



**United Nations Development Programme
Country: Bangladesh
Project Document**

Project Title: Access to Information (II) – e-Service delivery for transparency and responsiveness (Support to Digital Bangladesh)

Expected UNDAF Outcome: Outcome One: Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner.

Expected UNDAF Output: Output 1.6: Authorities from the government and private sector make better use of technology to benefit under-served communities

UNDAF output indicator: No. of citizens with access to government e-solution services (Baseline 2010: 0.5M; Target 2016: 20M)

Executing Entity: UNDP

Implementing Agencies: PMO

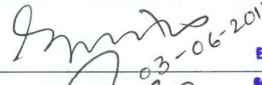
Brief Description

A fundamental government responsibility is providing information and services aimed at improving the social and economic welfare of its citizens. During the A2I programme, fundamental progress has been made in improving access to public services. However, it is critical to expand the breadth and width of such simplified services and improve the service delivery model to counter the impact of widespread outdated manual processes, resistance to change by civil service staff and a lack of transparency that still frustrates citizens in their attempts to avail of government information and services.

The objective of the project is to increase transparency, improve governance, and reduce the time, difficulty and costs of obtaining government services for under-served communities of Bangladesh. This is to be achieved by: (1) strengthening existing e-services and launching a second generation of integrated, inter-operable e-government applications; (2) sensitizing government officials, training service providers and expanding digital literacy among the general public; (3) forging strong policy and strategy links to ensure implementation of needed legal and regulatory changes in support of the project and (4) promoting innovation in the delivery of e-services

| | | | |
|----------------------------------|---------------|-----------------------------|--------------|
| Programme Period: | 4 Years | Total resources required | \$23,802,730 |
| Key Result Area (Strategic Plan) | | Total allocated resources: | |
| Atlas Award ID: | | Regular | \$3,991,472 |
| Start date: | 1 April 2012 | Government (Parallel) | \$9,907,560 |
| End date: | 30 March 2016 | Other: | |
| PAC Meeting Date | | Unfunded budget: | \$9,903,698 |
| Management Arrangements | NEX/NIM | In-kind Contributions (GoB) | |

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Glossary

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|----------|--|
| A2I | Access to Information |
| BBS | Bangladesh Bureau of Statistics |
| DESC | District e-Service Centre |
| District | First tier of administrative level public services (64 Districts)* |
| GoB | Government of Bangladesh |
| ICT | Information and Communications Technology |
| ICT4D | Information and Communications Technology for Development |
| LGD | Local Government Division |
| Mol | Ministry of Information |
| MolICT | Ministry of Information & Communications Technology |
| MP | Member of Parliament |
| NEA | National e-Governance Architecture |
| PMO | Prime Minister's Office |
| QW | Quick Win |
| RTI | Right to Information |
| SPDB | Strategic Priorities of Digital Bangladesh |
| UISC | Union Information and Service Centre |
| UNDP | United Nations Development Programme |
| Union | Lowest administrative level (4,501 Unions)* |
| UNO | Upazilla Nirbahi Officer |
| Upazilla | Mid administrative level (483 Upazillas)* |

Note: * Per Bangladesh Bureau of Statistics.

1. SITUATION ANALYSIS

1.1 Development Context

Promoting a responsive and transparent system of public service is not a development choice but a precondition for *Good Governance*—the importance of which to achieve social objectives such as MDGs and economic objectives such as growth of private sector is already well understood. This understanding is reflected in both the 6th Five Year Plan (2011-2015) and draft Outline Perspective Plan (2010-2021) which highlighted the critical role of Good Governance and in that context, role of efficient and high quality public service as a development priority of Bangladesh. The 2009 MDG Progress Report published by the General Economics Division (GED) also identified quality of service delivery as one of the three key governance challenges in Bangladesh and linked it directly with achievement of MDGs.

