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GUYANA

PREPARATION OF THE ACTION PLAN FOR ENHANCING GOVERNMENT'S CAPACITY FOR SERVICE DELIVERY AND PERFORMANCE MANAGEMENT

(GY-T1016)

PLAN OF OPERATIONS

<p>This document was prepared by the project team consisting of: Gonzalo Afcha (ICF/ICS), Project Team Leader; Paloma Baena (ICF/ICS); Alexandre Veyrat-Pontet (ICS/CGY); and Valeria Wedolowski (ICF/ICS).</p>

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BASIC SOCIOECONOMIC DATA

For basic socioeconomic data, including public debt information, please refer to the following address:

<http://www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata>

INFORMATION AVAILABLE IN THE FILES OF ICF/ICS

PREPARATION:

Central Report of the Integrated Fiduciary Assessment (IFA). Volume I. Inter-American Development Bank – The World Bank, October, 2007

Integrated Fiduciary Assessment (IFA). Volume II Public Expenditure and Financial Accountability (PEFA): Report And Performance Indicators Volume I. Inter-American Development Bank – The World Bank, October, 2007

Integrated Fiduciary Assessment (IFA). Volume III -Procurement System Assessment Report (PSAR): Using OECD-DAC/World Bank Methodology for Assessment of National Procurement Systems Volume I. Inter-American Development Bank – The World Bank, October, 2007

ABBREVIATIONS

BEAMS	Basic Education, Access, & Management Support Program
MOF	Ministry of Finance
M&E	Monitoring and Evaluation
MDGS	Millennium Development Goals
MTAP	Medium Term Action Plan
PBM	Performance Based Management
PETR	Poverty Expenditure Tracking Report
PRSP	Poverty Reduction Strategy
TC	Technical Cooperation

PLAN OF OPERATIONS

(GY-T1016)

EXECUTIVE SUMMARY

Beneficiary:	The Cooperative Republic of Guyana		
Team	Leader: Gonzalo Afcha (ICF/ICS); Members: Paloma Baena (ICF/ICS); Alexandre Veyrat-Pontet (ICS/CGY); and Valeria Wedolowski (ICF/ICS)		
Leader/Members:			
Executing agency:	The Ministry of Finance (MOF)		
Target	MOF and Agencies of the Central Government		
Beneficiaries:			
Sources of	IDB: (PRODEV Sub-Account A)	US\$	150,000
financing:	Local:	US\$	15,000
	Total:	US\$	165,000
Objectives:	The objective of this non-reimbursable technical cooperation (TC) is to support the Government of Guyana (GOG) in the preparation of a Medium Term Action Plan (MTAP) to improve government effectiveness. The MTAP will be focused on enhancing the government's capacity for service delivery and performance management. The preparation of the Action Plan will be accompanied by some training and capacity building activities in Management for Results.		
Execution timetable:	Execution period: 12 months Disbursement period: 15 months		
Special contractual conditions:	The appointment of the Technical Coordinator by the Minister of Finance will be a condition precedent for the first disbursement of the TC funds.		
Exceptions to Bank Policies and Procedures:	None		
Environmental and social review:	No social or environmental issues are foreseen. The profile was reviewed by CESI on November 17, 2006 (CESI 45-06), and no further actions were requested.		
Coordination with Other Donors:	This TC has been coordinated with other creditors and donors (World Bank and European Union) in order to make the program activities complementary to the current coherent GOG's efforts in the area of public financial management, public procurement, monitoring and evaluation.		

I. BACKGROUND AND JUSTIFICATION

A. Background

- 1.1 In accordance with the regulations for accessing PRODEV funds, the Government of Guyana (GOG) and the Bank signed a Letter of Agreement on July 5, 2005, setting the framework for the implementation of PRODEV in the country. Through the Agreement, the Bank and the GOG concurred to work together to strengthen performance capacity and enhance development effectiveness by designing and implementing systems for resource management and administration, as well as for measurement of results. The agreement also states that during the first phase of PRODEV, the Bank will assist the GOG to complete relevant diagnostic work and develop a comprehensive Action Plan for enhancing the Country's development effectiveness through the introduction of a management for results approach.

