

ACTIVITY REPORT OF THE INTER-AMERICAN NETWORK ON GOVERNMENT PROCUREMENT (INGP) 2015-2016

XII ANNUAL CONFERENCE ON GOVERNMENT PROCUREMENT IN THE AMERICAS

Montego Bay, Jamaica
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www.ricg.org

Activity Report of the Inter-American Network on Government Procurement (INGP) 2015-2016

This report describes the activities carried out in the framework of the Inter-American Network on Government Procurement (INGP), with institutional and financial support from the Organization of American States (OAS), the Inter-American Development Bank (IDB), and the International Development Research Centre (IDRC).

The report describes the annual activities of the INGP 2015-2016, from the XI Annual Conference of the Network in Santo Domingo, held in Dominican Republic, in October 2015, to this XII Annual Conference 2016, held in Montego Bay, Jamaica.

For further details on those activities, we recommend visiting the INGP website: <http://www.ricg.org/home/en/>, a tool for consultation and information.



Activities carried out (2015-2016)

Taking as reference the INGP's four action lines:

1. Facilitation of technical dialogue to identify progress and needs;
2. Building capacities among public officials of the region;
3. Knowledge generation and/or transfer; and
4. Specific technical assistance.

Described below are the activities carried out in the INGP framework, in ongoing coordination with the Network's member countries and its supporting organizations (IDB, IDRC).

I. Facilitation of technical dialogue

The workshops mentioned below were held in 2016 through the institutional and financial support of the IDB and the IDRC, with the following aims:

- To generate knowledge of successful cases within and outside the region.
- To facilitate the sharing of experiences of best and poor practices so as NOT to reinvent the wheel.
- To present progress made in the region in each area.
- To generate discussion and dialogue among countries.
- To identify needs, shared challenges, and possible solutions.
- To contribute to knowledge application through practical group exercises.
- To develop an optimal platform for building synergies among countries for future cooperation activities.
- To generate substantive input for planning regional projects.

Seminars/ Workshops	Date and site	Participants	Results	Application of knowledge gained and cooperation activities
1. Workshop on Market Concentration, Collusion, and Identification of Abnormally Low Tenders	February 24 and 25, 2016, Asunción, Paraguay	40 officials, including 10 representatives of the following countries: <ul style="list-style-type: none"> • Colombia • Costa Rica • El Salvador • Guatemala • Mexico • Nicaragua • Panama • Peru • Uruguay 	<ul style="list-style-type: none"> • Knowledge of regional and extra-regional cases of market concentration prevention, types of sanctions imposed for collusion, and methods used to identify collusion and abnormally low tenders. • Analysis of different forms of concentration, and their implications in the market and for competition. 	<ul style="list-style-type: none"> • The case of Colombia was used and incorporated in the content of the online course on MSMEs in government procurement. • Guatemala: Used the work done in the workshop as reference in regulating reverse auction processes. • Mexico: The workshop's knowledge and experiences have provided a basis for analysis as to whether Mexico is aligned with best

			<ul style="list-style-type: none"> • Identification of basic elements of collusion in a market and definition and implications of abnormally low tenders. • Starting point for continued work with support from Colombia, the most advanced country in this area. 	<p>international practices in this area. In that regard, in March 2016, the Government Procurement Policy Unit proactively reviewed and issued its view of the Draft Recommendations to Promote Competition and Open Participation in Government Procurement, prepared by the Federal Economic Competition Commission. That document was published last May by the above-mentioned institution and has become a useful tool for identifying practices impeding the availability of a wider variety of tenders of better quality and lower price, preventing the achievement of better procurement terms and conditions for the State.</p>
<p>2. Workshop on Sustainable Procurement</p>	<p>April 5 and 6, 2016, Bogotá, Colombia</p>	<p>40 officials, including 21 representatives of the following countries:</p> <ul style="list-style-type: none"> • Antigua and Barbuda • Argentina • Chile • Colombia • Costa Rica • Dominica • El Salvador • Grenada • Guyana • Haiti • Honduras • Jamaica • Mexico • Nicaragua • Panama • Peru • Puerto Rico • Dominican Republic • Saint Lucia 	<ul style="list-style-type: none"> • The consultation and analysis exercises led to the identification of the following list of challenges faced by all participating countries: <ul style="list-style-type: none"> - Lack of understanding of the meaning of sustainable government procurement; - Lack of coordination among government actors; - Lack of political support; - Limited supply of sustainable goods and services; - Lack of human resources; - Legal obstacles; - And, most importantly, where to start. 	<ul style="list-style-type: none"> • El Salvador and Nicaragua requested support for the implementation of sustainability criteria for government procurement processes. Based on this request, the OAS provided technical assistance to El Salvador. • Paraguay requested to participate in the tenders proposed in the IDRC framework for implementation of the Handbook on government procurement, prepared with support from the International Institute for Sustainable Development (IISD). The case of Paraguay is now being implemented and the tender publication process is under way. • Mexico: The knowledge gained in the workshop was

