

Design Methodological Framework to Leverage Publicly Owned Assets**Post of Duty: Dominican Republic**

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

Governments often possess substantial public assets that remain underutilized or undervalued. These assets, if effectively leveraged, could play a key role in promoting economic development, urban regeneration, and improving public services. However, many governments lack a structured approach for identifying, prioritizing, and utilizing these assets in a cost-effective manner. To address this challenge, the consultancy aims to develop a comprehensive methodological framework to help governments unlock the potential of these assets, with a focus on asset prioritization, development strategies, and evaluation of financial and economic outcomes.

The primary objective of this consultancy is to develop a detailed and practical methodological framework to assist governments in:

- Identifying underutilized and undervalued public assets.
- Conducting portfolio-level analysis to prioritize these assets for development or regeneration.
- Determining the most cost-effective strategies for asset development or regeneration using a multi-criteria approach.
- Identifying potential uses for the assets based on real estate market data and other relevant factors.
- Assessing the financial and economic returns from developing or regenerating assets from a public sector perspective.
- Evaluating various delivery strategies, including the potential for public-private partnerships (PPP).

In subsequent consultancies, the framework will be piloted in the Dominican Republic, Colombia, and El Salvador through case studies to prepare business cases and establish a project pipeline that could be replicated in other countries.

You will work in the Housing and Urban Development Division, which is part of the Climate Change and Sustainable Development Department. This team is responsible for supporting national and subnational governments in improving urban services, urban planning, urban revitalization, and housing provision for low-income populations.

What you'll do**Literature Review and Best Practices:**

- Analyze existing frameworks, models, and decision-making tools utilized by governments and private sector entities for effective real estate asset management. This should include an assessment of how these frameworks incorporate factors such as financial sustainability, social impact, market conditions, and risk management in asset development or regeneration projects.
- Identify cutting-edge approaches to maximizing the value of underutilized public assets, including strategies for integrating technology, stakeholder engagement, and environmental sustainability into asset management practices.

Framework Development (~80 – 100 pages):

- **Create a robust and adaptable methodological framework** designed to assist governments in conducting portfolio-level analysis, asset prioritization, and strategic development planning. The framework should be user-friendly, scalable, and able to accommodate varying governmental capacities and contexts. Key components of the framework should include:
 - **A multi-criteria decision-making model for asset prioritization**, designed for ease of use in Excel or similar software, enabling straightforward and efficient analysis. This model should integrate a diverse range of criteria to provide a holistic assessment of each asset's value and potential, for instance, including:
 - **Asset Condition:** Evaluating the current state of the asset, maintenance needs, and the cost of upgrades or renovations.
 - **Strategic Importance:** Assessing how the asset aligns with long-term government objectives, urban development plans, and national or local policy priorities.
 - **Market Potential:** Analyzing real estate market trends, demand projections, and economic indicators to gauge the asset's potential for generating revenue or attracting investment.
 - **Social Impact:** Considering the broader social benefits of asset development or regeneration, such as job creation, community revitalization, and improved public services, ensuring that the model supports decisions that enhance public value and equity.
 - **Methods and techniques to identify the highest and best use of assets**, using a data-driven approach that integrates real estate market trends, urban development needs, and active community engagement. This process should include:
 - **Market Analysis:** Conduct a thorough review of real estate market trends, including supply-demand dynamics, pricing, and investor interest to understand the potential for asset utilization. This analysis should also account for local and regional economic conditions that may impact asset value.