B. Recent Developments in Public Financial Management in Guyana

- 1.2 A number of steps have been taken towards improving the legal and institutional framework for public management. Most notably, since late 2003, the GOG—with the Bank's and other donors' support—is undertaking comprehensive reforms at the national level in the areas of public sector financial management and fiscal oversight. These reforms establish a regulatory framework whereby performance measurement of programs is linked to the budget formulation process.
- 1.3 While progress in the implementation of these reforms is satisfactory, the state of development of the financial management and oversight systems impede the GOG to advance towards an orderly performance based strategy. These limitations, that are discussed in the Integrated Fiduciary Assessment (IFA)¹, can be summarized as follows:
- a. Guyana has a systematic approach for the planning processes of its public sector; however, it needs to be streamlined and strengthened. An effort to this end will facilitate sectoral planning strategies to be better linked to annual operating plans and its corresponding budgetary allocations.
 - b. While there exists a legal requirement for public entities to submit program performance statements to support the budget formulation, these performance statements are mainly focused on outputs, not outcomes, which reduces their capacity to be used in strategic planning.
- 1.4 Supported by progress achieved in strengthening public management, particularly in the budgetary system and statistical information capacity, the GOG is

¹ Integrated Fiduciary Assessment (IFA). Volume I. Report jointly prepared by Inter-American Development Bank and The World Bank, October, 2007

committed to deepen the reform process, by focusing its efforts in addressing the weaknesses of the planning, monitoring and evaluation systems.

C. Monitoring and Evaluation in Guyana: The Poverty Reduction Strategy and other Public Sector Initiatives

- 1.5 In order to monitor the progress on implementation of the programs and projects outlined in the Country's Poverty Reduction Strategy (PRSP), the GOG has recently initiated the preparation of a semi annual Poverty Expenditure Tracking Report (PETR).² The PETRs highlights the financial inputs provided by the GOG towards the implementation of the prioritized programs and projects, providing information on the actual and budgeted amounts for four sectoral ministries and five cross-cutting agencies, and include information about projects monitored at a community level. The Monitoring and Evaluation Unit in charge of the preparation of the reports is also working towards building the capacity at the agency level for monitoring and evaluation.
- 1.6 The two PETR prepared so far for year 2005 identify several limitations that undermine the capacity to effectively evaluate the impact of GOG policies and programs, ratifying the limitations described in paragraph 2.3.
- 1.7 The PETRs also point out that spending is not systematically linked to specific output and outcome indicators, and that where Monitoring and Evaluation (M&E) exists at the central level, these capacities are often linked to specific foreign funded projects. In this regard, there are several Bank projects in the country that include initiatives aimed at strengthening the M&E capabilities of the beneficiary institutions: (i) with IDB financing, the Bureau of Statistics (1516/SF-GY) is establishing a system to support monitoring progress towards achievement of the PRSP targets and the Millennium Development Goals (MDGs); (ii) Basic Education, Access, & Management Support Program (BEAMS) (1107/SF-GY), through the Ministry of Education; (iii) Health Sector Program (1548/SF-GY); (iv) Public Management Modernization Program (1604/SF-GY); and (v) Support for the Implementation of the Strategic Plan of the Audit Office (GY-T1030), a TC directed to strengthen the Office of Auditor General's operational capabilities in the field of value for money audits, currently under preparation.
- 1.8 In spite of the progress reported on these initiatives, there is clearly a need to strengthen the GOG's capacities for M&E in order to (i) measure the results through the programs and resources assigned to them; (ii) design and implement early correction mechanisms; and (iii) capitalize on best practices and lessons learned.

² The Monitoring and Evaluation Unit of the Policy Coordination and Evaluation Unit (PCPMU) is in charge of monitoring the PRSP under a World Bank financed project.

