

THE FUTURE OF GOVERNMENT WORK IN LATIN AMERICA AND THE CARIBBEAN

RG-T3313

CERTIFICATION

I hereby certify that this operation was approved for financing under the **Ordinary Capital Strategic Development Program for Institutions (INS)** through a communication dated April 1, 2019 and signed by Kai Hertz (ORP/GCM). Also, I certify that resources from said fund are available for up to **US\$350,000** in order to finance the activities described and budgeted in this document. This certification reserves resource for the referenced project for a period of four (4) calendar months counted from the date of eligibility from the funding source. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, representing a risk that will not be absorbed by the Fund.

Certified by:

ORIGINAL FIRMADO

5/13/19

Sonia M. Rivera

Date

Chief

Grants and Co-Financing Management Unit

ORP/GCM

Approved by:

ORIGINAL FIRMADO

5/14/19

Lea Raquel Gimenez

Date

Division Chief

Innovation in Citizen Services Division

IFD/ICS

TC Document

I. Basic Information for TC

▪ Country/Region:	Regional
▪ TC Name:	The future of government work in Latin America and the Caribbean
▪ TC Number:	RG-T3313
▪ Team Leader/Members:	Benjamin Roseth (IFD/ICS), Team Leader; Miguel Porrúa, Angela Reyes, Mariano Lafuente, Karelía Villa, Dana King, Jean-Eric Theinhardt, Roberto Fernández, Rodrigo López, Arturo Munte, María José Jarquin, Sheila Grandio and Sonia Rojas (IFD/ICS); Laura Ripani (SCL/LMK); Juan Carlos Navarro (IFD/CTI); Pablo Valenti (CSC/CSC); Mildred Rivera (KIC/DCC); Sofía Greco (LEG/SGO).
▪ Taxonomy	Client Support
▪ Date of TC Abstract authorization:	March 21, 2019
▪ Beneficiary:	Chile, Panama, Uruguay, all IDB borrowing member countries
▪ Executing Agency and contact name	Inter-American Development Bank (IADB)
▪ Donors providing:	Ordinary Capital Strategic Development Program for Institutions (INS)
▪ IDB Funding Requested:	US\$350,000
▪ Local counterpart funding, if any:	N/A
▪ Disbursement period (which includes Execution period):	36 months
▪ Required start date:	May, 2019
▪ Types of consultants:	Consulting firms and individual consultants
▪ Prepared by Unit:	Innovation in Citizen Services Division (IFD/ICS)
▪ Unit of Disbursement Responsibility:	Institutions for Development Sector (IFD/IFD)
▪ TC Included in Country Strategy (y/n):	N/A
▪ TC included in CPD (y/n):	N/A
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutions for Growth and Social Welfare

II. Objectives and Justification of the TC

- 2.1 Though the “future of work” has been widely discussed by a range of institutions,¹ analyzing both the promise and perils of automation for the labor market, it is noted that there is currently no rigorous empirical knowledge nor policy guidance on the implications for the public sector. The impact of the increasing incorporation of technology in the workplace are likely significant: the OECD estimates that 14% of the jobs in its member countries are highly susceptible to automation; McKinsey estimates that 400 million jobs in the world could be displaced through automation. Despite the proliferation of related literature, there are gaps in areas with significant implications for public sector management and service delivery: the potential room for automation, the necessary changes in the staffing skills mix in a more digitized context, and how to manage the human side of transitioning to a more automated

¹ Including McKinsey, Oxford, Brookings, World Bank, the IDB.

future. Existing knowledge on the impact of automation in the private sector is likely to be of limited utility for governments due to a number of factors that make the public sector systematically distinct, including greater rigidity in human resources management, the important role of unions, lengthy hiring processes, and importantly, the lack of a profit motive and the imperative of generating public value.

