

TERMS OF REFERENCE

“Consulting for pilot project based on the Korean e-government experience”

Component 1

Country: Regional

Technical Cooperation Number: RG-T3445

Technical Cooperation Name: “Fostering public sector capacity and human talent on Digital Government in LAC”

1. Background and Justification

- 1.1 Although Latin American and Caribbean (LAC) countries have been expanding and encouraging the use of Information and Communication Technologies (ICTs) as a mechanism towards modernization of the public sector, digital agencies usually must struggle with the idea of how to be innovative, and at the same time, how to respond to their citizens demands in a better and more efficient ways. Nowadays, issues surrounding the factors that make a digital transformation possible are increasingly complex, such as cybersecurity, digital identity, interoperability of information systems, among others. Therefore, the region must address this complexity by continue learning from advanced experiences, particularly from those countries that are world leaders in the crossroads between modernization of the public sector and the use of ICTs.
- 1.2 In this process, many countries have realized that the next step that the region must take is to foster human talent among public officials. In an era of digital transformation, it is imperative that not just the government, but also their public officials are aware of the main innovations and tools that e-government solutions provide as a further step of expanding LAC national capacities towards the provision of better public services and at the same time, more effective.
- 1.3 Despite noticeable improvements in LAC regarding digital government strategies, the fact is that broadly, the region is lagging in comparison with the rest of the world. According to the UN E-Government Survey 2018, just 5 LAC countries are ranked among the top 50 worldwide (Uruguay – 34, Chile – 42, Argentina – 43, Brazil 44, and Barbados 46), and still 13 LAC countries are below the position 100¹. This shows that, although countries in the region are slowly moving forward in their e-government initiatives, and in several cases are bolstered by their national digital strategies, there is much work to be done. This TC will not just provide support for those LAC countries that rank above LAC average to continue improving their capacity, but also to shorten this regional gap for those that today are experiencing a slower development.

- 1.4 The Republic of Korea has served as one of the world's most cited best practice models, by incorporating innovation and transformation of service delivery leveraged on ICTs to achieve desired policy outcomes and increased citizen trust in government. This has transformed the country into a Global Leader in e-Government as a mechanism to develop a sustainable future, through the following key commitments; i) improving quality of through service that sympathizes with people, ii) self-innovating public service with digital capacity, iii) establishing a transparent society where justice and thrust thrive, and iv) creating a safer environment with nationwide intelligent infrastructure.
- 1.5 Korea is frequently positioned among the top countries in e-government strategies by several international rankings. The most renowned in measuring digital government, the "UN E-Government Development Index - EGDI" ranks the Republic of Korea third, with a Very High EGDI score of 0.90. According to the survey, Korea is the perfect illustration of a new paradigm designed "to deliver customized public services and generate new jobs through the sharing of government-owned data with the public and improved collaboration between government departments". This change was possible given the program "Government 3.0" that the government of Korea executed as a mechanism for promoting a change in institutional arrangements and behaviors based on a new set of values, which made the state more service-oriented, competent, and transparent.
- 1.6 For the last couple of years, the Republic of Korea has been a key stakeholder in the promotion and expansion of e-government policies and strategies in the region. Through two flagship Technical Cooperation (TC) Digital Solutions for Connected Citizens and Governments (RG-T2406), and Improving Public Sector Service Delivery through Knowledge Sharing (RG-T2745) the IDB has supported a wider adoption of ICTs in public administration to improve effectiveness, efficiency and openness. Both TC operations have facilitated and bolstered the dialogue between the Bank and the e-government agencies of the region, and therefore, strengthened horizontal cooperation mechanisms through the support of the Red GEALC. The commitment of Korea with the Red GEALC is materialized in the constant participation of high-level Korean authorities in the network meetings since 2012. In November 2018, the V Ministerial Meeting of the Red GEALC, which took place in Panama City, Panama, had a strong support from the Korean government. Kim Iljae, Deputy Minister, Head of Government Innovation and Organization Management Office, led the Korean delegation, and gave the opening speech at the Ministerial Meeting. Moreover, Korean experts had the opportunity to present a panel on "Korea: the experience of a world leader" to LAC e-government policymakers and managers.

