

TC Document

I. Basic Information for TC

▪ Country/Region:	Regional/IDB
▪ TC Name:	Digital Economy Investments for Social Development
▪ TC Number:	RG-T3129
▪ Team Leader/Members:	Cristina Pombo (SCL/SCL) Team Leader; Yyannu Cruz Aguayo (SCL/SCL) Alternate Team Leader; Mingi Kang (SCL/SCL); Martha Guerra (SCL/SPH); and Javier Jimenez Mosquera (LEG/SGO)
▪ Taxonomy:	Research and Dissemination (RD)
▪ Date of TC Abstract authorization:	18 September 2017
▪ Beneficiary:	Borrowing member countries of the Bank.
▪ Executing Agency and contact name:	Inter-American Development Bank, Social Sector (SCL/SCL), Cristina Pombo, cristinapo@iadb.org
▪ Donors providing funding:	OC Strategic Development Program for Social Development (SOC).
▪ IDB Funding Requested:	US\$194,000
▪ Local counterpart funding, if any:	0
▪ Disbursement period:	40 months (disbursement period same as execution period)
▪ Required start date:	October 2017
▪ Types of consultants:	Individual Consultants and Consulting Firms
▪ Prepared by Unit:	Social Sector (SCL/SCL)
▪ Unit of Disbursement Responsibility:	Social Sector (SCL/SCL)
▪ TC included in Country Strategy:	No
▪ TC included in CPD:	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Social inclusion and equality

II. Objectives and Justification of the TC

- 2.1 The Digital Revolution, sometimes referred to as the Fourth Industrial Revolution, is already exceeding all previous economic transformations in scale, scope, and complexity. This revolution is evolving at an exponential pace and driving growth through transformational innovations in the business models of critical industries such as finance, energy, transportation, education, health, and trade. Concretely, the Digital Economy (DE) contributes 5-9% of total GDP in developed countries, while annual growth rates of the digital economy in developing countries range from 15-25%. It was estimated that the internet economy would reach US\$4.2 trillion by the end of 2016 in the G20 countries. The DE is rapidly developing in Latin America and the Caribbean (LAC) with no signs of slowing down. It has generated businesses

valued at \$195 billion between 2005 and 2013.¹ Furthermore, the percentage of Internet users in Latin America has tripled from 16.6% in 2005 to 53.5% in 2015.²

- 2.2 The rapid expansion of the digital economy in Latin America and the Caribbean needs to be supported by sound institutional and policy backgrounds. While there are few public policies aimed at promoting the adoption of recent technologies, there has not been a dynamic and sustainable process to foster the transformation of government, and industries, among other areas, which would equip countries to seize the opportunities and address the challenges of transitioning to a digital economy. The advent of new technologies presents a unique opportunity to potentially reduce the costs and improve the quality of social service delivery by generating more efficient processes.
- 2.3 The OECD recently reported that digital economy has an important potential to enhance social well-being (OECD, 2017). Digital technologies promote social inclusion by creating better access to education and offering new opportunities for skills development. Moreover, the OECD claims that new digital technologies are particularly important to better connect disadvantaged groups through mobile connectivity where potential benefits also relate to improved access to free or very low-cost knowledge and information (OECD, 2016). Furthermore, digitization can promote social inclusion in the health and financial sectors. In the health area, a study by Deloitte (Deloitte, 2015) finds that digital technologies enable patients, carers and healthcare professionals to access data and information more easily and improve the quality of health outcomes. As for financial mobility, technological innovations in digital financing and digital lending such as peer-to-peer lending or crowdfunding platforms have the potential to fill a lending gap and improve access to finance for both households and small enterprises, allowing for the participation of small investors. Tailored financial education programs can assist enabling individuals and small businesses to dive into new opportunities and make informed choices. (OECD, 2017).
- 2.4 This suggests that the use of digital technology sets relevant possibilities to enact and drive social change. There are various examples that tackle different social areas all around the world, one of them is SudaMed Co. Ltd. SudaMed is a revolutionary medical services company based in Sudan that is geared towards providing the first comprehensive digital patient record system. With a smaller but equally important scope, HemoGlobe, created by a team at Johns Hopkins University in the United States, uses a technique called pulse oximetry to read hemoglobin levels by shining light through parts of the body to detect anemia using the screen from the mobile phone. In education, platforms such as TES Connect, originated in the UK, has helped countless teachers with a vast repository of teacher resources created by peer teachers all around the world. These are only a handful of examples of how the digital economy might impact social sectors.
- 2.5 A considerable effort is needed to address new challenge LAC governments are facing: adapting quickly to disruptive technologies that enable digital transformation to promote inclusive economic development. The production and delivery of social services could become more effective if the use of new and transformational tools and data is promoted. The task involves the implementation of high-quality technology that help industries, businesses, individuals and governments become

