

TC Document

I. Basic Project data

▪ Country/Region:	Regional
▪ TC Name:	Innovations to improve Transparency and Efficiency of Public Investment Systems
▪ TC Number:	RG-T2793
▪ Team Leader/Members:	Juan Cruz Vieyra, Team Leader (IFD/ICS); Jorge von Horoch (IFD/ICS); Diego Arisi (ICS/CCO); Mariko Russell (ICS/CSU); Jean-Eric Theinhardt (ICS/CPR); Miguel Porrúa (IFD/ICS); Jorge Kaufmann (IFD/ICS); Benjamin Roseth (IFD/ICS); Rhea Brathwaite (IFD/ICS); Edgar Zamora Murillo (TSP/CCR); Beatriz Abizanda (ICS/CCR); Rochelle Franklin (CCB/CBA); Florencia Cabral (IFD/ICS); Escarlata Baza (LEG/SGO).
▪ Indicate if: Operational Support, Client Support, or Research & Dissemination.	Client Support
▪ Date of TC Abstract Authorization:	June 23rd, 2016
▪ Beneficiary:	Regional. Specific countries requesting technical support are Barbados, Colombia, Costa Rica and Paraguay.
▪ Executing Agency and contact name:	IDB Juan Cruz Vieyra (juancr@iadb.org)
▪ Donors providing funding:	Anti-corruption Activities Trust Fund (AAF)
▪ IDB Funding Requested:	US\$750,000
▪ Execution period:	30 months
▪ Disbursement period:	30 months
▪ Required start date:	August 2016
▪ Types of consultants:	Firms and individual consultants
▪ Prepared by Unit:	IFD/ICS
▪ Unit of Disbursement Responsibility:	IFD/IFD
▪ TC included in Country Strategy:	N/A
▪ TC included in CPD:	N/A
▪ GCI-9 Sector Priority:	Institutions for growth and social welfare

II. Objective and Justification¹

2.1 **Background.** Public investment is critical for countries' economic and social development². Through the provision of both social and economic infrastructure, public investment can serve as an important catalyst for sustainable growth. Public Investment represents an important percentage of total national expenditures in most countries of the region. Also, within the public sector, subnational governments are major contributors to -and beneficiaries of- public investment. A significant body of theoretical and empirical research underscores the positive relationship between investment in high-quality public infrastructure and economy-wide productivity.³ The G-20 has called for ramping up public investment to raise long-run economic growth (G-20, 2014).

¹ A [Concept Note](#) has been prepared to serve as the technical basis for the preparation of this TC. It provides further details on main gaps for transparency and efficiency of public investment systems, the use of information as strategic lever and driver of change, and IDB's value added.

² Era Dabla-Norris, Brumby, Kyobe, Mills, and Papageorgious. [Investing in Public Investment: An index of Public Investment Efficiency](#). February 2011. IMF. Tomás Serebrisky. Sustainable Infrastructure for Competitiveness and Inclusive Growth. 2014. IDB.

³ Buffie and others, 2012; Ghazanchyan and Stotsky 2013; IMF 2014

2.2 Key challenges. Public investments can also result in undesirable outcomes when not properly carried out. The economic and social impacts of public investment crucially depend on its integrity, transparency and efficiency⁴, both at the subnational and central levels of government⁵. Three main challenges affect transparency and efficiency in public investments: First, in many countries of the region, widespread corruption and low implementation capacity have generated a noticeable disconnect between public investment projects and national/regional development plans, which create several efficiency gaps that can lower countries' GDP.⁶ Second, delays and inefficiencies are common at the formulation stage of public investment projects in LAC, and there is a lack of coordination between some of the agencies in charge of putting in place and moving forward public investment projects.⁷ Third, there is the additional challenge of governance capacity at the subnational level. In many cases, these entities are recipients of public investment funds from several sources, including royalties originating in the extractive industries, but have not fully developed their institutional capacity to manage these resources and responsibilities in a transparent and efficient manner, in particular with regards to the execution of public investment projects.⁸

2.3 The role of transparency and information management. Improving transparency and efficiency in information management is essential to overcome these challenges. Predictive analytics, social accountability through social media, and open data are tools that can make the governments of the region more effective, efficient and transparent. Both out of necessity, as well as opportunity, citizens are increasingly being brought to the center stage to work with their governments, providing information, ideas, and innovations.⁹ Institutional structures operate in an ecosystem where social media, apps and hashtags are key inputs into both policy-making and politics. In mid-2015, the IDB launched a study which concluded that a vast majority of large municipalities in Latin America have institutionalized the use of social media in public administration and have formal structures to manage them.¹⁰

⁴ Integrity Framework for Public Investment, OECD, 2016

⁵ For countries in the Caribbean, due to the structure of their administrative systems, the problems identified in public investment systems mainly apply to the central level of government.

⁶ A recent IMF report indicates that "Comparing the value of public capital (input) and measures of infrastructure coverage and quality (output) across countries reveals average inefficiencies in public investment processes of around 30 percent. The economic dividends from closing this efficiency gap are substantial: the most efficient public investors get twice the growth "bang" for their public investment "buck" than the least efficient." IMF, Making Public Investment More Efficient, June 2015. According to an IDB diagnostic report, in Colombia, in the period 1996-2011, more than 50% of inefficiency in the use of physical capital and human capital that affect public investment in Colombia can be explained by deficiencies in public administration. Giménez et al. Consulting Report for the IDB, 2015.

⁷ The World Bank states that "Often, the project may be proposed or sponsored by a line ministry and be subject to review by a ministry of planning and a ministry of finance. Weak interagency coordination processes may lead to delays in both project evaluation and project oversight and implementation". Rajaram, Anand, et al. The power of public investment management: Transforming resources into assets for growth. World Bank Publications, 2014.

⁸ In the case of Brazil, empirical evidence suggests that greater flow of resources (from royalties) can be associated with less transparency and fewer controls. Transparent Governance in an Age of Abundance: Experiences from the Extractive Industries in Latin America and the Caribbean. Vieyra and Masson, IDB, 2014. (Chapter 10, Martin Ardanaz).

⁹ Improving Lives Through Better Government: Promoting Effective, Efficient, and Open Governments in Latin America and the Caribbean. Technical Note, Inter-American Development Bank, 2014. Carlos Santiso, Jorge von Horoch and Juan Cruz Vieyra.

¹⁰ For more information, click [here](#).

- 2.4 Information management and transparency platforms, which enjoy the benefits of the data revolution, are helping governments eliminate the pockets of opacity and integrity risks in public investment systems. In other words, information management has become an effective entry point to address institutional challenges, particularly those related to efficiency, transparency, and integrity. In turn, this can benefit several public management functions, including inter-agency coordination, strategic planning, monitoring and evaluation, and financial and procurement management.
- 2.5 Open, competitive, and transparent procedures for allocating and implementing public investment projects are also critical in limiting opportunities for corruption, reducing fraud and waste, and fueling efficiency. A recent IMF study argues that transparency is a critical aspect at all stages of the investment cycle, and that finance or planning ministers can benefit from developing transparency arrangements, which can help to implement standardized methodologies for project appraisal and monitoring, and help with risk analysis functions. An IMF report highlights that “transparency of budget execution, openness of the procurement process, and efficiency of cash management are critical to the stability and predictability of investment and to reducing opportunities for rent seeking.”¹¹
- 2.6 Information management platforms can help improve decision making processes throughout the different phases of the public investment cycle, including planning, execution and monitoring. They can also help public officials engage with private sector and civil society stakeholders in the design and implementation of public investment strategies to enhance social and economic value,¹² as their common goal is to facilitate increased use of data and evidence to improve development outcomes.¹³ Information management platforms, especially those relying on geo-referenced visualization tools, are increasingly playing an important role to boost enhanced transparency, integrity and accountability, both in developed and emerging economies.¹⁴
- 2.7 The region has important experiences in this area. For example, the Government of Colombia, with the support of the IDB, designed and implemented a platform to allow citizens to track not only the royalties being paid by the extractive industries, but the projects those royalties are financing nationwide. Today, all of this information is

¹¹ Making Public Investment More Efficient, IMF, June 2015.

¹² An example of an innovative information management platform developed by the IDB is ConnectAmericas. This platform connects companies and entrepreneurs with potential clients, suppliers or investors through professional communities that are segmented by industry and offers its users a consolidated and easy to use selection of different public and private sector financing opportunities available in their countries of interest.

¹³ An OECD report indicates “All levels of government should involve stakeholders in needs assessment and the design of an investment strategy at an early stage of the investment cycle, and, at later stages, in feedback and evaluation. Information on public investment plans, expenditures, and results should be exposed to some level of public scrutiny to promote transparency and accountability”. Recommendation of the Council on Effective Public Investment Across Levels of Government, OECD, 2014

¹⁴ According to the United States Geological Survey (USGS), geo-referencing means that the internal coordinate system of a map or aerial photo image can be related to a ground system of geographic coordinates. The relevant coordinate transforms are typically stored within the image file, though there are many possible mechanisms for implementing geo-referencing. The most visible effect of geo-referencing is that display software can show ground coordinates (such as latitude/longitude) and also measure ground distances and areas. There are various GIS tools available that can transform image data to some geographic control framework, like the commercial ArcMap, ArcGIS, PCI Geomatica, TNTmips (MicroImages,Inc) or ERDAS Imagine. For more information, click on this [link](#).