- **Demographic Data:** Leverage demographic information such as population growth, income levels, age distribution, and migration patterns to align asset use with the needs and preferences of the surrounding community.
 - **Urban Development Needs:** Assess how the asset fits into the broader urban context, including transportation access, infrastructure development, and alignment with master planning efforts. This ensures that the asset's development contributes to long-term urban growth and sustainability.
 - **Community Engagement:** Incorporate feedback from local stakeholders and residents to ensure that the proposed asset use reflects the priorities and aspirations of the community, enhancing social acceptance and long-term viability.
 - **Socio-economic Factors:** Evaluate socio-economic indicators such as employment rates, economic growth potential, and public service needs to identify asset uses that maximize social benefits and economic opportunities for the region.
- **Comprehensive financial and economic assessment tools**, designed to provide a robust evaluation of the viability of asset development or regeneration from a public sector perspective. These tools should include:
 - **Cost-Benefit Analysis (CBA):** A detailed comparison of the costs associated with asset development or regeneration against the expected benefits. This analysis should consider both direct financial costs (e.g., capital expenditures, operational costs) and wider social, environmental, and economic benefits (e.g., job creation, improved public services, enhanced quality of life).
 - **Return-on-Investment (ROI) Models:** Financial models that estimate the direct financial returns from asset development or regeneration projects. These models should include projections for revenue generation, operational efficiency, and long-term value appreciation, helping governments evaluate the financial sustainability of proposed projects.
 - **Social Impact Valuation:** Tools that measure the broader social outcomes of asset development, such as improved access to housing, increased employment opportunities, and enhanced public amenities. This allows for the inclusion of non-monetary benefits in decision-making, ensuring that asset projects align with public sector goals of social equity and inclusivity.
 - **Economic Impact Assessment:** Models to evaluate the wider economic effects of asset development, including contributions to local and regional economic growth, business activity, and infrastructure development. This analysis helps governments assess the role of asset projects in stimulating broader economic development.

- **Clear guidelines for evaluating and selecting delivery strategies**, providing a structured approach for governments to choose the most appropriate and sustainable development model for public assets. Key aspects should include:
 - **Public-Private Partnerships (PPP)**: Guidelines for assessing the suitability of PPP arrangements, focusing on the benefits of leveraging private sector expertise, efficiency, and funding. This section should outline how to structure PPP agreements, including the allocation of roles, responsibilities, and risk-sharing between public and private entities to ensure equitable partnerships.
 - **Private Sector Participation**: Criteria for engaging private sector stakeholders in asset development or regeneration, including methods for attracting investment and expertise. This should cover joint ventures, lease agreements, and concessions, with an emphasis on balancing public interest with private profitability.
 - **Alternative Financing Mechanisms**: Exploration of innovative funding options beyond traditional public sector financing, such as infrastructure bonds, land value capture, green bonds, and impact investing. These mechanisms can provide flexible financing solutions, reduce fiscal burden, and align with sustainability goals.
- **Framework adaptability and scalability**, designed to ensure that the methodological framework can be customized to fit a wide range of contexts, asset types, and portfolio sizes. Key features should include:
 - **Tailorability to Local Contexts**: The framework should offer flexibility to accommodate varying local conditions, such as economic circumstances, regulatory environments, and specific government priorities. This ensures that the framework is applicable to diverse geographic regions and socio-economic settings.
 - **Applicability to Different Asset Types**: Whether managing small-scale municipal assets, such as community facilities and parks, or large national infrastructure projects, the framework should provide tools and methodologies that can be adapted to the scale, complexity, and type of asset. It should cater to both tangible assets (e.g., buildings, land) and intangible assets (e.g., intellectual property, digital infrastructure).
 - **Scalability from Small to Large Portfolios**: The framework must be designed to work across varying portfolio sizes, from single-asset projects to expansive national asset inventories. This includes allowing governments to prioritize smaller community-focused developments or larger, strategic national assets with equal effectiveness.
 - **Customizable Decision-Making Criteria**: Governments should be able to modify the multi-criteria decision-making model to reflect local priorities,

such as sustainability goals, community needs, or revenue generation. This adaptability ensures that the framework remains relevant and responsive to unique government objectives.

