TÉRMINOS DE REFERENCIA

Incorporación de nuevos países y funcionalidades al Observatorio Regional de Gobierno Digital

1. Antecedentes y Justificación

1.1. La pandemia del COVID-19 aceleró la transformación digital de los gobiernos de América Latina y el Caribe (ALC). En un corto plazo, varios países se vieron forzados a interrumpir la provisión de servicios presenciales y a crear nuevas plataformas digitales para asegurar la continuidad de los servicios y hacer frente a los nuevos desafíos impuestos por la emergencia sanitaria. En este contexto, el Banco Interamericano de Desarrollo (BID) y la Red Interamericana de Gobierno Digital (Red GEALC) acompañaron e impulsaron diversas iniciativas de cooperación regional para coordinar esfuerzos y compartir lecciones aprendidas.

1.2. Para que los gobiernos de la región puedan continuar en este camino de forma exitosa, esta colaboración debe verse acompañada de sistemas información que permitan conocer en qué situación se encuentra cada país, para diseñar estrategias adecuadas a su realidad y monitorear su progreso. Actualmente, la información regional sobre el avance de la transformación digital de los gobiernos de ALC es escasa, ya que sólo se cuenta con índices agregados o estudios de caso. No existe un repositorio regional que reúna datos actualizados y estandarizados en materia de Gobierno Digital.

1.3. Frente a la necesidad de contar con información regional comparada para apoyar la colaboración entre países, la cooperación técnica RG-T3864 se propuso como objetivo promover el avance del gobierno digital en ALC a través de la creación del Observatorio Regional de Gobierno Digital en la Red GEALC. El Observatorio cuenta con indicadores clave sobre el desenvolvimiento de la transformación digital del gobierno para los países participantes, y se espera poder sumar información el resto de los países de ALC. Consiste en una una plataforma de visualización que sirve como infraestructura común para los países participantes y que informa las políticas públicas acerca del gobierno digital y la prestación de servicios a la ciudadanía.

1.4. Un referente para este proyecto es el Observatorio de Administración Electrónica de España (OBSAE), en particular el visualizador de datos DATAOBSAE, que reúne información actualizada en tiempo real sobre el avance de la transformación digital del gobierno en España.

1.5. Bajo el impulso del BID y la Red GEALC, las instituciones que participan en el proyecto y se beneficiarán de él de forma directa son las agencias de gobierno digital a nivel nacional de países de América Latina y el Caribe.

2. Objetivo

2.1. El objetivo general de la consultoría es incluir 2 países en el Observatorio Regional de Gobierno Digital (Observatorio). Específicamente, se espera:

2.1.1. Guiar a los países en la recolección de la información que hace parte de la matriz de indicadores del Observatorio.

2.1.2. Brindar apoyo técnico para la automatización de publicación de los indicadores a los países.

2.1.3. Brindar mantenimiento y hospedaje a la herramienta durante 24 meses.

2.1.4. Actualizar la herramienta actual para que incluya los nuevos países.

3. Actividades Clave

3.1. Brindar apoyo y orientación técnica en la recolección de los indicadores que hacen parte del Observatorio Regional de Gobierno a dos países de América Latina y el Caribe.

3.2. Realizar un diagnóstico de necesidades de apoyo técnico a los países participantes para la publicación de indicadores de forma automática.

3.3. Implementar las mejores prácticas y herramientas de diseño y de experiencia de usuario para la actualización de la herramienta, desarrollando los protocolos de funcionamiento y de actualización de los nuevos países participantes.

3.4. Llevar adelante el mantenimiento del Observatorio, que permita la fácil actualización y automatización del proceso.

3.5. Proveer mantenimiento y hospedaje del Observatorio durante 24 meses.

4. Resultados y Productos Esperados

A continuación, de manera indicativa más no limitativa, se describen los productos, incluyendo las funcionalidades básicas que se buscan para cada caso. Los trabajos producto de esta consultoría se desarrollarán considerando que la fecha de finalización del proyecto será el último día del mes de diciembre de 2023.

4.1. **Producto 1: Informe de inicio**. Plan de Trabajo para la consultoría. Deberá incluir:

4.1.1. Cronograma de las actividades a desarrollar a fin de cumplir en tiempo y forma con los componentes de la consultoría

4.1.2. Una programación consensuada para la coordinación de los trabajos y con el supervisor del contrato, incluyendo las reuniones periódicas y revisiones de los trabajos realizados.