		<ul style="list-style-type: none"> • Trinidad and Tobago • Uruguay 	<ul style="list-style-type: none"> • The countries also reached consensus on the mechanisms needed to overcome these challenges, to which end they identified the following: <ul style="list-style-type: none"> - Standardization of tender documents. - Promotion of market dialogue to identify sustainable goods and services. - Support for building capacities among suppliers and government procurers. - Development of regional and/or internal guidelines to know where to start. - Measurement of impact in order to obtain political support. - Promotion of pilot tenders with sustainable goods and services. - Promotion of more sharing among countries of experiences and best practices. - Availability of expert technical assistance for the implementation of sustainable procurement. 	<p>used to identify the primary challenges still to be addressed to achieve consolidation of the Special Sustainable Production and Consumption Program 2014-2018: Promoting the implementation of sustainability criteria focusing on the life cycle of government procurement of good and services, promoting voluntary certification of products that meet government procurement sustainability criteria, promoting procurement of sustainable goods and products from MSMEs, providing training for public sector suppliers on sustainability criteria for goods and services, and establishing agreements in this area with governments of other countries and international organizations.</p> <ul style="list-style-type: none"> • Nicaragua: Feedback was provided to the internal sustainable procurement work team and a framework agreement concluded for preparation of an inclusion proposal for the adoption of sustainability criteria as of the first pilot contract to be issued under the framework agreement next year. A draft National Government Procurement Policy on sustainable procurement criteria is also being prepared utilizing the knowledge and studies obtained in the workshop and on the sustainable procurement criteria course, this as an initiative of the DGCE, lead government procurement entity. • Uruguay: Knowledge was
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				used as input for the sustainable procurement criteria project.
3. INGP Subregional Caribbean Government Procurement Seminar/ workshop	June 13 to 15, 2016, Bridgetown, Barbados	120 officials, including 15 representatives of the following Caribbean countries: <ul style="list-style-type: none"> • Antigua and Barbuda • Barbados • Belize • Dominica • Grenada • Haiti • Jamaica • Guyana • Saint Vincent and the Grenadines • Saint Kitts and Nevis • Saint Lucia 	<ul style="list-style-type: none"> • Discussion session that led to the identification of progress, needs, and challenges in government procurement for the possible development of a common strategy for the Caribbean countries. • It was determined that the greatest existing need is for capacities to be built among procurement officials. 	
4. Seminar/ workshop on innovation in procurement	July 14 and 15, 2016, San Salvador, El Salvador	60 officials, including 10 representatives of the following countries: <ul style="list-style-type: none"> • Chile • Colombia • El Salvador • Honduras • Mexico • Nicaragua • Paraguay • Peru • Uruguay • Guatemala 	<ul style="list-style-type: none"> • Identification of lead countries in innovative government procurement and countries needing assistance in that area. • Commitment of the OAS and IDB to work together to follow up on this area. 	<ul style="list-style-type: none"> • Chile effected consultations with Colombia <i>Compra Eficiente</i> regarding its experiences of the pilots and the lessons learned from its experiences. • Mexico: Following the experience of this workshop, the Government Procurement Policy Unit contacted the Secretariat of Economy (coordinates the Innovative Development Program, whose aim is to develop innovation in the country's productive sector. Among its action lines is one referring to innovative government procurement, as discussed in the workshop of reference) in order to retransmit knowledge gained. Some of the workshop's content has also been discussed to benefit international cooperation projects on government procurement in which Mexico participates,

