

**ACCELERATING THE DIGITAL AGENDA IN THE CARIBBEAN REGION:  
LEARNING FROM THE ESTONIAN EXPERIENCE**

**RG-T3279**

**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 June 11, 2018 and signed by Dimas Tejero (ORP/GCM). Also, I certify that resources from said fund are available for up to **US\$138,000** 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:

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ORIGINAL FIRMADO  
Sonia M. Rivera  
Chief  
Grants and Co-Financing Management Unit  
ORP/GCM

\_\_\_\_\_  
8/20/2018

Date

Approved by:

\_\_\_\_\_  
ORIGINAL FIRMADO  
Carlos Santiso  
Division Chief  
Innovation in Citizen Services Division  
IFD/ICS

\_\_\_\_\_  
8/22/2018

Date

## TC DOCUMENT

### I. Basic project data

|  |   |
|--|---|
| ▪ Country/Region:  | REGIONAL/CCB - Caribbean Group  |
| ▪ TC Name:   | Accelerating the Digital Agenda in the Caribbean region: learning from the Estonian experience  |
| ▪ TC Number:   | RG-T3279  |
| ▪ Team Leader/Members:   | Porrua Vigon, Miguel Angel (IFD/ICS), Team Leader; Von Horoch, Jorge Luis (CCB/CCB) Alternate Team Leader; Mejia Giraldo, Camila; Catano Guzman, Mariana; Kagelmacher, Dario Guillermo (IFD/ICS); Jimenez de Arechaga, Maria del Pilar (LEG/SGO).                   |
| ▪ Taxonomy   | Research and Dissemination  |
| ▪ Date of TC Abstract:   | 03 May 2018   |
| ▪ Beneficiary:   | The Bahamas, Barbados, Guyana, Jamaica, Suriname, and Trinidad and Tobago   |
| ▪ Executing Agency and contact name:                               | Inter-American Development Bank (IDB) through the Citizen Services Innovation Division (IFD/ICS). Contacts: Miguel Porrua ( <a href="mailto:MPORRUA@iadb.org">MPORRUA@iadb.org</a> ) and Dario Kagelmacher ( <a href="mailto:DARIOK@iadb.org">DARIOK@iadb.org</a> ) |
| ▪ Fuente de Financiamiento:  | Programa Estratégico para el Desarrollo de Instituciones Financiado con Capital Ordinario (INS)   |
| ▪ IDB Funding Requested:   | US\$138,000   |
| ▪ Local counterpart funding:                                       | US\$0.00  |
| ▪ Disbursement period (which includes execution period):           | 30 months   |
| ▪ Required start date:   | August 2018   |
| ▪ Types of consultants:  | Individuals & Firms   |
| ▪ Prepared by Unit:  | Innovation in Citizen Services (IFD/ICS)  |
| ▪ Unit of Disbursement Responsibility:                             | Institutions for Development (IFD/ICS)  |
| ▪ TC included in Country Strategy (y/n):                           | No  |
| ▪ TC included in CPD (y/n):  | No  |
| ▪ Alignment to the Update to the Institutional Strategy 2010-2020: | Strengthen Institutional Capacity and the rule of law   |

### II. Objective and Justification

- 2.1 The universalization of digital government and digital economy strategies is having a disruptive effect on many sectors, where the boundaries between markets and industries are transitioning rapidly as smart connected products emerge and cyber-physical productions systems are created.<sup>1</sup> Research supports the argument that digital technologies have a positive economic impact on growth and employment,

<sup>1</sup> Economic Commission for Latin America and the Caribbean: "Science, technology and innovation in the digital economy: The state of the art in Latin America and the Caribbean". 2016.

calculated in the LAC region to be around US\$195 billion.<sup>2</sup> Hence, it becomes imperative for the Caribbean region to transition towards a digital economy by using new information and communication technologies (ICTs). ICTs provide tools for faster and more efficient processing of data by which public service delivery can be more cost-effective by reducing administrative burdens (both, in time and resources) – and by facilitating transparency and encouraging citizen participation.<sup>3</sup>

