		2017	EOP			
1.1 Diagnostics and assessments completed	Other(TBD) Diagnostic on PSIP Implementation	Diagnostics (#)	0	2016	Diagnostic	P	1.00	1.00	P	80,000.00	80,000.00	Institutional Development	
						P(a)		0.00	P(a)		0.00		
						A			A				
1.2 Strategies designed	Other(TBD) Strategy to enhance efficiency, effectiveness and transparency of	Strategies (#)	0	2016	Strategies	P	1.00	1.00	P	30,000.00	30,000.00	Institutional Development	
						P(a)		0.00	P(a)		0.00		
						A			A				
1.3 Action plans designed	Other(TBD) Action plan for implementing delivery management model for	Action Plans (#)	0	2016	Action Plan	P	1.00	1.00	P	35,000.00	35,000.00	Institutional Development	
						P(a)		0.00	P(a)		0.00		
						A			A				

Other Cost

Total Cost

	2017	Total Cost
P	\$145,000.00	\$145,000.00
P(a)		
A		

CRF Indicator

Standard Output Indicator

Selection process #:.....

TERMS OF REFERENCE

Advisory Services for the design of a Delivery Management Model for a More Effective and Transparent Execution of the PSIP

GUYANA

GY-T1140 (ATN XX/XXX)

[Web link to approved document]

Policy and Project Implementation Support

1. Background and Justification

- 1.1** Citizen's disappointment and lack of trust in government is a result not of failed reform but of failed implementation. Generally, governments know what ought to be done, why it needs to be done, and when it needs to do it. The central challenge is that it is not clear at any level in the government how to get it done. The presence or absence of the capacity to deliver determines the success or failure of an administration.
- 1.2** In a context of cross-cutting, multidimensional challenges, the Center of Government¹ is crucial to facilitating and ensuring cross-sectoral responses and an effective policy implementation from a whole-of-government perspective. Through a subsidiary and constructive approach, it supports and oversees the line ministries responsible for the delivery of top government priorities.
- 1.3** The on-time, on-budget implementation of public investment projects tends to be among the top government priorities in most countries. An effective public investment system is a critical vehicle for promoting economic growth and development. Recently, national governments like Paraguay and Costa Rica as well as subnational governments like the State of Pernambuco in Brazil, have instituted Delivery Units (DUs) or Project Management Offices (PMOs) within the Ministry of the Presidency to enhance the implementation of the most important policies and projects. Their work does not overlap with the role of ministries of finance or the ministries of infrastructure, but rather complement them by providing managerial methodological support and technical assistance through modern techniques that aim to plan key milestones at the micro level, proactively monitor progress identifying and removing obstacles for implementation and, at the end, ensure a positive impact on the citizens' lives.
- 1.4** In Guyana, the Public Sector Investment Program (PSIP) is called to play a crucial role to ease development bottlenecks, raise productivity, help integrate remote regions, and promote diversification and job creation. The PSIP represents approximately 8,3% of GDP in 2017 and is equivalent to 28% of total expenditures. Financing by multilateral organizations and other external sources represent 62% of the program.
- 1.5** Despite its importance, the government's performance in the management of the PSIP offers important room for improvement. In 2015, the low rate of implementation was highlighted as one of

¹ Main institution providing direct support to the head of the Executive branch, i.e. the Ministry of the Presidency.

the main challenges for not meeting economic growth targets, with capital expenditures only adding to 5,7 percent of GDP, which represented 20% of total expenditures.² In 2016, the Government identified again the slow pace of implementation of the PSIP as a crucial factor that reduced the real growth rate from 4,4 percent to 2,6 percent. Capital expenditures represented 21% of total expenditures, and PSIP under-execution was estimated in US\$ 76 million, or 25% of the expected amount.³