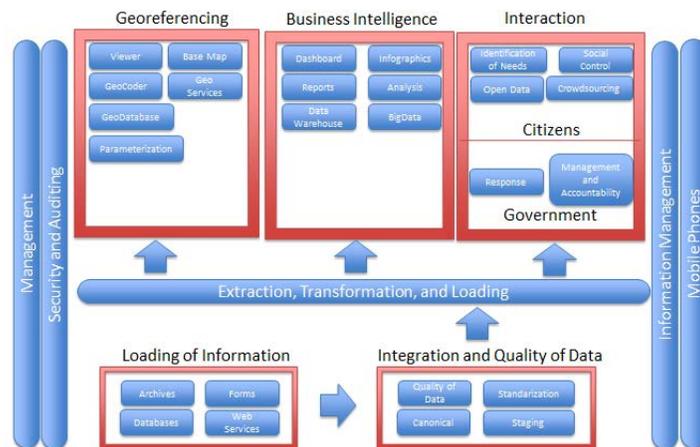
available at [MapaRegalias](#), which provides complete traceability throughout the royalty cycle, from the source of the revenues to the implementation of public investment projects financed by extractive revenues. In Peru, a geo-referential platform to display public works (INFOBRAS) is managed by the Office of the Comptroller General. In Chile, the GEO-CGR Portal was designed and implemented by the General Comptroller of the Republic, in collaboration with the Ministries of Public Works and Social Development, and the Directorate of Public Procurement and ChileCompras.

- 2.8 **Objective.** The general objective of this technical cooperation (TC) is to support countries in the region in improving transparency and efficiency of public investment systems by strengthening information management. Specifically, this TC will support the design and implementation of innovative and scalable geo-referential pilot projects at the sector level, consolidate knowledge of existing initiatives, and disseminate the use and potential impact of these platforms at the regional level.
- 2.9 The TC is aligned with the objective and thematic areas of the Anti-corruption Activities Fund (AAF), which aims at strengthening the institutional capacity of IDB borrowing member countries to prevent and control corruption by implementing transparency mechanisms, tools, and policies. Specifically, the TC aligns with the Open Government pillar of the Fund, as well as with the work stream on targeted transparency (sector-level transparency) that the Fund has supported since its inception. In addition, this TC is closely aligned with country demands.¹⁵

III. Description of activities and outputs

- 3.1 **Strategic Approach.** The TC will seek to develop innovative and scalable pilot projects to build geo-referential platforms for public investment systems at the national level of government, based on internationally accepted conceptual models on business intelligence and cloud-based software services. Graph I shows the conceptual model for InvestmentMap, which

Graph I: Conceptual Model for InvestmentMap



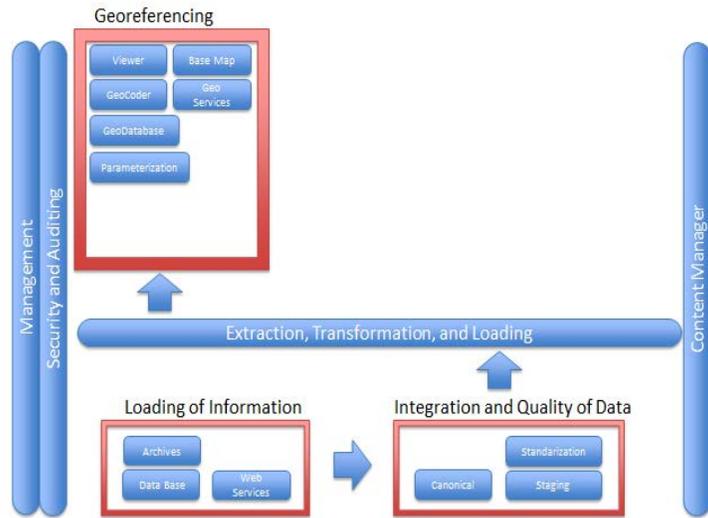
¹⁵ The 2015-2018 Barbados country strategy makes specific reference to modernization of the public sector, and mentions the use of budget data to ensure more efficient and transparent decision-making. The 2015-2018 Colombia country strategy makes specific reference to increasing the capacity for management of public investment. The Costa Rica 2015-2018 country strategy makes specific reference to improving productive infrastructure quality, efficiency, and sustainability which would be enhanced by a geo-referencing platform which increases transparency in infrastructure construction projects. The 2014-2018 Paraguay country strategy states in particular that the IDB will support Paraguay in ensuring there is more transparency, efficiency, and integrity in the management of public entities and their investment programs.

includes all the components and cross-cutting functions of this information management platform.¹⁶

3.2 The focus of the TC is not only to support the development of the technology mentioned, but rather to contribute to developing cloud-based services, which will be applied to different types of technology based upon the needs and preferences of each country.¹⁷ Graph II presents a conceptual model for the country pilot projects. These pilot projects will help to bring transparency to specific sectors or areas. This, in turn, should reveal inefficiencies and point to decisions that are needed to streamline processes and ensure efficiency gains.¹⁸

Graph II: Conceptual Model for Country Pilot Project

3.3 This approach has many advantages that can enhance the sustainability of the activities undertaken at the country level. First, it will help reduce the cost at which countries can acquire such services and it allows the reutilization of software developed for other countries with low customization costs. Second it can also reduce the time-frame needed to put these geo-referential systems in place. Third, it increases country ownership by giving beneficiaries a flexible instrument that allows for future changes, for example creating layers of applications



¹⁶ The platform includes three main components: I) Geo-referencing: Component of the platform that handles viewing maps (ii) Business Intelligence: Responsible for generating advanced analysis and information for decision-making, from a descriptive and predictive point of view (iii) Interaction: this component helps improve communication between citizens and government, but in turn generates important analysis for the advanced big data and business intelligence module. Some cross-platform capabilities allow for management, audit, and security and at the same time allow them to operate web and mobile versions. These transversal functions are: (i) loading of Information: Provides services to connect to databases and to load files from different sources. (ii) integration and data quality: Responsible for homogenizing data sources, integrating information and applying data quality methodologies.

¹⁷ The use of cloud services has many advantages, including its low cost, ease of administration, the possibility of using different technologies and the potential scalability of the solutions. Also they allow to "test" a particular service or a set of services and/or applications, before a particular country commits to long-term back office reforms that will help with the implementation of these services. Another benefit of using cloud computing is that they allow the implementation of big data tools to conduct analyzes that help align the needs of citizens with the planning, execution and monitoring of public investment, thus supporting the optimization of the entire public investment cycle. For more information, click [here](#).

¹⁸ For example, in Colombia, MapaRegalias has an internal portal that helps policy makers identify weaknesses and make timely decisions to improve investment system processes. There is also an external portal which allows citizens to demand information in order to keep public agencies and the executors of public investment projects accountable.

that can be adapted to the evolving circumstances and needs of each country.¹⁹ For example, in some countries, the geo-referential tools can mainly help with the visualization of specific information related to the execution of investment projects (first layer and basic function of these tools), while in other countries these tools can support a business model to analyze how investment projects are attending to the needs of local communities, based on the introduction of big data and analytics.

- 3.4 Component I. Stock-taking of information management in public investment systems.** This component will support a stock-taking exercise of the current state of public investment information systems. The following activities will be conducted: (i) identify what information is used by the different public sector agencies and develop an inventory of available information, (ii) analyze which information could be made public based on the existing legal and regulatory framework, (iii) define criteria for quality, delivery formats (to internal and external stakeholders) and update mechanisms, (iv) develop an inventory of existing information management tools, (v) document the business processes that information tools support throughout the public investment cycle, (vi) identify the current state of databases and technology, (vii) identify opportunities for improvement of current tools, including opportunities to use crowdsourcing mechanisms, and (viii) provide an executive report with detailed explanation on the quality of information to be loaded onto a new, integrated information platform.
- 3.5 Component II. Implementation of new information and visualization systems for public investment.**²⁰ This component will support the following activities: (i) build a strategic vision for the optimization of management information systems, (ii) design and develop pilot projects for geo-referencing information and data visualization related to public investment,²¹ (iii) design update mechanisms and a strategic plan to gradually improve the quality of the information collected by the platform (iv) design mechanisms to evaluate the usability of the tool by various public and private stakeholders, (v) generate infographics that allow users to easily visualize the information, and (vi) generate mechanisms for citizen participation and interaction with social networks, which could include apps that would allow citizens to track the implementation of public investment projects from mobile devices.
- 3.6 Component III. Consolidation of knowledge and dissemination at the regional level.** The component will support coordination efforts, mutual learning tools and economies of scale. This component focuses on (i) developing and implementing a mechanism to support coordination among beneficiary countries, based on mutual learning tools,²² (ii) developing communications action plans both at regional and at

¹⁹ The application of these tools requires strong back office support which usually entails to build the capacity of key stakeholders, align processes, review legislation, etc. Here is where the Bank could be faced with the opportunity to combine technical support with financial support from other sources, as it has been the case in Colombia with MapaRegalias / MapaInversiones.

