

## PROJECT PROFILE

### SURINAME

#### BASIC DATA

<b>Project name:</b>	Strengthening of Public Capital Expenditure Management Program		
<b>Project number:</b>	SU-L1026		
<b>Project team:</b>	Jorge Von Horoch (ICF/ICS); Team Leader; Leslie Harper (ICF/ICS); Stefano Tinari (ICF/ICS); Musheer Kamau (VPC/CCB); Adriana La Valley (CCB/CSU); Roy Parahoo (PDP/CSU); Lourdes Sanchez (PDP/CSU); Rinia G. Terborg-Tel (PDP/CSU); Bernardita Sáez (LEG/SGO); and Melissa Gonzalez (ICF/ICS).		
<b>Borrower:</b>	Republic of Suriname		
<b>Executing agency:</b>	Ministry of Finance		
<b>Financing plan:</b>	IDB (Ordinary Capital)	US\$	\$20,000,000
	Total:	US\$	\$20,000,000
<b>Safeguards:</b>	Policies triggered:	N/A	
	Classification:	C	

#### I. GENERAL JUSTIFICATION AND OBJECTIVES

- 1.1 **Background:** The recently elected Government of the Republic of Suriname (GoRS) laid out an ambitious development program, which includes significant construction and infrastructure projects.<sup>1</sup> However, faced with a substantial decline in its main source of foreign grants and a deteriorated fiscal situation, financing for public investment will likely become more expensive in coming years.<sup>2</sup> Thus maintaining or increasing capital spending will demand higher return on public investment to justify investment decisions.<sup>3</sup> Higher returns to public investment encompass better selection and implementation of investment projects, thus a strengthened public capital expenditure management.
- 1.2 **Rationale for intervention and main challenges to be addressed:** a weak public investment management system can reduce a country's growth by reducing the productivity of public investment. For public investment to play an important role in sustaining economic growth, alleviating poverty, and fostering development, sound technical and institutional capacity are required to ensure prioritization and selection of investment projects with the highest economic and social rate of return. At the same time, a government needs improved management tools to better implement those projects once selected. This includes a procurement system, which is effective, fair, efficient, and transparent; a financial management system, which enables effective allocation of resources; and a comprehensive and effective audit system, which facilitates transparency and provides feedback regarding the quality of decision making and management

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1 “*Cross Roads: Together towards better times*”. Statement of Government Policy 2010-2015, delivered in the National Assembly on October 1st. 2010, by the President of the Republic of Suriname.

2 At independence, Suriname and the Netherlands signed a treaty, which included grants up to US\$2 billion. After 35 years of independence, the funds are almost depleted. As a result, Suriname's main source of grant funding will disappear when Dutch resources are fully used.

3 Suriname's public capital expenditure averaged 5 percent of GDP and 17.5 percent of total expenditure over the last 3 years.

process. For these reasons, the GoRS requested the Bank's support to strengthen its capital expenditure management by addressing the following weaknesses in:

- 1.3 Public investment management: (i) weak institutional framework for public investment management; (ii) lack of a central authority to coordinate, guide and oversee the public investment process; (iii) lack of objective criteria for the prioritization of public investment projects; (iv) limited multi-year perspective in fiscal planning and budgeting that precludes the government's capacity to evaluate the sustainability of the public investment program while ensuring aggregate fiscal discipline. The weak link between investment budgets and future expenditure estimates is reflected in the low score (D) received by Suriname in the performance indicator 12;<sup>4</sup> (v) lack of methodologies to prepare, and evaluate public investment projects; (vi) lack of quality control at entry of the public investment program; (vii) lack of a monitoring system to assess the efficiency of project implementation; and (viii) inadequate regulations to ensure proper maintenance of infrastructure projects.
- 1.4 Public procurement: (i) outdated laws and regulations; (ii) limited oversight, including the absence of a designated authority for monitoring public procurement procedures; (iii) absence of a framework for the reporting, collection, and maintenance of procurement statistics; (iv) lack of modern procurement tools such as standardized bidding documents; (v) absence of procurement manuals and policies; and, (vi) insufficient public access to procurement information. As a result of these deficiencies, in the 2011 PEFA, Suriname's public procurement system (P-19) scored below average (D).
- 1.5 Public financial management (PFM) and audit: (i) inadequate financial management information system preventing the availability of timely and reliable information on public finances;<sup>5</sup> (ii) outdated and incomplete legal framework for budget preparation and execution that limit the credibility, transparency, and comprehensiveness of the budget. As a result, in the 2011 PEFA, Suriname scored the lowest (D) on deviations in composition of expenditure out-turns compared to the original approved budget (PI-2). With regards to audit: (i) weak internal control at the ministry level; (ii) poor coordination and cooperation between the internal and external audit institutions; (iii) limited autonomy of the audit institutions; (iv) outdated laws and regulations; (v) lack of a formal mechanism to follow up on audit recommendations; and (vi) need for modern accounting and internal auditing manuals and approaches. These deficiencies undermine the audit institutions capacity to fulfill their watchdog role and explain the low score (D+) received by Suriname in the 2011 PEFA Report (PI-20) on effectiveness of internal controls on non-salary expenditure.
- 1.6 The objective of the program is to support the GoRS's reform effort to enhance public capital expenditure management. The reforms combine policy initiatives and government actions in three areas: (i) public investment management; (ii) public procurement, and (iii) public financial management and audit. The first area addresses issues related to policies, practices, and mechanisms for improved project cycle management, including

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4 2011 Public Expenditure and Financial Accountability (PEFA) assessment

5 In the 2011 PEFA assessment, Suriname scored C on timeliness and regularity of accounts reconciliation (PI-22) and D on availability of information on resources received by service delivery units (PI-23).

better strategic vision in the pre-investment stage. The second and third areas are considered to be key pillars to enhance project implementation. The expected results of the program are: (i) enhanced public investment management system; (ii) improved transparency and efficiency in public procurement; and (iii) enhanced public financial management and control systems. Indicators for each expected result will be used to measure the success of the reform program.

- 1.7 The program will be structured in three independent but technically related operations of US\$20 million each under the programmatic policy-based modality. This financing arrangement is considered the most appropriate because it is a flexible and effective mechanism to support complex and long term reforms that require sequenced actions for implementation and broader dialogue. The amount and number of operations under the program are consistent with the government's financial needs, and the level of political effort required to implement the reforms. The proposal for the first loan will constitute the framework document for the programmatic series. For the second operation, the program foresees the drafting of legislation, issuance of regulations and tools, as well as the approval of action plans. Finally for the third operation, the program will seek initial outputs indicating that the reforms are being implemented. The second and third operations under the program are expected for 2012 and 2014 respectively.<sup>6</sup> A preliminary policy matrix that summarizes the road map for the government reform program was agreed with the MOF.
- 1.8 Macroeconomic framework. Suriname is growing strongly on account of robust performance in the mining sector, as commodity prices have surged. In 2010, GDP growth registered at 4.4 %, higher than 2009 (3 %). For similar reasons, the country's external current account has improved to a surplus of 1 % from a deficit of 1 % in 2009. By the end of 2010, gross international reserve also improved to US\$785 million, or equal to 4.4 months of imports. In spite of good economic growth, elevated spending, including some investments and increasing public wages increased the fiscal deficit from 3 % (2009) to 5 % of GDP (2010). The GoRS anticipates a 2011 deficit as it seeks to clear outstanding debt, boost capital investment, and honor recent wage increases. Over the medium term, the fiscal balance is expected to remain negative but not exceed 2 % of GDP. Under a moderate scenario, this PBL represents approximately 13 % of the GoRS's gross financing needs for the current fiscal year.

## II. TECHNICAL ISSUES AND SECTOR KNOWLEDGE

- 2.1 The program comprises the following three components:
- 2.2 **Component 1: Public investment management.** The objective of this component is to enhance public investment management system. The program will include the introduction of methodologies, and systems to address weaknesses in the identification, preparation, selection, maintenance, and monitoring of public investment projects. The targets for the first operation are the: (i) approval by the Council of Ministers (COM) of a framework to enhance the management of public investment projects; (ii) establishment of a Public Investment Unit at the MOF; (iii) criteria for the prioritization of public investment projects attached to the Five-year National Development Plan; (iv) approval

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6 These dates are contingent on the compliance with the conditions agreed with the authorities.

by the COM of an instruction mandating that all donor funding for public investment is coordinated and prioritized by the MOF, (v) a Medium-Term Fiscal Framework that evaluates the sustainability of the public investment program while ensuring aggregate fiscal discipline, submitted to the National Assembly with the budget presentation.

