

TC Document
Innovations in Public Management for Better Service Delivery
RG-T2111

I. Basic Information for TC

▪ Country/Region:	Latin America and the Caribbean Countries
▪ TC Name:	Innovations in Public Management for Better Service Delivery
▪ TC Number:	RG-T2111
▪ Associated Loan/Guarantee Name:	n/a
▪ Associated Loan/Guarantee Number:	n/a
▪ Team Leader/Members:	Pedro Farias (IFD/ICS), Jefe de Equipo; Pablo Valenti (ICS/CAR); Jorge von Horoch (IFD/ICS); Mariano Lafuente (IFD/ICS); Glenis Padilla (IFD/ICS)
▪ Date of TC Abstract authorization:	May 29, 2012
▪ Donors providing funding:	ICSF
▪ Beneficiary (countries or entities which are the recipient of the technical assistance):	Latin America and the Caribbean Countries
▪ Executing Agency and contact name	IFD/ICS - Pedro Farias
▪ IDB Funding Requested:	\$ 335,000
▪ Local counterpart funding, if any:	n/a
▪ Disbursement period:	24 months
▪ Required start date:	September 15, 2012
▪ Types of consultants:	Individual and firm
▪ Prepared by Unit:	Institutional Capacity of the State Division (IFD/ICS)
▪ Unit of Disbursement Responsibility:	IFD
▪ TC Included in Country Strategy (y/n):	Y
▪ TC included in CPD (y/n):	Y
▪ GCI-9 Sector Priority:	Institutions for Growth and Social Welfare

II. Objectives and Justification of the TC

The main objective of this TC is to contribute to strengthening the institutional capacity of the governments of Latin America and the Caribbean (LAC) with the objective of improving service delivery to their citizens. Capacity will be strengthened through the generation of knowledge and the training of government officials in charge of policy formulation and management aspects of service.

The training program will be based on the knowledge to be generated and systematized through this TC. Success stories on innovation of the management aspects of service delivery in the public sector will be identified. Their context, resources and key factors that contributed to their success will also be analyzed and documented.

Since the past decade, LAC countries, often times with the support of the IDB, have invested in initiatives to improve the services they provide to their citizens. Globally, this trend has been recently reinforced with the massive incorporation of new information and communication technology (ICT) resources that are opening new channels between governments and the citizens, radically transforming their relationship.

The need to satisfy more informed and demanding citizens and reduce the transaction costs in the public sector has generated several rationalization and administrative simplification initiatives, with the offer of new online services and integration of public services. Initiatives such as the Single Window and Citizens Attention Centers, known worldwide as part of the “citizen-centric government” movement, have represented important steps, but are not enough. Particularly in LAC, institutional fragmentation and burdensome administrative procedures are still predominant in the public sector, which increases the transaction costs between citizens, businesses and governments. The position of LAC countries in rankings that reflect the quality of public services, like the World Bank’s “Doing Business”, show how many LAC governments are still struggling to improve their services, which affects citizen’s living standards and private sector’s competitiveness. In this context, the governments’ capacity of response is directly conditioned to their capacity to innovate.¹

In recent years, different national and subnational governments in the region have requested technical assistance to the Bank on this area. Consequently, the IDB has been supporting several initiatives through financial and technical assistance. The improvement of public services is mentioned in the country strategies of countries like Chile, Colombia, Brazil and Uruguay. Also, the demand for IDB support to improve public services delivery is the focus of the operation Programa de Gestión Pública Innovadora (CO-L1102) currently being designed by IFD/ICS. Also, the Bank and the Brazilian Federal Government are working with Brazilian State Governments in the formulation of a national program aimed at streamlining services to citizens through promotion of modern management models and ICT tools.

In order to improve the effects of this assistance, this TC aims to provide the governments of LAC countries with the knowledge and concrete management tools needed to create innovative delivery of services and, at the same time, to position the IDB as a strategic partner in the planning and implementation of these initiatives.