- 2.2 Caribbean countries, despite growing efforts to modernize the public sector, are facing important obstacles towards the development of an efficient and effective public service delivery system. Although there has been an improvement in their digital government capabilities, the fact the gap with the rest of the world is becoming more evident. By adopting ICTs at a slower rate, Caribbean countries are missing the opportunity to become more efficient and effective public service providers. A study by the Economic Commission for Latin America and the Caribbean (ECLAC) argues that small-island developing states of the Caribbean face difficulties in implementing digital government services, basically due to the lack of a “comprehensive framework, encompassing a common set of government-wide standards, protocols, and processes to be followed by the entire public sector”.<sup>4</sup> In this context, access to recognized experiences on digital government will contribute to accelerate efforts in the Caribbean region.
- 2.3 According to the United Nations (UN) “E-Government Development Index” (EDGI) among the Caribbean region the following nations are in top 100; Barbados ranks 46, followed by The Bahamas (72), and Trinidad and Tobago (78), while Suriname (116), Jamaica (118), and Guyana (124) perform less than the regional average.<sup>5</sup> Although there is variation among Caribbean countries performance in terms of digital government development, the common feature is that all of them need to promote and enhance their digital capacity tools and improve their government efficiency.
- 2.4 Estonia has managed to be a role model in the use of ICTs to bolster government effectiveness and efficiency towards the redefinition of citizen-state relations. Estonia is considered among the world’s most developed countries in the use and implementation of digital government and digital economy. [Barclays Digital Development Index](#) ranked Estonia 1<sup>st</sup> as the most developed country in the world on digital development in 2016. According to the E-Government Development Index, Estonia is considered a world e-government leader, ranked 13<sup>th</sup> among 193 countries in 2016.<sup>6</sup> Moreover, the E-Government Ranking developed by Waseda University, ranks Estonia 6<sup>th</sup> among 65 countries.<sup>7</sup> In terms of cybersecurity, Estonia was one of the first countries in the world to adopt a national strategy in 2007. The IDB conducted a study on the most advanced experiences in Cybersecurity, and by using the

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<sup>2</sup> Economic Commission for Latin America and the Caribbean: “Science, technology and innovation in the digital economy: The state of the art in Latin America and the Caribbean”, p. 64. 2016.

<sup>3</sup> European Parliament “eGovernment: Using technology to improve public services and democratic participation”. 2015.

<sup>4</sup> ECLAC – Studies and Perspectives Series. The Caribbean – N.47. p. 45. 2016

<sup>5</sup> United Nations E-Government Survey 2018: Gearing E-Government To Support Transformation Towards Sustainable And Resilient Societies. Department of Economic and Social Affairs, United Nations.

<sup>6</sup> United Nations E-Government Survey 2016: E-Government in Support of Sustainable Development. Department of Economic and Social Affairs, United Nations.

<sup>7</sup> International e-Government, Waseda University and International Academy of CIO: The 12th Waseda-IAC International e-Government Rankings Survey 2016 Report. July 2016, Tokyo, Japan.

*Cybersecurity Capability Maturity Model* developed by Oxford University, the analysis found that from the four countries evaluated, Estonia is the one that is closest to having the highest level of maturity on cybersecurity.<sup>8</sup> The fact that Estonia is a small country that achieved its digital success with limited resources puts it as a valuable reference and a motivating experience for Caribbean policy makers to commit to the support of a government digital strategy.