2. Objectives

- 2.1 The main objective of this consultancy is to undertake the tasks associated with Component 1 of this project which focuses on the design and implementation of pilots based on the Korean experience in digital government. As such, the Consulting firm will provide technical support for the design and execution of the pilot taking into consideration the country's specific context.

3. Scope of Services

- 3.1 The pilot project pilots will be conducted in coordination with the digital government entity of the LAC country. As such, it will be encompassing the design, adaptation, training, and implementation of a digital government solution pre-identified by the beneficiary country in LAC.

4. Key Activities

The main activities of this project will be the following:

- To perform of an IT diagnosis of the beneficiary institution.
- To design a working plan to transfer the Korean solution to the beneficiary country.
- To provide technical advice during the implementation of the digital government solution.
- To train human resources in the beneficiary countries.
- To prepare a final report which should include the guidelines on how to run and maintain the platform operational.
- To support the dissemination of the results of the pilot.

5. Expected Outcome and Deliverables

- 5.1 The firm will provide the following deliverables:
- a) Work plan with the technical proposal, project timelines and deliverables.
 - b) Adaptation of the solution.
 - c) Technical support and training.
 - d) Draft of the final report.
 - e) Final report.

6. Project Schedule and Milestones

The work on activities 5.1 a) through c) shall be carried out in the span of six (6) months from the time of contract signature. The work on activities 5.1 c) and 5.1 e) shall be carried out in the span of twelve (12) months from the time of contract signature. The selected firm must present deliverable 5.1 a) within one month of contract signature.

7. Reporting Requirements

7.1 The firm will have to submit all deliverables in English or Spanish and in digital format, according to the established content, formats and deadlines.

8. Acceptance Criteria

8.1 All deliverables must follow the highest quality and detail standards and require minimum revisions. All deliverables will be carefully reviewed and approved the digital government agency of the country before being accepted by the Bank. Acceptance will be given in writing, via email, by the project leader. All service costs in the budget will be approved by IDB Team before service providers are finalized. The consulting firm shall obtain the IDB Team's approval of each deliverable before associated payments will be processed.

9. Other Requirements

9.1 N/A

10. Supervision and Reporting

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

11. Schedule of Payments

11.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein. *Note on payments for logistical expenses:* The consulting firm shall present a list of all expenses incurred in the contracting of services associated with logistical arrangements for the training course, expressed in United States dollars. The IDB shall require the consulting firm for such expenses. The consulting form shall keep the invoices for these expenses and present them to the IDB if required.

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

In addition to reimbursement for such expenses, the IDB shall pay the consulting upon receipt and approval of each deliverable:

12. SCHEDULE OF PAYMENTS

Description	(%) Contract
Work plan with the technical proposal, project timelines and deliverables	25%
Adaptation of the solution	20%
Technical support and training	20%
Draft of the final report	15%
Final Report	20%
TOTAL	100%

TERMS OF REFERENCE

“Provision of a training tailored program in the Republic of Korea for LAC public officials”

Component 2

RG-T3445

Fostering public sector capacity and human talent on Digital Government in LAC

1 Background and Justification

- 1.1 Although Latin American and Caribbean (LAC) countries have been expanding and encouraging the use of Information and Communication Technologies (ICTs) as a mechanism towards modernization of the public sector, digital agencies usually must struggle with the idea of how to be innovative, and at the same time, how to respond to their citizens demands in a better and more efficient ways. Nowadays, issues surrounding the factors that make a digital transformation possible are increasingly complex, such as cybersecurity, digital identity, interoperability of information systems, among others. Therefore, the region must address this complexity by continue learning from advanced experiences, particularly from those countries that are world leaders in the crossroads between modernization of the public sector and the use of ICTs.
- 1.2 In this process, many countries have realized that the next step that the region must take is to foster human talent among public officials. In an era of digital transformation, it is imperative that not just the government, but also their public officials are aware of the main innovations and tools that e-government solutions provide as a further step of expanding LAC national capacities towards the provision of better public services and at the same time, more effective.
- 1.3 Despite noticeable improvements in LAC regarding digital government strategies,