²⁰ The geo-referencing analysis and services related to the pilot project will be developed and stored in the cloud. Such services will be designed in a way that they can be utilized and thus replicated in other interested countries.

²¹ The pilot projects will be developed and implemented in Costa Rica Paraguay and Barbados. Sectoral focus will depend on specific requests. For example, in Costa Rica the Government already requested support to develop the pilot project in the construction sector. A brief note with the criteria used to select beneficiary countries, along with background information on each country can be found [here](#).

²² This may include exchange of information on common challenges, exchanges of public officials in charge of developing these tools in each country, etc.

the country level, (iii) creating a website, (iv) developing technical notes and/or practical guidelines to help other countries in the design and implementation of geo-referential platforms, (v) developing media products to visualize the importance of the regional initiative, (vi) conducting a final evaluation of the TC results,²³ and (vii) organizing a regional event on the topic.

3.7 The indicative results matrix table can be found at [IDBDOCS#40409196](#).

IV. Budget

4.1 The budget of the TC amounts to US\$750,000. For the detailed budget, see [IDBDOCS#40409191](#). The funds will be used to finance the hiring of firms and/or individual consultants, the organization of events and communication materials, and the costs of travel and per diem expenses for the consultants in order to execute the activities of this TC.

V. Executing agency and execution structure

5.1 The Bank will execute this TC.²⁴ The Bank has experience in building institutional capacity in order to increase efficiency and transparency in several areas that are connected to the improvement of public investment systems, including management for results, civil service, e-government, etc. The Bank has a 'systems approach' that helps align institutional objectives and structures with overall policy goals. It will contract individual consultants, consulting firms and non-consulting services in accordance with the Bank's current procurement policies and procedures.

5.2 The Bank's value in promoting a regional initiative on information management in public investment is due to its experience and expertise in three main areas: (i) institutional strengthening of public investment systems, (ii) innovation and information management, and (iii) open government and anti-corruption.

VI. Project Risks and issues

6.1 Three main implementation risks were identified: (i) lack of political will to advance through the different phases of implementation. This risk will be mitigated by aligning the implementation of pilot projects at the country level with ongoing plans and wider institutional reforms towards enhanced transparency;²⁵ (ii) lack of technical knowledge to develop these highly innovative information management platforms. This risk is mitigated by using the methodologies and technical knowledge that the Bank has gained from designing and implementing similar projects such as MapAmericas within the Bank, and MapalInversiones in Colombia; (iii) the sustainability of information management platforms. This risk will be mitigated by (i) raising awareness among public officials regarding the importance of information

²³ It is expected to evaluate both the outputs and outcomes of the TC. Considering that impact evaluations do require a timeframe for impacts to manifest and be measured, along with potential substantial financial resources, the team will seek a balanced approach to measure specific outcomes at the country level which may suggest future impact.

²⁴ The [Concept Note](#) presents the Bank's value added to promote a regional initiative on transparency and information management in public investment systems.

²⁵ As an example, in Costa Rica, the Ministry of Public Works and Transport has aligned the implementation of the pilot with the COST initiative. The implementation of the TC will seek this kind of synergies in each country where pilot projects will be implemented as a way to mitigate the risk of low level of commitment by the public entities (for example, sector ministries) in charge of implementing the pilots.

management platforms as a key component of decision making processes, and (ii) empowering civil society in the use these platforms and developing a communication strategy with key stakeholders so that they are fully aware of the existence and potential benefits of the tools.

VII. Environmental and Social Classification

- 7.1 According to the Environment and Safeguards Compliance Policy (OP-703), the TC has been classified as category C. No potential negative environmental and/or social impacts of the TC were identified and therefore no mitigation strategy is required to address any impacts. See [IDBDOCS#40382447](#).

Required annexes:

- I. Country requests: (I) [Barbados](#); (ii) [Colombia](#); (iii) [Costa Rica](#); (iv) [Paraguay](#)
- II. [Terms of Reference](#).
- III. [Procurement Plan](#).



GOVERNMENT OF BARBADOS
MINISTRY OF FINANCE AND ECONOMIC AFFAIRS
(ECONOMIC AFFAIRS DIVISION)

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OUR REF: 7096/00 T1 Vol. 47

March 31, 2016

Mr. Juan Carlos De La Hoz Vinas
Representative
Inter-American Development Bank
"Hythe", Welches
Maxwell Main Road
CHRIST CHURCH

Dear Sir,

Government of Barbados/Inter-American Development Bank
Action Plan to Improve Portfolio Performance -
Request for Non-Reimbursable Technical Assistance

Reference is made to your correspondence CCB/CBA/304/2016 dated March 9, 2016 and subsequent videoconference of March 23, 2016 regarding the captioned subject.

The Economic Affairs Division is responsible for promoting and facilitating the implementation of the Government of Barbados' development strategy by ensuring that the best mix of policy and public sector investment programmes are well planned and executed.

This Division has been constrained in its efforts to fulfil this mandate due in part to the absence of a comprehensive information management system which impacts its ability to effectively monitor and evaluate the outcomes of development initiatives. This is also compounded by systemic issues across the wider public sector that could be addressed by employing results based management.

In this regard, the Economic Affairs Division is requesting technical assistance from the Inter-American Development Bank to support the Division in (i) enhancing its monitoring and evaluation capacity; and (ii) facilitating the overall implementation of managing for development results. It is proposed that the technical assistance finance:-

- (i) a diagnostic of the institutional capacity of the Division and the wider existing policy and project implementation framework;

.../2...

Mr. Juan Carlos De La Hoz Vinas
Representative
Inter-American Development Bank

March 31, 2016

- (ii) the development of an action plan to address the recommendations of the diagnostic study; and
- (iii) a pilot project to address the information management and monitoring and evaluation challenges of the Division.

This request is in keeping with the Action Plan to Improve Portfolio Performance in Barbados and will support improved policy making, programme design and overall attainment of development effectiveness.

Your cooperation in this matter is appreciated.

Yours faithfully,

LOUIS ST. E WOODROFFE, PhD
Permanent Secretary
(Economic Affairs)

LSW/sr-v

c.c. Mrs. Christel Saab, Chief of Operations, Inter-American Development Bank
Ms. Rochelle Franklyn, Operations Senior Associate,
Inter-American Development Bank

From: [Vieyra, Juan Cruz](#)
To: [Baza Nunez, Escarlata](#); [Cabral Berenfus, Florencia Alejandra](#)
Cc: [Rapson, Leanne Michelle](#)
Subject: FW: Request from Barbados.
Date: Friday, August 12, 2016 4:46:00 PM
Importance: High

FYI. Please attach this email to the letter of request.

-----Original Message-----

From: Seibert Frederick [<mailto:seibertk.frederick@gmail.com>]
Sent: Friday, August 12, 2016 2:58 PM
To: Rapson, Leanne Michelle
Subject: FW: Request from Barbados.

Dear Mrs.Rapson

The Economic Affairs Division of the Ministry of Finance and Economic Affairs is fully aware and understands that the resources for the technical assistance to this initiative are coming from a regional technical cooperation to be executed by the IDB.

Regards,

Seibert Frederick
Manager,
Public Investment Unit



DNP Departamento
Nacional
de Planeación



Bogotá D.C., jueves, 21 de abril de 2016

STIP



Al responder cite este Nro.
20164100363221

Señor
RAFAEL DE LA CRUZ
Representante
Banco Interamericano de Desarrollo
Carrera 7 No. 71 – 21 Torre B
Bogotá D.C

Asunto: Solicitud de apoyo y asistencia del BID para el Fortalecimiento del Sistema de Inversión Pública en Colombia

Apreciado señor de la Cruz:

En el marco del apoyo que desde hace varios años viene prestado el Banco Interamericano de Desarrollo - BID al Gobierno de Colombia, en el fortalecimiento del sistema de inversión pública, vemos como se han materializado importantes resultados como MapaRegalías, la modernización de la Metodología General Ajustada – MGA y hoy en ejecución, la puesta en marcha de MapaInversiones y la Plataforma Integrada de Inversión Pública.

No obstante, aún permanecen importantes retos que permitan consolidar el liderazgo del País en materia de inversión pública, especialmente en dos frentes de trabajo: el primero de ellos, en el mejoramiento de la planificación, la focalización y la coordinación de los distintos niveles de la inversión pública; y la segunda, en el fortalecimiento de las técnicas presupuestales. Todo esto, en el marco de la agenda de País para cierre de brechas con objetivos regionales planteado en el Plan Nacional de Desarrollo.

En este sentido, es para el Gobierno Nacional y especialmente para el Departamento Nacional de Planeación, fundamental continuar contando con la asistencia del Banco en los aspectos mencionados. Por ello quisiéramos solicitar al BID el apoyo para avanzar en los siguientes temas:

- Espacios de reflexión y análisis con expertos internacionales para definir posibles cursos de acción que permitan fortalecer la calidad de la inversión pública en Colombia. Para esto, estamos proponiendo la realización de un evento internacional académico en el mes de marzo de 2017 en la ciudad de Cartagena.



