

TERMS OF REFERENCE

Development of State-Owned Property Management System for the Ecuadorian Government

Consultation project on “Business Process Reengineering (BPR)¹ and Information Strategy Planning (ISP)²” for making installation of digital state-owned property management platform in Ecuador

1. Background and Justification

- 1.1 In Latin American and the Caribbean (LAC) countries, the management of non-financial public assets has not achieved the generation of the potential benefits that society could expect. The lack of adequate information, management and technological tools, outdated governance and regulatory frameworks have collectively or independently contribute to the limited economic and social impact of these assets. These limitations can also be observed in the various stages of public assets management: low quality of the cadastral registers, lack of parameters for the construction, planning, usage, maintenance and renovation of public assets, and lack of scientific criteria that support decisions on the allocation and use of the public assets, their valuation, operation, and accounting.
- 1.2 In Ecuador, SETEGISP³ (Technical Secretary of Real Estate Management of the Public Sector) works with the Ministry of Economy and Finance (MoEF) managing public assets in the forms of permanent, transitory and the seized and the number of properties under its management reached 5,364 properties as of 2022. In the meantime, SETESGIP set its strategic plan for 2021-2024 indicating its responsibilities in the arrays of 1) increasing efficiency and effectiveness in the administration and management of the public assets in charge, 2) increasing efficiency in meeting physical infrastructure requirements presented by public sector entities, 3) increasing regulation and commercialization of the public assets in charge, and 4) strengthening institutional capacities. Drawing from these items, it was noted of its policy agenda emphasizing an efficient use of public assets under single system of inventory of public assets and thereby promoting monetization of public assets by saving budgets and generating additional incomes.
- 1.3 When it comes to public asset management, Ecuador is planning a transition to a digital government that encompasses regional governments and public agencies, not just the central government, and this will be implemented through a consistent approach across the public sector. By strengthening of its institutional capacity, SETEGISP also plans to use IT system establishment as a strategic means of reforming the public sector and the data of public sector is transparently disclosed, and the government data portal is operated as a portal for the public to improve the utilization of public assets, with the goal of enhancing trust and increasing national treasury revenues with this digital transformation.
- 1.4 A sustained improvement in the public asset management requires a systemic approach in

¹ BPR: Management approach aimed at optimizing the efficiency and effectiveness of business processes. It involves a comprehensive analysis and redesign of existing processes to improve overall performance and meet changing businesses needs.

² ISP: Systematic process of defining and aligning an organization's information management goals, policies, and practices with its business strategy. The objective of ISP is to ensure that information technology (IT) investment support and enable the organization's overall strategy and objectives

³ The Technical Secretary of Real Estate Management of the Public Sector (SETEGISP) is a public agency attached to the Presidency of the Republic of Ecuador, in charge of the management of publicly owned real estates.

tandem with the relevant parties to reform, and that will be able to provide a playbook to act upon and policy implications for Ecuador. For example, the Korean government has contributed to promotion of national property value and revenues by commissioning KAMCO⁴, one of the public agencies, and utilize innovative measures such BPM (Business Process Management System) to effectively manage public assets.

- 1.5 Countries that have successfully implemented contemporary public asset management systems share similar incentives. Relevant countries, such as Canada, France, New Zealand, Australia, has faced political agenda to control spending and increase productivity, and with the needs of introducing more efficient management tools for the governments and public agencies themselves. While the benefits are evident, it has been a challenging tasks when implementing a new IT system in developing countries as it involves collection of a large amount of information and, above all, a political vision that imbues the process with leadership and discipline. The Auditor-General of New Zealand, a country that is among the most advanced in relation to this issue, advises three central elements helping the system in place: (i) a strong political agenda of those who will be the driving force within the Government, (ii) prudence regarding the scope of project, and (iii) discipline to continue with sustainable efforts over time.
- 1.6 The diagnosis of the current Ecuador showed us that; (i) Ecuador is lack of sustainable public asset management policies principally affected by data not being property updated nor shared, (ii) there is often dispersion of public asset management authorities particularly between central and regional governments, (iii) there is a lack of policy measures put in place in planning and use of public assets with a mid to long term perspectives, (iv) deficiency of IT systems supporting efficient management of public assets. Among the problems above, the functional spread and ineffective management of public agencies often impedes the efficient management of public assets. This is due to issuance of separate regulations, leading to miscommunication and confusion regarding specific public assets and IT systems. Improved management can be achieved in the mid to long term with proper budget and better governance. In addition, lack of cadastral maps and land register of the entire country, poor quality of public asset data sharing system, lack of system for sharing data between the government and public agencies, inefficient handling of administrative affairs, and limited public service due to supplier-centered practices are among the areas that are identified and needed to be addressed.
- 1.7 As a part of IDB's policy to strengthen e-government support in LAC⁵, KAMCO has engaged in the consultation project (RG-T3240, "1st TC") since 2020 and has come to conclude applying Korea's proven public asset management system can be a solution worth to adopt and that provide various advantages to Ecuador. With the completion of the 1st TC in January 2023, it came to light that conducting BPR/ISP consultation is essential for successful implementation of such a system. In short, BPR redesigns business procedures to make sure that the to-be-installed practices can be performed efficiently and ISP defines the system establishment objectives & strategies and establish a detailed plan to make sure that the practices identified can be executed within the budget and the time frames defined.
- 1.8 In summary, the consultant will design a tailored IT system structure with practical functions, such as (i) registration, (ii) enhancement of compatibility, (iii) provision of core function of asset management, (iv) management of usage and intermediation of public assets and reorganize the related work processes to improve the work efficiency for public asset management. Once approved of the proposed TC with an objective of operational support (OS) in Ecuador, it is aimed

4 Korea Asset Management Corporation, commissioned to manage 100% of general properties of the state owned properties in Korea, KAMCO is used interchangeably with the "Consulting Firm" in this TOR paper.

5 Peru, Ecuador

that the project would be commenced in the 2nd quarter of 2023 for an estimated period of 12 months and once the consultation is completed, the system construction can then commence, potentially using funds obtained through loans from IDB.

2. Objectives

The main objective of new TC is to enhance integration, efficiency, convenience and transparency of public asset management in Ecuador, through analysis of the current IT system and institutional frameworks related to the work scope of the public asset management. It will be an attempt to examine a possibility of integrating, systemizing and scaling the Ecuadorian public asset management system into a comprehensive and cross-governmental financial and accounting management system in Ecuador.

Against this background, the specific objectives of new TC can be categorized into five components: (i) Environmental analysis where it determines the current policy direction for ICT, examines various practices, evaluates overall IT trends, and identify international best practices. The analysis will identify key issues to address and their impact on the implementation of the system, (ii) Analysis of current status including the business scope, vision, strategy, organization, KPI and work load for the MoEF and SETEGISP. This analysis will examine business processes and identify any problems or issues with the current business processes and information system, (iii) Establishment of the specific models where it draws major items and process to improve, direction, roadmap and system architecture provided with application map, hardware and software specification; and (iv) Establishment of execution plan where it identifies system installation roadmap and estimated timeline and required proceeds for the system establishment with the expected functions, and outcome and break-even point, (v) Dissemination is where the Consulting Firm hosts in person or online workshop, depending on circumstances, to engage stakeholders and disseminate the project outcome.