- **Future-Proofing and Evolution:** The framework should be designed with the capacity for updates and enhancements over time, allowing it to evolve as new data sources, technologies, and policy priorities emerge. This ensures long-term relevance and utility in rapidly changing environments.
- **Stakeholder Engagement (at least 5 interviews per key sector):**
 - **Engage with key stakeholders and conduct expert consultations:** Collaborate with national and local governments, financial institutions, public agencies, and relevant private sector actors to ensure the framework meets practical and operational needs. This engagement will align the framework with the priorities, challenges, and capacities of those responsible for public asset management and development. Additionally, conduct consultations and interviews with a wide range of experts, including urban planners, real estate professionals, economists, and public asset managers. These interactions will provide critical insights into market trends, planning strategies, and asset management challenges, ensuring the framework is grounded in real-world experience and best practices while reflecting local specificities.
- **Framework Validation:**
 - **Revise the framework** based on feedback and lessons learned from validation exercises, ensuring that it effectively addresses practical challenges and meets stakeholder expectations. This process should incorporate insights from pilot implementations, stakeholder reviews, and expert consultations to fine-tune the framework for improved functionality, adaptability, and relevance.
- **Report Preparation:**
 - **Prepare a comprehensive report** that documents the framework, methodology, and recommendations for government implementation. The report should include a step-by-step practical guide for applying the framework, covering key processes from asset analysis to development planning. Additionally, it should provide relevant tools and templates to facilitate the framework's use.
 - **The report must also incorporate the methodology for asset prioritization**, detailing the criteria and processes used to evaluate and rank public assets. Include the Excel-based prioritization model with instructions on how to use it effectively, ensuring that governments have a ready-to-use tool for portfolio-level analysis and decision-making.
 - **Moreover, the report must incorporate case studies throughout the framework** to illustrate the application of each component of the methodology. These case studies should highlight successful examples of public asset

management and regeneration from different countries or regions, demonstrating how the framework can be adapted to various scenarios. By providing real-world examples, governments can better understand the practical steps and expected outcomes at each stage of the process.

- **Ensure the methodology is clearly structured and visually appealing**, with a focus on clean and professional graphical design. The methodology should guide users through asset analysis, prioritization, and development planning in a user-friendly format. High-quality infographics, flowcharts, and tables should be integrated to simplify complex processes and enhance understanding, making the framework more accessible to a broad audience.

Deliverables and Payments Timeline

<u>Deliverable #</u>	<u>Percentage</u>	<u>Planned Date to Submit</u>
Work plan	20%	October 15, 2024
Literature Review Report	20%	October 31, 2024
Draft Methodological Framework	30%	December 15, 2024
Final Methodological Framework	30%	January 30, 2025

What you'll need

- **Education:** Bachelor's degree in economics, architecture, urban planning, or related fields, with a master's degree in urban design, urban planning, or a related area.
- **Experience:** Minimum of 10 years of experience real estate and urban regeneration.
- **Languages:** Proficiency in English.

Key skills:

- Learn continuously.
- Collaborate and share knowledge.
- Focus on clients.
- Communicate and influence.
- Innovate and try new things.

Requirements:

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.

Type of contract and duration:

- **Type of contract:** Products and External Services Consultant (PEC), Lump Sum

- **Length of contract:** 4 months.
- **Work location:** Remote.

What we offer

The IDB group provides benefits that respond to the different needs and moments of an employee's life. These benefits include:

- A **competitive compensation** package.
- A flexible way of working. You will be evaluated by deliverable.

Our culture

At the IDB Group we work so everyone brings their best and authentic selves to work, willing to try new approaches without fear, and where they are accountable and rewarded for their actions.

Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

About the IDB Group

The IDB Group, composed of the Inter-American Development Bank (IDB), IDB Invest, and the IDB Lab offers flexible financing solutions to its member countries to finance economic and social development through lending and grants to public and private entities in Latin America and the Caribbean.