				<p>such as the sustainable production and consumption project with the Pacific Alliance, which links sustainable government procurement with innovation promotion.</p> <ul style="list-style-type: none"> • Nicaragua: Feedback was received on what was learned at the workshop for the preparation of studies to promote innovation in government procurement.
<p>5. Workshop on professionalization in government procurement</p>	<p>August 18 and 19, 2016, Montevideo, Uruguay</p>	<p>30 officials, including 11 representatives of the following countries:</p> <ul style="list-style-type: none"> • Nicaragua • Chile • Peru • Panama • Paraguay • Honduras • Colombia • Mexico • Guatemala • Costa Rica • Uruguay 	<ul style="list-style-type: none"> • Presentation by the OAS of two new online courses on government procurement: MSMEs in Government Procurement, and ICTs in Government Procurement • Identification of progress, needs, and common challenges in this area in the countries of the region • Based on the substantial training needs, efforts are under way to work jointly with the IDB on a regional strategy for professionalization in government procurement • Dialogue with the University of San Martín of Argentina to establish a possible institutional partnership in the professionalization area 	<ul style="list-style-type: none"> • Guatemala applied what was learned at the workshop in creating the Internal Organic Regulations of the Ministry of Public Finance and in creating a department with responsibility for training professionals on government procurement. • Mexico: Applied what was learned at the workshop to propose a new government procurement certification system to enable the Civil Service Secretariat to professionalize personnel charged with Federal Government procurement. • Nicaragua: Based on the experiences shared by the countries that have successfully implemented accreditation, the focus of the existing Strategic Plan was shifted through presentation to general management and senior management.

Note: The knowledge application information contained in the table above was provided by the INGP member countries through the 2016 activity report. Many countries indicated that the knowledge gained in the workshops was useful in providing feedback on the work being done in their institutions, as well as an opportunity to request support for implementing initiatives in the respective areas. For further information on results and cooperation activities, please see the activity reports of the countries published on the INGP website.

II. Knowledge generation and/or transfer

Knowledge transfer through the sharing of best practices:

1. Bilateral cooperation activities: One of the network's action lines is based on promoting the sharing of experiences, best practices, and lessons learned. During the year, the following cooperation activities were carried out with countries:
 - Webinar on experience of Costa Rica – National Plan for the Implementation of Sustainable Government Procurement (SGP): Imparted on March 3, 2016, based on a request from the Central American countries to receive technical assistance for the implementation of SGP in their countries. One outcome of the activity was an intent to replicate Costa Rica's process and provide internship opportunities for knowledge transfer in this area.
 - Support for the Department of Procurement of Guatemala in response to the request for information on existing regulations in other countries on how to proceed in emergencies other than natural disasters. On this occasion, replies were received from eight countries: El Salvador, Panama, Colombia, Costa Rica, Chile, Paraguay, Uruguay, and Honduras.
 - Support for the Division of Norms and Public Management of the Vice Ministry of Budget and Fiscal Accounting of Bolivia in response to the request for information on contract fulfillment guarantees existing in other countries. On this occasion, replies were received from six countries: Peru, Colombia, Guatemala, El Salvador, Costa Rica, and Chile.
 - Support for Chilecompra, in response to the request for information on best practices in the region in the area of SME indicators. On this occasion, replies were received from two countries: Mexico and Peru.
 - Support for Chilecompra, in response to the request for information on best practices in the region in the area of human rights in government procurement to support the regional consultation for Latin America and the Caribbean of the United Nations Working Group on business and human rights. Replies were received from eight countries: Colombia, Costa Rica, El Salvador, Mexico, Nicaragua, Paraguay, Peru, and Uruguay.
 - Support to Guatemala to obtain a list of experts to offer a seminar on international best practices, promotion of SMEs, and sustainable procurement.
 - Support to Guatemala to obtain names of experts in different areas for contracting technical support, financed with a donation from the Central American Bank for Economic Integration (CABEI).
 - Support from Chile to El Salvador for sharing information on the Chilecompra observatory. A workshop was held from March 9 to 11, 2016.
 - Support from Colombia to Guatemala to learn about experience of implementing Colombia *Compra Eficiente's* supplier registry, and obtain supporting documentation for the creation of a similar registry in Guatemala.