3. Scope of Services

- 3.1 The Consulting Firm may seek expertise and experiences of the related field experts, particularly ones having work experiences with the governments in LAC region, regarding the legal frameworks and IT environment related to public asset management. The Consulting Firm will also collaborate with local experts based on LAC region who would provide the most updated status and contacts of the relevant authorities in Ecuador.
- 3.2 The specific work scope will be impartation of the Consulting Firm's relevant expertise and provide tailored operational methodologies and IT systems that are proven its success in Korea so that MoEF and SETEGISP strengthen its capacities of establishing policies for efficient management and accumulate know-hows and lessons from the advanced practices. Eventually, successful implementation of policy recommendations for managing public assets in Ecuador requires a clear understanding of the goals and objectives of the system installation and operation and the Ecuadorian government can increase the efficiency and effectiveness of its public asset management, delivering better outcomes for Ecuador.

4. Key Activities (Methodology and work plan)

- 4.1 Carry out diagnosis on the current Ecuadorian government's public asset IT systems, including SGAP, NUR etc. with (i) the current status and functions of each system and the relationship among the systems being operated by the different user groups responsible for utilization and their commissioned services, (ii) an analysis of availability for linking systems with other

branches of the Ecuadorian government, regional governments, and public agencies, and (iii) examples that can be mentioned as best practices of digital government establishment plan.

- 4.2 Prior to submission of the diagnosis report, the Consulting Firm should visit Ecuador to carry out feasibility study that includes interviewing people in charge of legal, institutional, IT system to assess the existing practices and systems related to the public asset management, capacities, and requirement for implementing a new public asset management system.
- 4.3 During the trip to Ecuador, the Consulting Firm should investigate specific demands, gap and needs based on site inspection, data collection and interview sessions, inter alia. Upon completion of the visit, the Consulting Firm and the participants from the Ecuadorian government will narrow down the detailed topics, work schedules, and expected deliverables and assess the viability of the overall project.
- 4.4 Develop master plan of upgrading governance of public asset management including legal and institutional framework changes and the current cadastral register system and its land survey methodologies applying an advanced IT solution and of improving the utilization and financial value of public assets through comprehensive land management, incorporating information technology systems from relevant external institutions.
- 4.5 Data creation and sharing between the relevant government organizations is a key condition for successful public asset management in Ecuador and therefore, mid-to-long term plan for data integration needs to be put in place in accordance with Ecuador's digital government plan and SETEGISP's 2021-24 plan. The data gets to be verified more rigorously among the related organizations for more efficient and effective public asset management practices.
- 4.6 Analyze international best cases (e.g. Korea) for implementation of public asset management IT system that includes state-owned property management structure, business scope and the level of digitalization as to those functions as asset registration, site survey, management, maintenance and intermediation of not only public buildings, but state-owned land in a larger scale.
- 4.7 Conduct online interim dissemination workshops to share advanced methods and effects promoting management of public assets from installing a newly built public asset management system and the various expected advantages and merits.
- 4.8 At the end of the consultation, a dissemination seminar followed by training workshops, if and where necessary, will be conducted for capacity building and post-consultation system implementation tasks in Ecuador. The consultancy will not include the actual system installation, which should be financed through a separate project.

5. Expected Outcome and Deliverables

The consultancy will deliver a technical approach, methodologies, and work plan for (i) developing customized information strategies for a newly designed Ecuadorian public asset management system, (ii) restructuring/reengineering of the current public asset management work processes, (iii) suggesting a data linkage method between related institutions for data integration, and (iv) training and dissemination for stakeholder engagement.

Component 1: Developing customized information strategies for newly designed Ecuadorian public asset management system

The objective of this component is to develop customized information strategies and a comprehensive redesigning of the existing process for introducing new Ecuadorian public asset management system. In addition to the Ecuadorian government's will to digitize public services,

the existing systems need to be innovated in a way to improve work efficiency, public convenience, and transparency of public asset management. Based on the 1st TC's review of 2021-24 strategies of SETEGISP, newly designed information strategies and business process restructuring for a to-be established platform will be proposed.

In addition, with respect to SETEGISP's strong will to reinforce its current management system, SGAP, which manages public assets for administrative purposes, appropriate strategies will be developed as a top priority to meet SETEGISP needs. These strategies need to be aligned with those of other Ministries including the MoEF, regional governments and public agencies. SETEGISP's short-term objective is to set up the advanced IT system so that others could adopt its system and be able to create and share data and eventually advancing it to a comprehensive management system that integrates all public assets in Ecuador. In other words, collaboration among the relevant government institutions will be a key factor gauging success of the proposed information strategies.

Deliverables

1. Introduction of best practices BPM and general procedures of public asset management
2. Diagnosis of current Ecuadorian public asset management system including SGAP
3. Identification of elements to be improved particularly with regards to organization and work scope
4. Proposal of new information strategies and business process reengineering

Component 2: Restructuring public asset management work processes

The objective of this component is to restructure a complete work process of managing public assets. During the 1st TC project, an analysis of the current Ecuadorian public asset management system was implemented and based on the outcomes, the work process of managing public assets will be redesigned with aims of improving work efficiency and public convenience.

In addition, the functions that are actually applicable in Ecuador has been drawn based on an analysis of KAMCO's BPM and in accordance with these functions, the work process for public asset management will be restructured with objectives of enhancing efficiency and promoting practicality. Restructuring the current work process for public asset management of SETEGISP is expected to enhance work efficiency of its public asset management methods directly by introducing newly designed processes. These standardized management methods for public assets will be able to shorten duration required for integration of public asset management in Ecuador. As mentioned above, KAMCO has extracted four essential functions: (i) registration, (ii) enhancement of compatibility, (iii) provision of core function of asset management, (iv) management of usage and intermediation.

(i) Registration

The 1st TC has somewhat caused KAMCO to question the accuracy of the data managed by SETEGISP. As a result, there's strong emphasis on conducting a full inventory of public assets in Ecuador. However, this cannot be achieved until institutional changes occur, such as reinforcing enumeration functions or creating a data sharing structure among the relevant institutions. Therefore, registering public assets with a proper IT system is crucial for SETEGISP to strengthen its database for SGAP. This precise and reliable database of public assets will be SETEGISP's new asset for efficient management, and its usefulness can be increased by linking it to external systems through legal and institutional framework revision.

