



Knowledge and Capacity Building Products (KCP) Proposal

Policy and Capacity Development

I. General Information

KCP Title:

Strengthening of Science, Technology and Innovation Policy

OPUS Number:

CO-T1209

Date of Proposal:

3/28/2011

Linked to project:

Team Leader / Unit:

NAVARRO, JUAN CARLOS - SCL/SCT

Peer Reviewer 1:

CRESPI, GUSTAVO ATILIO

Peer Reviewer 2:

ALONSO, PABLO

Joint Proposal:

ICF/FMM

Proposed amount, without counterpart in USD equivalent (enter whole number only): USD 178,600
Must match total of budget table on section VI, and of OPUS

Proposed amount including counterpart (if applicable) in USD equivalent: USD 178,600

Proposed Fund:

Knowledge Economy Fund

Unit of Technical Responsibility:

SCL/SCT

Unit of Disbursement Responsibility:

SCT

Execution:

Bank

Letters of Request available (or equivalent)

Yes

Non-objection available:

No

Doc# (IDBdocs):

[35816226](#)

Doc# (IDBdocs):

Execution period: 18 months Disbursement period: 20 months Required Start Date: 4/18/2011

Please provide justification why the Bank is the Executing Agency:

Bank Policy GN-2470-2 establishes (par. 2.23): "The Bank may execute TC in areas of its expertise provided that: (i) the beneficiary country or group of countries concurs; and (ii) the proposed activities are consistent with the Bank's country and/or regional strategy and program.

Both conditions are present in this case. The Government has requested the Bank to execute, and innovation policy is highlighted in the country strategy.

Beneficiary Countries:

COLOMBIA

Beneficiary entity: Presidencia de Colombia, Oficina de la Alta Comisionada para el Buen Gobierno

Sector: SCIENCE AND TECHNOLOGY

II. KCP Type

Origination

Originated in client: KCP is the result of clients' demands.

The client may require to address a current public discussion, an advice to draft a law or a regulation, support for policy analysis and formulation, a capacity improvement for the execution of a recently approved program, an analysis of a public policy or private sector problem, or generate consensus around a specific issue.

Scope

Short term purpose:

Demand for this KCP has an immediate, short-term scope, possibly drawing from knowledge and experience that is readily available.

III. Alignment of the KCP proposal with IDB's Institutional Priorities (GCI9).

3. Institutions for Growth and Social Welfare Innovation

3.1 Explain how the knowledge produced with this KCP will be used (policy advice, institutional strengthening, input for programming and strategy, pipeline development, input for other KCPs):

The knowledge produced with this KCP will be used for policy advice with the ultimate purpose of supporting the institutional strengthening of the science, technology and innovation (STI) system in Colombia.

Recent developments such as the passing of a new Law for the sector and a CONPES (3582, año 2009) dedicated to innovation policy have been reinforced by the visible emphasis on innovation as a driver of public policy by the current administration. This has led to a growing interest at the highest level of government in issues of how best to integrate innovation in the economy as well as in governmental activities themselves. This KCP will provide top level international policy advice to the government in the area of innovation policy and institutions, producing knowledge that will inform critical decisions (namely, the assignment of responsibilities regarding different aspects of innovation policy, the use of natural resource fiscal revenues to innovation activities and the strategies for implementing, monitoring and disseminating innovation as an approach to governmental activities across the public sector) in this sector to be made within the next 12 months. In addition, the KCP will contribute to the consensus-building process that naturally goes along such type of decision, which ideally should be presided by the development of a shared vision in the country about the role of innovation.

The KCP is in line with the Bank's work program in the country, that singles out innovation as a key area, and, incidentally it is expected to impact favorably the overall environment for a smooth execution of the lending program CO-L1092, approved in 2010.

IV. OBJECTIVES, EXPECTED RESULTS AND ACTIVITIES (Maximum 4 pages)

4.1 Describe the challenge that this KCP addresses (e.g. policy, institutional, technical):

Colombia wants to turn innovation into one of the main engines for governmental policy and economic growth, and growing resources dedicated to science, technology and innovation are soon to be available, yet its innovation system is not well integrated, considerable overlapping of policy instruments and institutional roles exists and hence, even for the current relatively low level of resources available to the sector, innovation outputs are rather poor. The Colombian National Plan for Development (2010-2014) mentions sustainable growth and competitiveness as a top priority and highlights innovation as a means by which the country can achieve prosperity. To that end, the Plan indicates that it is necessary to advance along three core themes: i) Innovation policy; ii) improving competitiveness and productivity; and iii) focus on the more dynamic sectors in terms of employment generation and productivity growth.

4.2 Describe lessons learned from previous similar KCP:

Previous applications of non-reimbursable resources to provide advice at the top decision/making level has so far resulted in very beneficial outcomes, granted that such advice comes reinforced by high level expertise. In addition, experience shows that the close involvement of the Bank in similar process of institutionalization of innovation policy across the region is a highly valued credential by the national counterparts (a recent example of a project embodying these lessons is the Strengthening Science, Technology and Innovation Policies in Peru, a technical cooperation program now in advanced execution).