¹ (Katz, 2015)

² Ibid

more efficient and innovative. This requires infrastructure, open and competitive markets, and demand stimulated by policies that tackle issues of affordability, entrepreneurship, skills and trust.

- 2.6 It is imperative for the LAC region to take advantage of this transformational force and embrace the rising opportunities to foster economic, social and digital development. Given the heterogeneity and complexity of the region, it is fundamental to understand and take ownership of the concept of digital economy in order to promote a regional digital integration that will push the LAC region into a sustained digital transformation.
- 2.7 To support the digital transformation of the region, the IDB has launched the Digital Economy Initiative (DEI) with the vision of improving lives in LAC by unleashing the full potential of disruptive digital solutions. DEI, which is cross-cutting, provides expertise, networks, and methodologies to strengthen the IDB Group's capacity to be the partner of choice in the digital transformation of LAC. Working with different teams across the Bank, DEI has three strategic goals: (i) to increase ownership and commitment to Digital Economy transformation; (ii) to build capacity to support the Digital Economy transformation; and (iii) to catalyze the development of digital products, as key enablers for digital transformation.
- 2.8 This regional TC will fund the required developments to leverage the Bank's work to increase ownership, build capacity and catalyze digital products that respond to the opportunities and challenges of the Digital Economy in the Region for the social sectors.
- 2.9 This TC builds on [TC RG-T2794: Harnessing the Power of the Digital Economy in Latin America and the Caribbean](#) approved in 2016 which aim to enhance capacities in the Region to harness the power of the digital economy, as a key driver of economic growth and poverty reduction. Through the TC a comprehensive methodology to map "sector blueprints," was developed, and the first blue print for National Digital Identity was created. This mapping exercise enables the Bank to develop sectorial action plans on how to take advantage of the opportunities that the digital economy unveiled. Based on that, this TC will work specifically for Social Protection and Health, Labor Markets, Education and, Gender and Diversity in creating the general blueprint for the Social Sector and the specific blueprints for each division.
- 2.10 To raise awareness and increase ownership about the opportunities that the digital economy unveils in education, social protection & health, labor markets and gender & diversity, the DEI and SCL/SCL propose to develop the Digital Transformation Blueprint for the Social Sector. The Sector Blueprint will articulate a cohesive strategy (vision, mission, activities, metrics) for the IDB Social Sector and will put forth an Action Plan for its implementation during the next three years. In parallel, the Social Sector Divisions will develop their own Digital Transformation Blueprint to articulate the strategy on Education (SCL/EDU), Social Protection & Health (SCL/SPH), Labor Markets (SCL/LMK) and Gender & Diversity Divisions (SCL/GDI), respectively, which will respond to the specific opportunities and challenges brought about by the digital economy.
- 2.11 This TC will also complement the work envisioned for the TC RG-T3089 (in preparation) which states the general framework for the support to some countries' national digital plans and the development and implementation of multi-

sectoral Action Plan to promote digital solutions. The team will work in close coordination with the DEI team to leverage the work in the Social Sector.

- 2.12 The returns of the investment in DE are substantial when considering the policy dialogue and policy changes currently being developed in the region. This project will also help solidify the Bank's position as a leader in the development of technology and interconnectedness within the region. It is also the foundation on which can be built new business strategies that are able to move and evolve at the pace of their clients. These are organizations that have embraced transformation as a way of life and are using digital technologies to accelerate growth
- 2.13 This TC is consistent with the Update to the Institutional Strategy (UIS) 2010-2020 (AB-3008) and is aligned with the development challenge of "social inclusion and equality" as the usage of technology serves as a catalyst to break inter-generational poverty cycle and helps foster social mobility. This TC is also consistent with the challenge of "low productivity and innovation" as it helps boost innovation strategies in the LAC region and subsequently increase productivity. Finally, the TC objectives are also aligned with the OC-SPD for Social Development objectives of "Enhance relevance, quality, and volume of IDB lending in support of social sector priorities" and "strengthen public institutions efforts to become more effective and efficient in social programming, group targeting, and project execution".
- 2.14 Successful implementation of policies for digital economy, designed to boost productivity, promote social inclusion and enhance public governance can act as catalysts for expanding the digital dividends of access throughout the Latin American economies and societies. Projects in line to those such as DEI will help support and maintain future networks within the region, emphasizing a holistic design of a digital economy's framework to provide certainty and stability in this new technologic wave.

