

LOCAL HOUSING SOLUTIONS AND PRIVATE SECTOR INVOLVEMENT: KOREAN EXPERIENCE FOR LAC  
CITIES

RG-T3059

CERTIFICATION

I hereby certify that this operation was approved for financing under the **Korea Poverty Reduction Fund (KPR)** through a communication dated December 18, 2017 and signed by Chang You (ORP/GCM). Also, I certify that resources from said fund are available for up to **US\$450,000** in order to finance the activities described and budgeted in this document. This certification reserves resource 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, represent a risk that will not be absorbed by the Fund.

Certified:

***Original Signed***

***April 17/2018***

\_\_\_\_\_  
Sonia M. Rivera

\_\_\_\_\_  
Date

Chief

Grants and Co-Financing Management Unit  
ORP/GCM

Approved:

***Original Signed***

***April 18/2018***

\_\_\_\_\_  
Tatiana Gallego Lizon

\_\_\_\_\_  
Date

Division Chief

Housing and Urban Development Division  
CSD/HUD

## Technical Cooperation Document

### I. Basic Information for TC

▪ Country/Region:	Regional
▪ TC Name:	Local housing solutions and private sector involvement: Korean experience for LAC cities
▪ TC Number:	RG-T3059
▪ Team Leader/Members:	Andres Guillermo Blanco Blanco, Team Leader; Patricio Xavier Zambrano-Barragan, Alternative Team Leader; Hyuna Lee, Federica Volpe, David Razu Aznar, Marion Joubert, Erick Mathias Marin Muller and Dianela Avila (CSD/HUD); Roberto Cambor (HUD/CPR); Jason Hobbs (HUD/CBR); and Betina Hennig (LEG/SGO).
▪ Taxonomy:	Client Support
▪ Date of TC Abstract authorization:	December 18th, 2017
▪ Beneficiary <sup>1</sup> :	Brasil (São Paulo), México (Guadalajara), Panamá (Panamá City), Paraguay (Asunción)
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	Korea Poverty Reduction Fund (KPR)
▪ IDB Funding Requested:	US\$450,000
▪ Local counterpart funding, if any:	No local counterpart
▪ Disbursement period (which includes Execution period):	24 months
▪ Required start date:	May 1 <sup>st</sup> , 2018
▪ Types of consultants:	Firm and Individuals
▪ Prepared by Unit:	Housing and Urban Development Division (CSD/HUD)
▪ Unit of Disbursement Responsibility:	Climate Change and Sustainability Development Sector (CSD)
▪ TC Included in Country Strategy:	N/A
▪ TC included in CPD:	N/A
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	(i) Social inclusion and equality; and (ii) Productivity and innovation

### II. Objectives and Justification of the TC

- 2.1 The objective of this Technical Cooperation (TC) is to identify housing solutions for Latin American and Caribbean (LAC) cities. The focus is on: (i) providing housing on well-located serviced land<sup>2</sup>; and (ii) the strategies to engage the private sector. The policy solutions proposed will be based on the diagnosis of the housing problems of four metropolitan areas and on the comparative review of the land management tools and mechanisms that have resulted useful to promote decent and affordable housing in the case of South Korea.

<sup>1</sup> Prior to the initiation of any project activities in any of the beneficiary countries, the Bank's counterpart agency in each case must submit the non-objection letter. Non objection letter for [São Paulo](#), [Guadalajara](#), [Panamá City](#), and [Asuncion](#) – see Annex I a, b, and d.

<sup>2</sup> Housing is not adequate if it is cut off from employment opportunities, health-care services, schools, childcare centers and other social facilities, or if located in polluted or dangerous areas (UN Habitat 2009).

