

## TC Document

### I. Basic Information for TC

▪ Country/Region:	Regional	
▪ TC Name:	Promoting Open Government, Innovation and Open Data in Latin American & the Caribbean countries (LAC)	
▪ TC Number:	RG-T3225	
▪ Team Leader/Members:	Nicolás Dassen (IFD/ICS), Team Leader; Arturo Mueente (IFD/ICS), Alternate Team Leader; Darinka Vasquez, Nathalie Hoffman (IFD/ICS); Ana Laura Sposito Gutierrez (KIC/KLD); Monica Centeno (LEG/SGO)	
▪ Indicate if: Operational Support, Client Support, or Research & Dissemination:	Research & Dissemination	
▪ Date of TC Abstract authorization:	May 31, 2018	
▪ Beneficiary (countries or entities which are the recipient of the technical assistance):	IDB Borrowing Member Countries	
▪ Executing Agency and contact name	Inter-American Development Bank (IDB) through the Innovation in Citizens Services Division (IFD/ICS)	
▪ Donors providing funding (amount and Fund's name):	US\$140,000	Transparency Trust Fund (AAF)
	US\$450,000	Ordinary Capital Strategic Development Program for Institutions (INS)
▪ IDB Funding Requested:	US\$590,000	
▪ Disbursement period:	24 months (disbursement and execution)	
▪ Required start date:	August 15, 2018	
▪ Types of consultants:	Individual and Firms consultants	
▪ Prepared by Unit:	IFD/ICS	
▪ Unit of Disbursement Responsibility:	IFD/ICS	
▪ TC Included in Country Strategy (y/n):	N	
▪ TC included in CPD (y/n):	N	
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Strengthen institutional capacity and the rule of law	

### II. Objectives and Justification of the TC

- 2.1 **Objective:** Support the Open Government agenda and foster transparency in Latin American & the Caribbean countries (LAC) through innovative approaches enabled by digital technology and citizen's participation. The specific objectives are to: (i) enhance open government and transparency by improving access to public information through the implementation of information systems and open data portals; and (ii) support the design of innovative solutions to improve public service delivery with the participation and collaboration of citizens.
- 2.2 **Justification:** Despite the difficulty of measuring the overall level of trust, openness and innovation, some indicators and reports shed some light on the challenges ahead.

The average **satisfaction with democracy and trust** in the government decreased in Latin America from 34% to 30% (Latinobarometro, 2017). The average of the **government approval** rate reached a peak at 60 % in 2009 but since then it has been decreasing gradually to a low point of 36 % in 2017 (Latinobarometro).

- 2.3 On **access to information**, according to the Global Right to Information Rating, countries have vast room for improvement. More than half of the countries' scores range between 60 and 100 out of a maximum of 150 points. In fact, only Mexico and El Salvador are among the top 10 countries at global level.<sup>1</sup>
- 2.4 According to the **Global Innovation Index** 2017 (GII), LAC countries are far from being at the top. In comparison with 2016, Chile (46th) was downgraded two positions but is still leading in LAC; Costa Rica (53th) lost eight positions; and Mexico (58th) lost three positions.<sup>2</sup> Results from the UN e-government survey show that Uruguay obtained 0.7/1, becoming a leader in e-government followed by Argentina and Chile both with 0.69/1. The region average is 0.52/1, much lower than Europe's average of 0.72/1.<sup>3</sup>
- 2.5 LAC countries are undertaking several efforts to regain citizen's trust. These efforts focus mostly on improving transparency of public-sector activities and decisions but also include making government's more responsive to citizen's demands and needs. In this sense, governments are bringing innovative approaches to open-up and become more transparent and to include citizens to engage in design thinking methodologies to improve the delivery of public services.
- 2.6 Open Government promotes a citizen-centric approach based on the principles of transparency, accountability and collaboration, supported by new technologies as way to strengthen democratic systems and improve public sector delivery (Winds of Change II, Ramírez-Alujas & Dassen, 2015). Several governments in LAC have been undertaking this new approach through several actions such as joining the Open Government Partnership (OGP), increasing the publication of information and data sets in open data formats, and enhancing innovation through the creation of public innovation labs to test new methodologies and improve public service delivery.
- 2.7 More specifically, Argentina has been making improvements by creating the Agency of Access to Public Information to oversee the implementation of the 2016 Access to Information Law N° 27.275. Nevertheless, the Agency still needs systems to help track the compliance of active transparency obligations within the Executive branch, and to produce statistics to help monitor the timeliness and extent of public agencies' responses to requests of access to information.
- 2.8 Since 2011, 16 countries of LAC had joined the Open Government Partnership (OGP), a global voluntary initiative with the objective of securing commitments from governments to promote transparency, empower citizens, fight corruption, and

---

<sup>1</sup> Typical weaknesses were the limited scope, over-broad exceptions regimes, shortcomings in oversight and appeal mechanisms, and lack of legal requirements to promote awareness of the public's right of access to information. See <http://www.rti-rating.org/about/>.

<sup>2</sup> See [http://www.wipo.int/edocs/pubdocs/en/wipo\\_pub\\_gii\\_2017.pdf](http://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2017.pdf). Following these countries and ranking in the top half of the GII this year, is Panama (63rd). The top 100 economies overall include Colombia (65th), Uruguay (67th), Brazil (69th), Peru (70th), Argentina (76th), Dominican Republic (79th), Jamaica (84th), Paraguay (85th), Trinidad and Tobago (91st), Ecuador (92nd), and Guatemala (98th). The remaining economies in the region rank below 100 in the GII this year: El Salvador (103rd), Honduras (104th), and the Plurinational State of Bolivia (106th).