III. Description of Activities/Components and Budget

- 3.1 **Component 1. Building Blocks of the Digital Economy in the Social Sectors (US\$60,000).** This component will identify and support the development of products that facilitate the region's adoption of the key building blocks required for digital transformation in Education, Social Protection and Health, Labor Markets and, Gender and Diversity. Concretely, a cohesive strategy will be implemented through a **series of workshops** that will use various methodologies such as design thinking, change management or brain steering to generate operational changes. The main output of this component is to identify a series building blocks (e.g. pilots and innovations) that could be tested at scale, as well as share experiences and lessons learned between peers to maximize the potential of the digital economy.
- 3.2 The activities in this component aim to facilitate the identification and prioritization of the most significant needs and gaps in the utilization of digital tools and solutions to current development challenges for Social Protection and Health, Education, Labor Markets and, Gender and Inclusion. Priority setting will be based on the interrelationships between implementation complexity and potential impact.
- 3.3 Five workshops will be done under this component. One to set the general framework for SCL in coordination with other units of the Bank, such as ITE, KNL,

FOMIN, IIC and VPC. The other four will respond to the sector specific needs according to their challenges. The objective is to create a systemic approach to connect new and innovative digital solutions into the work of the Bank with governments from Latin America and the Caribbean for the Social Sector.

- 3.4 Part of this exercise is intended to provide technical recommendations to LAC government officials with regards to effective digital pathways to sector-specific problems as well as audit potential gaps in the governance of existing digital products in terms of consistency, ownership, integration, quality assurance, reutilization and scalability, etc.
- 3.5 A precise action plan and roadmap will be developed for each sector. This process implies an assessment of both the estimated costs and the feasibility of those technologies, an exercise that will enable the establishment of priorities for different policy and investment alternatives in relation to desired goals. According to the plan, each sector will identify the countries to implement the digital solutions and specific governments to work with in coordination with VPC.
- 3.6 **Component 2: Knowledge dissemination (US\$134,000).** This component will **support the content creation and curation of the newest developments in Digital Economy** from relevant sources for the social sector, to create awareness and provide valuable information. The objective is, through the hiring of a specialized consultancy, to identify and analyze relevant information on the latest technology trends of digital solutions to carry out informed dialogues with governments.
- 3.7 This work will advise governments on transformative opportunities and counsel them in the usage of technology in the social sector. This is offered whilst enhancing the Bank's product offering and simultaneously creating opportunities to test such solutions based on needs and further transformational changes of SCL's portfolio. A system to gather, analyze and distribute timely, innovative data in accordance with informational needs on a regular basis would be developed.
- 3.8 The objective of this activity is to deepen knowledge on digital economy tools and solutions among government officials in LAC and to identify specific opportunities within the existing Bank portfolio where a digital component could enhance the overall developmental outcome and integrate them.
- 3.9 Activities under this component will be done under the same context as those the RG-T3089 is contemplating to leverage synergies and build specific products addressing social needs. As stated in the aforementioned TC, this objective needs to combine different approaches that include the adoption of digital technologies in different sectors, coupled with the development of human capital
- 3.10 In that sense, this component aims to design knowledge products for: (i) the application of digital solutions in the social sectors (ii) facilitating the inclusion of a digital agenda in regional dialogues, in coordination with VPC; and (iii) the inclusion of experts from recognized technology organization in collaboration with what the IED team is doing.

- 3.11 The knowledge and lessons generated by this TC will be coupled with the ones generated by RG-T2794 and RG-T3089 to create a body of information about the digital transformation that could serve other sectors in the Bank and inform and strength the future work in this area.
- 3.12 The Digital Economy represents an opportunity to close the gender gap and deliver socioeconomic benefits to women, such as increased access to financial, health, education and employment services while addressing specific challenges such as fewer access to mobile and high illiteracy rates among women and girls. In that sense, all TC components and activities will incorporate a cross-cutting gender perspective to address their specific needs.

