

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

## **COLOMBIA**

### **SYSTEMATIZATION AND DISSEMINATION OF MEDELLIN'S INNOVATIVE GOVERNANCE APPROACHES: ADDRESSING VIOLENCE AS A MEANS OF FIGHTING POVERTY AND SOCIAL EXCLUSION**

**(CO-T1147)**

#### **PLAN OF OPERATIONS**

<p>This document was prepared by the project team consisting of: Nathalie Alvarado (ICF/ICS) Project Team Leader; Gustavo Béliz (ICF/ICS); Javier Jiménez (LEG/SGO); and Nathalie Hoffman (ICF/ICS), who was in charge of document production.</p>
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## **BASIC SOCIOECONOMIC DATA**

For basic socioeconomic data, including public debt information, please refer to the following address:

<http://www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata>

## **INFORMATION AVAILABLE IN THE FILES OF ICF/ICS**

### **PREPARATION:**

Plan de desarrollo de la Ciudad de Medellín 2009-2013

Términos de Referencia

<http://idbdocs.iadb.org/WSDocs/getDocument.aspx?DOCNUM=1576470>

## **ABBREVIATIONS**

ACI	Agency of Cooperation and Investment
IDB	Inter-American Development Bank
IT	Information Technologies
LAC	Latin-American cities
TC	Technical Cooperation
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization

**Systematization and Dissemination of Medellín's Innovative Governance  
Approaches: Addressing Violence as a Means of Fighting Poverty and Social  
Exclusion**

**(CO-T1147)**

**EXECUTIVE SUMMARY**

<b>Beneficiary:</b>	Medellin, Colombia		
<b>Team Leader / Members:</b>	Nathalie Alvarado (ICF/ICS), team leader; Gustavo Béliz (ICF/ICS); Beatriz Abizanda (ICF/ICS); Javier Jimenez (LEG/SGO); and Nathalie Hoffman (ICF/ICS)		
<b>Executing agency:</b>	The Bank, through ICF/ICS		
<b>Target Beneficiaries:</b>	Municipality of Medellin		
<b>Sources of Funding:</b>	IDB – (Markets & Governance for Poverty Reduction Trust Fund - KMG)	US\$	230,000
	Local:	US\$	0
	<b>Total:</b>	<b>US\$</b>	<b>230,000</b>
<b>Objectives:</b>	The objective of this technical cooperation is to support the government of Medellin systematize knowledge related to an innovative governance approach addressing violence as a means of fight against poverty and social exclusion, and to generate a knowledge management platform that can serve as a valuable input for other LAC cities' governance challenges.		
<b>Execution timetable:</b>	Execution: 10 months Disbursement: 16 months		
<b>Special contractual conditions:</b>	None		
<b>Exceptions to Bank Policies and Procedures:</b>	None		
<b>Environmental and social review:</b>	Given the focus of this program upon institutional strengthening activities, no social or environmental issues are foreseen. According to the Environment and Safeguards Compliance Guidelines, the operation has been classified as "C".		
<b>Coordination with Other Donors:</b>	N/A		

## **I. BACKGROUND AND JUSTIFICATION**

- 1.1 Medellin, the third largest city in Colombia by its size the first industrial hub of the nation, has expanded rapidly over the last decades. Its population has grown from 360,000 inhabitants in the 1950s to around 2 million in 2005, attracted by the prosperity and peace of this industrial city during the 1960s and 1970s. Migrants moved massively to this city not only in search for economic opportunities, but they came as well as refugees fleeing persistent violence between guerrillas and paramilitaries in rural communities. This flow of migrants that spurred Medellin's population growth was not orderly absorbed by the city: it configured a metropolis characterized by its highly fragmented urban network, where some areas exhibited persistent economic and social exclusion, and were physically isolated from the economic and productive center of the city. In addition to this urban and social fragmentation, the armed conflict, the rise of drug cartels and organized crime, jointly with the absence or extreme weakness of the presence of state institutions and the rule of law, exacerbated violence, especially among the most vulnerable population. All this resulted in Medellin's crime rates in the beginning of the 1990s among the highest in the world: in 1991, Medellin registered 381 homicides per 100.000 inhabitants. In 2007, that rate decreased to 29.
- 1.2 Medellin's staggering transformation is reflected not only in the improvements in its security levels and decrease in crime, but also in its governance levels and social and physical transformation. This process has drawn international attention worldwide. Once characterized by its high rate of violent deaths and crime, its chaotic traffic, its deteriorated public spaces, Medellin is nowadays a city where the crime rate has decreased substantially, the urban landscape has been remodeled, and where quality of life and trust in the Municipal administration have improved. Its reputation in the country has changed: today medium sized cities in Colombia consider Medellin one of the municipal governance models to follow.
- 1.3 The overarching objective of the strategy pursued by successive Municipal governments to address economic and social exclusion through innovative governance approaches was to reinstate the legitimate presence of the State and public institutions in all sectors of the city, coupling a sound institutional presence with innovative social interventions, strong investments in education and cultural aspects, a revamping of the urban infrastructure, especially in the poorest neighborhoods, and enhanced citizen participation. More specifically, policies implemented sought first and foremost to improve public safety, to promote a strong civic culture, to invest in social capital and to aggressively promote solidarity among its citizens.
- 1.4 Nevertheless characterization of Medellin's turnaround process, no profound analytical systematization and knowledge management strategies of the policies and programs implemented have this far been conducted; such accumulated

