

SOLICITAÇÃO DE MANIFESTAÇÃO DE INTERESSE SERVIÇOS DE CONSULTORIA

Seleção nº: BR-T1465-P002

Método de Seleção: Competitivo simplificado

País: Brasil

Setor: LMK/CBR

Financiamento - TC nº: ATN/OC-18390-BR

Projeto nº: BR-T1465

Nome do TC: *Monitoramento e avaliação de programas de emergência para populações afetadas pelo COVID 19 no Brasil*

Descrição dos serviços: *Advisory Services to establish a Delivery Unit for Brazil's Ministry of Citizenship*

Link do documento TC: [<https://www.iadb.org/en/project/BR-T1465>]

O Banco Interamericano de Desenvolvimento (BID) está executando a operação acima mencionada. Para esta operação, o BID pretende contratar serviços de consultoria descritos nesta SOLICITAÇÃO de Manifestações de Interesse. As manifestações de interesse deverão ser entregues usando o Portal do BID para Operações Executadas pelo Banco. <http://beo-procurement.iadb.org/home> até **30 de maio de 2021** 5:00 P.M. (Hora local de Washington DC)

Os serviços de consultoria ("os Serviços") incluem *treinamentos e serviços de consultoria para a equipe da SECAD/SE e do Ministério da Cidadania. A metodologia escolhida deve considerar o framework do "IDB's Center of Government", e deve seguir a metodologia da Delivery Unit, desenvolvida por especialistas da área e aplicada em diversos governos da América Latina e no mundo, adaptando-a ao ambiente institucional do ministério.*

Empresas de consultoria elegíveis serão selecionadas de acordo com os procedimentos estabelecidos no Banco Interamericano de Desenvolvimento: [Políticas para a Seleção e Contratação de Empresas de Consultoria para o Trabalho Operacional Executado pelo](#) Banco - GN-2765-1. Todas as empresas de consultoria elegíveis, conforme definido na Política, podem manifestar interesse. Se a Firma Consultora for apresentada em um Consórcio, designará um deles como representante, e este será responsável pelas comunicações, pelo registro no portal e pelo envio dos documentos correspondentes.

O BID agora convida empresas de consultoria elegíveis a manifestarem o seu interesse em prestar os serviços descritos abaixo no rascunho do resumo dos Termos de Referência pretendidos para a atribuição. As empresas de consultoria interessadas deverão fornecer informações que comprovem que elas estão qualificadas para executar os serviços (brochuras, descrição de tarefas similares, experiência em condições similares, disponibilidade de habilidades apropriadas entre os funcionários, etc.). As empresas de consultoria elegíveis podem se associar na forma de uma joint venture ou um contrato de sub-consultoria para ampliar as suas qualificações. Tal associação ou Joint Venture irá nomear uma das empresas como representante.

As empresas de consultoria elegíveis interessadas poderão obter mais informações durante o horário comercial 09:00 - 17:00 (Hora local de Washington DC) enviando um email para: [Livia Gomes - liviag@iadb.org](mailto:Livia.Gomes@iadb.org)

Banco Interamericano de Desenvolvimento
Departamento: *Labor Markets – LMK/CBR*
Attn: *Livia Gouvea Gomes, Chefe de Equipe do Projeto*
Tel: (61) 3317-4140
Email: liviaq@iadb.org
Url do site: www.iadb.org

TERMS OF REFERENCE

Advisory Services to establish a Delivery Unit for Brazil's Ministry of Citizenship

BRAZIL

BR-T1465

<https://www.iadb.org/en/project/BR-T1465>

Monitoring and Evaluation of Emergency Programs for Populations Affected by COVID 19 in Brazil