- 1.6** In addition to its negative effect on economic growth, the under-execution of the PSIP also has a negative impact on future economic growth. Given that Guyana qualifies for concessional financing, the availability of resources by international organizations at low rates is determined by the country's implementation performance. Thus, lower project execution leads to lower investment financing at favorable terms.
- 1.7** The PSIP is currently constrained at the operational and policy levels. At the operational level, the information submitted by the project executing agencies is insufficient to support decision making about the viability of new proposals. Likewise, it cannot support informed decisions concerning possible duplication. Information limitations do not allow the recurrent cost implications of new project proposals to be properly factored into decision-making.
- 1.8** Further, the PSIP is stymied by the inability of ministries to effectively implement externally funded development projects. The dual system in place also leads to more delays. Processes for goods and works, notwithstanding the associated level of risk, are concluded in 29 steps, 11 of which are the result of the cumulative use of the two sets of rules. The result of this weak management is the fact that procurement processes for goods and works and for consultancies in Guyana take, on average, over 50% above the times established in the guidelines.⁴
- 1.9** At the policy level, without viable monitoring systems, the linkage between budgeting and planning is affected and timely decision-making is not possible in critical areas like coordination of public investment execution, disbursements and debt management.
- 1.10** These two groups of challenges occur in a context where stronger transparency mechanisms are needed for public procurement processes, and where the final objective of achieving the development objectives of investment projects needs to be emphasized as the main priority. Given these challenges, there is an urgent need for enhancing the capacity to deliver the government's public investment projects for the benefit of Guyanese citizens.
- 1.11** In this context, the Government of Guyana has requested a technical cooperation from the Inter-American Development Bank with the objective to enhance the management of Guyana's PSIP, leading to a faster, more transparent and more effective execution of investment projects, with emphasis on those financed by external resources.
- 1.12** The Bank's technical assistance to contribute to the previously mentioned objective is expected to be delivered through a series of three technical cooperation projects, to be implemented in sequence.

² See Ministry of Finance (2016), National Budget Speech 2016. January 29th, 2016. Page 12. Retrieved from: http://finance.gov.gy/images/uploads/documents/budget_2016_speech_website_version_3.pdf

³ See Ministry of Finance (2016), National Budget Speech 2017. November 28th, 2016. Pages 6, 8 and 12. Retrieved from: http://finance.gov.gy/images/uploads/documents/budget_2017_speech_full_opt_2.pdf

⁴ Source: IDB (2015) Doing Procurement under Bank Financing in Guyana: Doing Procurement Better.

The technical cooperation project financing this consultancy represents phase 1, which is expected to diagnose, recommend and plan phases 2 and 3. Phases 2 and 3 would consist in the implementation of the recommendation adopted by the Government of Guyana.

2. Objectives

- 2.1. The objective of the consultancy is to contribute to enhancing the management of Guyana's PSIP, leading to a faster, more transparent and more effective execution of investment projects, with emphasis on those financed by external resources, through:
 - 2.1.1. Carrying out a diagnostic of the main barriers for an efficient, effective and transparent delivery of the PSIP;
 - 2.1.2. Proposing governance, institutional and technical arrangements that can catalyze improved implementation of the PSIP, within the adoption of a delivery management model;
 - 2.1.3. Develop a detailed action plan to implement the preferred option within a delivery management model for the management of the PSIP in Guyana, including activities, their sequence, estimated deadlines and results expected for each of them.

3. Scope of Services

- 3.1. To achieve these objectives, the consulting firm will:
 - 3.1.1. Count within the actual project team with in-depth, hands-on experience of the successful implementation of a delivery management model (Delivery Units or similar mechanisms) for the management of top government priorities in at least 3 other national governments in the world;
 - 3.1.2. Develop a work plan with a proposed methodology, detailed activities to be undertaken and a timeline to achieve each of them;
 - 3.1.3. Analyze the existing institutional and legal framework as well as actual practices in Guyana for the planning and implementation of the PSIP, including budget, procurement, financial management and anti-corruption issues, that may prevent the government from having an efficient, effective and transparent execution of investment projects. The analysis should have a special focus on investment projects financed through international organizations.
 - 3.1.4. Propose recommendations and a detailed action plan to address these issues and enhance efficiency, effectiveness and transparency of the PSIP.

