



Information for Development Program

Request for Expression of Interest

**Public-Private Partnerships in e-Government:
Knowledge Map and Toolkit**

Country: International

Notice/Contract Number: 1268

Publication Date: February 23, 2006

Deadline: March 15, 2006

Funding Agency: *infoDev*

**Implementing
Organization:** *infoDev*

Eligibility of Bidders:

The consultants are expected to be a team of experts, consisting of personnel with knowledge and demonstrated experience in Public-Private Partnerships in e-Government practice and capacity building. The consulting firm should have a minimum of 5 to 10 years of relevant experience and a proven record of expertise showing that they are qualified in the field of the assignment and have previous experience in similar studies.

Expression of Interest (EOI):

infoDev invites eligible consultants to indicate their interest in providing expert services as detailed in the attached Terms of Reference.

The overall objective of this activity is to develop a knowledge map and a tool-kit, *in both paper and web formats*, and training materials on Public-Private Partnerships related to the field of e-government. The work involved in this assignment is scheduled to be completed within approximately 7 months from the date of signing the contract agreement within an available lump-sum budget of \$150,000, which includes all fees, travel, and additional related expenses, including an independent audit performed at the conclusion of the assignment.

Interested consultants must provide information indicating that they are qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Consultants may associate to enhance their qualifications.

Request for Expression of Interest

For this assignment, we specifically request the submission of a 5 page note that provides in greater detail how the consultants would conduct this assignment if selected. The note should include the following: (i) an analytical framework and a process by which the research will be conducted and the Toolkit developed; (ii) a timeline that demonstrates the consultants ability to meet the deadlines as noted in the Terms of Reference below; (iii) a brief narrative on resource allocation; and (iv) brief summaries of key personnel to be involved in the work, particularly their experience that directly relates to needs of this study. In order to prepare the note, interested consultants should review the Terms of Reference, which is provided below. **We suggest that the Expression of Interest, including the 5 page note and other supporting materials, should not exceed 25 pages in length and should be submitted as a single file (Microsoft Word or PDF file).**

Selection will be based on the “Consultants Qualifications” (CQ) method of procurement and Consultants will be selected in accordance with the procedures set out in the World Bank's Guidelines: Selection and Employment of Consultants by World Bank Borrowers May 2004 (current edition). Electronic submission of the Expression of Interest, including the note, is preferred. The EOI should be submitted as a single file and as either a Microsoft Word or PDF file. **Please send your email submission to vchaudhry1@worldbank.org copying msantiago2@worldbank.org by March 15, 2006 before 23.30h Eastern Daylight Time (EDT).**

Vivek Chaudhry, *infoDev*
2121 Pennsylvania Ave., NW
M/S: F P5-503
Washington, DC 20433 USA
Tel: 202. 473-3880 Fax: 202.522.3186
E-mail: vchaudhry1@worldbank.org

Terms of Reference

Public-Private Partnerships in e-Government: Knowledge Map, Toolkit and Training Material

Background and Purpose:

Among the many promises of the digital revolution is its potential to strengthen democracy, increase inter-governmental transactions' efficiency and make governments more responsive to the needs of their citizens and businesses. ICT can be a powerful tool in support of public sector reform agendas. Perhaps the most commonly acknowledged manifestation of ICT for public sector reform can be seen in the explosion of 'eGov' initiatives around the world. 'eGov' (convenient short hand for both 'e-government' and/or 'e-governance') is the use of information and communications technologies (ICT) to transform government by making it more accessible, effective and accountable whilst transforming some of its existing processes.

If e-Gov projects are to be successful, they must be placed in the service of larger public sector reform activities and agendas. Indeed, ICT for public sector reform projects can, if well conceived and well executed, help to achieve greater *efficiency* and *equity* in public expenditure and improve the *accountability* and *transparency* of government and, ultimately, help to re-define the role of the state. e-Gov initiatives in developing countries are constrained by lack of financial resources, low level of skills/capacity within governments and the absence of incentive structures for rewarding performance. Public Private Partnerships (PPPs) in e-government can help overcome many of these constraints while at the same time increasing opportunities for the private sector.

