

Consultancy for a Senior Research Advisor to support the implementation and analysis of the survey activities as part of the ESW RG-E1593

Background of this search: The Innovation in Citizen Services Division (IFD/ICS) is looking for a senior researcher that supports the IDB team with the implementation and analysis of the survey activities at the Ministry of Agriculture, Natural Resources and Rural Development (MANRDN) as part of the ESW RG-E1593.

The team's mission: The Innovation in Citizen Services Division (IFD/ICS) at the Inter-American Development Bank aims to improve the government's capacity for delivering effective public policy and public services. The Division is structured in four clusters: (i) Transformation of the Public Administration; (ii) Digital Government and Data; (iii) Citizen Security and Justice; and (iv) Transparency and Integrity. The importance of the public institutions for the development has been underlined in the Ninth capital Increase of the IDB (GCI-9) through the sectoral priority of Institutions for the Growth and Social Welfare. This establishes that "the presence of solid and effective institutions is a decisive factor for the development of a country".

The Bank is supporting the implementation of the project "Strengthening of the public management for the improvement of the delivery of services" (HA-L1131), which is aimed to strengthen the management of human resources to contribute to improve the delivery of services. One of the key issues the project is trying to address is to rise human resources productivity. For this purpose, the Bank has approved the implementation of the study "Investigating the Deep: experimental evidence on incentivizing civil servants' behavior to improve performance" (RG-E1593). The design of the ESW proposal was prepared from the research proposal on capacity building in Haiti elaborated by professors James A. Robinson (Harris School of Public Policy, University of Chicago) and Jonathan L. Weigel (Harvard University, currently London School of Economics) in August 2018. The objective of this study is to put in place a multi-arm experiment in the Haitian public sector that would test how specific treatments applied to civil servants working environment influence their behavior and performance.

The experiments will use the interventions to be implemented through the project (changes to the civil service normative framework, change of staff benefits, implementation of voluntary retirement measures, introduction of controls and improvements of workplace conditions) to explore their impact on existing patronage networks and "practical" social norms which influence civil servants' behavior and performance. One of these interventions will be a Group Decision Making experiment, which is simply a series of meetings with the objective to encourage participation and collective deliberation among the employees of the public agencies. These project's interventions will be applied/or not applied to the same service in different localities, to assess how they impact staff behavior and performance. The study will provide important analytics and information for project implementation regarding the best strategies to improve performance of public employees.

The first stage of the study includes the implementation of surveys that has the objective to build a baseline database that will allow the quantification of the existing patronage networks and practical social norms. The surveys will also serve as a baseline for the randomized control trial study. The surveys will also include the implementation of two behavioral games that will generate data on the existing social norms.

What you'll do: The consultancy objective is to support the implementation and analysis of the surveys at the MARNDR.

The selected candidate will perform the following activities:

- Integrate the Steering team of the study, which is coordinated by the IFD/ICS specialist, Takady Konate; and provide strategic advice to the team regarding the organization and implementation of the study.
- Report on the main findings of the baseline surveys and surveys done by April 2024 and strategic guidelines for the relevance of the study considering Haiti's current circumstances. The report – if the evidence shows it – should include the analysis on existing (i) patronage network and socio-economic origin of ministry employees and (ii) practical norms, two factors potentially explaining low productivity discussed in the Research Proposal on Capacity Building in Haiti from August 2018

elaborated by professors James A. Robinson (Harris School of Public Policy, University of Chicago) and Jonathan L. Weigel (London School of Economics).

- Provide training to other members of the Project Research Team as needed.

Deliverables and Payments timeline:

Deliverable 1: Report on the main findings of the baseline surveys and surveys done by June 2023 and strategic guidelines for the relevance of the study considering Haiti's current circumstances. The report will include analytical work on the impact of the patronage network on the gender equity agenda set forth by the government of Haiti.

Deliverable 2: Report on recommendations to implement the retirement program as designed in HA-L1131.

Payment timeline:

- 50% upon delivery of product 1, to conformity of the Bank.
- 50% upon delivery of product 2, to conformity of the Bank.

What you'll need:

Citizenship: You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: PhD degree on any discipline of Social and Political Sciences, and Economics.

Experience: At least 15 or more years on development issues in developing countries. It is expected the consultant has a relevant list of research papers published in refereed and non-refereed journals, and ideally author or co-author of books of his/her specialty.

Languages: English mandatory. Ability to read in French or Spanish is desirable.

Opportunity Summary:

- **Type of contract and modality:** Product and External Services Consultant (PEC), Lump Sum.
- **Length of contract:** 6 months.
- **Starting date:** July 1, 2023.
- **Location:** Consultant's place of residence.
- **Responsible person:** Takady Konate (IFD/ICS) takadyk@iadb.org
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment.

We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

We encourage women, afro-descendants, people of indigenous origins, and persons with disabilities to apply.