the fact is that broadly, the region is lagging in comparison with the rest of the world. According to the UN E-Government Survey 2018, just 5 LAC countries are ranked among the top 50 worldwide (Uruguay – 34, Chile – 42, Argentina – 43, Brazil 44, and Barbados 46), and still 13 LAC countries are below the position 100². This shows that, although countries in the region are slowly moving forward in their e-government initiatives, and in several cases are bolstered by their national digital strategies, there is much work to be done. This TC will not just provide support for those LAC countries that rank above LAC average to continue improving their capacity, but also to shorten this regional gap for those that today are experiencing a slower development.

- 1.4 The Republic of Korea has served as one of the world's most cited best practice models, by incorporating innovation and transformation of service delivery leveraged on ICTs to achieve desired policy outcomes and increased citizen trust in government. This has transformed the country into a Global Leader in e-Government as a mechanism to develop a sustainable future, through the following key commitments; i) improving quality of through service that sympathizes with people, ii) self-innovating public service with digital capacity, iii) establishing a transparent society where justice and thrust thrive, and iv) creating a safer environment with nationwide intelligent infrastructure.
- 1.5 Korea is frequently positioned among the top countries in e-government strategies by several international rankings. The most renowned in measuring digital government, the "UN E-Government Development Index - EGDI" ranks the Republic of Korea third, with a Very High EGDI score of 0.90. According to the survey, Korea is the perfect illustration of a new paradigm designed "to deliver customized public services and generate new jobs through the sharing of government-owned data with the public and improved collaboration between government departments". This change was possible given the program "Government 3.0" that the government of Korea executed as a mechanism for promoting a change in institutional arrangements and behaviors based on a new set of values, which made the state more service-oriented, competent, and transparent.
- 1.6 For the last couple of years, the Republic of Korea has been a key stakeholder in the promotion and expansion of e-government policies and strategies in the region. Through two flagship Technical Cooperation (TC) Digital Solutions for Connected Citizens and Governments (RG-T2406), and Improving Public Sector Service Delivery through Knowledge Sharing (RG-T2745) the IDB has supported a wider adoption of ICTs in public administration to improve effectiveness, efficiency and openness. Both TC operations have facilitated and bolstered the dialogue between

the Bank and the e-government agencies of the region, and therefore, strengthened horizontal cooperation mechanisms through the support of the Red GEALC. The commitment of Korea with the Red GEALC is materialized in the constant participation of high-level Korean authorities in the network meetings since 2012. In November 2018, the V Ministerial Meeting of the Red GEALC, which took place in Panama City, Panama, had a strong support from the Korean government. Kim Iljae, Deputy Minister, Head of Government Innovation and Organization Management Office, led the Korean delegation, and gave the opening speech at the Ministerial Meeting. Moreover, Korean experts had the opportunity to present a panel on “Korea: the experience of a world leader” to LAC e-government policymakers and managers.

- 1.7 The National Information Society Agency (NIA) of Korea, established in 1987 according to the *Framework Act on Informatization Promotion*, is an organization to promote informatization and support development of the policies for national agencies and local autonomies with technical expertise and policy advices. In January 2013, NIA launched the e-Government Global Academy as the center for fostering global ICT experts and building strong e-government capacity for partner countries. Since 2013, Global Academy invited more than 1,000 high-level officials from 30 countries and educated them with Korean case on e-government policy and developing experiences. Also, it trained over 100 experts who can deliver Korean e-government development cases worldwide. The Academy's role is not limited to the provision of training, but it also provides consulting on capacity building required at the digital age and undertakes cooperation activities with many other global partners. Moreover, the Bank has experience working with NIA, particularly in the training implemented in 2018, where 13 public officials from the region participated in a one-week training on e-government in Korea.