(ii) Enhancement of Compatibility

Site survey is the action that needs to be conducted periodically in order to reflect the accurate status and a proper usage of public assets in register, especially to enhance compatibility of data. Checking out the accuracy of cadastral register by verifying aerial photographs and conducting a field survey is crucial process enhancing compatibility of data as well as to accumulate precise data in the database. Conducting a comprehensive inventory or regular site surveys of public assets throughout Ecuador appears to be not feasible in the near future, either within the institutional framework of SETEGISP or in terms of manpower. The development of a basic IT system and institutional framework will be valuable assets for SETEGISP, regardless of whether they are used only for surveying public assets or for more active and efficient management of public assets throughout Ecuador.

(iii) Provision of core function of asset management

The primary function of active public asset management system to be overhauled is to manage the lease, sale and indemnification of illegally occupied lands. The newly implemented leasing, sale, and indemnification function will play a crucial role in Ecuador by establishing a virtuous cycle in public asset management. It will drive economic growth by acquiring and renting underutilized public lands or buildings from and to private entities and disposing of unnecessary public assets. The proceeds will then be used to purchase lands for future public use and administrative purposes.

Furthermore, the purpose of this function is to prevent unauthorized private use of public assets by taking strict action against illegal exploitation and profits made without proper government contracts. It also aims to increase public awareness about the significance of proper public management and to promote the public interest in this regard. International best practices in business process in this field shall be tailored to meet the needs of Ecuador, by leveraging experiences and expertise in public asset management in Korea and other countries, and the plan should involve using standardized and streamlined methods to improve efficiency and devise the IT system in a way that digitalize the process and maintain systematic records for improved transparency and accountability.

(iv) Management of Usage and Intermediation

Management of usage is another function that shall be proposed in the newly built public asset management system. This will be a function for SETEGISP to act as an effective supplier of public assets to demanding institutions. Currently, SETEGISP's database for managing public assets appears to be insufficient and not being updated properly and the information on occupancy duration has been poorly managed. In order to establish mid-to-long term usage plans of public assets and allocate the assets in a more efficient manner, SETEGISP needs to oversee the public agencies using precise data and authorities under the proper public asset management system. Finally, rudimentary intermediation of public assets in regards to leasing and sales may already be a role carried by SETEGISP. Gradual development of a database based on new registration and survey data, however, will further enhance SETEGISP's ability to supply and intermediate public assets to the public organizations in need. With a simplified but solid structural database and IT system, SETEGISP will have opportunity to allocate public assets more effectively on the reinforced SGAP.

Deliverables

1. Analysis of the current Ecuadorian public asset management system, including specific functions and data being managed, and the extent of its usage
2. Application diagrams of tailored public asset management system with draft of newly designed business process

3. Identification of anticipated effects of post-system installation
4. Estimation of required proceeds for the system installation and/or upgrade
5. Cost and benefit analysis⁶ of the public asset management system

Component 3: Suggesting data linkage method among related parties for data integration

The objective of this component is to propose a method for linking SETEGISP's public asset management system with other IT systems of relevant parties in the Ecuadorian government, and to conduct a feasibility study on establishing an interconnected public asset management system in Ecuador. This will help create a comprehensive and integrated system that can effectively manage public assets and improve overall governance and decision making in the country. Like KAMCO's case, it is important to make an integration between the public asset management system and related external systems, such as the cadastral information provider or postal service in order to maximize efficiency of the respective work process and public asset management as a whole.

As mentioned in the interim report of RG-T3240 consultancy made by KAMCO, KAMCO's current BPM system is connected with those of related services being provided by Public Information Sharing System and Land and Geospatial Informatrix Corporation (LX). The expansion of the linkage will enhance public convenience and work efficiency by allowing the person in charge to access all information in a single system, while providing customers with access to various public services at once. For example, if the intermediation function mentioned in the component 2 is activated, linked systems between SETESGISP and other institutions would help improve work efficiency for leasing and sale of public assets at a best suitable time and place.

To activate efficient connections between different institutions, a review of legislative and regulatory measures must be conducted first. Hence, an analysis of current regulations will be performed to propose a data link between SETESGISP and the related institutions. If required, suggestions for institutional measures to integrate SETEGISP's data will be provided for efficient and effective improvement methods.

With these connections and restructuring of the work process in place, the feasibility study on constructing a comprehensive public asset management system will be conducted to investigate the cost-benefit analysis and economic effects. The cost-benefit analysis will be an important factor for the Ecuadorian government to know how significant a newly developed system would enhance work efficiency and thereby contribute to national revenues. This component will also be designed to compute the detailed schedules and budget capex for establishing the system and the duration of the project will be estimated based on the specification of the system, and the estimated project costs will be taken into account when conducting the cost and benefit analysis. This will provide a comprehensive understanding of the time and resources required for the successful implementation of the public asset management system.

Deliverables

1. Introduction of external linkage structure of international best practice systems (such as KAMCO's BPM).

⁶ This involves evaluating both the expenses required to set up the system and the advantages it will bring. The expense may include the cost of software, hardware, training and support, and other related costs. The benefits, on the other hand, may include improved transparency and accountability in public asset management, increased efficiency and cost savings, better decision making with accurate and up to date information and enhanced public trust and confidence in government institutions. The cost-benefit analysis requires estimation of costs and benefits, comparison of the two, and determining if the benefits outweigh the costs. This analysis is crucial in determining the feasibility of the public asset management in implementation.

2. Analysis of current Ecuadorian public asset management system with perspective of linkage with other governmental IT systems
3. Diagnosis of the current legislative and regulatory measures required for linkage of the systems
4. Identification of architecture of to-be system model by business functions, coupled with standard templates and system profiles etc.
5. Identification of risk factors inherent to the system installation and the mitigation
6. Road map for construction of the system and related draft of procurement proposal

Component 4: Training and dissemination for stakeholder engagement

The objective of this component is to share and communicate the findings, results of the project with the stakeholders and wider audiences to promote understanding, knowledge and use of the system to be established to maximize its impact in Ecuador. Dissemination is an essential step in this process to improve collaboration and adoption of the proposed public asset management practices. To this end, the following will be financed in the Component 4: (i) preparation and submission of interim and final output with recommendations and the implementation plans drawn from the Ecuadorian case and international experiences, (ii) (online) international workshop with topics on public asset management related IT practices and dissemination of global best practices, and (iii) training and dissemination of the major findings and proposals made in Components 1, 2 and 3 to ensure reliable and efficient follow-up procedures to construct the system.

This activity will include capacity building and dissemination workshops with the participation of experts from the consultant firm, the relevant Ministries and public agencies of Ecuador and the selected LAC countries, as well as IDB staff to share the results. The component supports the participation of public servants from Korea, Ecuador, international experts, as well as IDB staff in these capacity-building training activities with the purpose of sharing more detailed technical issues from Korea and looking for opportunities for additional collaboration.

Deliverables

1. A discussion document with policy recommendations drawn from the Ecuadorian case and Korea's experiences on the implementation of state-owned property management IT systems
2. A set of recommendations or action plans for implementation and follow-up
3. Presentation materials showcasing the project results for workshops and seminars
4. Dissemination plan for disseminating output beyond the seminar audience
5. Feedback survey to gauge the impact and effectiveness of the seminar

Project completion support

The project completion report will summate the activities carried out in the project and include actions to follow and monitoring programs for actual implementation and roadmap over mid-to-long terms.