- 2.2 Understanding how automation can affect public employment and service delivery in Latin America and the Caribbean (LAC) region, and how best to manage this shift, is key for several reasons. Prime among them is that the potential impact is likely immense. Oxford University has estimated that many jobs prevalent in the public sector, such as postal service mail sorters, subway operators, and transportation inspectors, have a greater than 80% probability of automation.² A 2017 estimation, for the Government of the UK, found that up to 16% of public sector jobs could be fully automated by 2030.³
- 2.3 At the same time, governments may see automation as an option to address persistent challenges. Increased investment in public services is urgent given declining citizen satisfaction, for example, from 59% to 40% satisfaction with health services from 2006-2016, and a similar decline in education.⁴ Automation of mechanical tasks may provide an opportunity to redistribute resources towards those more dependent on human interaction, such as health, education and public safety. Alternatively, automation and accompanying retrenchment reforms may provide a partial solution for governments facing excess wage bill expenditures, particularly relevant in a region with recurrently high personnel expenditures.⁵
- 2.4 Increasing client demand for digital transformation loans highlights the urgency for the proposed TC. Since its creation in 2015, the digital cluster, in the Innovation in Citizen Services Division (IFD/ICS) of the IDB has accumulated a portfolio of 12 loans for a total of U\$592 million in approvals.⁶ All of these operations – as well as others throughout the Bank with significant technological components⁷ will cause human capital redistribution, and in many cases the topic has been a source of concern for government counterparts and cause of delay or modification in reform efforts.⁸ The IDB has yet to deliver an effective response to the concerns regarding how significant the impact of automation will be, on which jobs, the differential gender impact, the need for new talent, and how best to manage the necessary changes through strategies involving re-training, workforce redistribution, targeted recruitment, attrition or others. Despite the rapid growth of the digital portfolio, no

² Benedikt Frey, Carl, and Osborne, Michael A. The Future of Employment: [How Susceptible are Jobs to Computerisation?](#) 2013, University of Oxford, Oxford OX1 1PT, United Kingdom Department of Engineering Science.

³ “[The State of the State 2017-18](#)”. Deloitte.

⁴ OECD. Latin American Economic Outlook 2018: [Rethinking Institutions for Development](#).

⁵ On average, wage bills in LAC account for 26% of all public expenditure, equivalent to approximately 5.8% of GDP and 41% of tax revenue. Data from 2012, based on the 16 Latin American countries included in the study “[Al Servicio del ciudadano: una década de reformas de servicio civil en América Latina](#)”.

⁶ For example: 4399/OC-PE, 4437/OC-JA, 3683/OC-PN, 3625/OC-UR, 3154/OC-CO, 3298/OC-CH, 2487/OC-EC, 3022/OC-TT.

⁷ Initial estimates indicate that 80% of all ICS loans have a significant technological component.

⁸ In one recently approved project “Bahamas Digital Government Transformation for Competitiveness” (4549/OC-BH), the economic analysis revealed that the majority of the loan could be justified through savings on personnel expenditures through automation in only four government institutions.

IDB operation has yet to dedicate resources to the human capital adaptation.⁹ This TC would begin to equip the IDB and client governments to tackle this challenge.

- 2.5 **Operational relevance.** The evidence generated will support an increasing client demand for digital transformation operations, assisting in the justification of such operations and the design of specific activities related to human capital and change management (both on technological adoption and accommodations made for redundant personnel). Approved operations that may benefit from such knowledge include: Panama on Line (3683/OC-PN), Program to Improve Public Services and Citizen-State Interactions in Uruguay (3625/OC-UR), Program to Strengthen Public Management and State Modernization in Peru (4399/OC-PE), Implementation of the National Identity System for Economic Growth in Jamaica (4437/OC-JA), and the Bahamas Digital Transformation of Government for Competitiveness Project, among others. Operations in preparation that may benefit from this knowledge include Program for the Digital Transformation of Citizen Services and Promotion of a Digital Economy in Productive Sectors in Honduras (HO-L1202), and Barbados Public Sector Modernization Programme (BA-L1046), where execution will take place during the following four years and therefore could benefit from the knowledge and lessons provided by this study. This CT will also provide tools and knowledge that could be applied to the future pipeline of operations.
- 2.6 **Complementarity.** This TC complements other ongoing Bank initiatives around digital talent and the future of work, in particular with the regional TC “Skills for a Digital Economy” (ATN/OC-16779-RG), and the “The Future of Jobs in Latin America and the Caribbean” (ATN/OC-16891-RG).
- 2.7 **Strategic alignment.** The objectives of this TC are aligned with the update to the IDB Institutional Strategy 2020 (AB-3008) as it will: (i) build institutional capacity (in support of the “institutional capacity” cross-cutting topic); (ii) help address the identified structural challenge of low productivity, by providing policy guidance on managing the incorporation of automation in government; and (iii) promote the objective of developing quality human capital. It is aligned with the objectives of the Ordinary Capital Strategic Development Program for Institutions (GN-2819-1) to contribute to more effective, efficient and citizen-centered institutions, and with Corporate Results Framework indicator #25: “government agencies benefited by projects that strengthen technological and managerial tools to improve public service delivery”.