2. Objectives

- 2.1 The main objective of this consultancy is to design and implement a tailored Executive one-week training program for 15 LAC public officials. The training should be a mix of training sessions and in site visits to key Korean government facilities to learn their best practices and will provide a learning opportunity and state of the art knowledge about the experience of Korea on digital government.
- 2.2 The consulting firm shall develop and deliver a face-to-face comprehensive training that includes a range of relevant areas in digital government. Both activities will be developed in close consultation with the IDB's project team (the “IDB Team”), integrated by Miguel Porrúa, E-Government Principal Specialist

(mporrúa@iadb.org), Darío Kagelmacher, Consultant (dariok@iadb.org), and Sungyeol Shin (sungyeols@iadb.org).

3. Scope of Services

- a. The training program should be organized in consideration of the needs of the LAC countries and specific interests/areas on which LAC officials want to tackle. The main language of the program is in English.
- b. The consulting firm will be responsible for all logistical arrangements including accommodation and transportation in Korea as well as the design of the program itself for the fifteen (15) government officials participating.

4. Key Activities

- 4.1 Design a one-week Executive training program incorporating the needs of participating countries and lessons learned from the Korean experience. It should be a mixture of lectures, workshop sessions, study visits, and meetings with relevant governmental entities and organizations on relevant topics. These activities will be defined in close collaboration with the IDB Team.
- 4.2 Contract and directly pay providers, and manage all aspects related to logistics arrangements for all course participants, including: hotel accommodation in Korea, meals provided during course activities; transportation to and from all site visits and lectures as per the agenda of activities; classrooms and event venues; and airport transfers upon arrival and departure.
- 4.3 Submit an inception report including training content, speakers' bios and course methodology. This will be shared with the participants after the event. Moreover, this final report should document the activity and the results accomplished (including all contents delivered to participants, and suggestions for future editions of similar activities). As well, presentations during training should be provided in order to share them with LAC participants.

5. Expected Outcome and Deliverables

- a. Draft of the training program, including a list of course topics, lectures, workshops, and visits;

- b. Final version of the training program which incorporates all feedback received from the IDB Team;
- c. A final report including the results of the survey to measure the participants' satisfaction with the program produced.

6. Project Schedule and Milestones

<i>Deliverable</i>	<i>Expected</i>
Deliverable 5.1	Three weeks after signing the Contract
Deliverable 5.2	Before the start of the course
Deliverable 5.3	Up to three weeks after finishing the Training

7. Reporting Requirements

- a. The training program should be designed and proposed in English within three weeks of the contract signature.
- b. The final report should be made in English within three weeks of closing the program
- c. Lectures and study visits should be finalized at least four weeks before the start of the training.

8. Acceptance Criteria

The consulting firm shall maintain regular communication with the IDB Team in carrying out the activities, as well as in developing all deliverables described in this ToR. All service costs in the budget will be approved by IDB Team before service providers are finalized. The consulting firm shall obtain the IDB Team's approval of each deliverable before associated payments will be processed.

9. Other Requirements

N/A

10. Supervision and Reporting

The consulting firm will report to Miguel Porrua, e-Government Principal Specialist at IFD/ICS, who will give comments to any reports, approve reports, documents, work,

and give comments or any instructions for changes. It shall be the firm's responsibility to ensure such reports are submitted to the Bank.

11. Schedule of Payments

- a. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein. *Note on payments for logistical expenses:* The consulting firm shall present a list of all expenses incurred in the contracting of services associated with logistical arrangements for the training course, expressed in United States dollars. The IDB shall require the consulting firm for such expenses. The consulting firm shall keep the invoices for these expenses and present them to the IDB if required.
- b. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

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

Payment Schedule	
<i>Deliverable</i>	%
1. Delivery of the training's draft	30%
2. Delivery of document containing the Training Program	40%
3. Delivery of Final Report	30%
TOTAL	100%

TERMS OF REFERENCE

“Provision of services and logistical support for a High - level Executive mission for LAC digital government policymakers and managers in the Republic of Korea”