6. Project Schedule and Milestones

		2023			2024
		Q2	Q3	Q4	Q1

1.	Feasibility Study Trip to Ecuador				
2.	Submission of Diagnosis Report				
3.	Submission of Interim Report				
4.	(Online) International Workshop (Dissemination)				
5.	Submission of Master Plan and Project Completion Report				

7. Reporting Requirements

7.1 All contract communication, technical documentation and reporting on the project should be in English. The Master Plan and the Project Completion Report should be translated into Spanish. All translation should be responsibility of the Consulting Firm at its own expense.

7.2 Duration: 12 months

8. Acceptance Criteria

8.1 All submissions will be reviewed by the Team Leader for approval. The Consulting Firm should address comments provided by the Team Leader for correction and revision for the deliverable to be accepted.

9. Supervision and Reporting

9.1 The Consulting Firm will be reporting to the Team Leader, Mauricio García Mejía (mauriciogar@iadb.org) for supervision of the consultancy, submission of the deliverables and their approvals.

9.2 The Consulting Firm and the Team Leader will mutually agree upon the timeline and the deliverable due dates. It shall be the Consulting Firm's responsibility ensuring that such meetings are conducted, and such reports are submitted to the Bank.

10. Schedule of Payments

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
Deliverables	%
1. Diagnosis Report	25%
2. Interim Report	35%
3. Master Plan & Project Completion Report & International Workshop	40%

TOTAL	100%
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11. Expected Results of the TC

Completion of the TC would expect to allow the Consulting Firm to propose a tailored public asset management system structure where four major functions including (i) registration, (ii) enhancement of compatibility, (iii) provision of core function of asset management, (iv) management of usage and intermediation, can be digitally implemented largely by the officials at the MoEF and SETEGISP. In addition, applying the RG-T3240 analysis and Ecuador's current status on e-government strategies, new information strategies and a comprehensive digital management structure for public assets will be drawn in parallel with in-depth analysis of the current Ecuador's legal and institutional frameworks.

In the perspective of IT system, a road map and master plan for constructing the new public asset management system will be proposed and a feasibility study will be conducted to provide cost and benefit analysis and suggest anticipated outcomes, allowing the Ecuadorian government to make an informed decision on whether to proceed or not. In addition, the Consulting Firm will identify a responsible organization, estimated timeline and required proceeds required for the system establishment and possibly recurring costs associated with the system maintenance. The new IT system would come with built-in automation capabilities that can significantly reduce the time required to perform repetitive tasks and streamline processes, making them more efficient and reducing the amount of time needed to complete them. Moreover, the system may facilitate better communication and collaboration and employees can work more efficiently, resulting in increased productivity and help improve customer service by providing faster response times and more accurate information.

Finally, the business plan and request for proposal (RFP) for system construction will be prepared and these products will be a concrete foundation for establishing or upgrading the public asset management system, which will be a game changer in Ecuador by leading stable and efficient management of public assets in Ecuador. Simplified, yet solidly functioning public asset management system that contains readily available data will provide SETEGISP (and MoEF) diverse opportunities and policy options to act as a governing and regulatory body as well as the "allocator" of public assets to the relevant Ministries and public agencies. It will be an attempt to examine the possibility of integrating, systemizing and adopting the Ecuadorian public asset management into a system that is subject to other e-Government initiatives.

HRD Terms of Reference

For PEC consultancies

Monitoring, Inter-Institutional Relations and Institutional Consultant for the Project “Business Process Reengineering (BPR) and Information Strategy Planning (ISP) for making installation of digital state-owned property management platform in Ecuador” – EC-T1521.

Background of this search:

In Latin American and the Caribbean (LAC) countries, the management of non-financial public assets has not achieved the generation of the potential benefits that society could expect. The lack of adequate information, management and technological tools, outdated governance and regulatory frameworks have collectively or independently contribute to the limited economic and social impact of these assets. These limitations can also be observed in the various stages of public assets management: low quality of the cadastral registers, lack of parameters for the construction, planning, usage, maintenance and renovation of public assets, and lack of scientific criteria that support decisions on the allocation and use of the public assets, their valuation, operation, and accounting.

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leadership and discipline. The Auditor-General of New Zealand, a country that is among the most advanced in relation to this issue, advises three central elements helping the system in place: (i) a strong political agenda of those who will be the driving force within the Government, (ii) prudence regarding the scope of project, and (iii) discipline to continue with sustainable efforts over time.

As a part of IDB's policy to strengthen e-government support in LAC, it has engaged with the Korea Asset Management Corporation "KAMCO" in the consultation project RG-T3240 "Strengthening of Regional Public Asset Management" (1st TC) since 2020, and has come to conclude applying Korea's proven public asset management system can be a solution worth to adopt and that provide various advantages to Ecuador. With the completion of the 1st TC in January 2023, it came to light that conducting BPR/ISP consultation is essential for successful implementation of such a system. In short, BPR redesigns business procedures to make sure that the to-be-installed practices can be performed efficiently and ISP defines the system establishment objectives & strategies and establish a detailed plan to make sure that the practices identified can be executed within the budget and the time frames defined.

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In summary, KAMCO will design a tailored IT system structure with practical functions, such as (i) registration, (ii) enhancement of compatibility, (iii) provision of core function of asset management, (iv) management of usage and intermediation of public assets and reorganize the related work processes to improve the work efficiency for public asset management.

Therefore, the main objective of this consultancy is to assist KAMCO in the develop of the aforementioned project and giving the necessary legal advice on the related legal issues.

The team's mission:

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management. It will be an attempt to examine a possibility of integrating, systemizing and scaling the Ecuadorian public asset management system into a comprehensive and cross-governmental financial and accounting management system in Ecuador.

Against this background, the specific objectives can be categorized into five components: (i) Environmental analysis where it determines the current policy direction for ICT, examines various practices, evaluates overall IT trends, and identify international best practices. The analysis will identify key issues to address and their impact on the implementation of the system, (ii) Analysis of current status including the business scope, vision, strategy, organization, KPI and workload for the MEF and SETEGISP. This analysis will examine business processes and identify any problems or issues with the current business processes and information system, (iii) Establishment of the specific models where it draws major items and process to improve, direction, roadmap and system architecture provided with application map, hardware and software specification; and (iv) Establishment of execution plan where it identifies system installation roadmap and estimated timeline and required proceeds for the system establishment with the expected functions, and outcome and break-even point, (v) Dissemination is where KAMCO hosts in person or online workshop, depending on circumstances, to engage stakeholders and disseminate the project outcome.