III. Description of activities/components and budget

- 3.1 **Objective.** Generate empirical evidence and lessons learned regarding the challenges and opportunities that digitization and automation implies for governments in LAC, and support policy dialogue and capacity building on the personnel and change management aspects of government digital transformation.
- 3.2 **Component 1. Systematic review, generation of evidence and data analysis.** The expected result of this component is to have collected and analyzed the data necessary to produce the reference guide on public sector automation and change

⁹ An operation in preparation, “Barbados Public Sector Modernization Programme” (BA-L1046), includes a small component that will support a limited set of related activities.

management, proposed in Component 2. This includes, among others: (i) literature review on automation and labor market impacts; (ii) adaptation of existing methodologies;¹⁰ to estimate the potential for automation to a government context; (iii) a survey of civil servants to generate estimates regarding the potential for automation;¹¹ (iv) multi-country comparative analyses of two or more universal processes in the public sector (e.g. business registration, issuing a driver's license, processing a leave request for a civil servant) to gauge potential for automation;¹² (v) a multi-country study of the human resources aspects of government digital teams, both in the OECD and LAC;¹³ (vi) a multi-country study of the tools employed by leading civil service management institutions to prepare public servants for increasing digitization of government, both in the OECD and LAC;¹⁴ (vii) a pilot diagnostic of digital competencies in at least one government institution;¹⁵ and (viii) at least six case studies (within and outside the region) to highlight the strategies for human resources change management in light of automation, encompassing both experiences from global leaders in digital government and the private sector.¹⁶

- 3.3 Component 2. Report design and validation.** The expected result of this component is a reference guide on public sector automation and change management. This component will support systematization of the findings from Component 1 into one consolidated manuscript. It will also support the involvement of external experts throughout the TC, including the design of the necessary methodologies and data collection tools, identification of case studies, crafting of policy recommendations and adaptation of findings to specific country contexts. Experts will be selected among governments, academia and international organizations from both within and outside the region.¹⁷

¹⁰ Such as those designed by [Oxford University](#), McKinsey and the [OECD](#).

¹¹ Tentatively, this survey will be conducted in conjunction with the National Civil Service Directorate of Chile and SERVIR of Peru. Both countries have been selected due to a strong interest from the civil service management office. The relevance of this survey resides in its ability to generate estimates regarding the amount of public servant time that could be saved through the introduction of automation.

¹² Tentatively including Barbados, Panama, Uruguay, Estonia and Korea. These countries have been identified to offer a range of levels of progress on the digitization of public institutions. The main counterparts will be e-government agencies, liaising with agencies in charge of the processes analyzed. Other countries may be selected according to the criteria established in footnote 1.

¹³ Tentatively including the UK, US, Spain, France, Denmark, and Uruguay, all world leaders on digital transformation of government.

¹⁴ Tentatively including Canada, US, UK, Spain, New Zealand (world leaders on civil service management) and Panama (currently undertaking innovative steps to incorporate digital competences into civil service management).

¹⁵ Tentatively within the Government of Paraguay. This country has been selected due to the importance of an ongoing government transformation initiative and the Bank's role through the loan "Digital Agenda Support Program" (4650/OC-PR).

¹⁶ Cases under consideration include the municipality of Albacete (Spain), the province of Andalucía (Spain), the Department of Licensing and Motor Vehicles (UK), SAP, AT&T, Volkswagen, and India Railways. The criteria for selecting the cases include: (i) depth of human capital disruption as a result of a digital transformation; (ii) accessibility of information; (iii) context relevance to LAC governments; and (iv) regional and thematic variety. Private sector cases are included to provide information on cutting-edge solutions yet to be incorporated by public sector institutions.

¹⁷ Consideration will be given to experts from organizations such as the Red GEALC (Latin American e-government directors network), International Labor Organization, Harvard University Kennedy School of Public Policy, United Nations University Operating Unit on Policy-Driven Electronic Governance, and the European Commission Institute for Prospective Technological Studies, among others.

