

TC Document

I. Basic Information for TC

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| ▪ Country/Region: | REGIONAL |
| ▪ TC Name: | Fostering public sector capacity and human talent on Digital Government in LAC |
| ▪ TC Number: | RG-T3445 |
| ▪ Team Leader/Members: | Porrua Vigon, Miguel Angel (IFD/ICS) Team Leader; Catano Guzman, Mariana (IFD/ICS); Cubo Contreras, Aitor (IFD/ICS); Fitzpatrick, Silvana Valdivieso (IFD/ICS); Kagelmacher, Dario Guillermo (IFD/ICS); Rojas Gonzalez, Sonia Amalia (IFD/ICS); Shin, Sungyeol (IFD/ICS); Verissimo Da Silva, Carolina (LEG/SGO) |
| ▪ Taxonomy: | Research and Dissemination |
| ▪ Operation Supported by the TC: | . |
| ▪ Date of TC Abstract authorization: | 08 May 2019. |
| ▪ Beneficiary: | Borrowing member countries of the Inter-American Development Bank |
| ▪ Executing Agency and contact name: | Inter-American Development Bank |
| ▪ Donors providing funding: | Public Capacity Building Korea Fund for Economic Development(KPC) |
| ▪ IDB Funding Requested: | US\$600,000.00 |
| ▪ Local counterpart funding, if any: | US\$0 |
| ▪ Disbursement period (which includes Execution period): | 30 months |
| ▪ Required start date: | September 2019 |
| ▪ Types of consultants: | Individuals & Firms |
| ▪ Prepared by Unit: | IFD/ICS-Innovation in Citizen Services Division |
| ▪ Unit of Disbursement Responsibility: | IFD-Institutions for Development Sector |
| ▪ TC included in Country Strategy (y/n): | No |
| ▪ TC included in CPD (y/n): | No |
| ▪ Alignment to the Update to the Institutional Strategy 2010-2020: | Institutional capacity and rule of law |

II. Objectives and Justification of the TC

- 2.1 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. 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.

- 2.2 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 five (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 100.¹ 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.
- 2.3 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.²
- 2.4 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 ³. 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”.⁴ 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.⁵

¹ [The UN E-Government Survey 2018.](#)

² [Ministry of the Interior and Safety of the Republic of Korea:](#)

³ View: [The UN E-Government Survey 2018.](#)

⁴ View: [The UN E-Government Survey 2018. Full Report, p. 8.](#)

⁵ View: [The UN E-Government Survey 2018. Full Report, p. 8.](#)

- 2.5 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.⁶ The commitment of Korea with the Red GEALC is materialized in the constant participation of high-level Korean authorities in the network meetings since 2012.⁷ 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.⁸
- 2.6 **Objective:** The goal of the TC is to strengthen the capacity and human talent of LAC public officials regarding international best practices on digital government. Although countries have a growing commitment to digital transformation, it is clear that one of the main obstacles is the shortage of technical talent among public officials, which makes it difficult to achieve a holistic digital transformation. In addition, support for the GEALC network as a horizontal cooperation agency between LAC countries needs to be continued.
- 2.7 This TC is aligned with GCI-9 sector priority institutions for growth and social welfare. In the Strategy, approved in 2011, this theme is under “Public Service Delivery: (i) develop the capacity to formulate policies and models for service delivery”. Moreover, the project is aligned with the Bank’s “Second Update to the Institutional Strategy” by fostering the spread of digital technologies and innovation in the public

⁶ The E-Government Network of Latin America and the Caribbean (RED GEALC), brings together all national e-government directors from the region. It was first created in in 2003 with the purpose of promoting horizontal cooperation between the countries of Latin America and the Caribbean, and to facilitate the exchange of solutions and experts. www.redgealc.net

⁷ Some of the Red GEALC meetings where Korean high-level authorities have participated are: II Meeting of Ministers and 5th of High Authorities of Electronic Government of Latin America and the Caribbean (San José de Costa Rica, Costa Rica, 2012), III Ministerial Meeting on E-Government & 8th Meeting of the Red GEALC (Cartagena de Indias, Colombia, 2014), 9th RED GEALC Annual Meeting (Mexico City, Mexico, 2015), Digital Government Ministers’ Forum in Korea and Central America 2017, and Meeting of the Red GEALC (Dominican Republic, 2017). The Red GEALC has two types of Meetings: the Ministerial Meetings every two years, and the Annual Meetings with the participation of all e-government Directors and Managers from LAC.