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Our team in Human Resources carefully reviews all applications.

Consultancy for a Research Advisor to support the implementation and analysis of the survey activities as part of the ESW RG-E1593

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The team's mission: The Innovation in Citizen Services Division (IFD/ICS) at the Inter-American Development Bank aims to improve the government's capacity for delivering effective public policy and public services. The Division is structured in four clusters: (i) Transformation of the Public Administration; (ii) Digital Government and Data; (iii) Citizen Security and Justice; and, (iv) Transparency and Integrity. The importance of the public institutions for the development has been underlined in the Ninth capital Increase of the IDB (GCI-9) through the sectoral priority of Institutions for the Growth and Social Welfare. This establishes that "the presence of solid and effective institutions is a decisive factor for the development of a country".

The Bank is supporting the implementation of the project "Strengthening of the public management for the improvement of the delivery of services" (HA-L1131), which is aimed to strengthen the management of human resources to contribute to improve the delivery of services. One of the key issues the project is trying to address is to rise human resources productivity. For this purpose, the Bank has approved the implementation of the study "Investigating the Deep: experimental evidence on incentivizing civil servants' behavior to improve performance" (RG-E1593). The design of the ESW proposal was prepared from the research proposal on capacity building in Haiti elaborated by professors James A. Robinson (Harris School of Public Policy, University of Chicago) and Jonathan L. Weigel (Harvard University, currently London School of Economics) in August 2018. The objective of this study is to put in place a multi-arm experiment in the Haitian public sector that would test how specific treatments applied to civil servants working environment influence their behavior and performance.

The experiments will use the interventions to be implemented through the project (changes to the civil service normative framework, change of staff benefits, implementation of voluntary retirement measures, introduction of controls and improvements of workplace conditions) to explore their impact on existing patronage networks and "practical" social norms which influence civil servants' behavior and performance. One of these interventions will be a Group Decision Making experiment, which is simply a series of meetings with the objective to encourage participation and collective deliberation among the employees of the public agencies. These project's interventions will be applied/or not applied to the same service in different localities, to assess how they impact staff behavior and performance. The study will provide important analytics and information for project implementation regarding the best strategies to improve performance of public employees.

The first stage of the study includes the implementation of surveys that has the objective to build a baseline database that will allow the quantification of the existing patronage networks and practical social norms. The surveys will also serve as a baseline for the randomized control trial study. The surveys will also include the implementation of two behavioral games that will generate data on the existing social norms.

What you'll do: The consultancy objective is to support the implementation and analysis of the surveys at the MARNDR.

The selected candidate will perform the following activities:

- Provide strategic advice to the team regarding the organization and implementation of the study.
- Provide technical guidance on the implementation of the survey at the MARNDR as challenges may arise. The activities in which the consultant must participate include but are not limited to:
 - Modification of survey questions, behavioral games' content, and methodology.
 - Guidelines for the selection of public servants to be included in the survey.

- Recommendation for strategies to face challenges that may arise from implementing surveys in Haiti based in previous experience.
- Report on the main findings of the baseline surveys and surveys done by April 2024 and strategic guidelines for the relevance of the study considering Haiti's current circumstances. The report – if the evidence shows it – should include the analysis on existing (i) patronage network and socio-economic origin of ministry employees and (ii) practical norms, two factors potentially explaining low productivity discussed in the Research Proposal on Capacity Building in Haiti from August 2018 elaborated by professors James A. Robinson (Harris School of Public Policy, University of Chicago) and Jonathan L. Weigel (London School of Economics).
- Provide training to other members of the Project Research Team as needed.

Deliverables and Payments timeline:

Deliverable 1: Report on the main findings of the baseline surveys and surveys done by June 2023 and strategic guidelines for the relevance of the study considering Haiti's current circumstances. The report will include analytical work on the impact of the patronage network on the gender equity agenda set forth by the government of Haiti.

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Education: PhD degree on any discipline of Social and Political Sciences, and Economics.

Experience: At least 15 or more years on development issues in developing countries. It is expected the consultant has a relevant list of research papers published in refereed and non-refereed journals, and ideally author or co-author of books of his/her specialty.

Languages: English mandatory. Ability to read in French or Spanish is desirable.

Opportunity Summary:

- **Type of contract and modality:** Product and External Services Consultant (PEC), Lump Sum.
- **Length of contract:** 8 months.
- **Starting date:** May 1, 2023.
- **Location:** Consultant's place of residence.
- **Responsible person:** Takady Konate (IFD/ICS) takadyk@iadb.org
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

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Consultancy for Research Associate to support the implementation and analysis of the survey activities as part of the ESW RG-E1593

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The Bank is supporting the implementation of the project "Strengthening of the public management for the improvement of the delivery of services" (HA-L1131), which is aimed to strengthen the management of human resources to contribute to improve the delivery of services. One of the key issues the project is trying to address is to rise human resources productivity. For this purpose, the Bank has approved the implementation of the study "Investigating the Deep: experimental evidence on incentivizing civil servants' behavior to improve performance" (RG-E1593). The design of the ESW proposal was prepared from the research proposal on capacity building in Haiti elaborated by professors James A. Robinson (Harris School of Public Policy, University of Chicago) and Jonathan L. Weigel (Harvard University, currently London School of Economics) in August 2018. The objective of this study is to put in place a multi-arm experiment in the Haitian public sector that would test how specific treatments applied to civil servants working environment influence their behavior and performance.