- 3.4 **Component 3. Dissemination and capacity building.** This component supports dissemination activities and policy dialogue around the challenges and opportunities posed by automation in government in the region. This includes, among others, (i) the design, translation and formatting of the reference guide; (ii) production of promotional materials (e.g. infographics, videos) and campaigns (e.g. via Facebook); (iii) organization of events in which the reference guide will be presented; and (iv) adaptations of the regional findings to specific country requests upon demand and the organization of technical workshops on automation and change management with government counterparts.
- 3.5 **Expected results.** (i) increased LAC government capacity to incorporate automation and its possible impacts into their strategic planning and policies through the generation of knowledge and sharing of good practice; (ii) reference guide on public sector automation and change published; and (iii) dissemination and policy dialogue conducted at regional and country-specific venues.
- 3.6 The total cost of this TC will be US\$350,000 that will be funded by the Bank through the Ordinary Capital Strategic Development Program for Institutions (INS). Table 1 details this budget.

Indicative Budget (US\$)

Component	Description	IDB/INS
Component 1. Systematic review of evidence and data analysis	<ul style="list-style-type: none"> Literature review Methodological adaptation Civil servant survey Process analyses Study on digital teams Study on civil service digital competencies Digital competencies diagnostic Case studies 	<ul style="list-style-type: none"> 10,000 40,000 25,000 30,000 15,000 15,000 20,000 30,000 Subtotal: 185,000
Component 2. Report design and validation	<ul style="list-style-type: none"> Reference guide design, drafting and review Expert assistance 	<ul style="list-style-type: none"> 25,000 15,000 Subtotal: 40,000
Component 3. Dissemination and capacity building	<ul style="list-style-type: none"> Reference guide publication Reference guide printing Reference guide dissemination materials Regional dissemination event Country-specific adaptations and technical workshops 	<ul style="list-style-type: none"> 30,000 15,000 20,000 25,000 35,000 Subtotal: 125,000
Total		350,000

IV. Executing agency and execution structure

- 4.1 Being a regional initiative focused on knowledge generation, this TC will be executed by the Bank, through the Innovation in Citizen Services Division (IFD/ICS). All resources will be executed from headquarters. Consistent with Annex 10 of GN-2629-1, this is justified given: (i) the Bank's experience and expertise in designing and executing regional analytical efforts; (ii) the regional nature of the activities; (iii) the need for coordination with international experts to provide guidance on the TC's activities; and (iv) given the relatively small size and scope of the individual activities to be conducted in specific countries, it is more efficient for the Bank to execute directly.
- 4.2 Additional beneficiary countries may will be included in the study based the following criteria: (i) government counterpart interest in participation; (ii) availability of data necessary to conduct the activities described under Component 1; (iii) regional balance. The local counterparts in the countries whose participation is already confirmed are: Chile – *Dirección Nacional del Servicio Civil*; Panamá – *Autoridad Nacional para la Innovación Gubernamental* (AIG); Uruguay - *Agencia de Gobierno electrónico y Sociedad de la Información y del Conocimiento* (AGESIC).
- 4.3 Prior to the initiation of project activities in a specific country, a non-objection letter issued by the liaison entity of the corresponding country shall be obtained.
- 4.4 **Procurement.** The Bank will contract individual consultants, consulting firm and non-consulting services in conformity with the applicable policies and procedures. Firm procurement will follow the guidelines established in GN-2765-1, hiring of individual consultants will follow the guidelines established in AM-650, and contracting of non-consulting services will follow GN-2303-20.

V. Major issues

- 5.1 The main risk of this TC is the potential lack of willingness of governments to participate in the different aspects of the research, given that each activity will require significant openness on the part of the institutions studied. This risk will be mitigated through high-level dialogue to showcase the benefits of knowledge generation on this topic, in particular for the design of future reforms, and by emphasizing the non-evaluative nature of the studies conducted. There may also be a risk regarding dissemination, if certain readers perceive that the report advocates for the firing of government employees. This risk will be mitigated from the outset by focusing on the potential for time savings and increasing value for citizens (rather than downsizing).
- 5.2 Another risk concerns sustainability. It is possible that, despite the quality of the analytical work, the products of this TC are not used by governments. This will be mitigated in two ways: (i) extensive consultations with current and former government officials to scope the activities and maximize relevance; and (ii) extensive dissemination conducted in collaboration with communications teams of both ICS and KIC, supported by the activities under Component 3, to help the products and main messages of the analytical work reach the target audiences.

VI. Exceptions to Bank policy

- 6.1 There are no exceptions to Bank policies.