- 2.2 Housing is a key determinant to everyone's life and access to adequate housing is recognized as a universal human right (Housing and Urban Development Sector Framework Document, 2016). The importance of housing and its role to foster sustainable development is now reflected also through the commitments adopted by the international community. Among the 17 United Nations Sustainable Development Goals (SDGs) adopted in 2015, Goal #11 is dedicated to promoting sustainable cities and communities. The New Urban Agenda approved during Habitat III in October 2016, acknowledges the importance of housing policies for the creation of sustainable cities and communities, which builds on the previous isolated efforts to supply affordable housing, tackle informal settlements, ensure the right to housing.
- 2.3 In a situation of rapid global urbanization, LAC is the most urbanized developing region. In this context, one of the major challenge for LAC is the lack of proper housing – 32% of total households in 2009, in which 26% (approximately 34 million homes) corresponds to qualitative deficit (Blanco, Moreno, Vetter 2016). In addition, it has been estimated that solving this deficit would cost over US\$310 billion or almost 8% of the regional GDP (IDB, 2012) and governments in LAC, already facing serious fiscal constraints, cannot solve the housing problem alone.
- 2.4 In view of this, it is important to explore policy options, financial mechanisms, and to diversify the housing solutions that rely exclusively on national public funded programs for homeownership. The IDB is leading this effort with several studies and technical assistance programs to promote rental housing markets in the region and policy recommendations to support its dynamism. In doing so, the IDB has relied on international experiences, drawn lessons and adapted them to the context of LAC.
- 2.5 The South Korean case offers important lessons regarding the importance of provision of land with adequate services and the engagement with the private sector for housing development, including rental. For instance, the dominant Korean urban renewal strategy to tackle the informal shelter issue was a redevelopment program. Specifically, the Joint Redevelopment Program (JRP) was introduced in 1984 and contributed to replace informal settlements and deliver more than a million of housing units (Korea Research Institute for Human Settlements-KRIHS, 2013). The core feature of the JRP is its project financing and management structure, which largely depended on real estate developers' participation in partnership with the dwelling-owners, regardless of their possession of formal land tenure (Choi, 2002). In addition, Korea promoted new developments by introducing mechanisms to engage landowners and developers through land readjustment tools. The central and local government in Korea provided support for planning regulations to expand the housing real estate market. Legal, policy and institutional frameworks were implemented to provide residential land at a low price for rental housing construction to enable the construction of affordable rental housing on serviced land. The government has institutionalized the obligation to build a certain percentage of housing units as rental housing and to supply the existing tenants in line with the increased floor space ratio. The obligation contributed to tackling the stigma and segregation of rental housing and to introducing the social mix ordinance. Therefore, these efforts by both public and private sides contributed to solving informal settlements issues.

- 2.6 The Korean experience shows that, in the context of housing policies, it is important to engage local communities and provide fiscal mechanisms and incentives to include the private sector by promoting new forms of urban governance and economic development. Given the successful results achieved, the IDB, through its Housing and Urban Development (HUD) Division, has started a fruitful relation with Korea. One of these efforts was carried out through the Lessons from Korea: Policy Recommendations for Rental Housing in Latin America, RG-T2581; ATN/KR-15068-RG. The TC analyzed the housing challenges that LAC countries are facing – Brazil (Curitiba), Colombia, Costa Rica, Dominican Republic, and Mexico – and reviewed the Korean experiences in social rental housing to identify relevant lessons for LAC countries to promote rental housing policies for low and middle-income households.
- 2.7 The three recommendations resulted from the RG-T2581 are: (i) in LAC, land policies are established and implemented at the local level, therefore a sub-national based approach is necessary rather than working only with central government in the region; (ii) promoting urban regeneration within the existing urban framework is more adequate to increase rental housing supply than massive new town developments; and (iii) governments in LAC have limited funds to meet the housing demands for low-income groups, therefore it is necessary to explore different fiscal mechanisms to finance housing encouraging the participation of the private sector, including Public Private Partnerships (PPP).
- 2.8 Given the conclusions of the RG-T2581; ATN/KR-15068-RG, this TC will build upon the three recommendations and incorporate a multi-sectorial vision by focusing on local housing solutions and land development of well-located serviced areas, considering the urban habitat, public services, transportation systems, public and recreational space.
- 2.9 The cities identified for this TC are Sao Paulo (Brazil), Guadalajara (Mexico), Asuncion (Paraguay), and Panama City (Panama). Brazil and Mexico were chosen to continue the analysis carried out in the previous TC because the results were the most exhaustive and promising to translate into pilot projects. Even though their economies are among the strongest in the LAC region, Brazil and Mexico still have serious housing problems and lack adequate land tenure and eminent domain regulations. Regarding Paraguay and Panama, the provision of adequate housing for vulnerable households living in natural disaster-prone areas is considered as a priority. In addition, the IDB and Korea have established a solid relationship with Asuncion and Panama City through the capacity building program, KRIHS-IDB Urban Development Academy (KIUDA), organized by the IDB and KRIHS. Paraguay and Panama have demonstrated a strong interest in the Korean approach to solve housing problems.
- 2.10 The selected countries have shown interest in adopting land use plans to increase the supply of rental housing using land readjustment methods such as JRP and specific governance and financing tools to incentivize the private sector investment in the implementation of joint development as a PPP model. The targeted countries demonstrated political will and a set of criteria for site characteristics such as low density with potential for densification (i.e. already existing infrastructure of networks and of basic services), existing real estate availability in the densification area, vacant housing, and identified target population