- 2.5 The Republic of Estonia under the project “Digital Agenda 2020” pursues an ambitious goal by not just promoting ICTs in daily life and business, but also as a mechanism to improve economic competitiveness, the well-being of the people and the efficiency of the Estonian public administration.<sup>9</sup> This has transformed Estonia as one of the world’s most developed digital societies, and one of the champions in the online provision of public services.<sup>10</sup> During the past 20 years, facilitated by an open and decentralized government, Estonia has placed 600 government e-services and procedures to its citizens and 2,400 to businesses, which cuts down bureaucratic costs and makes the public administration more effective and efficient.<sup>11</sup> The principles of the Estonian e-governance are focused on decentralization, interconnectivity, integrity, open platform, no legacy<sup>12</sup>, once-only<sup>13</sup>, and transparency.<sup>14</sup> Through its flagship Data Exchange Layer for information systems, [X-Road](#)<sup>15</sup>, Estonia has managed to link the country’s various public and private sector e-services databases through a secure Internet-based data exchange between information systems.
- 2.6 The Inter-American Development Bank has been increasing its participation and engagement with Estonia as a strategic partner. In 2016, Estonia’s former President, Toomas Hendrik Ilves, presented the Estonian experience at the IDB, where he met with President Luis Alberto Moreno and specialists. Moreover, in February 2018, Estonia’s former President attended the IDB’s *7<sup>th</sup> Annual Caribbean Governors Meeting*, held in Jamaica. As per the commitment of Estonia on the topic of digital government, Siim Sikkut, CEO of the Estonian Government at the Ministry of Economic Affairs and Communications, is one of the four members of the Group that advises the Bank’s *Data-based and Digital Government Cluster (DDG)* at IFD/ICS.<sup>16</sup> Also, Mr. Sikkut participated in Chile in 2016 at the *V Red GEALC Ministerial Meeting*, and in the last meeting in the Dominican Republic, 2017.<sup>17</sup> The Executive Director of the E-Governance Academy, Arvo Ott, participated in the *Caribbean Civil Society Meeting* held in 2017. Lastly, through the [Estonian e-Governance Academy, e-GA](#), the

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<sup>8</sup> Lewis, James Andres “Advanced Experiences in Cybersecurity Policies and Practices: An overview of Estonia, Israel, South Korea, and the United States” p. 10, July 2016. Discussion Paper IDB-DP-457.

<sup>9</sup> International e-Government, Waseda University and International Academy of CIO: The 12th Waseda-IAC International e-Government Rankings Survey 2016 Report, p. 10-11. July 2016, Tokyo, Japan.

<sup>10</sup> Digital Economy and Society Index 2017, European Commission.

<sup>11</sup> [World Economic Forum](#).

<sup>12</sup> Inexistence of previous ICT infrastructure that would require complicated integration with the new one.

<sup>13</sup> When transacting with the government data is required only one time and shared across government.

<sup>14</sup> [The E-Estonia Brochure](#).

<sup>15</sup> In interoperability platform developed in Estonia and used by the Government to facilitate the exchange of data throughout the public administration.

<sup>16</sup> IFD/ICS set-up in 2017 a “Group of Advisors” to advise the Data-based and Digital Government Cluster at the Innovation in Citizen Services Division. This group is composed by; Mike Bracken, José Clastornik, Siim Sikkut, and Silvia Bidart.

<sup>17</sup> The E-Government Network of Latin America and the Caribbean (Red GEALC), brings together all national e-government directors from the region. It was first created in 2003 with the purpose of promoting horizontal cooperation between the countries of Latin America and the Caribbean, and to facilitate the exchange of solutions and experts. [www.redgealc.net](http://www.redgealc.net)

Bank has been building strong cooperation mechanisms and dialogue to promote e-governance strategies in the region. These examples are an illustration of the growing interest of Estonia in supporting the region as well as the interest of LAC countries in learning from Estonia.