⁸ These presentations are available at: [Red-Gealc - Ponencias de la V Ministerial](#)

sector.⁹ Particularly, this TC seeks to reinforce the capacity of LAC countries to promote a better and more efficient public service delivery by promoting knowledge exchange and activities to bolster human talent in the region. As such, is also aligned with the objectives of the “Public Capacity Building Korea Fund for Economic Development” as this TC will enhance capacity building projects in the public sector, particularly by bolstering e-government strategies¹⁰. It will also contribute with the Corporate Results Framework (CRF) updated version 2016-2019 through its regional context main indicators number 12 “Government Effectiveness” and number 13 “Rule of Law” by sharing knowledge and experiences about the benefits of using digital strategies in the public sector. Moreover, it follows the Country Development Results (CDR) Main Indicator 25 “Government agencies benefited by projects that strengthen technological and managerial tools to improve public service delivery”. This TC is also aligned with the “Update to the Institutional Strategy 2010-2020” by supporting the cross-cutting theme “Strengthen Institutional Capacity and the rule of law”.¹¹ The TC will contribute to improve the government capacity to efficiently deliver public services as well as to increase effectiveness in the public sector.

III. Description of activities/components and budget

- 3.1 Component 1 – e-Government pilot projects based on the Korean experience (US\$200,000).** This component will provide consulting support for the design of two pilot projects based on the Korean experience in digital government. These pilot projects will be defined in dialogue with LAC countries, particularly during the Red GEALC Assembly that will be held in the city of Buenos Aires, Argentina, in October 2019.¹² Although the topics of these pilot projects are not limited to any issue, the following are among the potential innovative e-government topics identified; digital identity and identity management, interoperability, digital signature, and data management and visualization. Once the theme of the pilot has been selected by a LAC country, Korean experts, under the leadership of the IADB, will design a project to adapt the technology based on the experience from Korea, test it and present the results to the region. The pilot projects will address a specific need of the beneficiary

⁹ [“Second Update to the Institutional Strategy” 2020-2023.](#)

¹⁰ Public Capacity Building Korea Fund for Economic Development – KPC.

¹¹ Update to the Institutional Strategy 2010-2020: Partnering with Latin America and the Caribbean to Improve Lives”. AB-3008 // GN-2788-5(3/15), DE-10/15.

¹² Through the Red GEALC, the IADB did a “Call for Expression of Interest” to member countries for potential candidates interested in the two pilots. The team project received through a formal communication the interest of Costa Rica, Ecuador, Jamaica, and The Bahamas which have been pre-identified as possible beneficiaries of these pilots. Moreover, some countries have already identified some of the solutions. For instance, Ecuador and Jamaica are interested in the “People’s Online Petition and Discussion Portal” (e-people), and also Jamaica with the “Government Integrated Data Center” (GIDC), and The Bahamas is interested in a Business Process Management tool and single window e-Government online Portal Solution. Once the themes for the pilot projects have been identified, the selection criteria of these projects will depend on the willingness and interest of LAC countries to support with resources the implementation of the pilot, their institutional capacity to implement and monitor the project, and the relevance of the pilot to the digital strategy of the country.

country and build upon the experience of Korea. The IADB will lead these pilot projects in dialogue with the country and Korean counterparts.¹³

- 3.2 **Component 2 – Knowledge Exchange and Dissemination of best practices (US\$400,000).** This component is intended to provide knowledge exchange and learning opportunities to LAC public officials to bolster the quality of public service delivery and government effectiveness through; (i) two regional events; (ii) one high-level training mission for LAC digital government policymakers and managers to Korea; (iii) one capacity building training program for LAC officials to Korea; and (iv) one Korean e-government delegation visit to LAC. By participating in these events, LAC officers will be able to learn how to apply the best practices to their specific countries as well as get the clear picture of operation mechanisms of the Korean public service delivery system based on e-government.
- 3.3 **Activity 1: two regional events.** These two regional dialogues will gather both, e-government managers and policymakers from all LAC countries as a forum to discuss the latest trends, innovations, and challenges faced by countries in their respective digital agendas and the potential mechanisms and solutions to address them. The E-Government Annual Conference is expected to take place in Argentina in 2019, while the Ministerial Meeting – with the participation of the Ministers of Technology from LAC and other key stakeholders – will take place in Peru, 2020.¹⁴ From a regional perspective, these are the key activities where all regional e-government leaders interact and share their experiences.
- 3.4 **Activity 2: one high-level training mission for LAC digital government policymakers and managers to Korea.** The aim of this study tour will be to expose high-level LAC authorities 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.^{15 16}
- 3.5 **Activity 3: capacity building training program for LAC officials to Korea.** After the e-government training course that took place in Korea in 2018, in coordination with

¹³ “Information about the execution of the pilot projects will be disseminated through the Red GEALC and also presented by the beneficiary in the Network’s activities as a mechanism to exchange regional experiences on digital government”.

¹⁴ During the Ministerial Meeting in 2020, one of the sessions/presentations will be focused on the pilot experiences according to Component 1.

¹⁵ At least one (1) of the countries where one of the pilots will be implemented, will be represented in the mission.

¹⁶ “The high-level training mission and the capacity building training are interrelated and there will be some common content. However, activity 2 will focus on the strategic/policy vision, and activity 3 will focus from an operational/technical perspective”.