- 2.11 The TC is consistent with the Update to the Institutional Strategy 2010-2020 and is aligned with the following challenges: (i) social exclusion and inequality through the support of four city governments in the reduction of exclusion and inequality, by offering sustainable housing solutions for low-income groups; and (ii) productivity and innovation by providing access to decent and affordable housing solutions as a crucial factor in reducing poverty and an important step in sustaining all social and economic activity, which in turn will foster economic and social development. Moreover, by studying and learning from a successful case like the South Korean urban development experience, the TC will incorporate lessons that strengthen national and regional technical capacities and contribute to accelerating the process of economic and social development and reduce poverty as well as fostering inclusive and sustainable cities in the long term. In addition, this TC is aligned with the country strategies of the beneficiaries as it relates to the reduction in inequity, delivery of basic services including housing, and improvement of public services (GN-2838, GN-2850, GN-2769, and GN-2749).
- 2.12 For instance, in the case of Panama this TC will contribute to the focus on the delivery of basic services to the population living in poverty since it will provide recommendations to improve social housing. In the case of Brazil, the TC is aligned with the focus on reducing inequity and improve public services as well as the strengthening of institutions at the three levels of government given its focus on integrating housing and urban planning at the local level. In Paraguay, the TC will support priority sectors like transportation, connectivity, water and sanitation since it will provide recommendations of how to provide new housing with all the public services in an efficient way. Finally, in Mexico the TC supports the key sector of urban development given its objective on providing housing on well-located serviced land.
- 2.13 The TC is also aligned with the transversal aspects of climate change and environmental sustainability since the housing solutions will be developed under urban redevelopment strategies focused on the regeneration of existing habitat units in state of decay. This strategy allows the reduction of land consumption associated with urbanization, boosting the sustainable development of cities and communities and strengthening their climate change adaptation and resilience capacities.

### **III. Description of Activities/Components and Budget**

- 3.1 This TC is composed of four components and will accompany four LAC cities in exploring local housing solutions on well-located serviced area based on the lessons from the Korean experience.
- 3.2 **Component I. Review of the Korean Case (US\$30,000).** The objective of this component is to review the land development experience of Korea to provide affordable housing. This component aims at identifying key actors, institutions, legislative and institutional frameworks, and instruments related to land use

management and land readjustment. The analysis will be conducted by KRIHS<sup>3</sup>, and the final product will be a matrix that highlights institutional and governance structures, planning instruments, management practices, instruments of land use, private sector roles, and participatory mechanisms for urban renewal.

- 3.3 **Component II. Three-dimensional Diagnostic Study of LAC Cities (US\$120,000).** The objective of this component is to identify the environment, opportunities, challenges, and deficits in the targeted sites where we intend to carry out the pilot project design. Based on the matrix compiled for the Korean case, the diagnosis process involves both quantitative and qualitative aspects. Specifically, the quantitative assessment involves an evaluation of the housing conditions and the qualitative analysis will assess the importance and severity of housing needs. The expected result is a diagnostic study for the four cases and it will be performed at national, city and site level. In detail, the three-dimensional investigation will comprise:

- a. **National level:** legislation on land ownership, compensation in public use and eminent domain, burden-sharing and capital gain capture, land assembly and development.
- b. **City level:** law and regulations<sup>4</sup> of territory; demand and needs of housing based on income level, housing preference, and the estimated supply of affordable housing and size of subsidies.
- c. **Site level:** urban and land issues including basic infrastructure, natural environment and developable site conditions, as well as land use patterns surrounding them; changes in circumstances both internally and externally, and in demography; and land use patterns such as building lots, landholding, price of land/housing, and housing condition.

