

IMPROVEMENT OF THE LOCATIONAL ACCURACY OF THE CADASTRAL MAP

UR-T1135

CERTIFICATION

I hereby certify that this operation was approved for financing under the **Public Capacity Building Korea Fund for Economic Development (KPC)** through a communication dated October 22, 2015 and signed by Mr. Minseok Hong. Also, I certify that resources from said fund are available for up to **US\$600,000** in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of four (4) calendar months counted from the date of eligibility from the funding source. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

ORIGINAL FIRMADO

Sonia M. Rivera
Chief

Grants and Co-Financing Management Unit
ORP/GCM

02/04/2016

Date

Approved:

ORIGINAL FIRMADO

Vicente Fretes
Chief

Fiscal and Municipal Management Division
IFD/FMM

02/05/2016

Date

Technical Cooperation Document

I. Basic information

- Country/Region: Eastern Republic of Uruguay
- TC Name: Improvement of the Locational Accuracy of the Cadastral Map
- TC Number: UR-T1135
- Team Leader/Members: Emilio Pineda (FMM/CUR) Team Leader; David Salazar (FMP/CUR); Nadia Rauschert (FMP/CUR); Matilde Peñagaricano (CSC/CUR); Krysia Ávila (LEG/SGO) y Mariana Canillas e Ida Fernández (IFD/FMM).
- Taxonomy: Client support
- Date of TC Abstract authorization: October 22, 2015
- Beneficiary: Eastern Republic of Uruguay, through its Ministry of Economy and Finance
- Executing Agency: Ministry of Economy and Finance
- Donors providing funding: KPC (Public Capacity Building Korea Fund for Economic Development)
- IDB Funding Requested: US\$600,000
- Local Counterpart: US\$42,000
- Disbursement period: 36 months (includes Execution period of 24 months)
- Required start date: January, 2016
- Type of consultants: Consulting firms and individual consultants
- Prepared by unit: FMM - Financial & Municipal Mgmt
- Unit of disbursement responsibility: CUR - Country Office Uruguay
- Included in Country Strategy: Yes
- Included in CPD: No
- GCI-9 priority sector: Institutions for growth and social welfare

II. Objective and Justification

- 2.1 In recent years the National Cadaster Division of Uruguay's Ministry of Economy and Finance (NC) has undertaken a series of reforms aimed at modernizing the cadastral registration and management, both from a technological and organizational standpoint, with a strong element of openness of information and ease of access to the public.¹
- 2.2 At the same time, progress has been made in updating the cadaster's economic information in particular in Canelones and Montevideo. New value assessments were done for all properties of the Department of Canelones, and for all land units of

¹ A number of initiatives related to the provision of web-based services have been undertaken including: (i) the creation of a public system of cadastral values; (ii) the issuance of cadastral registries through the web; (iii) the electronic application for certification of cadastral values; (iv) the issuance of provisional values for condominium units; (v) the affidavits of urban characterization sent via email; (vi) the electronic consulting of census data; and (vii) the consulting via web the Geographic Information System of rural units, among others.

the Department of Montevideo, all in all representing an update of approximately 40% of the country cadastral units.²

- 2.3 The NC has also taken decisive steps to develop a unified virtual system that integrates the different services already deployed while incorporating new services; both at headquarters and decentralized offices. With the support of the IDB Technical Cooperation UR-T1103 and the Korea Land / Geospatial Informatix Corporation (KLGC) the NC has: (i) produced a detailed diagnosis and proposal to improve and unify the virtual services provided by the National Cadaster; (ii) initiated the development of the Electronic Office of the National Cadaster,³ and (iii) realized a seminar and training program with the Korean Land/Geospatial Informatix Corporation on international best practices of Cadastral Management Systems.
- 2.4 As a result of the study and training program conducted with the KLGC it was detected that one of the constraints that still undermine the proper functioning of cadastral services is the relative inaccuracy of the Cadastral Maps. The Cadastral Maps were developed 40 years ago, and since then the urban and rural landscape have suffered important modifications and changes.⁴ In urban areas cadastral maps are characterized by overlays and differences between parcels along with discrepancies with other spatial layers. In rural areas, cadastral maps have very low locational accuracy, have boundary differences with urban areas and are absent in some areas. Outdated maps with these types of errors reduce the potential revenues by not incorporating new developments or properties' upgrades, and by making more difficult the tax administration due to a lack of transparency and accuracy.
- 2.5 New technologies make it possible to produce significantly more precise cadastral maps than with the traditional aerial surveillance methods at a lower cost. In the same line the Uruguayan National Institute of Spatial Data (IDE) has also considered that improving the locational accuracy of the Cadastral Maps is a priority.
- 2.6 Outdated cadastral maps have been identified in the region as one of the main barriers constraining and efficient exploitation of the property tax base⁵. A good example of the potential fiscal impact of this type of reforms, is the city of Cordoba in Argentina, where the actualization of the cadastral maps using satellite technologies, was an integral part of the property tax reform that led to an increase of 113% of the revenues.⁶
- 2.7 The purpose of the Technical Cooperation (TC) is to improve the location accuracy of cadastral maps in Uruguay, by upgrading as a pilot case the maps of the Department of Canelones and developing a methodology that could be extended to other Departments. The Department of Canelones has been selected since it is