Indicative Budget (US\$)

Activity/Component	IDB/SOC	Counterpart Funding	Total Funding
Building Blocks of the Digital Economy in the Social Sectors	\$60,000.00	0	\$60,000.00
Knowledge dissemination	\$134,000.00	0	134,000.00
Total	\$194,000.00	0	\$194,000.00

- 3.13 In terms of the supervision of this TC, Cristina Pombo (Sector Advisor, Team Leader), and Yyannú Cruz Aguayo (Sr Spec, alternate team leader) will be responsible for monitoring and facilitating the activities required to reach the expected results. The TC will be monitored and evaluated according to the requirements of the Bank and through the Results Matrix. Annual reports and a final report will be prepared in Convergence, according to the Grants Unit and the Donor instructions.

IV. Executing Agency and Execution Structure

- 4.1 This TC is classified as Research and Dissemination and will be executed by the Bank. According to Annex 10 of GN-2629-1, the Bank will execute this TC since the team could not identify an institution in the Region with the necessary technical, operational or institutional capacity to duly and timely execute this project given the multi-sectoral nature of the activities and components. The Social Sector Department (SCL/SCL) will be responsible for the execution, implementation and monitoring of the TC.
- 4.2 The TC will be executed in close coordination with ITE, PCY/DEI and VPC, and areas of the Bank that have ongoing work on the Digital Economy to generate synergies and maximize complementarity.
- 4.3 Previously to any activity to be carried out in one of the beneficiary's countries, the team will obtain the non-objection from the corresponding authority in that country.

- 4.4 Monitoring will be based on the documentation generated. No formal evaluation will be undertaken, but an end-of project report will be prepared by the team. This report will summarize the execution, the results obtained, as well as the lessons learned for future projects of this nature.
- 4.5 **Procurement.** The Bank, through SCL/SCL, will contract individual consultants, consulting firms and other services in accordance with current Bank procurement policies and procedures. Specifically, Section AM-650 of the Administrative Manual “Complementary Workforce” will be applied in the case of individual consultants, the Policy for the Selection and Contracting of Consulting Firms for Bank-executed Operational Work (GN-2765-1) and its Operational Guidelines (OP-1155-4) for hiring consulting services of intellectual nature and the Corporate Procurement Policy (GN-2303-20) for other services.

V. Major issues

- 5.1 Institutional capacity and readiness to engage in an inter-sectoral digital solution exercise: This risk will be mitigated through swift promotion of dialogue and application of mechanisms for active involvement of public sector specialists and authorities, leveraging existing relationships between Bank Sector Departments, Bank Country Departments and LAC Governments, as well as VPS and VPC expertise.
- 5.2 **Sustainability.** The knowledge generated by the activities of this TC will be systematized, and will create a methodology to support replicability in the region.

VI. Exceptions to Bank policy

- 6.1 None

VII. Environmental and Social Strategy

- 7.1 There are no environmental and social risks. The TC will rank in category C by ESG. (See [SSF](#) and [SPF](#) filters)

Required Annexes:

- [Results Matrix](#)
- [Terms of Reference](#)
- [Procurement Plan](#)

DIGITAL ECONOMY INVESTMENTS FOR SOCIAL DEVELOPMENT

RG-T3129

CERTIFICATION

I hereby certify that this operation was approved for financing under the **Ordinary Capital Strategic Development Program for Social Development (SOC)** through a communication dated October 3, 2017 and signed by Mariana Mendoza (ORP/GCM). Also, I certify that resources from said fund are available for up to **US\$194,000** in order to finance the activities described and budgeted in this document. This certification reserves resource for the referenced project until December 13, 2017. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, represent a risk that will not be absorbed by the Fund.

