

TC ABSTRACT

Strengthening mid-level public management for macro sports events in Brazil. BR-T1278

I. Basic project data

▪ Country/Region:	Brazil
▪ TC Name:	Strengthening Mid-level Public Management for Macro Sports Events in Brazil
▪ TC Number:	BR-T1278
▪ Team Leader/Members:	Francisco Javier Urrea (ICS/CBR), Team Leader; Daniela Carrera (CSC/CBR); Cesar Leyva, (CSC/CBR); Matias Bendersky (ORP/ORP); Jose Ernesto Yitani (KNL/SDI); Germán Zappani (FMP/CBR); Carlos Lago (FMP/CBR); Heleno Gouvea (Consultor); Alan Girón (IFD/ICS)
▪ Indicate if: Operational Support, Client Support, or Research & Dissemination.	Client Support
▪ If Operational Support TC, give number and name of Operation Supported by the TC:	N/A
▪ Date of TC Abstract:	February 11, 2013
▪ Beneficiary	Brazil
▪ Executing Agency and contact name	IDB (ICS/CBR)
▪ IDB Funding Requested:	360.000 USD\$
▪ Local counterpart funding, if any:	300.000 USD\$
▪ Disbursement period:	36 Months
▪ Required start date:	May 1, 2013
▪ Types of consultants:	Firm and Individuals
▪ Prepared by Unit:	IFD/ICS
▪ Unit of Disbursement Responsibility:	ICS/CBR
▪ Included in Country Strategy (y/n);	NO
▪ TC included in CPD (y/n):	NO
▪ GCI-9 Sector Priority:	Institutions for Competitiveness

II. Objective and Justification

The incoming 2014 Soccer World Cup and the 2016 Summer Olympic and Paralympic Games are a great opportunity for Brazil. Both happenings largely exceed mere sport events, representing worldwide occasions in which countries display their leadership and their will to engage in global responsibilities. As such, this is an excellent occasion for Brazil to underpin its regional and global leadership. Yet, the organization of these events also comprises a huge mobilization of resources and a vast effort of coordination among public and private actors.

Successful planning, coordination and execution of all the necessary actions conducting to the organization of such events require a prior evaluation of capacities, risks and challenges. This is an ongoing process, that includes a vast array of areas, such as financing needs or infrastructure capacity. One of the key areas for guaranteeing accomplishing virtually every process is public management capacity. Brazilian public management has gone through a significant modernization in the last years. The federal government has devoted resources and attention to strengthen its public administration. Yet, this development has been uneven, and not all government levels share the same level of advancement. Particularly, middle level officials in subnational (state and municipal) governments suffer from insufficient capacities for dealing with areas

such as strategic planning, project management or public-private partnerships (PPPs). Yet, as the literature and lessons learnt show, the role played by middle-level management is crucial for the success of large-scale, complex and broad events such the FIFA Soccer World Cup or the Olympic Games.

The objective of this TC is to strengthen middle-level public officials capacities of targeted states and municipalities involved in the organization of the 2014 FIFA Soccer World Cup or 2016 Olympic Games. The particular objectives of this TC are: (1) to provide selected middle-level public managers with customized training in core functions regarding the organization of macro-events; (2) to foster the exchange and assimilation of international best practices as well as lesson learnt from other FIFA World Cup and Olympic Games host cities and countries.

This TC is aligned with the Bank's Country Strategy with Brazil (GN-2662), where the support to the organization of the 2014 FIFA Soccer World Cup, and the 2016 Olympic Games are essential. The Bank's Country Strategy also includes a particular focus on supporting public management modernization. The Bank has an extensive experience in supporting public management in Brazil, particularly at subnational level, with projects such as PNAGE, targeted at state-level planning and administration officials, PROFISCO, for state-level finance and treasury officials, and PRO-CIDADES, for municipal-level development. Moreover, this TC is a joint intra-Bank effort, with a coordinated involvement of CSC/CBR, ORP/ORP, KNL/SDI and IFD/ICS, and it is expected that funding for this TC will proceed from Public-Private partnerships, including key stakeholders identified by ORP that have expressed a potential interest in such a collaboration.