4.3 State the KCP objectives:

The general objective of this KCP is to support the policy and institutional design of the STI system in Colombia. It will do that by identifying and procuring expert advice to the office of the High Commissioner for Good Government by supporting meetings, seminars and workshops aimed at building a shared vision in the government and the country about the

role of innovation in the economy. The office of the High Commissioner has been given the primary responsibility for the development of a shared vision in the Colombian government regarding innovation .

Specific objectives are:

- 1-Carrying out a review and redesign of current coordination mechanisms in the the national innovation system, providing elements for an eventual reduction in overlapping and duplication of policies, instruments and future arrangements better defining institutional roles.
- 2-Supporting the development of a vision for monitoring and assessing the progress of innovation policy accross the public sector, building on and contributing to the coordination of work in this area already advancing in Colciencias and DNP.
- 3-Better defining and disseminating the implications of innovation for public sector activities.
- 4-Advancing in the development of a shared vision in the main actors of the innovation system about how to turn innovation into a key engine of development in Colombia.

4.4 State the KCP expected results:

I-The Colombian Government will be provided with a complete overview of international experiences, best practices and models about how best to organize and coordinate the national innovation system (see Specific Objectives 1, 2 and 4)

II-The Colombian government will have used this knowledge to advance towards a shared vision of a new design for the institutional framework of innovation in Colombia, involving the private and public sectors and the research and academic community (see Specific Objective 2 and 4)

III-Public sector organizations, in particular, will have elements at their disposal that will allow them to develop clear vision of the implications of innovation for their work and will be exposed to principles that connect the goal of good government to the practice of innovation in public services (see Specific Objectives 1 , 2 and 3)

IV-Knowledge produced in this KCP will be disseminated and distribute through a series of public events and a printed volume. This book is intended as a primary source for the dissemination of the shared vision of innovation developed during the activities of the KCP (see specific objective 3 and 4, above)

4.5 Provide a description of the main outputs and related activities expected to be carried out:

3 International Conferences on Innovation Policy, focused, respectively, on institutionalization and coordination within the public sector, dialogue and consensus building between the private and the public sector, and examining the contribution of academic and research institutions. Over the set of three Conferences, key stakeholders will gather to discuss the integration of innovation policy in the national development strategy, in light of the international experience (see Expected Results I, II and III).

Monographs-Studies: as input and background for the Conferences, four international consultants will be asked to address the following topics:

a.Good practices around the world in the integration of innovation policy in national development plans, and suggestions for the case of Colombia, given its economic structure, institutional framework and public and private sector strenghts and weaknesses.

b.Institutional and methodological aproaches to measuring and monitoring the performance and results of an innovation system. In this case, the consultant will aim at developing a framework that can be used from the top decision centers of the public sector, building on and complementing when needed the progress made in this area by Colciencias and DNP. This consultancy will produce a road map and a framework for the monitoring and assessment of innovation policy from the viewpoint of the Office of the High Commissioner for Good Government.

c.Innovation in organization and services, with particular reference to the public sector in Colombia. This consultancy will map out the main issues in service innovation, it will look at the specific recent development in innovation as applied to the public sector, including issues of organizational, technological and marketing innovation, and finally will formulate recommendations regarding how to start implementing such new perspectives on innovation in the context of the Colombian Government.

d.Recent reforms in the institutional models of the STI sector in Latin America. In this case, an overview of recent developments in putting together effective institutions in the innovation sector in Latin America (cases such as Chile, Uruguay, Argentina, Brazil) will be examined and compared, lessons extracted and a balanced set of recommendations about possible institutional reforms feasible or desirable in the sector in Colombia will be put forward for discussion.

4 workshops on innovation in the public sector, aimed at mainstreaming the notion and tools for innovation in public sector organizations accross the Colombian government. The idea is to impact organizational culture by facilitating contact with fresh approaches, and a set of national and international presenters (see Expected Results III and IV). A short-term consultant will be

hired to provide support in the organization and logistics relative to these events.

A book is expected to concentrate the product of the four major consultancies and further disseminate its content to the wider public in Colombia (See Expected Result IV).

4.6 Identify the main audience or expected users of knowledge generated or disseminated by this KCP

Several audiences will benefit from the product of this KCP:

- The first and most important is a group of top level decision-makers in the Presidency, DNP, Colciencias a a few other key public agencies.
- The second is all the stakeholders of the national innovation system, which include, beyond those mentioned above, the leadership of academic and research institutions and the private sector.
- Given that the KCP includes actions aimed at mainstreaming innovation in the practices of the public sector, a third audience is the middle management of public organizations in Colombia.
- Finally, given that a publication will be produced, the public at large will benefit too.

4.7 Additional technical information

If necessary, in an appendix please provide further technical details that you consider relevant to evaluate the technical quality of this KCP. Appendix Doc#(IDBDocs):

V. KCPs RESULTS FRAMEWORK. Main Outcomes and Outputs.

5.1 Results Matrix:

Please, in the first column fill in each outcome indicator with the relevant outputs. You can use the table of indicators here attached.