About IDB

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

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https://twitter.com/the_IDB

About IDB Lab

Is the innovation laboratory of the IDB Group. We mobilize financing, knowledge, and connections to drive innovation for inclusion in Latin America and the Caribbean. We believe innovation is a powerful tool that can transform our region, providing today unprecedented opportunities to populations that are vulnerable due to economic, social, or environmental factors. IDB Lab has a commitment to gender quality and diversity as part of its development mandate. The Strategy and Impact unit supports IDB Lab in the development of strategy, connections and knowledge, and impact measurement and reporting.

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https://twitter.com/IDB_Lab

About IDB Invest

IDB Invest, a member of the IDB Group, is a multilateral development bank committed to promoting the economic development of its member countries in Latin America and the Caribbean through the private sector. IDB Invest finances sustainable companies and projects to achieve financial results and maximize economic, social, and environmental development in the region. With a portfolio of \$14.1 billion in asset management and 325 clients in 25 countries, IDB Invest provides innovative financial solutions and advisory services that meet the needs of its clients in a variety of industries.

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Application of Methodological Framework for Public Asset Utilization

Regional

RG-T4556

<https://www.iadb.org/en/project/RG-T4556>

Promoting Sustainable and Inclusive Real Estate Development to Address Subnational Fiscal Challenges and Foster Socioeconomic Growth

Background and Justification

The Inter-American Development Bank (IDB or the Bank) is seeking a specialized firm with expertise in revitalizing or regenerating public assets and developing urban regeneration strategies. The selected firm will collaborate with the Bank, alongside the governments of Colombia, the Dominican Republic, and El Salvador, to apply a methodological framework aimed at identifying, prioritizing, and optimizing the use of underutilized public assets. Additionally, the firm will produce comprehensive case studies for each country, offering practical insights and tailored recommendations to help leverage these assets in support of urban development and fiscal sustainability initiatives.

Countries in Latin America and the Caribbean (LAC) face significant fiscal challenges, which have led to delays or cancellations of capital projects and insufficient funding for critical infrastructure development, operations, and maintenance. To close the infrastructure investment gap, LAC must invest an estimated US\$2.2 trillion in water, sanitation, energy, transportation, and telecommunications by 2030. This will require annual investments equivalent to at least 3% of the region's gross domestic product (GDP), in addition to securing the resources needed to meet climate goals. The financial burden is especially pressing in urban areas, where subnational governments are under increasing pressure to explore new and innovative funding mechanisms.

To achieve fiscal sustainability and stimulate economic growth, LAC governments must consider creative solutions. One promising avenue is the strategic utilization of underutilized and undervalued publicly owned, non-financial real estate assets. These assets—such as land and buildings—often lie dormant or are undervalued. By optimizing their use, governments can unlock economic value, generate fiscal revenues, and support broader socio-economic development goals.

The scale and potential of these publicly owned assets are substantial, offering a significant opportunity for fiscally constrained administrations. Globally, public sector real estate constitutes a considerable portion of government wealth, with estimates suggesting that the total value of publicly owned non-financial assets, including real property, averages around 54% of countries' GDP. This underscores the vast potential of these assets, which, when managed effectively, can provide substantial fiscal and social benefits.

In urban areas, the value of publicly owned real estate is particularly striking. Studies reveal that the total value of public real estate in a city can be equivalent to the city's GDP, representing a significant portion of the overall market value of urban real estate. This untapped reservoir of value in public land and buildings can be leveraged to finance infrastructure projects, foster urban development, and enhance public services. Additionally, the International Monetary Fund (IMF)

has highlighted that professional asset management could generate revenues comparable to what advanced economies collect annually in corporate taxes. By adopting best practices in public asset management, governments can turn these assets into vital revenue streams, contributing to local economic stability and growth.

To support this effort, the Bank has developed a methodological framework designed to provide a structured approach for identifying, prioritizing, and utilizing public assets. This framework helps governments unlock the economic potential of these assets, boosting fiscal revenues while promoting urban regeneration and sustainable development at both the city and national levels.