D. Bank's Strategy

- 1.9 The Bank's strategy for Guyana (GN-2257-9) is focused on the promotion of sustainable growth, social development and poverty reduction in addressing its major development challenges: (i) maintaining a sound macroeconomic framework for sustain growth; (ii) improve governance and public sector modernization; (iii) encouraging private sector development through policy and institutional reforms; and (iv) improving social sector infrastructure.
- 1.10 This operation supports the second strategic objective. It is also compatible with the strategy's criterion for identification and prioritization of new Bank projects/programs in the area of public sector modernization. It is also consistent with current Bank interventions in the area of public management, such as Fiscal and Financial Management Program (1550/SF-GY); Public Management Modernization Program (1604/SF-GY); and BEAMS Program (1107/SF-GY); and the technical cooperations "Supporting the PRSP Process: Towards the Institutionalization of a Monitoring and Evaluation Framework" (ATN/SF-10754-GY) and Support for Public Financial Management and Procurement Action Plan (GY-T1032). These programs are entirely consistent with GOG's objectives of improving the functioning, the institutional framework and accountability and service delivery mechanisms of the public sector. Care will be taken to avoid duplication and ensure full coordination between these operations.

E. Program's Strategy

- 1.11 The Program will build upon diagnostics already made in relevant areas of public sector management³ complemented by information derived from the PTERs and lessons learned from previous Bank operations in support of public financial management in Guyana. Parameters for the Medium Term Action Plan financed by this Technical Cooperation, such as: (i) introduction of One Stop Shop service delivery mechanisms; and (ii) increasing the quality of budgeting and performance management can be traced to said diagnostics and other available sources of information, all in consistence with PRODEV policies on the elaboration process of Action Plans.

³ Integrated Fiduciary Assessment (IFA). The Public Expenditure and Financial Accountability (PEFA): Report And Performance Indicators and the Procurement System Assessment Report (PSAR): Using OECD-DAC/World Bank Methodology for Assessment of National Procurement Systems, are the three comprehensive studies undertaken jointly by the. Inter-American Development Bank – The World Bank, in October, 2007.

II. PROGRAM DESCRIPTION

A. Program goal and purpose

- 2.1 In the context of the PRODEV initiative, the objective of this non-reimbursable technical cooperation is to support the GOG's in the preparation of a Medium Term Action Plan (MTAP) to improve government effectiveness. The MTAP will be focused on enhancing the government's capacity for service delivery and performance management. The preparation of the Action Plan will be accompanied by some training and capacity building activities in Management for Results.

B. Components

- 2.2 The Technical Cooperation will be implemented through the following components:

1. Preparation of the Strategy and Medium Term Action Plan for Improving Government Effectiveness

- 2.3 Existing initiatives by GOG to improve public management provide the starting point for a MTAP. The MTAP will: (i) identify suitable areas for the introduction of One Stop Shop mechanisms for service delivery, and; (ii) promote a closer alignment between the planning processes and the budgetary and reporting systems, facilitating consistent measurement and evaluation of outcomes.
- 2.4 Under this component the program will finance:
- a. Short diagnostics that could be considered necessary to complement the existing assessments in the area of financial management, procurement or fiscal oversight..
 - b. Technical proposals to support the preparation of the MTAP including: (i) the conceptual model for Performance Based Management (PBM); (ii) identification of sectors suitable for the introduction of the One Stop Shop service delivery systems; (iii) improvement of the existing coordination mechanisms; and (iv) if necessary, adjustment to the legal framework.
 - c. Preparation of the draft and final versions of the MTAP.
 - d. Dissemination strategy for the MTAP in view of gaining acceptance for its future implementation.
 - e. Design of a training program to support the future implementation of the MTAP.

- 2.5 In order to facilitate the preparation of the MTAP, the above set of activities will be performed by an international consulting firm.

2. Training and Dissemination

- 2.6 This component will support a consensus building process on the challenges and benefits of the implementation of the MTAP by supporting a training and technical workshops for senior civil servants, parliamentarians and, where appropriate, civil society organizations.