National Information Society Agency (NIA)¹⁷, and the positive feedback received by both, the 15 participants and NIA, 15 LAC public officials will be trained in Korea with a mix of training sessions and in site visits to key Korean government facilities to learn their best practices.^{18 19}

3.6 Activity 4: Korean e-government delegation visit to LAC: As part of the growing efforts to continue strengthening the ties between LAC and Korea, and in order to present Korean ICT solutions, companies, and best practices, a joint Public-Private Korean delegation, led by the Ministry of Interior and Safety (MOIS), in coordination with the IADB, a two-day activity will be organized in a LAC country²⁰.

3.7 Results. In the short term, this TC is expected to continue supporting the processes of digital transformation that LAC countries have been implementing, with an emphasis on promoting human talent among public officials as a key aspect;

- 2 regional dialogues with the participation of e-government policymakers and managers from all IADB beneficiary countries;
- 15 LAC public officials trained in Korea on digital government in a course organized by the IADB in coordination with NIA;
- 10 LAC digital government policymakers and managers have been exposed in situ to the Korean advance practices and vision on e-government;
- 1 government-private sector joint delegation led by MOIS and organized by the IADB visit LAC countries to present Korean e-government solutions and to disseminate their best practices and experiences as a world leader;
- 40 e-government managers have learned from the Korean e-government experiences;
- 30 e-government policy makers have gotten acquainted with the Korean e-government experiences;
- 2 pilot projects based on the Korean experience designed and implemented in LAC.

In the medium to long term, the TC is expected to have contributed to the advancement of digital government in LAC as a central mechanism towards a holistic digital

¹⁷ NIA is the since its establishment in 1987, has for the past 18 years, continued in its efforts to solidify the foundation upon which Korea could transform itself into a nation strong in knowledge and information it has become today. [View more information on NIA:](#)

¹⁸ At least one (1) of the pilot project will be defined during the capacity building training.

¹⁹ Eligibility criteria: (a) level of responsibility of the candidate (candidates with higher responsibility will be given priority); (b) degree of connection to the course main topics; (c) state of e-government initiatives of the country; (d) regional balance between the countries represented.

²⁰ The project team will encourage the participation of those countries that participated, either in the capacity building program or the high-level training, but also integrate other countries that may not have had participated in Korea, so they can also take advantage of the e-government Korean experience.

transformation. Furthermore, the project intends to continue encouraging the dialogue and horizontal cooperation between LAC countries and continue learning from Korea as a world champion on digital government. This project will strengthen the horizontal cooperation activities that have facilitated more than 50 exchanges of experts among the LAC countries. In addition, it will provide a working agenda for the five working groups that keep the Red GEALC collaborating throughout the year.

Indicative Budget

| Activity / Component | Description | IDB/Fund Funding | Counterpart Funding | Total Funding |
|-----------------------------|--|-------------------------|----------------------------|----------------------|
| Component 1. | e-Government Pilot Projects Based on the Korean Experience | \$200,000.00 | \$0.00 | \$200,000.00 |
| Component 2. | Knowledge Exchange and Dissemination of Best Practices | \$400,000.00 | \$0.00 | \$400,000.00 |

The total project cost is US\$600,000,00 which will be provided by the Public Capacity Building Korea Fund for Economic Development.

IV. Executing agency and execution structure

- 4.1 The executing agency for this TC will be the IDB, under responsibility of IFD/ICS. For several years, the Bank has partnered with governments in the region on their challenge to improve service delivery through innovative public management. While interventions have encompassed many sectors, IFD/ICS has been the unit responsible for the management aspects of these interventions. Due to the focus of this TC on the Korean experience, the Bank will work in close coordination with the Korean Ministry of the Interior and Safety further strengthening institutional collaboration and exchange between this country and the LAC region. All activities to be executed under this TC have been included in the Procurement Plan (see Annex IV) and will be contracted in accordance with Bank policies as follows: (a) AM-650 for Individual consultants; (b) GN-2765-1 and Guidelines OP-1155-4 for Consulting Firms for services of an intellectual nature and; (c) GN-2303-20 for logistics and other related services ".

V. Major issues

- 5.1 The TC is expected to face two main risks. The first one, during the period of execution of this project, several national elections will take place in several LAC countries, which may affect the commitment of new governments towards digital transformation. The second, is that there might be low levels of participation of key policymakers and practitioners in some countries. In order to mitigate both risks, the RED GEALC will have a strong dialogue with every country and digital agency in the region as it has been doing for the past 15 years. In each step, the Red GEALC through its General Manager will coordinate and report to the Team Member any potential risk or issues that can rise during the execution of the TC.

VI. Exceptions to Bank policy

- 6.1 This TC does not foresee any exceptions to Bank policy.

VII. Environmental and Social Strategy

- 7.1 There are no environmental or social risks associated with the activities outlined in this operation; therefore, its environmental classification is "C", according to the Environment and Safeguard Compliance Policy (OP-703). ([See Safeguard Policy Filter Report and Safeguard Screening Form](#)).

Required Annexes:

[Request from the Client - RG-T3445](#)

[Results Matrix - RG-T3445](#)

[Terms of Reference - RG-T3445](#)

[Procurement Plan - RG-T3445](#)