- 2.3 **Component 2: Public procurement.** The objective of this component is to improve transparency and efficiency in public procurement. The proposed reform seeks to enhance competition, contributing to reductions in the cost of public procurement. The following will be required to achieve the objective: a new institutional framework, regulations, improved public procurement tools, and timely public access to relevant procurement information. The targets for the first operation are the: (i) approval by the COM of an action plan to strengthen public procurement; and (ii) establishment of a Public Procurement Unit at the MOF to lead the implementation of the action plan.
- 2.4 **Component 3: Public financial management and audit.** The objective of this component is to enhance public financial management and control systems. The program will include the modernization of the legal framework, processes, and information system for a more transparent and effective public financial management. In addition, this component will address reforms to enhance integrity in government by empowering the internal and external audit institutions to perform its watchdog role. The targets for the first operation are: (i) the approval by the COM of a PFM reform strategy. The strategy sets out the road map, including specific actions, sequencing, timeframe and estimated cost, to enhance public financial management; and (ii) the approval by the COM of a Policy Note setting out the core actions to enhance the internal and external audit functions in government.<sup>7</sup>
- 2.5 **Country Context.** Public sector reform, including PFM reform, has a long pending agenda in Suriname. With the exception of the new Debt Act (2002), the legal framework for the management of public expenditure is outdated and is not consistent with current good practice in PFM legislation. The recently elected government (2010) recognizes the need for more decisive action. However, this needs to be framed in the context of a well-prepared strategy with an action plan that is comprehensive, coherent and, above all, government-led. The proposed reform program is part of a set of actions identified by the new government as necessary to enhance public management. The areas addressed by the program have been identified in numerous studies and validated by the authorities as major weaknesses for an improved public management.<sup>8</sup>
- 2.6 **Bank's interventions.** Over the last eight years, the Bank has provided the GoRS technical and financial assistance in related areas through one investment loan operation and three non-reimbursable technical cooperations (TC). The loan operation, "Strengthening of Public Sector Management Program" (1547/OC-SU, 2004), included one component on public procurement. The TC "Road Map for Public Sector Reform" (ATN/SF-8664-SU, 2004), developed a study for enhancing institutional and public policy quality. The TC "Public Financial Management Assessment" (ATN/SF-10319-SU, 2007), carried out a comprehensive PFM assessment, while the PRODEV TC

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7 The note includes a definition of their core responsibilities, the identification of measures to ensure their autonomy, and guidelines to develop medium-term strategic plans for their institutional strengthening.

8 Among these studies, IDB funded, prepared and/or sponsored the PFM needs assessment (2007), the Governability Study (2010), and the PEFA assessment (2011).

“Strengthening Management for Results” (ATN/OC-12149-SU, 2010), promotes the introduction of management by results in the Public Sector. Finally, the Bank provided additional technical assistance through the 2011 preparation of a Governance study, and the PEFA assessment.

- 2.7 Bank strategy with Suriname and the GCI-9. This program is aligned with both, the 2007-2010 IDB Country Strategy (CS) with Suriname (GN-2459), and the 2011-2015 CS under preparation within the priority area of Public Investment Management. While the current CS calls for an improvement in the quality of public spending, the CS under preparation seeks to improve public investment functions and ensure proper control over public spending. This program will directly contribute to those goals by supporting the GoRS in the reform of its systems to improve public expenditure in general and public investment specifically. In addition, the program is consistent with the “Lending to small and vulnerable countries” target of the GCI-9 as well as the Regional Development Goal of upgrading of public financial systems.
- 2.8 Lessons learned from related operations in Suriname and other PBLs. In June 2011, the GoRS requested the cancellation of the Public Sector Management Strengthening Program, which included one component on public procurement reform. The overall program disbursed only 25% of the loan, while the procurement component was not executed at all due to weak governance arrangements. An important lesson learned from this operation is that interagency coordination in Suriname requires greater attention and support. To address such challenge, a steering committee comprised by key authorities from the agencies involved in the program will be established along with a Program Implementation Unit. Another important lesson learned from recent similar PBL programs in Caribbean countries is that it is critical to support the authorities in the formulation and implementation of the reforms associated with institutional development. To address this challenge, resources from the PRODEV TC and the OI associated with the PBL will be used to provide technical assistance for the formulation, consensus building and implementation of the reform envisaged under the program.