2. Formation of the Framework Agreements (FA) Sub-Network: The FA Sub-Network of the INGP is composed of technical specialists of the following 10 countries of the region: Honduras, Nicaragua, Panama, Colombia, Paraguay, Costa Rica, Mexico, El Salvador, Uruguay, and Chile.

In the framework of the Sub-Network, the Technical Secretariat of the INGP coordinated information compilation for the preparation of a diagnostic assessment to identify how FAs operate in the country, the strategies defined, their administration, number, and procurers; how to identify the FMs implemented (in force and not in force), and the videoconferences listed below:

- May 12, 2016: Panama and Chile, on a FA on vehicles
- August 2, 2016: Colombia and Chile, on a FA on vehicles and cleaning services
- October 26 to 28, 2016: visit by Peru Compras to Chile, internship on FAs
- November 11, 2016: Peru and Chile, on a FA on hemodialysis
- November 16, 2016: Peru and Chile, on FA on health
- December 1 and 2, 2016: Chile and Panama on procurement systems in general and framework agreements.

Moreover, during the Sub-Network's operation and dynamics, the following challenges were identified:

- A communications system allowing all countries to participate.
- Definition of next steps for proposals.

III. Building capacities among public officials of the region

In order to continue providing support for training on government procurement for human resources of public institutions, in 2016, the following online courses were imparted through the *OAS Virtual Campus*:

1. Update of the online course "*Gestión de las Compras Públicas*" [Government Procurement Management] and training was provided for 65 *public officials of nine countries of the region*. Support was provided to Honduras to provide training for 18 *officials of the State Procurement Office (ONCAE)*.
2. Launch of the online course on "*Compras públicas sostenibles*" [Sustainable Government Procurement], with support from the IDRC, through which training in Spanish was provided for 50 *public officials of eight countries of the region*.
3. Development of the online course on "*Sustainable Government Procurement*" (*English version*). One edition was imparted, through which training was provided for 37 *public officials of five Caribbean countries*.

In conclusion, in 2016, the INGP, through the OAS Virtual Campus, provided training for 152 public officials of 22 countries of the region, for an approximate total of USD\$50,000 in partial and full scholarships.

In addition, through financial support from the IDB and the MIF, in 2016, the following virtual courses were imparted:

1. Course on “*Facilitación del Acceso de Micro, Pequeñas and Medianas empresas–MIPYMES–a las compras públicas*” [Facilitation of Access by Micro, Small, and Medium-Sized Enterprise (MSMEs) to Government Procurement], given to improve participant knowledge for the execution of reform projects, policies, or actions facilitating and encouraging participation by MSMEs in government procurement, based on national market conditions.
2. Course on “*Tecnologías de la Información and las Comunicaciones (TIC) y las compras públicas*” [Information and Communication Technologies (ICTs) and Government Procurement] was imparted to improve participant knowledge for the execution of reform projects, policies, or actions facilitating the implementation, modification, consolidation, or evaluation or ICT-supported processes in national government procurement systems.

Through the institutional and financial support of the OAS and the IDB, 100 scholarships will be awarded to officials of government procurement institutions of the countries of the region. For the time being, these courses are available in Spanish and will be given through the OAS Virtual Campus in March 2017.