Component 2

RG-T3445

Fostering public sector capacity and human talent on Digital Government in LAC

1 Background and Justification

1.1 Although Latin American and Caribbean (LAC) countries have been expanding and encouraging the use of Information and Communication Technologies (ICTs) as a mechanism towards modernization of the public sector, digital agencies usually must struggle with the idea of how to be innovative, and at the same time, how to respond to their citizens demands in a better and more efficient ways. Nowadays, issues surrounding the factors that make a digital transformation possible are increasingly complex, such as cybersecurity, digital identity, interoperability of information systems, among others. Therefore, the region must address this complexity by continue learning from advanced experiences, particularly from those countries that are world leaders in the crossroads between modernization of the public sector and the use of ICTs.

1.2 In this process, many countries have realized that the next step that the region must take is to foster human talent among public officials. In an era of digital transformation, it is imperative that not just the government, but also their public officials are aware of the main innovations and tools that e-government solutions provide as a further step of expanding LAC national capacities towards the provision of better public services and at the same time, more effective.

1.3 Despite noticeable improvements in LAC regarding digital government strategies, the fact is that broadly, the region is lagging in comparison with the rest of the world. According to the UN E-Government Survey 2018, just 5 LAC countries are ranked among the top 50 worldwide (Uruguay – 34, Chile – 42, Argentina – 43, Brazil 44, and Barbados 46), and still 13 LAC countries are below the position 100

3. This shows that, although countries in the region are slowly moving forward in their e-government initiatives, and in several cases are bolstered by their national digital strategies, there is much work to be done. This TC will not just provide support for those LAC countries that rank above LAC average to continue improving their capacity, but also to shorten this regional gap for those that today are experiencing a slower development.
- 1.4 The Republic of Korea has served as one of the world's most cited best practice models, by incorporating innovation and transformation of service delivery leveraged on ICTs to achieve desired policy outcomes and increased citizen trust in government. This has transformed the country into a Global Leader in e-Government as a mechanism to develop a sustainable future, through the following key commitments; i) improving quality of through service that sympathizes with people, ii) self-innovating public service with digital capacity, iii) establishing a transparent society where justice and trust thrive, and iv) creating a safer environment with nationwide intelligent infrastructure.
- 1.5 Korea is frequently positioned among the top countries in e-government strategies by several international rankings. The most renowned in measuring digital government, the "UN E-Government Development Index - EGDI" ranks the Republic of Korea third, with a Very High EGDI score of 0.90. According to the survey, Korea is the perfect illustration of a new paradigm designed "to deliver customized public services and generate new jobs through the sharing of government-owned data with the public and improved collaboration between government departments". This change was possible given the program "Government 3.0" that the government of Korea executed as a mechanism for promoting a change in institutional arrangements and behaviors based on a new set of values, which made the state more service-oriented, competent, and transparent.
- 1.6 For the last couple of years, the Republic of Korea has been a key stakeholder in the promotion and expansion of e-government policies and strategies in the region. Through two flagship Technical Cooperation (TC) Digital Solutions for Connected Citizens and Governments (RG-T2406), and Improving Public Sector Service Delivery through Knowledge Sharing (RG-T2745) the IDB has supported a wider adoption of ICTs in public administration to improve effectiveness, efficiency and openness. Both TC operations have facilitated and bolstered the dialogue between the Bank and the e-government agencies of the region, and therefore, strengthened horizontal cooperation mechanisms through the support of the Red GEALC. The commitment of Korea with the Red GEALC is materialized in the constant participation of high-level Korean authorities in the network meetings
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since 2012. In November 2018, the V Ministerial Meeting of the Red GEALC, which took place in Panama City, Panama, had a strong support from the Korean government. Kim Iljae, Deputy Minister, Head of Government Innovation and Organization Management Office, led the Korean delegation, and gave the opening speech at the Ministerial Meeting. Moreover, Korean experts had the opportunity to present a panel on “Korea: the experience of a world leader” to LAC e-government policymakers and managers.