DNP Departamento
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de Planeación



- Apoyar la gestión financiera del Gobierno Nacional, especialmente en la realización de revisiones de gasto o "*spending reviews*" sectoriales.
- Identificación de barreras institucionales sobre la base de la implementación de la Plataforma Integrada de Inversión Pública y de MapaInversiones. Identificación de los siguientes pasos.

Quedamos atentos a sus comentarios e instrucciones para avanzar en dicho propósito.

Atentamente,

From: [Vieyra, Juan Cruz](#)
To: [Cabral Berenfus, Florencia Alejandra](#)
Subject: FW: SOLICITUD DE APOYO DEL BID PARA EL FORTALECIMIENTO DEL SISTEMA DE INVERSIÓN PÚBLICA EN COLOMBIA
Date: Wednesday, August 10, 2016 12:04:26 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

For our records. Best, Juan Cruz

From: Carolina Londono Araque [<mailto:clondono@dnpc.gov.co>]
Sent: Monday, August 08, 2016 12:01 PM
To: Arisi, Diego
Subject: SOLICITUD DE APOYO DEL BID PARA EL FORTALECIMIENTO DEL SISTEMA DE INVERSIÓN PÚBLICA EN COLOMBIA

Respetado señor Arisi:

Con relación a nuestra solicitud de apoyo del asunto de la referencia, incluida en la cooperación técnica “*Innovación para mejorar la transparencia y eficiencia en la inversión pública*”, de manera atenta solicitamos al BID que los recursos asignados sean administrados por el Banco.

Agradecemos su atención y apoyo.

**SUBDIRECCIÓN TERRITORIAL Y DE INVERSIÓN PÚBLICA
DEPARTAMENTO NACIONAL DE PLANEACIÓN**

Calle 26 No. 13 – 19 Piso 31
Conmutador (571) 3815000 Ext.: 3135
Bogotá, Colombia



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*Ministerio de Hacienda
Despacho del Ministro
San José, Costa Rica*

06 de mayo del 2016.
DM-0901-2016

Señor
Rodrigo Parot
Representante para Costa Rica
Banco Interamericano de Desarrollo

Ref.: Cooperación Técnica no Rembolsable (CTNR) "Transparencia en el Sector de la Construcción (CoST)".

Estimado señor:

Me refiero a la solicitud planteada por la Sra. Olga Marta Sanchez Oviedo, Ministra de Planificación Nacional y Política Económica, mediante oficio DM-229-16 de fecha 02 de mayo del 2016, en donde manifiesta interés en que este Ministerio gestione recursos de cooperación técnica no reembolsable ante su Representada, para que el Ministerio de Obras Públicas y Transporte (MOPT) pueda participar en la iniciativa regional para el fortalecimiento de la gestión de la información de la inversión pública para una mayor transparencia y eficiencia, específicamente en la Transparencia en el Sector de la Construcción (CoST).

Dicha cooperación técnica tiene como objetivo mejorar la eficiencia en el uso de los recursos, destinándolos a las iniciativas que generen mayor valor a la sociedad en su conjunto, y a su vez garantizando una mayor transparencia en todo el proceso de Inversión Pública asociado a proyectos de construcción de infraestructura pública, la estrategia de implementación de CoST está basada en tres pilares de acción; la divulgación, el aseguramiento y la demanda de rendición de cuentas, con el fin de facilitar mecanismos y espacios al ciudadano, para el ejercicio responsable e informado de sus derechos y de esta manera fortalecer la democracia según la Estrategia Nacional de Gobierno Abierto.

La iniciativa de la CoST propone la conformación de un grupo local encargado de su dirección estratégica, el cual es tripartido y multisectorial, conformado por representantes del sector público, el sector privado y la sociedad civil. La divulgación consiste en requerir la publicación transparente, proactiva y estandarizada de los datos sobre la ejecución de los proyectos de infraestructura a lo largo de todo su ciclo de vida, es con esta



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*Ministerio de Hacienda
Despacho del Ministro
San José, Costa Rica*

disponibilidad de información que se alimentan los procesos de aseguramiento, seguimiento y rendición de cuentas con la creación de una plataforma adecuada para la centralización de esta información y ponerla a disposición del público.

Dado lo anterior, solicito respetuosamente valorar el otorgamiento de recursos de Cooperación Técnica No Reembolsable a efectos de que MOPT implemente la iniciativa citada y logre los objetivos propuestos.

Cordialmente,

Helio Fallas V
Ministro



cc AAC

cc Sr. Oscar Méndez Chavarría., Director a.i de Cooperación Internacional, MIDEPLAN

cc Sra. Jeannina Gutierrez Ugarte; Coordinadora de la Unidad de Cooperación Internacional, MIDEPLAN



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From: [Vieyra, Juan Cruz](#)
To: [Cabral Berenfus, Florencia Alejandra](#)
Subject: FW: Gestión de la información sobre inversión pública - Costa Rica
Date: Wednesday, August 10, 2016 12:05:22 PM
Attachments: [image002.png](#)

For our records. Best, Juan Cruz

From: Juan Carlos Quiros Solano [mailto:quirossj@hacienda.go.cr]
Sent: Tuesday, August 09, 2016 8:11 PM
To: Vieyra, Juan Cruz
Cc: Abizanda Miro, Beatriz; pacheco.jimenez@gmail.com; mauricio.gonzalez@mopt.go.cr
Subject: RE: Gestión de la información sobre inversión pública - Costa Rica

Estimado Juan

Espero que se encuentre muy bien, en relación con nuestra solicitud de apoyo de la cooperación técnica regional en torno a “mejorar la transparencia y eficiencia de los sistemas de inversión pública mediante el fortalecimiento de la gestión de la información (acceso y uso)”, y considerando que se encuentran en la fase final de aprobación de los recursos de la cooperación, de manera atenta, como en otras oportunidades los hemos pedido en otras asistencias, solicitamos al BID que los recursos asignados sean administrados por el Banco.

Saludos cordiales,

Juan Carlos Quirós S.

Director General de Crédito Público

Teléfono: (506) 2258-3875 Ext. 1043



COSTA RICA
GOBIERNO DE LA REPÚBLICA



Asunción, 9 de mayo de 2016

M.H. N° 458.-

SEÑOR
EDUARDO ALMEIDA, REPRESENTANTE
BANCO INTERAMERICANO DE DESARROLLO
ASUNCIÓN, PARAGUAY

Tengo el agrado de dirigirme a usted a efectos de hacer referencia a la iniciativa del Banco Interamericano de Desarrollo (BID) en el marco del apoyo a los países de la región en la mejora de la transparencia y eficiencia de los sistemas de Inversión Pública enfocada al fortalecimiento en la gestión de la información (Exp. M.H. N° 28.192/2016).

Al respecto, entre las actividades principales a ser cometidas en los países beneficiarios se encuentran la identificación de la situación actual de la gestión de la información en los sistemas de inversión pública y la realización de un plan de trabajo para fortalecer la gestión de la información a partir de herramientas innovadoras que posibiliten la georreferenciación de los proyectos, necesarios para el desarrollo en nuestro Sistema de Inversión Pública.

En ese contexto, cabe resaltar que los beneficios asociados al fortalecimiento de los sistemas de información comprenderían (i) mejorar el uso de los datos en la toma de decisiones a partir del aprovechamiento de los mismos en forma masiva; (ii) generar políticas y discusiones con centro en los ciudadanos; (iii) alinear los sistemas de inversión pública con las iniciativas de fortalecimiento institucional y Gobierno abierto más amplias; e (iv) identificar desafíos de coordinación entre las agencias que intervienen a lo largo del ciclo de la inversión pública, así como vehículos para solucionar brechas de capacidad.

A tal efecto, comunico el interés del Gobierno Nacional, a través del Ministerio de Hacienda, en participar en la iniciativa regional actualmente en proceso para el desarrollo a cargo del BID, solicitando en ese sentido la eventual consideración para la inclusión como país beneficiario de manera a acceder a los recursos de la cooperación técnica según los lineamientos planteados anteriormente en el marco del avance y consolidación del Sistema Nacional de Inversión Pública (SNIP), dependencia rectora instalada en esta Secretaría de Estado a cargo de la Dirección del Sistema de Inversión Pública (DSIP).

Hago propicia esta oportunidad para saludarle con mi distinguida consideración.

From: [Vieyra, Juan Cruz](#)
To: [Cabral Berenfus, Florencia Alejandra](#)
Subject: FW: solicitud
Date: Wednesday, August 10, 2016 12:03:45 PM

Four our records. Thanks. Juan Cruz

From: Facundo Salinas [mailto:facundo_salinas@hacienda.gov.py]
Sent: Tuesday, August 09, 2016 12:27 PM
To: Theinhardt, Jean Eric
Subject: solicitud

Estimados señores del Banco

Con relación a nuestra solicitud de apoyo del asunto de la referencia, incluida en la cooperación técnica *“Innovación para mejorar la transparencia y eficiencia en la inversión pública”*, de manera atenta solicitamos al BID que los recursos asignados sean administrados por el Banco.

Agradecemos su atención y apoyo.