Results Matrix

	Unit	Baseline		Year 1		Year 2		Expected Completion Date	Data Source
		Value	Year	Planned	Actual	Planned	Actual		
Number of key public institutions that use knowledge generated by this KCP to inform policy decisions	Top level public institution (ministry or higher)	1	2010	2		2		4/30/2012	Final evaluation report
• # of monographs	Completed Monograph	0	2010	2		2		4/30/2012	Final Evaluation Report
• # of Conference/Forums organized	Conference/forum carried out	0	2010	2		1		4/30/2012	Final Evaluation Report
• # of Workshops (training) delivered	Workshop carried out	1	2010	1		2		4/30/2012	Final Evaluation Report

Note: Please note that this outcome and output indicators will be the input for the PMR and will be monitored in the Quarterly Business Review.

VI. BUDGET (*):

6.1 Budget should be presented by outputs or groups of outputs (for example: three publications, three conferences, seminars or workshops; one database; one survey; two training courses), and the relevant activities. Total available funds from counterpart sources should be reported. Use whole numbers only.

Costs	Project Cost – IDB Financing					Counter- part Resources	Other Financing
	Year 1		Year 2		Total request		
	Consult.	Travel (consultants only)	Other				
3 Conferences on Innovation Policy	18,000	8,400	27,000	0	53,400	0	0
4 monographs	60,000	11,200	0	0	71,200	0	0
3 Workshops on innovation	23,500	3,600	3,900	0	31,000		
- Rental and Services	9,000	3,600	3,900		16,500		
- Logistics support	14,500			0	14,500	0	0
Book	0	0	15,000	0	15,000	0	0
Sub-total	101,500	23,200	45,900	0	170,600	0	0
	Monitoring and evaluation				8,000	0	0
Total	101,500	23,200	45,900	0	178,600	0	0

Approximate value of in-kind counterpart

(*) More details may be required by donors (e.g. consultant cost per day);

6.2 Describe the source and type of counterpart resources

No counterpart resources are included in this operation.

6.3 Types of Consultants: Firms or individuals and main activities/outputs:

Type: Individual or Firm (if available)	Nationality (if available)	Estimated Cost	Main Activities / Outputs
Individual	FRANCE	15,000	Senior Innovation Policy expert in charge of a study on <u>service innovations</u>
Individual	FINLAND	15,000	Senior Innovation Policy expert in charge of study on <u>integration of innovation policy in national economic</u>
Individual	COLOMBIA?	14.500	Junior consultant with expertise in event planning

VII. Bank costs:

For the Bank's internal purposes, please provide information in Bank costs associated with the execution of this KCP:

7.1 Bank staff participation in KCP:

Staff Name	Bank Unit	FTEs
GUAIPATIN, CARLOS	SCL/SCT	6
DE SOUZA, ROSINA	LEG/SGO	3
NAVARRO, JUAN CARLOS	SCL/SCT	9.5
ORTEGA, SANDRA	SCL/SCT	6.5

RIVERA LOZANO, MARTHA LUCIA	ICF/ICS	9.5
CATHLES, ALISON	SCL/SCT	9.5
POSADAS, ARNALDO ENRIQUE	ICF/ICS	4

VIII. Risks:

Fill-out the KCP's Environmental Screening and Classification using this link to the [Environmental Screening and Classification Toolkit](#). Then save it in IDBDOCS and record its number in the box below (*):

[35815860](#)

8.1 Implementation Risks:

No implementation risks have been identified

8.2 Please identify key environmental and social risks and impacts, and the strategy to address them:

IX. Coordination with other MDBs

9.1 Summarize collaboration or coordination with other MDBs, donors and other strategic partners (if any):

Initial steps have been taken to establish contact with OECD, the most important institutional partner sought by the government on this matters. Given that the World Bank has operations in the sector, the Bank will make efforts to communicate information regarding activities of this TC as it unfolds.

X. Monitoring and evaluation plan.

Fill-out the KCP's Development Effectiveness Matrix (DEM) using this link to the PCD [DEM template](#). Then save it in IDBDOCS and record its number (*): [35816216](#)

10.1 Summarize the basic elements of the Monitoring and Evaluation plan, including key activities and associated budget:

This TC finances straightforward activities: technical papers, conferences and workshops and a book. As team leader, I will be responsible for implementing and monitoring these activities in close coordination the Colombian authorities. Technical papers and publications will be peer reviewed through Bank standard procedures.

An allowance has been made in the budget to finance and overall independent external evaluation of these activities at the end of the execution period. The impact of the ideas developed on decision making will be measured by the presence of specific policy options or suggestions formulated by project-financed consultants or in project-financed reports that find their way into explicit governmental policy documents and statements.

10.2 Exceptions to Bank policies:

No exceptions to Bank's policies are anticipated.

10.3 Contractual Clauses:

No special contractual clauses are needed.

Terms of Reference Doc#(IDBDOcs):

(*) All documents saved in IDBDOcs must have read permissions granted to the group DOCS Users

XI. CERTIFICATION OF FUNDS

Original Signed

XII. APPROVAL

(original signed)

**Flora Montealegre Painter
Chief, Science and Technology Division
SCL**

04/28/2011

Date