The experiments will use the interventions to be implemented through the project (changes to the civil service normative framework, change of staff benefits, implementation of voluntary retirement measures, introduction of controls and improvements of workplace conditions) to explore their impact on existing patronage networks and "practical" social norms which influence civil servants' behavior and performance. One of these interventions will be a Group Decision Making experiment, which is simply a series of meetings with the objective to encourage participation and collective deliberation among the employees of the public agencies. These project's interventions will be applied/or not applied to the same service in different localities, to assess how they impact staff behavior and performance. The study will provide important analytics and information for project implementation regarding the best strategies to improve performance of public employees.

The first stage of the study includes the implementation of surveys that has the objective to build a baseline database that will allow the quantification of the existing patronage networks and practical social norms. The surveys will also serve as a baseline for the randomized control trial study. The surveys will also include the implementation of two behavioral games that will generate data on the existing social norms.

The selected candidate will perform the following activities:

1. Oversee the work of the Junior Research Associate in Haiti who will oversee the data collection process.
2. Conduct analyses of (i) employee turnover (ii) employee position type (iii) work unit type, and (iv) a comparison of data collected during the pilot study with the administrative data. The report should also justify why such an analysis is relevant for the baseline study currently being carried out in the Ministry of Agriculture as part of the project "Strengthening Public Management to Improve Service Delivery."
3. Analysis of survey responses regarding the extent and causes of absenteeism in the Haitian civil service
4. Analysis of the structure of the social network of employees at the MARNDR.

5. Provide support to the Coordinator of the Cluster for the Transformation of the Public Administration in other activities under the expected effort of this contract.

Deliverables and Payments timeline:

Deliverable 1: Report on the data cleaning and preliminary analysis of the administrative data, including analyses of (i) employee turnover (ii) employee position type (iii) work unit type, and (iv) a comparison of data collected during the pilot study with the administrative data. The preliminary analysis will also segregate the gender data to facilitate the overall analytical work.

Deliverable 2: Analysis of survey responses regarding the extent of absenteeism in the Haitian civil service, and the structure of the social network of employees in MARNDR.

Deliverable 3: Final report, including lessons learned to be implemented during future data collection.

Payment timeline:

- 35% upon delivery of product 1, to conformity of the Bank;
- 35% upon delivery of product 2, to conformity of the Bank;
- 30% upon delivery of product 3, to conformity of the Bank;

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Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Master's degree on any discipline of Social and Political Sciences, and Economics. Performing Doctoral studies.

Experience: 5 years of research experience on public sector management, human resources management, or related areas. Previous fieldwork is desirable.

Languages: English mandatory. French and Spanish desirable

Computing: intermediate Stata or R.

Opportunity Summary:

- **Type of contract and modality:** Product and External Services Consultant (PEC), Lump Sum.
- **Length of contract:** 6 months.
- **Starting date:** February 15, 2023.
- **Location:** Consultant's place of residence.
- **Responsible person:** Takady Konate (IFD/ICS) takadyk@iadb.org
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

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Consultancy for Research Associate to support data collection in the field as part of the ESW RG-E1593

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The Bank is supporting the implementation of the project "Strengthening of the public management for the improvement of the delivery of services" (HA-L1131), which is aimed to strengthen the management of human resources to contribute to improve the delivery of services. One of the key issues the project is trying to address is to rise human resources productivity. For this purpose, the Bank has approved the implementation of the study "Investigating the Deep: experimental evidence on incentivizing civil servants' behavior to improve performance" (RG-E1593). The design of the ESW proposal was prepared from the research proposal on capacity building in Haiti elaborated by professors James A. Robinson (Harris School of Public Policy, University of Chicago) and Jonathan L. Weigel (Harvard University, currently London School of Economics) in August 2018. The objective of this study is to put in place a multi-arm experiment in the Haitian public sector that would test how specific treatments applied to civil servants working environment influence their behavior and performance.

The experiments will use the interventions to be implemented through the project (changes to the civil service normative framework, change of staff benefits, implementation of voluntary retirement measures, introduction of controls and improvements of workplace conditions) to explore their impact on existing patronage networks and "practical" social norms which influence civil servants' behavior and performance. One of these interventions will be a Group Decision Making experiment, which is simply a series of meetings with the objective to encourage participation and collective deliberation among the employees of the public agencies. These project's interventions will be applied/or not applied to the same service in different localities, to assess how they impact staff behavior and performance. The study will provide important analytics and information for project implementation regarding the best strategies to improve performance of public employees.