IV. Technical assistance

1. OAS technical assistance, with financial support from the IDRC, for the Procurement Unit of El Salvador for the implementation of sustainability criteria in government procurement processes. This assistance was provided over a three-month period, with the following results:
 - Preparation of a diagnostic assessment for the implementation of sustainable government procurement in El Salvador. A review of legislation and a market study were prepared and different attendance-based meetings held with key actors. For the market study, a survey of government suppliers was prepared, in coordination with the Procurement Regulatory Unit (UNAC) and with assistance from the National Commission of Micro and Small Enterprise (CONAMYPE), the Electronic Government Procurement System of El Salvador (COMPRASAL), and the Court of Accounts of the Republic. Replies to the survey were received from 170 of the system’s approximately 900 suppliers.
 - Preparation of a procurement category prioritization: Restaurants and catering, computer equipment and accessories, paper products, publicity, and passenger transport.
 - Preparation of the National Action Plan 2017-2021, whose aim is to create conditions for the Salvadoran State to gradually implement the economic, environmental, and social criteria in its procurement.
 - Development of three training/awareness workshops with public sector (30 persons) and private-NGO (11 persons) actors. A roadmap was suggested for the preparation of mandatory UNAC instructions.
 - Final report.
2. In the framework of the project with the IDRC, the OAS, with support from the International Institute for Sustainable Development (IISD) and based on the INGP’s Handbook for public procurers, two pilot

tenders were conducted for the implementation of sustainability criteria in government procurement processes. The two countries selected were:

a. Dominican Republic:

The technical assistance began with a review of legislation on sustainable procurement and a market study, through which were identified and prioritized goods that might implement sustainability criteria in accordance with national environmental and social priorities, government procurement of the product, and costs, among other things. Following the analysis, information technology was selected as the appropriate product for the pilot tender. Computers, monitors, and audio devices were among the subject products of the tender. Initially, the tender included optional sustainability criteria in its technical specifications, and for two products, mandatory sustainability criteria were included. The tender was launched in October 2016, with successful results, since the reaction of the market was to describe how its products met those sustainability criteria. The tender was awarded and final analysis of lessons learned is pending.

b. Paraguay:

The technical assistance began with a review of legislation on sustainable procurement and a market study, through which interior lighting as a space illumination solution, was identified as a priority. Accordingly, the Procurement Authority will use a new procedure in the procurement law that includes a first phase of unpriced tenders for solutions for innovative procurement of products, services, and/or designs; and a second phase of priced solutions, where specifications will be modified in accordance with the solutions and tenders by preselected suppliers. It is hoped that this procedure will allow Paraguay to benefit from this tool to acquire innovation for sustainable solutions.

V. Other activities promoted by the Technical Secretariat of the INGP

1. Open data on government procurement:

- Participation by the OAS, as Technical Secretariat of the INGP, in the Americas Regional Meeting of the Open Government Partnership, Uruguay (June 1, 2016). In the framework of the meeting, a Workshop on Open Contracting was held, with support from the IDRC and the Open Contracting Initiative (OCP).

Participating in the workshop were members of civil society and government interested in open contracting, who saw the value of every activity. The government perspective was that it was a tool for improving internal and information management processes; and, from the civil society perspective, a tool for uniform transparency in accessing procurement information and even different data sources. Also emphasized was the importance of working on open contracting to reduce possible cases of corruption.

The workshop made it possible to visualize the work being done in the open procurement area by the OAS as Technical Secretariat of the INGP; and to strengthen ties among the different stakeholders.

- In the framework of the current IDRC project, a diagnostic assessment will be prepared to analyze progress made with open data in government procurement in the region. This diagnostic assessment will serve as input for the launch of a project with the IDRC on open procurement. To that end, work was done on a survey for which Chile and Colombia provided major revision support. The survey was sent to the countries for completion with their information. The diagnostic assessment will serve as input for the presentation to the IDRC of a proposal for the execution of a new open procurement project.