knowledge through experience would be a valuable ingredient for similar approaches in other countries. The studies that will be carry out by this technical cooperation have the main purpose of creating a sustainable and systematic framework of evaluation and assessment of the most promising actions of Medellin's citizen security experience.

- 1.5 In addition, there is growing attention at the international level, as expressed by the World Bank, the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and articles published by the international press, to better understand and disseminate Medellin's experience, so that other social problem -ridden cities can benefit from this experience. The celebration of the 50th Bank Annual Meeting in Medellin next March constitutes an exceptional opportunity to disseminate not only the city's state of the art new face, but also its innovative policy making processes, characterized by their high level of citizenship participation and global conception (articulating urban space recovery programs and social intervention in health and education, targeting specific poverty and exclusion issues).
- 1.6 In the last decade, the Inter-American Development Bank (IDB) provided steady support for governance and pro-poor policies in Colombia. The Bank's current Country Strategy with Colombia aims to achieve greater growth, reduce poverty, and enhance equity. To achieve this objective, the Bank will channel its support through three general strategy areas of major focus: competitiveness, social development, and governance and strengthening of the State. This Technical Cooperation (TC) is inscribed mostly in the third strategic focus, as it is aimed at expanding and managing knowledge about the innovative governance and social cohesion policies successfully designed and executed by Medellin's municipal government, so that other cities in Colombia or in the region, can benefit from a set of best practices and lessons learned as well as a venue to enrich and disseminate these experiences even further.

## **II. PROGRAM DESCRIPTION**

### **A. Program goal and purpose**

- 2.1 The objective of this technical cooperation is to support the government of Medellin systematize knowledge related to an innovative governance approach addressing violence as a means of fight against poverty and social exclusion, and to generate a knowledge management platform that can serve as a valuable input for other LAC cities' governance challenges.
- 2.2 Specifically, the Program seeks to: (i) analyze Medellin's citizen security programs and policies, in the context of integral and participatory socio-economic policies, to extract best practices and lessons learned to be disseminated; (ii) prepare an international exhibition and its respective catalog to document and disseminate Medellin's integral intervention model in terms of social policies,



social urbanism and violence eradication; and (iii) undertake the preliminary studies, initial design and the creation of the Medellin Public Policy Laboratory that will conduct research, outreach, partnerships and dissemination in the municipal governance and in particular the public safety area.

## **B. Components**

- 2.3 **Component 1 - Systematization of Medellin's Best Practices in socio-economic & institutional interventions.** Activities in this component will analyze and systematize, through a practical study, the measures that helped the city government of Medellin successfully address violence as a means to fight poverty and social exclusion. The study will analyze the social, economic, and political background of the city during the 1980s and 1990s. It will also identify the success factors, the risks associated and the measures undertaken to mitigate these risks, among other relevant issues. Specific activities include: (i) technical assistance for the systematization and analytical work, including the hiring of a senior consultant with international experience, who will carry out the analysis, as well as experts with international experience in citizen security as a means to attain social cohesion, who will be in charge of studying specific aspects of Medellin's best practices in the sector; (ii) the design and publication of the analysis; y (iii) technical assistance for knowledge management activities, particularly, for the preparation of a citizen security operational guide that will offer a homogeneous methodology to create capacity among policy makers to analyze the problems associated with citizen security, as well as generate recommendations for possible solutions, in a format that can be applied in other cities in the Region. This component will result in a publication to be disseminated throughout the Region that will analyze and consolidate all the information currently dispersed about Medellin's governance approach to fight violence as a means to eradicate poverty and social exclusion.
- 2.4 **Component 2- Preparation of the Exhibition "Medellin: An Urban Transformation".** This component will contribute to the conceptualization for this exhibition as another key element of a knowledge management strategy to disseminate Medellin's innovative policies in urban transformation. It will showcase an integrated vision of Medellin's transformation process, suitable for policy makers and public in general both domestic and international. The TC will fund technical assistance to support the analytic and curatorial activities for the concept and contents of the exhibition and its corresponding catalog. It will also offer policy makers an integrative vision of policies and tools that other cities could use to inform their policy making processes. The exhibition will showcase an integrated vision of Medellin's transformation process, catered to the general, non-specialist public, both domestic and international. It will bring special attention to the innovative public policy making processes behind the urban infrastructure interventions. This component will contribute to spread the know-how Medellin has acquired to conduct innovative and effective approaches to governance, reinforcing the effect of the study above mentioned. The exhibition and its catalog