- 2.7 The Bank has also been supporting different projects in the LAC region on digital government. Of relevance for this Technical Cooperation (TC) are the following projects; *Improve and Expand Support Services for National Service Delivery to Citizens and Enterprises* (PE-L1222; 4399/OC-PE), *Project for Electronic Government Management in the Health Sector* (UR-L1082; 3007/OC-UR); *Implementation of the National Identification System (NIDS) for Economic Growth* (JA-L1072; 4437/OC-JA); and the *Panama Online Program* (PN-L1114; 3683/OC-PN). In addition, the project *Government Digital Transformation to Strengthen Competitiveness* (BH-L1045; 4549/OC-BH) in The Bahamas, which has a focus on digital government, was recently approved.
- 2.8 During the 7<sup>th</sup> *Annual Caribbean Governors Meeting* in Jamaica, Caribbean countries expressed a strong interest in further exploring the Estonian experience on digital economy and their know-how. This technical cooperation tackles this particular need identified by the Caribbean countries.
- 2.9 **Objective:** The main goal of this TC is to share the experience of Estonia on digital government and digital economy with six (6) Caribbean member countries and to train them to lead with the Caribbean digital transformation. The identified countries are: The Bahamas, Barbados, Guyana, Jamaica, Suriname, and Trinidad and Tobago. <sup>18</sup>This objective will be achieved by making available to Caribbean governments state of the art knowledge, and both, theoretical and practical information, for the achievement of innovative solutions towards the implementation of a digital government. This one-week training program should contribute to strengthening the institutional capacity of Caribbean governments and to identify best practices and knowledge to improve the quality of government services and, therefore, increase citizen satisfaction.
- 2.10 This TC is aligned to the “Update to the Institutional Strategy 2010-2020” by supporting the cross-cutting theme “Strengthen Institutional Capacity and the rule of law”.<sup>19</sup> The TC will contribute to improve the government capacity to efficiently deliver public services as well as to increase transparency in the public sector. It will also contribute with the Corporate Results Framework (CRF) updated version 2016-2019 through its regional context main indicators number 12 “Government Effectiveness” and number 13 “Rule of Law” by sharing knowledge and experiences about the benefits of using digital strategies in the public sector. Moreover, it follows the Country Development Results (CDR) main indicator 25 “*Government agencies benefited by projects that strengthen technological and managerial tools to improve public service delivery*”. This TC is also associated with the cross-cutting theme “institutional capacity and rule of law” as the main activity reflected in this document.

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<sup>18</sup> The institution that will benefit by this TC will be those responsible for the digital government agenda in their countries and the delegation of each country will be formed by a policymaker and a Manager.

<sup>19</sup> Update to the Institutional Strategy 2010-2020: Partnering with Latin America and the Caribbean to Improve Lives”. AB-3008 // GN-2788-5(3/15), DE-10/15.

### III. Description of activities and outputs

- 3.1 To accomplish its objectives, this operation will have two main components: **1) Design and implementation of an Executive Training for senior Caribbean policymakers and managers**; and **2) Design an action plan to accelerate the digital government in Caribbean countries**.
- 3.2 **Component 1: Design and implementation of an Executive Training for senior Caribbean policymakers and managers.** The goal of this component is to provide knowledge exchange and learning opportunities through an Executive Training Program in Estonia for two (2) senior digital government policymakers and managers from six (6) Caribbean countries for one (1) week<sup>20</sup>. Through this component Caribbean countries will engage in dialogue with their Estonian counterparts, share experiences, perform study visits, workshops and networking activities on their digital government experiences, and to exchange about different programs and strategies. By participating in these activities, Caribbean government policymakers and managers will be able to review the most important aspects of the Estonian digital transformation experience and to analyze potential means to accelerate their own efforts. Therefore, the aim of this component is to bridge the existing knowledge gap and to provide Caribbean policymakers and managers with the necessary tools to develop and strengthen their current capacities in digital government and make a wider use of their ICTs in the public sector.
- 3.3 During the activity, with the aim of facilitating the understanding of the current situation of digital government in the Caribbean region, there will be an open discussion with Estonian officials and experts on the following topics; i) assessment of the current digital government strategy and development; ii) institutional, legal, infrastructure, and human resources capabilities; iii) digital government plans and policies to be executed; iv) main challenges and opportunities for the implementation of a digital government agenda; and v) impact of the digital government initiatives. Prior to the Executive Training study materials will be provided in advance for the 12 participants. In addition, each country delegation will prepare a presentation on the current digital efforts and the main challenges to successfully undertake them.
- 3.4 **Component 2: Design an action plan to accelerate the digital government in Caribbean countries.** After the Executive Training Program, based on the discussions maintained about the Estonian experiences and the opportunities identified to support the Caribbean countries an action Plan will be developed to guide the participatory countries on their digital efforts. The document will include the following information: lessons learned from the Estonian experience that apply to the Caribbean region, Road Map for Caribbean countries to implement a digital government agenda, and activities to support the Caribbean digital Road Map. The findings will be presented to the Red GEALC and published in the Red GEALC website.
- 3.5 **Results.** In the medium to long-term, the TC is expected to contribute to the advancement of digital government by making government procedures available online. In the short term, it will support the development of digital government

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<sup>20</sup> The Project Team will work in the coordination with Caribbean COFs to select the participants.

strategies<sup>21</sup>, at least in one country, and initiatives aimed at improving public service delivery and efficiency. The following expected results will contribute to this outcome: (i) One Executive Training for twelve (12) Caribbean policymakers and managers designed and implemented on the Estonian digital government experience; (ii) One Action plan to accelerate digital government in six (6) Caribbean countries based the Estonian experience designed. This document will be shared with the six country representatives.