Facundo Salinas Aguirre
Director
Dirección del Sistema de Inversión Pública
Pte. Franco 173. Edif. Ybaga p.9 Tel: (+595 21) 448285 int. 6321

TERMS OF REFERENCE

Innovations to improve Transparency and Efficiency of Public Investment Systems RG-T2793

Legal and Regulatory Assessment Consultant

1. Background

Public investment is critical for countries' economic and social development. Through the provision of both social and economic infrastructure, public investment can serve as an important catalyst for sustainable growth. Public Investment represents an important percentage of total national expenditures in most countries of the region. Also, within the public sector, subnational governments are major contributors to -and beneficiaries of- public investment. A significant body of theoretical and empirical research underscores the positive relationship between investment in high-quality public infrastructure and economy-wide productivity. The G-20 has called for ramping up public investment to raise long-run economic growth (G-20, 2014).

Public investments can also result in undesirable outcomes when they are not properly carried out. The economic and social impact of public investment crucially depends on its integrity, transparency and efficiency, both at the subnational and central level of government.

There are a wide range of challenges at the national level that could affect the integrity, transparency and efficiency of public investments. In many countries of the region delays and inefficiencies are common at the formulation stage of public investment projects. There is a lack of coordination between some of the agencies in charge of putting in place and moving forward public investment projects. In this regard, the Bank's Country Strategy with Colombia 2015-2018 highlights that institutional weaknesses are the main obstacle to the implementation of public investment. According to an IDB diagnostic report, in the period 1996-2011, more than 50% of inefficiency in the use of physical capital and human capital that affect public investment in Colombia can be explained by deficiencies in public administration.

There are also challenges at the subnational level. Local governments in LAC have been receiving more resources as a result of transfers with broader responsibilities due to decentralization schemes, but they have not yet fully developed their institutional capacity to manage these resources and responsibilities in an efficient and effective manner, in particular with regards to the execution of public investment projects. Local governments are frequently associated with high perceived levels of rent-seeking and

corruption. In the case of Brazil, empirical evidence suggests that greater flow of resources (from royalties) can be associated with less transparency and fewer controls. Along the same lines, the execution of public investments in Brazilian municipalities that receive resources from royalties is associated with lack of effective oversight of those resources.

Information management and transparency platforms are helping governments eliminate opacity and integrity risks in public investment systems. In other words, information management has become an effective entry point to address institutional challenges, particularly those related to efficiency, transparency, and integrity. The Institutional Capacity of the State division (IFD/ICS) has designed a Technical Cooperation (TC) with the objective of supporting key actors in the design and implementation of transparency and information management tools in the area of public investment, to help mitigate the challenges faced by governments.

2. Objective of the consultancy

The objective of the consultancy is to support the TC beneficiary countries and the Bank in analyzing which information could be made public based on the existing legal and regulatory frameworks in the three countries where the TC will implement pilot projects.

3. Main Activities:

1. Identify and conduct a literature review of relevant existing legal and regulatory frameworks related to confidentiality, public investment, information technology, and intellectual property rights in the three countries where the TC will implement pilot projects.
2. Clearly define, based on a legal opinion, which information can be disclosed.
3. Conduct an analysis of legal or regulatory alternatives to the disclosure of necessary information and the processes necessary for the elimination of barriers to disclosure, including concrete recommendations.

4. Products

The final product to be developed and delivered by the Consultant is a legal opinion which determines whether the existing regulatory and legal frameworks allow for the disclosure of public investment information and recommends further actions which may be taken in order to ensure disclosure, if necessary. The final version of the products shall include the comments and feedback received from the IDB team and select government officials.

5. Payment Schedule

Consulting services will be contracted in the following manner: there will be 3 equal payments which will each need approval from the coordinator.

6. Qualifications

Education and Experience:

Candidate should have a Master's degree in law, including experience or education in banking and finance laws, intellectual property laws, and in particular, administrative laws. Solid knowledge and experience of public sector regulations is a plus.

7. Characteristics of the Consultancy

Category and Type: Individual Consultant.

Start Date and Duration: 30 days, starting October 2016 / February 2017 / July 2017

Workplace: The work will be carried out at the place of residence of the consultant.

Coordinator: Coordination will be carried out by the Inter-American Development Bank by Juan Cruz Vieyra (IFD / ICS).

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDS status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE

Innovations to improve Transparency and Efficiency of Public Investment Systems RG-T2793

InvestmentMap IT Lead Consultant

1. Background

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2. Objective of the consultancy

The objective of the consultancy is to support the TC beneficiary countries and the Bank in the design and implementation of *InvestmentMap / MapaInversiones* at the regional and country level. The specific objectives are to provide overall technical guidance to (i) the development of stock-taking activities outlined in component I of the TC; (ii) the implementation of activities outlined in component II of the TC, including the design and implementation of new information and visualization systems.

6. Main Activities:

4. Identify what information is used by the different actors and develop an inventory of available information
5. Define criteria for quality, delivery formats (to internal and external stakeholders) and update mechanisms
6. Develop an inventory of existing information management tools
7. document the business processes that information tools support throughout the public investment cycle
8. Identify the current state of databases and technology
9. Identify opportunities for improvement of current tools, including opportunities to use crowdsourcing mechanisms
10. Provide an executive report with detailed explanation on the quality of information to be loaded onto a new, integrated information platform.
11. Build a strategic vision for the optimization of management information systems
12. Interact with the team that will develop software for the 3 pilot projects. Participate in the prioritization of activities and assist in the quality assurance process.

7. Products

The final products to be developed and delivered by the Consultant are:

1. Work plan and methodology.
2. Technical support for missions to the three pilot countries.
3. Documents, in accordance with requests from the IDB team, stating the results of the missions to the countries
4. Mapping of existing information systems, processes, and databases, and technology in the area of public investment
5. *InvestmentMap / MapaInversiones Architecture document.*
6. *InvestmentMap / MapaInversiones Design document for the main solution.*
7. Weekly / Monthly reports, in accordance with requests from the IDB team.

The final version of products shall include the comments and feedback received from the IDB team and select government officials.

8. Payment Schedule

Consulting services will be contracted in the following manner: there will be equal payments, which will need approval from the coordinator.

6. Qualifications

Education:

Candidate should have recognized expertise and experience in software engineering, MIS or equivalent certification.

Experience / training:

At least 5 years work experience in the area of software design, building and implementation, including solutions implemented at the public sector level.

Skills:

Candidate should have a strong background in software development, project management and functional analysis. Ability to work independently and to participate in project teams. Strong and demonstrated analytical abilities and understanding of change management procedures and best practices. Should have experience in Enterprise Architecture exercises.

Knowledge in the following is required:

- Experience in architecture, design and development of web applications for public sector agencies in Latin American and/or Caribbean countries.
- Experience in business intelligence and analytics solutions.
- Strong use and expertise of SQL query language

7. Characteristics of the Consultancy

Category and Type: Individual Consultant.

Start Date and Duration: 1 year, starting September 2016.

Workplace: The work will be carried out at the place of residence of the consultant. Complete availability required to conduct missions to countries where the Technical Cooperation is envisioned to have pilot projects.

Coordinator: Coordination will be carried out by the Inter-American Development Bank by Juan Cruz Vieyra (IFD / ICS).

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE

Innovations to improve Transparency and Efficiency of Public Investment Systems RG-T2793

Individual Consultant/Contractual to design and implement citizen participation mechanisms for public investment visualization systems

1. Background

Public investment is critical for countries' economic and social development. Through the provision of both social and economic infrastructure, public investment can serve as an important catalyst for sustainable growth. Public Investment represents an important percentage of total national expenditures in most countries of the region. Also, within the public sector, subnational governments are major contributors to -and beneficiaries of- public investment. A significant body of theoretical and empirical research underscores the positive relationship between investment in high-quality public infrastructure and economy-wide productivity. The G-20 has called for ramping up public investment to raise long-run economic growth (G-20, 2014).

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There are also challenges at the subnational level. Local governments in LAC have been receiving more resources as a result of transfers with broader responsibilities due to decentralization schemes, but they have not yet fully developed their institutional capacity to manage these resources and responsibilities in an efficient and effective manner, in particular with regards to the execution of public investment projects. Local governments are frequently associated with high perceived levels of rent-seeking and corruption. In the case of Brazil, empirical evidence suggests that greater flow of

resources (from royalties) can be associated with less transparency and fewer controls. Along the same lines, the execution of public investments in Brazilian municipalities that receive resources from royalties is associated with lack of effective oversight of those resources.

Information management and transparency platforms are helping governments eliminate opacity and reduce integrity risks in public investment systems. In other words, information management has become an effective entry point to address institutional challenges, particularly those related to efficiency, transparency, and integrity. The Institutional Capacity of the State division (IFD/ICS) has designed a Technical Cooperation (TC) with the objective of supporting key actors in the design and implementation of transparency and information management tools in the area of public investment, to help mitigate the challenges faced by governments.

2. Objective of the consultancy

The objective of the consultancy is to design and develop software components for citizen participation on public investment information and visualization systems.