The first stage of the study includes the implementation of surveys that has the objective to build a baseline database that will allow the quantification of the existing patronage networks and practical social norms. The surveys will also serve as a baseline for the randomized control trial

study. The surveys will also include the implementation of two behavioral games that will generate data on the existing social norms.

The selected candidate will perform the following activities:

1. Supervise data collection on the ground in Haiti
2. Cleaned administrative data composed of a panel of all employees for the period 2010 to 2021 based on administrative data collected. Includes data on employees' gender, age, salary, job title, and work unit as well as a description of the data cleaning process.
3. Creation of a work unit (direction) level panel using administrative data and additional research, with information about employees' average salary, age, and gender balance, as well as information about the type of work unit (political, technical, administrative, etc.).
4. Report on the data cleaning and preliminary analysis of the administrative data, including analyses of (i) employee turnover (ii) employee position type (iii) work unit type, and (iv) a comparison of data collected during the pilot study with the administrative data. The report should also justify why such an analysis is relevant for the baseline study currently being carried out in the Ministry of Agriculture. The preliminary analysis will also segregate the gender data to facilitate the overall analytical work.
5. Analysis of survey responses regarding the extent and causes of absenteeism in the Haitian civil service
6. Analysis of the structure of the social network of employees at the MARNDR.
7. Provide support to the Coordinator of the Cluster for the Transformation of the Public Administration in other activities under the expected effort of this contract.

Deliverables and Payments timeline:

Deliverable 1: Data collection supervision plan.

Deliverable 2: Report on the data cleaning and preliminary analysis of the administrative data, including analyses of (i) employee turnover (ii) employee position type (iii) work unit type, and (iv) a comparison of data collected during the pilot study with the administrative data.

Deliverable 3: Analysis of survey responses regarding the extent of absenteeism in the Haitian civil service, and the structure of the social network of employees in MARNDR.

Deliverable 4: Final report, including lessons learned to be implemented during future data collection.

Payment timeline:

- 25% upon delivery of product 1, to conformity of the Bank;
- 25% upon delivery of product 2, to conformity of the Bank;
- 25% upon delivery of product 3, to conformity of the Bank;
- 25% upon delivery of product 4, to conformity of the Bank.

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Education: Master's degree on any discipline of Social and Political Sciences, and Economics. Performing Doctoral studies.

Experience: 5 years of research experience on public sector management, human resources management, or related areas. Previous fieldwork is desirable.

Languages: English mandatory. French and Spanish desirable

Computing: intermediate Stata or R.

Opportunity Summary:

- **Type of contract and modality:** Product and External Services Consultant (PEC), Lump Sum.
- **Length of contract:** 120 non-consecutive days 12 months.
- **Starting date:** January 15, 2023.
- **Location:** Consultant's place of residence.
- **Responsible person:** Takady Konate (IFD/ICS) takadyk@iadb.org
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

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Selection process: HA-T1304

TERMS OF REFERENCE

Consultancy for the implementation of the surveys to public officials and strategic inputs for the design and implementation of research activities for the ESW RG-E1593 “Investigating the Deep: experimental evidence on incentivizing civil servants’ behavior to improve performance”

HAITI

HA-T1304

Strengthening Public Management for Improved Service Delivery

1. Background and Justification

- 1.1. The Innovation in Citizen Services Division (IFD/ICS), Inter-American Development Bank, aims to improve the government for the provision of services. The Division is structured in four clusters: (i) Public Sector Management; (ii) Digital Government; (iii) Citizen Security; and (iv) Transparency. The importance of the public institutions for the development has been underlined in the Ninth capital Increase of the IDB (GCI-9) through the sectoral priority of Institutions for the Growth and Social Welfare. This establishes that “the presence of solid and effective institutions is a decisive factor for the development of a country”. The team is looking for a firm to carry-out a set of pilot surveys to public officials of the Ministry of Agriculture, Natural Resources and Rural Development (MANRDN). Moreover, the firm will prepare technical inputs that are needed to generate alternative outcome indicators for the experiment and design the Group Decision Making (GDM) intervention.^{1 2}
- 1.2. Public Management is the set of institutions that the State uses to fulfill its functions and thus, bring services to the citizens. Building these institutions requires public policies that understand the public policy problems and their contexts, based on evidence, and propose interventions to improve the Management institutions that contribute to solve the problems identified. The State to fulfill its functions and produce services uses its public management institutions, whose characteristics, then, can contribute to generate or solve problems. An adequate design of public management institutions contributes to fulfill the State’s functions appropriately and produce the services expected by citizens, strengthening the social contract. The Public Sector Management cluster offers knowledge and solutions to strengthen the management of the Government Center systems (strategic planning and coordination), civil service, public investment, supply and procurement, external and internal control, and the defense of the State, among others. In addition, it promotes the modernization of public entities, with strategies for the implementation of mechanisms of open government, use of strategic and big data and collaborative governance. Finally, it promotes the creation of conditions of governmental transparency, through solutions for countries’ adoption of international standards and mechanisms that strengthen integrity in public

¹ Robinson, J. and J. Weigel, 2018, “Investigating the Deep: A Research Proposal on Capacity Building in Haiti”.