### **III. SAFEGUARDS AND FIDUCIARY SCREENING**

- 3.1 Given the nature of the program, there are no associated environmental or social risks. Based on “Safeguards Policy Filter Report and the Screening Form” the environmental and social safeguard classification system classified the operation as “C.”

### **IV. RESOURCES AND TIMETABLE**

- 4.1 It is expected that POD distribution will take place on September 23, 2011, Draft Loan Proposal approval by OPC on October 27, 2011, and Loan Proposal consideration by the Board of Executive Directors on November 30, 2011. The resources needed for project preparation are estimated at US\$60,000 (from administrative funds). Activities required to comply with the program’s conditions are expected to be financed through the PRODEV TC and donor funds administered by the GoRS. In addition, an OI ([SU-T1060](#)), for the amount of US\$ 250,000 will be required to support the public procurement component (see annex VI). The staff time needed for project preparation will be 1.07 FTEs (see Annex V).

## ANNEX II

### SAFEGUARD POLICY FILTER

<b>PROJECT DETAILS</b>	<b>IDB Sector</b>	REFORM / MODERNIZATION OF THE STATE-FINANCIAL MANAGEMENT REFORM & MODER
	<b>Type of Operation</b>	Policy Based Loan (PBL)
	<b>Additional Operation Details</b>	
	<b>Investment Checklist</b>	Institutional Development Investment
	<b>Team Leader</b>	von Horoch, Jorge Luis (JVONHOROCH@iadb.org)
	<b>Project Title</b>	Public Capital Expenditure Management I
	<b>Project Number</b>	SU-L1026
	<b>Safeguard Screening Assessor(s)</b>	Gonzalez, Melissa Maria Laura (mmgonzalez@IADB.ORG)
	<b>Assessment Date</b>	2011-07-08
	<b>Additional Comments</b>	

<b>SAFEGUARD POLICY FILTER RESULTS</b>	<b>Type of Operation</b>	Loan Operation	
	<b>Safeguard Policy Items Identified (Yes)</b>	The Bank will make available to the public the relevant Project documents.	(B.01) Access to Information Policy– OP-102
		The operation is in compliance with environmental, specific women's rights, gender, and indigenous laws and regulations of the country where the operation is being implemented (including national obligations established under ratified Multilateral Environmental Agreements).	(B.02)
		The operation (including associated facilities) is screened and classified according to their potential environmental impacts.	(B.03)
		The Bank will monitor the executing agency/borrower's compliance with all safeguard requirements stipulated in the loan agreement and project operating or credit regulations.	(B.07)
		Operation for which ex-ante impact classification may not be feasible. These loans are: Policy-based loans, Financial Intermediaries (FIs) or loans that are based on performance criteria, sector-based approaches, or conditional credit lines for investment projects.	(B.13)
		Suitable safeguard provisions for procurement of goods and services in Bank financed projects may be incorporated into project-specific loan agreements, operating regulations and bidding documents, as appropriate, to ensure environmentally responsible procurement.	(B.17)

	<b>Potential Safeguard Policy Items(?)</b>	No potential issues identified	
	<b>Recommended Action:</b>	Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s), including B13, for guidance. No project classification required. Submit Report and PP (or equivalent) to ESR.	
	<b>Additional Comments:</b>		

<b>ASSESSOR DETAILS</b>	<b>Name of person who completed screening:</b>	Gonzalez, Melissa Maria Laura (mmgonzalez@IADB.ORG)
	<b>Title:</b>	Project Assistant
	<b>Date:</b>	2011-07-08

### **Annex III**

#### **Environmental and Social Strategy**

- 1.1 The objective of the program is to support the new The Government of the Republic of Suriname's major reform effort to enhance and modernize public capital expenditure management as a contribution to the objectives of efficiency, effectiveness, transparency, and accountability in the use of public resources.
- 1.2 Given that the operation will not finance construction and will be limited to financing consulting services, it can be stated that there are no environmental or social risks associated with the activities proposed in this operation.
- 1.3 In accordance with the findings of the "*Safeguards Policy Filter Report*", it is proposed that this operation be classified as a category "C" (see Annex II).