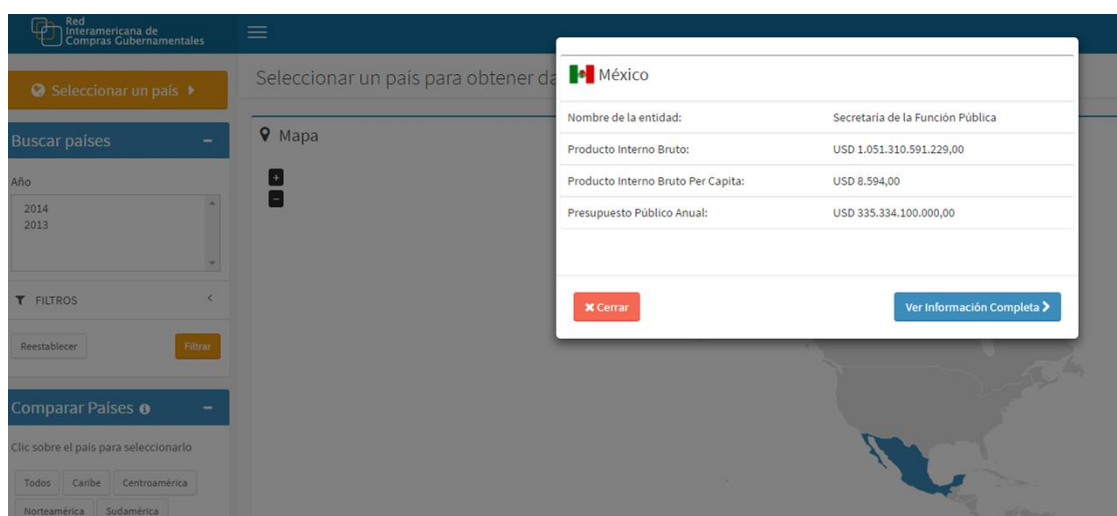
2. Generation of a joint OAS-United Nations Environment Programme (UNEP) initiative to develop an online platform on sustainable government procurement (SGP).

- A first informative webinar was held for the Latin American and Caribbean (LAC) countries on OAS and UNEP efforts in the SGP area in recent years and presentation of the platform proposal.
- Information was forwarded as a survey for identification of the topics of greatest interest, for reference in developing the platform's content.
- A working group was formed to support the provision of feedback on the Platform's development, composed of five countries: Brazil (Ministry of Environment), Honduras (National Sustainable Development Council - CONADES), Nicaragua (Department of Procurement), Colombia (Ministry of Environment), Ecuador (Ministry of Environment). It is hoped to have more countries and confirmed agencies.

3. Launch of the Inter-American Observatory on Government Procurement of the INGP:

Three years of work culminated in the conclusion of the development stage of the [Inter-American Observatory on Government Procurement of the INGP](#).

The Observatory is a tool for research and dissemination of advances in and characteristics of government procurement in Latin America and the Caribbean, and is designed to support decision-making by government procurement leaders and operators. This initiative was developed through the administrative, technical, and financial support of the **Organization of American States (OAS), as Technical Secretariat of the INGP, and the Inter-American Development Bank (IDB)**, to provide the countries with a tool which, if applied systematically and periodically, will make it possible to determine the quality and effectiveness of procurement systems, on which basis each country can formulate development plans to strengthen the weakest aspects identified in the evaluation.



In addition, given the visibility of the results, cooperation among the Network's member countries will be facilitated in specific areas that need improvement, thereby increasing the efficiency of this process. One of the Observatory's primary advantages is its greater simplicity, making possible its use for self-evaluation, reducing the costs this usually entails.

Characteristics of the INGP Observatory:

- Makes it possible to obtain an international overview of government procurement in the region.
- Serves as a reference framework for government procurement leaders, operators, and researchers, as well as members of the public interested in learning about own country progress.
- Publishes comprehensive, systematic, and reliable public information.
- Facilitates direct access to primary source information (provided by national government procurement entities) and the preparation of reports, graphics, and comparisons of the procurement situation by region, subregion and/or country.

Content:

With the information available through the Observatory, different indicators will be processed automatically that refer primarily to procurement performance and system use based on the national economy, and procurement process volume and amount.

These indicators will make it possible to prepare reports and studies on procurement behavior in different countries or subregions (North America, Central America, South America, and the Caribbean) to measure national progress in each of the following areas:

- Institutional information, for identification of the entity charged with government procurement and its position within the State organizational chart.
- Country indicators, to obtain framework indicators for proper interpretation of national government procurement system data.
- Scope of the national procurement system and market competition, for identification of annual procurement dynamics in the national system for comparability with similar systems, and coverage of the types of procurement effected through the national system.
- National electronic procurement system data for identification of annual procurement dynamics in the national system for comparability with similar systems.
- Government procurement regulatory framework for identification of the components thereof.
- Application of public policy for identification of different public policies used by the countries of the region.
- Electronic platform, for further details on the computer platform and its administration.
- Supplier registry, for details on the type and number of suppliers that contract with the State.
- Framework conventions/agreements and use of the electronic catalogue, for details on how framework conventions are applied in a specific country.
- Electronic catalogue system, for information on its characteristics, types of goods and services offered, and the volume of procurement made using the electronic catalogue.
- Reverse auction, for details on its operation and what countries have incorporated it as a procurement mechanism.
- Human resource training, for an overview of officials trained in each country in the government procurement area.