2 Canelones and Montevideo concentrate around 55% of the national population and 50% percent of property tax revenues.

3 The Electronic Office is expected to be operating by the end of 2016.

4 The analysis done by the KLGC has shown that 31% of rural measurements have an error of 5% or more, while 14% of urban measurements have an error of 10% or more.

5 Bonet, Muñoz and Pineda, "El potencial oculto: Factores determinantes y oportunidades del impuesto a la propiedad inmobiliaria en América Latina", BID, 2015.

6 Castro y Diaz Frers, "Combatiendo la caída: revirtiendo la pérdida de relevancia del impuesto inmobiliario en Argentina", en Bonet, Muñoz y Pineda, *El potencial oculto: Factores determinantes y oportunidades del impuesto a la propiedad inmobiliaria en América Latina*, BID, 2015.

considered a representative case of the national reality and has shown the political disposition to collaborate.

- 2.8 This TC is aligned with the IDB Country Strategy with Uruguay 2016-2020 (GN-2836) and with the objectives and priorities of the Public Capacity Building Korea Fund for Economic Development (KPC), by supporting greater efficiency in public institutions and strengthening urban and departmental management. It also contributes to the development goals established in the Ninth General Capital Increase of Resources (AB-2764) (GCI-9) by supporting: (i) small and vulnerable countries; and (ii) institutions for growth and social welfare. It is also aligned with the Sectoral Strategy on Decentralization and Sub-national Governments (GN-2813) by: (i) supporting increases in sub-national tax revenues; and (ii) improvements in transparency and accountability. The project is also eligible for financing by the KPC Fund as per the terms of the Agreement entered into between the Ministry of Strategy and Finance of the Government of Korea and IDB on March 19, 2012 (the KPC Agreement) and KPC operational guidelines of November 2012, having received donor approval on October 22nd, 2015 (Annex IV).

III. Description of the activities, components and budget

- 3.1 The TC will have the following components: (i) mapping of the Department of Canelones; and (ii) capacity building.
- 3.2 **Component 1. Mapping of the Department of Canelones (US\$520,000).** Finance the hiring of KLGC to upgrade the locational accuracy of cadastral maps for the Department of Canelones in the urban and rural area. The activities to be financed include:
- a. Acquisition of aerial imagery using Unmanned Aerial Vehicles (UAV) for the city of Canelones comprising 12 km². The advantage of UAV systems lies in their high flexibility and efficiency in capturing the surface of an area from a low flight altitude. In addition, further information such as orthoimages⁷, elevation models and 3D objects can easily be gained from UAV images. To facilitate the implementation under this component a workshop with the National Cadaster and other stakeholders will take place, along with an exercise of post processing of the imagery to correct for potential distortions.
 - b. Acquisition of satellite image of 256 km² in the rural area of Canelones. Individual farm parcels in Canelones are generally over 10ha and distributed in large areas, therefore, the optimal method to improve the accuracy of this type of area is satellite imagery because has a larger shooting range and therefore is less costly for larger areas. The specific activities to be financed include: (i) set a region of interest (ROI) that wholly covers the target area⁸; (ii) install ground control points (GCPs) and secure the accuracy of georeferencing; and (iii) imagery processing includes radiometric correction and geometric correction to improve data quality.