PPPs, however, are complex in both their execution and in the issues they raise, especially because they are in many cases an alternative way to obtain goods, services, expertise and capacity-building that might otherwise be acquired through traditional procurement processes. They thus raise critical issues not only of implementation but of legal frameworks, concordance with procurement rules and anti-corruption efforts, principles of selection (including the relative priority given to local and international partners), and methods for assessing public costs and benefits in both the short and long term. E-Government projects, in short, themselves raise governance issues that must be thoughtfully addressed.

What is most needed for practitioners *in developing countries* is a starting point for addressing these opportunities and challenges -- where to begin when it comes to PPPs in e-Government, and what case studies may be most relevant for their particular circumstances and needs. *infoDev* has recently commissioned a study that is directed towards developing a Knowledge Map, Training Material, and a Toolkit on e-Government. To supplement this work, *infoDev* proposes to conduct an in-depth study of the potential for, and constraints to, the implementation of PPPs for e-Government initiatives in developing countries, and of the issues they raise for developing country governments.

This study will identify and describe international best practices regarding experiences in the use of PPPs for e-Government. The study will also develop a practical toolkit, that will become part of the overall e-Government Toolkit that *infoDev* has commissioned. This Toolkit on PPPs will provide guidance to governments, practitioners, and team leaders in development institutions, and the private sector on key issues, challenges and models on how to decide upon, select, design, implement, and monitor and evaluate e-Government PPPs. The consultants selected for this contract will be

expected to work closely with the group preparing the overall Knowledge Map and Toolkit, to ensure consistency in approach, format, and usability of the PPP Toolkit.

Scope of Work:

The work is envisaged to have the following main components:

- (i) **Knowledge Map on PPPs in e-Government** – in both paper and web formats (taking advantage of the unique interactive and linking capabilities of the web to present information clearly within the proposed ‘matrix’ structure, while ensuring its usefulness when presented in hard copy format).
 - outlining what is known about PPPs in e-Government, including a critical survey of the secondary literature and related case studies, extracting and briefly summarizing key lessons learned and best practices, including an attention to the policy, legal and procurement issues raised by PPPs.
 - in-depth review and assessment of the resources and available material on e-Government: analyze what resources and knowledge currently exist, and their adequacy to meet the needs of developing country policy makers and practitioners; determine whether or not there exist any knowledge gaps and if so, more clearly define them.
 - Special attention should be paid to outlining and dealing with a range of issues that are critical to the success of PPPs in e-government. Such issues include:
 - a. Different models of PPP; frameworks and organizational structures for facilitating PPPs
 - b. The relevance and applicability of PPPs to a variety of *levels of governments* (federal, district, municipal and points in-between).
 - c. Policy issues raised by PPPs, including their concordance with national strategies and priorities for government service provision, procurement rules, and the relative priority given to local and international partners;
 - d. Legal issues that need to be resolved for PPPs to be successful eg. Regulations on PPPs, digital signature, laws, tax legislation, labor legislation, use of certain financial instruments, competition law, sector regulation etc.
 - e. Organizational change roadmaps and coordination issues across one or more departments; transitional management issues while implementing PPPs.
 - f. Drivers for PPPs, as they cover a range of issues from cost reduction to improvement in the quality of service, reducing the size of the public sector, etc.
 - g. Dealing with politically sensitive issues including the resistance to change and the perception of outsourcing, as well as information security and privacy.
 - h. Different funding models for PPPs; PPP Funding Facilities and the governance structures and guidelines for operating such funds.
 - i. Payment mechanisms and reasonable return and incentive schemes for PPPs.
 - j. Determining feasibility of PPPs with special reference to business models for operators and key considerations for governments.
 - k. PPP agreements – key issues and challenges including roles and responsibilities, and risk sharing.
 - l. Monitoring and Evaluation of PPPs.