1. Background and Justification

- 1.1 The technical cooperation BR-T1465 aims to support the Brazilian Government in monitoring, improving, and evaluating measures to protect employment and income, in the emergency crisis caused by the pandemic of the Covid-19. The Ministry of Citizenship of Brazil is a federal executive agency and works on policies to identify and support vulnerable populations. In this sense, it has functions related to: (1) Strategic Planning, which covers the identification of priorities, the definition of implementation plans and their budgets, (2) Coordination, at both the policy design and implementation levels, (3) Monitoring and Improving Performance, which involves routines, governance schemes and reports that allow authorities to identify progress made and defining corrective measures when needed, (4) Political Management, which involves maintaining relationships with key stakeholders, and (5) Communications and accountability, which focuses on informing citizens on actions taken and results obtained.
- 1.2 Governments across the world have enhanced the way to carry out these functions, putting a stronger emphasis on implementation capacity. One of the main institutional tools used have been Delivery Units (DU). **Composed by a relatively small number of professionals, DUs support the implementation of management models that allow governments to: (1) define very clearly what their priorities are; (2) plan in detail how the priorities will be accomplished; (3) use data to monitor performance and track delivery; and (4) make informed and timely decisions when adopted strategies fail to achieve the intended results.** DUs are critical to accelerate results, improve management and both structure and maintain multilevel governance around government priorities.
- 1.3 While normally implemented at or near the center of government - in the case of the Ministry of Citizenship, responding directly to the minister or executive secretary- DUs have been implemented at the subnational level and at the ministerial level. This has been the case in the United States, but also in countries like Peru (Ministry of Education) and Brazil (Ministry of the Economy).
- 1.4 The IDB has led a strong research agenda on Center of Government and DU and has supported the design and implementation of DU in over fifteen countries in Latin America and the Caribbean since 2013. Some of the results of IDB-supported interventions include: (1) government outcomes in policy areas such as citizen security, health, education, public works, among other; (2) strengthened technical capabilities and accountability mechanisms for government teams to plan and execute interventions; and (3) institutional reforms in the Center of Government which allowed for the sustainability of these efforts.
- 1.5 The Government of Brazil (GoB) requested technical assistance to the IDB to implement a *Delivery Unit* at the Ministry of Citizenship (MC), specifically at a unit of the Executive Secretariat, the National Secretariat of the Single Registry (SECAD/SE). The objective of the MC's Delivery Unit will be to improve the management of the Ministry's top priorities, which are related to policies, programs, projects and actions directed to the most vulnerable segments of the Brazilian population.

- 1.6 The Ministry of Citizenship was created in 2019 by the unification of the ministries of Sports and Social Development. The units of the ministry are the Special Secretariat of Social Development, the Special Secretariat of Sports, the National Council of Social Assistance, the Interministerial Council of the Brazil Aid Program (Programa Auxílio Brasil), the Consulting and Monitoring Council of the Fund to Combat and Eradication of Poverty, the National Council of Sports, the Public Authority of Football Governance, the Brazilian Authority of Doping Control and the National Council of Solidarity-Based Economy.
- 1.7 The competencies of the Executive Secretariat are to define, implement and revise the strategic priorities of the Ministry of Citizenship. Its primary mission is to “assist the minister of State in the definition of action plans and programs and in implementing policies in the Ministry’s field of competence”. The Executive Secretariat is also responsible for formulating the Ministry’s international cooperation strategies and for overseeing the management of all its policies, programs, projects and actions.
- 1.8 The role of SECAD, which is subordinated to the Executive Secretariat, is to provide strategic information for all the units of the Ministry of Citizenship. The Secretariat is responsible for the national coordination of the Single Registry (Cadastro Único), an administrative database that identifies and characterizes the most vulnerable segments of the Brazilian population. Used by around 28 Brazilian federal social programs for the identification of potential beneficiaries and to monitor program results, the Single Registry includes data collected by social workers in 5.570 municipalities, describing the demographic, social, educational and professional profile of more than 32 million vulnerable families, representing around 82 million people or 40% of the Brazilian population.

2. Objectives

2.1 Support the implementation of a Delivery Unit at the Ministry of Citizenship, which will be located at SECAD/SE, considering its role as a provider of information necessary for the formulation, implementation and monitoring of the strategies, policies, programs and actions developed by the Ministry.

The main goals of the MC’s Delivery Unit will be: (i) Recommend strategies to improve the Ministry’s governance and management model, by adapting relevant practices from the *Delivery Management Model*, as described by Lindert et al (2020)¹; (ii) to strengthen the Ministry’s institutional capacity by improving of SECAD’s organizational structure, identifying its main chains of value and mapping and adapting its central work macroprocesses so as to allow it to function as Delivery Unit; (ii) to provide instruments for the dissemination of knowledge regarding the implementation of Delivery Management Model at the Ministry of Citizenship.

3. Methodology and Scope of services

3.1 This consultancy will provide training and advisory services to the team of SECAD/SE and the Ministry of Citizenship. The chosen methodology should consider the IDB’s Center of Government framework², and should follow the Delivery Unit methodology developed by lead practitioners on this field and applied in several governments in Latin America and across the world, adapting it to the ministry’s institutional environment.³

4. Key activities

4.1 The firm will develop the following activities:

- Participate in conference calls and preparatory meetings with IDB and the Ministry;
- Analyze background information on the Ministry’s and SECAD’s organizational structure, governance model and priorities;
- Elaborate a plan for the adoption of the Delivery Management Model by SECAD/SE and the Ministry of Citizenship, proposing strategies for the adaptation of this model to the specificities of the inter-federative,

¹ Lindert, Kathy, Tina George Karippacheril, Inés Rodríguez Caillava, and Kenichi Nishikawa Chávez, eds. 2020. *Sourcebook on the Foundations of Social Protection Delivery Systems*. Washington, DC: World Bank. doi:10.1596/978-1-4648-1577-5. License: Creative Commons Attribution CC BY 3.0 IGO

² See report: [Governing to Deliver](#) (2014)

³ See for example: Barber (2015), *How to Run a Government*. Penguin Books.

multilevel institutional environment of Brazilian's social policy, as instituted by the Federal Constitution (articles 194 and 195) and the Organic Law of Social Assistance (Law 8.742/1993).