**ANNEX IV**  
**Index for completed and proposed sector work**

Issues	Description	Expected Dates	References & hyper links to Technical files
Technical options and design	Public Expenditure and Financial Accountability (PEFA) Report	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275158">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275158</a>
	Country Procurement Assessment Report (CPAR) (2003)	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275164">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275164</a>
	Staff Report for the 2009 Article IV Consultation	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275168">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275168</a>
	IMF Needs Assessment for the Directorate of Finance	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275722">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275722</a>
Analysis of project cost and economic viability	Document estimating the economic viability of the proposed reform program.	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36424842">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36424842</a>
Stakeholders and political environment	Suriname Governance Study Update	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275173">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275173</a>
Institutional analysis/personnel, procedures other aspects of implementation capacity	Draft Policy Matrix	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275831">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36275831</a>

Use the Index matrix to provide a brief explanation of the status of the analysis and resolution of issues for project viability, executability and risk management. If no issues, or adequately handled, the “description” column would indicate that is so and the expected dates and references/ hyperlinks would be blank – and be expected to remain so as the Index is refined through the POD and PAL.

## Annex VI

### Operational Input (OI)

<b>Date</b>	August 5, 2011
<b>Relationship to Loan</b>	<p>The proposed Operational Input will support the objectives of the Policy Based Loan operation Public Sector Management I SU-L1026 currently in the pipeline. It will contribute to Component II: Public Procurement, which aims to improve efficiency and transparency in public procurement. The program will directly support compliance with conditions related to procurement in the Results Matrix of SU-L1026 for the second operation in the programmatic series (2012).</p> <p>This OI will finance activities that will address critical areas in Suriname's public procurement system. According to the 2003 Country Procurement Assessment for Suriname, the country is far from meeting the necessary standards to operate with adequate levels of efficiency and transparency. The report found that regulations, institutional arrangements, procedures, practices and access to procurement information need considerable improvement to ensure that the system supports the developmental goals of the Government. These deficiencies in public procurement systems are associated with higher costs to the government and the public, leave the system prone to corruption, decrease competition, contribute to poor project performance and delay the delivery of benefits to the project's beneficiaries. They are reflected in the low score (D) that Suriname's public procurement system received in the 2011 Public Expenditure and Financial Accountability Assessment.<sup>1</sup></p>
<b>Project Team</b>	Team Leader: Leslie Harper (ICF/ICS); Jorge Luis Von Horoch (ICF/ICS); Melissa Gonzalez (ICF/ICS) and Roy Parahoo (PDP/CSU).
<b>Responsible Division</b>	Institutional Capacity of the State Division (ICS/ICF).
<b>Executing Agency</b>	Ministry of Finance
<b>Unit of Disbursement Responsibility</b>	ICF/ICS in coordination with the IDB Country Office in Suriname CCB/CSU.

<sup>1</sup> PI-19. Suriname 2011 PEFA Report.

