

## Regional Technical Cooperation Abstract

### I. BASIC PROJECT DATA

Country/Region:	Regional
TC Name:	Generation and Dissemination of Knowledge for Innovation in Public Administration
TC Number:	RG-T2468
Team Leader/Members:	Pedro César L. Farias (IFD/ICS), Alejandro Pareja Glass, Jorge Von Horoch, Miguel Ángel Porrúa, Byong Kim y Ana Catalina García de Alba (IFD/ICS)
Taxonomy	Research & Dissemination
Date of TC Abstract:	March 7 <sup>th</sup> , 2014
Beneficiary:	IDB Member Countries
Executing Agency and contact name:	IFD/ICS
IDB Funding Requested:	US\$564,000
Local counterpart funding, if any:	N/A
Disbursement period:	30 months
Required start date:	June 2014
Types of consultants:	Firm and Individual
Prepared by Unit:	IFD/ICS
Unit of Disbursement Responsibility:	IFD/ICS
Included in Country Strategy (y/n); TC included in CPD (y/n):	N/A
GCI-9 Sector Priority:	Yes

### II. OBJECTIVE AND JUSTIFICATION

- 2.1 During the last decade, the socio-economic changes worldwide along with the rapid expansion and reach of powerful new technologies have modified the relationship between government and citizenry allowing for greater collaboration and further narrowing the distance between the people and public institutions. The use of these technologies by governments has advanced public service delivery enabling it to be more responsive, citizen-centric and socially inclusive. It has also paved the way for greater citizen engagement transforming their role from users to co-producers of public services, pushing forward service delivery to cater citizens' needs and to strengthen citizens' trust in their government.
- 2.2 Trust is a vital determinant of long-term growth<sup>1</sup>, and service satisfaction and accountability are major determinants of trust in government<sup>2</sup>. However, trust in government is slowly decreasing in the region<sup>3</sup> and there is a significant gap in institutional capacity to deliver service between Latin-American and the Caribbean (LAC) countries and OECD countries. For instance, the UN E-Government Development Index is significantly lower for LAC (0.52) than in the OECD (0.79)<sup>4</sup>, as is the regulatory quality of their institutions (LAC: -0.019 v.v. OECD: 1.28)<sup>5</sup>.
- 2.3 In recent years, many LAC governments have invested in initiatives to improve the services they provide to their citizens and mitigate this gap. Consequently, IDB financial and technical support to improve public services delivery has been increasingly demanded<sup>6</sup>. Also, the IDB has invested in

<sup>1</sup> Trust and growth, cross-country evidence (Horvath, 2012)

<sup>2</sup> From "Factors that determine trust in institutions", Latinobarómetro, 2008

<sup>3</sup> Latinobarómetro, 2011.

<sup>4</sup> UN E-Government Development Survey, 2012

<sup>5</sup> World Bank Institute.

<sup>6</sup> Program to Support the Administrative Efficiency Policy to serve Citizens (CO-L1102), Program to improve Citizen Service Management (EC-L1118; 3073/OC-EC) and Project for Electronic Government Management in the Health Sector

the promotion of good public service delivery in the region by recognizing and awarding selected cases<sup>7</sup>, and through knowledge products financed by the TC Innovations in Public Management for Better Service Delivery (RG-2111; ATN/FI-13442-RG), which analyses successful cases of transactional service delivery and generates lessons learned and recommendations to public officials

- 2.4 Moreover, there is a growing interest in public policies to promote innovation in the public sector and in the work of government innovation centers around the world. Countries like Denmark, Korea and United Kingdom (UK) draw worldwide attention for having remarkable experiences in these matters. However, despite this international trend, there are still scarce structured examples of these policies in Governments of Latin-American and the Caribbean. Also, there is little systematized and comparative information available regarding the impact of these policies and innovation centers, their typologies, and the way they affect citizens and public agencies.
- 2.5 The generation and dissemination of knowledge that allows for a better understanding of the process of innovation in the public sector can further strengthen the current trends. In this context, the Ash Center for Democratic Governance and Innovation<sup>8</sup> at Harvard University has positioned itself as a leader of this issue by identifying the challenges and solutions to the implementation of citizen-centered service delivery models within government, the role of new technologies in providing these services and how it is affecting institutional capacity, collaboration, and overall efficiency.
- 2.6 The main goal of this Technical Cooperation (TC) is to contribute to the strengthening of the institutional capacity of the governments in the region to innovate and improve service delivery in response to citizens' needs. This objective is to be achieved by: (i) generating and disseminating knowledge regarding the factors that affect how governments and citizens interact, particularly the knowledge related to the analytical products generated by the TC RG-T2111; ATN/FI-13442-RG; (ii) supporting measurement of service delivery quality; and (iii) fostering the interaction among public officials interested in implementing citizen-centric initiatives.
- 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."

### III. DESCRIPTION OF ACTIVITIES AND OUTPUTS

- 3.1 **Component 1. Mechanisms that Promote Innovation in Public Management.** The goal of this component is to identify, consolidate and systematize knowledge about the promotion of innovation within the public administration at the international level, placing specific focus on the policies and initiatives that have been successful in strengthening governmental capacity to provide better solutions to citizen's demands through innovation. Activities include: (i) the development of a discussion paper about the underlying policies, factors and mechanisms that favor or inhibit the innovation process within the public administration; and (ii) a discussion paper analyzing three cases of successful policies for the promotion of innovation within the public administration

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(UR-L1082; 3007/OC-UR)

<sup>7</sup> The contest Gobernarte is a successful initiative that mobilized dozens of subnational governments of the regions around relevant experiences of public service delivery and citizen security.