2 Objectives

- 2.1 The aim of this Executive Training will be to expose high-level LAC authorities (policymakers and managers) to cutting-edge knowledge regarding digital government policies and initiatives and potential areas of cooperation between Korea and LAC countries. This study visit will be offered in Korea, for at least 10 (ten) digital government policymakers and managers for one week. The training should be a mix of training sessions and in site visits to key Korean government facilities to learn their best practices and will provide a learning opportunity and state of the art knowledge about the experience of Korea on digital government.
- 2.2 The consulting firm shall develop and deliver a face-to-face comprehensive training that includes a range of relevant areas in digital government and organize on-site visits to key government Ministries and agencies dealing with e-government and digital transformation. Both activities will be developed in close consultation with the IDB’s project team (the “IDB Team”), integrated by Miguel Porrúa, E-Government Principal Specialist (mporrua@iadb.org), Darío Kagelmacher, Consultant (dariok@iadb.org), and Sungyeol Shin (sungyeols@iadb.org).

3 Scope of Services

- 3.1 The Executive training should be organized in consideration of the needs of the LAC countries and specific interests/areas on which LAC authorities want to tackle. The main language of the program is in English, as well as all deliverables and communications.
- 3.2 The consulting firm will be responsible for all logistical arrangements including accommodation and transportation in Korea as well as the design of the program itself for the ten (10) government officials participating.

4 Key Activities

- 4.1 Design a one-week Executive training program incorporating the needs of participating countries and lessons learned from the Korean experience. It should be a mixture of lectures, workshop sessions, study visits, and meetings with relevant governmental entities and organizations on relevant topics. These activities will be defined in close collaboration with the IDB Team.
- 4.2 Contract and directly pay providers, and manage all aspects related to logistics arrangements for all course participants, including: hotel accommodation in Korea, meals provided during course activities; transportation to and from all site visits and lectures as per the agenda of activities; classrooms and event venues; and airport transfers upon arrival and departure.
- 4.3 Submit an inception report including training content, speakers' bios and course methodology. This will be shared with the participants after the event. Moreover, this final report should document the activity and the results accomplished (including all contents delivered to participants, and suggestions for future editions of similar activities). As well, presentations during training should be provided in order to share them with LAC participants.

5 Expected Outcome and Deliverables

- 5.1 Draft of the training program, including a list of course topics, lectures, workshops, and visits;
- 5.2 Final version of the training program which incorporates all feedback received from the IDB Team;
- 5.3 A final report including the results of the survey to measure the participants' satisfaction with the program produced.

6 Project Schedule and Milestones

<i>Deliverable</i>	Expected
Deliverable 5.1	Three weeks after signing the Contract
Deliverable 5.2	Before the start of the course
Deliverable 5.3	Up to three weeks after finishing the Training

7 Reporting Requirements

- 7.1 The training program should be designed and proposed in English within three weeks of the contract signature.
- 7.2 The final report should be made in English within three weeks of closing the program
- 7.3 Lectures and study visits should be finalized at least four weeks before the start of the training.

8 Acceptance Criteria

The consulting firm shall maintain regular communication with the IDB Team in carrying out the activities, as well as in developing all deliverables described in this ToR. All service costs in the budget will be approved by IDB Team before service providers are finalized. The consulting firm shall obtain the IDB Team's approval of each deliverable before associated payments will be processed.

9 Other Requirements

N/A

10 Supervision and Reporting

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

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

Payment Schedule	
<i>Deliverable</i>	<i>%</i>
4. Delivery of the training's draft	30%
5. Delivery of document containing the Training Program	40%
6. Delivery of Final Report	30%
TOTAL	100%

TERMS OF REFERENCE

“Provision of a training tailored program in the Republic of Korea for LAC public officials”

Component 2

RG-T3445

Fostering public sector capacity and human talent on Digital Government in LAC

1 Background and Justification

1.1 Although Latin American and Caribbean (LAC) countries have been expanding and encouraging the use of Information and Communication Technologies (ICTs) as a mechanism towards modernization of the public sector, digital agencies usually must struggle with the idea of how to be innovative, and at the same time, how to respond to their citizens demands in a better and more efficient ways. Nowadays, issues surrounding the factors that make a digital transformation possible are increasingly complex, such as cybersecurity, digital identity, interoperability of information systems, among others. Therefore, the region must address this complexity by continue learning from advanced experiences, particularly from those countries that are world leaders in the crossroads between modernization of the public sector and the use of ICTs.