will also bring together materials and research that will help draw comparisons between processes of urban revival (Barcelona, Berlin, Guayaquil, etc.)

**2.5 Component 3 - Medellin Good Governance Practices Laboratory platform.**

This component will contribute to the preparatory studies, initial design, and validation by an external panel of experts as well as the start up activities for the “Laboratorio Medellin”, as defined in the Medellin’s Municipal Development Plan for 2008-2011. The Laboratory will allow to update, systematize and exchange experiences on governance aspects, including social urbanism and participative approaches to improve citizen security, among municipalities in the Region. The TC will also provide Information Technologies (IT) design to set up the virtual network and the initial content uploading to the site. The Laboratory proposal will be submitted to pertinent authorities as well as to a panel composed by international experts (funded by this TC) so that the final document has external high-level technical validation. The Laboratory will be a focal point in a Network of Mayors, a virtual network for Latin American policy makers at the subnational level, as well as a venue to present innovative governance approaches, share knowledge, disseminate experiences and establish partnerships. Activities under this component will include technical assistance for the preparation of a proposal for the objectives and organization of the Laboratory which will take into account currently existing initiatives and best practices, both in Medellin and elsewhere (Colombia or abroad). The proposal will define: (i) the Laboratory’s mission and strategic objectives; (ii) preliminary plan with objectives and expected results; (iii) organizational structure and staffing requirements; (iv) Information Technologies and infrastructure requirements; (v) sustainability strategy; (vi) definition of the contents of the information to be managed by the laboratory and the dissemination strategy; and (vii) creation of a virtual network of cities interested in the knowledge management activities fostered by the Laboratory. The TC will also provide IT equipments and design to set up the virtual network and the initial content uploading to the site. The Laboratory proposal will be submitted to pertinent authorities as well as to a panel composed by international experts (funded by this TC) so that the final document has external high-level technical validation.

### **III. BUDGET**

**A. Description and composition of financing**

- 3.1 The cost of the program has been estimated at US\$230,000 the Bank would finance the total cost on a non-reimbursable basis with resources from the Markets and Governance for Poverty Reduction Trust Fund (KMG).

**B. Summary cost table (in US\$)**

<b>COMPONENTS</b>	<b>IDB – (KMG)</b>	<b>Local Counterpart</b>	<b>Total</b>
<b>Component 1</b>	<b>93,000</b>		<b>93,000</b>
Technical assistance	79,130		79,130
General support and services	13,780		13,780
<b>Component 2</b>	<b>32,100</b>		<b>32,100</b>
Technical assistance	32,100		32,100
<b>Component 3</b>	<b>94,900</b>		<b>94,900</b>
Technical assistance	79,900		79,900
Hw y SW	15,000		15,000
Contingencies	<b>10,000</b>		<b>10,000</b>
<b>TOTAL</b>	<b>230,000</b>	<b>0</b>	<b>230,000</b>

**IV. EXECUTING AGENCY AND MECHANISM**

**A. Executing Agency**

- 4.1 The technical cooperation will be executed by the Bank through its ICF/ICS Division, and with the support and collaboration of the Municipality of Medellin, in particular, through its Agency of Cooperation and Investment (ACI).
- 4.2 The Municipal Government of Medellin requested on letter dated \_July 11<sup>th</sup>, 2008 that the executing responsibilities of the project be carried out directly by the Bank based on its experience and knowledge in the governance and citizen security sector, its access to an extensive network of world class international consultants in the area, and the value added brought by the capability to have a wider dissemination for Medellin Good Governance Practices. Medellin's Municipality will provide support in all aspects related to the TC's technical and administrative matters such as terms of reference, activities planning, consultants reports evaluation to ensure the fulfillment of the objectives of the TC. This request is consistent with the Agreement entered into between the British Department for International Development and the Inter-American Development Bank for the constitution of the Markets and Governance for Poverty Reduction Trust Fund.

