

COLOMBIA

**PROGRAM TO SUPPORT PRIVATE PARTICIPATION AND
CONCESSIONS IN INFRASTRUCTURE - STAGE THREE (PPCI-3)**

(CO-L1065)

LOAN PROPOSAL

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Electronic Links	
REQUIRED	
1.	Annual work plan http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=0000000
2.	Monitoring and evaluation arrangements http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=0000000
3.	Procurement plan http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1499450
OPTIONAL	
1.	Sector private participation profiles http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1463402
2.	Operating Regulations http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1463432
3.	PPCI-3 projects and lines of activity http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1482862
4.	Studies, consulting assignments and evaluations financed by PPCI private participation programs between 1996 and 2008 http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1473397
5.	Environmental and safeguards classification http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1510120
6.	Report on private investment in Colombia, 1993-2006 http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1463443

ABBREVIATIONS

AWP	Annual work plan
CGR	Office of the Comptroller General
DIES	Dirección de Infraestructura y Energía Sostenible [Infrastructure and Sustainable Energy Office]
DNP	Departamento Nacional de Planeación [National Planning Department]
GDP	Gross domestic product
IMTS	Integrated mass transportation system
LIBOR	London Interbank Offered Rate
PCU	Program coordination unit
PND	Plan Nacional de Desarrollo 2007-2010 [2007-2010 National Development Plan]
PPMR	Project performance monitoring report
SPTS	Strategic public transportation system

PROJECT SUMMARY

COLOMBIA

PROGRAM TO SUPPORT PRIVATE PARTICIPATION AND CONCESSIONS IN INFRASTRUCTURE - STAGE THREE (PPCI-3) (CO-L1065)

Financial Terms and Conditions			
Borrower: Republic of Colombia		Amortization period:	25 years
		Grace period:	5 years
		Disbursement period:	5 years
Executing agency: Departamento Nacional de Planeación [National Planning Department] (DNP), through the Dirección de Infraestructura y Energía Sostenible [Infrastructure and Sustainable Energy Office] (DIES)		Interest rate:	LIBOR
Source	Amount	Inspection and supervision fee:	*
IDB (Ordinary Capital)	US\$14,185,000	Credit fee:	*
Local	-		
Total	US\$14,185,000		
Project at a glance			
Program objective/description: The goal of the program is to facilitate and encourage private participation in infrastructure in order to improve the delivery of services and the quality of infrastructure. The specific objectives are to: (i) continue consolidating and strengthening the regulatory framework and the technical and institutional capacity of policy, regulatory, and oversight agencies in each of the infrastructure sectors contemplated; and (ii) support the technical, economic, financial, and/or legal development of new processes for private participation in infrastructure.			
Special conditions precedent to the first disbursement: Conditions precedent to the first disbursement are as follows: (i) evidence that the executing agency has appointed the program's general coordinator with specific duties to carry out his/her work (see paragraph 3.3) ; and (ii) the Operating Regulations have entered into force under the terms previously agreed with the Bank (see paragraph 3.5).			
Special execution condition: Prior to financing activities with the beneficiary subnational entities, the executing agency and the subnational entities must have signed an agreement ("Model Agreement") for interagency support under the terms indicated in the Operating Regulations agreed with the Bank (see paragraph 3.6).			
Revolving fund: In accordance with Bank procedures, a revolving fund will be established with the equivalent of 20% of the total loan amount, to make program disbursements in keeping with the amount of the loan and of predetermined consulting contracts.			
Exceptions to Bank policies: None.			
Project consistent with country strategy: Yes [<input checked="" type="checkbox"/>] No [<input type="checkbox"/>]			
Project qualifies as: SEQ [<input type="checkbox"/>] PTI [<input type="checkbox"/>] Sector [<input type="checkbox"/>] Geographic [<input type="checkbox"/>] Headcount [<input type="checkbox"/>]			

* The credit fee and inspection and supervision fee will be established periodically by the Board of Executive Directors as part of its review of the Bank's lending charges, in accordance with the applicable provisions of the Bank's policy on lending rate methodology for Ordinary Capital loans. In no case will the credit fee exceed 0.75% or the inspection and supervision fee exceed, in a given six-month period, the amount that would result from applying 1% to the loan amount divided by the number of six-month periods included in the original disbursement period.

I. DESCRIPTION AND RESULTS MONITORING

- 1.1 **Background.** The Bank has been supporting the Government of Colombia since 1996 through two technical-cooperation loans designed to strengthen the privatization process and concessions in infrastructure, particularly in the areas of transportation, energy, telecommunications, and sanitation.¹ Efforts to date include consolidation of the respective sector regulatory frameworks and strengthening of sector institutions; design and operation of concessions; support in developing mechanisms to promote private participation in infrastructure at the national, departmental, and municipal level; and technical studies to serve as the basis for bidding processes. This program will ensure continuity of the programs and lines of activities promoted in the program's first stage and second stage (currently in execution), contributing to Colombia's sustained growth over the medium and long term.
- A. **Problem to be addressed, strategy, and rationale**
- 1.2 The existence of adequate infrastructure is a critical basic requirement for achieving levels of sustained economic growth that ensure the basic conditions necessary to competitiveness and social development. At the same time, widespread access to infrastructure services helps to reduce inequalities and increase opportunities. There is also the perception that the principal effect of reducing and reallocating expenditures has been to reduce funding for infrastructure investments in general and the provision of infrastructure services in particular, creating a need for increased private-sector participation to offset this.
- 1.3 A number of factors adversely affect the state of infrastructure and level of the associated services provided. Insufficient investment limits maintenance and expansion of capacity and the ability to maintain and/or improve the level of service. One particularly negative effect of the investment gap to meet capacity requirements is the increased demands on existing infrastructure. More intensive use (associated with improved economic performance) generates increased maintenance needs, where available resources are limited. Those needs must be covered by the government's scarce resources, creating a vicious circle of outdated infrastructure and increasing investment deficit.
- 1.4 **Private participation in infrastructure in Colombia.** Between 1980 and 2007, Colombia maintained sustained levels of infrastructure investment representing a maximum of 5% (through the effect of privatizations in the 1990s) and an average of 2% of gross domestic product (GDP).² Total public and private investment in

¹ Loans 927/OC-CO and 927A/OC-CO: CO-0179 Technical Cooperation Loan in Support of Privatization and Concessions in Infrastructure (US\$12.5 million) 1996 and loan 1594/OC-CO: CO-0263 Program to Support Private Participation and Concessions in Infrastructure, Stage Two (US\$5 million) 2004.