1.2 In this process, many countries have realized that the next step that the region must take is to foster human talent among public officials. In an era of digital transformation, it is imperative that not just the government, but also their public officials are aware of the main innovations and tools that e-government solutions provide as a further step of expanding LAC national capacities towards the provision of better public services and at the same time, more effective.

1.3 Despite noticeable improvements in LAC regarding digital government

strategies, the fact is that broadly, the region is lagging in comparison with the rest of the world. According to the UN E-Government Survey 2018, just 5 LAC countries are ranked among the top 50 worldwide (Uruguay – 34, Chile – 42, Argentina – 43, Brazil 44, and Barbados 46), and still 13 LAC countries are below the position 100 4. This shows that, although countries in the region are slowly moving forward in their e-government initiatives, and in several cases are bolstered by their national digital strategies, there is much work to be done. This TC will not just provide support for those LAC countries that rank above LAC average to continue improving their capacity, but also to shorten this regional gap for those that today are experiencing a slower development.

- 1.4 The Republic of Korea has served as one of the world's most cited best practice models, by incorporating innovation and transformation of service delivery leveraged on ICTs to achieve desired policy outcomes and increased citizen trust in government. This has transformed the country into a Global Leader in e-Government as a mechanism to develop a sustainable future, through the following key commitments; i) improving quality of through service that sympathizes with people, ii) self-innovating public service with digital capacity, iii) establishing a transparent society where justice and thrust thrive, and iv) creating a safer environment with nationwide intelligent infrastructure.
- 1.5 Korea is frequently positioned among the top countries in e-government strategies by several international rankings. The most renowned in measuring digital government, the "UN E-Government Development Index - EGDI" ranks the Republic of Korea third, with a Very High EGDI score of 0.90. According to the survey, Korea is the perfect illustration of a new paradigm designed "to deliver customized public services and generate new jobs through the sharing of government-owned data with the public and improved collaboration between government departments". This change was possible given the program "Government 3.0" that the government of Korea executed as a mechanism for promoting a change in institutional arrangements and behaviors based on a new set of values, which made the state more service-oriented, competent, and transparent.
 - a. For the last couple of years, the Republic of Korea has been a key stakeholder in the promotion and expansion of e-government policies and strategies in the region. Through two flagship Technical Cooperation (TC) Digital Solutions for Connected Citizens and Governments (RG-T2406), and Improving Public Sector Service Delivery through Knowledge Sharing (RG-T2745) the IDB has supported a wider adoption of ICTs in public administration to improve

effectiveness, efficiency and openness. Both TC operations have facilitated and bolstered the dialogue between the Bank and the e-government agencies of the region, and therefore, strengthened horizontal cooperation mechanisms through the support of the Red GEALC. The commitment of Korea with the Red GEALC is materialized in the constant participation of high-level Korean authorities in the network meetings since 2012. In November 2018, the V Ministerial Meeting of the Red GEALC, which took place in Panama City, Panama, had a strong support from the Korean government. Kim Iljae, Deputy Minister, Head of Government Innovation and Organization Management Office, led the Korean delegation, and gave the opening speech at the Ministerial Meeting. Moreover, Korean experts had the opportunity to present a panel on “Korea: the experience of a world leader” to LAC e-government policymakers and managers.

- b. The National Information Society Agency (NIA) of Korea, established in 1987 according to the *Framework Act on Informatization Promotion*, is an organization to promote informatization and support development of the policies for national agencies and local autonomies with technical expertise and policy advices. In January 2013, NIA launched the e-Government Global Academy as the center for fostering global ICT experts and building strong e-government capacity for partner countries. Since 2013, Global Academy invited more than 1,000 high-level officials from 30 countries and educated them with Korean case on e-government policy and developing experiences. Also, it trained over 100 experts who can deliver Korean e-government development cases worldwide. The Academy's role is not limited to the provision of training, but it also provides consulting on capacity building required at the digital age and undertakes cooperation activities with many other global partners. Moreover, the Bank has experience working with NIA, particularly in the training implemented in 2018, where 13 public officials from the region participated in a one-week training on e-government in Korea.