3. Activities and Characteristics of the Consultancy

1. Participate in the analysis, design and development of software components according to the needs identified by the pilot countries
2. Perform unit testing code
3. Support the maintenance of code according to the needs of the project.
4. Design update mechanisms and a strategic plan to gradually improve the quality of the information collected by the platform
5. Design mechanisms to evaluate the usability of social media mechanisms by various public and private stakeholders
6. Generate infographics that allow users to easily visualize the information
7. Generate mechanisms for citizen participation and interaction with social networks, which could include apps that would allow citizens to track the implementation of public investment projects from mobile devices.

4. Products

The final products to be developed and delivered by the Consultant are:

1. Schedule and methodology
2. Design document containing the components to customize or develop social media mechanism embedded in public investment information platforms

3. Source code software components developed or customized
4. Document outlining the results of software testing
5. Report documenting the usability of social media mechanisms.
6. Report mapping a citizen participation mechanism, such as an app
7. Citizen participation mechanism developed and functioning

The final version of the products shall include the comments and feedback received from the IDB team and select government officials

5. Payment Schedule

Consulting services will be contracted and paid lump sum in the following manner:

- 15% upon delivery of products 1 and 2
- 35% upon delivery and approval of products 3 and 4
- 15% upon delivery of products 5 and 6
- 35% upon delivery and approval of product 7

6. Qualifications

Qualifications: Expertise in programming, computer science, computer engineering or systems, or related areas. At least 5 years of experience in development of software components in the language selected for the project. Experience in development of web software and apps for mobile devices for citizen participation is desired.

Language: Proficiency in Spanish and English

Areas of experience: Programming, systems management, engineering and design of ICT systems, geo-referencing, transparency, and the management and monitoring of projects.

7. Characteristics of the Consultancy

Category and Type: External Services Lump Sum.

Start Date and Duration: 90 effective working days, starting in December 2016 / TBD in 2017.

Workplace: The work will be carried out at the place of residence of the consultant.

Coordinator: Coordination will be carried out by the Inter-American Development Bank by Juan Cruz Vieyra (IFD / ICS).

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE

Innovations to improve Transparency and Efficiency of Public Investment Systems RG-T2793

Individual Consultant/Contractual to design, develop and test business intelligence components on public investment information and visualization systems

1. Background

Public investment is critical for countries' economic and social development. Through the provision of both social and economic infrastructure, public investment can serve as an important catalyst for sustainable growth. Public Investment represents an important percentage of total national expenditures in most countries of the region. Also, within the public sector, subnational governments are major contributors to -and beneficiaries of- public investment. A significant body of theoretical and empirical research underscores the positive relationship between investment in high-quality public infrastructure and economy-wide productivity. The G-20 has called for ramping up public investment to raise long-run economic growth (G-20, 2014).

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There are a wide range of challenges at the national level that could affect the integrity, transparency and efficiency of public investments. In many countries of the region delays and inefficiencies are common at the formulation stage of public investment projects. There is a lack of coordination between some of the agencies in charge of putting in place and moving forward public investment projects. In this regard, the Bank's Country Strategy with Colombia 2015-2018 highlights that institutional weaknesses are the main obstacle to the implementation of public investment. According to an IDB diagnostic report, in the period 1996-2011, more than 50% of inefficiency in the use of physical capital and human capital that affect public investment in Colombia can be explained by deficiencies in public administration.

There are also challenges at the subnational level. Local governments in LAC have been receiving more resources as a result of transfers with broader responsibilities due to decentralization schemes, but they have not yet fully developed their institutional capacity to manage these resources and responsibilities in an efficient and effective manner, in particular with regards to the execution of public investment projects. Local governments are frequently associated with high perceived levels of rent-seeking and corruption. In the case of Brazil, empirical evidence suggests that greater flow of

resources (from royalties) can be associated with less transparency and fewer controls. Along the same lines, the execution of public investments in Brazilian municipalities that receive resources from royalties is associated with lack of effective oversight of those resources.

Information management and transparency platforms are helping governments eliminate the pockets of opacity and integrity risks in public investment systems. In other words, information management has become an effective entry point to address institutional challenges, particularly those related to efficiency, transparency, and integrity. The Institutional Capacity of the State division (IFD/ICS) has designed a Technical Cooperation (TC) with the objective of supporting key actors in the design and implementation of transparency and information management tools in the area of public investment, to help mitigate the challenges faced by governments.

2. Objective of the consultancy

The objective of the consultancy is to design, develop and test business intelligence components on public investment information and visualization systems.

The specific objectives are:

1. Identify the business questions to respond according to the needs of pilot countries
2. Identify the inventory information needed to answer business questions.
3. Perform the design and development of the ETL and datamarts.
4. Create the necessary reports to assess and guide information display.
5. Conduct testing data and training.
6. Generate infographics that allow users to easily visualize the information

3. Activities and Characteristics of the Consultancy

To achieve the objectives above, the consultant must carry out the following activities:

1. Design and creation of a plan for business intelligence
2. Implementation of a pilot project
3. Coordination with IDB teams and select government officials

4. Products

The final products to be developed and delivered by the Consultant are:

1. Schedule and methodology
2. Documentation of information architecture
3. Components business intelligence developed
4. Documentation related to tests performed
5. Completed and functioning pilot project

The final version of the products shall include the comments and feedback received from the IDB team and select government officials

5. Payment Schedule

Consulting services will be contracted and paid lump sum in the following manner:

- 15% upon delivery of product 1
- 35% upon delivery and approval of products 2 and 3
- 25% upon delivery of products 4
- 35% upon delivery and approval of product 5

6. Qualifications

Qualifications: Expertise in business intelligence, data science or related areas. At least 2 years of experience in the business intelligence solutions construction. Language: Proficiency in Spanish and English

Areas of experience: Programming, systems management, engineering and design of ICT systems, geo-referencing, transparency, and the management and monitoring of projects.

7. Characteristics of the Consultancy

Category and Type: External Services Lump Sum.

Start Date and Duration: 90 effective working days during the months of December 2016 / TBD in 2017.

Workplace: The work will be carried out at the place of residence of the consultant.

Coordinator: Coordination will be carried out by the Inter-American Development Bank by Juan Cruz Vieyra (IFD / ICS).

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

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Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE

Innovations to improve Transparency and Efficiency of Public Investment Systems RG-T2793

Individual Consultant/Contractual to design and develop software components for public investment information and visualization systems

1. Background

Public investment is critical for countries' economic and social development. Through the provision of both social and economic infrastructure, public investment can serve as an important catalyst for sustainable growth. Public Investment represents an important percentage of total national expenditures in most countries of the region. Also, within the public sector, subnational governments are major contributors to -and beneficiaries of- public investment. A significant body of theoretical and empirical research underscores the positive relationship between investment in high-quality public infrastructure and economy-wide productivity. The G-20 has called for ramping up public investment to raise long-run economic growth (G-20, 2014).

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There are also challenges at the subnational level. Local governments in LAC have been receiving more resources as a result of transfers with broader responsibilities due to decentralization schemes, but they have not yet fully developed their institutional capacity to manage these resources and responsibilities in an efficient and effective manner, in particular with regards to the execution of public investment projects. Local governments are frequently associated with high perceived levels of rent-seeking and corruption. In the case of Brazil, empirical evidence suggests that greater flow of

resources (from royalties) can be associated with less transparency and fewer controls. Along the same lines, the execution of public investments in Brazilian municipalities that receive resources from royalties is associated with lack of effective oversight of those resources.

Information management and transparency platforms are helping governments eliminate opacity and integrity risks in public investment systems. In other words, information management has become an effective entry point to address institutional challenges, particularly those related to efficiency, transparency, and integrity. The Institutional Capacity of the State division (IFD/ICS) has designed a Technical Cooperation (TC) with the objective of supporting key actors in the design and implementation of transparency and information management tools in the area of public investment, to help mitigate the challenges faced by governments.

2. Objective of the consultancy

The objective of the consultancy is to design and develop software components for public investment information and visualization systems.

3. Activities and Characteristics of the Consultancy

To achieve the objectives above, the consultant must carry out the following activities:

1. Participate in the analysis, design and development of software components according to the needs identified by prioritized countries
2. Perform and develop unit testing code
3. Support the maintenance of code according to the needs of the project
4. Design update mechanisms and a strategic plan to gradually improve the quality of the information collected by the platform
5. Generate infographics that allow users to easily visualize the information
6. Design and create a plan for development
7. Design and develop software components
8. Coordinate with IDB teams and respective government officials

4. Products

The final products to be developed and delivered by the Consultant are:

1. Schedule and methodology
2. Document the design of the code developed
3. Source Code developed with the quality standards defined by the project leader.
4. Documentation of tests
5. User and technical manual

The final version of the products shall include the comments and feedback received from the IDB team and select government officials

5. Payment Schedule

Consulting services will be contracted and paid lump sum in the following manner:

- 15% upon delivery of product 1
- 35% upon delivery and approval of product 2
- 35% upon delivery of products 3
- 25% upon delivery and approval of products 4 and 5

6. Qualifications

Qualifications: Expertise in programming, computer science, computer engineering or systems, or related areas. At least 5 years of experience in development of software components in the language selected for the project.

Language: Proficiency in Spanish and English

Areas of experience: Programming, systems management, engineering and design of ICT systems, geo-referencing, transparency, and the management and monitoring of projects.