**B. Program implementation readiness**

- 4.3 The TC is at an advanced stage of preparation in terms of design. It is relevant to mention here some preliminary activities related to the exhibition, are already on their way. Given the strong synergies between the activities proposed and those of the IDB's Annual Meeting, Medellin's Municipal Government is actively engaging in the preparation of preliminary activities proposed in the TC, in particular, setting up the curatorial team for the exhibition. Regular meetings will be carried out with the Municipal Government to assess the progress of the TC and to ensure timely and satisfactory implementation of the proposed activities.

Terms of reference for the consultants have been prepared by the project team and agreed upon with Medellín's Municipal Government.

**C. Execution period and disbursement schedule**

- 4.4 The project activities will be executed during a period of 10 months and the resources will be disbursed during a period of 16 months from the date of approval.

**D. Procurement**

- 4.5 Procurement of goods and services will be carried out following Bank's procedures, as already approved in IDB documents GN-2350-7 and GN 2349-7. The procurement plan is included in Annex II.

**V. MONITORING AND EVALUATION**

**A. Technical and basic responsibility**

- 5.1 The Institutional Capacity of the State Division (ICF/ICS) will have the basic and technical responsibility for this operation as well as the responsibility for disbursements and the evaluation of the technical reports. The Bank's Officers responsible will be Nathalie Alvarado ([nathaliea@iadb.org](mailto:nathaliea@iadb.org)); Telephone: (202) 623-1575; Fax: (202) 312-4233, and Gustavo Béliz ([gustavob@iadb.org](mailto:gustavob@iadb.org)); Telephone: (202) 623-1706; Fax: (202) 312-4233.

**VI. PROGRAM BENEFITS AND RISKS**

**A. Program benefits and developmental impact**

- 6.1 This TC will contribute to the systematization and analytical documentation of successful policies and public management models proven to yield results in the fight against violence and crime, as well as the dissemination of this knowledge at the regional and extra regional level. This analytical research might in turn be the basis for policy-makers decisions from other countries in the citizen security sector, and might also lead to improvements in municipal governance in that matter. It is very important to note that security, along with unemployment, is one of the most pressing worries among Latin American citizens, as well as a major roadblock for competitiveness and social capital development. The improvement of governance will be key in filling the State voids and absence of rule of law that have been behind the appearance of alternative forms of social organization, of which violence has been one of the foundation stones. In addition, the TC will produce analytical work to document citizen security policies designed and implemented at the municipal level, with a strong emphasis on the most vulnerable and poor segments, the ones most severely affected by violence .

## **B. Target Beneficiaries**

- 6.2 The direct beneficiary from the TC is the Medellín's Municipal Government. Indirectly, it will also benefit the city itself by promoting a new, positive international image that might entail increased investments and economic opportunities. It will also benefit regional policy makers, as they will gain access to analytical knowledge and a venue for the exchange of experiences in the governance for citizen security.

## **C. Risks**

- 6.3 The Government of Medellín has expressed interest in including the products of this TC as a part of IDB's 2009 Annual Meeting activities. The main risk that this TC involves is the possibility that the book presentation, the exhibition inauguration and the Laboratory launch might not be included in the Meeting's program of activities. Although this will not impair the execution of the TC, it might negatively affect the international exposure and somehow erode the dissemination effects for the activities proposed under this TC. However, the international diffusion of Medellín's experience is one of the most important priorities of the current municipal administration, which, as mentioned earlier, has already made financial commitments and undertaken preparatory steps for some activities, among with the establishment of contacts for exhibition, composition of the curatorial committee, partnership with EAFIT University for laboratory preliminary activities, coordination with Medellín's Agency for International Cooperation. Moreover, Medellín's authorities are preparing an extensive plan of dissemination of the city experience worldwide, mainly through his presence in specific Forums and Urban Fairs.