² Colombia's infrastructure coverage is within the average for Latin American and Caribbean countries. Electricity coverage is 94.1% within the Sistema Interconectado Nacional [National Interconnected System] and 34.9% in noninterconnected areas. Colombia's telephone connections per inhabitant and rates of mobile phone coverage and Internet access are above the average for Latin America and the Caribbean.

infrastructure totaled US\$108 billion during the period from 1993 to 2006, including investment in the hydrocarbon and mining sectors.³ Of total infrastructure investment, 48% represents private investment in construction, replacement, and maintenance of assets, with new projects receiving a larger, more significant share of investment than privatization of assets. Public investment during this period included municipal counterpart contributions and resources for urban transportation projects, in addition to royalties from the Fondo Nacional de Regalías [National Royalties Fund]. (DOCNUM=1528507)

- 1.5 The Colombian government has been developing various mechanisms for private-sector participation in infrastructure, including concessions, strategic partnerships, privatizations, and private administration and management of public assets.⁴ The government's aim is to efficiently provide quality infrastructure services and increase the stock of physical capital required to make the national economy more productive and competitive. The satisfactory execution of the program's first and second stages and the deepening of the sector agenda and sector programs is due in large part to the strength of the government's commitment as well as technical-support from the Bank and to the support provided through technical-cooperation operations parallel to the implementation of those programs, which have helped strengthen public sector capacities in project preparation, resulting in effective regulatory frameworks and appropriate allocation of risk between public and private parties. (DOCNUM=1473397).
- 1.6 **Sector agenda.** Private participation has facilitated processes to increase productivity and improve companies' management and financial stability; it has also played an important role in promoting competition and improving efficiency in constructing, operating, and maintaining infrastructure projects. It has also served to increase funding to other sectors by reducing transfers of capital to public enterprises and/or infrastructure subsectors, promoting foreign investment, creating programs to democratize shareholding, and increasing coverage and quality of services.
- 1.7 Transportation sector. With the exception of river transportation, the sector was proactive in defining and awarding concessions during the 1990s. The highway subsector had the largest share of concessions actually in operation; as of this date, the National Concessions Institute is executing third-generation highway concession projects. In this sector, the lines of activity include deepening of highway concessions, support to local entities, concession of airport infrastructure,

³ During the last decade, significant infrastructure investments have been directed toward the energy sector in general and electricity in particular, reflecting the country's desire to expand the role of thermal plants in the power-generation portfolio. Investments in the hydrocarbon, coal, and mining subsectors continued to come primarily from public funds, because these are sectors in which the State has traditionally played the role of promoter, financial backer, and infrastructure operator. DOCNUM=1463443

⁴ This policy of private participation is part of the Plan Nacional de Desarrollo 2006-2010, "Estado Comunitario: Desarrollo para Todos" [2006-2010 National Development Plan, "Community-based State: Development for All"].

development of river, maritime and railroad transportation, strengthening of the institutional framework, development of a logistics infrastructure, and development of public mass transit. Energy sector: Between 1991 and 1995, the sector was restructured based on the public services act that allowed for private investment and a competitive mechanism for generating and marketing electricity. The guiding principles of the government's energy policy are: (i) strengthening the country's energy security; (ii) promoting efficient use of the energy basket; and (iii) consolidating regional integration. Private participation has been critical to these three fronts in terms of capital contributed and efficiency gains associated with competition in service delivery. Communications: The opening up of the sector began in 1989 with the transition from a public monopoly to a competitive market, accompanied by a process of liberalization and deregulation brought about by regulatory and institutional changes. Water and sanitation sector: Institutional reforms geared toward an entrepreneurial approach to service delivery have resulted in participation by a significant number of private operators.

- 1.8 **Current challenges in enlisting private participation in infrastructure.** Colombia still requires a significant investment effort to develop and modernize its infrastructure. In order to fill this investment gap, it is seeking to refine existing mechanisms and promote new initiatives for private participation. The current challenges include adjustments and development of policy and regulatory frameworks; technical support to create the conditions for conducting improved studies and projects; financial support to encourage greater private participation at the subnational level; and institutional development of sector entities at the national and subnational level.
- 1.9 It is also important to capitalize on the successes of the first and second stages and expand them to other sectors that can benefit from private-sector participation in providing and/or managing services so as to improve quality and expand capacity. The institutional and regulatory structures of those sectors, particularly **health, education, comprehensive care in early childhood, and justice**, need to be reviewed to identify the adjustments necessary in their organization and operations.⁵ New legal and financial structures also need to be developed, which have generally met with success in other sectors and countries (see paragraph 1.16).

⁵ Prior to the 1990s, the system for providing health care services was characterized by extensive public participation and segmentation of the population according to economic capacity. Law 10 of 1990 and Law 100 of 1993 created a regulatory framework for providing health care services with active participation from the private sector. Beginning in 1994, standards were established for private participation in basic and intermediate education in Colombia. In 2001, Law 715 provided that departments, districts, and municipios would provide public education services through official educational institutions, which could procure services from other governmental or nongovernmental entities under modalities such as public educational service contracts or public educational service concessions. The Instituto Colombiano de Bienestar Familiar [Colombian Institute for Family Well-being] has exclusive responsibility for early childhood care, but no incentives have been created thus far for private participation in infrastructure development. Similarly, there has been no private participation to date in developing the judicial infrastructure in Colombia.

- 1.10 **Specific sector needs.** In the transportation sector, efforts should be directed toward developing and strengthening the policy-making, regulatory, concession, and supervisory entities, by conducting studies and developing regulatory frameworks. In addition, project preparation is required in the areas of rehabilitation, construction, operation, and maintenance at the subnational level; development of a logistical infrastructure; support for expansion, rehabilitation and maintenance of the highway system; and strengthening private participation in the various modes of transportation. Public mass transit efforts should continue with the conceptual design, structuring and evaluation of interurban services and transportation systems and support in traffic management.
- 1.11 In the energy sector, regulatory development and adaptation should continue in the electricity, mining, and hydrocarbon subsectors to attract private participation. Further effort is also required to refine the technical, legal, and financial structures for concessions and exclusive service areas for electricity, natural gas, and liquefied petroleum gas (propane) and for the sale and capitalization of public enterprises.
- 1.12 The key efforts for the communications sector agenda are universal service and access through strengthened community-based rural telephony programs and broadband connectivity for public entities (municipal governments, schools, hospitals, libraries, and agribusiness centers). To this end, efforts will support strengthening and consolidating the regulatory, concession, and supervisory framework for telecommunications services as well as formulating specific projects that enlist private participation in rehabilitation, construction, operation, and maintenance of the telecommunications infrastructure services.
- 1.13 Other sectors. As was the case with the traditional infrastructure sectors contemplated in the first and second stages, **social development sectors**, which are largely administered by the public sector, **must be incorporated** into program efforts. Some of these sectors have experienced a gradual decline in performance, while in others, service quality and coverage has not improved due to fiscal constraints. **This operation would incorporate the following pilot sectors: health, education, comprehensive care in early childhood, and justice.**
- 1.14 Intensification of efforts at the subnational level. This operation will deepen the scope of efforts in subnational entities and line ministries through lines of activity designed to strengthen private participation in the departments. This deepening of activities will be monitored as a result of the program.
- 1.15 **The Colombian government strategy.** The Plan Nacional de Desarrollo 2007-2010 [2007-2010 National Development Plan] (PND) provides for increased growth and opening up of the economy, and sets the goal of average annual growth of at least 5% for the next four years. The projection is to reduce unemployment to 8.8%, and to achieve this, investment must increase from 21.8% of GDP to 26.1% in 2010, and employment and productivity must grow at an average annual rate of 3.1% and approximately 0.5%, respectively. The PND establishes measures and programs to provide Colombians greater equality of opportunity and access to basic

social services. It places special importance on government reform, providing good services, and allocating resources efficiently and equitably.