- MSMEs, for an overview of the amounts of and participation by SMEs in each country.
- Citizen participation, for an overview of the participation and role of citizens in government procurement.
- Complaints and claims mechanisms (challenges) and contract dispute resolution mechanisms, for information on mechanisms for challenges, existing claims, and dispute resolution mechanisms available in the country.
- Sustainable government procurement, for information on any policies that may be in place that include sustainability criteria (environmental, social, and economic) in government procurement, and their characteristics in each country.

In early 2017, a link will be sent to the countries to access the form and enter their information, as well as a manual and tutorial indicating how to do this.

VI. Activities promoted by the President of the INGP

- March 2-3, 2016: Participation in the Regional Consultation for Latin America and the Caribbean of the UN Working Group on business and human rights, in Santiago, Chile, where the INGP gave a presentation on the current situation of the countries in this area and government procurement. Report sent to Helena.
- June 13-14, 2016: Participant in the Third INGP Sub-regional Caribbean Government Procurement Conference, Bridgetown, Barbados.
- October 10-11, 2016: Participant in the Conference of the Asia Pacific Public Electronic Procurement Network: 2nd e-Government Procurement Conference, Seoul, Korea, where the INGP gave a presentation on the work of the INGP and collaborative activities carried out.
- November 16-17, 2016: Participant in the UN Forum on Business and Human Rights, as well as the Second International Workshop on Public Procurement and Human Rights, in Geneva, Switzerland; where the INGP gave a presentation on the considerations incorporated by the different INGP countries regarding sustainability and respect for human rights.
- November 24, 2016: Conclusion of a collaboration agreement with the Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFS).

VII. Activities carried out by the Inter-American Development Bank (IDB) in the framework of the INGP

1. Fiscal Management and Procurement Service Division (FMP):

In the INGP framework, the IDB provided technical and financial support for the holding of the Annual Meeting and the workshops: (i) Market Concentration, Collusion, and Identification of Abnormally Low Tenders in government procurement; (ii) professionalization in government procurement; (iii) innovation in procurement. These activities facilitated the identification of best practices, contributed to knowledge transfer among countries; enabled experiences, lessons learned, challenges, and areas of opportunity to be shared, and the technical understanding of matters discussed to be clarified and standardized.

The Bank's efforts also focused on interventions to strengthen national procurement systems to promote the development of institutional capacities in the LAC countries. Those activities contributed to improving alignment with international standards and increasing executing agency efficiency and effectiveness.

- *South-South cooperation* was promoted between Chile and Peru, and Chile and Panama, to learn about Chilecompra's business flow for the implementation and maintenance of the framework agreements.
- Coordination was facilitated with the U.S. Trade and Development Agency (USTDA) for the *dissemination of best practices* in the framework of the Global Procurement Initiative in Mexico and support was provided for Costa Rica's participation in the workshop given in Colombia by the Initiative.
- Support was provided for implementation of the *electronic reverse auction* in Guatecompras.
- Support was provided to the Organization for Security and Co-operation in Europe (OSCE) through the consultancy for the *development of modules for the smart business system*.
- Support was provided to Paraguay for *analysis of the individual consultant selection and contracting system*.
- Support was provided to the Dominican Republic through a *consultancy for the implementation of the draft reform of the procurement law*.
- *Training* was provided to Haiti through the Chartered Institute of Procurement & Supply (CIPS).
- Support was provided for the participation and leadership of Chile and Colombia in the working group to *update the Methodology for Evaluating National Government Procurement Systems (MAPS)*.
- A *diagnostic assessment* was prepared of the government procurement regulatory framework in Barbados.
- The Bank contributed to the *dissemination of best practices of procurement legislation* in Mexico, D.F., Mexico, and best practices of transparency in Colombia.