- 3.6 The TC will be funded by the “Ordinary Capital Strategic Development Program for Institutions” (INS). This project is aligned with INS (GN-2819-1) as it will address the following objectives: (i) contribute to public policies and institutions that are more effective, efficient, open and citizen-centered; (ii) improve service delivery to citizens; (iii) reduce constraints for business growth and productivity; and (iv) strengthen enforcement of the rule of law, citizen security, and the fight against corruption.<sup>22</sup> After the activity, key outputs and outcomes will be shared with INS, and the fund will be properly acknowledged in the knowledge and dissemination products.

#### IV. Budget

- 4.1 The total project cost is US\$138,000, which will be provided by the Inter-American Development Bank through non-reimbursable funds.

| Indicative Budget  |        |         |          |                |
|--|--------|---------|----------|----------------|
| Activity   | Year 1 |         |          |                |
|  | Unit   | # Units | Pr. Unit | Subtotal       |
| <b>Component 1. Design and implementation of an Executive Training for Caribbean policymakers and managers</b> |        |         |          | <b>103,000</b> |
| Tailor-made Executive Training Program on digital government   | Cons   | 1       | 20,000   | 20,000         |
| Transportation costs in Estonia  | Event  | 1       | 2,192    | 2,192          |
| Lodging for twelve (12) Caribbean policymakers   | Event  | 72      | 170      | 12,240         |
| Meals (lunch and dinner) for twelve (12) Caribbean policymakers  | Event  | 72      | 119      | 8,568          |
| Plane tickets (12) and minor expenses for Caribbean policymakers   | Event  | 12      | 5,000    | 60,000         |
| <b>Component 2. Design an action plan to accelerate the digital government in Caribbean countries</b>          |        |         |          | <b>35,000</b>  |
| Consultancy on the applicability of the Estonian digital government experience in Caribbean countries          | Cons   | 1       | 20,000   | 20,000         |
| Logistical, coordination, and technical support  | Event  | 1       | 15,000   | 15,000         |
| <b>Total US\$</b>  |        |         |          | <b>138,000</b> |

#### V. Executing agency and execution structure

- 5.1 The executing agency for this TC will be the IDB, under responsibility of IFD/ICS. For several years, the Bank has partnered with governments in the region on their challenge to improve service delivery through innovative public management. While

<sup>21</sup> When discussing the design of those digital government strategies, the gender aspect will be raised.

<sup>22</sup> Ordinary Capital Strategic Development Program for Institutions INS - (GN-2819-1), p. 28.

interventions have encompassed many sectors, IFD/ICS has been the unit responsible for the management aspects of these interventions. Due to the focus of this TC on the Estonian experience, the Bank will work in close coordination with the Ministry of Economic Affairs and Communications, and the Estonian E-Governance Academy (e-GA) further strengthening institutional collaboration and exchange between this country and the LAC region.<sup>23</sup> The Procurement Plan of this TC will be based on Single Source Selection (SSS) as e-GA has been identified as the only firm that is qualified and has the experience to carry out this assignment. Moreover, it presents a clear advantage over competition. When contracting consulting services, Bank procurement policies as defined in GN-2303-20 and Complementary Workforce regulation as stated in the AM-650 will be followed.

## **VI. Project Risks and Issues**

- 6.1 The TC is expected to face the risk of limited human and financial resources to design and implement digital government strategies. The risk will be mitigated by making a clear business case about the high rate of return of investing in digital government not only for the government itself, but for citizens and businesses as well.

## **VII. Environmental and Social Classification**

- 7.1 Given the characteristics of the project, no negative environmental or social risks are expected, therefore this TC has been classified as "C", based on the "[Safeguard Policy Filter](#)" and "[Safeguard Screening](#)" of the directives, in accordance with environmental safeguards.