4.1.3. La(s) metodología(s) que se propongan utilizar

4.2. **Producto 2: Matriz de indicadores de país**. Comprende el levantamiento de información sobre la matriz de indicadores del Observatorio para cada país.

4.3. **Producto 3: Diagnóstico de necesidades de apoyo técnico a los países participantes para la publicación de indicadores**. Partiendo de la matriz de indicadores, se realizará una

identificación de necesidades de apoyo técnico a los países participantes, con el fin de identificar acciones a tomar para la publicación de los indicadores de actualización automática en sus respectivos portales de datos abiertos.

4.4. **Producto 4: Mantenimiento de la herramienta**. Brindar hospedaje y mantenimiento por 24 meses

Los informes y guías deben estar escritos en español. Cada uno debe presentarse al supervisor del contrato en un archivo electrónico. El informe debe incluir la portada, el documento principal y todos los anexos.

5. Criterios de aceptación

5.1. El siguiente procedimiento se utilizará para aprobar los resultados de la consultoría:

5.1.1. Para la entrega de todos los productos habrá reuniones acordadas entre el supervisor del contrato y quien este designe entre las instituciones participantes y los miembros del equipo de la consultora para la aprobación de los productos. Los entregables deben cumplir plenamente con los términos de esta consultoría para proceder a la aprobación.

5.1.2. Para todos los productos que involucran entrega de tecnología, los criterios de aceptación incluyen pruebas de aceptación de usuario (puntuación de aprobación).

5.1.3. Todo el trabajo se manejará en carpetas digitales de contenido compartido colaborativo que será provisto por el BID (es decir, Microsoft SharePoint, Microsoft Teams), de tal manera, siempre habrá un acceso fácil y actualizado a la información por parte del supervisor del contrato, y se puede conceder acceso a los miembros internos y externos del equipo.

6. Supervisión y Coordinación

6.1. El BID tendrá la responsabilidad de la coordinación de esta consultoría, así como la aprobación de los productos preparados por la firma consultora. La consultora informará directamente al supervisor del contrato, Benjamin Roseth (broseth@iadb.org), quien podrá delegar la responsabilidad a otras personas o equipos del BID o de la Red GEALC. Se deberán programar reuniones recurrentes en los que la firma presente avances y actividades críticas.

7. Calendario del proyecto e hitos

7.1. Se presenta el calendario de hitos donde tienen lugar la entrega los productos de la consultoría

Producto	Fecha
Producto 1: Informe de inicio	Día 15
Producto 2: Matriz de indicadores de país	Día 90
Producto 3: Diagnóstico de necesidades de apoyo técnico	Día 120
Producto 4: Mantenimiento	Día 150

8. Características de la consultoría

8.1. Categoría y modalidad de consultoría: Contratación de Firma Consultora. Selección de fuente única.

8.2. Duración del contrato: 5 meses (agosto - diciembre de 2023)

8.3. Lugar de trabajo: Ubicación de la firma consultora.

9. Calificaciones

9.1. Se espera que la consultoría la lleve a cabo una empresa consultora o un consorcio de empresas nacionales o internacionales con experiencia específica en:

9.1.1. Gobierno Digital.

9.1.2. Portales empresariales.

9.1.3. Integración de sistemas.

9.1.4. Desarrollo e implementación de proyectos en gestión y análisis de datos, business analytics, business intelligence, visualización de datos y experiencia de usuario.

10. El equipo debe incluir al menos:

10.1. Un líder de equipo de proyecto con amplia experiencia en el desarrollo e implementación de proyectos en gestión y análisis de datos, business analytics, business intelligence, visualización de datos y experiencia de usuario. El líder del equipo deberá tener la capacidad de supervisar todo el proyecto. Se recomienda la gestión de proyectos de capacitación y certificación, es decir, Project Management Professional (PMP) o Certified Scrum Master (CSM).

10.2. Un equipo de diseño con experiencia exitosa en grandes proyectos relacionados con la visualización de datos y la creación de conceptos para guiar a la audiencia en la exploración de los datos.

11. Plan de Pagos

11.1. Todos los gastos asociados a esta consultoría deben incluirse en la propuesta financiera. Los pagos se realizarán a la empresa tras la aprobación del equipo designado por el BID, siguiendo el siguiente plan de pagos.

Plan de Pagos	
Productos	%
Producto 1	20%
Producto 2	30%

Productos 3	40%
Producto 4	10%
TOTAL	**100%**

12. Forma de Pago y Condiciones de empleo

12.1. La forma de pago se determinará según las políticas y procedimientos del Banco. Para las condiciones de empleo, se debe considerar que los candidatos deben ser ciudadanos de un país miembro del BID.

