

REQUEST FOR EXPRESSIONS OF INTEREST **CONSULTING SERVICES**

Selection # as assigned by e-Tool: GY-T1144-P001

Selection Method: Full Competitive Selection

Country: Guyana

Sector: Public Sector Management

Funding – TC #: ATN/OC-16531-GY

Project #: GY-T1144

TC name: Definition of Government's National Priorities and Delivery Management Model for the Public-Sector Investment Program (PSIP).

Description of Services:

Link to TC document:

<http://www.iadb.org/en/projects/project-description-title,1303.html?id=GY-T1144>

The Inter-American Development Bank (IDB) is executing the above-mentioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest.

Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations (<http://beo-procurement.iadb.org/home>) by: January 4, 2018 5:00 P.M. (Washington D.C. Time).

The consulting services include: (i) Designing and implementing a methodology to identify the Government of Guyana's (GOG) national priorities, articulating them in terms of their impact on Guyanese citizens; (ii) Definition of a set of measurable, concrete goals and targets to assess the progress in such key priority areas; (iii) Designing and implementing a Delivery Unit in the Center of Government; (iii) Provide continuous, on-the-ground support to the GOG on the design and implementation of the delivery management model; (iv) Co-produce with the GOG and the team of the delivery unit the delivery chains, reform strategy (set of milestones), key performance indicators and the trajectory for the selected Government priorities; (v) Work with the team, Ministries and key officials to establish delivery routines in the selected priority areas. The focus should be on ensuring that routines are regular, strongly executed and oriented to performance management; (vi) Accelerate delivery planning and monitoring routines for at least two of the priority areas defined using the delivery management model; (vii) Building upon the recommendations and action plan designed in the diagnosis stage (GY-T1140), define and implement specific ways to support Guyana's PSIP.

The consultancy is expected to take place over a 12-month period starting in January 2018, with the initial deliverable to be submitted 7 working days after signing the contract. Consultancy activities will be carried out in Guyana and the consultant's home country.

The consulting firms must have a project team with in-depth, hands-on experience in the successful implementation of a delivery management model (Delivery Units or similar

mechanisms) for the management of top government priorities in at least 3 other national governments in the world (experiences in Guyana, Latin America and the Caribbean countries as well as Commonwealth countries across the world will be highly valued).

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: [Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work](#) - GN-2765-1. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described below in the draft summary of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such association or Joint Venture shall appoint one of the firms as the representative.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: Edgardo Mosqueira (EDGARDOMO@iadb.org), Mariko Russell (MARIKOY@iadb.org) and/or Angela Reyes (ANGELARE@IADB.ORG).

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SUMMARY TERMS OF REFERENCE

Advisory Services for the definition of Guyana's national Priorities and provision of a Delivery Management Model for the Public-Sector Investment Program (PSIP)

GUYANA

GY-T1144 (ATN/OC-16531-GY)

Project title: Definition of Government's national Priorities and Delivery Management Model for the Public-Sector Investment Program (PSIP).

1. Background and Justification

- 1.1 There has been increasing interest from the government of Guyana in strengthening the planning, monitoring, and evaluation capabilities of the Public-Sector Investment Program (PSIP), which was originated to play a crucial role in easing development bottlenecks, raising productivity, helping integrate remote regions, and promoting diversification and job creation.
- 1.2 The PSIP accounted for approximately 8.3% of GDP in 2017, was equivalent to 28% of total national expenditure, and financing by multilateral and other external sources represented 62% of the program. Despite its high relevance for the country's economy, the PSIP has failed to achieve significant development results because of the low rate of execution of the available resources. Currently, the PSIP's annual implementation rate is as low as 20 percent, according to the Ministry of Finance.
- 1.3 Furthermore, it has been found that, on average, PSIP projects have a 13-month delay from the time the loan contract is signed to when the project is ready to be implemented. These delays are estimated to have a cost of around US\$5 million per year in direct costs, including interest rates, cost overrun, and operational costs, and US\$10 million in opportunity costs.
- 1.4 The low rate of execution of resources affects not only current economic growth, but exerts a cost on future growth as a result of poor portfolio performance; the allocation of concessional financing and concessional resources depends on current performance, and low performance leads to cuts in interest rate subsidies.
- 1.5 In this context, the Government of Guyana has requested a technical cooperation from the Inter-American Development Bank with the objective to enhance the management of Guyana's PSIP. A first step was undertaken to further increase the understanding of the problem, the bottlenecks, the main causes of the delays and the limitations of the PSIP, for which a thorough diagnostic work was carried out (GY-T1140).
- 1.6 This consultancy will build upon the findings, recommendations and action plans obtained in the diagnosis stage, which found that there are several issues that curtail the correct functioning of the PSIP and cause the delays, including; i) Lack of definition of government's priorities; ii) Complex public procurement processes; iii) serious capacity constraints; iv) Multiplicity of similar functions that hinder PSIP implementation and lead to poor utilization of existing capacity; v) Inexistence of accountability mechanisms and formal routines.