- Organize and deliver training activities in Brasilia for the staff of SECAD/SE on the Delivery Management Model;
- Organize and deliver workshops in Brasilia to set up a Delivery Unit at SECAD/SE, building over existing practices, and addressing aspects such as: defining top priorities; preparing delivery plans, delivery chains, monthly notes and other tools compatible with the ministry's role; the staff and skills needed for the DU; the specificities of DU model adoption in contexts of decentralized policy implementation and monitoring and performance enhancement routines, among others.

5. Expected Outcomes and Deliverables

5.1 As a consequence of the aforementioned activities, the firm will have to deliver the following outputs:

- **Deliverable #1: First phase.** It must include, at least: (i) training on the Delivery Units' Management Model: one for the staff of the Executive Secretariat and SECAD/SE; (ii) Technical assistance for the definition of two (2) pilot priorities; (iii) Diagnostic on readiness of the data system, likelihood of delivery and capacity (delivery capacity review) in the Ministry's implementation context of top priorities to be selected; (iv) Feedback to the definition and plans of other six priorities; (v) Recommendations to incorporate practices from the Delivery Units management model to the existing governance and performance management model; (vi) Technical assistance to set up the Delivery Unit.
- **Deliverable #2: Second phase.** It must include, at least: (i) delivery plans and implementation road maps for the two (2) pilot priorities, including delivery chains, targets and expected performance trajectory, as well as other tools addressing the ministry's specific challenges; (ii) design and implementation of delivery routines; (iii) design and implementation of reporting mechanisms (monthly notes, stock take reports, other).
- **Deliverable #3: Final Report.** It must include, at least: (i) summary of technical assistance provided in the implementation of the model during the third and fourth month of the consultancy; (ii) detailed recommendations for next steps; (iii) identification of risks and challenges specific to the implementation of the model in the ministry's institutional context of multilevel, inter-federative cooperation.

6. Project Schedule and Milestones

N	Deliverable	Deadline
1	First phase	After two months of starting activities, expected by July 31 st , 2022
2	Second phase	After three months of starting activities, expected by August 30 th , 2022
3	Final report	After four months of starting activities, expected by Set 30 th , 2022

6.1 Missions and presence in Brasilia, Brazil. The consultant s expected to carry out six missions to Brasilia, of three days on average. These missions should be scheduled as follows: two (2) in the first month; two (2) in the second month; one (1) in the third month; and one (1) in the fourth month.

7. Acceptance Criteria

- 7.1. All deliverables resulting from these terms of reference will be assessed by the Bank's project coordinator and the Ministry focal point before acceptance. Format will be digital, and preferably in Powerpoint, with a brief report alongside

8. Other Requirements: Firm's Qualifications

- 8.1. The firm or the lead of its actual project team must have demonstrated 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 Latin America and the Caribbean. The consultant must also have experience working on public sector performance in Brazil and be fluent

in Portuguese. Recent experience working on Delivery Units' management models with the Brazilian Federal Government will be highly valued. In addition, the consultant must demonstrate that he or she has minimum requirements following these criteria:

One project manager, who will be responsible for the quality of all deliverables, with the following minimum qualifications:

- (a) Master's Degree or PhD in public administration, public policy, economics, engineering or business administration, preferably with a certification in project management;
- (b) Demonstrated 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 Latin America and the Caribbean and experience on public sector performance in Brazil's public sector.
- (c) Fluent in Portuguese

One junior specialist in project management, focused on data management, with the following minimum qualifications:

- (a) Masters' Degree in business administration, public administration or public policy;
- (b) Demonstrated experience in the delivery methodology or other project management in the private or public sector, with knowledge of public procurement, public works projects, budgeting, and controlling, and experience in Brazil.
- (c) Fluent in Portuguese

9. Supervision and Reporting

9.1. The consultant firm will report to the IDB team: (1) Mariano Lafuente, Lead Public Sector Modernization Specialist, IFD/ICS, mlafuente@iadb.org + 55 (61) 3317 4113; (2) Livia Gouvea, Labor Market Specialist LMK/SCL, liviag@iadb.org; and (3) Marco Stampini, Lead Social Protection Specialist, SPH/SCL. The IDB team will be in charge of commenting and approving the documents and work to be provided by the selected firm, in coordination with Walter Emura, Director of Management of the Single Registry, Executive Secretariat, Ministry of Citizenship.

10. Schedule of Payments

- 10.1. 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.
- 10.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
Deliverable	%
First phase	30%
Second phase	30%
Final report	40%
TOTAL	100%