7 Orthoimagery data typically are high resolution aerial images that combine the visual attributes of an aerial photograph with the spatial accuracy and reliability of a planimetric map

8 Coordinate system of all deliverable should be set to the Uruguayan National Coordinate System; WGS_1984_UTM_Zone_21S

- c. Construction of Urban Cadastral Maps. Use the high-resolution imagery acquired through UAVs to improve the locational accuracy of the Cadastral Maps by contrasting and adjusting the current maps with the updated imagery. The specific activities to be financed include: (i) compare existing data and newly acquired data from UAVs, and find out gaps, differences and discrepancies; (ii) build cadastral maps of the City of Canelones based on the rectified UAVs imagery; (iii) conduct ground surveys to check the accuracy of parcel boundaries' coordinates if required⁹; and (iv) diagnosis of current system regarding digital mapping and surveying process and establish improvements of the mapping process.
- d. Vectoring and mapping of Rural Cadastral Maps. Based on the satellite imagery, analyze error patterns of the current cadastral maps, and develop methodologies to address these errors. This will involve comparing existing data with newly acquired data from satellite images; find out gaps, differences and discrepancies on the map. Accuracy issues will be classified as either graphical errors or locational errors.
- e. Replicability. As a part of this component, and making use of the pilot case of Canelones, a new methodology will be developed to guide future upgrade efforts in the rest of the country and propose a road-map for customized mapping process to spread out nationwide.

- 3.3 **Component 2. Capacity Building (US\$80,000).** This component will finance a training program to be conducted in Korea, by the KLGC, for 10 national cadaster officials. The objective of the training will be to share the experiences and the advanced technologies in the field of GIS, in particular, in land administration governance and in state of the art technologies for mapping and surveying such as UAV operation, data processing, post-processing of acquired data from UAV and satellite. The cost of the training will include travel and other related expenses for invitation to Korea. The tentative training program focuses on benchmarking, policy and strategy, and technical training. This program includes advanced technologies regarding digital mapping, operation of latest gears, and mapping process.
- 3.4 The total cost of this operation has been estimated at US\$642,000, which include US\$600,000 financed by the KPC Fund, and US\$42,000 by counterpart provided in kind (which correspond to time of public officials). The summary budget structure is displayed in Table 1 (see [Detailed Budget](#)).

⁹ When editing cadastral maps (vector data), all kinds of error including graphical error and topological error should be deleted so that updated cadastral maps meets the requirement of DNC

Table 1. Indicative Budget (US\$)

Component / Activity	IDB Funding	Local Counter part	Total Funding
Component 1. Mapping of the Department of Canelones	510,000	10,000	520,000
▪ Image Acquisition and Mapping	166,000	-	-
▪ Consulting	272,000	-	-
▪ Local Surveying Fees	72,000	10,000	-
Component 2. Capacity Building	80,000	-	80,000
▪ Overseas training in Korea	80,000	-	-
Administrative expenses and evaluation	10,000	32,000	42,000
Total	600,000	42,000	642,000

3.5 The expected result of the implementation of this TC is that the National Cadaster will have updated cadastral maps for the city of Canelones.

3.6 The Project Coordination Office of the Ministry of Economy and Finance must present bi-annual reports of the progress in the implementation of the TC. An external audit will be realized at the end of the TC and will be a responsibility of the executing agency. Also, a final report at the end of the TC must be presented resuming the main outcomes and results, and the main lessons learned.

3.7 The main results and products are summarized in the Table 2.

Table 2. Indicative Results Matrix

Table 2: Indicative Results Matrix					
Results and Output Indicators	Unit of Measure	Baseline	Goal		Means Of verifications
			Value	Year	
Result Indicator: Location accuracy of cadastral maps improved					
Cadastral map of the city of Canelones using high resolution imagery	Map	0	1	2018	Report by the NC
Output Indicators					
Component 1. Mapping of Canelones					
Urban Cadastral Map constructed	Map	0	1	2016	Report by the NC
Milestone UAV image for the City of Canelones acquired	Image	0	1	2016	Report by the NC
Rural Cadastral Map vectorized and mapped	Map	0	1	2016	Report by the NC
Milestone Satellite image for rural areas of Canelones acquired	Image	0	1	2016	Report by the NC
Methodology for Replicability developed	Methodology	0	1	2017	Report by the NC
Component 2. Capacity Building					
National cadaster officials in land administration trained	Officials	0	10	2017	Report by the NC