This TC is aligned with GCI-9 sector priority institutions for growth and social welfare. In the Strategy, approved in 2011, this theme is under “Public Service Delivery: (i) develop the capacity to formulate policies and models for service delivery.”

III. Description of activities/components and budget

Component 1. Analysis of conditions and key resources for the management of “personalized” services for citizens (US\$239,000). The objective of this component is to identify, analyze, and systematize knowledge and information about the success factors in the delivery of innovative services in LAC and other countries. This will be done through the preparation of case studies and the development of an analytical matrix which will consolidate and systematize the information gathered, identifying the elements to be analyzed. Four thematic research papers will, in turn, consolidate the lessons from these case studies, offering ideas and lessons learned on specific factors related to innovation in management aspects of service delivery. Activities under this component include:

- 1.1. *Preparation of an inventory of successful cases in innovation of service delivery management*, defined as personalized services to individual citizens, through: (i) a desk review, including cases acknowledged at global awards such as the University of Harvard’s “Ash Center for Democratic Governance and Innovation”, regional awards such as the excelGOB from the GEALC Network, projects recognized internally at the IDB for their quality and innovation such as the Regional Public Goods, and a literature review; (ii) meetings with external and internal experts; (iii) international

¹ FORA (Danish Foreign Ministry) (2009). “New Nature of Innovation”, www.newnatureofinnovation.org, FORA, Copenhagen.

call for case study proposals. These success cases could be from the national or subnational level, comprising any sector which provides personalized services to individual citizens, and from any of the countries in and outside the region. The inventory would include a general description of the agency and a one-pager detailing the work done and the results achieved.

- 1.2. *Development of an analytical matrix* that systematizes the analysis of the success cases for the identification of the conditions and resources that have contributed to their success, including aspects such as: (i) technology (technological platform; infrastructure required); (ii) organizational (organizational structure; organization of back office; employment regimes); (iii) quality management of the services (for example, Citizen Service Charters, Commitments of Quality Standards with the citizens); (iv) operational costs, business model and sustainability; (v) innovative alliances with other stakeholders (such as municipal governments or NGOs); and (vi) legal and/or institutional framework changes.
- 1.3. *Selection and development of up to eight case studies*, based on the projects identified for the the inventory and the findings of the analytical matrix, with the objective of formulating policy recommendations and proposing tools which could be utilized in other settings in LAC. The studies will seek to identify also the main drivers, barriers and sources of innovation in each case. The selection of which experiences from the inventory will be turned into case studies will be made by a committee led by IFD/ICS team with participation of external experts (including the international consultant working on the development of the analytical matrix). Each case study should ideally present an innovative and successful experience in a different management aspect (technology, organizational, quality management, efficiency, legal framework, business model, among other). The studies should ideally present a diversity of countries and sectors.
- 1.4. *Preparation of four thematic research papers* on the four most relevant themes that contributed to the success of different models of service delivery, which will include policy recommendations on each of these areas for LAC policy makers and practitioners. These areas could include use of new technologies, service delivery typology and/or other themes identified in the analytical matrix (activity 1.2).

Outputs:

- Inventory of successful experiences on management aspects of innovative service delivery, including cases in LAC and in other countries.
- Analytical matrix identifying key factors for successful cases and classifying experiences in the inventory based on their most relevant success factors.
- Preparation of up to eight case studies, with an estimate of five cases in LAC and three cases from other countries.
- Preparation of four research papers on four specific management issues, including policy recommendation to improve service delivery to individual citizens.

Component 2. Strengthening institutional capacity of LAC Countries on Management Aspects of Service Delivery and Knowledge Dissemination (US\$96,000). The objectives of this component are: (i) to strengthen the institutional capacity of policy makers and practitioners of LAC governments for enhancing service delivery to LAC citizens through knowledge dissemination of lessons from successful and innovative cases in two international workshops; and (ii) to disseminate the outcomes of these successful and innovative cases and research papers, including their policy recommendations, for raising awareness within policy makers, academics and practitioners in the region that may not be able to participate in the workshops. Activities under this component include:

2.1 *Preparation of technical material for the international seminars based on outputs from Component 1, which will also serve as a final publication.* This material will include executive summaries of the eight case studies and four thematic research papers, and the inventory of cases with contact information of technical staff that led or participated on those initiatives. Final publication will be prepared in Spanish and English.