4. Key Activities

- 4.1. Meetings with the IDB's Project team and Country Office team. Meetings with Guyana's Government officials from the Ministry of the Presidency, Ministry of Finance, line ministries and Project Execution Units to reach a comprehensive understanding of the challenges, develop a vision of what needs to be achieved; identify possible solutions to be implemented, and maintain a dialogue during the preparation of the deliverables which leads to a stronger ownership by key stakeholders;

- 4.2. Carry out an initial 3-week mission with the complete team within two-weeks of the approval of the work plan, and other trips during the completion of all tasks and deliverables expected for this consultancy. Strong presence on the ground during the first 6 weeks will be critical;
- 4.3. Data gathering and data analysis for all areas relevant to the planning and implementation of the PSIP. Preparation of regular update reports with progress made;
- 4.4. Design of adequate routines for the key activities related to PSIP planning and implementation that fit in Guyana's administrative tradition;
- 4.5. Identification of strategies to measure and improve the specific outcomes of more efficiency, effectiveness and transparency.

5. Expected Outcome and Deliverables

- 5.1. The general outcome expected from this contract is to define clear success outcomes for enhancing the effectiveness, efficiency and transparency of PSIP implementation, barriers to achieving them, and levers for overcoming them, as well as making recommendations and a detailed action plan on how to structure a government-wide delivery effort to improve these outcomes and make a difference in the lives of Guyanese citizens.
- 5.2. The expected deliverables are:
 - 5.2.1. **Work plan** for the consultancy with detailed scope, activities, sequence, data needed for the diagnostic, and timeline for completion;
 - 5.2.2. **Initial diagnostic report** including, as a minimum: (i) current evidence and data of the state of PSIP planning and implementation; (ii) the delivery chain and processes through which projects are implemented across ministries, departments and agencies; (iii) main weaknesses in each of the processes and key issues to be addressed, i.e. biggest barriers to delivery; (iv) results from detailed field work analysis testing possible hypotheses;
 - 5.2.3. **Final diagnostic report**, incorporating comments from the Government of Guyana and the IDB to the initial diagnostic report;
 - 5.2.4. **Recommendations to implement a delivery management model for the management of the PSIP**, leading to a faster, more transparent and more effective execution of investment projects, with emphasis on those financed by external resources. These recommendations must include, as a minimum: governance (accountability, reporting), institutional (organizational structure, staffing) and technical arrangements (project management and delivery methodology), among other;
 - 5.2.5. **Detailed Action Plan** to Implement the recommendations accepted by the Government of Guyana and the Bank, based on the previous deliverable, including activities, sequence, estimated costs, etc.

6. Project Schedule and Milestones

- 6.1. **Schedule of deliverables:**

- **Work plan:** 5 working days after signing the contract
- **Initial Diagnostic Report:** 45 days after signing the contract
- **Final Diagnostic Report:** 55 days after signing the contract
- **Recommendations to implement a delivery management model:** 75 days after signing the contract
- **Detailed action plan:** 90 days after signing the contract

6.2. **Missions and presence in Georgetown, Guyana.** The firm is expected to carry out a first 3-week mission with the complete team right within two-weeks of the approval of the work plan, and other trips during the completion of all tasks and deliverables expected for this consultancy. Strong presence on the ground during the first 6 weeks will be critical.

7. Reporting Requirements

7.1. In addition to the products specified in this document, the consulting firm will provide biweekly update reports to the Bank's project coordinator by email. Monthly meetings by conference call or video conference with the Bank will be included in the work plan to be provided by the firm. All products of this consultancy will be delivered in English. The format can be electronic in Microsoft Word and Powerpoint. Attachments can be produced in other formats.

8. Acceptance Criteria

8.1. All deliverables resulting from this terms of reference will be assessed by the Bank's project coordinator before acceptance. The acceptance of deliverables will be based on the detailed implementation plan agreed in the first deliverable (Work Plan). During the assessment process of each deliverable, the Bank will consult with the government's focal point for this project.