² Lewin, Kurt, “Group decision and social change,” Readings in social psychology, 1947, 3 (1), 197–211. Lewin’s original experiments found that organizing structured sessions with workers and management, in which they discussed obstacles as well as solutions, could considerably boost productivity and output Lewin (1947). The idea has been widely explored in other contexts (Ross and Nisbett, 2011), including recently in factories in China (Paluck and Wu, 2016).

management.

- 1.3. The Bank is supporting the implementation of the project “Strengthening of the public management for the improvement of the delivery of services” (HA-L1131), which is aimed to strengthen the management of human resources to contribute to improve the delivery of services. One of the key issues the project is trying to address is to rise human resources productivity. For this purpose, the Bank has approved the implementation of the study “Investigating the Deep: experimental evidence on incentivizing civil servants’ behavior to improve performance” (RG-E1593). The objective of this study is to put in place a multi-arm experiment in the Haitian public sector that would test how specific treatments applied to civil servants working environment influence their behavior and performance.
- 1.4. The experiments will use the interventions to be implemented through the project (changes to the civil service normative framework, change of staff benefits, implementation of voluntary retirement measures, introduction of controls and improvements of workplace conditions) to explore their impact on existing "practical" social norms and networks which influence civil servants’ behavior and performance. These project’s interventions will be applied/or not applied to the same service in different localities, to assess how they impact staff behavior and performance. The study will provide important analytics and information for project implementation regarding the best strategies to improve performance of public employees. The study would include the conduction of a survey among public servants, the implementation of a randomized controlled trial (RCT), structured interviews, among other analytic tools – including a set of behavioral games. The interviews will be completed with 2 behavioral games that have the aim to provide evidence of behavioral attitudes of public servants: a random allocation game and public goods game with punishment.
- 1.5. The first stage of the study includes the implementation of a survey at the MARNDR, to be later extended at the MEF, which will provide data for the elaboration of the patronage networks and serve as a baseline for the randomized control trial study. The baseline surveys will also include the implementation of two behavioral games that will generate data on the existing social norms. The first stage will also include a diagnostic of available public information that can be used to generate complementary measurement strategies of key outcomes (e.g. taking road core samples of roads built by the ministry). Finally, the team is task with the collection, organization and assessment of information required for the design and implementation of the Group Decision Making (GDM) intervention.

2. Objectives

- 2.1. The consulting firm will prepare and implement a survey to the public officials of the MARNDR at the central and departmental level (approx. 1,000 surveys to be administered), where the activities of the HA-L1131 will be implemented, with the objective to calibrate the survey instrument, the behavioral games’ methodology and the interviewers’ training. The consulting firm will also provide technical inputs for the design of the GDM intervention and alternative measures of outcome indicators for this study.

3. Scope of Services

- 3.1. The objective of this consultancy is twofold. Firstly, the consulting firm must carry-out a survey of

public officials within the MARNDR. These activities will be guided by the Project Research Team and supervised by the IDB's Public Sector Management specialist. The survey results will allow the Research Team to strengthen the survey and behavioral games methodology as well as identify areas for improvement for the elaboration of the baseline survey with the public officials of the MARNDR. The second objective of this consultancy is to collect, organize and assess information required for the design and implementation of the GDM intervention and produce a diagnostic of available public information that can be used to generate complementary measurement strategies of key outcomes for this project.

4. Key Activities

- 4.1.** The selected candidate will perform the following activities:
- 4.2.** Train enumerators to make sure that the ~1,000 surveys are executed on a timely manner and as desired at the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR).
 - 4.2.1. Hold training sessions
 - 4.2.2. Conduct feedback sessions to improve survey instrument
- 4.3.** Administer surveys to ~1,000 mid-level bureaucrats in the indicated ministers.
 - 4.3.1. Determine optimal location and time to administer surveys.
 - 4.3.2. Plan roll out of survey.
 - 4.3.3. Swift and consistent entry of data into the Open Data Kit (ODK) that was agreed with the Project Research Team.
- 4.4.** Administer both behavioral games to ~1,000 mid-level public officials.
 - 4.4.1. Delivery of payoffs in the 200 surveys as indicated by the behavioral games' methodologies prepared in collaboration with the Project Research Team.
- 4.5.** Assist with data processing and cleaning.
 - 4.5.1. Provide clean dataset in a format such as csv with no missing or senseless observations.
 - 4.5.2. Be available for questions regarding data.
- 4.6.** Collect, organize and assess information required for the design and implementation of the baseline survey and the Group Decision Making (GDM) intervention. Instructions and guidance on the characteristics of the survey will be provided by the team leader Takady Konate, and research PIs James Robinson, Jonathan Weigel, and Philipp Barteska:
 - 4.6.1. The purpose of the survey is to map the patronage networks and measure practical norms at play in these ministries. A subsample of employees will be chosen and revisited periodically over the course of the project to construct a panel. This survey will enable the team to test several key hypotheses about the impacts of the reforms supported by the project and their interactions with norms and networks.
 - 4.6.2. GDM is a series of meetings aimed to encourage participation and collective deliberation. GDM interventions seek to change the social norms and boost morale in the offices where