7. Characteristics of the Consultancy

Category and Type: External Services Lump Sum.

Start Date and Duration: 90 effective working days during the months of December 2016 / TBD in 2017.

Workplace: The work will be carried out at the place of residence of the consultant.

Coordinator: Coordination will be carried out by the Inter-American Development Bank by Juan Cruz Vieyra (IFD / ICS).

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuals, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE

Innovations to improve Transparency and Efficiency of Public Investment Systems RG-T2793

Individual Consultant/Contractual for the design and execution of usability exercises

1. Background

Public investment is critical for countries' economic and social development. Through the provision of both social and economic infrastructure, public investment can serve as an important catalyst for sustainable growth. Public Investment represents an important percentage of total national expenditures in most countries of the region. Also, within the public sector, subnational governments are major contributors to -and beneficiaries of- public investment. A significant body of theoretical and empirical research underscores the positive relationship between investment in high-quality public infrastructure and economy-wide productivity. The G-20 has called for ramping up public investment to raise long-run economic growth (G-20, 2014).

Public investments can also result in undesirable outcomes when they are not properly carried out. The economic and social impact of public investment crucially depends on its integrity, transparency and efficiency, both at the subnational and central level of government.

There are a wide range of challenges at the national level that could affect the integrity, transparency and efficiency of public investments. In many countries of the region delays and inefficiencies are common at the formulation stage of public investment projects. There is a lack of coordination between some of the agencies in charge of putting in place and moving forward public investment projects. In this regard, the Bank's Country Strategy with Colombia 2015-2018 highlights that institutional weaknesses are the main obstacle to the implementation of public investment. According to an IDB diagnostic report, in the period 1996-2011, more than 50% of inefficiency in the use of physical capital and human capital that affect public investment in Colombia can be explained by deficiencies in public administration.

There are also challenges at the subnational level. Local governments in LAC have been receiving more resources as a result of transfers with broader responsibilities due to decentralization schemes, but they have not yet fully developed their institutional capacity to manage these resources and responsibilities in an efficient and effective manner, in particular with regards to the execution of public investment projects. Local governments are frequently associated with high perceived levels of rent-seeking and corruption. In the case of Brazil, empirical evidence suggests that greater flow of

resources (from royalties) can be associated with less transparency and fewer controls. Along the same lines, the execution of public investments in Brazilian municipalities that receive resources from royalties is associated with lack of effective oversight of those resources.

Information management and transparency platforms are helping governments eliminate the pockets of opacity and integrity risks in public investment systems. In other words, information management has become an effective entry point to address institutional challenges, particularly those related to efficiency, transparency, and integrity. The Institutional Capacity of the State division (IFD/ICS) has designed a Technical Cooperation (TC) with the objective of supporting key actors in the design and implementation of transparency and information management tools in the area of public investment, to help mitigate the challenges faced by governments.

2. Objective of the consultancy

The objective of the consultancy is to design and execute usability exercises and design the components for the public investment visualization platforms.

The specific objectives are:

1. Design the usability strategy for user interfaces of software components
2. Run usability exercises with different groups of target users
3. Perform design software components
4. Support the development of visualization elements for web and mobile devices

3. Activities and Characteristics of the Consultancy

To achieve the objectives above, the consultant must carry out the following activities:

1. Design and creation of a usability plan
2. Implementation of a pilot project
3. Design and creation of a citizen participation mechanism
4. Coordination with IDB teams and government representatives

4. Products

The final products to be developed and delivered by the Consultant are:

1. Schedule and methodology
2. Document user-centered design
3. Documentation of usability testing
4. Software and design components developed

The final version of the products shall include the comments and feedback received from the IDB team and the respective government officials in charge of pilot projects

5. Payment Schedule

Consulting services will be contracted and paid lump sum in the following manner:

- 15% upon delivery and approval of product 1
- 35% upon delivery and approval of product 2
- 25% upon delivery and approval of product 3
- 35% upon delivery and approval of product 4

6. Qualifications

Qualifications: At least 5 years work experience in usability in citizen oriented software projects.

Language: Proficiency in Spanish and English

Areas of experience: Programming, systems management, engineering and design of ICT systems, geo-referencing, transparency, and the management and monitoring of projects.

7. Characteristics of the Consultancy

Category and Type: External Services Lump Sum.

Start Date and Duration: 90 effective working days during the months of December 2016 / TBD in 2017.

Workplace: The work will be carried out at the place of residence of the consultant.

Coordinator: Coordination will be carried out by the Inter-American Development Bank by Juan Cruz Vieyra (IFD / ICS).

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

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TERMS OF REFERENCE

Innovations to improve Transparency and Efficiency of Public Investment Systems RG-T2793

Individual Consultant/Contractual to support communication efforts, including the design and implementation of a website

1. Background and Justification

Public investment is critical for countries' economic and social development. Through the provision of both social and economic infrastructure, public investment can serve as an important catalyst for sustainable growth. Public Investment represents an important percentage of total national expenditures in most countries of the region. Also, within the public sector, subnational governments are major contributors to -and beneficiaries of- public investment. A significant body of theoretical and empirical research underscores the positive relationship between investment in high-quality public infrastructure and economy-wide productivity. The G-20 has called for ramping up public investment to raise long-run economic growth (G-20, 2014).

Public investments can also result in undesirable outcomes when they are not properly carried out. The economic and social impact of public investment crucially depends on its integrity, transparency and efficiency, both at the subnational and central level of government.

There are a wide range of challenges at the national level that could affect the integrity, transparency and efficiency of public investments. In many countries of the region delays and inefficiencies are common at the formulation stage of public investment projects. There is a lack of coordination between some of the agencies in charge of putting in place and moving forward public investment projects. In this regard, the Bank's Country Strategy with Colombia 2015-2018 highlights that institutional weaknesses are the main obstacle to the implementation of public investment. According to an IDB diagnostic report, in the period 1996-2011, more than 50% of inefficiency in the use of physical capital and human capital that affect public investment in Colombia can be explained by deficiencies in public administration.

There are also challenges at the subnational level. Local governments in LAC have been receiving more resources as a result of transfers with broader responsibilities due to decentralization schemes, but they have not yet fully developed their institutional capacity to manage these resources and responsibilities in an efficient and effective manner, in particular with regards to the execution of public investment projects. Local

governments are frequently associated with high perceived levels of rent-seeking and corruption. In the case of Brazil, empirical evidence suggests that greater flow of resources (from royalties) can be associated with less transparency and fewer controls. Along the same lines, the execution of public investments in Brazilian municipalities that receive resources from royalties is associated with lack of effective oversight of those resources.

Information management and transparency platforms are helping governments eliminate the opacity and integrity risks in public investment systems. In other words, information management has become an effective entry point to address institutional challenges, particularly those related to efficiency, transparency, and integrity. The Institutional Capacity of the State division (IFD/ICS) has designed a Technical Cooperation (TC) with the objective of supporting key actors in the design and implementation of transparency and information management tools in the area of public investment, to help mitigate the challenges faced by governments.

2. Objective

The objective of the consultancy is to support communication efforts, including the design and implementation of a website which will contain information on information management tools, in particular, geo-referencing platforms which aim to increase transparency in public investment.

3. Products

Payments to the consultant will be made against monthly progress reports approved by the IDB team which incorporate the description and the state of development of the following specific activities and products:

1. Developing and implementing a mechanism to support coordination among beneficiary countries, based on mutual learning tools¹
2. Developing media products, such as podcasts or videos, to visualize the importance of the regional initiative
3. Licensing of the URL
4. Design of the website
5. Creation of the website
6. Communication Tools: banners, HTML flyers, headers, emails, mailing lists, covers and profiles for Facebook and Twitter
7. Manual for the use of the website
8. Design and assembly of original graphics: foot banners, static background, etc

¹ This may include exchange of information on common challenges, exchanges of public officials in charge of developing these tools in each country, etc.

4. Payment Schedule

Payments to the consultant will be made against monthly progress reports approved by the IDB team which incorporate the description and the state of development of the website based on the products.

5. Qualifications

Qualifications: Master's degree or a graduate with a minimum of 5 years' experience in design and visual communication.

Language: Proficiency in Spanish and English

Areas of experience: Advertising, development and management of social networking, Web platforms, e-government or work in civil society

6. Characteristics of the Consultancy

Category and Type: External Services Lump Sum.

Start Date and Duration: Work will be undertaken between the months of December 2016 and March 2017.

Workplace: The work will be carried out at the place of residence of the consultant

Coordinator: Coordination will be carried out by the Inter-American Development Bank by Juan Cruz Vieyra (IFD / ICS).

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

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TERMS OF REFERENCE

Innovations to improve Transparency and Efficiency of Public Investment Systems RG-T2793

Individual Consultant/Contractual to Conduct a Final Evaluation of the TC

1. Background and Justification

Public investment is critical for countries' economic and social development. Through the provision of both social and economic infrastructure, public investment can serve as an important catalyst for sustainable growth. Public Investment represents an important percentage of total national expenditures in most countries of the region. Also, within the public sector, subnational governments are major contributors to -and beneficiaries of- public investment. A significant body of theoretical and empirical research underscores the positive relationship between investment in high-quality public infrastructure and economy-wide productivity. The G-20 has called for ramping up public investment to raise long-run economic growth (G-20, 2014).