<sup>8</sup> The Ash Center for Democratic Government within the Harvard Kennedy School runs the Innovation in Government Program, an internationally renowned initiative aimed at recognizing and promoting excellence and creativity in the public sector. Since 2013, the Program's team has supported IFD/ICS in the selection and analysis of innovative service delivery cases carried out by the TC RG-T2111; ATN/FI-13442-RG among other activities.

(MindLab in Denmark, Nesta in the UK, and the National Innovation System of Korea) and consolidates the best practices associated with their success.

- 3.2 **Component 2 - Dissemination of knowledge to improve public services and interaction with citizens.** The purpose of this component is to systematize and to disseminate knowledge to help strengthen the ability of governments to provide innovative solutions to citizen’s demands. Activities include the development of: (i) a monograph covering the knowledge generated in Component 1 and the studies on innovation in service delivery developed through RG-T2111; ATN/FI-13442-RG<sup>9</sup> and “*GobernArte*”; (ii) a book developed in partnership with the Ash Center of Harvard University that collects, systematizes, and analysis experiences of smart government in LAC and other countries; (iii) three regional workshops to disseminate knowledge to civil servants in LAC on innovation and citizen-centric government, in partnership with the Ash Center; (iv) a Panel in the United Nations Civil Service Forum in Korea to strengthen the dialogue between Korea and LAC countries on best practices of citizen-centered service delivery, including Korea’s Minwon 24; and (v) an online community of “public entrepreneurs” using the NEXSO platform developed by FOMIN<sup>10</sup> to help share best-practices amongst civil servants in LAC.
- 3.3 **Component 3- Development and application of a methodology to measure the quality in service delivery:** The goal of this component is to develop, validate and apply a measurement methodology to assess the quality of service delivery in LAC and provide a framework for evaluating government’s capacity to respond to citizen’s demands. Activities include: (i) the development of a methodology to measure quality in service delivery; (ii) an expert panel review for the validation of the measuring methodology framework; (iii) one round of application of the methodology in six (6) countries in the region; and (iv) systematization, analysis and dissemination of results, through a monograph and a web portal.

#### IV. BUDGET

- 4.1 The total project cost is US\$564,000, which will be provided by the Bank with non-reimbursable funds. This project has no counterpart.

**Table IV. 1 Proposed Budget**

Component/Activity	Description	US\$
<b>Component 1</b>	• One (1) discussion paper about innovation policies	28,000
	• One (1) discussion paper about Denmark, UK and Korea	23,000
<b>Component 2</b>	• One (1) Monograph	28,000
	• One (1) Book (translation and edition)	16,000
	• Three (3) Workshops (logistical support, technical materials, trips)	168,000
	• Panel UN Public Service Forum	48,000
	• Online community of “public entrepreneurs”(technical assistance, moderation)	22,000
<b>Component 3</b>	• One (1) methodology framework	28,000
	• One (1) expert panel	14,000
	• One (1) round of application in eight (6) countries	83,000
	• Results analysis and dissemination (monograph and portal)	42,000
	Administrative and operational support	\$48,000
	TC evaluation	\$16,000
<b>Total</b>		<b>\$564,000</b>

<sup>9</sup> Among the studies developed by RG-T211, there are 8 case studies of successful delivery of transactional services, including “24 Hours E-Services (Minwon 24) of Korea”, Chile Atiende and New York 311.

<sup>10</sup> NEXSO is an online platform developed by FOMIN to support the documentation of innovation cases in the private sector. The platform encompasses geo-referenced functionalities and allows access for users registered as members of a community interested in sharing information. This proposal would extend the use of NEXSUS to the documentation and sharing of knowledge regarding government innovation cases.

## **V. EXECUTING AGENCY AND EXECUTION STRUCTURE**

- 5.1 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 its multilateral nature, the Bank is in an exceptional position to execute this regional TC, aimed at generating and disseminating knowledge on innovations in service delivery to the entire LAC. The Bank will contract all the consultancies in accordance with the policies and procedures of the Bank applicable to TCs. A partnership with the Ash Center for Democratic Governance and Innovation of Harvard University would be made in the modality of direct contract, in order to ensure the continuity of activities developed under RG-T2111; ATN/FI-13442-RG; and the incorporation of its unique background on innovation in the public sector.

## **VI. PROJECT RISKS AND ISSUES**

- 6.1 The TC is expected to face the risk of low levels of participation of key policy makers and practitioners in charge of management aspects of service delivery in borrowing countries. The risk is mitigated by the fact that the Bank has a strong relationship with the targeted policy makers and practitioners. Furthermore, the Bank through IFD/ICS has already successfully executed many TC operations in similar contexts.

## **VII. ENVIRONMENTAL AND SOCIAL CLASSIFICATION**

- 7.1 There are no environmental or social risks associated with the activities outlined in this operation, therefore its environmental classification is "C." [IDBdocs# 38665252](#)