2.2 *International workshops for knowledge dissemination: lessons from case studies.* It is estimated that an average of 30 participants representing 18 countries will attend the two events financed by the TC. One of the workshops will take place in the IDB Headquarter in Washington DC. Government officials and location of the other event will be selected based on demand by borrowing countries, geographical diversity (balanced representation from the Bank's four regions), and geographical proximity to the location of the event in the case of the seminar to be held in the field (for example, if held in Chile, participants from neighbor countries will be prioritized to attend, leaving participants from more distant countries, i.e. Mexico, to attend the session at Headquarters). It is expected that several government officials from the host country will participate in the event in addition to the number mentioned above. Also, it is expected that the host country will provide in-kind contribution such as the facility for the event and part of the logistics. Participants will be asked to submit an exit survey including rating of the event in terms of its usefulness for the challenge of improving service delivery through innovative public management in their countries and how they plan to implement the lessons learned during the seminar. Participants will be invited to join a network of regional professionals on this area.

2.3 *Dissemination of outcomes of case studies and thematic research papers through the web and the use of other media, as well as printing final publication.* Production of multimedia output with the results of the TC and the cases. The final publication will be made available online at the Bank's website, either through IFD or the ICSF's website, under construction. Final report will be disseminated through distribution to lists of clients, scholars and practitioners, as well as internally within the Bank. The utilization of these publications will allow other countries, that do not participate in the workshops, to benefit from the knowledge generated.

Outputs:

- Two international workshops for government officials in charge of management aspects of service delivery to citizens, to be held one in the field and one at Headquarters.
- Technical material to support the workshop building on outputs produced under Component 1, which will also serve as a final publication
- Dissemination of the technical content and of the events through websites and printing of a final publication summarizing the outcomes of the case studies and research papers.

TC supervision will be carried out by IFD/ICS and supervision costs of the TC will be financed by IFD/ICS. Logistical support for the international workshop will be financed by the TC.

Tables with results matrix, indicative budget and sequence and expected timeline of planned activities are included below.

Results Matrix

Outcome	Indicator	Baseline	Target	Date
% of participants rating the training as good or excellent	%	0	70	Q2 2014
% of participant countries reporting future use of knowledge for policy formulation in exit survey	%	0	60	Q2 2014
% of participants who sign up for network of practitioners	%	0	60	Q2 2014
% of Governance Sector Note elaborated as an input for Country Strategies that include service delivery as an priority area.	%	21 (2011)	50	Q2 2014
Output	Indicator	Baseline	Target	Date
Component 1. Analysis				
1.1 Inventory of successful cases in service delivery	Inventory completed	0	1	Q4 2012
1.2 Analytical Matrix developed and completed	Analytical matrix	0	1	Q1 2013
1.3 Case studies completed				
1.4 Thematic research papers finalized	Case studies	0	8	Q2 2013
	Thematic Research Papers	0	4	Q3 2013
Component 2. Training and Knowledge Dissemination				
2.1 Technical material for training completed	Training material	0	1	Q4 2013
2.2 International workshops for government officials carried out	Workshops	0	2	Q1 2014
2.3 Government officials trained	Officials	0	40	Q1 2014
2.4 Final publication	Publication	0	1	Q1 2014
2.5 Web Homepage	%	0	1	Q1 2014

Budget

Activity/Component	IDB/Fund Funding	Counterpart Funding	Total Funding
1.1 Inventory of Successful cases	\$ 9,000	n/a	\$ 9,000
1.2 Analytical Matrix	\$ 10,000	n/a	\$ 10,000
1.3 Case Studies (8)	\$ 160,000	n/a	\$ 160,000
1.4 Thematic Research papers (4)	\$ 60,000	n/a	\$ 60,000
2.1 International workshops (2) including technical material	\$ 90,000	n/a	\$ 90,000
2.2 Dissemination (printing 100 copies of publication + website)	\$ 6,000	n/a	\$ 6,000
Total Funding	\$ 335,000	n/a	\$ 335,000