What you'll do:

To assist KAMCO with the:

- Support in the preparation and follow up of the strategy and plans necessary for the execution of the project.
- Monitor the fulfillment of the project's indicators and goals.
- Prepare the formats and mechanisms for the periodic collection of information on the execution of the project.
- Consolidate the information and prepare the reports that are required on the performance of the project and their subsequent submission to the Bank.
- Coordinate the information on the development of the components, especially in relation to the progress and difficulties in the execution of the project.
- Formulate recommendations to optimize the execution of the project to achieve the expected results, based on the improvement opportunities identified in the evaluations carried out.
- Support in the coordination and communication of project activities with the different parties involved.
- Review of the information and consolidation of reports and presentations, individual, and of the team of consultants.
- Identify, notify and, where appropriate, resolve possible difficulties in meeting the project objectives.

And assist KAMCO with the institutional aspects to:

- Carry out diagnosis on the current Ecuadorian government's public asset IT systems, including SGAP, NUR etc. with (i) the current status and functions of each system and the relationship among the systems being operated by the different user groups

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responsible for utilization and their commissioned services, (ii) an analysis of availability for linking systems with other branches of the Ecuadorian government, regional governments, and public agencies, and (iii) examples that can be mentioned as best practices of digital government establishment plan.

- Develop master plan of upgrading governance of public asset management including legal and institutional framework changes and the current cadastral register system and its land survey methodologies applying an advanced IT solution and of improving the utilization and financial value of public assets through comprehensive land management, incorporating information technology systems from relevant external institutions.
- Analyze international best cases (e.g. Korea, Germany, New Zealand, etc.) for implementation of public asset management IT system that includes state-owned property management structure, business scope and the level of digitalization as to those functions as asset registration, site survey, management, maintenance and intermediation of not only public buildings, but state-owned land in a larger scale.
- Conduct online interim dissemination workshops to share advanced methods and effects promoting management of public assets from installing a newly built public asset management system and the various expected advantages and merits.
- Conduct a dissemination seminar followed by training workshops, if necessary, will be conducted for capacity building and post-consultation system implementation tasks in Ecuador.

Depending on circumstances, you will join KAMCO on a work trip to Ecuador to carry out feasibility study that includes interviewing people in charge of legal, institutional, IT system to assess the existing practices and systems related to the public asset management, capacities, and requirement for implementing a new public asset management IT system. Investigate specific demands, gap and needs based on site inspection, data collection and interview sessions, inter alia. Upon completion of the visit, you, KAMCO and the participants from the Ecuadorian government will narrow down the detailed topics, work schedules, and expected deliverables and assess the viability of the overall project. In any case, the expenses of this trip will not be borne by you.

Deliverables and Payment's timeline:

The consultant must produce specific reports on the issues that the contract supervisor entrusts him with, with the observations he deems appropriate to improve the effect of the project.

These reports must be submitted in electronic format. All reports must be submitted to the Bank in an electronic file. The report must include a cover page, main document, and all attachments.

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Archives in Zip format will not be accepted as final reports due to the regulations of the Archives Management Section.

All deliverables must follow the highest quality and detail standards and require minimum revisions.

The deliverables are grouped as follows, according to the work schedule and activities established by KAMCO:

- **First Deliverable:** Report with a detail of the meeting minutes of the Zoom interviews required to elicit detailed requirement with SETEGISP & MEF. Expected to be submitted within 30 days after the contract is signed.
- **Second Deliverable:** Environmental Analysis Report with a detail of:
 - Social - Changes in the working environmental, trends in social perception of public property, issues of personal information infringement.
 - Implications - Conclusion of macro-environmental analysis and drawing opportunities for improvement.
 - Mission and vision - Strategic direction, strategic system, strategic task.
 - Business - Business history, business management status, stakeholder requirements.

Expected to be submitted within 60 days after the contract is signed.

- **Third Deliverable:** Internal Environmental Report, with the following detail:
 - Organization - Organization and personnel status, KPI indicators, performance management system and problems.
 - Business - Business status and issues, time and problems each task, task-specific functions, define business processes.
 - Conclusion of environmental analysis - Problems derived from internal environmental analysis and suggestion of improvement plan.

Expected to be submitted within 120 days after the contract is signed.

- **Fourth Deliverable:** Report detailing the activities held for the preparation and conduction of a workshop for the presentation of the main findings of the Diagnosis Report. Expected to be submitted within 180 days after the contract is signed.
- **Fifth Deliverable:** Report with a detail of the activities held in order to monitor and lead the inter-institutional relations of the parties of the TC. Expected to be submitted within 240 days after the contract is signed.

Payments:

- 10% once the First Deliverable is submitted and approved by the IDB.
- 20% once the Second Deliverable is submitted and approved by the IDB.
- 20% once the Third Deliverable is submitted and approved by the IDB.
- 20% once the Fourth Deliverable is submitted and approved by the IDB.
- 30% once the Fifth Deliverable is submitted and approved by the IDB.

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What you'll need:

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.
- **Education:** Master's degree or equivalent in administration, with post graduate studies in business strategy or economy.
- **Experience:** Over 10 years of experience in the practice of project design and monitoring, communications, external relations, coordination of international networks in the area of public asset management.
- **Languages:** Fluency in Spanish and English is required.

Opportunity Summary:

- **Type of contract and modality:** Product and External Services Consultant, Retainer.
- **Length of contract:** 8 months.
- **Location:** Residence of the consultant.
- **Responsible person:** Mauricio Garcia (mauriciogar@iadb.org), Modernization of the State Lead Specialist (IFD/ICS).
- **Requirements:** You must be a citizen of one of the and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, the LGBTQ+ community, persons with disabilities, afro-descendants, and indigenous people to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical

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assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

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For PEC consultancies

Legal Consultant and Assistance for the Project “Business Process Reengineering (BPR) and Information Strategy Planning (ISP) for making installation of digital state-owned property management platform in Ecuador” – EC-T1521.

Background of this search:

In Latin American and the Caribbean (LAC) countries, the management of non-financial public assets has not achieved the generation of the potential benefits that society could expect. The lack of adequate information, management and technological tools, outdated governance and regulatory frameworks have collectively or independently contribute to the limited economic and social impact of these assets. These limitations can also be observed in the various stages of public assets management: low quality of the cadastral registers, lack of parameters for the construction, planning, usage, maintenance and renovation of public assets, and lack of scientific criteria that support decisions on the allocation and use of the public assets, their valuation, operation, and accounting.

In Ecuador, SETEGISP3 (Technical Secretary of Real Estate Management of the Public Sector) works with the Ministry of Economy and Finance (MEF) managing public assets in the forms of permanent, transitory and the seized and the number of properties under its management reached 5,364 properties as of 2022. In the meantime, SETEGISP set its strategic plan for 2021-2024 indicating its responsibilities in the arrays of 1) increasing efficiency and effectiveness in the administration and management of the public assets in charge, 2) increasing efficiency in meeting physical infrastructure requirements presented by public sector entities, 3) increasing regulation and commercialization of the public assets in charge, and 4) strengthening institutional capacities. Drawing from these items, it was noted of its policy agenda emphasizing an efficient use of public assets under single system of inventory of public assets and thereby promoting monetization of public assets by saving budgets and generating additional incomes.