<sup>3</sup> <https://publicadministration.un.org/egovkb/en-us/Data/Region-Information>.

harness new technologies to strengthen governance. The IDB joined efforts with the OGP in 2013<sup>4</sup> to help member countries comply with their commitments. According to a recent report, in a two- year period, 1 out of 3 commitments made by countries are implemented, due to the lack of funding and technical capacity.<sup>5</sup>

- 2.9 The IDB has supported the Open Government agenda in region and has achieved important results. Since 2013, the Bank has assisted 10 countries<sup>6</sup> to comply with OGP activities and has also contributed to the Open Government Regional Summits of 2014 and 2016, and the Global Summit of 2015. In partnership with the Organization of American States, the Bank worked with more than 40 young leaders in the region, to develop open government solutions through the Open Government Fellowship. In Mexico, through the TC ME-T1351, the IDB is helping with the proposal of innovative open government solutions to tackle corruption to which several international experts contributed.
- 2.10 Other important achievements came in terms of citizen collaboration to improve public services. In Uruguay, through the GovApp project (RG-T2709), the Bank supported the development of mobile apps and platforms: The first one, is an app called **¿Dónde Reciclo?** to improve recycling and garbage collection in Montevideo. The second one, called **PormiBarrio**, is a platform to request reparations in public spaces (potholes, traffic lights, etc.), at the city of Rivera. In Peru, a non-governmental organization is collaborating with the municipality of San Isidro to implement a project of Internet of Things (IoT) to capture data in real time of air quality and noise.
- 2.11 Regarding Open Data, the region still has a mixed record, despite the existence of regional bodies (for instance, the Open Data working group in the Latin America and the Caribbean eGovernment Network) and annual events. Countries like Mexico, Brazil and Uruguay are global leaders in this field. However, most of the countries in the region still must prepare and implement open data initiatives before reaping the benefits of economic growth and innovation that other countries around the globe have seen. Among the main challenges in the region are the adoption of common standards for data publication that affect the quality of data, strengthening institutionalization of open data initiatives, and capacity building among supply (mostly government officials in charge of data publication) and demand (understanding of data science among entrepreneurs, journalists, and private sector at large).
- 2.12 The IDB has been supporting the open data agenda in the region. On top of support to specific countries' open government commitments, the Bank has helped design a guide on open data in anticorruption, which has been applied in Mexico. Additionally, it is currently supporting the subnational open data agenda in Argentina and has helped the government of Costa Rica in training public officials.
- 2.13 Public Sector Innovation (PSI) units such as the innovation labs are being established by governments to bring new insights and approaches to open up governments promoting the use of open data and enhancing citizen collaboration through the implementation of design thinking methodologies for policy design and the delivery of public services. Indeed, PSI labs work a mix of human-centered methods and other

---

<sup>4</sup> The LAC member countries of OGP are Argentina, Brazil, Chile, Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, the Dominican Republic, Trinidad and Tobago, and Uruguay. See <http://www.opengovpartnership.org/>.

<sup>5</sup> [Why OGP Commitments Fall Behind, by Renzo Falla, 2017.](#)

<sup>6</sup> Peru, Colombia, Chile, El Salvador, Mexico, Honduras, Uruguay, Argentina, Paraguay and Trinidad and Tobago.

approaches that in many cases include the testing of new technologies before scaling them up.

- 2.14 In specific, this TC will support the innovation lab in Uruguay to explore possible uses to implement a gamified application and Blockchain<sup>7</sup> in the public sector. Regarding Gamification, the challenge is to adapt and apply this technique to increase the use of digital solutions by citizens, public officials and the private sector. In the case of Blockchain, the challenge is to implement it to improve government services such as land registries, voting systems and contracting. Thus, it is important to carry-out a gap analysis in different public agencies to identify the potential areas and what is needed to implement this powerful technology (e.g. assess the potential impacts of blockchain and its influence on regulation, cybersecurity and data privacy).
- 2.15 **Operational Support:** Regarding Argentina, the Bank is supporting the implementation of the Access to Public Information Law as part of a broader effort to support the transparency and integrity agenda in that country through the AR-L1268 already approved and the next phase currently in pipeline (AR-L1303). Likewise, in Uruguay, this TC complements the “Program for Improvement of Public Services and State-Citizen Interaction” (UR-L1109) and the TC UR-T1122 that is supporting its public innovation lab obtaining good results applying design thinking methodologies to digitalize public services.<sup>8</sup>
- 2.16 **Strategic Alignment.** This TC is aligned with the cross-cutting theme Strengthen institutional capacity and the rule of law selected in the Update to the Institutional Strategy 2010-2020. In specific it is aligned to the Development Challenge of document AB-3008 **Low productivity and innovation** (2.b.2) that states that most LAC countries underperform with respect to other countries with comparable income levels, as measured by intensity of research and development (R&D).
- 2.17 Additionally, the TC is aligned with the Transparency Fund’s objective to strengthen the capacity of IDB member countries to prevent and control corruption by implementing transparency policies, tools and mechanisms. Particularly, the TC is aligned with the Fund’s Open Government pillar, which, among other things, aims at: (i) conducting assessments for and/or design and monitoring of open government policies, strategies and action plans; and (ii) help countries to build or strengthen their capacities by implementing innovative open government solutions.
- 2.18 This TC is aligned with the priorities set by the Strategic Program for the Development of Institutions (INS). **Institutional settings.** The proposed Data Governance study will help highlight responsibilities within a sector in terms of ownership and access to information in open formats. **Challenges of the Digital Revolution.** The proposed sectorial Open-Up Guide will address one of the main challenges that open data faces, namely, the lack of standards and quality control that in turn hinders innovation. Additionally, the training on open data for public officials will help build capacity within public administrations of the region. **Promote dialogue and knowledge exchange.** Support to the organization of a regional event will allow us to emphasize the

---

<sup>7</sup> Gamification presents itself as a solution to engage citizens in the use of digital services that consists of game-design elements in non-game contexts (Deterning et. Al, 2011). In the public sphere, it helps to engage and motivate users to adopt government systems and services as well as to create a specific culture within an organization. Hence, Gamification usually includes elements to encourage collaborative, productive and supportive behavioral changes (Alloghani et. al, 2017).