Sequence and Expected Timeline of Planned Activities

Component	Activity	Months	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014
1. Analysis	1.1 Inventory of successful cases in service delivery	2.5							
	1.2 Analytical Matrix	1							
	1.3 case Studies	5							
	1.4 Thematic Research Papers	3.5							
2. Training and Knowledge Dissemination	2.1 preparation of Training Material	2							
	2.2 International Workshops	2							
	2.3 Dissemination	5							

IV. Executing agency and execution structure

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 interventions have encompassed many sectors, IFD/ICS has been the unit responsible for the management aspects of these interventions, with the actual thematic policy content being led by the respective sector units leading these agendas.

Due to its multilateral nature, the Bank is in the unique position to execute this regional TC, aimed at generating and disseminating knowledge on innovations in service delivery, at a time of higher expectations and demands by Latin American citizens to their national and subnational governments. The unit of disbursement responsibility will be IFD/ICS, following its mandate to contribute to the development of the public sector's institutional capacity in client countries. ICS has already successfully executed many TC operations.

No conditions to be fulfilled prior to the first disbursement have been identified.

Procurement: The Bank will contract all the consultancies in accordance with the policies and procedures of the Bank applicable to TCs.

After the host country for the regional workshop described in the paragraph 2.2 is known, and prior to the event, the corresponding national liaison agency will have to inform the Bank about its non-objection with the activity.

V. Major issues

The TC is expected to face three main risks: (i) the inability to identify and document relevant and recent cases on innovative service delivery in LAC; (ii) the lack of interest or low levels of participation of key policy makers and practitioners in charge of management aspects of service delivery in borrowing countries; and (iii) the potential low impact of the training program due to its inability to help countries to incorporate lessons and ideas from past experiences into new innovations, or the lack of applicable conclusions related to what works or does not work in innovations in service delivery.

The first risk is low, given the Bank has already identified a few cases which could be part of the inventory. Besides, the suggested methodology of experts' advice, desk review and call for proposals is expected to create a solid database from which the case studies would be selected.

The second risk is mitigated by the fact that the Bank has a strong relationship with the targeted policy makers and practitioners. Moreover, as mentioned in earlier sections, this is a hot topic in state modernization and there is significant demand from borrowing countries. In addition, given that the management aspects of service delivery covers agencies of different sectors, the problem may in fact be that there is too much demand to participate in the two events. In this second scenario of too much demand to participate in the events, priority would be given to the highest authority from the national government of each borrowing country working on these issues. Those government officials interested in receiving the training but with no space in the events would be able to access the final publication and materials from the event online. Also video conference sessions may also be organized.

Finally, the third risk is expected to be mitigated by a proactive approach to participants before and after the event in regards to the application of knowledge obtained from the workshop. Before the event, participants will be required to prepare a short document sharing their initial ideas on what kind of agencies are looking to modernize the delivery of services to citizens and how this is done, so as to accommodate the approach of the presentations and ensure those issues are addressed by the speakers. After the event, along with the workshop's evaluation, each participant will be expected to prepare a short note on how they plan to apply the course's outcomes on the modernization of service delivery in their countries. Finally, they will also be offered the opportunity to sign up in a community of practice which will include the rest of the participants, the Bank's team, consultants, case studies' agencies representatives and other scholars.

VI. Exceptions to Bank policy

There are no exceptions to Bank policy.

VII. Environmental and Social Strategy

There are no environmental or social risks associated with the activities outlined in this operation, therefore its environmental classification is "C." See IDBDocs # [36833869](#) y [36833882](#).