Besides, the diagnostic will consider the possibility of social mix, which is to include a mix of incomes in the same neighborhood by sharing the same residential space, economic self-sufficiency, and phased-development process to reflect current needs. The results from each level will be used to execute a pilot project design.

- 3.4 **Component III. Pilot Project Design (US\$270,000).** The objective of this component is to draw the design of pilot projects and implementation plans including strategies, financial mechanisms, and schemes for land readjustment programs and PPPs for each targeted area. In detail, based on the results of the diagnostic studies, it is expected to draw the vision and development concepts of each site, by identifying: (i) indicators and sectoral plans including tailored land use plans; (ii) residential neighborhoods plans; (iii) mixed-use development methods and needed facilities; (iv) housing supply plans; and (v) relocation plans for existing residents. The financial and operational plans will be included based on reviewing

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<sup>3</sup> KRIHS (Korea Research Institute for Human Settlements), a government-sponsored research institute, has expertise in land use management to provide affordable housing. KRIHS participated in the project of IDB, Lessons from Korea: Policy Recommendations for Rental Housing in Latin America (ATN/KR-15068-RG) which results contributed to starting this TC. Furthermore, the capacity building program, KRIHS-IDB Urban Development Academy (KIUDA), which is operated by IDB and KRIHS, contributed to selecting the beneficiaries. Through the KIUDA, KRIHS and IDB have been able to better understand the needs of beneficiaries and build a solid relationship with each country. Therefore, KRIHS is considered as the only institution that accomplish the objective of this project and has worked closely with the IDB.

<sup>4</sup> Territorial/urban plans, land management regulations, environment plans, district units plan, zoning laws.

the financial feasibility, profitability, and budget sharing between public and private sectors.

- 3.5 **Component IV. Dissemination and project management (US\$30,000).** The objective of this component is to support dissemination activities; namely: (i) a kick-off workshop; (ii) a final workshop; and (iii) the preparation and publication of a policy brief. The kick-off workshop aims at analyzing the challenges that the targeted areas face in housing, and to share the knowledge and experience of Korea with both national and sub-national authorities of the selected countries. During the final workshop, the results of this TC including the pilot project designs will be presented and shared with other international experts and government representative from the LAC region. Also, under this component, a policy brief will be published to promote the topic and it will serve as a guide for both the city authorities involved in this project and for other countries that will demonstrate interest in adopting this solution.
- 3.6 The total budget of this TC is US\$450,000 to be financed by the Bank through the resources from the Korea Poverty Reduction Fund (KPR).

**Table 1. Indicative Budget (US\$)**

Activity/Component	Description	IDB - Total Funding
Component 1. Review of the Korean Case	Research on land development experience in Korea	30,000
Component 2. Three-dimensional diagnostic study of LAC cities	Diagnostic study for the four cases through the way of multi-dimensional investigations	120,000
Component 3. Pilot Project Design	Pilot project design and implementation plans	270,000
Component 4. Dissemination and project management	Dissemination workshops and publication of final report	30,000
<b>Total</b>		<b>450,000</b>