When it comes to public asset management, Ecuador is planning a transition to a digital government that encompasses regional governments and public agencies, not just the central government, and this will be implemented through a consistent approach across the public sector. By strengthening of its institutional capacity, SETEGISP also plans to use IT system establishment as a strategic means of reforming the public sector and the data of public sector is transparently disclosed, and the government data portal is operated as a portal for the public to improve the utilization of public assets, with the goal of enhancing trust and increasing national treasury revenues with this digital transformation.

Countries that have successfully implemented contemporary public asset management systems share similar incentives. Relevant countries, such as Canada, France, New Zealand, Australia, has faced political agenda to control spending and increase productivity, and with the needs of introducing more efficient management tools for the governments and public agencies themselves. While the benefits are evident, it has been a challenging tasks when implementing a new IT system in developing countries as it involves collection of a large amount of information and, above all, a political vision that imbues the process with leadership and discipline. The Auditor-General of New Zealand, a country that is among the

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most advanced in relation to this issue, advises three central elements helping the system in place: (i) a strong political agenda of those who will be the driving force within the Government, (ii) prudence regarding the scope of project, and (iii) discipline to continue with sustainable efforts over time.

As a part of IDB's policy to strengthen e-government support in LAC, it has engaged with the Korea Asset Management Corporation "KAMCO" in the consultation project RG-T3240 "Strengthening of Regional Public Asset Management" (1st TC) since 2020, and has come to conclude applying Korea's proven public asset management system can be a solution worth to adopt and that provide various advantages to Ecuador. With the completion of the 1st TC in January 2023, it came to light that conducting BPR/ISP consultation is essential for successful implementation of such a system. In short, BPR redesigns business procedures to make sure that the to-be-installed practices can be performed efficiently and ISP defines the system establishment objectives & strategies and establish a detailed plan to make sure that the practices identified can be executed within the budget and the time frames defined.

The 1st TC showed us that; (i) Ecuador is lack of sustainable public asset management policies principally affected by data not being property updated nor shared, (ii) there is often dispersion of public asset management authorities particularly between central and regional governments, (iii) there is a lack of policy measures put in place in planning and use of public assets with a mid to long term perspectives, (iv) deficiency of IT systems supporting efficient management of public assets. Among the problems above, the functional spread and ineffective management of public agencies often impedes the efficient management of public assets. This is due to issuance of separate regulations, leading to miscommunication and confusion regarding specific public assets and IT systems. Improved management can be achieved in the mid to long term with proper budget and better governance. In addition, lack of cadastral maps and land register of the entire country, poor quality of public asset data sharing system, lack of system for sharing data between the government and public agencies, inefficient handling of administrative affairs, and limited public service due to supplier-centered practices are among the areas that are identified and needed to be addressed.

In summary, KAMCO will design a tailored IT system structure with practical functions, such as (i) registration, (ii) enhancement of compatibility, (iii) provision of core function of asset management, (iv) management of usage and intermediation of public assets and reorganize the related work processes to improve the work efficiency for public asset management.

Therefore, the main objective of this consultancy is to assist KAMCO in the develop of the aforementioned project and giving the necessary legal advice on the related legal issues.

The team's mission:

The main objective of new TC is to enhance integration, efficiency, convenience and transparency of public asset management in Ecuador, through analysis of the current IT system and institutional frameworks related to the work scope of the public asset management. It will be an attempt to examine a possibility of integrating, systemizing and

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scaling the Ecuadorian public asset management system into a comprehensive and cross-governmental financial and accounting management system in Ecuador.

Against this background, the specific objectives can be categorized into five components: (i) Environmental analysis where it determines the current policy direction for ICT, examines various practices, evaluates overall IT trends, and identify international best practices. The analysis will identify key issues to address and their impact on the implementation of the system, (ii) Analysis of current status including the business scope, vision, strategy, organization, KPI and workload for the MEF and SETEGISP. This analysis will examine business processes and identify any problems or issues with the current business processes and information system, (iii) Establishment of the specific models where it draws major items and process to improve, direction, roadmap and system architecture provided with application map, hardware and software specification; and (iv) Establishment of execution plan where it identifies system installation roadmap and estimated timeline and required proceeds for the system establishment with the expected functions, and outcome and break-even point, (v) Dissemination is where KAMCO hosts in person or online workshop, depending on circumstances, to engage stakeholders and disseminate the project outcome.

What you'll do:

To assist KAMCO in the develop of the general project giving the necessary legal advice on the related legal issues, in order to support the strengthening of public asset management governance system of Ecuador, by analyzing legal aspect of:

- The public asset management system.
- Legal and institutional framework & policies, federal-local government relations and their respective roles and the current cooperative relations.
- Whether cadastral map/land & building register system and land usage plan.
- Public land ownership, registration and computerization, methods of levying usage fees, leasing or sale, and illegal occupancy.

And assist KAMCO with the legal aspects to:

- Carry out diagnosis on the current Ecuadorian government's public asset IT systems, including SGAP, NUR etc. with (i) the current status and functions of each system and the relationship among the systems being operated by the different user groups responsible for utilization and their commissioned services, (ii) an analysis of availability for linking systems with other branches of the Ecuadorian government, regional governments, and public agencies, and (iii) examples that can be mentioned as best practices of digital government establishment plan.
- Develop master plan of upgrading governance of public asset management including legal and institutional framework changes and the current cadastral register system and its land survey methodologies applying an advanced IT solution and of improving

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the utilization and financial value of public assets through comprehensive land management, incorporating information technology systems from relevant external institutions.

- Analyze international best cases (e.g. Korea, Germany, New Zealand, etc.) for implementation of public asset management IT system that includes state-owned property management structure, business scope and the level of digitalization as to those functions as asset registration, site survey, management, maintenance and intermediation of not only public buildings, but state-owned land in a larger scale.
- Conduct online interim dissemination workshops to share advanced methods and effects promoting management of public assets from installing a newly built public asset management system and the various expected advantages and merits.
- Conduct a dissemination seminar followed by training workshops, if necessary, will be conducted for capacity building and post-consultation system implementation tasks in Ecuador.

Depending on circumstances, you will join KAMCO on a work trip to Ecuador to carry out feasibility study that includes interviewing people in charge of legal, institutional, IT system to assess the existing practices and systems related to the public asset management, capacities, and requirement for implementing a new public asset management IT system. Investigate specific demands, gap and needs based on site inspection, data collection and interview sessions, inter alia. Upon completion of the visit, you, KAMCO and the participants from the Ecuadorian government will narrow down the detailed topics, work schedules, and expected deliverables and assess the viability of the overall project. In any case, the expenses of this trip will not be borne by you.

Deliverables and Payment's timeline:

The consultant must produce specific reports on the issues that the contract supervisor entrusts him with, with the observations he deems appropriate to improve the effect of the project.

These reports must be submitted in electronic format. All reports must be submitted to the Bank in an electronic file. The report must include a cover page, main document, and all attachments.