they will be implemented. This intervention will likely have spillover effects, complementing other interventions and reforms supported by the project.

- 4.7. Explore and develop complementary measurement strategies of key outcomes in addition to the baseline survey (e.g. taking road core samples of roads built by the ministry), as indicated by the PIs.

- 4.8. Explore the availability of information regarding ministries' administrative processes to evaluate the productivity of units within the ministry along the dimensions below:

4.8.1. Task completion rates

To measure task completion rates, the selected candidate will identify and define strategies for collecting information on the completion of bureaucratic tasks as found in organizations' annual and quarterly progress reports.

4.8.2. Process quality data.

The selected candidate will identify and define strategies for collecting information on the quality of administrative documents from the ministries' directions. We are looking for files that should be submitted by each unit, which can be evaluated along the below dimensions.

Do files submitted satisfy...

4.8.2.1. Quality of Procedure.

Do principal components of a file adhere to the general filing rules?

4.8.2.2. Quality of Content.

This could include things such as clarity of background to issues, clear courses of action available or taken, file organized in a logical flow.

- 4.9. Support the IADB supervision team in the implementation of project intervention that will contribute to the study: pilot surveys, the introduction of controls through the biometric system, and the implementation of the retirement program, among others.

5. **Expected Outcome and Deliverables**

- 5.1. **Deliverable 1:** Working Plan and strategic guidelines. The strategic guidelines must provide an overview of the risks to the implementation of the survey and describe strategies to address them. Must be delivered 5 days after both the IDB and the Government of Haiti.
- 5.2. **Deliverable 3:** First report of activities that describe the lessons learned from implementing the first wave of surveys. The report must describe the challenges encountered and resolved in first carrying out the survey and the behavioral games with ministry employees in the Haitian context. Must be delivered immediately after the delivery of deliverable 2.
- 5.3. **Deliverable 3:** Final survey dataset with the data of the total surveys (1,000) and revisions to the preliminary survey dataset as requested by the Project Research Team. The final survey dataset should also include a final report on the implementation of the behavioral games. Must be delivered +/- 3 months after contract.
- 5.4. **Deliverable 4.** Preliminary report of considerations for the design and implementation of the GDM intervention in the Haitian context. The preliminary analysis will also segregate the gender data to facilitate the overall analytical work.

6. Acceptance Criteria

6.1. The deliverables as indicated in the previous section will be sent to the IDB and the Project Research Team for their consideration and acceptance.

7. Supervision and Reporting

7.1. The firm will report to the IDB team leader Takady Konate, TAKADYK@iadb.org. Mrs. Konate is responsible for reviewing and approving the deliverables.

8. Schedule of Payments

8.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein. Payments will be made once products have been validated and approved by the IDB team according to the corresponding schedule of payments:

Deliverables	Timeline	Payment (percentage of total)
1. Working Plan and strategic guidelines	Must be delivered 5 days after both the IDB and the Government of Haiti	25%
2. First report of activities.	Must be delivered immediately after deliverable 2.	25%
3. Final survey dataset and final report on the implementation of the behavioral games	Must be delivered 3 months after the delivery of the working plan.	25%
4. Report: considerations for the design and implementation of GDM interventions in the Haitian Context	Must be delivered +/- 4 months after the delivery of the working plan.	25%
Total		100%

9. Qualifications

- The consulting firm will have substantial expertise in developing and executing scientifically valuable surveys in Haiti. The consulting firm will also have extensive expertise working with public

officials in the Haitian Government as well as a record of delivering highest quality data, data analytics, research design, execution, and the elaboration of actionable, evidence-based and practical solutions to issues in the Haitian context. Moreover, the consulting firm will have experience in the design and implementation of qualitative research, including but not limited to focus group discussions on the Haitian context.

Public Management Consulting for the Design and Implementation of a Biometric Registration Pilot and Technical Recommendations

Search context:

IFD/ICS is looking for a consultant to strengthen the capacity of MEF designing and implementing a biometric registry with solid experience in the design and management of IT systems.

The Ministry of Economy and Finance (MEF) has requested resources from the Bank for Technical Cooperation to support the implementation of the State modernization program in general and to activities linked to the project "Strengthening Public Management to Improve Provision of Services" (HA-L1131), in particular. These include those linked to the biometric register, the HR information management system and the wage payment system.