TERMS OF REFERENCE

"Consulting for pilot project based on the Korean e-government experience."

Component 3

Country: Regional
Technical Cooperation Number: RG-T4322

Technical Cooperation Name: "Accelerating the adoption of digital technologies to improve government services"

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 2022, just 4 LAC countries are ranked among the top 50 worldwide (Uruguay – 35, Chile – 36, Argentina – 41, Brazil 49), and still 15 LAC countries are below the position 100. 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.

1.1   The commitment of Korea with the GEALC Network has materialized in the constant participation of high-level Korean authorities in the network meetings since 2012 [1].In November 2021, the *V Annual Meeting* of the GEALC Network, which took place in Panama City, Panama, had a strong support from the Korean government, Sunn Bo Ram, General Director of Digital Government, Ministry of the Interior and Safety, gave the opening speech at the Ministerial Meeting. Moreover, Sungjoo Son, Director of Digital Government Cooperation, Ministry of the Interior and Safety,Seung Hyun Kim, Senior manager of National Information Society Agency (NIA) and Taewoo Nam, from Sungkyunkwan University had the opportunity to present a panel on "Korea: a leading e-government experience to LAC e-government policymakers and managers". [2] In November 2022, *the VII Ministerial Meeting* took place in Lima, Perú and Korea has been represented by the Director General of Public Artificial Intelligence, MOIS, Mr. Kyu Chul Hwang[3], who shared the opening remarks of the Ministerial Meeting with the President of Perú, Pedro Castillo Terrones. Furthermore, Korean experts presented in the Panel: "Lessons learned from digital transformation in Korea"[4]: i) Ryu Kyoungmin, Subdirector Senior of MOIS presented the results of their Digital Government Platform, ii) Wi Ji-seong, Deputy Director, Artificial Intelligence Public Policy División presented "MyData", and iii) Kim Seonhui, Deputy Director of MOIS, presented ID Mobile. After their presentation, several countries showed interest in implementing Korean best practices into their governments, by incorporating solutions of innovation and transformation of service delivery leveraged on ICTs.

2.   Objectives

2.1 The main objective of this consultancy is to undertake the tasks associated with Component 3 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

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[1] 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.

[2] *These presentations are available at:* https://www.redgealc.org/contenido-general/noticias/documentos-y-decisiones-xv-reunion-anual-de-red-gealc/

[3] *The agenda of the 7TH DIGITAL GOVERNMENT MINISTERIAL MEETING OF THE AMERICAS* http://www.redgealc.org/ministerial2022/en/the-event/

[4] *These presentations are available at: https://www.redgealc.org/contenido-general/noticias/panel-corea-durante-la-vii-ministerial-de-red-gealc/*

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

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

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

"Designing of public policy development roadmap LAC countries."

RG-T4322

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 2022, just 4 LAC countries are ranked among the top 50 worldwide (Uruguay – 35, Chile – 36, Argentina – 41, Brazil 49), and still 15 LAC countries are below the position 100. 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. The commitment of Korea with the GEALC Network has materialized in the constant participation of high-level Korean authorities in the network meetings since 2012. In November 2021, the V Annual Meeting of the GEALC Network, which took place in Panama City, Panama, had a strong support from the Korean government, Sunn Bo Ram, General Director of Digital Government, Ministry of the Interior and Safety, gave the opening speech at the Ministerial Meeting. Moreover, Sungjoo Son, Director of Digital Government Cooperation, Ministry of the Interior and Safety,Seung Hyun Kim, Senior manager of National Information Society Agency (NIA) and Taewoo Nam, from Sungkyunkwan University had the opportunity to present a panel on "Korea: a leading e-government experience to LAC e-government policymakers and managers".   In November 2022, the VII Ministerial Meeting took place in Lima, Perú and Korea has been represented by the Director General of Public Artificial Intelligence, MOIS, Mr. Kyu Chul Hwang, who shared the opening remarks of the Ministerial Meeting with the President of Perú, Pedro Castillo Terrones. Furthermore, Korean experts presented in the Panel: "Lessons learned from digital transformation in Korea": i) Ryu Kyoungmin, Subdirector Senior of MOIS presented the results of their Digital Government Platform, ii) Wi Ji-seong, Deputy Director, Artificial Intelligence Public Policy División presented "MyData", and iii) Kim Seonhui, Deputy Director of MOIS, presented ID Mobile. After their presentation, several countries showed interest in implementing Korean best practices into their governments, by incorporating solutions of innovation and transformation of service delivery leveraged on ICTs.