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The deliverables are grouped as follows, according to the work schedule and activities established by KAMCO:

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- **First Deliverable:** Report with a detail of:
 - The meeting minutes of the Zoom interviews required to elicit detailed requirement with SETEGISP & MEF.
 - The legal documents requested and collected.

Expected to be submitted within 30 days after the contract is signed.

- **Second Deliverable:** Environmental Analysis Report with a detail of:
 - Policy - Government policy trends, trends in public property act & regulation(basis for enactment, goal, configuration, highlights)
 - Economic - Trend of public property value in Ecuador, real estates market trends and forecasts
 - Implications - Conclusion of macro-environmental analysis and drawing opportunities for improvement
 - Mission and vision - Strategic direction, strategic system, strategic task
 - Business - Business history, business management status, stakeholder requirements

Expected to be submitted within 60 days after the contract is signed.

- **Third Deliverable:** Internal Environmental Report, with the following detail:
 - Organization - Organization and personnel status, KPI indicators, performance management system and problems.
 - Business - Business status and issues, time and problems each task, task-specific functions, define business processes.
 - Conclusion of environmental analysis - Problems derived from internal environmental analysis and suggestion of improvement plan.

Expected to be submitted within 120 days after the contract is signed.

- **Fourth Deliverable:** Report detailing the activities held for the preparation and conduction of a workshop for the presentation of the main findings of the Diagnosis Report. Expected to be submitted within 180 days after the contract is signed.
- **Fifth Deliverable:** Report with a detail of the activities held in order to provide consultancy in every legal issue that may arise. Expected to be submitted within 240 days after the contract is signed.

Payments:

- 10% once the First Deliverable is submitted and approved by the IDB.
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- 20% once the Third Deliverable is submitted and approved by the IDB.
- 20% once the Fourth Deliverable is submitted and approved by the IDB.
- 30% once the Fifth Deliverable is submitted and approved by the IDB.

What you'll need:

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

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- **Education:** Master's degree or its equivalent experience in law.
- **Experience:** Over 10 years of experience in the practice of administrative law, analysis of public governance systems, land management and public property, reform of public institutions. Work experience with the governments in LAC region, regarding the legal frameworks related to public asset management.
- **Languages:** Fluency in Spanish and English is required.

Opportunity Summary:

- **Type of contract and modality:** Product and External Services Consultant, Retainer.
- **Length of contract:** 8 months.
- **Location:** Residence of the consultant.
- **Responsible person:** Mauricio Garcia (mauriciogar@iadb.org), Modernization of the State Lead Specialist (IFD/ICS).
- **Requirements:** You must be a citizen of one of the and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, the LGBTQ+ community, persons with disabilities, afro-descendants, and indigenous people to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

HRD Terms of Reference

For PEC consultancies

IT Consultant for the Project “Business Process Reengineering (BPR) and Information Strategy Planning (ISP) for making installation of digital state-owned property management platform in Ecuador” – EC-T1521.

Background of this search:

In Latin American and the Caribbean (LAC) countries, the management of non-financial public assets has not achieved the generation of the potential benefits that society could expect. The lack of adequate information, management and technological tools, outdated governance and regulatory frameworks have collectively or independently contribute to the limited economic and social impact of these assets. These limitations can also be observed in the various stages of public assets management: low quality of the cadastral registers, lack of parameters for the construction, planning, usage, maintenance and renovation of public assets, and lack of scientific criteria that support decisions on the allocation and use of the public assets, their valuation, operation, and accounting.

In Ecuador, SETEGISP3 (Technical Secretary of Real Estate Management of the Public Sector) works with the Ministry of Economy and Finance (MEF) managing public assets in the forms of permanent, transitory and the seized and the number of properties under its management reached 5,364 properties as of 2022. In the meantime, SETESGIP set its strategic plan for 2021-2024 indicating its responsibilities in the arrays of 1) increasing efficiency and effectiveness in the administration and management of the public assets in charge, 2) increasing efficiency in meeting physical infrastructure requirements presented by public sector entities, 3) increasing regulation and commercialization of the public assets in charge, and 4) strengthening institutional capacities. Drawing from these items, it was noted of its policy agenda emphasizing an efficient use of public assets under single system of inventory of public assets and thereby promoting monetization of public assets by saving budgets and generating additional incomes.

When it comes to public asset management, Ecuador is planning a transition to a digital government that encompasses regional governments and public agencies, not just the central government, and this will be implemented through a consistent approach across the public sector. By strengthening of its institutional capacity, SETEGISP also plans to use IT system establishment as a strategic means of reforming the public sector and the data of public sector is transparently disclosed, and the government data portal is operated as a portal for the public to improve the utilization of public assets, with the goal of enhancing trust and increasing national treasury revenues with this digital transformation.

Countries that have successfully implemented contemporary public asset management systems share similar incentives. Relevant countries, such as Canada, France, New Zealand, Australia, has faced political agenda to control spending and increase productivity, and with the needs of introducing more efficient management tools for the governments and public agencies themselves. While the benefits are evident, it has been a challenging tasks when implementing a new IT system in developing countries as it involves collection of a

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large amount of information and, above all, a political vision that imbues the process with leadership and discipline. The Auditor-General of New Zealand, a country that is among the most advanced in relation to this issue, advises three central elements helping the system in place: (i) a strong political agenda of those who will be the driving force within the Government, (ii) prudence regarding the scope of project, and (iii) discipline to continue with sustainable efforts over time.

As a part of IDB's policy to strengthen e-government support in LAC, it has engaged with the Korea Asset Management Corporation "KAMCO" in the consultation project RG-T3240 "Strengthening of Regional Public Asset Management" (1st TC) since 2020, and has come to conclude applying Korea's proven public asset management system can be a solution worth to adopt and that provide various advantages to Ecuador. With the completion of the 1st TC in January 2023, it came to light that conducting BPR/ISP consultation is essential for successful implementation of such a system. In short, BPR redesigns business procedures to make sure that the to-be-installed practices can be performed efficiently and ISP defines the system establishment objectives & strategies and establish a detailed plan to make sure that the practices identified can be executed within the budget and the time frames defined.

The 1st TC showed us that; (i) Ecuador is lack of sustainable public asset management policies principally affected by data not being property updated nor shared, (ii) there is often dispersion of public asset management authorities particularly between central and regional governments, (iii) there is a lack of policy measures put in place in planning and use of public assets with a mid to long term perspectives, (iv) deficiency of IT systems supporting efficient management of public assets. Among the problems above, the functional spread and ineffective management of public agencies often impedes the efficient management of public assets. This is due to issuance of separate regulations, leading to miscommunication and confusion regarding specific public assets and IT systems. Improved management can be achieved in the mid to long term with proper budget and better governance. In addition, lack of cadastral maps and land register of the entire country, poor quality of public asset data sharing system, lack of system for sharing data between the government and public agencies, inefficient handling of administrative affairs, and limited public service due to supplier-centered practices are among the areas that are identified and needed to be addressed.