### **Annexes:**

- Annex I. Results Matrix
- Annex II. Terms of References
- Annex III. Procurement Plan

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<sup>23</sup> The e-Governance Academy (eGA) is a non-governmental, non-profit organization, founded for the creation and transfer of knowledge concerning e-governance, e-democracy and the development of civil society. eGA is a joint initiative of the Government of Estonia, Open Society Institute (OSI) and United Nations Development Program(UNDP), founded in 2002.





Results Matrix

Outcomes

|  |  |                 |          |               |                                       |      |      |      |      |
|--|--|-----------------|----------|---------------|---------------------------------------|------|------|------|------|
| Outcome:                                       | 1 Countries with digital government strategy |                 |          |               |                                       |      |      |      |      |
| Indicators                                     | Flags*                                       | Unit of Measure | Baseline | Baseline Year | Means of verification                 |      | 2018 | 2019 | EOP  |
| 1.1 Countries with digital government strategy |  | #countries      | 2.00     | 2018          | Countries that implement the strategy | P    | 0.00 | 3.00 | 5.00 |
|  |  |                 |          |               |                                       | P(a) |      |      |      |
|  |  |                 |          |               |                                       | A    |      |      |      |

CRF Indicator

Outputs: Annual Physical and Financial Progress

| 1 Executive Training for Caribbean policymakers and managers designed and implemented                             |  |                 |          |               |  | Physical Progress |      |     | Financial Progress |      |        | Theme | Fund   | Flags                     |                           |     |
|---|--|-----------------|----------|---------------|--|-------------------|------|-----|--------------------|------|--------|-------|--------|---------------------------|---------------------------|-----|
| Outputs   | Output Description   | Unit of Measure | Baseline | Baseline Year | Means of verification                                      | 2018              | 2019 | EOP | 2018               | 2019 | EOP    |       |        |                           |                           |     |
| 1.1 Individuals Trained   | Digital Government Managers and policy-makers trained in Estonia on digital government topics  | Individuals (#) | 0        | 2018          | Training Activity Report                                   | P                 | 12   | 0   | 12                 | P    | 103000 | 0     | 103000 |                           | Institutional Development | INS |
|   |  |                 |          |               |  | P(a)              |      |     | 0                  | P(a) | 0      | 0     | 0      |                           |                           |     |
|   |  |                 |          |               |  | A                 |      |     |                    | A    |        |       |        |                           |                           |     |
| 2 Action Plan to accelerate digital government in 6 Caribbean countries based on the Estonian experience designed |  |                 |          |               |  | Physical Progress |      |     | Financial Progress |      |        |       |        |                           |                           |     |
| Outputs   | Output Description   | Unit of Measure | Baseline | Baseline Year | Means of verification                                      | 2018              | 2019 | EOP | 2018               | 2019 | EOP    | Theme | Fund   |                           |                           |     |
| 2.1 Working Papers prepared   | An Action Plan for the six identified countries on how to advance towards a digital government | Papers (#)      | 0        | 2018          | Document containing the Technical Plan / Red GEALC website | P                 | 1    | 0   | 1                  | P    | 35000  | 0     | 35000  | Institutional Development | INS                       |     |
|   |  |                 |          |               |  | P(a)              |      |     | 0                  | P(a) | 0      | 0     | 0      |                           |                           |     |
|   |  |                 |          |               |  | A                 |      |     |                    | A    |        |       |        |                           |                           |     |

Other Cost

Total Cost

CRF Indicator

Standard Output Indicator

|      |              |      |              |
|------|--------------|------|--------------|
|      | 2018         | 2019 | Total Cost   |
| P    | \$138,000.00 |      | \$138,000.00 |
| P(a) |              |      |              |
| A    |              |      |              |

## **TERMS OF REFERENCE**

### **Provision of training services tailored to Caribbean government officials about the digital government experiences of Estonia**

RG-T3279

*Accelerating the Digital Agenda in the Caribbean region: learning from the Estonian experience*