VII. Environmental and Social Strategy

- 7.1 Given the nature of the project, there are no associated environmental or social risks. Based on the Environment and Safeguards Compliance Policy (OP-703) this operation is classified as “C”, meaning that no environmental assessment studies or consultations are required for this category. See [Safeguard Policy Filter \(SPF\) and Safeguard Screening Form \(SSF\)](#).

Required Annexes:

- Annex I. [Request from the client](#)
- Annex II. [Terms of Reference](#)
- Annex III. [Result Matrix](#)
- Annex IV. [Procurement Plan](#)

CONFIDENCIAL

¹ La información contenida en este Anexo es de carácter deliberativo, y por lo tanto confidencial, de conformidad con la excepción relativa a “Información Deliberativa” contemplada en el párrafo 4.1 (g) de la “Política de Acceso al Información” del Banco (Documento GN-1831-28).

REGIONAL
THE FUTURE OF GOVERNMENT WORK IN LATIN AMERICA AND THE CARIBBEAN
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Terms of Reference

Component	Activity	Objective	Timeline	Selection criteria	Activities	Products
1: Systematic review, generation of evidence and data analysis. The expected result of this component is to have collected and analyzed the data necessary to produce the reference guide on public sector automation and change management proposed in Component 1	2.1 literature review on automation and labor market impacts Estimate U\$10.000	Synthesize the state of the art of the understand of labor market impacts of automation and identify factors relevant to understand this phenomenon in the public sector	Start: May 2019 End: November 2019	Individual consultant, based in DC <ul style="list-style-type: none"> Strong writing, synthesis and editing skills Familiarity with digital government, civil service management, labor markets 	Conduct literature review	Draft literature review
	2.2 adaptation of existing methodologies to estimate the potential for automation to a government context Estimate U\$40.000	Produce a survey instrument that estimates the proportion of public sector work susceptible to automation	Start: May 2019 End: November 2019	Firm, based in country where survey adaptation is conducted <ul style="list-style-type: none"> Expertise in survey design methodology, including cognitive interviews and time use surveys Familiarity with public sector management issues 	<ul style="list-style-type: none"> Cognitive interviews Respondent time use interviews Program survey on digital platform 	<ul style="list-style-type: none"> Final survey Compendium of time use interviews
	2.3 survey of civil servants to generate estimates regarding the potential for automation Estimate U\$25.000	Generate survey results that allow for the estimation of the proportion of public sector work susceptible to automation	Start: July 2019 End: February 2020	Firm, based in country where survey is implemented <ul style="list-style-type: none"> Experience in survey administration Expertise in survey data processing 	<ul style="list-style-type: none"> Support administration of survey Compile survey results 	<ul style="list-style-type: none"> Report on survey application Survey database
	2.4 multi-country comparative analyses of two or more universal processes in the public sector Estimate U\$30.000	Generate comparative estimates on the person-hours required to complete standard	Start: June 2019	Individual consultants, based in each country where analysis is conducted	<ul style="list-style-type: none"> Document back-office processes flow Conduct interviews with 	Process analysis report

Component	Activity	Objective	Timeline	Selection criteria	Activities	Products
		government processes	End: December 2019	<ul style="list-style-type: none"> Familiarity with processes analyzed Experience with interviews Familiarity with process analysis methodologies 	public servants involved in processes	
	2.5 multi-country study of the human resources aspects of government digital teams, both in the OECD and LAC Estimate U\$15.000	Produce a report on HR practices employed by leading digital teams	Start: May 2019 End: November 2019	International firm Expertise in government digital teams, digital transformation, HR management and change management	<ul style="list-style-type: none"> Review available reports and other literature on government digital teams Conduct interviews with government counterparts in countries included in the analysis 	Report on HR aspects of government digital teams
	2.6 multi-country study of the tools employed by leading civil service management institutions to prepare public servants for increasing digitization of government, both in the OECD and LAC Estimate U\$15.000	Produce a report on management tools to incorporate digital competencies into the civil service	Start: May 2019 End: November 2019	Individual consultant, international Expertise in civil service management, public sector reform	<ul style="list-style-type: none"> Review available reports and other literature on digital competencies for government Conduct interviews with government counterparts in countries included in the analysis 	Report on digital competencies for civil service
	2.7 pilot diagnostic of digital competencies in at least one government institution Estimate U\$20.000	Produce a methodology and pilot application on government digital competencies	Start: July 2019 End: November 2019	International firm Expertise in survey methodology, innovation, digital skills	<ul style="list-style-type: none"> Design measurement methodology Implement measurement 	<ul style="list-style-type: none"> Methodology for digital skills measurement