2 Objectives

- 2.1 The main objective of this consultancy is to design and implement a tailored Executive one-week training program for 15 LAC public officials. The training should be a mix of training sessions and in site visits to key Korean government facilities to learn their best practices and will provide a learning opportunity and state of the art knowledge about the experience of Korea on digital government.

2.2 The consulting firm shall develop and deliver a face-to-face comprehensive training that includes a range of relevant areas in digital government. Both activities will be developed in close consultation with the IDB's project team (the "IDB Team"), integrated by Miguel Porrúa, E-Government Principal Specialist (mporrúa@iadb.org), Darío Kagelmacher, Consultant (dariok@iadb.org), and Sungyeol Shin (sungyeols@iadb.org).

3 Scope of Services

- a. The training program should be organized in consideration of the needs of the LAC countries and specific interests/areas on which LAC officials want to tackle. The main language of the program is in English.
- b. The consulting firm will be responsible for all logistical arrangements including accommodation and transportation in Korea as well as the design of the program itself for the fifteen (15) government officials participating.

4 Key Activities

- 4.1 Design a one-week Executive training program incorporating the needs of participating countries and lessons learned from the Korean experience. It should be a mixture of lectures, workshop sessions, study visits, and meetings with relevant governmental entities and organizations on relevant topics. These activities will be defined in close collaboration with the IDB Team.
- 4.2 Contract and directly pay providers, and manage all aspects related to logistics arrangements for all course participants, including: hotel accommodation in Korea, meals provided during course activities; transportation to and from all site visits and lectures as per the agenda of activities; classrooms and event venues; and airport transfers upon arrival and departure.
- 4.3 Submit an inception report including training content, speakers' bios and course methodology. This will be shared with the participants after the event. Moreover, this final report should document the activity and the results accomplished (including all contents delivered to participants, and suggestions for future editions

of similar activities). As well, presentations during training should be provided in order to share them with LAC participants.

5 Expected Outcome and Deliverables

- a. Draft of the training program, including a list of course topics, lectures, workshops, and visits;
- b. Final version of the training program which incorporates all feedback received from the IDB Team;
- c. A final report including the results of the survey to measure the participants' satisfaction with the program produced.

6 Project Schedule and Milestones

<i>Deliverable</i>	<i>Expected</i>
Deliverable 5.1	Three weeks after signing the Contract
Deliverable 5.2	Before the start of the course
Deliverable 5.3	Up to three weeks after finishing the Training

7 Reporting Requirements

- a. The training program should be designed and proposed in English within three weeks of the contract signature.
- b. The final report should be made in English within three weeks of closing the program
- c. Lectures and study visits should be finalized at least four weeks before the start of the training.

8 Acceptance Criteria

The consulting firm shall maintain regular communication with the IDB Team in carrying out the activities, as well as in developing all deliverables described in this ToR. All service costs in the budget will be approved by IDB Team before service providers are finalized. The consulting firm shall obtain the IDB Team's approval of each deliverable before associated payments will be processed.

9 Other Requirements

N/A

10 Supervision and Reporting

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

11 Schedule of Payments

- a. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein. *Note on payments for logistical expenses:* The consulting firm shall present a list of all expenses incurred in the contracting of services associated with logistical arrangements for the training course, expressed in United States dollars. The IDB shall require the consulting firm for such expenses. The consulting firm shall keep the invoices for these expenses and present them to the IDB if required.
- b. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

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

Payment Schedule	
<i>Deliverable</i>	%
1. Delivery of the training's draft	30%
2. Delivery of document containing the Training Program	40%
3. Delivery of Final Report	30%
TOTAL	100%