It is expected that this knowledge map will be a product of *desk research*.

The Knowledge Map should illustrate with clarity the process and structure of existing successful PPPs, and also outline some of the PPPs that terminated in failures. Attention should also be paid to the different possible structures and models such as a PPP between a national government and a large multinational, or PPPs with local government and local companies (where the scheme, process, project finance terms and management may differ vastly from one model to another). A distinction between PPPs, management contracts, outsourcing, and concession schemes is also critical.

- (ii) **Toolkit on PPPs in e-Gov:** This PPP Toolkit should be developed in both paper and web format. Although it could be treated as a stand-alone Toolkit, this is intended to become an integral part of the comprehensive e-Gov Toolkit that infoDev has commissioned.
- o Drawing on the existing literature (and based on the ‘PPP in e-government’ knowledge-mapping exercise) and tools developed in this area, this toolkit should be structured along issues related to *how* PPP schemes in e-government projects in developing countries can and should be managed. It should comprise a practical set of tools outlining the structure of how to *Manage The Process* of planning for and implementing PPPs, heavily illustrated and supported through a series of relevant annotated *Case Studies* mapped to various stages in the process. The *format and usability* of the Toolkit are of critical importance.

It is important that the toolkit structure accommodate different users to advance PPPs in e-Government and public sector reform projects through a variety of lenses, and from a variety of dimensions. The toolkit is expected to be presented in a manner that quickly orients busy policymakers and practitioners to key resources and tools that will help them make better informed policy decisions on specific issues related to the use of PPPs.

It should follow an approved structure, and:

- The Toolkit should *not be prescriptive*. Instead, it should document and comment on a variety of PPP schemes that are of relevance to developing country policymakers and practitioners.
- The Toolkit should follow a very practical and usable framework and structure, in modules, within which illustrative and useful case studies of relevant e-government projects can be organized. Indeed, it is expected that the toolkit will rely heavily on a selected case studies of projects that have utilized PPPs for e-Government initiatives around the world. These case studies will be organized inside a larger ‘matrix’ structure that will help quickly and easily orient users to the most salient features and lessons learned from the projects to their particular needs, concerns and contexts.
- The toolkit should also include, as an annex, examples of the different PPP models and contain a section on representative Terms of References related to typical PPP assignments, roles, and components.

The on-line presentation of the materials will be done by the consultants in consultation and coordination with *infoDev* and its existing web services provider, utilizing a common set of on-line development tools and applications, consistent with *infoDev* web practices relating to usability, look-and-feel, technical standards and interoperability.

The toolkit will be largely based on a desk study, phone interviews as well as lessons learned from e-government PPPs studied. The toolkit will identify models for PPPs in e-government based on experiences from around the world. This would include, among other things, defining business mod-

els for various applications that would provide reasonable return and incentive for private operators, provide guidance regarding contracting issues including key contract provisions as well as contracting/tendering procedures. The toolkit provisions dealing with contracting issues will need to provide sufficient guidelines to government and private companies to facilitate the drafting of contracts in a wide range of countries with different legal systems by identifying key challenges and “contract solutions” to these challenges. The toolkit should also develop templates for PPP e-government contracts and contract procedures that will help streamline the process of contracting e-government services through PPP arrangements.

- (iii) **Training Material on PPP schemes:** Extract from and/or summarize case studies, and synthesize the lessons learned from the various PPP schemes across the different sectors and applications, and their impact in developing countries into a comprehensive set of Training Material that will compliment the Toolkit.

Deliverables:

Deliverable #1: Knowledge Map on PPPs in e-Government

The consultant should create the ‘knowledge map’ in both paper and interactive web formats, outlining what is known about PPPs in e-government, including a critical survey of the secondary literature and related case studies, extracting and briefly summarizing key lessons learned and best practices.