- 1.16 **Rationale for Bank participation.** The Colombian government, with support from the Bank, has been implementing policies and regulatory frameworks in connection with promoting private participation in infrastructure. Such involvement has provided funding for infrastructure, directing expenditures towards areas which, while less profitable or less attractive to the private sector, are equally important in promoting economic development. By supporting project preparation and development of regulatory frameworks, the Bank's involvement has been very important in ensuring that projects presented for the consideration of the private sector have reasonable rates of return within appropriate regulatory frameworks. In addition, the Bank has been supporting public-private participation and partnerships through technical-cooperation operations (ATN/OC-1095-CO, ATN/ME-10985-CO and CO-T114).
- 1.17 **Country strategy.** The Bank's country strategy with Colombia for 2007-2010 (document GN-2474) aims to support efforts toward broad-based growth, promote job creation, reduce poverty, and enhance equity by increasing opportunities for the lower-income majority and most vulnerable groups of citizens. The proposed program is consistent with the Bank's country strategy with Colombia in supporting (i) consolidation of sector regulatory frameworks and strengthening institutions, which will contribute to governance and modernization of the State; and (ii) designing and structuring mechanisms for private participation in infrastructure while mechanisms are being developed to promote private participation in infrastructure at the national, departmental, and municipal levels.

B. Objective, components and costs

- 1.18 The **goal** of the program is to facilitate and encourage private participation in infrastructure in order to improve the delivery of services and the quality of infrastructure. The **specific objectives** of the program are to: (i) continue consolidating and strengthening the regulatory framework and the technical and institutional capacity of policy, regulatory, and oversight agencies in each of the infrastructure sectors contemplated; and (ii) support the technical, economic, financial, and/or legal development of processes for private participation.
- 1.19 The main outcomes expected are indirect: an increase in the coverage and quality of infrastructure services; greater efficiency in managing public resources; and improved national competitiveness resulting from improved and higher-capacity infrastructure. Infrastructure will be upgraded as a result of carefully identified, designed, and evaluated projects; a modernized regulatory framework; and capable institutions. Continuing with the lessons learned during the second stage (currently in execution), the program plans to continue supporting the identification of specific projects, including preparation of the respective documents, institutional assistance to the beneficiary agencies, and development of a comprehensive process of private participation and concession of operations. The program components will retain a

structure that facilitates flexibility during execution while ensuring that program objectives are achieved. To this end, activities will be divided into two investment components: (i) technical studies and project identification, supervision, and monitoring; and (ii) institutional strengthening, program management and administration, auditing, evaluation, and contingencies.

- 1.20 **Component I. Technical studies and project identification, supervision, and monitoring (US\$12,560,000).** The objective of this component is to support the institutional, regulatory, and technical development required for private participation in infrastructure. Three subcomponents will be financed: (i) development of regulatory systems, the institutional environment, and technical capacity; (ii) formulating specific projects; and (iii) sector evaluations. This component will also finance project identification, supervision, and monitoring.
- 1.21 *Subcomponent 1 - Institutional, regulatory, and technical development* will support development and strengthening of the regulatory and institutional environment and technical capacity for private participation in the following sectors:
- a. **Transportation:** priority will be given to modernizing regulations, while pursuing market integration and the introduction of new technologies for service delivery.
 - b. **Energy:** priority will be given to institutional development and modernization of regulatory frameworks in the electricity, hydrocarbon, and mining sectors.
 - c. **Communications:** support will be provided to the television and telecommunications regulatory commissions⁶ and oversight entities through studies and regulatory frameworks for service delivery and development of the associated infrastructure. Support will also be provided for the development of legal and regulatory frameworks for technology convergence, 'next generation' networks, market integration, and international trade agreements, establishing guidelines for the sector, electronic commerce, television, regular mail, and other areas.
 - d. **Water and sanitation:** finance will be provided for regulatory and institutional studies to encourage private participation, as stipulated in the departmental water and basic sanitation plans.
 - e. **Health, education, and comprehensive care in early childhood:** the regulation, concession, and supervision of infrastructure services will be strengthened and consolidated through studies and regulatory frameworks.
- 1.22 *Subcomponent 2 – Formulating specific projects for private-sector participation,* including activities in the following sectors:

⁶ The 2008 regulatory agenda of the Comisión de Regulación de Telecomunicaciones [Telecommunications Regulatory Commission] addresses, among other things, competition, markets, access to scarce resources, resale and/or marketing of telecommunications services, numbering, and numeric portability.

- a. **Transportation:** this includes rehabilitation, construction, operation, and maintenance. For the highway system, support will be directed first toward formulating and promoting projects for the main system, and subsequently for the secondary system, evaluating the different levels of intervention and services required. Projects will be supported at various stages of preparation, including concessions for airport and port terminals, public mass transit, and urban expressways. The public mass transit projects will include activities to structure Integrated Mass Transportation Systems (IMTS) and Strategic Public Transportation Systems (SPTS) in medium-sized cities and to implement traffic management systems, urban logistics and equipment, and interurban transport corridors, including pre-investment technical and socio-environmental studies.
 - b. **Energy:** this will finance technical, legal, and financial studies for concessions of exclusive service areas (electricity, natural gas, and liquefied petroleum gas); and technical, legal, and financial structuring of the concession and sale of and/or private investment in public enterprises.
 - c. **Communications:** this will help structure projects for rehabilitation, construction, operation, and maintenance of services and implementation of social telecommunications programs. With respect to television, the program will finance alternatives analyses, impact assessments relating to the adoption of new technologies and private participation, setting digital television standards, and operation of private channels and production of cultural content, supporting the 2008-2011 Development Plan for Television.
 - d. **Water and sanitation:** this includes the identification of new scenarios for private participation; technical assistance to municipios and departments; support in establishing and strengthening regional mechanisms for providing public water and sewer services; and support for activities defined in departmental plans for water and basic sanitation.
 - e. **Care in early childhood and justice:** financing will be provided for technical, legal, and financial development of specific private participation projects. In the justice sector, financing will be provided for structuring: (i) the linkage of private capital for rehabilitation and maintenance of judicial offices at the national level; (ii) studies for building administrative centers for judicial services; and (iii) studies for linking private participation with the auction system for goods.
- 1.23 Subcomponent 3 – Sector evaluations will determine the impact and lessons learned from specific projects financed during the second stage and conduct sector evaluations to identify the activities needed to facilitate private participation in new sectors (see paragraph 1.13):
- a. **Transportation:** this includes an evaluation of mass transit experiences in Bogota, Pereira, Bucaramanga, and Cartagena and evaluation of other urban projects.