Component	Activity	Objective	Timeline	Selection criteria	Activities	Products
					<ul style="list-style-type: none"> Produce final report 	<ul style="list-style-type: none"> in public sector Report on pilot application of digital skills measurement
	2.8 case studies (within and outside the region) to highlight the strategies for human resources change management in light of automation Estimate U\$30.000	Produce 6 case studies on human resource change management	Start: May 2019 End: November 2019	Individual consultants Expertise in public sector reform, change management, digital transformation	<ul style="list-style-type: none"> Review available literature and government documents Conduct stakeholder interviews Draft reports 	6 case study reports
2: Reference guide design and validation. The expected result of this component is a reference guide on public sector automation and change management.	1.1 Consultant to support the design and drafting of the reference guide on automation and public employment. Estimate U\$25.000	Produce a final manuscript on automation and public employment	Start: May 2019 End: November 2020	Individual consultant, based in DC <ul style="list-style-type: none"> Strong writing, synthesis and editing skills Familiarity with digital government, civil service management, labor markets	<ul style="list-style-type: none"> Support drafting of prospectus Review and edit report inputs Compile and synthesize report contents Support drafting of manuscript	<ul style="list-style-type: none"> Research prospectus Final manuscript
	1.2 Expert advisers (individual consultants) to guide research design, interpretation and communication Estimate U\$15.000	Maximize quality, rigor and relevance of research plans, execution and products	Start: May 2019 End: June 2021	Recognized expertise in digital government, civil service management, labor markets or change management	Provide just-in-time guidance on the preparation of research tools, interpretation of empirical results, and presentation of findings	Written comments on research plans or products
3: Dissemination and capacity building. This component	3.1 Reference guide publication Estimate U\$30.000	Edit, translate, design and print final report on automation and public employment	Start: February 2020 End:	Editorial services hired through IFD framework agreement	Edit, translate, design and print final report on automation and public employment	Report edited, translated, formatted and printed

Component	Activity	Objective	Timeline	Selection criteria	Activities	Products
supports dissemination activities and policy dialogue around the challenges and opportunities posed by automation in government in the region.			December 2020			
	3.2 Dissemination materials Estimate U\$15.000	Produce infographics, flyers, banners and videos, etc. to support the dissemination of the report	Start: February 2020 End: March 2021	Individual consultants Expertise in graphic design	Produce infographics, flyers, banners and videos, etc. to support the dissemination of the report	Infographics, flyers, banners, videos, etc. to be determined

Results Matrix








Outcomes

Outcome: 1 Generate empirical evidence and lessons learned regarding the challenges and opportunities that digitization and lies for governments in LAC							
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	EOP	
1.1 Downloads of report on automation and public employment		# of downloads	0.00	2019	count of downloads in Bank's publications website	P	10,000.00
						P(a)	10,000.00
						A	


CRF Indicator

Outputs: Annual Physical and Financial Progress

1 Generation of evidence and data analysis

						Physical Progress					Financial Progress					Theme	Fund	Flags
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification		2019	2020	2021	EOP		2019	2020	2021	EOP			
1.1 Surveys conducted	survey on automation and public employment (includes methodological adaptation and application)	Surveys (#)	0	2019	report from Team Leader	P	1	0	0	1	P	50000	0	0	50000	Institutional Development	INS	
						P(a)	1			1	P(a)	50000			50000			
						A				A								
1.2 Diagnostics and assessments completed	assessment of civil service management practices to increase digital capacity used in OECD countries	Diagnostics (#)	0	2019	report from Team Leader	P	1	0	0	1	P	20000	0	0	20000	Institutional Development	INS	
						P(a)	1			1	P(a)	20000			20000			
						A				A								
1.3 Diagnostics and assessments completed	assessment of human resources practices used by leading global digital teams	Diagnostics (#)	0	2019	report from Team Leader	P	1	0	0	1	P	25000	0	0	25000	Institutional Development	INS	
						P(a)	1			1	P(a)	25000			25000			
						A				A								
1.4 Diagnostics and assessments completed	case studies of how select public and private institutions managed their human resources during digital transformations	Diagnostics (#)	0	2019	report from Team Leader	P	6	0	0	6	P	30000	0	0	30000	Institutional Development	INS	
						P(a)	6			6	P(a)	30000			30000			
						A				A								
1.5 Diagnostics and assessments completed	literature review on automation and employment impacts	Diagnostics (#)	0	2019	report from Team Leader	P	1	0	0	1	P	10000	0	0	10000	Institutional Development	INS	
						P(a)	1			1	P(a)	10000			10000			
						A				A								
1.6 Diagnostics and assessments completed	pilot diagnostic of digital competencies in at least one government institution	Diagnostics (#)	0	2019	report from Team Leader	P	1	0	0	1	P	20000	0	0	20000	Institutional Development	INS	
						P(a)	1			1	P(a)	20000			20000			
						A				A								
1.7 Diagnostics and assessments completed	multi-country comparative analyses of two or more universal processes in the public sector	Diagnostics (#)	0	2019	report from Team Leader	P	1	0	0	1	P	30000	0	0	30000	Institutional Development	INS	
						P(a)	1			1	P(a)	30000			30000			
						A				A								