Objectives

The objective of this consultancy is to apply the methodological framework for public asset utilization and develop three comprehensive case studies — one each in Colombia, the Dominican Republic, and El Salvador. The case studies will serve as practical examples of how the framework can be applied and tailored to different national contexts. Each case study will include asset analysis, prioritization, development planning, financial and economic assessment, and recommendations for future projects.

Scope of Services

The application of the methodological framework for public asset utilization and the development of case studies will be organized into four stages. The scope of each stage is summarized below. Key activities related to each stage are outlined to ensure the firm meets the objectives of this consultancy.

Stage	Description
1. Formulation of the Work Plan	Develop a detailed work plan, outlining the methodology, timeline, and coordination with key stakeholders for the successful implementation of the framework in Colombia, the Dominican Republic, and El Salvador.
2. Identification of Necessary Data and Information	Identify and define all necessary data and information required for the successful application of the framework. This includes gathering asset inventories, market data, and socio-economic indicators that are essential for asset evaluation and prioritization. This stage ensures that the analysis is data-driven and tailored to each country's specific context.
3. Methodology Application	Implement the public asset utilization framework in each country, conducting portfolio analysis, asset prioritization, and evaluating potential development strategies. This stage will result in the generation of actionable findings and tailored recommendations for optimizing public assets, alongside the development of in-depth case studies for Colombia, the Dominican Republic, and El Salvador.
4. Final Report	Compile and deliver a comprehensive final report that consolidates the findings, recommendations, and case studies from each

Stage	Description
	country. The report should provide a detailed account of the methodology application, key outcomes, lessons learned, and practical recommendations for future public asset management and urban regeneration initiatives.

Key Activities¹

Stage 1 | Formulation of the Work Plan

The consulting firm will develop a detailed work plan, specifying methodologies, activities, and the timeline for each stage of the consultancy. This will include the coordination process with key stakeholders in each country and a detailed Gantt chart (in .xls format) with key activities and deliverables, which will be used to monitor progress throughout the consultancy.

Stage 2 | Identification of Necessary Data and Information

During this stage, the consulting firm will define the key data and information required for the successful application of the methodological framework. This will include creating an inventory of asset data, market information, and socio-economic indicators needed for asset evaluation and prioritization.

- **Identification of Key Indicators:** The firm will propose a set of key indicators necessary to assess public assets, including financial, social, environmental, and market criteria.
- **Data Inventory:** Develop an inventory of required data, outlining technical characteristics, data sources, and methodologies for collection.
- **Data Collection:** Coordinate with public and private entities in each country to collect relevant data. If necessary, the firm will prepare explanatory letters for public institutions to request data, with oversight from local authorities.

Stage 3 | Methodology Application

The firm will apply the public asset utilization framework in each country, conducting portfolio analysis, prioritizing assets, and assessing potential development strategies. Main activities will include:

- **Portfolio Analysis and Asset Prioritization:** Using the multi-criteria decision-making model to assess and prioritize assets.
- **Case Study Development:** Detailed case studies for each country, highlighting lessons learned, key findings, and recommendations.

¹ The activities described below should not be considered exhaustive. They are the minimum activities that the firm must carry out to fulfill the stages and deliverables of the consultancy.

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- **Stakeholder Workshops:** Engage with key stakeholders through workshops to present findings and gather feedback on asset utilization strategies.

Stage 4 | Final Report

The consulting firm will prepare and submit the final report, consolidating findings, recommendations, and the case studies from each country. The report will document the application process, outcomes, lessons learned and provide guidelines for future public asset management and urban regeneration initiatives.

Expected Outcome and Deliverables

Stage 1 Deliverables:

- Detailed work plan, including methodology, timeline, and Gantt chart as described.