- b. **Health:** activities will include an evaluation of public-private participation in providing health care services, addressing advantages and disadvantages, contractual conditions, risk guarantees, and other aspects.
 - c. **Education:** this will include an evaluation of expanding coverage through private contracting strategies to provide educational services in medium-sized cities. The evaluation will aim to determine the effectiveness of providing public education to populations and areas where the availability of public schools is not viable.
- 1.24 **Component II. Institutional strengthening, program management and administration, auditing, evaluation, and contingencies (US\$1,625,000).** The objective of this component is to consolidate and strengthen the technical and institutional capacity of the Dirección de Infraestructura y Energía Sostenible [Infrastructure and Sustainable Energy Office] (DIES), which is responsible for designing public policies for private participation in infrastructure and concessions. This component will finance all services and activities related to training and building technical capacity in the executing team's sector knowledge. It also includes program administration and coordination expenditures.
- 1.25 **Prioritizing activities.** Based on the objectives established and considering the multisector scope of the operation, program implementation must allow sufficient flexibility to address needs that arise during execution. Accordingly, the activities to be included in the annual work plans will be prioritized and selected based on specific criteria. These criteria will serve as the basis for strategically selecting activities to be financed with program funds in accordance with the following guidelines: (a) impact, (b) participation, commitment, and contribution of resources by the beneficiary entities, and (c) extent of coordination with the Colombian government's sector and private-participation strategies. In addition to adhering to these guidelines, the selected activities will promote effective dissemination of program-related information.
- 1.26 **Costs.** The total cost of the program will be US\$14,185,000, to be financed in full by the Bank. The estimated program costs, broken down by component, are presented in Table I.1 on the next page.
- C. Results matrix and principal indicators**
- 1.27 The principal benefit lies in the overall focus on increasing private participation in developing and financing infrastructure to increase supply and improve the quality of services. Having clear, similar rules for each sector will generate greater opportunities and promote a more competitive market in the medium term. More specific knowledge of the risks involved in the various operations, together with better preparation of technical and sector studies, will contribute to continued, increased private participation. Program activities will focus on preparing high-impact projects that, once completed, will secure actual private investments and improve conditions for the investors.

Table I.1 Program Costs (in US\$)

Investment category	%	Total
1. Direct costs	88.54	12,560,000
1.1 Technical studies	70.50	10,000,000
1.2 Project identification, supervision, and monitoring	18.05	2,560,000
2. Institutional strengthening	6.38	905,000
2.1 Regular and refresher technical training	0.88	125,000
2.2 Support for institutionalizing the program	4.93	700,000
2.3 Equipment	0.56	80,000
3. Administrative costs	3.67	520,000
3.1 Support for administrative personnel	2.96	420,000
3.2 Administrative and service charges	0.70	100,000
4. Program audit and evaluation	1.06	150,000
5. Contingencies	0.35	50,000
TOTAL	100.00	14,185,000

- 1.28 The program outcomes are related to the increased number of projects with private participation and increased involvement of subnational entities as the end beneficiaries of the operation, as well as national ministries and public entities whose participation reflects ownership of the operation and the program's cascade effect. In particular, the program is expected to help improve public policy-making, the development of institutional and regulatory frameworks to manage and implement projects involving private participation in infrastructure, and formulation of specific projects with private capital.

Key indicators	Measurement time frame	Reason for selection
Improved regulatory conditions and strengthened frameworks for sectors included in the program	One year after program completion	To confirm that the financial and other resources invested are operational and ensure the establishment of public policies for efficient private participation
Increased participation in sectors involved in the program	During program implementation	To confirm improved quality of services and as a direct benefit to users.
Increased number of subnational entities benefiting from the program		
Increased number of national entities and line ministries benefiting from the program		
Increased number of specific projects structured to include private participation		To confirm developments in infrastructure services.

II. FINANCING STRUCTURE AND PRINCIPAL RISKS

A. Financing mechanism and contractual conditions

- 2.1 The program financing modality will be an investment loan. The amortization period will be 25 years and the execution period, five years.

B. Environmental and social risks and mitigation measures

- 2.2 Based on the Bank's Environmental and Safeguards Compliance Policy (OP-703) and in light of the program's nature, objectives, and environmental and socio-cultural risks and impacts, this operation was classified as Category "C" (meeting ESR 13-08 of 7 April 2008).

C. Fiduciary risk

- 2.3 Given the executing agency's satisfactory experience with similar programs, no institutional or fiduciary problems are anticipated. The Departamento Nacional de Planeación [National Planning Department] (DNP) is a competent executing agency of recognized standing, as demonstrated by sector activities under its authority; it has an appropriate organizational structure and extensive experience working with the Bank as an executing agency in the program's first and second stages (see paragraph 1.1). The DNP will be the program manager and will reinforce its structure in order to directly execute the resources and activities inherent to commissioning the studies.
- 2.4 In the technical areas, the studies, designs, and regulatory frameworks to be developed do not involve an excessive degree of difficulty, and there is also a large national and international market of firms and individual consultants that are well qualified for the type of studies and consulting assignments required. In terms of technical and operational sustainability, the DNP has given priority to interinstitutional coordination mechanisms to facilitate communication and exchanges with other levels of government⁷ and strengthen the relationship with subnational entities through the model agreements incorporated in the program Operating Regulations. No difficulties are anticipated in coordinating initiatives because the executing agency has sufficient capacity and experience in dealing effectively with other government agencies.

III. IMPLEMENTATION AND MANAGEMENT PLAN

A. Summary implementation arrangements

- 3.1 The borrower will be the Republic of Colombia. Drawing from the lessons learned in the first and second stages, the program will have a single executing agency, the National Planning Department (DNP), acting through the Infrastructure and Sustainable Energy Office (DIES). That office will be supported, through the

⁷ Ongoing interaction with other line ministries will be necessary, including: (i) the ministries of finance; transportation; mines and energy; communications; environment, housing and regional development; justice; and social security; (ii) the Comisión de Regulación de Energía y Gas [Power and Gas Regulatory Commission]; (iii) the Superintendencia de Servicios Públicos Domiciliarios [Superintendency of Residential Public Services]; (iv) the Comisión de Regulación de Telecomunicaciones [Telecommunications Regulatory Commission]; (v) the Instituto de Planificación y Promoción de Soluciones Energéticas para las Zonas No Interconectadas [Institute for Planning and Promotion of Energy Solutions for Noninterconnected Areas]; and (iv) departmental and municipal entities.