Required Annexes:

- Annex 1: Procurement Plan
- Annex 2: Terms of Reference for activities/components to be procured

Summary of Terms of Reference for RG-T2111

Component / Activity	Background	Objective	Contract type, Timeline, Selection Criteria	Activities	Outputs
1.1 Inventory of Successful Cases	The objective of this component is to identify, study in detail and systematize knowledge and information about the success factors in the delivery of innovative services in LAC and other countries.	Preparation of an inventory of successful cases in innovation of the management aspects of service delivery, defined as personalized services to individual citizens.	Individual local consultant. 20 days Start date: October 1, 2012 End date: December 31, 2012 Masters level in public administration, economics or similar fields Over 5 years of experience in public sector modernization in OECD and/or Latin American countries. Spanish and English essential	(i) Desk review including databases of international public sector awards; (ii) meetings with experts; and (iii) preparation and management of international call for proposals	Inventory of successful cases on innovation in service delivery to citizens in LAC and countries outside the region. One-pager descriptions per case, contact information of key staff involved.
1.2 Development of Analytical matrix	The objective of this component is to identify, study in detail and systematize knowledge and information about the success factors in the delivery of innovative services in LAC and other countries.	Development of an analytical matrix that systematizes the analysis of the success cases for the identification of the conditions and resources that have contributed to their success.	Individual international consultant 20 days Start date: January 15, 2013 End date: February 15, 2013 Masters or PhD level in public administration, economics or similar fields. Over 10 years of experience in public sector modernization, in particular in ICT use for innovative service delivery. Spanish and English essential	Develop draft analytical matrix including aspects such as: (i) technology; (ii) organizational; (iii) quality management of services; (iv) operational costs, business model and sustainability; (v) innovative alliances with other stakeholders; and (vi) legal and/or institutional framework changes. Discussion of proposed matrix with team	Draft analytical matrix Final analytical matrix Comments for the selection of the cases from the inventory to be turned into case studies Powerpoint presentation on analytical matrix for the workshop
1.3 Preparation of Case Studies	The objective of this component is to identify, study in detail and systematize knowledge and information about the success factors in the delivery of innovative services in LAC and	Preparation of 8 case studies of successful experiences in innovative public service delivery to citizens, to derive lessons which will be a crucial input	Individual local or international consultants (8) Senior Consultant (30 days @ 500 x 4) Junior Consultant (30 days @ 300 x 4) 4 teams of 2 consultants,	Initial conference calls with key contacts related to the 2 cases to be prepared by each team Desk review of available material	Each team will deliver: Two draft case studies for internal review Two final case studies,

	other countries.	for the workshop with government officials.	<p>each preparing 2 case studies, 2.5 months each case (15 days of work each consultant)</p> <p>Start date: March 1, 2013 End date: July 31, 2013</p> <p>Senior consultants: Masters or PhD in public administration, economics or similar fields. Over 10 years of experience in public sector modernization, in particular in ICT use for innovative service delivery. Experience with preparation of case studies is a must.</p> <p>Spanish and English essential, Portuguese desirable.</p> <p>Junior consultants: same requirements but: Masters degree and 5 years of experience in public sector modernization.</p>	<p>related to the two cases plus info sent by contacts</p> <p>2-week mission to the field to carry out interviews related to the 2 cases</p> <p>1 week to write each case study and incorporate any changes after internal review.</p>	<p>with executive summary, incorporating comments from internal review.</p> <p>Powerpoint presentations for the workshop (1 per case)</p>
1.4 Preparation of four thematic research papers	The objective of this component is to identify, study in detail and systematize knowledge and information about the success factors in the delivery of innovative services in LAC and other countries.	Preparation of four thematic research papers following findings from detailed case studies (activity 1.3), on four most relevant themes that contributed to the success of different models of service delivery.	<p>Individual international consultants (4)</p> <p>20 days @ 500 each</p> <p>Start date: August 1, 2013 End date: November 15, 2013</p> <p>Masters or PhD in public administration, economics or similar fields.</p> <p>Over 10 years of experience in public sector modernization, in particular in ICT use for innovative service delivery or the particular theme to be identified after case studies and analytical matrix are ready (for example: organizational management). English or Spanish is essential</p>	<p>Desk review of case studies (activity 1.3)</p> <p>Interviews with key contacts from cases</p> <p>Preparation of 1 thematic research paper each including policy recommendations on the particular area for LAC policy makers and practitioners.</p> <p>Travel may be required.</p>	<p>Preparation of draft thematic research papers</p> <p>Preparation of final thematic research paper, with executive summary incorporating comments from internal review.</p> <p>Powerpoint presentations for the workshop (1 per paper)</p>
2.1 Preparation	The objectives of this component are:	Preparation of technical material	Individual local consultant. 70 days @ 200 each	Edition of Spanish versions and	Final draft of material (final