CERTIFIED BY:	<u>(Original signed)</u>	<u>10/18/17</u>
	Sonia M. Rivera	Date
	Chief	
	Grants and Co-Financing Management Unit	
	ORP/GCM	

APPROVED BY:	<u>(Original signed)</u>	<u>10/19/17</u>
	Marcelo Cabrol	Date
	Sector Manager	
	Social Sector	
	SCL/SCL	



Operation Number: **RG-T3047**
 TCM Cycle: **TCM Period 2017**
 Last Update: **9/16/2017**

Inter-American Development Bank - IDB

Result Matrix




Outcomes

Outcome: [1 Increase the knowledge and application of digital economy solutions in the social sector](#)

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	EOP	
1.1 Number of Bank documents that include a specific reference to the workshops or technical notes produced as part of this TC.		# Documents	0.00	2017	Number of Bank documents that include a specific reference to the workshops or technical notes produced as part of this TC.	P	5.00
						P(a)	
						A	

RF - Contribution

Outputs: Annual Physical and Financial Progress

1 Building Blocks of the Digital Economy in the Social Sectors						Physical Progress			Financial Progress						
Outputs	Fund Indicator	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017		2018	EOP	2017		2018	EOP	Theme	Flags
1.1 Workshops organized	Workshops organized	Notes (#)	0	2017	Workshop minutes submitted to and approved by the IDB	P	5		5	P	60,000		60,000	Social Development	
						P(a)	5		5	P(a)	60,000		60,000		
						A			A						
2 Knowledge and Dissemination						Physical Progress			Financial Progress						
Outputs	Fund Indicator	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017		2018	EOP	2017		2018	EOP	Theme	Flags
2.1 Technical notes	Technical notes completed	Technical notes (#)	0	2017	Technical notes in EZShare.	P	1	4	5	P	20,000	80,000	100,000	Social Development	
						P(a)	1	4	5	P(a)	20,000	80,000	100,000		
						A			A						
2.2 Comprehensive trends reports	Comprehensive trends reports	Comprehensive trends reports (#)	0	2017	Diagnostics and trends reports in EZShare.	P	0	30	30	P		34,000	34,000	Social Development	
						P(a)	0	30	30	P(a)		34,000	34,000		
						A			A						

Total Cost

CRF Indicator

Standard Output Indicator

	2017	2018	Total Cost
P	\$80,000.00	\$114,000.00	\$194,000.00
P(a)	\$80,000.00	\$114,000.00	\$194,000.00
A			

Please note that the Overall Stage represents the stage of the operation at the time of this report's publication, which might not necessarily match the stage of the operation during the PMR Cycle to which the report pertains.

RG-T3129: Digital Economy Investments for Social Development

Content creation and curation of the newest developments in Digital Economy

TERMS OF REFERENCE

Background

The Inter-American Development Bank (IDB) is the largest and oldest regional development bank (www.iadb.org). Its mission is to “contribute to the acceleration of the process of economic and social development” of its member countries in Latin America and the Caribbean (LAC). Since its creation almost 50 years ago, the IDB has been working toward that primary objective, adjusting the focus of its activities and operations to meet the shifting development needs of its member countries in the LAC region.

The IDB as the main source of multilateral financing and development knowledge in the region has the ability to advance the Region towards a digital economy by among other things: (i) leveraging its work with governments in the region to promote the emergence of digital solutions, public policy and regulation in many sectors like labor markets, financial services, health, education, ICT or government services; and (ii) helping the private sector to harness the digital economy through an enabling environment and support the emergence of transformative and disruptive value chains and business models that integrate the region’s citizens.

To support the digital transformation of governments in the region, the IDB has launched the Digital Economy Initiative (DEI) with the vision of improving lives by unleashing the full potential of being connected. The DEI provides expertise, networks, and methodologies to strengthen the IDB Group’s teams’ capacity to be the partner of choice in the digital transformation of the Latin America and the Caribbean. Working with the different teams across the Bank, the DEI has three strategic goals: (i) increase ownership/commitment to the digital economy transformation; (ii) build capacity to support the digital economy transformation; and (iii) catalyze the development of digital solutions.

In order to raise awareness and increase ownership about the opportunities that the digital economy unveils in the Education (SCL/EDU), Social Protection & Health (SCL/SPH), Labor Markets (SCL/LMK) and Gender & Diversity Sectors (SCL/GDI), the DEI and SCL/SCL propose to to deepen knowledge on digital economy tools and solutions among government officials in LAC and to identify specific opportunities within the existing Bank portfolio where a digital component could enhance the overall developmental outcome and integrate them.