- program coordination unit (PCU), by a technical team of specialists in operational areas. The executing agency will provide continuity to the program, capitalizing on the experience gained during implementation of the first and second stages.
- 3.2 The specific functions of the DIES will be: (a) coordinating the activities of its technical subdivisions for the various sectors; (b) promoting the program to the potential beneficiaries; (c) providing advice in identifying and defining activities to be financed with program resources; (d) supporting beneficiaries in preparing terms of reference and bidding documents for technical assistance projects; (e) supporting beneficiaries in structuring bidding processes; (f) supporting line entities within the Colombian government, the DNP, and subnational governments in identifying, monitoring, evaluating, assessing, and preparing initiatives for private participation in the provision of infrastructure services; (g) doing the work necessary to promote the projects; (h) monitoring strategic programs and projects; and (i) conducting dissemination and awareness-heightening activities for projects, programs, and initiatives financed by the program. The program director's functions are described in the Operating Regulations.
- 3.3 The PCU will consist of a general coordinator, a procurement specialist, an attorney, and an administrative assistant. Its principal activities include: (i) preparing periodic program monitoring reports; (ii) reporting program information as required to update the investment project monitoring system; (iii) providing technical and financial information to facilitate detailed monitoring of program execution; (iv) monitoring the procurement plan and annual work plan (AWP) and submitting the reports required by the program director. In addition, all procurement requests will be submitted through the program director to the General Secretariat of the DNP; (v) consolidating information relating to the procurement plan and AWP to be presented to the program director; (vi) drafting responses to program-related requests for signature by the program director, according to the processes prescribed by the DNP's quality management system; and (vii) serving as technical secretariat for the steering and operations committees. To this end, it will convene and maintain minutes of committee meetings. As part of its management functions, the executing agency will prepare tables to monitor financial execution and payment schedules based on the programmed activities and execution progress. **Evidence that the executing agency has appointed the program's general coordinator with specific duties to carry out his/her work will be a condition precedent to the first disbursement.**
- 3.4 The program will have two thematic coordination areas: (i) an urban transportation coordination area responsible for matters relating to urban mobility, transit, and transportation; and (ii) a coordination area for private participation in infrastructure that will be responsible for the other program sectors. The DNP General Secretariat and Office of the Deputy Director of Finance will be involved in activities relating to procurement and budget control.
- 3.5 Program execution will be governed by the **Operating Regulations**, which will include: (a) a general description of the program; (b) the program's institutional

organization; (c) a description of the relationships to be established between the PCU and program management; (d) the selection of activities; (e) the procedures and resulting administrative flows for managing fiduciary matters and allocating responsibilities within the executing agency; (f) the rules applicable to procurement of goods and consulting services; (g) procedures to ensure proper disclosure and transparency in conducting program activities; (h) matters relating to supervision, monitoring, and control; and (i) the model interinstitutional agreement to be signed by the beneficiary subnational entities. **Evidence that the Operating Regulations have entered into force under the terms previously agreed between the executing agency and the Bank will be a condition precedent to the first disbursement.**

- 3.6 The program will be executed based on the AWP, which will include the activities to be conducted and the specific objectives and targets to be reached. The inclusion of an activity in the AWP will be subject to the eligibility criteria based on the effect of that activity on private participation in the sector, the beneficiary's interest and support, and the capacity to disseminate the outcomes achieved (see paragraph 1.25). **As a special execution condition, prior to financing activities with subnational entities under the program, an interinstitutional support agreement (“Model Agreement”) must be signed between the executing agency and the subnational entities concerned in accordance with the Operating Regulations agreed on with the Bank.**
- 3.7 **Single account.** Loan proceeds must be deposited in a special account established with Banco de la República to manage program loan funds. The executing agency must maintain separate, specific accounting and financial records for the program, and retain all original supporting documentation for payments made, in accordance with the provisions of the DNP's quality management system.
- 3.8 **Revolving fund.** In accordance with Bank procedures, a revolving fund equal to 20% of the total loan amount will be established to make program disbursements in keeping with the amount of the loan and of predetermined consulting contracts. The executing agency will supervise use of the fund, prepare disbursement requests, and present status reports to the Bank within 30 days after the close of each six-month period in the calendar year. It will also maintain appropriate, complete, current files of all supporting accounting and financial documentation.
- 3.9 **Execution period and disbursement schedule.** The program execution period is estimated at five years from the effective date of the loan agreement. The proposed loan would be disbursed over five years. The disbursement schedule (see AWP electronic link) is summarized below.

Table 3.1 Estimated disbursement schedule (US\$ millions)

Year	1	2	3	4	5	Total
Bank	2.324	2.225	3.115	3.091	3.431	14.185
Percent	16.38	15.68	21.96	21.79	24.19	100.00

B. Summary of arrangements for monitoring results

- 3.10 Program outcomes will be monitored through reviews of the semiannual progress reports (see paragraph 3.11) and an annual administration mission that will maintain appropriate technical, financial, and operational monitoring to minimize delays and identify specific areas of action that require attention. The DIES will conduct program monitoring in order to obtain early alerts to promote preventive or corrective measures without affecting normal performance and to ensure that all actions are aimed at achieving the proposed objectives. The PCU will support the monitoring of indicators and compilation of information required for the final evaluation.
- 3.11 The DIES, with support from the PCU, will submit semiannual progress reports to the Bank indicating progress on each component and overall program progress based on the outcome indicators in the Results Matrix. The reports will include: (i) a description of activities conducted; (ii) updated execution and disbursement schedules; (iii) the extent to which the agreed execution indicators have been fulfilled; (iv) a summary of the status of program financial execution and projected resource flows for the following six-month period; (v) a section identifying possible developments or events that may adversely impact program execution; (vi) details of activities designed to strengthen dissemination and awareness-heightening activities relating to outputs financed by the program, including potential new beneficiaries identified; and (vii) in the year-end report, and AWP, including an updated procurement plan.
- 3.12 The program provides for monitoring of execution and financial targets and evaluation of effects. A midterm evaluation mission will be conducted when 50% of the funds have been disbursed or 75% of the loan has been committed, whichever occurs first. A final evaluation will be conducted, which will include, among other aspects: (i) financial execution outcomes per component; (ii) fulfillment of the established targets in accordance with the agreed outcomes indicators; and (iii) compliance with contractual commitments. The DIES will be responsible for safeguarding and processing information on progress of execution. The outcomes will be evaluated using a series of objective, specific indicators established during program preparation and updated during execution. The indicators will be used to update the Project Performance Monitoring Report (PPMR). The executing agency will compile, store, and maintain all information, indicators, and parameters, including the AWP, that are required to help the Bank prepare the PPMR and Project Completion Report.
- 3.13 **Procurement.** Goods and services will be procured in accordance with Bank policies (document GN-2349-7 and updates). The program does not include the execution of works. Procurement procedures must ensure transparent, competitive processes and the lowest costs. International competitive bidding will be used for procurement of goods for amounts over US\$250,000 equivalent; national competitive bidding for procurements for amounts between US\$50,000 and US\$250,000 equivalent; and price comparison for contracts under US\$50,000