2 Report generation and validation

Outputs		Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	Physical Progress				Financial Progress				Theme	Fund	Flags				
							2019	2020	2021	EOP	2019	2020	2021	EOP							
2.1 Tools designed/strengthened		Manuscript of report on automation and public employment completed	Tools (#)	0	2019	report from Team Leader	P	0	1	0	1	P	0	40000	0	40000	Institutional Development	INS			
							P(a)			1			1	P(a)	0	40000				0	40000
							A						A								

Dissemination and capacity building						Physical Progress					Financial Progress					Theme	Fund	Flags
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2019	2020	2021	EOP	2019	2020	2021	EOP					
3.1 Non-commercial books published	book on automation and public employment published (includes production and printing costs)	Books (#)	0	2019	book link provided by Team Leader	P	0	1	0	1	P	0	65000	0	65000	Institutional Development	INS	
						P(a)		1		1	P(a)	0	65000	0	65000			
						A					A							
3.2 Book launches organized	launch event for book on automation and public employment	Book launches (#)	0	2019	report from Team Leader	P	0	1	0	1	P	50000	0	0	50000	Institutional Development	INS	
						P(a)		1		1	P(a)	50000			50000			
						A					A							
3.3 Workshops organized	organization of technical workshops on automation and change management with government counterparts	Workshops (#)	0	2019	report from Team Leader	P	0	0	1	1	P	0	0	10000	10000	Institutional Development	INS	
						P(a)			1	1	P(a)	0	0	10000	10000			
						A					A							

Other Cost

Total Cost

	2019	2020	2021	Total Cost
P	\$235,000.00	\$105,000.00	\$10,000.00	\$350,000.00
P(a)	\$235,000.00	\$105,000.00	\$10,000.00	\$350,000.00
A				