<b>Source of Funding</b>	TBD
<b>Objective</b>	The objective of this program is to strengthen the quality of public procurement in Suriname through the development of modern procurement tools.
<b>Activities</b>	<p>The OI will finance the following activities:</p> <p><b><u>Activity 1: Development of a Procurement Procedures Handbook</u></b></p> <p>The Handbook will provide a comprehensive detailing of procurement procedures in Suriname. It will include guidance on procurement planning, choice of the most appropriate procurement strategies and methods, detailed procedures and templates (for example bid evaluation reports, price quotations, procurement notices, award notices, clarifications, etc). It will provide practical information on the structured flow of the procurement process, with steps from start to finish, facilitating a better understanding of policies, regulations and procedures. The Handbook will include two sections, one geared toward the public sector and one for the private sector.</p> <p>This Handbook will include the development of detailed procedural guidelines that would govern all the elements of the procurement process, setting out clear responsibilities and accountabilities, including advertising requirements; composition and functions of evaluation committees; minimum content, management and maintenance of the procurement record; pre-disclosure of evaluation and award criteria; public accessibility to procurement information; mandatory publication requirements including roles and responsibilities in respect of contract awards; standards of procurement planning and coordination; contract monitoring and management procedures; suppliers' rights to challenge and review and corresponding procedures, etc.</p> <p><b><u>Activity 2: Preparation of Standard Bidding Documents</u></b></p> <p>The Standardization of Bidding Documents (SBD) is intended to create a common set of bidding documents to be used by all government entities in procuring goods and works and consulting and other services across various government ministries. The development of SBDs will create opportunities for greater efficiency gains, facilitate supplier participation and enable better coordination and harmonization with international practices.</p> <p><b><u>Activity 3: Development and implementation of a training program for the use of the Procurement Handbook</u></b></p> <p>Based on the final version of the Procurement Procedures Handbook, develop a training program specifically designed for Suriname. This will include one module for the private sector and one module for the public sector.</p>

	<p><b><u>Activity 4: Preparation of system-wide procurement regulations</u></b></p> <p>Develop system-wide procurement regulations supported by the manuals and standard bid documents that will provide clear guidance to all procuring entities in Suriname.</p>
	<p><b><u>Activity 5: Development of a public procurement portal</u></b></p> <p>This portal will provide information to the public on business opportunities, invitations to tenders, contract awards information, minutes of tender openings, regulations and standard bidding documents, fully functioning and publicly available.</p>
	<p><b><u>Activity 6: Change management</u></b></p> <p>Given the complexity of the reforms contemplated by the PBL program, support for the change management process will be key to the success of the program. This activity will support the development of a change management strategy, prepared by an international expert that will include an analysis of the change context and a proposed sequencing of activities. It will also include the support of a local consultant to help the country implement the strategy including activities such as: 1) creating momentum for change by carrying out advocacy and visioning activities that build support and consensus among key stakeholders; 2) facilitating change by building change coalitions and harnessing champions; 3) carrying out public outreach and information dissemination through mass media, such as newspapers, radio, television and the Internet and informational presentations for stakeholders; and finally 4) measuring progress.</p>
<b>Expected outputs</b>	<ol style="list-style-type: none"> <li>1. Procurement Procedures Handbook issued by the MOF.</li> <li>2. Set of Standard Bidding Documents issued by the MOF.</li> <li>3. Training program developed and implemented. This will include one training of the trainers program, and a detailed e-tendering training program to procurement entities (one course per month for 10 people over a five month period (5 courses total) and</li> <li>4. Procurement regulations issued by the MOF.</li> <li>5. Public procurement portal developed and fully functional.</li> <li>6. Change management strategy prepared and approved by the MOF.</li> </ol>
<b>Expected Outcomes</b>	<p><i>Strengthened quality of public procurement will lead to:</i></p> <ol style="list-style-type: none"> <li>1. Increased competition in the procurement process and better</li> </ol>