<sup>8</sup> So far, the lab digitalized 33 transactional public services within 10 public agencies, and with the intervention of 154 public officials and 83 citizens in their workshops.

importance of knowledge sharing and is an integral part of the communications strategy for the TC, as it will allow for a regional audience to present the results of the different studies.

### III. Description of activities/components and budget

- 3.1 This TC is organized under three components: (i) Support in the development of Open Government solutions and Action Plans; (ii) Fostering innovative solutions enabled by new technologies; and (iii) Support to Open Data activities. In addition to direct beneficiaries, when applicable, the private sector and civil society, will be included in the activities for the dissemination of knowledge products.
- 3.2 **Component I. Open Government (US\$140,000 AAF):** The objective is to support for the development of Open Government solutions and Action Plans. Activities and outputs in this component include: (i) support the Access to Public Information Agency of Argentina for the re-vamp of existing information systems, including a search engine to allow citizens and organizations to track their access to information requests and publishing performance indicators to measure the Agency's effectiveness; (ii) provide technical support to OGP countries to draft their fourth Open Government Action Plan. This support will be provided to at least one-member country selected by a panel through a Call of Proposal process. The proposal must include consultation panels with civil society and other government agencies to be considered for financial and technical assistance<sup>9</sup>; and (iii) support the regional Conference on Open Government for the Americas to be held in 2019 by proposing panels to showcase results of IDB open government projects and promote south-south collaboration.
- 3.3 **Component II. Innovation (US\$155,000 INS):** The objective is to contribute to design innovative solutions enabled by new technologies to improve public service delivery. Particularly, this component is focused on improving the technical capacity of Uruguay's Public Innovation to position itself as reference for knowledge and innovation in LAC. The activities of this component are the following: (i) develop a technical proposal on the uses and implementation of gamification in Uruguay's public sector as a strategy to enhance the use of government digital solutions by citizens, public officials and private sector; (ii) develop a prototype to test gamification for a particular identified public service; (iii) gap analysis report to analyze the feasibility of implementing blockchain in different public processes in Uruguay by assessing the impact on regulatory and legal aspects, privacy and cybersecurity; and (iv) support regional dialogue on innovation by disseminating the products of this component through the Innovation Working Group of the GEALC network (e-government agencies network of LAC, sponsored by the Organization of the American States and the IDB).
- 3.4 **Component III. Open Data (US\$295,000 INS):** The objective of this component is to help the region overcome some of the challenges that have been identified regarding open data publication and use. The specific activities included are: (i) design and implement a methodology for a Data Governance study to better understand the flow, ownership, and access levels of data within a sector or an institution; (ii) design and

---

<sup>9</sup> Countries will be selected by a panel formed by OGP and IDB (KIC and ICS) after carefully reviewing the proposal based on the following criteria: i) ability to generate results; ii) relevance of the activities financed by this TC in the operational priorities and dialogue between the IDB and each country; iii) incorporation of civil society organizations within the implementation process; iv) adoption of institutional and budgetary arrangements to ensure the sustainability of the solution generated; v) feasibility of an impact assessment.

implement an “Open Up Guide” in a sector to be determined (the Justice sector has been discussed due to its relevance in existing operations in ICS, social sectors such as Education or Health have been raised by countries counterparts as high impact ones, and Climate Change as a cross cutting sector of importance both to the Bank and some member countries), aiming at promoting the opening of common databases in a sector across countries, as well as assessing the quality of the data published<sup>10</sup>; (iii) deliver an open data training for public officials in a country to be determined (Argentina, Honduras, and El Salvador have expressed interest<sup>11</sup>) to improve the knowledge of public officials on open data and consequently increase the supply of open government data; (iv) implement a demand assessment study that will help understand demand for data in a specific sector; (v) carry out a study on the economic impact of open data, applied to a specific beneficiary country and assessing the contribution that activities carried out by the Bank have had on it<sup>12</sup>; and (vi) promote dialogue and knowledge exchange by supporting ConDatos 2019, the annual regional open data event<sup>13</sup>. All the activities included in this TC will be carried out in coordination with partners inside the Bank (CCS, SCL, INDES, and several COF have expressed interest in supporting these activities).

**3.5 Indicative Budget.** The total amount of this TC is US\$590.000, financed by the Transparency Trust Fund (AAF) US\$140.000 and by the Ordinary Capital Strategic Development Program for Institutions (INS) US\$450.000. There is no local contribution and the budget details are in the following table:

**Indicative Budget (US\$)**

Activity/Component	Description	IDB/Fund Funding	Total Funding
<b>Component I - (AAF)</b>	<b>Support the development of Open Government solutions and Action Plans</b>	<b>140,000</b>	<b>140,000</b>
Support the Access to Public Information Agency (Argentina)	Technical and financial support to develop re-vamp an information system.	100,000	100,000
Design of an OGP Action Plan (country to be determined)	Technical and financial support for drafting and Action Plan with civil society and public agencies participation.	20,000	20,000
Open government regional conference	Support panels and the organization of a regional conference in Open Government in 2019.	20,000	20,000
<b>Component II - (INS)</b>	<b>Fostering innovative solutions enable by new technologies</b>	<b>155,000</b>	<b>155,000</b>
Gamification strategy (Uruguay)	Proposal of a gamification strategy.	20,000	20,000
Gamification Prototype (Uruguay)	Development of gamification prototype.	40,000	40,000
Blockchain gap analysis assessment	Analysis of feasibility to implement blockchain in certain processes.	25,000	25,000

<sup>10</sup> Selection of the sector on which the guide will be implemented will be based on priorities set by both the country counterpart and IDB colleagues (sector specialists and country office).