CRF Indicator Standard Output Indicator

PROCUREMENT PLAN FOR IDB-EXECUTED OPERATIONS														
Country: REGIONAL					Executing Agency: IDB					UDR:				
Project number: RG-T3313				Project name: The future of government work in Latin America and the Caribbean										
Period covered by the Plan: 36 months				Total Project Amount: \$ 350,000										
Component	Procurement Type (1) (2)	Service type (1) (2)	Description	Estimated contract cost (US\$)	Selection Method (2)	Type of Contract	Source of Financing and Percentage				Estimated date of the procurement notice	Estimated contract start date	Estimated contract length	Comments
							IDB/MIF		Other External Donor					
							Amount	%	Amount	%				
Component 1	A. Consulting services	Individual Consultant (AM-650)	Conduct literature review on automation and labor market impacts	\$ 10,000	ICQ	Lump Sum	\$ 10,000	100%				1-May-19	15-Nov-19	May be combined with consultancy above "support the design and drafting of the reference guide on automation and public employment"
Component 1	A. Consulting services	Consulting Firm (GN-2765)	Adapt existing methodologies to estimate the potential for automation to a government context	\$ 40,000	SSS	Lump Sum	\$ 40,000	100%				1-May-19	15-Nov-19	
Component 1	A. Consulting services	Consulting Firm (GN-2765)	Conduct survey of civil servants to generate estimates regarding the potential for automation	\$ 25,000	SSS	Lump Sum	\$ 25,000	100%				1-Jun-19	15-Dec-19	
Component 1	A. Consulting services	Individual Consultant (AM-650)	Conduct multi-country comparative analyses of two or more universal processes in the public sector	\$ 30,000	ICQ	Lump Sum	\$ 30,000	100%				1-Jun-19	15-Dec-19	
Component 1	A. Consulting services	Consulting Firm (GN-2765)	Conduct multi-country study of the human resources aspects of government digital teams, both in the OECD and LAC	\$ 15,000	SSS	Lump Sum	\$ 15,000	100%				1-May-19	15-Nov-19	
Component 1	A. Consulting services	Individual Consultant (AM-650)	conduct multi-country study of the tools employed by leading civil service management institutions to prepare public servants for increasing digitization of government, both in the OECD and LAC	\$ 15,000	ICQ	Lump Sum	\$ 15,000	100%				1-May-19	15-Nov-19	
Component 1	A. Consulting services	Consulting Firm (GN-2765)	Conduct pilot diagnostic of digital competencies in at least one government institution	\$ 20,000	SSS	Lump Sum	\$ 20,000	100%				1-Jul-19	15-Nov-19	
Component 1	A. Consulting services	Individual Consultant (AM-650)	Document case studies (within and outside the region) to highlight the strategies for human resources change	\$ 30,000	ICQ	Lump Sum	\$ 30,000	100%				1-May-19	15-Nov-19	May encompass multiple contracts for consultants to produce different
Component 2	A. Consulting services	Individual Consultant (AM-650)	Support the design and drafting of the reference guide on automation and public employment	\$ 25,000	ICQ	Lump Sum	\$ 25,000	100%	\$ -	0%		1-May-19	15-Nov-20	
Component 2	A. Consulting services	Individual Consultant (AM-650)	Expert advisers (individual consultants) to guide research design, interpretation and communication	\$ 15,000	ICQ	Lump Sum	\$ 15,000	100%				1-May-19	30-Jun-21	May encompass multiple inividual contracts for experts from different
Component 3	A. Consulting services	Individual Consultant (AM-650)	Editing, translation, design of final report	\$ 30,000	ICQ	Lump Sum	\$ 30,000	100%				1-Feb-20	15-Dec-20	To be hired through IFD framework agreement for publication services
Component 3	C. Non consulting services	Corporate Procurement (GN-2303)	Printing of final report	\$ 15,000	TO	Lump Sum	\$ 15,000	100%				15-Sep-20	15-Oct-20	
Component 3	A. Consulting services	Individual Consultant (AM-650)	Produce infographics, flyers, banners and videos, etc. to support the dissemination of the report	\$ 20,000	SSS	Lump Sum	\$ 20,000	100%				1-Feb-20	15-Dec-20	
Component 3	C. Non consulting services	Individual Consultant (AM-650)	Organization of a regional event to present report, including airfare for participants, space rental, food and other logistics	\$ 25,000	TO	Framework Agreement	\$ 25,000	100%				15-Sep-20	15-Oct-20	
Component 3	C. Non consulting services	Consulting Firm (GN-2765)	Organization of country-specific workshops, including logistical expenses	\$ 10,000	TO	Framework Agreement	\$ 10,000	100%				15-Sep-20	15-Sep-21	
Component 3	A. Consulting services	Individual Consultant (AM-650)	Adaptations of general report findings to specific country requests	\$ 25,000	ICQ	Lump Sum	\$ 25,000	100%				15-Sep-20	15-Sep-21	
Prepared by:	Benjamin Roseth		TOTALS	\$ 350,000			\$ 350,000	100%	\$ -	0%				
(1) Grouping together of similar procurement is recommended, such as publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value od US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1".														

(2) (i) Individual consultants: ICQ: Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection. Selection process to be done in accordance with AM-650.
(2) (ii) Consulting firms: Per GN-2765-1, Consulting Firm selection methods for Bank-executed Operations are: Single Source Selection (SSS); Simplified Competitive Selection (<=250K) (SCS); Fully Competitive (>250K) (FCS); and Framework Agreement Task Order (TO). All Consulting Firm selection processes under this policy must use the electronic module in Convergence.
(2) (iii) Goods: Per GN-2765-1, par. A.2.2.c: "The procurement of goods and related services, except when such goods and related services are necessary to achieve the objectives of the Bank-executed Operational Work and are included in the consulting services contract and represent less than ten percent (10%) of the consulting services contract value."