- equivalent. The executing agency will establish technical committees to supervise bidding processes in accordance with the Bank's procurement policies and procedures. The Bank will conduct ex post reviews of procurements of program goods.
- 3.14 Consulting services will be procured in accordance with the Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank (document GN-2350-7 and updates) and the program procurement plan. The executing agency will be responsible for contracting consulting firms and/or individual consultants (preselection, preparation of shortlist, request for proposals, proposal analysis and evaluation, and contract negotiation) and administrative monitoring of contracts (authorization of payment requests and management of funds). At the express request of the executing agency, the Bank will review consulting contracts ex ante.
- 3.15 **External audit.** The executing agency will present audited consolidated financial statements for the program for each year of the execution period. The external audit will be conducted by an independent auditing firm acceptable to the Bank, in accordance with the requirements (AF-100 and AF-300) and terms of reference (AF-400 and AF-500) previously approved by the Bank. The auditing firm will be selected and hired based on the procedures established in the external audit procurement guidelines (AF-200). Annual financial statements for the program will be presented within 120 days after the close of the fiscal year, and the closing financial statements within 120 days after the last disbursement. Audit expenses are included in program costs and will be financed using loan proceeds. In addition to the audit of program financial statements, the auditing firm will be responsible for auditing program operating, financial, and systems processes and elements, in keeping with the terms of reference previously agreed to with the Bank.
- 3.16 The program audit can be performed by the Office of the Comptroller General (CGR), provided it has complied with the requirements and criteria set forth in Bank policy on the matter and has the Bank's prior no objection in writing. If the CGR performs the program audit, the external audit costs not already executed may be canceled or transferred to another investment category.

COLOMBIA
PROGRAM TO SUPPORT PRIVATE PARTICIPATION AND CONCESSIONS IN INFRASTRUCTURE - STAGE THREE (PPCI-3)
(CO-L1065)

RESULTS MATRIX

Project objective	The goal of the program is to facilitate and encourage private participation in infrastructure in order to improve the delivery of services and the quality of infrastructure. The specific objectives are to: (i) continue consolidating and strengthening the regulatory framework and the technical and institutional capacity of policy, regulatory, and oversight agencies in each of the infrastructure sectors contemplated; and (ii) support the technical, economic, financial, and/or legal development of new processes for private participation in infrastructure.
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Outcome indicator	Target	
Improve regulatory conditions		
- Improve regulatory conditions for private participation in infrastructure through approval of standards, regulatory frameworks, and/or institutional structures	<div> <div>Transportation</div> <div>Energy</div> <div>Communications</div> <div>Water</div> <div>Justice</div> <div>Early childhood</div> <div>Health</div> <div>Education</div> </div>	The number of regulatory frameworks and specific standards approved for private participation will increase between the start and end of the program.

Outcome indicator		Target	
Increase in projects involving private participation			
- Projects with private participation successfully structured through the program in the context of sector development plans			The number of projects structured through the program involving private participation will increase between the start and end of the program
- Transportation		2	
- Energy		1	
- Water and sanitation		1	
- Justice		1	
Increase in municipal mobility projects			
Mobility plans providing for private participation adopted in each of the beneficiary municípios		4	The number of mobility plans implemented in medium-sized cities will increase by the end of the project
Increase in participation of entities and beneficiaries			
Sectors involved in the program	4	8 + 50%	The number of beneficiary subnational entities and line ministries will increase by the end of the program
Subnational entities benefiting from the program	15	16 + 38%	
Line ministries and entities benefiting from the program	9	14 + 125%	
Structuring of specific projects with private participation	0	9 N/A	

	Baseline	2009	2010	2011	2012	2013 / Target	Number of studies/projects
Component. Institutional, regulatory, and technical development for private participation							
<i>Outputs</i>							
Transportation							
- pre-investment studies in cities of 250,000 to 600,000 inhabitants (medium-sized cities)	0	33%	66%	100%	100%	100%	4
- pre-investment studies to improve interurban transportation (watersheds)	0	-	-	-	-	100%	1
- pre-investment studies to improve mobility (traffic management)	0	-	-	-	-	100%	1
- studies for mobility plans in small cities	0	-	50%	50%	50%	100%	2
- studies / technical concepts for Bogota metro	0	-	-	-	100%	100%	1
- studies for urban logistics load plans	0	25%	25%	75%	100%	100%	4
- studies to strengthen institutional and regulatory framework	0	-	-	-	-	100%	1
- sector transportation studies	0	-	50%	50%	50%	100%	2
Energy							
- studies for institutional and regulatory development in the electricity, hydrocarbon, and mining sectors	0	25%	50%	75%	100%	100%	4
Communications							
- studies to develop and strengthen the institutional and/or regulatory framework in the communications sector	0	-	-	25%	50%	100%	4

	Baseline	2009	2010	2011	2012	2013 / Target	Number of studies/projects
Water and sanitation							
- studies to identify new scenarios and concession contracts for private participation in the sector	0	100%	100%	100%	100%	100%	1
New sectors							
Studies for developing the institutional and regulatory framework providing for private participation in the sector							
- Justice	0	-	100%	100%	100%	100%	1
- Health	0	-	50%	50%	100%	100%	2
- Early childhood	0	-	-	100%	100%	100%	1
- Education	0	-	-	-	-	100%	1
Component. Formulating specific projects for private-sector participation							
<i>Outputs</i>							
Evaluation of private participation experiences							
- Transportation	0	-	25%	25%	50%	100%	5
- Health	0	-	-	-	100%	100%	1
- Education	0	-	-	-	-	100%	1
<i>Final outcomes</i>							
Formulating projects involving private participation contracted in the context of sector development plans							
- Transportation	0	-	-	50%	-	100%	2
- Energy	0	-	-	50%	-	100%	2
- Communications	0	-	100%	-	-	100%	1

	Baseline	2009	2010	2011	2012	2013 / Target	Number of studies/projects
- Water and sanitation	0	-	-	50%	100%	100%	2
- Justice	0	-	-	-	100%	100%	1
- Early childhood	0	-	-	100%	-	100%	1

COLOMBIA
PROGRAM TO SUPPORT PRIVATE PARTICIPATION AND CONCESSIONS IN INFRASTRUCTURE, STAGE THREE (PPCI-3)
(CO-L1065)