<sup>11</sup> Since the course is online, the cost of including an additional group of officials is marginal. That being said, only countries / government entities that formally request the course will be included in the delivery this year, on a first-come, first-served basis and in coordination with any limits set by the e-learning platform that INDES will provide.

<sup>12</sup> The country will be selected based on the stage of deployment of the initiatives that have been supported both by this TC and RG-T2976 to have a better understanding of the impact of IDB-funded initiatives.

<sup>13</sup> Support to CONDATOS includes but is not limited to: participation in the organization of the event, logistics support, and travel support for key attendants and/or speakers.

Activity/Component	Description	IDB/Fund Funding	Total Funding
Develop innovative solutions to improve public service delivery	Support to the Innovation agenda in the Region.	40,000	40,00
Knowledge generation and dissemination within the innovation community	Knowledge on the use and implications of technology-based solutions and citizen centric methodologies in the public sector.	30,000	30,000
<b>Component III - (INS)</b>		<b>295,000</b>	<b>295,000</b>
Data Governance study	Study to help understand the flow, ownership and access levels of information in an institution.	30,000	50,000
Open-Up Guide	Applied to a sector, the Open Up Guide will identify specific information that should be published and assess quality of information if published and readiness if not.	100,000	100,000
Training in open data for public officials	The course will allow public officials understand the value of open data and promote both publication and usage in government.	60,000	65,000
Demand study	This study will allow to showcase the results.	50,000	50,000
Study on the Impact of Open Data	Assess the potential economic impact of open data in one of the benefited countries and how the activities funded by this TC improved the likelihood of success.	25,000	25,000
Regional event		30,000	30,000
<b>TOTAL</b>		<b>US\$590,000</b>	<b>US\$590,000</b>

#### IV. Executing agency and execution structure

- 4.1 The TC will be executed by the Inter-American Development Bank (IDB). The Innovation for Citizen Services Division (ICS) will be in charge of the general coordination and technical supervision. The sectorial specialist will be Nicolás Dassen (IFD/ICS).
- 4.2 The Bank, through ICS, has worked for several years in collaboration with the governments of the region in the design and implementation of open government, open data and innovation solutions in LAC, positioning it as a benchmark in the area. In addition, the Bank has specific experience in the execution of the activities foreseen in this TC, particularly through the following TCs: Open Government for Citizens (RG-T2399), Support to the Innovation Lab in Uruguay (UR-T1122), Open Government and Public Innovation Labs (RG-T2967), and Open Data for Inclusion and Transparency in LAC (RG-T2976).
- 4.3 **Coordination with other Departments and monitoring arrangements:** The team leader will monitor the implementation of the different activities by holding regular virtual meetings with team members and technical teams from the beneficiary countries. The TC will also maintain close collaboration with other Divisions of the Vice Presidency of Sectors (VPS), particularly with the Knowledge, Innovation and Communication Department (KIC/KIC). Also, the TC will coordinate with other Divisions at IFD such Technology and Innovation Division CTI/IFD; and working teams such as the Blockchain IDB group and the IFD innovation team.

- 4.4 **Formal country requests:** Technical assistance will be provided at the request of the beneficiary countries. Client requests were received from Argentina and Uruguay (see Annex I).
- 4.5 **Complementarity with other events:** Support to the OGP Conference included in component 1, will adequately complement the Public Integrity Network that is being co-sponsored by the IDB and the OECD launched in 2017, which Second meeting will be hosted in Peru, during October 2018. The complementarity is given by: (i) public officials that represent their countries in OGP are different from the ones that participate in the public integrity network; and (ii) the topics discussed at the OGP conference are different than those discussed in the IDB-OECD network. While in the former is focused in the OGP process itself, like the implementation of commitments and the evaluation of results, the latter is focused in policy dialogue regarding specific aspects of corruption prevention in the region.
- 4.6 **Procurement:** The Bank will contract the services of individual consultants and firms, as well as different consulting services in accordance with the procurement policies and procedures in force at the Bank. The TC will be governed by the Operational Guidelines for Technical Cooperation Projects (GN-2629-1), the Human Resources Department Manual AM-650, the Policy for the Selection and Contracting of Consulting Firms in Bank-Executed Operational Work (GN-2765-1), and the Corporate Procurement Policy (GN-2303-20).
- 4.7 The implementation of the Open-up Guide will be single-sourced to the International Open Data Charter. The Charter has previously designed the Open-Up Guide on Anticorruption and successfully applied it to Mexico with support from the Bank. In this case, the Bank will not only support the implementation but also the design of an Open-Up Guide to a new sector, and the Charter has unique expertise for the design of such tool. To avoid any future dependence on the Charter for other sectors, a by-product of this activity will be an open methodology on how to create Open-Up guides in other sectors in the future. Similarly, the Demand Study will be single-sourced to the New York University GovLab. A first iteration of this study has been carried out by the NYU in Costa Rica specifically on civil society demand for climate change data. As we move to a different sector in a different demand segment in a new country, we see this as a continuation of work that should help improve the methodology that was utilized in Costa Rica. As with the Open-Up Guide, we expect that by the end of this study an open methodology will be published so that future demand studies can be carried in any sector and for any demand segment by other parties.