IV. Executing agency

- 4.1 The executing agency will be the Ministry of Economy and Finance, through its Project Coordination Unit.¹⁰ This technical team will be headed by the National Cadaster Director whom will be responsible for: (i) the liaison with the Bank in all aspects related to the TC; and (ii) coordinating the different activities of each component. While the Project Coordination Unit will be responsible for: (i) realizing the different acquisitions; (ii) acting as the counterpart in the auditing of the TC; and (iii) financial supervision of the execution of the program.
- 4.2 Selection processes and contracting of firm consulting services in the context of the project, which are fully or partially covered by the TC, shall comply with the Policies for the Selection and Contracting of Consultants Financed by the IDB (GN-2350-9). In accordance with such policies, the Korea Land / Geospatial Informatix Corporation (KLGC) will be hired through Direct Contracting (DC), since this work is a continuation of the study done by the KLGC under the UR-T1103. The modality of the DC will be through a Memorandum of Understanding between the Government of Uruguay and the KLGC. The procurement of goods and contracts for non-consulting services, if any, shall be carried out in accordance with the Policies for the Procurement of Goods and Works financed by the Inter-American Development Bank (GN-2349-9).

V. Risks associated to the Project

- 5.1 The main risk associated with the implementation of the TC is that improvements in management practices require changes in organizational culture that may face resistance. To minimize this risk the TC will hire consulting services to facilitate the monitoring and dissemination of the products of the TC.

VI. Environmental and Social Strategy

- 6.1 By its nature, the components financed this operation will not have negative environmental or social impacts. This TC classification receives the [C](#).

Required Annexes:

- Annex I - [Request from the client](#)
- Annex II - [Draft of Memorandum of Understanding Between the Uruguayan National Cadaster and Korea Land & Geospatial Informatix Corporation \(KLGC\)](#)
- Annex III - [Procurement Plan](#)
- Annex IV - [Donor approval](#)

¹⁰ This unit has several experiences implementing IDB programs and Technical Cooperations in the same area being the most recent example UR-T1103.



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República Oriental del Uruguay
Ministerio de Economía y Finanzas

Montevideo, 22 de Mayo de 2015

Sr. Juan José Taccone
Representante en Uruguay del
Banco Interamericano de Desarrollo
Presente

**Ref. : Solicitud Asistencia Técnica "Creación de un Plan
de Construcción de la cartografía digital Catastral."**

De mi mayor consideración:

Tengo el agrado de dirigirme a Ud. en relación al interés manifestado por la Dirección Nacional de Catastro, de contar con apoyo técnico y financiero del BID, a través de una cooperación técnica no reembolsable por un monto de hasta US\$ 600.000, a los efectos de apoyar la creación de un plan de construcción de la cartografía digital Catastral, detallada y de precisión. Se adjunta copia de la nota de fecha 14 de mayo del presente remitida por la Dirección Nacional de Catastro.

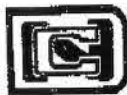
Le confirmamos la No Objeción de este Ministerio a la propuesta de asistencia referida, y agradecemos se nos mantenga informados sobre los avances de dicha cooperación técnica.

Sin otro particular, saluda a Ud. muy atentamente,

Danilo Astori
Ministro de Economía y Finanzas
República Oriental del Uruguay



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DIRECCIÓN NACIONAL DE CATASTRO

Para: Cra. Mariella Maglia
Unidad Coordinadora de Proyectos

De: Ec. Sylvia Amado
Directora Nacional de Catastro

Asunto: Solicitud de Cooperación Técnica

Fecha: Montevideo, 14 de mayo de 2015

Me dirijo a Uds. A fin de manifestar el interés de este organismo en solicitar al Banco Iberoamericano de Desarrollo (BID) apoyo técnico y financiero por un monto de hasta U\$S 600.000 (dólares americanos, seiscientos mil) a ejecutar en 12 meses, a través de recursos de cooperación técnica no reembolsables, para la creación de un plan de construcción de la cartografía digital Catastral, detallada y de precisión.

El proyecto se plantea para definir una metodología específica y eficiente para resolver los problemas relacionados a la falta de precisión posicional de la cartografía catastral actual, a través del levantamiento de nueva cartografía de precisión circunscripta a la localidad de Canelones, y de la zona rural circundante, utilizando diferentes tecnologías, a modo de ensayo piloto en un área acotada.