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There are a wide range of challenges at the national level that could affect the integrity, transparency and efficiency of public investments. In many countries of the region delays and inefficiencies are common at the formulation stage of public investment projects. There is a lack of coordination between some of the agencies in charge of putting in place and moving forward public investment projects. In this regard, the Bank's Country Strategy with Colombia 2015-2018 highlights that institutional weaknesses are the main obstacle to the implementation of public investment. According to an IDB diagnostic report, in the period 1996-2011, more than 50% of inefficiency in the use of physical capital and human capital that affect public investment in Colombia can be explained by deficiencies in public administration.

There are also challenges at the subnational level. Local governments in LAC have been receiving more resources as a result of transfers with broader responsibilities due to decentralization schemes, but they have not yet fully developed their institutional capacity to manage these resources and responsibilities in an efficient and effective manner, in particular with regards to the execution of public investment projects. Local governments are frequently associated with high perceived levels of rent-seeking and

corruption. In the case of Brazil, empirical evidence suggests that greater flow of resources (from royalties) can be associated with less transparency and fewer controls. Along the same lines, the execution of public investments in Brazilian municipalities that receive resources from royalties is associated with lack of effective oversight of those resources.

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2. Objective of the Evaluation

The IDB has decided to conduct an evaluation of the impact of public investment transparency and information management platforms on countries, which would help it to evaluate both the outputs and outcomes of these systems. This evaluation will in particular attempt to answer the following question: Does the investment of resources in the georeferencing platform bring benefits to the development of countries and how? It will allow the IDB to obtain concrete information which could in turn help to define strategies at the country or regional level for future allocation of resources.

The specific objectives are the following:

- Analyze the organizational and functional design of the geo-referencing platform to assess if it is the most appropriate tool to achieve the organizational goals of the country in question.
- Assess the relevance of geo-referencing platforms as a support mechanism for the implementation of the country's goals
- Evaluate the efficiency and effectiveness of geo-referencing platforms in attaining country goals
- Assess the sustainability of the geo-referencing platforms in relation to the financial support received or to be received
- Evaluate the outcomes of its use in the distinct countries based on determined baselines
- Provide recommendations to the various stakeholders

The evaluation will place a special emphasis on the development of recommendations on various aspects of the geo-referencing platforms in order to help make decisions

about future actions. Therefore, it is expected that the recommendations arising from this evaluation will be detailed and specific.

3. Products of the Evaluation

The evaluation will consist of two reports to be delivered in accordance with the deadlines established in the schedule. The first report will detail the methodology and instruments to be used to collect information and describe how the analysis will be performed. The second report will contain the evaluation study. Both of these draft documents will receive comments from the IDB. In accordance with these comments, the evaluator will write the final report (which will include both drafts). The final report should be approximately 30 pages long (without attachments) and its index should be as follows:

- Executive Summary
- Objectives and assessment methodology
- Description of the background, objectives and trajectory of the development of the geo-referencing platforms
- Design Analysis
- Evaluation of the relevance
- Efficiency and Effectiveness Evaluation
- Sustainability assessment
- Outcomes assessment
- Recommendations
- Annexes

4. Methodology of the Evaluation

The evaluation will take place in accordance with the following steps:

1. Desk review to analyze existing documentation.
2. Development of tools for collecting information and analysis and desired benchmarks and baselines (first report)
3. Review of the first report
4. Collection and analysis of information
5. Preparation of the second report
6. Review of the second report and reply to comments
7. Preparation of the final report

The evaluation methodology is based on the use of the following techniques and instruments of research:

- Analysis of the documents used as inputs for the geo-referencing platforms, relevant existing publications, meeting minutes, and analysis of its functioning,
- Interviews with qualified interviewees such as national authorities, information technology technicians, software engineers, IDB officials.
- Survey given electronically to the users of the Geo-referencing platform to determine its impact.

It is the responsibility of the evaluator to determine the methodology, instruments to conduct the study, interview guides, techniques and type of information necessary and the manner to proceed with the evaluation and analyze the information. The evaluator must also identify the people who will be interviewed and create a timeline of activities. These specific issues will be outlined clearly in the first report. The IDB will provide support in getting in touch with the relevant actors.

5. Payment Schedule

Consulting services will be contracted and paid lump sum in the following manner:

- 30% upon delivery and revision by the IDB team of the first report
- 30% upon delivery and revision by the IDB team of the second report
- 40% upon delivery and approval of the final report

6. Qualifications

The evaluator must have experience in monitoring and evaluating governance projects. In addition, he/she should be familiar with the use of Information and Communication Technologies as tools to strengthen the institutional capacity of the state.

Qualifications: Master's degree in finance, audit, international relations and development, political science, masters of business administration with substantial experience in information and communication technology. At least 5 years experience in the evaluation and assessment of national systems.

Language: Proficiency in Spanish and English

Areas of experience: Information Management, Information and Communication Technologies, Monitoring and Evaluation, Finance.

7. Characteristics of the Consultancy

Category and Type: External Services Lump Sum.

Start Date and Duration: 24 effective working days during the months of January and February 2018.

Workplace: The work will be carried out at the place of residence of the consultant

Coordinator: Coordination will be carried out by the Inter-American Development Bank by Juan Cruz Vieyra (IFD / ICS).

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

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Procurement Plan of Technical Cooperation projects

Country: Regional	Executing Agency: IDB through IFD/ICS
Project number: RG-T2793	Innovations to improve Transparency and Efficiency of Public Investment Systems
Plan period: 2016-2018	

Non consulting services

Consultancies

Nº Item	Description	Estimated cost US\$	Procurement method	Review	Source of financing		Estimated start date	Comments
					IDB %	Other %		
1	Component 1	100,000						
	Consultancy Services							
1.1	Consultancy to identify: (i) the inventory and quality of information within the public investment cycle and (ii) existing technological tools and opportunities for the improvement and quality of information	70,000	IICQ	Ex-post	100%		Sep-16	
1.2	Consultancy to perform legal and regulatory analysis to identify the pertinence of disclosing available information related to public investment*	30,000	IICQ	Ex-post	100%		Oct-16	
2	Component 2	515,000						
	Consultancy Services							
2.1	Consultancy to (i) determine vision and scope of the new geo-referential platform, including an action plan to improve quality of information (ii) design update mechanisms and a strategic plan to gradually improve the quality of the information collected by the platform (iii) define usability and performance aspects of the new platform (iv) create dynamic and static infographics to structure the graphic design of the platform's website (v) develop the geo-referential platform for citizen participation*	65,000	IICQ	Ex-post	100%		Dec-16	
2.2	Consultancy services to develop software for pilot in Country 1	140,000	IICQ	Ex-post	100%		Jan-17	
2.3	Consultancy services to develop software for pilot in Country 2	140,000	IICQ	Ex-post	100%		Jul-17	
2.4	Consultancy services to develop software for pilot in Country 3	140,000	IICQ	Ex-post	100%		Nov-17	
	Non Consulting Services							
2.5	Cloud-based services to mount geo-referential platform	30,000	PC	Ex-post	100%		Mar-17	
3	Component 3	95,000						
	Consultancy Services							
3.1	Consultancy to (i) design and implement a communications strategy at a regional level (ii) design and implement mechanisms to support coordination among beneficiary countries, (iii) develop a Technical note and/or practical guideline to help other countries in the design and implementation of cloud-based information platforms in public investment	55,000	IICQ	Ex-post	100%		Sep-16	
3.2	Consultancy to create media products and develop a website	15,000	CQS	Ex-post	100%		Dec-16	
3.3	Regional event to exchange beneficiary countries' information, common challenges, lessons learned, etc	25,000	PC	Ex-post	100%		Sep-17	
	Monitoring and Evaluation	40,000	CIN	Ex-post	100%		Jul-18	
Total		750,000						July 15 2016

(2) Individual consultants: IICQ: International Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection.

(2) Consulting firms: CQS: Selection Based on the Consultants' Qualifications; QCBS: Quality and cost-based selection; LCS: Least Cost Selection; FBS: Selection under a Fixed Budget; SSS: Single Source Selection; QBS: Quality Based selection.

(2) Goods and works: CB: Competitive bidding; PC: Price comparison; DC: Direct contracting.

* These consultancies could potentially be divided into several consultancies with respective TORs based on the consulting options available.

INNOVATIONS TO IMPROVE TRANSPARENCY AND EFFICIENCY OF PUBLIC INVESTMENT SYSTEMS

RG-T2793

CERTIFICATION

I hereby certify that this operation was approved for financing under the **Transparency Fund (AAF)** through a communication dated June 23, 2016 and signed by Alejandro Stamoglou. Also, I certify that resources from said Fund are available for up to **US\$750,000** 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, i.e. represent a risk that will not be absorbed by the Fund.

(Original Firmado)

08/17/2016

Sonia M. Rivera

Date

Chief

Grants and Co-Financing Management Unit

ORP/GCM

Approved:

(Original Firmado)

08/18/2016

Carlos Santiso

Date

Division Chief

Institutional Capacity of the State Division

IFD/ICS