Objectives

The consultant will provide comprehensive consultancy services for the content creation and curation of the newest developments in Digital Economy from relevant sources for the social sector, to create awareness and provide valuable information. The objective is to identify and analyze relevant information on the latest technology trends of digital solutions to carry out informed dialogues with governments.

The contractual will:

- Provide a perspective and prospective vision to the new scenarios and new phenomena in the digital economy for the social sectors (ideas, causes, values, referents, audiences ...).
- Select data, documents and reference reports, those that mark "trends"; and identify stakeholders, key people and stakeholders.
- Offer content that contributes to building the sector's digital narrative

Activities

The consultant will prepare five technical notes as proposal for the trends and topics to be developed.

Based on the technical notes, the consultant will create comprehensive reports that will be easily transform in diverse types of pieces for communication:

- A newsletter in email format every two weeks with images, links and a brief explanation of each of the points.
- Key performance indicators to follow the interest of the information shared
- A personalized and quality compilation of the best contents and published resources on the topics that mark the public agenda. This will provide a perspective and prospective vision for new scenarios and new phenomena, will serve to detect data, documents and reference reports and to identify actors, key people and interest groups.
- A document of analysis on a specific sector with regards to the digital economy and new trends, with examples and good practices that have provided an advance for international organizations, governments, public institutions, NGOs, etc. or that may be a trend that influences the new ways of addressing development challenges by governments and public institutions.
- These documents will integrate elements of visual thinking (mental maps, cartographies of concepts, data art, visualizations ...) that allow better understanding and visualization of ideas and concepts.

Deliverables

The consultant must deliver the following products:

- 1) Technical notes of the trends and the topics to be discussed for each sector.
- 2) Comprehensive trend reports for to be transform in newsletter (prior agreement with SCL/SCL on its format) with a bimonthly frequency during the execution period of this consultancy.
- 3) Final report document at the end of the consultancy with a global analysis of trends and recommendations to the Sector on this area.

Payment Schedule

- 30 percent upon signature of contract
- 40 percent after three months and upon delivery of the technical notes
- 30 percent upon delivery of the final report

Requirements

Experience

Title / Academic Level and Years of Professional Experience: Communicator and / or Researcher in public and political communication, with specialization in digital trends.

Areas of Expertise: Proven experience of working with governments, large corporations and multilateral agencies in the field of digital strategies, leading research on trends in the field of digital and political communication. Special experience will be given to the countries of Latin America and the Caribbean. With a minimum of 10 years of experience in these areas and research work. We will especially appreciate having proven experience in working with international and / or governmental organizations.

Skills: Excellent writing skills are required; a creative professional with strong organizational, research and interpersonal skills. With the ability to simultaneously manage several projects and deliverables.

Languages

- English and Spanish

Characteristics

- Contract Modality: PEC
- Type of contract: Lump Sum

Place of Assignment

Washington DC

Person responsible for coordination of work and his/her Organizational Unit

The consultant will be supervised by Cristina Pombo, Advisor for Social Sector

TERMS OF REFERENCE

RG-T3129: Digital Economy Investments for Social Development

IDB Digital Economy Initiative: Social Sector Transformation Blueprints

Strategic Planning Workshops

Background

The Inter-American Development Bank (IDB) is the largest and oldest regional development bank (www.iadb.org). Its mission is to “contribute to the acceleration of the process of economic and social development” of its member countries in Latin America and the Caribbean (LAC). Since its creation almost 50 years ago, the IDB has been working toward that primary objective, adjusting the focus of its activities and operations to meet the shifting development needs of its member countries in the LAC region.

The IDB as the main source of multilateral financing and development knowledge in the region has the ability to advance the Region towards a digital economy by among other things: (i) leveraging its work with governments in the region to promote the emergence of digital solutions, public policy and regulation in many sectors like labor markets, financial services, health, education, ICT or government services; and (ii) helping the private sector to harness the digital economy through an enabling environment and support the emergence of transformative and disruptive value chains and business models that integrate the region’s citizens.

To support the digital transformation of governments in the region, the IDB has launched the Digital Economy Initiative (DEI) with the vision of improving lives by unleashing the full potential of being connected. The DEI provides expertise, networks, and methodologies to strengthen the IDB Group’s teams’ capacity to be the partner of choice in the digital transformation of the Latin America and the Caribbean. Working with the different teams across the Bank, the DEI has three strategic goals: (i) increase ownership/commitment to the digital economy transformation; (ii) build capacity to support the digital economy transformation; and (iii) catalyze the development of digital solutions.