Esta iniciativa beneficiará en forma directa, a la institución que obtendrá una metodología probada al contar con mapas catastrales de precisión. De esa manera, permitirá conocer cómo replicarla al resto del país, y así beneficiar a los usuarios de información geográfica catastral, tanto provenientes de otros organismos del sector público, como



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empresas del sector privado y la ciudadanía en general que haga uso de información cartográfica respecto de los bienes inmuebles y del territorio en su conjunto.

El proyecto de cooperación técnica contendría cuatro componentes: (I) compra de imágenes y confección de mapas para el área geográfica pre-definida; (II) consultoría técnica para su tratamiento; (III) apoyo topográfico local y (IV) programa de capacitación en Corea.

La Dirección Nacional de Catastro, como responsable del desarrollo de la cartografía catastral del país, se encuentra abocada al cumplimiento de un programa de actualización masiva de la misma. La cartografía actual es la misma que se viene manejando desde hace 40 años, por todos los organismos del Estado, que manejan información geográfica, con todos los problemas de precisión que la misma posee.

El Instituto de Datos Espaciales (IDE) de Uruguay ha identificado como fundamental el hecho de contar con una cartografía catastral - considerada capa básica de cualquier IDE - moderna y de precisión que cumpla con todos los requerimientos que los organismos estatales demandan hoy en día para planificación y desarrollo de sus objetivos sobre el manejo del territorio.

Atentos saludos



Directora Nacional de la
Dirección Nacional de Catastro

Ec. Silvia Amado Aparicio

MEMORANDUM OF UNDERSTANDING
BETWEEN THE URUGUAYAN NATIONAL CADASTER
AND KOREA LAND & GEOSPATIAL INFORMATIX CORPORATION
ON THE IMPROVEMENT OF GEOLOCATIONAL ACCURACY OF
CADASTRAL MAP

The National Cadaster (NC) of the Oriental Republic of Uruguay and LX Korea Land and Geospatial Informatix Corporation (LX) of the Republic of Korea (hereinafter “the parties”) in the context of the Memorandum of Understanding signed on 6th May 2013 between the Korean Ministry of Land, Infrastructure, and Transport and the Uruguayan National Agency for the Development of Electronic Management and Information Society (AGESIC), have agreed on the following:

Background and Objective

In recent years National Cadaster has undertaken a series of reforms aimed at modernizing the cadastral registration and management, both from a technological and organizational standpoint, with a strong element of openness of information and ease of access to the public. The NC has taken decisive steps to develop a unified virtual system that integrates the different services already deployed while incorporating new services – both at headquarters and decentralized offices. With the support of the IDB Technical Cooperation UR-T1103, the NC through LX carried out a detailed diagnosis of current operation and created strategies to improve and unify the virtual services provided by the National Cadaster. Based on the analysis, it was detected that one of the constraints that still undermine the proper functioning of cadastral services is the relative inaccuracy of the Cadastral Maps. In the same line the Uruguayan National Institute of Spatial Data (IDE) has also considered that improving the geolocational accuracy of the Cadastral Maps is a priority.

In this context, in Resolution dated xxxxx, 2016, the President of the Republic approved the Draft Technical Cooperation Agreement to be signed between the Oriental Republic of Uruguay and the Inter-American Development Bank (IDB) in the amount of up to US\$ 600,000 (six hundred thousand dollars of the United States of America) in support of the project to find the best approach to improve the geolocational accuracy of the Cadastral Maps in the Department of Canelones. Accordingly, on xxxx, 2016, the Inter-American Development Bank and the Korean Public Capacity Building Fund(KPCF) have agreed with the Ministry of Economy and Finance of Uruguay, to provide the Technical Cooperation No. UR-T1135 (here in after “TC”) to contribute with the National Cadaster in strengthening its technology and system.