In summary, KAMCO will design a tailored IT system structure with practical functions, such as (i) registration, (ii) enhancement of compatibility, (iii) provision of core function of asset management, (iv) management of usage and intermediation of public assets and reorganize the related work processes to improve the work efficiency for public asset management.

Therefore, the main objective of this consultancy is to assist KAMCO in the develop of the aforementioned project and giving the necessary legal advice on the related legal issues.

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The team's mission:

The main objective of new TC is to enhance integration, efficiency, convenience and transparency of public asset management in Ecuador, through analysis of the current IT system and institutional frameworks related to the work scope of the public asset management. It will be an attempt to examine a possibility of integrating, systemizing and scaling the Ecuadorian public asset management system into a comprehensive and cross-governmental financial and accounting management system in Ecuador.

Against this background, the specific objectives can be categorized into five components: (i) Environmental analysis where it determines the current policy direction for ICT, examines various practices, evaluates overall IT trends, and identify international best practices. The analysis will identify key issues to address and their impact on the implementation of the system, (ii) Analysis of current status including the business scope, vision, strategy, organization, KPI and workload for the MEF and SETEGISP. This analysis will examine business processes and identify any problems or issues with the current business processes and information system, (iii) Establishment of the specific models where it draws major items and process to improve, direction, roadmap and system architecture provided with application map, hardware and software specification; and (iv) Establishment of execution plan where it identifies system installation roadmap and estimated timeline and required proceeds for the system establishment with the expected functions, and outcome and break-even point, (v) Dissemination is where KAMCO hosts in person or online workshop, depending on circumstances, to engage stakeholders and disseminate the project outcome.

What you'll do:

To assist KAMCO to:

- Carry out diagnosis on the current Ecuadorian government's public asset IT systems, including SGAP, NUR etc. with (i) the current status and functions of each system and the relationship among the systems being operated by the different user groups responsible for utilization and their commissioned services, (ii) an analysis of availability for linking systems with other branches of the Ecuadorian government, regional governments, and public agencies, and (iii) examples that can be mentioned as best practices of digital government establishment plan.
- Develop master plan of upgrading governance of public asset management including legal and institutional framework changes and the current cadastral register system and its land survey methodologies applying an advanced IT solution and of improving the utilization and financial value of public assets through comprehensive land management, incorporating information technology systems from relevant external institutions.
- Analyze international best cases (e.g. Korea, Germany, New Zealand, etc.) for implementation of public asset management IT system that includes state-owned

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property management structure, business scope and the level of digitalization as to those functions as asset registration, site survey, management, maintenance and intermediation of not only public buildings, but state-owned land in a larger scale.

- Conduct online interim dissemination workshops to share advanced methods and effects promoting management of public assets from installing a newly built public asset management system and the various expected advantages and merits.
- Conduct a dissemination seminar followed by training workshops, if necessary, will be conducted for capacity building and post-consultation system implementation tasks in Ecuador.

Depending on circumstances, you will join KAMCO on a work trip to Ecuador to carry out feasibility study that includes interviewing people in charge of legal, institutional, IT system to assess the existing practices and systems related to the public asset management, capacities, and requirement for implementing a new public asset management IT system. Investigate specific demands, gap and needs based on site inspection, data collection and interview sessions, inter alia. Upon completion of the visit, you, KAMCO and the participants from the Ecuadorian government will narrow down the detailed topics, work schedules, and expected deliverables and assess the viability of the overall project. In any case, the expenses of this trip will not be borne by you.

Deliverables and Payment's timeline:

The consultant must produce specific reports on the issues that the contract supervisor entrusts him with, with the observations he deems appropriate to improve the effect of the project.

These reports must be submitted in electronic format. All reports must be submitted to the Bank in an electronic file. The report must include a cover page, main document, and all attachments.

Archives in Zip format will not be accepted as final reports due to the regulations of the Archives Management Section.

All deliverables must follow the highest quality and detail standards and require minimum revisions.

The deliverables are grouped as follows, according to the work schedule and activities established by KAMCO:

- **First Deliverable:** Report with a detail of the meeting minutes of the Zoom interviews required to elicit detailed requirement with SETEGISP & MEF. Expected to be submitted within 30 days after the contract is signed.
- **Second Deliverable:** Environmental Analysis Report with a detail of:

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- Technological - e-Government policy direction, current status of ICT in Ecuador (ITU, NRI, UN e-Government evaluation), IT industry status.
- Implications - Conclusion of macro-environmental analysis and drawing opportunities for improvement.
- IT system - Environmental survey and operation status of public property management IT system
- Implications - Conclusion of micro-environmental analysis and drawing opportunities for improvement

Expected to be submitted within 60 days after the contract is signed.

- **Third Deliverable:** Internal Environmental Report, with the following detail:
 - Organization - Organization and personnel status, KPI indicators, performance management system and problems.
 - Business - Business status and issues, time and problems each task, task-specific functions, define business processes.
 - Application - System configuration, feature configuration, coverage analysis, code management.
 - Interface - Status of I/F by institution, business IT system linkage analysis
 - Infrastructure - IT system architecture, H/W & S/W configuration, comprehensive performance by server, database usage, GIS solutions.
 - Implications - Problems of current IT system and drawing opportunities for improvement.
 - Conclusion of environmental analysis - Problems derived from internal environmental analysis and suggestion of improvement plan.

Expected to be submitted within 120 days after the contract is signed.

- **Fourth Deliverable:** Report detailing the activities held for the preparation and conduction of a workshop for the presentation of the main findings of the Diagnosis Report. Expected to be submitted within 180 days after the contract is signed.
- **Fifth Deliverable:** Report with a detail of the activities held in order to provide consultancy in every IT issue that may arise. Expected to be submitted within 240 days after the contract is signed.

Payments:

- 10% once the First Deliverable is submitted and approved by the IDB.
- 20% once the Second Deliverable is submitted and approved by the IDB.
- 20% once the Third Deliverable is submitted and approved by the IDB.
- 20% once the Fourth Deliverable is submitted and approved by the IDB.
- 30% once the Fifth Deliverable is submitted and approved by the IDB.

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What you'll need:

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.
- **Education:** Master's degree or its equivalent experience in information systems.
- **Experience:** Over 6 years of experience in the implementation of technological solutions in government, experience in systems design, analysis, development, and implementation in a government institution, with at least 3 years in public asset management institutions.
- **Languages:** Fluency in Spanish and English is required.

Opportunity Summary:

- **Type of contract and modality:** Product and External Services Consultant, Retainer.
- **Length of contract:** 8 months.
- **Location:** Residence of the consultant.
- **Responsible person:** Mauricio Garcia (mauriciogar@iadb.org), Modernization of the State Lead Specialist (IFD/ICS).
- **Requirements:** You must be a citizen of one of the and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, the LGBTQ+ community, persons with disabilities, afro-descendants, and indigenous people to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-

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member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.