In order to raise awareness and increase ownership about the opportunities that the digital economy unveils in the Education (SCL/EDU), Social Protection & Health (SCL/SPH), Labor Markets (SCL/LMK) and Gender & Diversity Sectors (SCL/GDI), the DEI and SCL/SCL propose to develop the Digital Transformation Blueprint for the Social Sector. The Sector Blueprint will articulate a cohesive strategy (vision, mission, activities, metrics) for the IDB Social Sector and will put forth an Action Plan of Action for its implementation during the next three years. In parallel, the Social Sector Divisions will develop their own Digital Transformation Blueprint to articulate the strategy on Education (SCL/EDU), Social Protection & Health (SCL/SPH), Labor Markets (SCL/LMK) and Gender & Diversity Divisions (SCL/GDI), respectively, which will respond to the opportunities and challenges brought about by the digital economy.

Objectives

The consultant will provide comprehensive consultancy services to guide the building of a Master Digital Transformation Blueprint for the Social Sector and four Digital Transformation Blueprints for Education, Social Protection & Health, Labor Markets and Gender & Diversity Divisions including:

- Build strategic building blocks and a consensus and shared vision for the Social Sector vis-a-vis the digital economy.
- Ensure that all stakeholders have a common understanding regarding the digital economy and what it entails.
- Develop a clear picture of success, with language that can be used to craft a vision document and an Action Plan, as well as a set of criteria that should be used to measure the effectiveness of the transformation.
- Develop a time-bound Action Plan to ensure alignment between strategic goals, activities and resource allocation.
- Engage in a collaborative process to build team cohesion and to achieve work program alignment.

Activities

The consultant will conduct:

- Initial Planning and Participant Interviews
- Agenda Design
- Workshop Preparation
- Conduct workshops
- Debrief with DEI and SCL

Deliverables

- Facilitation of five workshops: 1-day initial vision workshop with higher level executives, and four 2-day workshops for each division.
- Preparation of summary documents of each of the workshops.

Payment Schedule

- 20 percent upon signature of contract
- 20 percent upon delivery of 1-day initial vision workshop
- 15 percent upon delivery of Workshop #2 and summary report
- 15 percent upon delivery of Workshop #3 and summary report
- 15 percent upon delivery of Workshop #4 and summary report
- 15 percent upon delivery of Workshop #5 and summary report

Requirements

Experience

15+ years of experience in organizational development, leadership development, facilitation. Experience with international organizations change processes and results challenges.

Languages

- English (Required)

Skills

- Strategic planning, facilitation

Characteristics

- Contract Modality: Firm
- Type of contract: Lump Sum

Place of Assignment

Washington DC

Person responsible for coordination of work and his/her Organizational Unit

The consultants will be supervised by Luiz Ros, Special Advisor for Innovation, Digital Economy Initiative, Office of the Presidency.

PROCUREMENT PLAN FOR BANK EXECUTED OPERATIONS														
Country: Regional					Executing Agency: IDB					UDR: SCL/SCL				
Project number: RG-T3129					Title of Project: Digital Economy Investments for Social Development									
Period covered by the Plan: 24 months					Total Project Amount: \$ 194,000									
Component	Procurement Type (1) (2)	Service type (1) (2)	Description	Estimated contract cost (US\$)	Selection Method (2)	Type of Contract	Source of Financing and Percentage				Estimated date of the procurement notice	Estimated contract start date	Estimated contract length	Comments
							IDB/MIF		Other External Donor					
							Amount	%	Amount	%				
Component 1	A. Consulting services	Consulting Firm (GN-2765)	Workshop facilitators	\$ 60,000	SSS	Lump Sum	\$ 60,000	100%	\$ -	0%		1-Oct-17	1 year	The firms is the sole expert of a unique methodology that needs to be used during the workshops, for this reason direct contracting is foreseen
Component 2	A. Consulting services	Individual Consultant (AM-650)	Consultant that will gather and analayize information, and produce reports	\$ 134,000	IICQ	Lump Sum	\$ 134,000	100%		0%		1-Nov-17	1.5 years	
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(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."