9. Other Requirements: Firm's Qualifications

9.1. The firm or the lead of its actual project team must have demonstrated in-depth, hands-on experience in the successful implementation of a delivery management model (Delivery Units or similar mechanisms) for the management of top government priorities in at least 3 other national governments in the world. In addition, the firm must demonstrate that its team for this project has minimum requirements following these criteria:

One project manager, who will be responsible for the quality of all deliverables, with the following minimum qualifications:

- (a) Masters Degree or PhD in public administration, public policy, economics, engineering or business administration, preferably with a certification in project management;
- (b) Demonstrated experience in the successful implementation of a delivery management model (Delivery Units or similar mechanisms) for the management of top government priorities in at least 3 other national governments in the world.

One Senior specialist in project management, with the following minimum qualifications:

- (a) Masters Degree in engineering, business administration, public administration or public policy, preferably with a certification in project management;
- (b) Demonstrated experience applying the delivery methodology and also on project management in the public sector, with in-depth knowledge of public procurement, public works projects, budgeting, and controlling.

Two junior specialists in project management, focused on data management, with the following minimum qualifications:

- (a) Masters Degree in engineering, business administration, public administration or public policy;
- (b) Demonstrated experience in the delivery methodology or other project management in the private or public sector, with knowledge of public procurement, public works projects, budgeting, and controlling.

10. Supervision and Reporting

- 10.1. The Consulting firm will report to the IDB's project coordinator, Edgardo Mosqueira, Principal Public Sector Modernization Specialist, IFD/ICS, edgardomo@iadb.org + 1 202 312 4067. Mr. Mosqueira will be in charge of commenting and approving the documents and work to be provided by the selected firm. In addition to the products specified in this document, the consulting firm will provide biweekly update reports by email. Monthly meetings will be included in the work plan to be provided by the firm. It shall be Firm's responsibility for ensuring that such meetings are conducted and such reports are submitted to the Bank.

11. Schedule of Payments

- 11.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 11.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
Deliverable	%
1. Work program with timeline	20%
2. Initial Diagnostic Report	20%
3. Final Diagnostic report	10%
4. Recommendations	20%
5. Detailed Action Plan to Implement Recommendations	30%
TOTAL	100%

Inter-American Development Bank
ORP/GCM

PROCUREMENT PLAN FOR BANK EXECUTED OPERATIONS													
Country:		Guyana					Executing agency: IDB				UBR: IFD/ICS		
Project number:		GY-T1140					Title of Project: Policy and Project Implementation Support						
Period covered by the plan:							Total Project Amount:				\$ 145,000		
Component	Procurement Type	Service type	Description (4)	Estimated contract cost (US\$)	Selection Method (2)	Type of contract	Source of financing and percentage				Estimated date of the procurement notice	Estimated contract start date	Comments
							IDB/MIF		Other External Donor				
							Amount	%	Amount	%			
Component 1	A. Consulting services:	Firm Consultant (GN-2765)	Management Model for an effective execution of the PSIP	\$ 145,000	SC > \$100K and	Lump Sum	\$ 145,000	100	0	0		Jul-17	
Prepared by:		Mariano Lafuente		TOTALS			\$ 145,000	100	\$ -	0			
<p>(1) Grouping together of similar procurement is recommended, such as publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading, with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value of US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1".</p>													
<p>(2) Individual consultants: IICQ: International Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection. Selection process to be done in accordance with AM-650.</p>													
<p>(2) Consulting firms: Per GN-2765-1, Consulting Firm selection methods for Bank-executed Operations are: Single Source Selection (SSS); Simplified Competitive <= 100K (SC <=100K); Simplified Competitive >100K and <=250K (SC >100K and <=250K); Fully Competitive >250K and Framework Agreement Task Order (FWTO). All Consulting Firm selection processes under this policy must use the electronic module in Convergence.</p>													
<p>(2) Goods: Per GN-2765-1, par. A.2.2.c: "The procurement of goods and related services, except when such goods and related services are necessary to achieve the objectives of the Bank-executed Operational Work and are included in the consulting services contract and represent less than ten percent (10%) of the consulting services contract value."</p>													