2. Objectives

- 2.1 The general objective of this consultancy is to contribute to the improvement of services delivered to citizens through strengthening the efficacy and efficiency of the public-sector investment management in Guyana, which will help accelerate the execution and improve the quality of public investment projects. Specific objectives are:
 - 2.1.1 Facilitating the definition of the government's national priorities, articulating them in terms of their impact on Guyanese citizens.
 - 2.1.2 Defining a set of measurable, concrete goals and targets to assess the progress in such key priority areas.
 - 2.1.3 Strengthening the PSIP chain through the design and implementation of a delivery management model, seeking to streamline and reduce the bottlenecks in the procurement

and execution processes and ensure that the targets related to the key priority areas are met.

2.1.4 Accelerating delivery planning and monitoring routines for at least two of the priority areas.

3. Scope of services

3.1 Type of consultancy: firm

3.2 Duration of services: 12 months

3.3 Main place of work: Cooperative Republic of Guyana

3.4 To achieve the objectives as set forth in section 2, the consulting firm will:

- 3.4.1 In the Center of Government, establish a delivery unit. A delivery unit is defined as a small number of experts whose role is to support and challenge ministries/agencies/PEUs so that they deliver on their own goals. The unit typically consists of 1 head, 1 deputy head and priority managers (depending on how many priorities are defined), 1 data manager and 1 administrative support. This composition will be adjusted according to the needs of Guyana;
- 3.4.2 Develop a work plan with a proposed methodology, detailed activities to be undertaken and a timeline to achieve each of them;
- 3.4.3 Develop a methodology to define the government of Guyana's national priorities. This methodology should determine the mechanism through which the priorities will be assessed and selected (citizen consultation, top-down assessment from line ministries and center of government, gap analysis, and/or others). Such priorities should capture the vision of the Head of the State and his ministers and include at least an initial selection of five areas;
- 3.4.4 Using the methodology developed as in 3.4.3, facilitate the organization of necessary meetings to establish buy-in and ownership on the part of involved parties (citizen consultation event, workshops, interviews and/or other forms of information gathering meetings) in cooperation with the counterpart of the GOG;
- 3.4.5 Specify concrete and measurable goals, indicators and targets to measure progress in the selected priorities, the definition of the data sources which will be used for this matter and the follow-up, monitoring and evaluation mechanism that such priorities should be articulated into;
- 3.4.6 Building upon the recommendations and action plan designed in the diagnosis stage, define and implement specific ways to support Guyana's PSIP, including i) transfer of knowledge on implementation problem solving; ii) use of data; iii) how to bring together stakeholders; iv) capacity building of ministries/agencies/PEUs; v) sharing best practices and lessons learned; and vi) communicating about progress and results as well as giving credit to where it belongs.;
- 3.4.7 Accelerate delivery planning and monitoring routines for at least two of the priority areas defined using the delivery management model.

4. Key activities

- 4.1 Meetings with the IDB Team Meetings with Guyana's Government officials from the Ministry of the Presidency, Ministry of Finance, line ministries and other government officials to identify the national priorities, obtain a comprehensive understanding of the key development areas and challenges, develop a vision of what needs to be achieved; co-produce possible solutions to be implemented, and maintain a dialogue during the preparation of the deliverables which leads to a stronger ownership by key stakeholders;
- 4.2 Carry out an initial 2-week mission with the complete team within two-weeks of the approval of the work plan, followed by a set-up of a delivery unit in Guyana. Subsequently, provide continuous on-the-ground support to the GOG with the physical presence in Guyana of at least one senior-level consultant (e.g., consultancy project manager or his/her deputy) or a member of the selected team for a minimum of seventy-five (75) per cent of the duration of the contract. Stronger on the ground presence will be preferred and strongly considered.
- 4.3 Co-produce with the GOG a methodology to define the government's national priorities and decide on key priority areas with clear, logical and systematic reasons for selection thereof.
- 4.4 Provide continuous support to the GOG on the design and implementation of the delivery management model.
- 4.5 Co-produce with the GOG and the team of the delivery unit or similar mechanism, the delivery chains, reform strategy (set of milestones), key performance indicators and the trajectory of the selected Government priorities.
- 4.6 Place emphasis on articulating the relationship between the Ministry of Finance and the delivery unit to ensure that financial planning and PISP are carried out in a coherent manner.

4.7 Work with the team, Ministries and key officials to establish delivery routines in the selected priority areas. The focus should be on ensuring that routines are regular, strongly executed and oriented to performance management.