#### **1. Background and Justification**

- 1.1.** The current global context characterized by macroeconomic uncertainty, rapid social change, technological innovation, and rising citizens' expectations of what government ought to deliver, has created a new set of challenges for countries in Latin America and the Caribbean (LAC). Governments must find ways of *doing better with less* while navigating significant debt burdens and shrinking budgets. In this context the implementation of e-government and digital strategies by governments in the region.
- 1.2.** Caribbean countries, despite growing efforts to modernize the public sector, are facing important obstacles towards the development of an efficient and effective public service delivery system. Although there has been an improvement in their digital government capabilities, the fact is that the gap with the rest of the world is becoming more evident. By adopting ICTs slowly, Caribbean countries are missing the opportunity to become more efficient and effective public service providers. A study by the Economic Commission for Latin America and the Caribbean (ECLAC) argues that small-island developing states of the Caribbean face difficulties in implementing digital government services, basically due to the lack of a "comprehensive framework, encompassing a common set of government-wide standards, protocols, and processes to be followed by the entire public sector". This scenario demands a quick response to provide the Caribbean region with access to references on digital government.
- 1.3.** A growing interest in cutting-edge knowledge regarding international best practices and innovative solutions for the development of a digital government agenda in the region, particularly focused on the 21-century future on digital societies, citizen-centered government, and cost-effective solutions. Therefore, during the *7th Annual Caribbean Governors Meeting* in Jamaica, Caribbean countries expressed a strong interest in further exploring the Estonian experience on digital government and their know-how. This technical cooperation tackles this need identified by Caribbean countries.
- 1.4.** In light of this context and challenges for the Caribbean region on the importance of strengthening digital strategies', and in accordance with the IDB's commitment to bolstering state capacity, the Technical Cooperation (TC) RG-T3279 "Accelerating the Digital Agenda in the

Caribbean region: learning from the Estonian Experience” was developed to fill this gap. The aim of this TC is to provide a one-week training program that contributes with the strengthening of institutional capacity of Caribbean governments aimed at policymakers and managers of 6 countries. These public officials will be trained on best practices and knowledge sharing to improve the quality of their government services and, therefore, increase citizen satisfaction. Moreover, this TC will also provide Caribbean countries with a Road Map document to guide them on how to move towards the implementation of a digital government strategy.

- 1.5. The Republic of Estonia has served as one of the world’s most cited best practice models incorporating innovation and transformation of service delivery leveraged on ICTs to achieve desired policy outcomes and increased citizen trust in the government. Estonia has achieved to be considered among the world most developed countries in the use and implementation of digital government, digital technology, and digital economy. Estonia has implemented the project “Digital Agenda 2020” which pursues an ambitious goal by not just merely promoting ICT’s in daily life and business, but also as a mechanism to improve economic competitiveness, the well-being of people and the efficiency of the Estonian public administration. This has transformed Estonia as one of the world’s most developed digital societies, and one of the champions in the online provision of public services and goods.
- 1.6. The Estonian e-Government Academy (eGA), is a *think tank* and consultancy organization founded for the creation and transfer of knowledge and best practice concerning e-governance, e-democracy, cybersecurity and the development of open information societies. eGA is a non-profit organization established in 2002 by the United Nations Development Program, the Open Society Institute, and the Government of Estonia. The Academy has worked with more than 130 organizations, trained more than 4,000 public officials and has been involved in digital government policy planning and implementation, organizational setup, legal and technical frameworks and management in over 90 countries. The Academy’s role is not limited to the provision of training, but it also provides consultancy services, networking, research and assistance in the implementation of e-government technical solutions

## 2. **Objectives**

- 2.1 The main objective of this consultancy is to design and implement a tailored Executive one-week training program for 12 Caribbean digital government policymakers and managers, which will provide a learning opportunity and *state of the art* knowledge about the experience of Estonia on digital government. The consulting firm shall develop and deliver a face-to-face comprehensive training that includes a range of relevant areas in digital government. In addition, the Consulting firm will prepare an action Plan to accelerate the advancement of digital government efforts in the participating Caribbean countries. Both activities will be developed in close consultation with the IDB’s project team (the “IDB Team”), integrated by Miguel Porrúa, E-Government Lead Specialist ([mporrúa@iadb.org](mailto:mporrúa@iadb.org)), Jorge Von Horoch, Operations Senior Advisor

([jvonhoroch@iadb.org](mailto:jvonhoroch@iadb.org)), and Darío Kagelmacher, Consultant ([dariok@iadb.org](mailto:dariok@iadb.org)).