Historically, three successive waves of public service reform have taken place in the world and also in Bangladesh. These waves relate to structural reform, capacity building and service improvement¹, signifying a gradual shift from improving the internal workings of government, through enhancement of skills and improvement in management systems and structures, to transforming external relationships with various constituencies through high-quality services and engagement. A major drive for the successive changes has been the failure of isolated reform strategies. For instance, the chances of implementing a successful structural reform strategy without an associated capacity building strategy are very low.

In this context, and in response to the gaps identified in the 2009 MDG Progress Report, the United Nations Development Assistance Framework (UNDAF) outlines a threefold strategy to address the challenges of service delivery². These are:

- a) improving institutional capacity of the civil service (output 1.4);
- b) promoting devolution and capacity of local government institutions (output 1.5); and
- c) improving administrative service delivery models leveraging technology (output 1.6)

The elements of this three pronged strategy, while aiming to contribute to the achievement of the same overarching outcome³ of improving service delivery at both national and sub-national level, are separated by their respective entry points and somewhat by their approach.

This programme aims to achieve output 1.6 of the UNDAF. While doing so, it will significantly facilitate attainment of UNDAF outputs 1.4 and 1.5. Implemented by the Prime Minister's Office and closely supported by the Cabinet Division, the programme seeks to improve the accessibility and quality of public services for underserved communities and groups delivered mostly by Upazillas. The partnership of PMO and Cabinet Division in this programme will function as the former promoting innovation in service delivery with the latter focusing on wide-spread implementation of e-services. Building on the lessons learned from the UNDP supported 'Access to Information Project' (2006-2011), the core programme strategy is centred

¹Kiragu, K. (2002) Improving Service Delivery through Public Service Reform – Lessons of Experience from Select Sub-Saharan African Countries, Second Meeting of the DAC Network on Good Governance and Capacity Development, OECD Headquarters

² United Nations Development Assistance Framework for Bangladesh (2012-2016), pg. 15

³"Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner", Outcome 1, Ibid

around developing capacity of service providing institutions and individuals to innovate and *reengineer* service delivery processes with the ultimate objective of making services responsive, transparent, and accessible.

It may be noted that all these four projects will be closely coordinated to ensure the maximum contribution to the outcome objective as outlined in the UNDAF.

1.2 Problem identification

Bangladesh faces several obstacles to the effective delivery of public services. Widespread manual processes, resistance to change by civil service and a lack of transparency frustrates citizens in their attempts to avail of government information and services. Opaqueness in service delivery increases the scope for rent-seeking - Transparency International ranks Bangladesh 120th out of 183 countries for public sector corruption.⁴

Government services perform particularly weak in addressing the needs of underserved communities in Bangladesh. The three contributing factors to this problem are:

- **Accountability and responsiveness:** The archaic public service delivery model employed, designed for the educated and financially solvent male, poses fundamental challenges to promoting access for financially⁵ and socially disadvantaged groups. Their illiteracy rate is quite high, and additionally they often lack power and self-confidence, and suffer physical, institutional and social constraints⁶. The conventional process requires the citizen to appear before one or more public officials multiple times during office hours, fill in complicated forms, obtain authentication/notarization from government agents, and often wait in long lines. This face-to-face delivery model makes services less accessible to a large segment of the population who are either unable or face substantial difficulties to undertake travel to government offices the physically challenged or the elderly population.

The excess burden that this complicated process places on the service delivery system and the monopolistic nature of the services leads, in spite of pretensions to equal access and complete coverage, to *de facto* rationing and long queues⁷. This situation is especially true for Upazilla service providers which are often short-staffed and chronically under resourced. This rationing disproportionately affects underserved communities for whom often this is the only affordable alternative to obtain essential services. Ultimately, a majority of the clients of these services come from these communities who "*get used to low standards and so do the service providers*" (Pollitt and Bouckaert, 1995)⁸.