III. **Description of activities and outputs**

Component 1. Core-Functions Capacity building. This component aims to provide selected state and municipal middle-level managers a core training on key areas such as strategic planning, project management, public-private partnerships (PPPs), human resources, logistics, and public financial management, among others. For this aim, the following activities will be developed: (1) elaboration of customized curricula especially targeted to middle-level managers; (2) delivery of on-site courses for middle-level managers, and; (3) design and delivery of on-line training course for continuation of the instruction after on-site courses.

Expected outcomes are, (1) customized curricula designed with a full teaching plan and necessary materials produced; (2) on-site courses delivered, and (3) on-line training course designed and delivered.

Component 2. Best Practices and International Lessons Learnt Exchange. This component aims to bring and instruct Brazilian public officials with the best international practices, as well as lessons learnt from the organization of other macro sport events in other host countries and cities. For this aim, the following activities will be developed: (1) organization of exchange seminars with participation of Brazilian officials in charge of the 2014 Soccer World Cup and the 2016 Olympic Games and selected public officials and private-sector representatives from other countries directly involved in the organization of macro sport events; (2) focused training visits of Brazilian officials to previous cities and countries organizing macro sport events; (3) selected visits of public officials and private sector representatives from other countries to Brazil to provide advice and foster lessons learnt exchange with Brazilian authorities and private sector leaders.

Expected outcomes are: (1) international seminars on best practices regarding macro sport events organization; (2) Brazilian public officials' visits to cities and countries hosts of previous macro sport events and; (3) international selected public officials and private sector representatives visits and outreach in Brazil.

IV. **Budget**

Indicative Budget (in USD\$)

Activity/Component	Description	IDB/Fund Funding	Co-financing	Total Funding
Component 1. Core Functions Capacity Building	Training Plan and customized curricula design	75.000	0	75.000
	On-site courses	100.000	100.000	200.000
	On-line training	50.000	50.000	100.000
	TOTAL COMPONENT 1	225.000	150.000	375.000
Component 2. Best Practices & International Lessons Learnt Exchange	International Seminars on best practices on Macro Sport Events	75.000	0	75.000
	Brazilian public officials visits to selected prior host cities and countries.	0	100.000	100.000
	International public officials and private sector representatives outreach visits to Brazil.	50.000	50.000	100.000
	TOTAL COMPONENT 2	125.000	150.000	275.000
Administrative Costs, Evaluation and Audit	Administration, evaluation and final external audit.	10.000	0	10.000
TOTAL		360.000	300.000	660.000

V. Executing agency and execution structure

Given the broad array of agencies beneficiaries (several Brazilian states and municipalities), the complex arrangements involving other international actors, the Bank's direct contribution in the design and expected outcomes of the trainings as well as the outreach and exchange activities, it is highly advised that the Bank will directly execute this TC through the Brazil Country Office, which counts with the expertise and capacity for do so.

VI. Project Risks and issues

1. **Execution Scheme Risk.** Although the content scope of this TC is not very complex, its execution involves several actors such as different government bodies from Brazil (state and municipal levels), private or non-profit academic institutions, and international public officials and private sector representatives of previous host cities and countries. To reduce that risk, the project will be executed by Bank. The direct execution will avoid delays and execution problems, while guaranteeing alignment to the goals set in the project.
2. **Developmental Impact Risk.** Although there is solid evidence that lack of sufficient capacity level at middle-management level represents a direct challenge for the success of the organization of both the FIFA Soccer World Cup and the Olympic Games, several factors may limit the effectiveness of the planned intervention such as: (1) poor selection of target public officials; (2) poor or inadequate design of the curricula of trainings; (3) poor delivery of the courses; (4) lack of matching between the identified international best practices and experiences, and the necessities of Brazilian officials. For mitigating that risk, an inter-departmental, multi-sector, project team has been set up, which includes KNL, for guaranteeing quality in the design and delivery of trainings, ORP, for guaranteeing effective outreach and international coordination, CBR, for guaranteeing the country alignment and targeted interventions, and ICS, for guaranteeing technical expertise in the area of capacity building and public management.

VII. Environmental and Social Classification

Given the nature of the program, that involves institutional strengthening activities, there are no foreseen environmental or social risks associated with the execution of this program. According to the Environment and Safeguards Compliance Policy (OP-703), the TC is classified as "C."