# **VII. ENVIRONMENTAL AND SOCIAL REVIEW**

## **A. Date of ESR review**

- 7.1 No negative environmental impacts are expected; and according to the Environment and Safeguards Compliance Policy GN-2208-20 and OP-703, the operation has been classified as "C". Medellín's experience in decreasing levels of violence by combining traditional security policies and more innovative and socially-oriented policies, whose dissemination is supported by this TC, that can in turn be the basis for policies in other cities with similar problems, and thus indirectly generate positive social impacts.

### VIII. CERTIFICATION

- 8.1 I hereby certify that this operation was approved for financing under the Markets & Governance for Poverty Reduction Trust Fund (KMG)). Also, I certify that resources from the Markets & Governance for Poverty Reduction Trust Fund (KMG) are available for up to US\$ 230,000 in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of twelve (12) calendar months counted from the date of signature below. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in U.S. dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this TC Brief. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

(Original Signed)  
Marguerite S. Berger,  
Grants and Cofinancing Management Unit  
VPC/GCM

09/09/2008  
Date

### IX. APPROVAL

(Original Signed)  
Xavier Comas,  
Division Chief  
Institutional Capacity of the State Division

09/09/2008  
Date

**DETAILED BUDGET**  
**Systematization and Dissemination of Medellín's Innovative Governance Approaches:**  
**Addressing Violence as a Means of Fighting Poverty and Social Exclusion**  
**(CO-T1147)**

		IDB - (KMG)	National Counterpart	TC Total
<b>COMPONENT 1</b>		<b>93,000</b>		<b>93,000</b>
Principal consultant honoraria (2.5 months)	2.5 months @ \$10000/month (including benefits)	25,000		25,000
Experts in citizen security, contributors to the operational guide	45 consultant days at US\$400/day, 3207 US\$ travel expenses --3 ticket @ 1000\$ and 9 per diem day at 350\$	24,150		24,150
Focal point for knowledge management	4 months, @\$340/day, plus insurance	29,980		29,980
Book printing costs		13,870		13,870
<b>COMPONENT 2</b>		<b>32,100</b>		<b>32,100</b>
Principal consultant honoraria (1.5 months)	1.5 months @ \$10000/month	15,000		15,000
Experts in urban transformation and governance aspects (social urbanism, participatory public policy, integrative social policy)	30 consultant days at US\$400/day, 3374 US\$ travel expenses -3 tickets @ 1000\$, 6 per diem days	17,100		17,100
<b>COMPONENT 3</b>		<b>94,900</b>	<b>-</b>	<b>94,900</b>
Sr Consultant honoraria (2.5 month)	2.5 months @ \$10,000 month	25,000		25,000
International consultant honoraria for strategic and operational Laboratory design	20 consultant days @400\$/day, 3 tickets and 10 days per diem	14,500		
National experts honoraria	3 month @ \$2500/month	7,500		7,500
Laboratory Presentation Expert Panel (2 senior experts, 7 days each)	14 days @ 600US\$/day	8,400		8,400
Travel expenses	3 trips of 5 days each, including tickets and per diem	7,500		7,500
HW, SW for observatory website		15,000		
Website development and programming		17,000		
Contingency	global	<b>10,000</b>		
<b>TOTAL TC</b>		<b>230,000</b>	<b>-</b>	<b>230,000</b>

## COLOMBIA

### SISTEMATIZACIÓN Y DIFUSIÓN DEL ENFOQUE INNOVADOR DE LAS POLÍTICAS PÚBLICAS DE MEDELLÍN PARA ABORDAR LA VIOLENCIA COMO MEDIO DE LUCHA CONTRA LA POBREZA Y LA EXCLUSIÓN SOCIAL (CO-T1147)

#### PLAN DE ADQUISICIONES

##### Información General

<b>País:</b>	Colombia
<b>Beneficiarios:</b>	Alcaldía de Medellín
<b>Ejecutor:</b>	Banco Interamericano de Desarrollo
<b>Nombre del Proyecto:</b>	Sistematización y Difusión del Enfoque Innovador de las Políticas Públicas de Medellín para Abordar la Violencia como Medio de Lucha contra la Pobreza y la Exclusión Social
<b>Número del Proyecto:</b>	CO-T1147
<b>Breve descripción de los objetivos y componentes del Proyecto:</b>	El objetivo general de la CT es apoyar a Medellín a sistematizar la experiencia de la ciudad en la erradicación de la violencia como medio de lucha contra la pobreza y la exclusión social, y a crear una plataforma de conocimiento que pueda ser empleada para afrontar similares desafíos en otras ciudades de Latinoamérica. Específicamente, el Programa permitirá: (i) el análisis y sistematización de los programas de seguridad ciudadana de la ciudad; (ii) apoyar la conceptualización de una exposición que documente la experiencia de la ciudad en cuanto a sus políticas sociales y de lucha contra la violencia; y (iii) apoyar la creación de un Laboratorio de Políticas Públicas de Medellín, con una estrategia de gestión estratégica de conocimientos.
<b>Fecha estimada de aprobación del Proyecto</b>	Septiembre de 2008
<b>Fecha estimada de firma del Convenio:</b>	Septiembre 2008
<b>Fecha estimada para el último desembolso:</b>	