The team's mission: Public Management is the set of institutions used by the State to fulfill its functions and thus bring services to citizens. The construction of these institutions requires public policies that understand public policy problems and their contexts, based on evidence, and propose interventions to improve management institutions that contribute to solving problems Identified. The State to carry out its functions and produce services uses its public management institutions, the characteristics of which can then contribute to generating or resolving problems. Proper design of public management institutions helps the State to properly fulfil its functions and produce the services that citizens expect, strengthening the social contract. The Public Management Cluster offers knowledge and solutions to strengthen the management of the Government Center systems (strategic planning and coordination), civil service, public investment, supply and procurement, external and internal control, and state defense, among others. In addition, it promotes the modernization of public entities, with strategies for the implementation of open governance mechanisms, massive and strategic use of data and collaborative governance. Finally, it promotes the creation of conditions of governmental transparency, through solutions for countries to adopt international standards and mechanisms that strengthen integrity in public management.

What you will do: Support the Ministry of Economy and Finance and the Office of National identification in designing, developing and implementing a dedicated system for the identification of active and retired civil servants, and civil service contractors. The biometric registry will be catered to the overall public administration, including approximately 107,000 civil servants. Additionally, the registry will include the thousands of contractors and consultants who constitute the supplemental workforce of the Government of Haiti. The implementation of the Civil Service Identification Register (RIFOP) will facilitate the implementation of the Pay and Pension modules that will integrate the Integrated Public Financial Management System (IFMIS). More precisely, the consultant will:

- Facilitate technical discussions concerning the RIFOP, including providing feedback on the technical specifications necessary for a dynamic registry, drafting the request for proposal for additional technical needed, and reviewing technical specifications of the equipment needed to implement the RIFOP countrywide.
- Define and document RIFOP Architecture, including concept architecture and technology architecture.

HRD Terms of Reference

- Assist the IT development teams during the project lifecycle, from the implementation of a pilot to the operational phase. This includes providing oversight on design, development, and software engineering as well as testing to ensure data quality. Participate in the rollout of the RIFOP in coordination with the technical team at the MEF and ONI.
- Coordinate and act as a direct interlocutor between the technical teams responsible for the integration and/or development of the system
- Coordinate and act as an interlocutor between the MEF IT Department and partner institutions (DGB, DGTC, ONI) in the context of the interfacing of these applications with the RIFOP and/or the ONI system. To this end, it will be necessary to facilitate the establishment of mechanisms between the integrator and the technical units in the configuration of the UXP environment and the definition of Web Services allowing the interconnection of the external application database with the applications of the RIFOP and/or the ONI
- Define and document mechanisms for monitoring and evaluating the performance of the RIFOP in particular the progress made in carrying out the implementation actions, the quality of the work carried out, the monitoring of the indicators and the additional risks that have occurred during their performance (as well as the strategy to mitigate these risks)
- Assist the MEF in all activities relating to the implementation of the RIFOP system.
- Identify and document significant risks in the implementation process and prepare a mitigation plan.
- Delivery of a monthly project's update report.
- Document all lessons learned during the project to use in future iterations and implementations.

Deliverables and payments:

- Deliverable 1 and 25% payment: Work plan that includes a technical approach to fulfill the mission, monthly action plan, and any other relevant issues to accomplish the mission.
- Deliverable 2 and 25% payment: Quarterly report 1 on services rendered during the period, included accomplished versus planned activities and remedial actions
- Deliverable 3 and 30% payment: Quarterly report 2 on services rendered during the period, included accomplished versus planned activities, remedial actions and a monitoring plan
- Deliverable 4 and 20% payment: Final report summarizing the work performed and a sustainability plan .

All deliverables must receive the agreement of the Bank prior to payment.

What you'll need:

- **Citizenship:** You are a citizen of one of our 48 member countries. We can offer transportation assistance and visa applications for you and your eligible dependents.
- **Inbreeding:** you have no family members (up to the fourth degree of inbreeding and second degree of affinity, including the spouse) who work in the IDB Group.

HRD Terms of Reference

- **Education:** Master degree in business administration, management or computer science.
- **Experience:** Minimum of 5 years of experience working with identification systems and the use of biometrics for that purpose.
- **Languages:** English or French. The knowledge of French will be a plus.

General and Technical Competencies:

- Excellent written and oral communication skills, to be able to summarize highly complex information in a simple way for an audience that knows the subject.
- High skills for teamwork
- Excellent relationship skills with counterparts

Opportunity Summary:

- **Type of contract and modality:** international PEC, by payment (lump sum) against product.
- **Contract duration:** 130 working days within a 12-month period.
- **Start date:** July 1, 2023.
- **Location:** The consultant's place of residence and the consultant is expected to make two 5-day trips each to Haiti if the security situation allows.
- **Responsible Person:** Takady Konate, ICS Takadyk@iadb.org, Senior Specialist. Mrs. Konate will be in charge of commenting on and approving the consultant's deliverables.
- **Requirements:** You must be a citizen of one of the [48 IDB member countries](#) and not have family members currently working in the IDB Group.