#### **IV. Executing Agency and Execution Structure**

- 4.1 The Bank will be the executing agency through the Housing and Urban Development Division (CSD/HUD). Due to its substantial experience in providing technical assistance particularly, in the areas of housing, urban planning, and sustainability as well as Knowledge exchange of cities; and given the nature of the activities to be financed with this TC in multiple countries and institutions in LAC, CSD/HUD will be responsible for the technical supervision and administration of this operation.
- 4.2 The Bank will contract individual consultants in accordance with the guidelines set out in the AM-650. The procurement process for consulting firms of intellectual nature follows the Bank's new Policy for the Selection and Contracting of Consulting Firms for Bank-executed Operational Work (GN-2765-1) and related Operational Guidelines (OP-1155-4) which went into effect on January 1, 2017. Non-consulting services will be in accordance with Bank's current procurement policies and procedures. Contracting of logistic services and procurement of goods will be done in accordance with policy IDB Corporate Procurement Policy GN-2303-20.
- 4.3 Prior to the initiation of any project activities in any of the beneficiary countries, the Bank's counterpart agency in each case must submit the non-objection letter.

## **V. Major Issues**

- 5.1 The main risk of this TC is that LAC countries and Korea have different contexts, social and economic circumstances, cultures, and institutional systems, so there might be challenges to adapting Korea's experiences to LAC countries. To mitigate this risk, the TC will count on intensive consultations with each government especially in the Component II as well as to prioritize their main issues. Also, the team will contribute to develop policy recommendations that are more applicable through an interactive and consultative process for all activities of this TC.
- 5.2 Other possible risk of this TC is the limited capacity of the Ministries of Urban Development and Housing of the target countries. To mitigate this risk, the team of this TC will coordinate closely with government officials to discuss the applicability of Korea's cases and hire local consultants in each country to facilitate the communication. The TC will also designate an internal working group to facilitate the coordination of participants. Another risk includes the lack of primary data, which will be mitigated by using secondary data and a literature review of previous studies. In addition, the TC will be executed by the Bank to guarantee the technical capacity and optimize the cooperation with the beneficiaries.

## **VI. Exceptions to Bank Policy**

- 6.1 No exceptions to Bank policy have been identified.

## **VII. Environmental and Social Strategy**

- 7.1 Given the involvement of this TC in institutional strengthening and policy dialogue, negative environmental and social impacts are not foreseen. Rather, it is expected to have a positive impact on sustainable and low-carbon urban development and on social inclusion. Consequently, this TC has been classified as Category "C" according to the Environment and Safeguards Compliance Policy (OP-703). (See. [Safeguard Policy Filter Report](#) and [Safeguard Screening Form](#)).

### **Required Annexes:**

- Annex I - Request from the clients and non-objection letters
  - Annex I. a – [Non-objection letter São Paulo](#)
  - Annex I. b – [Non-objection letter Guadalajara](#)
  - Annex I. c – [Non-objection letter Panamá City](#)
  - Annex I. d – [Non objection letter Asunción](#)
- [Annex II - Results Matrix](#)
- [Annex III – Resume of Terms of Reference for components to be procured](#)
- [Annex IV - Procurement Plan](#).





**PREFEITURA DO MUNICÍPIO DE SÃO PAULO**  
**SECRETARIA MUNICIPAL DE HABITAÇÃO**

**São Paulo, 10 de abril 2018**

**Para:** Andrés Guillermo Blanco Blanco - Especialista em Desenvolvimento Urbano e Habitação do Banco Interamericano de Desenvolvimento

**Referência:** projetos de cooperação técnica em questões de habitação e desenvolvimento urbano

**Assunto:** Interesse para projetos em referência.

Pela presente e, na qualidade de Secretário Municipal de Habitação da Prefeitura de São Paulo, manifesto nosso interesse em participar da Cooperação Técnica e assim receber assistência técnica do Banco Interamericano de Desenvolvimento para promover estudos acerca de programas e ações em nível local de habitação de interesse social com base em lições aprendidas com as experiências da França e Coreia do Sul nos projetos intitulados "Soluções Habitacionais Locais e Participação do Setor Privado: Experiência da Coreia do Sul em Cidades Latino-Americanas" (RG-T3059) e "Parceria França-ALC: Estratégias locais de habitação, um caminho para cidades sustentáveis, *"climate friendly"* e inclusivas" (RG-T3011), com ênfase nos seguintes temas: novas formas de financiamento incluindo as PPP; formas de incentivar o repovoamento de centros urbanos; diversificação de formas de atendimento habitacional incluindo a locação social.