Deliverable #2: Presentation of Key Findings from the Knowledge Map and Framework for the Toolkit

The key findings from the Knowledge Map along with the Framework for the Toolkit will be presented during the *infoDev* workshop on e-Government for policy makers, which is planned for May 22 – June 2, 2006 in Washington, DC. The consultants should be prepared to attend and present the key findings from the Knowledge Map and the Framework for the Toolkit. This event will be an excellent opportunity for the consultants and *infoDev* to receive feedback from stakeholders and to inform the structure of the Toolkit.

Deliverable #3: e-Gov Toolkit

After the structure has been approved by *infoDev*, the consultant team can begin work on developing the Toolkit on PPPs in e-Government (as described in the “Scope of Work” above. This Toolkit should be in paper and interactive web formats, comprise a practical set of tools outlining the structure of how to *Manage The Process* of planning for and implementing PPP schemes for e-Government initiatives, heavily illustrated and supported through a series of relevant annotated *Case Studies* mapped to various stages in the process.

- The *format and usability* of the Toolkit are of critical importance. The Toolkit must be presented in a manner that quickly orients busy policymakers and practitioners to key resources and tools that will help them make better informed policy decisions on specific issues related to the use of PPP schemes.

Deliverable #4: Training Material

Drawing from the resources identified in the Knowledge Map and incorporating sections that will be developed for the Toolkit, the consultant should prepare a comprehensive set of Training Material that will compliment the Toolkit and by *infoDev* for future capacity building events.

Consultant qualifications

The Consultants are expected to be a team of experts with the ability to complete a multifaceted assignment within a short timeframe. The team members should be experienced with a detailed knowledge of issues related to PPPs in e-government. Both breadth and depth of knowledge in e-government and Public-Private Partnerships are sought, with a particular sensitivity to specific issues and challenges faced by policymakers and practitioners in developing countries. Therefore, the team should clearly indicate who their experts are in e-Government and in Public-Private Partnerships. The consultants should be quite familiar with the secondary literature on this topic, as well as various related case study and training methodologies.

Preferred Timeline

The consultants will be required to deliver the following:

February 23, 2006	Request for Expressions of Interests (EOIs) published.
March 15, 2006	Closing date for submission of EOIs.
March 27, 2006	Target date for <i>infoDev</i> to select and hire consultant team.
April 3, 2006	Draft work plan detailing how the work will be conducted
May 1, 2006	First draft of the Knowledge Map on PPPs in e-Government.
May 8, 2006	First draft of presentation material for the <i>infoDev</i> workshop. This presentation should focus on the key findings from the Knowledge Map and the Framework for the Toolkit.
May 17, 2006	Second draft of the Knowledge Map and presentation material for the workshop based on feedback from <i>infoDev</i> .
May 22 – June 2, 2006	Timeframe for the <i>infoDev</i> workshop in Washington, DC.
June 19, 2006	Completed Knowledge Map including online version; and first draft of the Toolkit.
July 19, 2006	Second draft of the Toolkit and first draft of the Training Material.
August 21, 2006	Final draft of the Toolkit and Training Material.
September 18-22, 2006	Tentative timeframe for Symposium and Training workshop (in a developing country, TBD)

Travel:

The consultants will be required to present the first draft of their work in a review meeting in Washington DC; to participate in the *infoDev* two weeks e-Government workshop in partnership with USAID and USTTI in May 22 – April 2, 2006; and to actively present the toolkit and its training material at a workshop (tentatively scheduled to be held in Africa) in September 2006.

Available budget

The available budget for this work, including all services, travel and related expenses, is US\$150,000.00

About *infoDev*

infoDev (the Information for Development Program) is an international partnership of bilateral and multilateral development agencies housed at the World Bank in the Global Information and Communications Technologies Group (GICT). Its mission is to assist developing countries and their international partners to effectively use information and communication technologies (ICT) to combat poverty, promote sustainable economic growth and empower individuals and communities to participate more fully and creatively in their societies and economies. (<http://www.infodev.org/>).