Diagnostic assessments

The Bank prepared *eight diagnostic assessments* that made it possible to update the available information on the level of procurement system development and to identify areas where additional assistance was needed. Three diagnostic assessments based on the MAPS were completed, in Panama, Peru, and Dominican Republic, and five diagnostic assessments based on the Handbook for Approving the Use of National Procurement Systems (GUS) were prepared for the information systems of Jamaica and the Argentine provinces of Salta, Mendoza, Buenos Aires, and San Juan.

Use of national systems

The Bank also authorized the use in Bank-financed operations of the price comparison system of Dominican Republic and of the states of Amazonas, Rio Grande del Sur, Pernambuco, Matto Grosso do Sul, Goiás, and Rio de Janeiro, in Brazil. The information systems of Jamaica and of the Argentine provinces of Salta and Mendoza were also authorized for use.

The use of national systems in Bank operations has many benefits for the countries, especially: (i) strengthening of their national development strategies, supported by more robust systems; (ii) improvement of efficiency, effectiveness, and transparency in resource use; (iii) strengthening of

their technical capacities; (iv) establishment of performance standards in keeping with best international practices; and (v) reduction of transaction costs and elimination of duplication.

2. Fiscal and Municipal Management Division

In 2016, this IDB Division provided support through the following activities in the INGP framework:

- INGP Sub-regional Caribbean Conference, Barbados (June 14-16)
- CIPS training for officials of Barbados on government procurement, Barbados (June 27-July 1)
- Participation by members of the Caribbean in CIPS training in Belize (August 1-5)
- Participation by the President of the INGP in the conference on procurement of the Asian Development Bank (October 10-11)
- Conference on women in government procurement, Chile (participation by Barbados, Dominican Republic, Chile, and Jamaica)
- Diagnostic assessment for estimation of Paraguay's reference prices
- Approval of a new regional technical cooperation project to promote the participation of women in government procurement (RG-T2778)
- Support for the annual conference of the Sub-Network of the Argentine provinces (November 10-11)
- Participation by the Caribbean countries in CIPS training in Washington, D.C. (November 14-17)
- Support for the holding of the Annual Conference of the INGP (November 29-December 1)

VIII. Governing entities 2015-2016

President

Trinidad Inostroza

Representative of Mercosur and Chile
Director
Department of Government Procurement
Government of Chile

Executive Committee (Representatives elected by the countries 2015-2017):

Carlos Mendoza

Representative for North America
General Services Administration
Government of Puerto Rico

Cheryl Mathurin

Representative of the Caribbean
Ministry of Sustainable Development
Government of Santa Lucia

Artemio Osorio

Director of Budget
Ministry of Finance
Government of Belize

Edelmira de Molina

Representative of Central America
Chief, Procurement Regulatory Office
Government of El Salvador

Maria Margarita Zuleta

Representative of the Andean Region
Colombia Compra Eficiente
Government of Colombia

Santiago Jure

Representative of Mercosur and Chile
National Department of Government Procurement (DNCP)
Government of Paraguay

Representatives of supporting institutions:

Organization of American States (OAS) – Technical Secretariat of the INGP

Innovation and Public Management and Modernization Section, Department of Effective Public Management, Secretariat for Political Affairs

Silverio Zebral

Technical Secretary of the INGP
Chief, Government Innovation Unit

Helena Fonseca

Regional Coordinator of INGP
Government Procurement Specialist

Sofía Quiñonez

Management Team
Technical Secretariat of the INGP
Consultant

Inter-American Development Bank (IDB)

Fiscal Management and Procurement Service Division

Javier Dávila

Senior Procurement Specialist

Roberto Laguado

Procurement Specialist

Freddy Alcazar

Consultant

Adriana Salazar

Consultant

Fiscal and Municipal Management Division

Leslie Elizabeth Harper

Modernization of the State Specialist

Daniel Sánchez

Senior Consultant