Stage 2 Deliverables:

- Inventory of key indicators and data, including methodologies for collection and analysis.
- Report on data availability, including a gap analysis and strategies to overcome data limitations

Stage 3 Deliverables:

- Case studies for Colombia, the Dominican Republic, and El Salvador, including recommendations for asset utilization.
- Workshop summaries, including participant feedback and any revisions to the case studies based on stakeholder input

Stage 4 Deliverables:

- Comprehensive final report, including:
 - o Executive Summary.
 - o Methodology and framework application.
 - o Detailed findings and recommendations.
 - o Case studies for Colombia, the Dominican Republic, and El Salvador.
 - o Practical guidelines for replicating the framework in other contexts.
- Training materials and final workshop report, summarizing stakeholder feedback and lessons learned.

Project Schedule and Milestones

Product	Submission Date
Deliverables from Stage 1	2 weeks after the start of the contract
Deliverables from Stage 2	8 weeks after the start of the contract
Deliverables from Stage 3	28 weeks after the start of the contract
Deliverables from Stage 4	36 weeks after the start of the contract

Reporting Requirements

- Presentations and reports must be submitted in both .ppt (editable) and .pdf formats.
- Reports must be submitted in both .docx (editable) and .pdf formats.
- All consulted references must be provided in an information repository, including original data versions.
- All deliverables must be written in Spanish.

Acceptance Criteria

- The deliverables must be submitted within the agreed timelines and in the agreed format.
- The deliverables will be submitted to the IDB team, which will analyze and evaluate their quality. The IDB team will determine the acceptance of the deliverables based on the agreed criteria and expectations.

Consulting Firm and Team Requirements

- The firm's experience and the details of the key personnel profiles are specified in the evaluation grid.

Other Requirements**Consulting Firm's Responsibilities**

- The consulting team is responsible for the content of the deliverables and is accountable for any inquiries from oversight bodies.
- The service will be provided by a legal entity that will meet the conditions set forth in the technical specifications of the specialized consultancy.
- The consulting team will submit reports according to the established schedules to facilitate payment for the respective service.
- If field studies are included, the consulting team must obtain the necessary legal permits; the team must also inform the IDB of the start date, location, contact information, and the name of the person responsible for the fieldwork.
- During inspections, the IDB reserves the right to reject any work that it deems unsuitable or that contravenes the agreed stipulations, and any modification will be the sole responsibility of the consultant.
- Payment for the consulting team's services will be made only after the IDB has approved and confirmed the deliverables submitted.

Travel

- At least one international trip to each country must be planned for, each lasting a minimum of 3 days. The team leader must be present for at least three trips.

Supervision and Reporting

- The selected consulting firm will report to the project team leader, Luis Schloeter, Specialist in the Housing and Urban Development Division at the IDB (CSD/HUD). The IDB technical team will review the deliverables, provide comments, and give final approval.
- Regular coordination meetings will be held between the consulting firm and the IDB team. The frequency of these meetings will be agreed upon with the team leader during the project kickoff meeting.

Schedule of Payments

- 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.
- The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Product	Payment Percentage
Product 1	20% of the total contract amount
Product 2	10% of the total contract amount
Product 3	40% of the total contract amount
Product 4	30% of the total contract amount

International best practices for public, commercial asset management models for real estate properties**Post of Duty: Dominican Republic**

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

Governments often hold valuable public commercial real estate assets that remain underutilized or inefficiently managed. If properly leveraged, these assets could significantly contribute to economic development, urban regeneration, and improved public services. However, many governments lack structured models and frameworks for managing these assets in a way that maximizes their potential. To address this gap, this consultancy aims to identify international best practices and develop robust public commercial asset management models for real estate properties, tailored to the specific needs of the Dominican Republic, Colombia, and El Salvador.

The primary objective of this consultancy is to research and design institutional frameworks that will support governments in:

- Assessing the current asset management structures within government entities.
- Benchmarking public asset management models against international best practices from both the public and private sectors.
- Identifying strengths and weaknesses in existing models to inform the design of new, efficient management frameworks.
- Developing tailored frameworks for public commercial real estate management that consider the unique institutional and regulatory environments of each country.
- Providing case studies to demonstrate the application of these frameworks to real-world scenarios in the Dominican Republic, Colombia, and El Salvador.