#### A. Introducción

- 1.1 Las contrataciones para el proyecto propuesto se llevarán a cabo de acuerdo con las *“Políticas para la Adquisición de Obras y Bienes Financiados por el Banco Interamericano de Desarrollo”* (GN-2349-7), de agosto de 2006, y con las



***“Políticas para la Selección y Contratación de Consultores Financiados por el Banco Interamericano de Desarrollo” (GN-2350-7)*** de agosto de 2006, y con lo establecido en el Convenio y el presente Plan de Adquisiciones.

**B. El plan de adquisiciones**

- 1.2 El Plan de Adquisiciones que la totalidad del período de ejecución del Proyecto “Sistematización y Difusión del Enfoque Innovador de las Políticas Públicas de Medellín para Abordar la Violencia como Medio de Lucha contra la Pobreza y la Exclusión Social”, ha sido acordado entre el Banco y la Alcaldía de Medellín. El Plan, cuyo resumen se incluye como Apéndice 1, indica para cada contrato o grupo de contratos el procedimiento de adquisición de bienes o de contratación de obras o servicios o métodos de selección de consultores, los casos que requieren precalificación, los costos estimados de cada contrato o grupo de contratos, el requerimiento de revisión *ex-ante* o *ex-post* por parte del Banco y las fechas estimadas de publicación de los avisos específicos de adquisiciones y de terminación de los contratos contemplados en este Proyecto. El Plan de Adquisiciones se actualizará anualmente o cuando sea necesario o requerido por el Banco. El Plan de Adquisiciones detallado está disponible en:

**Banco Interamericano de Desarrollo**  
1300 New York Avenue, NW  
Washington, D.C. 20577

- 1.3 El Plan de Adquisiciones también se encuentra en la página Internet del Banco: [Información de Adquisiciones de Proyecto.](#)

**C. Adquisiciones para el Proyecto**

- 1.4 A continuación se describen en forma general las adquisiciones a realizarse para el proyecto propuesto.

**1. Adquisición de obras**

- 1.5 No se prevé la realización de obras dentro del Proyecto.
- 1.6 La contratación de Obras para el proyecto sujetas a Licitación Pública Internacional (LPI) se ejecutará utilizando los Documentos Estándar de Licitación emitidos por el Banco (DEL). Las licitaciones sujetas a Licitación Pública Nacional (LPN) se ejecutarán utilizando Documentos de Licitación Nacional acordados con el Banco.

**2. Adquisición de bienes**

- 1.7 Se prevé la adquisición de HW YSW para la preparación de la WEB del Laboratorio bienes dentro del Proyecto.

- 1.8 Las adquisiciones de Bienes para el Proyecto sujetas a Licitación Pública Internacional (LPI) se ejecutarán utilizando los Documentos Estándar de Licitación (DEL) emitidos por el Banco. Las licitaciones sujetas a Licitación Pública Nacional (LPN) se ejecutarán utilizando Documentos de Licitación Nacional acordados con el Banco.

### **3. Adquisición de servicios diferentes a consultoría**

- 1.9 Se prevé la adquisición de servicios diferentes a los de consultoría, en particular para servicios de edición y producción gráfica del libro de sistematización de las experiencias de Medellín.

### **4. Adquisición de servicios de consultoría**

- 1.10 Los servicios de consultoría bajo el Proyecto incluyen: consultorías individuales de análisis institucional y políticas públicas de Medellín, de sistematización de experiencias y conocimiento, y panelistas para foros.
- 1.11 La Selección de firmas consultoras para el proyecto se ejecutará usando la Solicitud Estándar de Propuestas (SEP) emitida por el Banco o una Solicitud de Propuestas (SP) satisfactoria al Banco en los casos en que la SEP no sea aplicable. En el caso de consultores individuales, la selección se hará teniendo en cuenta lo establecido en el capítulo V de la Política GN-2350-7.
- 1.12 Las Listas Cortas de Consultores para servicios de consultoría con un costo estimado menor al equivalente a US\$ 200,000 por contrato, podrán estar compuestas en su totalidad por firmas nacionales.