## V. Major issues

- 5.1 **Risks.** No significant risks are expected. However, the low technical capacity of the counterparts in the areas of innovation might slow down the implementation of the first component of the second component of this TC. In order to mitigate this risk, the Bank will provide assistance through specialized teams that will facilitate drafting Terms of Reference and developing open government solutions.
- 5.2 **Sustainability:** Appropriation of the products by beneficiary countries will be assured. Products will be closely implemented in coordination with technical teams. In regard with Argentina, the system to be developed is core for the compliance of the legal mandate of the access to information agency, which has enough budget to maintain it after delivery. Regarding Uruguay, the support will contribute with the objectives of the



Agenda Uruguay Digital 2020, the government policy to advance in the digitalization of the country. Regarding OGP Action Plans, sustainability will be given because commitments usually count with budget to be implemented and because OGP counts with an Independent Review Mechanism to monitor the compliance of National Action Plans.

**VI. Exceptions to Bank policy**

- 6.1 No exceptions to Bank policy apply.

**VII. Environmental and Social Strategy**

- 7.1 According to the results of the IDB “Safeguards Policy Filter Report”, and the safeguard and Environmental Policies (OP-703), this operation is classified as Category “C”, given the low impact on environmental and social issues. (See [Safeguard Policy Filter Report](#) and [Safeguard Screening Form](#)).

**Required Annexes:**

- Annex I. Letter of Request.
- Annex II. Results Matrix.
- Annex III. Terms of Reference.
- Annex IV. Procurement Plan.



República Argentina - Poder Ejecutivo Nacional  
2018 - Año del Centenario de la Reforma Universitaria

### **Nota**

**Número:**

**Referencia:** Solicitud de Cooperación Técnica No Reembolsable (CTNR) para el Proyecto de:  
"Fortalecimiento de la  
Agencia de Acceso a la Información Pública"

**A:** José Luis Lupo (BID),

**Con Copia A:**

---

**De mi mayor consideración:**

Tengo el agrado de dirigirme a usted con relación a la solicitud de la Cooperación Técnica No Reembolsable (CTNR) del Banco Interamericano de Desarrollo (BID) con destino al fortalecimiento de la Agencia de Acceso a la Información Pública (AAIP).

Al respecto, con fecha 5 de abril del corriente año la Subsecretaría de Evaluación Presupuestaria e Inversión Pública de Jefatura de Gabinete de Ministros remitió a esta Subsecretaría NO-2018-14446223-APN-SSEPIP#JGM, la cual se embebe a la presente, solicitando se efectúen las gestiones pertinentes a fin de tramitar dicha CTNR.

El objetivo general de la mencionada CTNR, es fortalecer a la AAIP en el diseño de una solución para la implementación de herramientas colaborativas a fin de brindar efectivo acceso a la información pública y definir procesos efectivos para denuncias relacionadas con los datos personales. Este proyecto tiene la misión de contribuir con el cumplimiento de la Ley de Acceso a la Información Pública N° 27.275 y la Ley de Protección de Datos Personales N° 25.326.

Para alcanzar dicho objetivo, el proyecto cuenta con tres componentes: 1. Apoyo para la generación de un diagnóstico y propuesta de solución; 2. Apoyo en la generación de protocolos y estándares de publicación de información y bases de datos y 3. Apoyo para el diseño e implementación de herramientas colaborativas e innovadoras para publicación de información pública. El monto total de la CTNR es de DÓLARES ESTADOUNIDENSES CIENTO MIL (USD 100.000.-).

Asimismo, se hace saber que la mencionada CTNR no implicará la disposición de recursos, toda vez que

los fondos serán gestionados y ejecutados directamente por el BID.

Por todo lo expuesto, se solicita a usted tenga a bien efectuar las gestiones necesarias a los efectos de la obtención de la CTNR solicitada.

Sin otro particular saluda atte.



República Oriental del Uruguay  
Ministro de Economía y Finanzas

Montevideo, 24 de Mayo de 2018

Sr. Morgan Doyle  
Representante en Uruguay del  
Banco Interamericano de Desarrollo  
Presente

**Ref.: RG-T3225 "Promoviendo Gobierno Abierto,  
Innovación y Datos Abiertos en América Latina y El  
Caribe.**

De mi mayor consideración:

Tengo el agrado de dirigirme a usted en relación a la solicitud de la Agencia de Gobierno Electrónico y Sociedad de la Información y del Conocimiento (AGESIC) en su nota de fecha 23 de Mayo del presente, que se adjunta, de participar en estudios y actividades a ser impulsadas y financiadas por el Banco mediante el proyecto de la referencia.

A través de la participación en dicho proyecto, se busca impulsar tecnologías innovadoras en los distintos proyectos y programas definidos en el Plan de Gobierno Digital 2020, para fortalecer el uso y la evolución tecnológica de los activos digitales generados por AGESIC.