### **3. Scope of Services**

- 3.1.** The training program should be organized in consideration of the needs of Caribbean countries. The main language of the training program will be in English.
- 3.2.** The consulting firm will be responsible for logistical arrangements including accommodation and transportation in Estonia as well as the design of the program itself for the twelve (12) government officials participating. Participating IDB representatives will also be included in this arrangement, although each IDB staff will be responsible for their lodging and meals related expenses.

### **4. Key Activities**

- 4.1.** Design a one-week Executive training program incorporating the needs of Caribbean countries and lessons learned from the Estonian experience. It should be a mixture of lectures, workshop sessions, study visits, and meetings with relevant governmental entities and organizations on relevant topics. These activities will be defined in close collaboration with the IDB Team.
- 4.2.** Contract and directly pay providers, and manage all aspects related to logistics arrangements for all course participants, including: hotel accommodation in Estonia, meals provided during course activities; transportation to and from all site visits and lectures as per the agenda of activities; classrooms and event venues; and airport transfers upon arrival and departure.
- 4.3.** Submit an inception report including training content, speakers' bios and course methodology.
- 4.4.** Elaborate a final report documenting the activity and the results accomplished (including all contents delivered to participants, and suggestions for future editions of similar activities).
- 4.5.** Design an action plan to accelerate the digital government strategies in Caribbean countries. This document should integrate an action plan for the six identified countries on the applicability of the Estonian digital government experience in Caribbean countries. The document should include the following information; lessons learned from the Estonian experience that apply to the Caribbean region, Road Map for Caribbean countries to implement a digital government agenda and activities to support the Caribbean digital Road Map.

### **5. Expected Outcome and Deliverables**

- 5.1.** Draft of the Executive training program, including a list of course topics, lectures, workshops, and study visits;
- 5.2.** Final version of the training program which incorporates all feedback received from the IDB Team;
- 5.3.** A final report including the results of the survey to measure the participants' satisfaction with the program produced;
- 5.4.** Design an action Plan to accelerate the digital government for the six pre-identified Caribbean

countries.

## 6. Project Schedule and Milestones

| <i>Deliverable</i> | <i>Expected</i>                         |
|--------------------|---|
| Deliverable 5.1    | One week after signing the Contract     |
| Deliverable 5.2    | Two weeks after signing the Contract    |
| Deliverable 5.3    | Two days after finishing the Training   |
| Deliverable 5.4    | Two months after finishing the Training |

## 7. Acceptance Criteria

The consulting firm shall maintain regular communication with the IDB Team in carrying out the activities, as well as in developing all deliverables described in this contract. All services to be contracted by the consulting firm must be presented to and approved by the IDB Team before any agreements with service providers are finalized. The consulting firm shall obtain the IDB Team's approval of each deliverable before associated payments will be processed.

## 8. Other Requirements

N/A

## 9. Supervision and Reporting

The consulting firm will report to Miguel Porrua, e-Government Lead Specialist at IFD/ICS, who will give comments to any reports, approve reports, documents, work, and give comments or any instructions for changes. It shall be the firm's responsibility to ensure such reports are submitted to the Bank. CCB, will support Miguel Porrua in the supervision.

## 10. Schedule of Payments

**10.1.** 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. *Note on payments for logistical expenses:* The consulting firm shall present a list of all expenses incurred in the contracting of services associated with logistical arrangements for the training course, expressed in United States dollars. The IDB shall require the consulting firm for such expenses. The consulting form shall keep the invoices for these expenses and present them to the IDB if required.

**10.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

In addition to reimbursement for such expenses, the IDB shall pay the consulting upon receipt and approval of each deliverable specified in section 5 of these terms of reference:

| Payment Schedule          |             |
|---------------------------|-------------|
| <i><b>Deliverable</b></i> | <b>%</b>    |
| Deliverable 5.1           | 15%         |
| Deliverable 5.2           | 25%         |
| Deliverable 5.3           | 30%         |
| Deliverable 5.4           | 30%         |
| <b>TOTAL</b>              | <b>100%</b> |