### **5. Costos operativos**

- 1.13 No se contempla que costos operativos serán financiados por el Banco.
- 1.14 Los costos operativos del Proyecto financiados por el Banco pueden ser contratados utilizando los procedimientos del Ejecutor que han sido revisados previamente por el Banco y calificados como satisfactorios.

### **6. Otros**

- 1.15 No se contempla este tipo de contrataciones.

### **7. Contratación anticipada y financiamiento retroactivo**

- 1.16 No se contempla la contratación anticipada ni financiamiento retroactivo.

### **D. Revisión por parte del banco de las decisiones en materia de contrataciones**

- 1.17 Todos los contratos serán sujetos a revisión ex-ante por parte del Banco.

## UMBRALES BIENES, OBRAS y SERVICIOS DISTINTOS A CONSULTORIA

Método de adquisición		Valores de umbral para aplicación	Comentario
1.	Licitación Pública Internacional (LPI) (Bienes)	> US\$ 1,000,000	Revisión ex ante
2.	Licitación Publica Nacional (LPN) (Bienes)	$\geq$ US\$50,000 y $\leq$ US\$1,000,000	Revisión ex ante
3.	Licitación Pública Internacional (LPI) (Obras)	>US \$10,000.000	Revisión ex ante
4.	Licitación Publica Nacional (LPN) o Concurso competitivo con Publicidad Nacional (Obras)	$\geq$ 350,000 y $\leq$ 10,000,000	Revisión ex ante
5.	Licitación Pública Internacional (LPI) en servicios distintos a los de consultoría	$\geq$ US\$500,000	Revisión ex ante
6.	Licitación Publica Nacional (LPN) en servicios distintos a los de consultoría	>50,000 y <250,000	Revisión ex ante
7.	Comparación de precios en bienes (CP)	Menos de US\$50.000	Revisión Ex ante
8.	Comparación de precios en obras (CP)	Menos de US\$350.000	Revisión ex ante
11.	Contratación Directa de Servicios distintos a los de consultoría (como excepción y siguiendo las políticas del Banco)		Revisión Ex ante

- 1.18 Los demás contratos estarán sujetos a revisión *ex-post* por parte del Banco, de conformidad con el mismo Apéndice 1 de las Políticas.

## COLOMBIA

### SISTEMATIZACIÓN Y DIFUSIÓN DEL ENFOQUE INNOVADOR DE LAS POLÍTICAS PÚBLICAS DE MEDELLÍN PARA ABORDAR LA VIOLENCIA COMO MEDIO DE LUCHA CONTRA LA POBREZA Y LA EXCLUSIÓN SOCIAL (CO-T1147)

#### APÉNDICE 1 PLAN DE ADQUISICIONES<sup>1</sup>

<b>País:</b>	Colombia
<b>Beneficiarios:</b>	Alcaldía de Medellín
<b>Ejecutor:</b>	Banco Interamericano de Desarrollo a través de ICF/ICS
<b>Nombre del Proyecto:</b>	Sistematización y Difusión del Enfoque Innovador de las Políticas Públicas de Medellín para Abordar la Violencia como Medio de Lucha contra la Pobreza y la Exclusión Social
<b>Número del Proyecto:</b>	CO-T1147
<b>Breve descripción de los objetivos y componentes del Proyecto:</b>	El objetivo general de la CT es apoyar a Medellín a sistematizar la experiencia de la ciudad en la erradicación de la violencia como medio de lucha contra la pobreza y la exclusión social, y a crear una plataforma de conocimiento que pueda ser empleada para afrontar similares desafíos en otras ciudades de Latinoamérica. Específicamente, el Programa permitirá: (i) el análisis y sistematización de los programas de seguridad ciudadana de la ciudad; (ii) apoyar la conceptualización de una exposición que documente la experiencia de la ciudad en cuanto a sus políticas sociales y de lucha contra la violencia; y (iii) apoyar la creación de un Laboratorio de Políticas Públicas de Medellín, con una estrategia de gestión estratégica de conocimientos.
<b>Fecha estimada de aprobación del Proyecto:</b>	Septiembre 2008
<b>Fecha estimada de firma del Convenio:</b>	Septiembre 2008
<b>Dirección de la Oficina Ejecutora Responsable del Plan de Adquisiciones:</b>	Banco Interamericano de Desarrollo 1300 New York Avenue, NW Washington, D.C. 20577

<sup>1</sup> Se deben incluir todos los contratos del proyecto aún si no son financiados por el Banco e indicando quién los financia.