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

18 MAY 25 15:51

BID URUGUAY

Montevideo, 23 de mayo de 2018

Señor  
Ministro de Economía y Finanzas  
Cr. Danilo Astori

**N° S/096/2018**  
**Ref.: Proyecto Regional de Cooperación**  
**Técnica No Reembolsable RG-T3225**

Estimado Cr. Astori:

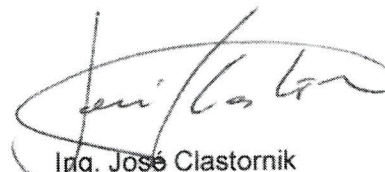
Tengo el agrado de dirigirme a usted a efectos de manifestar el interés de AGESIC en participar en estudios y actividades a ser impulsadas y financiadas por el Banco Interamericano de Desarrollo (BID) mediante el Proyecto Regional de Cooperación Técnica No Reembolsable RG-T3225 "Promoviendo Gobierno Abierto, Innovación y Datos Abiertos en América Latina y El Caribe."

A través de dicho proyecto, entre cuyos objetivos específicos se incluye el apoyo para diseñar soluciones innovadoras para mejorar la prestación de servicios públicos, se busca impulsar tecnologías innovadoras en los distintos proyectos y programas definidos en el Plan de Gobierno Digital 2020, a través de proyectos pilotos, para fortalecer el uso y la evolución tecnológica de los activos digitales generados por la Agencia.

Estas iniciativas se enmarcarán en el proceso de transformación digital del Gobierno, en las áreas conceptuales de Gobierno Eficiente, Gobierno Cercano, Gobierno Inteligente y Gobierno Abierto.

En ese sentido se solicita el aval de ese Ministerio ante el BID para la participación de AGESIC en actividades a ser financiadas por esta cooperación técnica no reembolsable.

Sin otro particular, saluda a usted atentamente,

  
Ing. José Clastornik  
Director Ejecutivo

CP/CA/as

Torre Ejecutiva Sur - Liniers 1324, piso 4  
Montevideo - Uruguay  
Tel (+598) 2901.2929  
[www.agesic.gub.uy](http://www.agesic.gub.uy)



## Results Matrix

### Outcomes

<b>Outcome:</b> 1 Support the Open Government agenda and foster transparency in Latin American & the Caribbean countries coaches enabled by digital technology and citizen's participation									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP
1.1 Transparency Portals		Platform	0.00	2018	FINAL REPORT OF THE PORTAL IMPLEMENTATION	P		1.00	1.00
						P(a)		1.00	1.00
						A			
1.2 Open Government Plans		Action Plan	0.00	2018	OGP PLANS	P		1.00	1.00
						P(a)		1.00	
						A			
1.3 Open Data Portals		Portal	0.00	2018	FINAL REPORT ON THE IMPLEMENTATION OF THE OPEN DATA PORTALS	P			
						P(a)			
						A			
1.4 Citizen's participation tool		Tool	0.00	2018	FINAL REPORT	P		2.00	2.00
						P(a)		2.00	
						A			

CRF Indicator

### Outputs: Annual Physical and Financial Progress

1 Support the development of Open Government solutions and Action Plans						Physical Progress					Financial Progress					Theme	Fund	Flags
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP					
1.1 Management information systems (MIS) implemented	Support the re-vamp of an information system in to facilitate access to public information and gather data on its efficiency for the Access to Information Agency in Argentina	Systems (#)	0	2018	FINAL REPORT	P		1	1	P	0	100000	0	100000	Institutional Development	AAF		
						P(a)		1	1	P(a)	0	100000	0	100000				
						A				A								
1.2 Institutional development plan designed	OGP plans designed for at least one country	Plans (#)	0	2018	FINAL PLAN	P		1	1	P	0	20000	0	20000	Institutional Development	AAF		
						P(a)		1	1	P(a)	0	20000	0	20000				
						A				A								
1.3 Regional policy dialogues organized	DIALOGO DE POLITICA REGIONAL DE GOBIERNO ABIERTO 2018	Events (#)	0	2018	REPORT	P		1	1	P	0	20000	0	20000	Regional Integration	INS		
						P(a)		1	1	P(a)	0	20000	0	20000				
						A				A								
2 Fostering innovative solutions enable by new technologies						Physical Progress				Financial Progress				Theme	Fund	Flags		
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP					
2.1 Pilot interventions designed	Design a Gamification strategy to engage citizen's and public officers to use government services	Pilots (#)	0	2018	REPORT WITH THE DESIGN OF THE PILOT	P		1	1	P	0	10000	10000	20000	Institutional Development	INS		
						P(a)		1	1	P(a)	0	10000	10000	20000				
						A				A								
2.2 Pilot interventions implemented	Gamification strategy implemented	Pilots (#)	0	2018	FINAL IMPLEMENTATION REPORT	P		1	1	P	0	20000	20000	40000	Institutional Development	INS		
						P(a)		1	1	P(a)	0	20000	20000	40000				