III. BUDGET

A. Description, composition, and sources of financing

- 3.1 The cost of the program has been estimated at US\$165,000, of which the Bank would finance up to US\$150,000 of the costs on a non-reimbursable basis from the funds allocated to PRODEV, Sub-Account A. The Government of Guyana will contribute the equivalent of US\$15,000 as counterpart funds, as indicated in the table below:

Table III-1: BUDGET (US\$)

	IDB	GOG	TOTAL
1. Medium Term Action Plan	95,000		95,000
2. Training and Dissemination	14,000	5,000	19,000
3. Technical Coordinator	32,000		32,000
4.-Administrative Support	0	5,000	5,000
5.- Audit and Evaluation	7,000		7,000
6.- Contingencies	2,000	5,000	7,000
TOTAL	150,000	15,000	165,000

IV. EXECUTING AGENCY AND MECHANISM

A. Executing Agency and Executing Mechanism

- 4.1 The MOF will be the executing agency for this program. The estimated timeframe for execution is 12 months, while the expected disbursement period is 15 months from the date of signature of the Letter of Agreement.
- 4.2 The program will be directed by a Technical Coordinator appointed by the Minister of Finance. The Technical Coordinator will ensure a coordinated effort for the implementation and application of the administrative decisions approved by the Minister in connection with the program execution. Under this framework, the Technical Coordinator will: (i) coordinate program execution; (ii) prepare the progress reports and propose the necessary measures to correct difficulties that may arise during execution; (iii) approve requests to purchase equipment and training materials for the project. **The appointment of the Technical**

Coordinator by the Minister of Finance will be a condition precedent for the first disbursement of the TC funds.

- 4.3 Administrative support for the execution will be provided by the existing Project Execution Unit (PEU) of the Fiscal and Financial Management Program (GY-0053). This PEU has demonstrated the ability to provide effective administrative support for the execution of institutional strengthening programs, through its financial management and procurement specialists.

B. Program implementation readiness

- 4.4 The terms of reference for consultancy services to be hired under this operation have been agreed with the MOF authorities (see Appendix I).

C. Procurement

- 4.5 Selection and contracting of consultants will be carried out following the provisions of GN-2350-7 ("Policies for the Selection and Contracting of Consultants") of July 2006, and using the Quality and Cost-Based Selection Method. The procurement of goods is not anticipated in the Program, but if necessary during Program execution, it will be carried out in accordance with the provisions of GN-2349-7 ("Policies for the Procurement of Works and Goods") of July 2006, and using the least cost procurement method.

V. MONITORING AND EVALUATION

A. Monitoring

- 5.1 The GOG and the Bank will closely supervise the work carried out by the consultant teams, which will produce advance reports for approval, as outlined in the corresponding terms of reference

B. Technical and basic responsibility

- 5.2 The unit with administrative responsibility will be ICF/ICS.

C. Progress and final reports

- 5.3 A mid-term and a final project report will be prepared by the TC and submitted to the Bank. In addition, the consulting firm hired to carry out the preparation of the Medium Term Action Plan will present progress reports for the approval of the GOG and the Bank, as outlined in the corresponding terms of reference.

VI. PROGRAM BENEFITS AND RISKS

A. Program benefits and developmental impact

- 6.1 The TC activities will contribute to the design and development of a plan containing core actions to strengthen service delivery and result based management in the public sector. In particular, the actions contained in the MTAP are expected to improve the performance, management, monitoring and evaluation capacity of the public sector as critical elements for a more efficient and effective delivery of public services and resource allocation, thus benefiting not only government agencies, but the citizenry in general.

B. Risks

- 6.2 Main risks for the program are related to the political will to favor the inter-institutional coordination among the various participating agencies and to successfully face the challenges of integrating the various ongoing reform initiatives. Since the proposed program is built upon GOG's ongoing reform efforts and is capitalizing on diagnostics already undertaken in relevant areas of public sector management, the program ensures that the preparation of the MTAP will reflect the government's own vision and strategy. In addition, there is a growing commitment within the relevant ministries to improve service delivery and to set the bases for a public management based on results. These are the two critical factors that will mitigate the risk of insufficient political will for coordination.

VII. ENVIRONMENTAL AND SOCIAL REVIEW

A. Date of ESR review

- 7.1 Given the focus of this program upon institutional strengthening activities, no social or environmental issues are foreseen. The profile was reviewed by CESI on November 17, 2006 (CESI 45-06), and no further actions were requested.