PROCUREMENT PLAN

Description	Estimated cost (US\$)	Procurement method	Review (ex ante or ex post)	Source of financing and percentage		Estimated dates		Status
				IDB %	Local %	Publication	Completion of contract	
1. Goods								
Equipment	80,000	NCB or PC	ex post	100	0	Nov-11	Aug-12	Pending
2. Consulting services								
2.1. Institutional and regulatory strengthening								
ENERGY SECTOR:								
Energy sector institutional strengthening study	100,000	QCBS	ex ante	100	0	Nov-11	Aug-12	Pending
Analysis of regulatory measures relating to horizontal and vertical integration in the electricity and natural gas sectors, and of the implications of actors' participation in both sectors	200,000	QCBS	ex ante	100	0	Dec-08	Sep-09	Pending
Analysis of economic regulation of electricity transmission	200,000	QCBS	ex ante	100	0	Nov-09	Aug-10	Pending
Regulatory study relating to transport and distribution of natural gas	200,000	QCBS	ex ante	100	0	Nov-10	Aug-11	Pending
TRANSPORTATION SECTOR:								
Support for optimizing regulation of strategic transportation service subsectors (hazardous materials)	200,000	QCBS	ex ante	100	0	Jan-12	Sep-12	Pending
Support for strengthening regulation, inspection, supervision, and control of the transportation sector	200,000	QCBS	ex ante	100	0	Nov-12	Aug-13	Pending
COMMUNICATIONS SECTOR:								
Evaluations of technological changes for formulation of policies and regulations	315,000	QCBS	ex ante	100	0	Nov-11	Aug-12	Pending
Regulatory developments (convergence and markets)	250,000	QCBS	ex ante	100	0	Nov-10	Aug-11	Pending

Description	Estimated cost (US\$)	Procurement method	Review (ex ante or ex post)	Source of financing and percentage		Estimated dates		Status
				IDB %	Local %	Publication	Completion of contract	
Regulatory developments (next generation and networks)	150,000	QCBS	ex ante	100	0	Nov-12	Aug-13	Pending
Regulatory developments (value-added information services, software, social telecommunications)	150,000	QCBS	ex ante	100	0	Nov-12	Aug-13	Pending
WATER AND SANITATION SECTOR:								
Study for the design of concession contracts in the water and basic sanitation sector	50,000	CQS	ex ante	100	0	Nov-08	Aug-09	Pending
COMPREHENSIVE CARE IN EARLY CHILDHOOD SECTOR:								
Development of regulations applicable to the provision of comprehensive early childhood care with a view toward promoting private participation in the various types of care	200,000	QCBS	ex ante	100	0	Sep-10	Oct-11	Pending
EDUCATION SECTOR:								
Regulatory development and strengthening study for the education sector geared toward promoting public-private participation	100,000	QCBS	ex ante	100	0	Feb-13	Oct-13	Pending
HEALTH SECTOR:								
Feasibility study for implementation of the account administrator for the commercial healthcare interchange system	200,000	QCBS	ex ante	100	0	Jan-09	Dec-09	Pending
Comprehensive regulatory study relating to public-private participation in the provision of health services	50,000	CQS	ex ante	100	0	Jan-12	Nov-12	Pending
<i>2.2. Evaluations of operations and new sectors</i>								
URBAN TRANSPORT SECTOR:								
Ex post operational and financial evaluation of Pereira integrated mass transportation system (IMTS)	50,000	CQS	ex ante	100	0	Nov-09	Aug-10	Pending
Ex post operational and financial evaluation of Bogota IMTS phase I	70,000	CQS	ex ante	100	0	Nov-09	Nov-10	Pending
Ex post operational and financial evaluation of Bogota IMTS phase II	30,000	CQS	ex ante	100	0	Nov-12	Nov-13	Pending

Description	Estimated cost (US\$)	Procurement method	Review (ex ante or ex post)	Source of financing and percentage		Estimated dates		Status
				IDB %	Local %	Publication	Completion of contract	
Ex post operational and financial evaluation of Cali IMTS phase I	50,000	CQS	ex ante	100	0	Nov-09	Nov-10	Pending
Ex post operational and financial evaluation of Cali IMTS phases II and III	40,000	CQS	ex ante	100	0	Nov-12	Nov-13	Pending
Ex post operational and financial evaluation of Barranquilla IMTS	70,000	CQS	ex ante	100	0	Nov-10	Aug-11	Pending
Ex post operational and financial evaluation of Bucaramanga IMTS	50,000	CQS	ex ante	100	0	Nov-09	Aug-10	Pending
Ex post operational and financial evaluation of Medellín IMTS	90,000	CQS	ex ante	100	0	Nov-11	Aug-12	Pending
Ex post operational and financial evaluation of Cartagena IMTS	80,000	CQS	ex ante	100	0	Nov-12	Aug-13	Pending
Ex post operational and financial evaluation of Cúcuta IMTS	70,000	CQS	ex ante	100	0	Nov-12	Aug-13	Pending
HEALTH SECTOR:								
Study to evaluate at least two cases of public-private participation in the provision of health services	200,000	QCBS	ex ante	100	0	Jul-11	Aug-12	Pending
EDUCATION SECTOR:								
Evaluation of expanding quality coverage through contracting the provision of educational services	150,000	QCBS	ex ante	100	0	Jun-12	May-13	Pending
<i>2.3. Formulating new operations</i>								
URBAN TRANSPORT SECTOR:								
Strategic public transportation system (SPTS) development studies for Montería	130,000	QCBS	ex ante	100	0	Jun-10	Mar-11	Pending
SPTS development studies for Sincelejo	130,000	QCBS	ex ante	100	0	Jun-09	Mar-10	Pending
SPTS development studies for Villavicencio Phase I	40,000	CQS	ex ante	100	0	Feb-09	Oct-09	Pending
SPTS development studies for Villavicencio Phase II	60,000	CQS	ex ante	100	0	Nov-09	Sep-10	Pending