2.3 Diagnostics and assessments completed	Blockchain gap analysis for some processes in the public administration	Diagnostics (#)	0	2018	FINAL REPORT	A					A					Institutional Development	INS	
						P		1		1	P	0	10000	15000	25000			
						P(a)		1		1	P(a)	0	10000	15000	25000			
						A					A							
2.4 Discussion papers developed	Discussion Paper to promote innovation in LAC	Papers (#)	0	2018	FINAL PAPER	P			1	1	P	0	20000	10000	30000	Institutional Development	INS	
						P(a)			1	1	P(a)	0	20000	10000	30000			
						A					A							
2.5 Workshops organized	Workshop to public officials on the PIUs in LAC	Workshops (#)	0	2018	FINAL REPORT	P			1	1	P	0	25000	15000	40000	Institutional Development	INS	
						P(a)			1	1	P(a)	0	25000	15000	40000			
						A					A							
3 Open Data						Physical Progress					Financial Progress							
Outputs	Output Description	Unit or Measure	Baseline	Baseline Year	Means or verification	2018	2019	2020	EOP	2018	2019	2020	EOP	Theme	Fund	Flags		
3.1 Methodologies designed/strengthened	TECHNICAL NOTES CREATED	Methodologies (#)	0	2018	FINAL METHODOLOGY DESIGNED	P			1	1	P	0	23000	7000	30000	Institutional Development	INS	
						P(a)			1	1	P(a)	0	23000	7000	30000			
						A					A							
3.2 Tools designed/strengthened	OPEN- UP GUIDE	Tools (#)	0	2018	FINAL GUIDE	P			1	1	P	0	70000	30000	100000	Institutional Development	INS	
						P(a)				0	P(a)	0	70000	30000	100000			
						A					A							
3.3 Workshops organized	Training in Open Data for public officials	Workshops (#)	0	2018	FINAL REPORT	P			1	1	P	0	45000	15000	60000	Institutional Development	INS	
						P(a)				0	P(a)	0	45000	15000	60000			
						A					A							
3.4 Diagnostics and assessments completed	Demand assessment to showcase the results	Diagnostics (#)	0	2018	DIAGNOSTIC	P			1	1	P	0	50000	25000	75000	Institutional Development	INS	
						P(a)				0	P(a)	0	50000	25000	75000			
						A					A							
3.5 Conferences organized	Regional Event	Conferences (#)	0	2018	FINAL REPORT	P			1	1	P	0	23000	7000	30000	Institutional Development	INS	
						P(a)				0	P(a)	0	23000	7000	30000			
						A					A							

Other Cost

Total Cost

	2018	2019	2020	Total Cost
P		\$436,000.00	\$154,000.00	\$590,000.00
P(a)		\$436,000.00	\$154,000.00	\$590,000.00
A				

CRF Indicator

Standard Output Indicator

**REGIONAL**  
**Promoting Open Government, Innovation and Open Data in LAC**  
**RG-T3225**

**Terms of Reference**

**Title and brief description of the main activities**

<b>Consultancy Title</b>	<b>Brief description</b>
<b>Component 1: Support the development of Open Government solutions and Action Plans</b>	
1.1 Consultancy to support the Access to Public Information Agency in Argentina in the revamp of its Information System  Estimated Cost: US\$100.000	1. Prepare a proposal for the modernization of processes and management tools of the Agency 2. Definition plan to migrate data to the new system 3. Analyze datasets to develop a knowledge model 4. Generate protocols and standards for information publication and data protection for personal data. 5. Develop a methodology to improve efficiency by implementing a data analytic algorithm 6. Generate indicators that help you measure the Agency's efficiency in attending requests and publishing information
1.2 Design an OGP Action Plan (country to be determined)  Estimated Cost: US\$20.000	1. Promote and articulate open government processes in different participation 2. Manage the Open Government Working Group, through the agenda design, the preparation of presentations and technical documents that serve to inform decision making and transparency 3. Support the design of participatory processes (discussion tables, workshops, and specific meetings). This support includes: (i) Development of the steps to build commitments; (ii) Preparation of presentations and technical documents that serve as support for the participation of officials, Civil Society and academia during the process; (iii) Maintain fluid communication and inform all the stakeholders involved; and (iv) Implement an evaluation related to the performance of the areas. 4. Support the dissemination of processes' activities and Coordinate internet publications 5. Contribute to the systematization of all the information linked to the plan 6. Coordinate joint actions with the civil society.
<b>Component 2: Fostering innovative solutions enable by new technologies</b>	
2.1 Consultancy for the design and implementation of a Gamified solution  Estimated Cost:	1. Design a stakeholder-centric motivation pilot intervention to engage citizens and public officers to use government digital services using gamification 2. Gather information of stakeholders, end-users and users of novel software products to determine human factor requirements



<b>Consultancy Title</b>	<b>Brief description</b>
US\$60.000	<ol style="list-style-type: none"> <li>3. Establish elicitation methods for requirements</li> <li>4. Determine engineering requirements: formal specification, formal verification, and system analysis</li> <li>5. Provide experiential learning methodology</li> <li>6. Implement the gamified solution in a public-sector agency (previously identified)</li> <li>7. Design an evaluation method to measure success of the pilot before scaling it up to other agencies.</li> </ol>
<b>2.2 Blockchain assessment</b>  Estimated Cost: US\$ 25,000	<ol style="list-style-type: none"> <li>1. Develop a feasibility analysis to implement blockchain in certain processes in the public sector</li> <li>2. Determine the areas of blockchain deliver the most value for citizens, what products in the public sector can benefit the most with its application and how does blockchain not apply in the public sector</li> <li>3. Develop a Proof of Concept. The proof of concept plan should address how the proposed product or service will support the Agency's goals. It should include clearly defined criteria for success, documentation for how the proof of concept will be carried out, an evaluation component and a proposal for how to move forward should the POC prove to be successful.</li> </ol>
<b>Component 3: Open Data</b>	
<b>3.1 Data Governance study</b>  Estimated Cost: US\$ 30,000	<ol style="list-style-type: none"> <li>1. Study to help understand the flow, ownership and access levels of information in an institution.</li> </ol>
<b>3.2 Open-Up Guide</b>  Estimated Cost: US\$ 100,000	<ol style="list-style-type: none"> <li>2. Design a methodology to assess and make recommendations for sectoral open data initiatives, including an action plan for the implementation of business models and impact cases through open data.</li> <li>3. Create a list of information that governments should open by sector</li> <li>4. Organize field meetings with government authorities and work with government counterparts to test initial assessments and give recommendations</li> <li>5. Document the implementation process</li> <li>6. Create a methodology report for the application of the Open-Up guide and a methodology report to create Open-Up guides</li> </ol>
<b>3.3 Training in open data for public officials</b>  Estimated Cost: US\$ 60,000	<ol style="list-style-type: none"> <li>1. Design an online open course for public officials to help them understand the value of open data and promote both publication and usage in government.</li> <li>2. Define the participant list</li> <li>3. Design a training plan including objectives, chronogram, topics, content, methodology and tutors</li> <li>4. Design an evaluation method</li> </ol>