Atenciosamente

**FERNANDO CHUCRE**

Secretário Municipal de Habitação

**SHCP**

SECRETARÍA DE HACIENDA  
Y CRÉDITO PÚBLICO



Subsecretaría de Hacienda y Crédito Público  
Unidad de Asuntos Internacionales de Hacienda

Oficio No. 347.- 175

Ciudad de México, a 16 de abril de 2018.

SRA. VERÓNICA ZAVALA  
GERENTE DEL DEPARTAMENTO DE PAÍSES DE  
CENTROAMÉRICA, MÉXICO, PANAMÁ Y LA REPÚBLICA  
DOMINICANA  
BANCO INTERAMERICANO DE DESARROLLO  
P R E S E N T E

Por medio del presente me permito informarle que el Instituto Metropolitano de Planeación del Área Metropolitana de Guadalajara (IMEPLAN) ha expresado su interés en que el Banco Interamericano de Desarrollo le provea asistencia técnica a través de la realización de sus actividades, cuyo objetivo es promover intervenciones a nivel local en materia de vivienda basadas en las lecciones aprendidas de la experiencia de Corea del Sur.

En virtud de lo anterior, me permito solicitar su amable apoyo para que se lleven a cabo las gestiones conducentes a fin de explorar las posibilidades, los mecanismos y áreas de cooperación técnica a favor del IMEPLAN.

Sin otro particular, hago propicia la ocasión para enviarle un cordial saludo.

ATENTAMENTE  
EL TITULAR DE LA UNIDAD

CARLOS MÁRQUEZ PADILLA CASAR

C.C.P. DR. MARIO RAMÓN SILVA RODRÍGUEZ.- DIRECTOR GENERAL.- INSTITUTO METROPOLITANO DE PLANEACIÓN DEL ÁREA METROPOLITANA DE GUADALAJARA  
SR. TOMÁS ANDRÉS BERMUDEZ BRACHIO.- REPRESENTANTE EN MÉXICO.- BANCO INTERAMERICANO DE DESARROLLO.

CZ/IL/LC/FL

Oficio IMP. 038/18  
Guadalajara, Jalisco, a 15 de marzo del 2018

**Andrés Guillermo Blanco Blanco**  
**Especialista Senior en Desarrollo Urbano y Vivienda del**  
**Banco Interamericano de Desarrollo**  
**P r e s e n t e**

Por este conducto, le envío un afectuoso saludo y aprovecho para hacer de su conocimiento que el Instituto Metropolitano de Planeación del Área Metropolitana de Guadalajara (IMEPLAN), es un organismo público descentralizado intermunicipal que se encarga de la coordinación metropolitana, integrada también por instituciones de representación institucional y ciudadana de los municipios metropolitanos, el Gobierno del Estado de Jalisco y el Gobierno Federal a través de la Secretaría de Desarrollo Agrario, Territorial y Urbano (SEDATU).

El IMEPLAN trabaja de manera estratégica en proyectos de cooperación, y en el reconocimiento de la importante labor de los gobiernos subnacionales en la agenda internacional, estamos consolidando la Coordinación Metropolitana de Cooperación Internacional para el Desarrollo.

Por lo anterior, externo nuestro gran interés de recibir asistencia técnica en materia de vivienda, con base en las lecciones aprendidas de la República de Corea, siendo el ejecutor de la misma el Banco Interamericano de Desarrollo, como lo indica el proyecto "*Local housing solutions and private sector involvement: Korean experience for LAC cities*". Así mismo, entendemos que la cooperación tiene una duración de 24 meses y un monto no reembolsable de 450,000 USD para las cuatro ciudades seleccionadas.

Sin otro particular, quedo en espera de su gentil respuesta.

Cordialmente.

  
**Mario Ramón Silva Rodríguez**  
**Director General**

**imeplan**  
Instituto Metropolitano de Planeación  
ÁREA METROPOLITANA DE GUADALAJARA

MRSR//mle  
c.c.p. archivo

*\*IMEPLAN contribuye a la reducción de la huella de carbono, al enviar documentos en formato digital.*



*José Blandón Figueroa*  
Alcalde del Distrito de Panamá

*Recibido*  
Calle 50  
Tower Bank - Edif  
Piso 23

Panamá, 2 de abril de 2018  
MUPA-NOTA-2018-00818

Honorable Señora  
**Verónica Zavala**  
Representante en Panamá  
Banco Interamericano de Desarrollo  
E.S.M.