Description	Estimated cost (US\$)	Procurement method	Review (ex ante or ex post)	Source of financing and percentage		Estimated dates		Status
				IDB %	Local %	Publication	Completion of contract	
SPTS development studies for Villavicencio Phase III	50,000	CQS	ex ante	100	0	Nov-10	Aug-11	Pending
SPTS development studies for Neiva	120,000	QCBS	ex ante	100	0	Nov-10	Sep-11	Pending
SPTS development studies for Popayán	80,000	CQS	ex ante	100	0	Jun-09	Mar-10	Pending
Consulting assignments to support SPTS development for Manizales	30,000	CQS	ex ante	100	0	Nov-08	May-09	Pending
Consulting assignments to support SPTS development for a city to be determined	30,000	CQS	ex ante	100	0	Nov-11	May-12	Pending
Study to define watersheds and interurban transportation demand phase I	100,000	QCBS	ex ante	100	0	Jun-09	Jun-10	Pending
Study to define watersheds and interurban transportation demand phase II	370,000	QCBS	ex ante	100	0	Nov-12	Nov-13	Pending
Traffic management for Bucaramanga	100,000	QCBS	ex ante	100	0	Nov-12	Nov-13	Pending
Traffic management for city to be determined	100,000	QCBS	ex ante	100	0	Nov-12	Nov-13	Pending
Traffic management for city to be determined	100,000	QCBS	ex ante	100	0	Nov-12	Nov-13	Pending
Traffic management for city to be determined	100,000	QCBS	ex ante	100	0	Nov-12	Nov-13	Pending
Traffic management for city to be determined	110,000	QCBS	ex ante	100	0	Nov-12	Nov-13	Pending
Technical support for implementing mobility plans for small cities (less than 200,000 inhabitants) phase I	40,000	CQS	ex ante	100	0	Nov-08	Oct-09	Pending
Technical support for implementing mobility plans for small cities (less than 200,000 inhabitants) phase II	110,000	QCBS	ex ante	100	0	Nov-12	Oct-13	Pending
Bogota metro (detailed technical concept)	100,000	QCBS	ex ante	100	0	Nov-11	Aug-12	Pending

Description	Estimated cost (US\$)	Procurement method	Review (ex ante or ex post)	Source of financing and percentage		Estimated dates		Status
				IDB %	Local %	Publication	Completion of contract	
ENERGY SECTOR:								
Technical, legal, and financial structuring of concession of an exclusive service area to provide electric power service in a noninterconnected area.	65,000	CQS	ex ante	100	0	Oct-09	Oct-10	Pending
Study to structure an integrated mining and transportation concession	340,000	QCBS	ex ante	100	0	Jun-11	Jun-12	Pending
Technical, legal, and financial structuring of concession of an exclusive service area to provide electric service in a noninterconnected area	80,000	CQS	ex ante	100	0	Nov-10	Nov-11	Pending
Technical, legal, and financial structuring of concession of an exclusive service area to provide electricity to a noninterconnected area	90,000	CQS	ex ante	100	0	Nov-12	Nov-13	Pending
Technical, legal, and financial structuring of concession of an exclusive service area to provide natural gas through networks	100,000	QCBS	ex ante	100	0	Nov-12	Nov-13	Pending
COMMUNICATIONS SECTOR:								
Structuring of strategic operator's participation in national postal services	230,000	QCBS	ex ante	100	0	Nov-08	Nov-09	Pending
Plans for private participation in the public television network (RTVC)	380,000	QCBS	ex ante	100	0	May-09	Apr-10	Pending
JUSTICE SECTOR:								
Study of judges' administrative loads and identification of alternatives involving private-sector participation in the process of auctioning assets in final proceedings, including review of and required modifications into the regulatory and institutional framework of the justice sector	250,000	QCBS	ex ante	100	0	Jul-09	May-10	Pending
Formulating a project to raise private capital to rehabilitate and maintain national judicial offices and construct judicial administrative centers	250,000	QCBS	ex ante	100	0	Jun-11	Sep-12	Pending

Description	Estimated cost (US\$)	Procurement method	Review (ex ante or ex post)	Source of financing and percentage		Estimated dates		Status
				IDB %	Local %	Publication	Completion of contract	
COMPREHENSIVE CARE IN EARLY CHILDHOOD SECTOR:								
Consulting assignment to determine possible modalities and establish conditions for private-sector participation with the public sector in providing comprehensive early childhood care in community child care centers (<i>hogares comunitarios</i>)	100,000	QCBS	ex ante	100	0	Jan-09	Dec-09	Pending
Consulting assignment to determine possible modalities and establish conditions for private-sector participation with the public sector in providing comprehensive early childhood care in community preschool programs (<i>jardines sociales</i>)	100,000	QCBS	ex ante	100	0	May-09	Apr-10	Pending
Consulting assignment to determine possible modalities and establish conditions for private-sector participation with the public sector in providing comprehensive early childhood care in community preschool programs (<i>jardines sociales</i>)	100,000	QCBS	ex ante	100	0	Jan-10	Dec-10	Pending
WATER AND SANITATION SECTOR:								
Study to identify new scenarios for private participation in the sector	50,000	CQS	ex ante	100	0	Nov-08	Aug-09	Pending
Structuring and linkage between operators and private participants in the context of departmental water and basic sanitation plans	275,000	QCBS	ex ante	100	0	Nov-10	Nov-11	Pending
Structuring and linkage between operators and private participants in the context of departmental water and basic sanitation plans	275,000	QCBS	ex ante	100	0	Nov-11	Nov-12	Pending
TRANSPORTATION SECTOR:								
Urban logistical plans for load management in Medellín	120,000	QCBS	ex ante	100	0	Nov-10	Aug-11	Pending
Decentralization and support to the regional entity in connection with economic optimization of a regional airport	120,000	QCBS	ex ante	100	0	Nov-09	Nov-10	Pending

Description	Estimated cost (US\$)	Procurement method	Review (ex ante or ex post)	Source of financing and percentage		Estimated dates		Status
				IDB %	Local %	Publication	Completion of contract	
Urban logistical plans for load management in Cartagena	120,000	QCBS	ex ante	100	0	Nov-08	Oct-09	Pending
Support to regional entities in structuring concessions – Cundinamarca	400,000	QCBS	ex ante	100	0	Nov-10	Oct-11	Pending
Urban logistical plans for load management in Bogota	220,000	QCBS	ex ante	100	0	Nov-10	Oct-11	Pending
Urban logistical plans for load management in Cali	100,000	QCBS	ex ante	100	0	Nov-11	Oct-12	Pending
Decentralization and support to the regional entity in connection with economic optimization of a second regional airport	120,000	QCBS	ex ante	100	0	Nov-11	Oct-12	Pending
Support in structuring river infrastructure concessions	100,000	QCBS	ex ante	100	0	Nov-12	Oct-13	Pending
Support to regional entities in structuring urban concessions 1	300,000	QCBS	ex ante	100	0	Nov-11	Oct-12	Pending
Support to regional entities in structuring urban concessions 2	300,000	QCBS	ex ante	100	0	Nov-12	Oct-13	Pending

ICB: International competitive bidding; LIB: Limited international bidding; NCB: National competitive bidding; PC: Shopping; DC: Direct contracting; FA: Force account; PSA: Procurement through specialized agencies; CA: Contracting agencies; IA: Inspection agencies; PLFI: Procurement by loans to financial intermediaries; BOO/BOT/BOOT Build, own, operate/build, operate, transfer/build, own, operate, transfer; PBP: Performance-based procurement; PLGB: Procurements under loans guaranteed by the Bank; CPP: Community participation in procurements; QCBS: Quality- and cost-based selection; QBS: Quality-based selection; FBS: Selection under a fixed budget; LCS: Least-cost selection; CQS: Selection based on the consultants' qualifications; SSS: Single-source selection.