Consultancy Title	Brief description
	<ol style="list-style-type: none"> <li>5. Design or adapt the platform for the course</li> <li>6. Implement and monitor the course execution</li> <li>7. Systematize results</li> </ol>
<p><b>3.4 Demand study</b></p> <p>Estimated Cost: US\$ 50,000</p>	<ol style="list-style-type: none"> <li>1. Apply and improve the methodology to identify and understand the demand for open data in a country through an implementation in a determined country</li> <li>2. Map the open data ecosystem for a specific sector in a country and include the existing supply of data and its main characteristics.</li> <li>3. Implement demand segmentation template through meetings with authorities and civil society involved in open data, research, interviews, quantitative analysis and coordination with other partners</li> <li>4. Diagnose the state of maturity of the demand of open data</li> <li>5. Make a comparative analysis of open data strategies</li> <li>6. Develop a supply-demand link action plan</li> <li>7. Document the main lessons learned</li> </ol>

PROCUREMENT PLAN FOR IDB-EXECUTED OPERATIONS														
Country: REGIONAL						Executing Agency: IDB						UDR:		
Project number: RG-T3225					Project name: Promoting Open Government, Innovation and Open Data in LAC									
Period covered by the Plan: 24 months					Total Project Amount: \$ 590,000									
Component	Procurement Type (1) (2)	Service type (1) (2)	Description	Estimated contract cost (US\$)	Selection Method (2)	Type of Contract	Source of Financing and Percentage				Estimated date of the procurement notice	Estimated contract start date	Estimated contract length	Comments
							IDB/MIF		Other External Donor					
							Amount	%	Amount	%				
Component 1	A. Consulting services	Consulting Firm (GN-2765)	Consulting services for the IS revamp for the API	\$ 100,000	SCS	Framework Agreement	\$ 100,000	100%	\$ -	0%				
Component 1	A. Consulting services	Individual Consultant (AM-650)	Support the update of the OGP Action Plan	\$ 20,000	ICQ	Lump Sum	\$ 20,000	100%						
Component 1	B. Goods (2)(iii)	Goods included in Cons. Firm RFP	Support the organization of the OGP Conference	\$ 20,000		Framework Agreement	\$ 20,000	100%						
Component 2	A. Consulting services	Consulting Firm (GN-2765)	Design and implement a pilot intervention for a Gamefied	\$ 60,000	SCS	Framework Agreement	\$ 20,000	100%						
Component 2	A. Consulting services	Individual Consultant (AM-650)	Development of a Blockchain assessment for the PS	\$ 25,000	ICQ	Lump Sum	\$ 25,000	100%						
Component 2	B. Goods (2)(iii)	Goods included in Cons. Firm RFP	Organization of knowledge dissemination workshop	\$ 20,000		Framework Agreement	\$ 20,000	100%						
Component 2	B. Goods (2)(iii)	Goods included in Cons. Firm RFP	Preparation of materials for the Innovation workshop	\$ 20,000		Framework Agreement	\$ 20,000	100%						
Component 2	A. Consulting services	Individual Consultant (AM-650)	Support the preparation of Knowledge products	\$ 30,000	ICQ	Lump Sum	\$ 30,000	100%						
Component 3	A. Consulting services	Individual Consultant (AM-650)	Data governance discussion paper	\$ 30,000	ICQ	Lump Sum	\$ 30,000	100%						
Component 3	A. Consulting services	Consulting Firm (GN-2765)	Design of the Open-Up Guide	\$ 100,000	SSS	Lump Sum	\$ 100,000	100%						
Component 3	B. Goods (2)(iii)	Goods included in Cons. Firm RFP	Organization of the Open Data workshop for PO	\$ 60,000		Framework Agreement	\$ 60,000	100%						
Component 3	A. Consulting services	Consulting Firm (GN-2765)	Development of a Demand Study	\$ 50,000	SSS	Lump Sum	\$ 50,000	100%						
Component 3	A. Consulting services	Individual Consultant (AM-650)	Study on the Impact of Open Data	\$ 25,000	ICQ	Framework Agreement	\$ 25,000	100%						
Component 3	B. Goods (2)(iii)	Goods included in Cons. Firm RFP	Organization of a Regional Event	\$ 30,000		Framework Agreement	\$ 30,000	100%						
Prepared by:			TOTALS	\$ 590,000			Total should equal to project amount	100%	\$ -	0%				
(1) Grouping together of similar procurement is recommended, such as 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 od 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".														
(2) (i) Individual consultants: ICQ: Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection. Selection process to be done in accordance with AM-650.														
(2) (ii) Consulting firms: Per GN-2765-1, Consulting Firm selection methods for Bank-executed Operations are: Single Source Selection (SSS); Simplified Competitive Selection (<=250K) (SCS); Fully Competitive (>250K) (FCS); and Framework Agreement Task Order (TO). All Consulting Firm selection processes under this policy must use the electronic module in Convergence.														
(2) (iii) Goods: Per GN-2765-1, par. A.2.2.c: "The procurement of goods and related services, except when such goods and related services are necessary to achieve the objectives of the Bank-executed Operational Work and are included in the consulting services contract and represent less than ten percent (10%) of the consulting services contract value."														