- 1) **Activities:** In the context of the TC, the parties agree upon the following activities to be conducted by the LX:
- a) Mapping of the Department of Canelones includes: (i) UAV image in the urban area of 12km²; (ii) satellite image in the rural area of 64km²; (iii) vectorising and cadastral mapping; and (iv) land surveying related to cadastral mapping. As part of this component, and making use of the pilot case of Canelones, a new methodology will be developed to guide future upgrade efforts in the rest of the country. The cost of the Mapping and Consultancy will include travel and other related expenses for the mission to Uruguay. The budget for this activity is US\$438,000.
 - b) Training program provided which will invite 10 experts of the Uruguayan National Cadaster to Korea for 2 weeks to share the experiences and the advanced technologies in the field of GIS from LX. The cost of the Training will include travel and other related expenses for invitation to Korea. The budget for this activity is US\$90,000.
- 2) **Schedule baseline:** The implementation period of the TC is 24 months. Notwithstanding the duration, the parties agree that the operation can be closed earlier if LX completes all activities.
- 3) **Budget:** The total cost of this operation is US\$642,000, which include US\$600,000 financed by the Korean Public Capacity Building Fund, and US\$42,000 by the NC provided in kind (which correspond to time of public officials).

(UNIT: US\$)

Activity	Description	IDB Funding	Uruguay	Total Funding
Component 1. Mapping of Canelones	Image Acquisition and Mapping	166,000		
	Consulting	272,000		
	Local GCPs Surveying Fees and Kick-off & Wrap-up Ceremony (by the National Cadaster)	72,000		
	Subtotal	510,000		
Component 2. Capacity Building	Overseas training in Korea	90,000		
	Subtotal	90,000		
Administrative expenses evaluation			42,000	
Total		600,000	42,000	642,000

- 4) **Financing:** The parties agree that the Uruguayan National Cadaster will transfer US\$528,000 of the TC funds to LX in exchange for the scope detailed in "Clause 1) Activities."

- 5) **Resolution of Controversies:** The parties agree that any discrepancy over the interpretation of this Memorandum of Understanding will be solved by a mutual consultations.
- 6) **Duration:** This Memorandum will become effective on date of its signature, and will expire when the parties agree to cancel it.

Signed in duplicate in Montevideo, the Oriental Republic of Uruguay, on xxxx, 2016

**For the National Cadaster of the
Oriental Republic of Uruguay**

**For the Korea Land and Geospatial
Informatix Corporation of the
Republic of Korea**

Sylvia Amado

Director

Kim Young Pyo

President

PROCUREMENT PLAN FOR NON-REIMBURSABLE TECHNICAL COOPERATIONS										
Country: Uruguay					Executing agency: Ministry of Economy and Finance			Public Sector		
Project Number: UR-T1135					Title of Project: Improvement of the Locational Accuracy of the Cadastral Map					
Threshold for ex-post review of procurement			Goods and services (in US\$):			Consulting services(in US\$):		520,000		
Item Nº	Ref. AWP	Description (1)	Estimated contract cost (US\$)	Procurement Method (2)	Review of procurement (ex-ante or ex-post) (3)	Source of financing and percentage		Estimated date of the procurement notice or start of the contract	Technical review by the PTL (4)	Comments
						IDB %	Local %			
		Componente 1								
		Firmas Consultoras								
1		Mapping of Canelones	510,000	DC	ex - ante	100	0	Feb-16	ex - ante	The Korea Land / Geospatial Informatix Corporation (KLGC) will be hired, since this work is a continuation of the study done by the KLGC under the UR-T1103. The modality of the DC will through a Memorandum of Understanding between the Government of Uruguay and the KLGC
		Componente 3								
		Individual Consultants								
2		Evaluation and auditing	10,000	IICQ	ex - ante	100	0	Aug-17		
Total			520,000	Prepared by:			Date: DEC/2015			
<p>(1) Grouping together of similar procurement is recommended, such as computer hardware, publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading, with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value of US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1".</p> <p>(2) Goods and works: CB: Competitive bidding; PC: Price comparison; DC: Direct contracting.</p> <p>(2) Consulting firms: CQS: Selection Based on the Consultants' Qualifications; QCBS: Quality and cost-based selection; LCS: Least Cost Selection; FBS: Selection under a Fixed Budget; SSS: Single Source Selection; QBS: Quality Based selection.</p> <p>(2) Individual consultants: IICQ: International Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection.</p> <p>(3) Ex-ante/ex-post review: In general, depending on the institutional capacity and level of risk associated with the procurement, ex-post review is the standard modality. Ex-ante review can be specified for critical or complex process.</p> <p>(4) Technical review: The PTL will use this column to define those procurement he/she considers "critical" or "complex" that require ex ante review of the terms of reference, technical specifications, reports, outputs, or other items.</p>										