These institutional frameworks will be designed to enhance the management and utilization of public commercial real estate, with the ultimate goal of improving fiscal outcomes and fostering sustainable urban development.

The consultancy will collaborate with the Housing and Urban Development Division, part of the Climate Change and Sustainable Development Department, which supports governments in improving public asset management, urban planning, and economic regeneration. This component will play a critical role in promoting the efficient use of public assets and fostering long-term economic growth in Latin America and the Caribbean

What you'll do**Review of Existing Public Commercial Asset Management Structures**

- **Conduct a comprehensive assessment** of existing public commercial real estate asset management models within government entities in the Dominican Republic, Colombia, and El Salvador.
- **Evaluate the strengths and weaknesses** of these management models, identifying gaps and inefficiencies in current structures.
- **Collect data and conduct interviews** with key stakeholders in each country to gather insights into current asset management practices, legal frameworks, and institutional challenges.

International Benchmarking and Identification of Best Practices

- **Research international best practices** in public commercial asset management for real estate properties, focusing on models from both the public and private sectors that have demonstrated success.
- **Benchmark the existing models** in the three target countries against these international best practices, highlighting key areas for improvement and opportunities for adaptation.

Development of Institutional Frameworks:

- Design robust institutional frameworks for public commercial asset management tailored to the needs of the Dominican Republic, Colombia, and El Salvador. These frameworks should address current gaps and inefficiencies and incorporate international best practices.
- Develop case studies for each country to demonstrate the application of these frameworks in real-world scenarios, focusing on selected commercial real estate assets.

Stakeholder Engagement and Validation

- Present the findings to relevant government entities and stakeholders in each country through workshops or meetings, obtaining feedback and ensuring the proposed frameworks align with local priorities and legal requirements.
- Revise the institutional frameworks based on stakeholder input, making necessary adjustments to ensure feasibility and applicability in each country.

Deliverables and Payments Timeline

<u>Deliverable #</u>	<u>Percentage</u>	<u>Planned Date to Submit</u>
Work plan	20%	February 28, 2025
Analysis of Existing Public Commercial Asset Management Structures	20%	March 31, 2025
Report on International Benchmarking and Identification of Best Practices	30%	April 30, 2025
Stakeholder Engagement and Validation	30%	May 31, 2025

What you'll need

- **Education:** Bachelor's degree in economics, architecture, urban planning, or related fields, with a master's degree in urban design, urban planning, or a related area.
- **Experience:** Minimum of 10 years of experience real estate and urban regeneration.
- **Languages:** Proficiency in English.

Key skills:

- Learn continuously.
- Collaborate and share knowledge.
- Focus on clients.
- Communicate and influence.
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Type of contract and duration:

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- **Length of contract:** 4 months.
- **Work location:** Remote.

What we offer

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Our culture

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Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

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<https://www.facebook.com/IADB.org>

https://twitter.com/the_IDB

About IDB Lab

Is the innovation laboratory of the IDB Group. We mobilize financing, knowledge, and connections to drive innovation for inclusion in Latin America and the Caribbean. We believe innovation is a powerful tool that can transform our region, providing today unprecedented opportunities to populations that are vulnerable due to economic, social, or environmental factors. IDB Lab has a commitment to gender quality and diversity as part of its development mandate. The Strategy and Impact unit supports IDB Lab in the development of strategy, connections and knowledge, and impact measurement and reporting.

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https://twitter.com/IDB_Lab

About IDB Invest

IDB Invest, a member of the IDB Group, is a multilateral development bank committed to promoting the economic development of its member countries in Latin America and the Caribbean through the private sector. IDB Invest finances sustainable companies and projects to achieve financial results and maximize economic, social, and environmental development in the region. With a portfolio of \$14.1 billion in asset management and 325 clients in 25 countries, IDB Invest



HRD Terms of Reference

ANNEX A

provides innovative financial solutions and advisory services that meet the needs of its clients in a variety of industries.

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