VIII. APPROVAL

(Original Signed)

June 18, 2008

Xavier Comas
Division Chief
Institutional Capacity of the State Division

Date

ACTION PLAN FOR ENHANCING GOVERNMENT'S CAPACITY FOR SERVICE DELIVERY AND PERFORMANCE MANAGEMENT					
Estimated Costs (in US\$)					
Category/Item	Despcrition	Cost per unit	Bank	Local	Total
I. Preparation of the Med. Term Action Plan			95,000	0	95,000
1. International Consultancy Services					
i. Remuneration	80 consultant/days	900	72,000		72,000
ii. Per diem	50 days	198	9,900		9,900
iii. Transportantion costs	international airfare (4)	2,500	10,000		10,000
iii. Other		3,100	3,100		3,100
II. Training and Disemination			14,000	5,000	19,000
1. Workshops in MfR (inc. speakers fees)	2 one-day meetings	1,000	10,000	4,000	14,000
2. Dissemination Seminars	2 Seminars	1,500	3,000		3,000
3. Dissemination materials		1,000	1,000	1,000	2,000
III. Technical Coordinator			32,000	0	32,000
1. Remuneration of project manager	10 months	3,000	30,000		30,000
2. Equipment			2,000		2,000
IV. Administrative Support				5,000	5,000
V. Project Evaluation an Audit			7,000		7,000
VI. Contingencies			2,000	5,000	7,000
TOTAL			150,000	15,000	165,000

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ANNEX II - PROJECT PROCUREMENT PLAN

A) All contracts for the proposed TC will be carried out in accordance with the **“Policies for the Procurement of Goods and Works Financed by the Inter-American Development Bank” (GN-2349-7)**, and **“Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank” (GN-2350-7)**, and what is established in the Operative Plan and the current Procurement Plan.

B) Executing Agency's capacity and Procurement Supervision on the part of the Bank

The Ministry of Finance through the Project coordination Unit of the Fiscal and Financial Management Project (FFMP) will be responsible to carry out the project's procurement. The Bank 's project team based on the experience of the Executor with previous operations (particularly the FFMP) determined that the total project risk associated to the procurement management is medium.

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Ref. No. ¹	Description of and category of procurement contract	Estimated cost in (US\$ thousand)	Procurement method ²	Review (ex-ante or ex-post)	Source of financing and percentage		Prequalification ³ (Yes/No)	Estimated Dates		Status ⁴ (pending, in process, awarded, cancelled)	Comments
					IDB %	Local / Other %		Publication of specific proc. notice	Completion of contract		
1	Non-consulting services										
1.a	Workshops and seminars	19,000	PC	ex-ante	58%	42%	no	3rd Qr 2008	2nd Qr 2009	n/a	
1.b	Project Coordinator	30,000	QCNI	ex-ante	100	0	no	2nd Qr 2008	2nd Qr 2009	n/a	
1.c	Evaluation	3,500	QCNI	ex-ante	100	0	no	2nd Qr 2009	3rd Qr 2009	n/a	
1.d	Audit	3,500	QCBS	ex-ante	100	0	no	2nd Qr 2008	3rd Qr 2009	n/a	
2	CONSULTING SERVICES (Firm)										
2.a	<u>Consulting firm for the preparation of the Medium term Action Plan for Improving Government Effectiveness</u>	95,000	FBS	ex-ante	100	0	no	2nd Qr 2008	4th Qr 2008	n/a	

¹ If there are a number of similar individual contracts to be executed in different places or at different times, these can be grouped together under a single heading, with an explanation in the comments column, indicating the average of individual amount and the period during which the contracts would be executed.