Respetada Representante:

Tengo el agrado de dirigirme a usted en ocasión de saludarle y a la vez desearle éxitos en sus funciones.

Por este medio hago de su conocimiento que en la capacidad de Alcalde del Distrito de Panamá le notifico nuestro gran interés de recibir la asistencia técnica del Banco Interamericano de Desarrollo para proveer la asistencia técnica en los proyectos titulados "Soluciones de Vivienda local y participación del Sector Privado: Experiencia de Corea del Sur en ciudades de Latinoamérica" (RG-T3059) y "Cuenca Urbana Resiliente – Juan Díaz" (PN-T1219).

Sin otro particular y reiterándole las seguridades de mi alta estima y consideración, quedo de usted.

Atentamente,

*José Blandón*  
**José Isabel Blandón Figueroa**  
Alcalde del Distrito de Panamá



C.C.: Javier Grau, Especialista de Agua y Saneamiento  
Andrés Blanco, Especialista en Desarrollo Urbano y Vivienda  
Patricio Zambrano-Barragán, Especialista en Desarrollo Urbano y Vivienda

Por: *[Firma]*



Documento elaborado digitalmente por José Isabel Blandón Figueroa, Alcalde del Distrito de Panamá en fecha 02/04/2018 en el Sistema de Transparencia Documental – TRANSDOC de la Alcaldía de Panamá.

Utilice el Código QR para verificar la autenticidad y veracidad del presente documento con las informaciones contenidas en el mismo.





*Municipalidad de la Ciudad de Asunción*

NOTA N° 445 /2018 S.G.

Asunción, 13 ABR 2018

Señor

**EDUARDO ALMEIDA**

Representante en Paraguay

Banco Interamericano de Desarrollo (BID)

Presente

Tengo el agrado de dirigirme a Usted, a fin de solicitarle respetuosamente su apoyo para realizar las gestiones necesarias a fin de que el BID destine recursos no reembolsables de cooperación técnica.

Me complace en remitir esta nota de no-objeción a la participación de la Municipalidad de Asunción a fin de que el Banco Interamericano de Desarrollo provea asistencia técnica a través de la realización de sus actividades, cuyo objetivo es promover intervenciones a nivel local en materia de desarrollo urbano integral y desarrollo económico social, basadas en las lecciones aprendidas de la experiencia de Corea del Sur.

Entendemos que el Banco Interamericano de Desarrollo es el ejecutor de esta cooperación técnica y también acompañará al equipo de la Municipalidad de Asunción aportando el conocimiento técnico pertinente.

Sin otro particular, aprovecho la oportunidad para saludarlo atentamente

**JAVIER CANDIA FERNÁNDEZ**  
Secretario General



**MARIO ANÍBAL FERREIRO SANABRIA**  
Intendente Municipal








## Results Matrix

### Outcomes

Outcome:	1 Local governments implement interventions to promote decent and affordable housing at the local level						
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	EOP	
1.1 Number of local governments to adopt measures to incorporate suggestions based on the policy recommendations		proposals (#)	0.00	2018	Policy recommendation for four targeted areas (final report)	P	4.00
						P(a)	
						A	