of Technical Material for Workshops (final publication) and logistics for international workshop; 2.2 International Workshop; 2.3 Knowledge dissemination	(i) to strengthen the institutional capacity of policy makers and practitioners of LAC governments for enhancing service delivery to LAC citizens; and (ii) disseminate the outcomes of these successful and innovative cases and research papers, including policy recommendations, for raising awareness within policy makers and practitioners in the region	for the international seminars based on outputs from Component 1, which will also serve as a final publication. Support with the logistical aspects of the workshops Support with dissemination of publication and of events (website, social media, etc.)	Start date: November 15, 2013 End date: March 31, 2014 Masters level in public administration, economics or similar fields Experience in public sector modernization, event organization and dissemination desired Spanish and English essential	translation into English of executive summaries of the eight case studies and four thematic research papers Planning and implementation of international workshops (invitations, travel arrangements, coordination at event, follow up with evaluation and documents pre and post event)	publication) in Spanish and English Preparation of website content Design of promotional material Production of multimedia products to disseminate results
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Procurement Plan

País: Regional								
Número del Proyecto: RG-T2111								
Consultorías (monto en \$US): _____								
No. ítem	Ref. POA	Descripción de Adquisiciones ⁽¹⁾	Costo Estimado de la Adquisición (\$US)	Método de Adquisición ⁽²⁾	Fuente de		Fecha Estimada del Anuncio de Adquisición o del inicio de la contratación	Comentarios
					BID %	Local / Otro %		
1		Component 1 – Analysis						
1.1		Individual Consultants						
1.1a		Consultant for inventory of cases	9,000	CCIN	100	0	Oct-12	
1.1b		Consultant for analytical matrix	10,000	CCIN	100		Jan-13	
1.1c		Consultants for case studies and thematic research papers	220,000	CCIN	100	0	Mar-13	Includes 8 consultants for case studies and 4 consultants for thematic research papers.
2		Component 2 – Knowledge dissemination						
2.1		Individual consultants						
2.1a		Consultant for Preparation of material, event organization, dissemination	16,000	CCIN	100	0	Nov-13	
2.2		Non-consulting services						
2.2a		Meeting/Workshops	10,000	SD	100		Jan-14	
2.3		Travel and Miscellaneous						
2.3a		Travel expenses events	70,000	SD	100	0	Jan-14	
Total			335,000	Fecha: September 14,2012				

**INNOVATIONS IN PUBLIC MANAGEMENT
FOR BETTER SERVICE DELIVERY**


RG-T2111

CERTIFICATION

I hereby certify that this operation was approved for financing under the Institutional Capacity Strengthening Thematic Fund (ICS) through a communication subscribed by Kai Hertz (ORP/GCM) on May 30, 2012. Also, I certify that resources from the Institutional Capacity Strengthening Thematic Fund (ICS) are available for up to US\$335,000 in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of four (4) calendar months counted from the date of signature below. 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 U.S. 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, for which the Fund is not at risk.



Sonia M. Rivera
Chief a.i.




Grants and Co-Financing Management Unit
ORP/GCM

Sept 27, 2012

Date

APPROVAL

Approved by: _____



Carlos Santiso
Division Chief

Institutional Capacity of State Division
IFD/ICS

SEP 27 2012

Date