² **Goods and Works:** **ICB:** International competitive bidding; **LIB:** limited international bidding; **NCB:** national competitive bidding; **PC:** price comparison; **DC:** direct contracting; **FA:** force account; **PSA:** Procurement through specialized agencies; **PAs:** Procurement agents; **IA:** Inspection agents; **PLFI:** Procurement in loans to financial intermediaries; **BOO/BOT/BOOT:** Build, own, operate/build, operate, transfer/build, own, operate, transfer; **PBP:** Performance-based procurement; **PLGB:** Procurement under loans guaranteed by the Bank; **PCP:** Community participation procurement; **Consulting Firms:** **QCBS:** Quality- and cost-based selection; **QBS:** Quality-based selection; **FBS:** Selection under a fixed budget; **LCS:** Least-cost selection; **CQS:** Selection based on the consultants' qualifications; **SSS:** Single-source selection; **Individual Consultants:** **QCNI:** Selection based on comparison of qualifications of national individual consultants; **QCII:** Selection based on comparison of qualifications of international individual consultants.

³ Applicable only to Goods and Works in case the new Policies apply. In the case of previous Policies, it is applicable to Goods, Works and Consulting Services.

⁴ Column "Status" will be used for retroactive procurement and when updating the procurement plan.

GUYANA

Preparation of the Action Plan for Enhancing Government's Capacity for Service Delivery and Performance Management (GY-T1016)

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 In order to support the development effectiveness initiatives of the borrowing countries, the Bank approved a Program to Implement the External Pillar of the Medium-term Action Plan for Development Effectiveness (PRODEV), which provides resources to finance related activities with non-reimbursable technical cooperation funds
- 1.2 In accordance with the regulations for accessing PRODEV funds, the Government of Guyana (GOG) and the Bank signed a Letter of Agreement on July 5, 2005, setting the framework for the implementation of PRODEV in the country. Through the Agreement, the Bank and the GOG concurred to work together to strengthen performance capacity and enhance development effectiveness by designing and implementing systems for resource management and administration, as well as for measurement of results. The agreement also states that during the first phase of PRODEV, the Bank will assist the GOG to complete relevant diagnostic work and develop a comprehensive Action Plan for enhancing the Country's development effectiveness.
- 1.3 Under this framework, the Bank is financing a Technical Cooperation (TC) directed to support the preparation of a Medium Term Action Plan (MTAP) for enhancing GOG's capacity for service delivery and performance management (PBM). The TC considers that the preparation of the MTAP will be accompanied by consensus-building activities to disseminate PBM concepts and the MTAP.
- 1.4 The GOG has taken number of steps towards improving the legal and institutional framework for public management. Most notably, since late 2003 the GOG, with the Bank's and other donors' support, is undertaking comprehensive reforms at the national level in the areas of public sector financial management and fiscal oversight. These reforms establish a regulatory framework whereby performance measurement of programs is linked to the budget formulation process.
- 1.5 Supported by progress achieved in strengthening public management, particularly in the budgetary system and statistical information capacity, the GOG is committed to deepen the reform process, by focusing its efforts in improving

mechanism for service delivery and addressing the weaknesses of the planning, monitoring and evaluation systems.

- 1.6 A critical component of the Program TC is related to the preparation of a MTAP and its corresponding implementation schedule. For this task the Bank and the GOG authorities foresee the contracting of a specialized consulting firm.

II. CONSULTANCY OBJECTIVES

- 2.1 The main objective of the consultancy is to assist the GOG in the preparation of a Medium Term Action Plan (MTAP) to improve government effectiveness. The MTAP should be focused on enhancing the government's capacity for service delivery and performance management. The Plan should detail the processes and resources required for its implementation, the institutional roles and responsibilities, and the timeframe and the implementation benchmarks.
- 2.2 The MTAP should be build upon GOG's ongoing reform efforts by (i) capitalizing on diagnostics already made or in preparation in relevant areas of public sector management¹; (ii) identifying suitable areas for the introduction of modern and effective service delivery mechanism; (iii) focusing on budgeting and performance management

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of Consultancy: Firm
- 3.2 Place of Work: Georgetown, Guyana.
- 3.3 Starting Date and Duration: The firm will be engaged for a period of Months starting in 2008 and ending the 2008.
- 3.4 Qualifications: Firm specialized in providing technical assistance to governments in areas of public administration, planning, budgeting, monitoring and evaluation, with a minimum of five (5) solid years experience in managing implementation of public sector development projects. Previous work with public sector institutions within the Caribbean would be an asset.