CRF Indicator

### Outputs: Annual Physical and Financial Progress

1 I. Review the Korean cases						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 Working Papers prepared	Working paper on the Korean experience in land use management and land readjustment	Papers (#)	0	2018	Report of development experience of Korea	P	1	0	0	1	P	30000		Sustainable Cities	KPR	
						P(a)				0	P(a)		0			
						A					A					
2 II. Three-dimensional diagnostic study of LAC cities						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 Diagnostics and assessments completed	Review of current status of targeted countries by multi-dimensional investigation	Diagnostics (#)	0	2018	Reports of diagnostic study	P	4	0	0	4	P	120000		Sustainable Cities	KPR	
						P(a)				0	P(a)		0			
						A					A					
3 III. Pilot Project Design						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			
3.1 Project proposal developed	Pilot project design and implementation plans	Proposals (#)	0	2018	Reports of pilot project design	P	0	4	0	4	P	150000	120000	Sustainable Cities	KPR	
						P(a)				0	P(a)		0			
						A					A					
4 IV. Dissemination						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			
4.1 Seminars organized	Dissemination workshops to share results of TC	Seminars (#)	0	2018	Seminar report	P	1	1	0	2	P	10000	10000	Sustainable Cities	KPR	
						P(a)				0	P(a)		0			
						A					A					
4.2 Policy briefs completed	Policy recommendation report	Briefs (#)	0	2018	Final report	P	0	0	1	1	P		10000	Sustainable Cities	KPR	
						P(a)				0	P(a)		0			
						A					A					

### Other Cost

### Total Cost

CRF Indicator

Standard Output Indicator

	2018	2019	2020	Total Cost
P	\$310,000.00	\$130,000.00	\$10,000.00	\$450,000.00
P(a)				
A				

### Summary of Terms of Reference

<b>Component #</b>	<b>Name of the consultancy</b>	<b>EZshare #</b>
Comp. #1	Contractual to research land development experience in Korea	<a href="#"><u>EZSHARE-596570521-9</u></a>
Comp. #2	Contractual to carry out the diagnostic study as input to develop pilot project design and related implementation plan for four targeted areas	<a href="#"><u>EZSHARE-596570521-6</u></a>
Comp. #3	Contractual to provide technical support to TCs and development of project proposals, design and execution (Individual)	<a href="#"><u>EZSHARE-596570521-8</u></a>
Comp. #3	Contractual to perform pilot project design and draw implementation plans (Firm)	<a href="#"><u>EZSHARE-596570521-7</u></a>
Comp. #4	Contractual to provide technical support to TCs and development of project proposals, design and execution - (Individual)	<a href="#"><u>EZSHARE-596570521-11</u></a>

PROCUREMENT PLAN FOR IDB-EXECUTED OPERATIONS														
Country: Regional						Executing Agency: IDB/ CSD-HUD							UDR: HQ	
Project number: RG-T3059						Project name:								
Period covered by the Plan: [24 months] May, 2018 - May, 2020						Total Project Amount: \$ 450,000								
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)	Research on land development experience in Korea	\$ 30,000	SSS	Lump Sum	\$ 30,000	100%	\$ -	0%	Q1 2018	Q1 2018		The hired consulting firm will perform component 1 and 3
Component 2	A. Consulting services	Individual Consultant (AM-650)	Local Consultants - Technical support to collect data and information, and develop a conceptual design for four targeted areas	\$ 100,000	ICQ	Lump Sum	\$ 100,000	100%	\$ -	0%	Q1 2018	Q1 2018		The external consultant(s) will be hired
Component 2	C. Non consulting services	Corporate Procurement (GN-2303)	Travel expenses to targeted areas	\$ 20,000	SSS	Lump Sum	\$ 20,000	100%	\$ -	0%	Q3 2018	Q3 2018		
Component 3	A. Consulting services	Consulting Firm (GN-2765)	Design of pilot project and implementation plans for financial feasibility and PPPs based on the product of Component 2	\$ 120,000	SSS	Lump Sum	\$ 120,000	100%	\$ -	0%	Q2 2018	Q2 2018		The hired consulting firm will perform component 1 and 3
Component 3	A. Consulting services	Individual Consultant (AM-650)	Technical review and evaluation of products under this component.	\$ 150,000	ICQ	Lump Sum	\$ 150,000	100%	\$ -	0%	Q2 2018	Q2 2018		The internal consultant will be hired
Component 4	C. Non consulting services	Corporate Procurement (GN-2303)	Organization of the dissemination workshops and publication	\$ 30,000	SSS	Lump Sum	\$ 30,000	100%	\$ -	0%	Q3 2019	Q3 2019		
Prepared by:			TOTALS	\$ 450,000			\$ 450,000	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."														