Our culture: our people are committed and passionate about improving lives in Latin America and the Caribbean, and they do what they like in a diverse, collaborative and stimulating work environment. We are the first development institution in Latin America and the Caribbean to receive EDGE certification, recognizing our strong commitment to gender equity. As an employee, you can be part of internal resource groups that connect our diverse community around their common interests.

We encourage women, Afro-descendants, people of indigenous origin and people with disabilities to apply.

About us: At the Inter-American Development Bank, we are dedicated to improving lives. Since 1959, we have been an important source of long-term financing for economic, social and institutional development in Latin America and the Caribbean. However, we do more than lend. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research on relevant development issues, policy advice to inform their decisions, and technical assistance to improve project planning and execution. To do this, we need people who not only have the right skills but are also passionate about improving lives.

Our Human Resources team carefully reviews all applications.

Consultancy to develop a leadership and managerial training strategy for the Government of Haiti.

Background of this search: The Innovation in Citizen Services Division (IFD/ICS) is looking for a senior researcher that supports the IDB team with the implementation and analysis of the survey activities at the Ministry of Agriculture, Natural Resources and Rural Development (MANRDN) as part of the ESW RG-E1593.

The team's mission: The Innovation in Citizen Services Division (IFD/ICS) at the Inter-American Development Bank aims to improve the government's capacity for delivering effective public policy and public services. The Division is structured in four clusters: (i) Transformation of the Public Administration; (ii) Digital Government and Data; (iii) Citizen Security and Justice; and, (iv) Transparency and Integrity. The importance of the public institutions for the development has been underlined in the Ninth capital Increase of the IDB (GCI-9) through the sectoral priority of Institutions for the Growth and Social Welfare. This establishes that "the presence of solid and effective institutions is a decisive factor for the development of a country".

The Bank is supporting the implementation of the project "Strengthening of the public management for the improvement of the delivery of services" (HA-L1131), which is aimed to strengthen the management of human resources to contribute to improving the delivery of services. One of the key issues the project is trying to address is to rise human resources productivity. For this purpose, the Bank has approved the implementation of the study "Investigating the Deep: experimental evidence on incentivizing civil servants' behavior to improve performance" (RG-E1593). The design of the ESW proposal was prepared from the research proposal on capacity building in Haiti elaborated by professors James A. Robinson (Harris School of Public Policy, University of Chicago) and Jonathan L. Weigel (Harvard University, currently London School of Economics) at August 2018. The objective of this study is to put in place a multi-arm experiment in the Haitian public sector that would test how specific treatments applied to civil servants working environment influence their behavior and performance.

The experiments will use the interventions to be implemented through the project (changes to the civil service normative framework, change of staff benefits, implementation of voluntary retirement measures, the introduction of controls and improvements of workplace conditions) to explore their impact on existing patronage networks and "practical" social norms which influence civil servants' behavior and performance.

The second phase of the research is to utilize the data collected, which combined with a desk review, to draft a management and training strategy.

What you'll do: The consultancy objective is to draft a training and leadership strategy for the Government of Haiti.

The selected candidate will perform the following activities:

- Analyze the necessary documents/training modules, and training materials to fully understand the ground situation and existing training material available for managerial and leadership training.
- Carry out a stakeholder analysis to bring out the roles and responsibilities of key players and institutions.
- Carry out a "Gap" analysis to identify gaps in the training being imparted in management and leadership training, including behavioral change modules such as ethics. This activity must involve specialized agencies in gender issues.
- Map out the issues and identify the priorities in line with the capacity-building objective of the Government of Haiti.
- Draft training strategy in leadership and management, including a gender awareness module.

Deliverables and Payments timeline:

Deliverable 1: Training Needs Assessment completed, and report submitted, the report should include a desk review, situation report, stakeholders, and gap analysis.

Deliverable 2: Training strategy presented.

Payment timeline:

What you'll need:

Citizenship: You are a citizen of one of our 48 member countries.

Consanguinity: You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: PhD degree in any discipline of Social and Political Sciences, Economics or Education.

Experience: At least 15 or more years on development issues in developing countries. It is expected the consultant has relevance in the field of education and training.

Languages: English mandatory. The ability to read in French or Spanish is desirable.

Opportunity Summary:

- **Type of contract and modality:** Product and External Services Consultant (PEC), Lump Sum.
- **Length of contract:** 6 months.
- **Starting date:** January 1, 2024.
- **Location:** Consultant's place of residence / Haiti.
- **Responsible person:** Takady Konate (IFD/ICS) takadyk@iadb.org
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

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