IV. ACTIVITIES

1.- Scope of Work

- 4.1 It is expected that the consulting firm will carry out the following activities:
 - a. Review the background studies, assessments and technical reports related to public management systems produced by local or international agencies.

¹ The Bank and the GOG have recently undertaken a joint CFAA/CPAR assessment.

- b. Conduct interviews with key stakeholders in ministries and other institutions involved in issues of public sector reform, planning and evaluation of investment programs, project cycle management, budgeting, procurement, financial management, auditing, control and oversight, and production of statistics. The interview should also cover the initiatives to improve the provision and quality of service delivery to citizens, including the feasibility to adopt and/or expand the mechanisms for service delivery such as “One Stop Shop” or decentralized provision of services.
- c. Produce a summarized assessment of the current context for public management effectiveness in Guyana. This document should (i) summarize the results of the documentation reviewed and interviews carried out; (ii) indicate priority areas for strengthening under a subsequent programme of specific projects/activities, and (iii) identify knowledge gaps which need to be filled and existing analyses which need to be deepened in order to address these areas. Particular attention should be given to the already underway initiatives to improve service delivery and the reform initiatives in public management systems related to results-based management.
- d. Discuss with the GoG authorities and relevant stakeholders the summarized assessment and the various initiatives to improve effectiveness of public sector management. Discussions should also include the identified knowledge gaps, in order to define and agreed the required additional assessments or studies.
- e. Complete the necessary assessments to support: (i) the adoption of improved service delivery mechanisms; and (ii) the implementation of a performance based management system. Technical reviews should also consider: (i) tools to strengthen the process in which priorities are set and decisions are made; (ii) the improvement of linkages between planning, budget preparation and execution and reporting.
- f. Prepare the core technical proposals to support the preparation of the MTAP including: (i) the conceptual model for PBM; (ii) new processes and methods for improved service delivery; (iii) improvements of the existing coordination mechanisms; and (iv) the appropriateness of the legal framework; (v), the institutional roles and responsibilities for the MTAP implementation.
- g. Prepare the Operational Plan for the Implementation of the MTAP, which should include (i) a clearly defined implementation mechanism to ensure that the critical technical and administrative elements are in place; (ii) the strategy and sequencing of implementation, including an implementation chronogram outlining implementation benchmarks and responsibilities; (iii) the definition of the processes required for the system at every level of Guyana’s public sector, including the gathering and reporting of

information; (iv) the definition of the tools, including information management tools, and organizational structure required to support the processes defined; (v) the technical and financial resources required, and the corresponding estimated costs; (vi) the definition of the main functions and institutional responsibilities, (vii) and the definition of the main performance indicators to monitor the plan implementation.

- h. Propose and design the mechanisms for monitoring activities of the MTAP to ensure the necessary institutional coordination and compliance with the implementation schedule.
- i. Participate in consultations within the GOG to discuss the content and the structure of the draft MTAP, as well as in workshops and seminars with other stakeholders, including parliament and civil society representatives.
- j. Design information awareness and training programs to support the implementation of the MTAP.

2. - Deliverables

- 4.2 The firm will prepare, by the end of the two weeks of initiated the consultancy, a work plan outlining activities and timeframes for execution of activities under this consultancy.
- 4.3 The firm will prepare the MTAP document taking into account (i) the background studies and the technical proposals discussed on section 4.1 above; (iii) further relevant consultations with GOG authorities and key stakeholders (iv) and the best and applicable international practices.
- 4.4 The MTAP document should also include the operational plan for implementation as defined in 4.1 g).
- 4.5 A draft MTAP document will be submitted by the firm to the MOF authorities for review and consideration. The report should include an executive summary of no more than 10 pages in single space. The summary should highlight the main features of the current systems, the identified problems and needs, the milestones of the MTAP implementation, the institutional roles and responsibilities, the estimated costs and timetable of the main activities.
- 4.6 A final document incorporating the comments and observations made by GOG authorities and the Bank will be submitted within three weeks of receiving such comments.

V. COORDINATION

- 5.1 The MOF through the Project Coordination Unit of the Fiscal and Financial Management Program will be responsible for the coordination of this consultancy.