	use of the government resources.																																																																																																																								
Timeline	Execution: 30 months Disbursement: 36 months																																																																																																																								
Estimated Administrative Budget of execution by year of the execution	<table><tr><th>Type</th><th>Year 1</th><th>Subsequent</th><th>Total</th></tr><tr><td>Consultants*</td><td>10,000</td><td>0</td><td>10,000</td></tr><tr><td>Travel</td><td>5,000</td><td>5,000</td><td>10,000</td></tr><tr><td>Other</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Total</td><td>15,000</td><td>5000</td><td>20,000</td></tr></table>	Type	Year 1	Subsequent	Total	Consultants*	10,000	0	10,000	Travel	5,000	5,000	10,000	Other	0	0	0	Total	15,000	5000	20,000																																																																																																				
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Budget	<p>For Detailed Budget see link: <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36213032">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=36213032</a></p> <table><tr><th colspan="2">AREAS</th><th colspan="2">COST US\$</th></tr><tr><th></th><th>Days</th><th>Unit cost</th><th>TOTAL</th></tr><tr><td colspan="4">1) Handbook</td></tr><tr><td>Procedural guidelines</td><td>40</td><td>\$700</td><td>\$28,000</td></tr><tr><td>Travel and logistics</td><td></td><td></td><td>\$5,000</td></tr><tr><td>Subtotal</td><td></td><td></td><td>\$33,000</td></tr><tr><td colspan="4">2) Standardized bidding documents</td></tr><tr><td>Standard bidding documents</td><td>40</td><td>\$700</td><td>\$28,000</td></tr><tr><td>Travel and logistics</td><td></td><td></td><td>\$5,000</td></tr><tr><td>Subtotal</td><td></td><td></td><td>\$33,000</td></tr><tr><td colspan="4">3) Training</td></tr><tr><td>Design training program</td><td>50</td><td>\$700</td><td>\$35,000</td></tr><tr><td>Implementation</td><td></td><td></td><td>\$15,000</td></tr><tr><td>Travel and logistics</td><td></td><td></td><td>\$10,000</td></tr><tr><td>Subtotal</td><td></td><td>\$700</td><td>\$60,000</td></tr><tr><td colspan="4">4) Procurement portal</td></tr><tr><td>Procurement portal</td><td>40</td><td>\$500</td><td>\$20,000</td></tr><tr><td>Subtotal</td><td></td><td>\$500</td><td>\$20,000</td></tr><tr><td colspan="4">5) Regulations</td></tr><tr><td>Draft regulations</td><td>50</td><td>\$500</td><td>\$25,000</td></tr><tr><td>Subtotal</td><td></td><td>\$500</td><td>\$25,000</td></tr><tr><td colspan="4">6) Change management</td></tr><tr><td>Change management strategy</td><td>40</td><td>\$500</td><td>\$20,000</td></tr><tr><td>Consultant to advise government on change management</td><td>260</td><td>\$150</td><td>\$39,000</td></tr><tr><td>Subtotal</td><td></td><td>\$150</td><td>\$59,000</td></tr><tr><td colspan="4">Other costs</td></tr><tr><td>Contingencies</td><td></td><td></td><td>\$5,000</td></tr><tr><td>Audit</td><td></td><td></td><td>\$10,000</td></tr><tr><td>Final evaluation</td><td></td><td></td><td>\$5,000</td></tr><tr><td>TOTAL</td><td>220</td><td></td><td>\$250,000</td></tr></table>	AREAS		COST US\$			Days	Unit cost	TOTAL	1) Handbook				Procedural guidelines	40	\$700	\$28,000	Travel and logistics			\$5,000	Subtotal			\$33,000	2) Standardized bidding documents				Standard bidding documents	40	\$700	\$28,000	Travel and logistics			\$5,000	Subtotal			\$33,000	3) Training				Design training program	50	\$700	\$35,000	Implementation			\$15,000	Travel and logistics			\$10,000	Subtotal		\$700	\$60,000	4) Procurement portal				Procurement portal	40	\$500	\$20,000	Subtotal		\$500	\$20,000	5) Regulations				Draft regulations	50	\$500	\$25,000	Subtotal		\$500	\$25,000	6) Change management				Change management strategy	40	\$500	\$20,000	Consultant to advise government on change management	260	\$150	\$39,000	Subtotal		\$150	\$59,000	Other costs				Contingencies			\$5,000	Audit			\$10,000	Final evaluation			\$5,000	TOTAL	220		\$250,000
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Procurement/contracting plan	All contracts will be carried out in accordance with the “Policies for the Procurement of Goods and Works Financed by IDB” (GN-2349-9), and “Policies for the Selection and Contracting of Consultants Financed by the IDB” (GN-2350-9), and what is established in the Procurement Plan. See link:																																																																																																																								

<b>Conditions for disbursements</b>	None
<b>Advance Fund</b>	Based on liquidity needs of the project.
<b>Evaluation</b>	A Final Evaluation Report will be prepared by an individual consultant, within six months from the date of completion of the TC Operation.
<b>Reports</b>	A completion report will be produced by the team leader, within six months from the date of completion of the TC Operation.
<b>Audits</b>	Final Audited Financial Statements
<b>Terms of Reference</b>	n/a
<b>Results Matrix</b>	n/a