2. **Objectives**

2.1. The objective of the Digital Government Roadmaps is to create a comprehensive and strategic plan that leverages digital technologies to enhance government services, improve efficiency, transparency, and accessibility, and foster innovation in public administration. By mapping out a clear and systematic approach, the Digital Government Roadmaps aim to drive digital transformation across various governmental sectors, ensuring seamless integration of digital solutions, data-driven decision-making, and citizen-centric services for the betterment of society. The consulting firm shall develop a robust and tailored set of Digital Government Roadmaps with

the following objectives:

2.2. Conduct a thorough assessment of the current government processes, systems, and services to identify areas where digital technologies can be effectively integrated to enhance efficiency and effectiveness.

2.3. Collaborate with key stakeholders, including government officials, department heads, and IT experts, to understand their specific needs, challenges, and objectives for the digital transformation.

2.4. Formulate a comprehensive and achievable strategy that outlines the step-by-step implementation of digital solutions, considering both short-term quick wins and long-term sustainable improvements.

2.5. Identify key performance indicators (KPIs) and benchmarks to measure the success of the digital initiatives, ensuring continuous improvement and accountability throughout the roadmap execution.

2.6. Prioritize cybersecurity and data privacy measures to safeguard sensitive information and ensure the trust of citizens in the digital government services.

2.7. Promote citizen engagement and inclusion in the digitalization process, ensuring that the services provided align with the needs and preferences of the public.

2.8. Integrate emerging technologies and innovative practices to foster a culture of innovation within the government, facilitating the adoption of cutting-edge solutions.

2.9. Provide a detailed roadmap for capacity building and training programs to equip government employees with the necessary skills and knowledge to adapt to the digital advancements.

2.10. Ensure that the developed roadmaps adhere to national and international standards, promoting interoperability and data exchange with other government agencies and external stakeholders. 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).

3. **Scope of Services**

3.1. Conduct a thorough evaluation of the current government processes, IT infrastructure, and service delivery mechanisms to identify areas for digital transformation. This assessment will encompass understanding existing challenges, strengths, and opportunities for improvement.

3.2. Develop a well-defined and tailored strategy for the digital transformation, outlining the goals,

objectives, and desired outcomes for each phase of the roadmap. Ensure alignment with overall government objectives and policies.

4. **Key Activities**

   1. Conduct an initial meeting with government stakeholders to understand their objectives, challenges, and vision for the digital transformation. Identify key departments and agencies involved in the process.
   2. Perform a comprehensive assessment of existing government processes, systems, and services to identify areas that require digitalization and optimization.
   3. Create a detailed step-by-step roadmap that outlines the sequence of digital initiatives, including milestones, timelines, and deliverables.

5. **Expected Outcome and Deliverables**

   5.1. Draft of the evaluation of the current government processes.
   5.2. Final version of the Perform a comprehensive assessment of existing government processes, systems, and services to identify areas that require digitalization and optimization which incorporates all feedback received from the IDB Team.

6. **Project Schedule and Milestones**

Deliverable	**Expected**
Deliverable 5.1	Three weeks after signing the Contract
Deliverable 5.2	Six weeks after signing the Contract

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

13. **Acceptance Criteria**

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.

14. **Other Requirements**

9.1 N/A

15. 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.

16. Schedule of Payments

16.1.   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.

16.2.   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:

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"

RG-T4322

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 2022, just 4 LAC countries are ranked among the top 50 worldwide (Uruguay – 35, Chile – 36, Argentina – 41, Brazil 49), and still 15 LAC countries are below the position 100. 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. The commitment of Korea with the GEALC Network has materialized in the constant participation of high-level Korean authorities in the network meetings since 2012. In November 2021, the V Annual Meeting of the GEALC Network, which took place in Panama City, Panama, had a strong support from the Korean government, Sunn Bo Ram, General Director of Digital Government, Ministry of the Interior and Safety, gave the opening speech at the Ministerial Meeting. Moreover, Sungjoo Son, Director of Digital Government Cooperation, Ministry of the Interior and Safety,Seung Hyun Kim, Senior manager of National Information Society Agency (NIA) and Taewoo Nam, from Sungkyunkwan University had the opportunity to present a panel on "Korea: a leading e-government experience to LAC e-government policymakers and managers".   In November 2022, the VII Ministerial Meeting took place in Lima, Perú and Korea has been represented by the Director General of Public Artificial Intelligence, MOIS, Mr. Kyu Chul Hwang, who shared the opening remarks of the Ministerial Meeting with the President of Perú, Pedro Castillo Terrones. Furthermore, Korean experts presented in the Panel: "Lessons learned from digital transformation in Korea": i) Ryu Kyoungmin, Subdirector Senior of MOIS presented the results of their Digital Government Platform, ii) Wi Ji-seong, Deputy Director, Artificial Intelligence Public Policy División presented "MyData", and iii) Kim Seonhui, Deputy Director of MOIS, presented ID Mobile. After their presentation, several countries showed interest in implementing Korean best practices into their governments, by incorporating solutions of innovation and transformation of service delivery leveraged on ICTs.