No de Referencia <sup>1</sup>	Descripción del Contrato y	Costo Estimado de la Adquisición	Método de Adquisición <sup>2</sup>	Revisión (ex-ante ó ex-post)	Fuente de Financiamiento y Porcentaje		Precalificación (Sí/No)	Fechas Estimadas		Estatus (Pendiente, en proceso, adjudicado, cancelado)
					BID %	Local / Otro %		Publicación Anuncio Específico de Adquisición	Terminación Contrato	
	<b>Servicios de Consultoría</b>									
1	Contratación de Consultor internacional como consultor principal (6.5 meses)	65.000	CI	Ex-ante	100%		NO		Abril 2009	P
2	Contratación de consultores para contribuciones a la guía metodológica de prevención y lucha contra la violencia 92 contratos de 12,075US\$)	24.150	CI	Ex-ante	100%		NO		Diciembre 2008	P
3	Contratación de consultoría para punto focal de gestión de conocimiento, puesta en marcha de laboratorio)	29.980	CI	Ex-ante	100%		NO		Diciembre 2008	P
4	Contratación de consultoría para apoyo en la conceptualización y diseño de la exposición	17.100	CI	Ex-ante	100%		NO		Noviembre 2008	P
5	Contratación de consultoría para la preparación de la propuesta de laboratorio	14.500	CI	Ex-ante	100%		NO		Noviembre 2008	P
6	Contratación de experto nacional para apoyo en el laboratorio	7.500	CI	Ex-ante	100%		NO		Marzo 2009	P
7	Contratación de panelistas internacionales para la presentación del laboratorio (2 contratos de 7 días c/u)	8.400	CI	Ex-ante	100%		NO		Abril 2009	P
8	Diseño y desarrollo de la web del Laboratorio	17.000	CI	Ex-ante	100%		NO		Abril 2009	P
9	Contratación de la auditoría de la CT.	10.000	SBCC	Ex-ante	100%		NO		Mayo 2009	P
	<b>Servicios de No Consultoría</b>									
17	Servicios de impresión para el libro de sistematización	13.870	CP	Ex-ante	100%		NO		Mayo 2009	P
18	Billetes y Viáticos panelistas y (3 billetes – 15 días de viático)	7.500	CP	Ex-ante	100%		NO		Marzo 2009	P

No de Referencia <sup>1</sup>	Descripción del Contrato y	Costo Estimado de la Adquisición	Método de Adquisición <sup>2</sup>	Revisión (ex-ante ó ex-post)	Fuente de Financiamiento y Porcentaje		Precalificación (Sí/No)	Fechas Estimadas		Estatus (Pendiente, en proceso, adjudicado, cancelado)
					BID %	Local / Otro %		Publicación Anuncio Específico de Adquisición	Terminación Contrato	
	<b>Bienes</b>									
25	Adquisición de HW y SW para la preparación y lanzamiento de la Web del Laboratorio:	15,000	CP	Ex-ante	100%		NO		Marzo 2009	P

<sup>2</sup> **LPI:** Licitación Pública Internacional; **LIL:** Licitación Internacional Limitada; **LPN:** Licitación Pública Nacional; **CP:** Comparación de Precios; **CD:** Contratación Directa; **AD:** Administración Directa; **CAE:** Contrataciones a través de Agencias Especializadas; **AC:** Agencias de Contrataciones; **AI:** Agencias de Inspección; **CPIF:** Contrataciones en Préstamos a Intermediarios Financieros; **CPO/COT/CPOT:** Construcción-propiedad-operación/ Construcción-operación- transferencia/ Construcción-propiedad-operación-transferencia (del inglés BOO/BOT/BOOT); **CBD:** Contratación Basada en Desempeño; **CPGB:** Contrataciones con Prestamos Garantizados por el Banco; **PSC:** Participación de la Comunidad en las Contrataciones; **SBCC:** Selección Basada en la Calidad y el Costo; **SBC:** Selección Basada en la Calidad; **SBPF:** Selección Basada en Presupuesto Fijo; **SBMC:** Selección Basada en el Menor Costo; **SCC:** Selección Basada en las Calificaciones de los Consultores; **SD:** Selección Directa; **CI:** Selección de Consultores Individuales.