2. **Objectives**

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.

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).

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**

   12.1. 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.

   12.2. 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.

   12.3. 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**

Deliverable	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**

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 specified in section 5 of these terms of reference:

Payment Schedule	
Deliverable	**%**
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

IFD/ICS Operational and knowledge Consultant

Post of duty: Washington, DC

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

The Innovation in Citizen Services Division of the Institutions for Development Department (IFD/ICS) is looking for a professional to assist the Data and Digital Government cluster within the ICS team in the design and execution of knowledge activities (including research and measurement, preparation of training materials and knowledge management), as well as to support the division's operations in Uruguay.

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What you'll do:

Coordinate and Support the Knowledge Agenda

Research and measurement activities are pursued through impact evaluations, surveys, case studies and cost-benefit analyses, among other empirical approaches.
- Coordination of the Digital Government Observatory
- Coordination of the TC "Institutionalization of Surveys on Digital Transformation"
- Provision of technical guidance on surveys, indices, and other measurement activities
- Preparation of analytical inputs to loan and technical assistance operations
- Conduct consultations and coordination with IDB colleagues, government counterparts and other external partners
- Conduct data cleaning, analysis, and visualization
- Review deliverables submitted by external consultants
- Draft reports for consumption by both technical and non-technical audiences
- Coordinate publication production related to the editing, translating and design of reports

What you'll need

- **Education:** Master's Degree in Economics, Public Policy, Public Administration, or another relevant field.
- **Experience:** 5 years of relevant experience in applied research, government administration, digital government, or related areas.
- **Languages:** Proficiency in Spanish and English, spoken and written, is required. Additional knowledge of French and Portuguese is preferable.
- **Core and competencies:** The candidate must be proactive, independent, organized, detail-oriented, able to simultaneously manage multiple projects, comfortable working on diverse teams, client oriented and eager to take on new challenges.

Key skills:

The position requires:

- Familiarity with data analysis packages including STATA and Excel.

- Expertise with measurement tools, including surveys, indices and focus groups
- Experience with project management, including proposal development, component design, definition of deliverables, budget management and results monitoring.
- Experience with building and maintaining client relationships, in particular with government authorities.
- Familiarity with the dynamics of public institutions in Latin America and the Caribbean.
- Knowledge of digital government technical topics
- Familiarity with international organizations

Requirements:

- **Citizenship:** You are citizen of one of our 48-member countries.
- **Consanguinity**: You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.

Type of contract and duration:

- **Type of contract:** National Consultant Full-Time.
- **Length of contract:** 12 months.
- **Work Location:** On site.

What we offer

The IDB group provides benefits that respond to the different needs and moments of an employee's life. These benefits include:

- A **competitive compensation** package.
- **Leave and vacations**: 2 days per month of contract + gender-neutral parental leave.
- **Health Insurance** the IDB Group provides a monthly allowance for the purchase of health insurance.
- **Savings plan**: The IDB Group cares about your future, depending on the length of the contract, you will receive a monthly savings plan allowance.
- **Hybrid** and **flexible** work schedules.
- **Health and wellbeing:** Access to our Health Services Center which provides preventive care and health education for all employees.
- **Development support:** We offer learning opportunities to boost your professional profile such as seminars, 1:1 professional counseling, and much more.

Our culture

At the IDB Group we work so everyone brings their best and authentic selves to work, willing to try new approaches without fear, and where they are accountable and rewarded for their actions.
Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

About the IDB Group

The IDB Group, composed of the Inter-American Development Bank (IDB), IDB Invest, and the IDB Lab offers flexible financing solutions to its member countries to finance economic and social development through lending and grants to public and private entities in Latin America and the Caribbean.

About IDB

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

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