⁴Transparency International. 2011. *Corruption Perceptions Index 2011*. <http://cpi.transparency.org/cpi2011/results/>.

⁵ Despite impressive progress, recent HIES 2010 data shows that, poverty in Rural Bangladesh is as high as 35%

⁶ According to the Bangladesh Bureau of Statistics, 57.9% of the population aged seven and above were considered literate in 2010. The rate is disproportionately lower among females (54.8%) and those living in rural areas (53.4%). See: Bangladesh Bureau of Statistics. 2011. *Preliminary Report on Household Income and Expenditure Survey 2010*. June. <http://www.bbs.gov.bd/PageReportLists.aspx?PARENTKEY=66>.

⁷Peter C. Humphreys (1998), *Improving Public Service Delivery*, Institute of Public Administration, Ireland

⁸Pollitt C. & G. Bouckaert (Eds.) (1995), *Quality improvement in European public services: concepts, cases and commentary*, Sage Publications, London

Complicated administrative processes also give rise to the need for intermediaries to steer the recipient through a difficult and often non-transparent series of hurdles. These intermediaries not only increase the cost of service for the recipient but also further incentivize vested interests to maintain the status-quo.

Finally, the Bangladesh model is especially challenging for women. Not only are multiple trips to government offices located in distant places are problematic due to social and logistics limitations, but also the requirement to maintain office hours are challenging for home-makers, for whom the traditional 9AM to 5PM window is far from convenient. Women are often subjected to harassment including sexual harassment, by the predominantly male intermediaries who often act as gatekeepers between the service provider and the recipient.

- **Capacity of Service Providers:** While many countries inherited complicated and non-transparent service delivery processes, most have updated their systems to meet the changing needs and demand for quality services. While the challenges faced by different countries to initiate and drive this process of reengineering were rarely the same, the lack of individual awareness and capacity of the civil servants in identifying and implementing scope for improvement was universal⁹.

In case of Bangladesh, this lack of individual capacity is made more acute by absence of high quality and dynamic skill development systems and institutions. The only available face-to-face training model available in the country is inadequate to serve the growing number of service public providers. Additionally, training institutions also lack capacity to impart training on topics such as change management and leadership.

One of the key capacity gaps, as identified during the formulation process of this project, is the capacity to leverage the private sector and initiate Public Private Partnerships (PPP) as a modality for service delivery and foster innovation. While the policy and legal framework is available to engage with private sector entities in delivering public services, thus far, only limited progress was made. Lack of awareness and skills such as negotiation and contract management played its part restricting access and innovation in service delivery.

- **Lack of incentive and motivation:** The other related challenge is the lack of motivation and incentives for improving the quality of services. The absence of a central agency to translate the vision of improving service delivery into needed on-the-ground changes and to promote and incentivize innovation which played pivotal role in the improvement of service delivery in countries such as UK, Malaysia, Sri Lanka, India, Singapore, etc. is a key obstacle to create the right impetus for change.

The absence of a system to monitor service performance, especially at the sub-regional level, also discourages efforts to improve service quality and perpetuates the status-quo. Despite initiatives to introduce tools such as the 'Citizen Charter' absence of mechanisms to objectively monitor some of the basic parameters such as speed and efficiency of service, has failed to produce on-the-ground change.

1.3 ICT to improve responsiveness and transparency of administrative services

Experience around the world has shown that, if used correctly, information and communication technology (ICT) can be a powerful tool to empowering populations by reducing costs, corruption and inefficiencies,

⁹ Strategic Management in the Irish Civil Service, 1995, p.6

improving quality, transparency and promoting access to government services. Transparency is enhanced, as processes are re-engineered to be “e-deliverable”. Electronic services (“e-services”) can bring delivery closer to citizens so less money is spent on transportation and less time is spent waiting in lines. Transparency makes management and delivery processes more straightforward resulting in less reliance on rent-seeking middlemen.

The UNDP-supported A2I Programme (2006-2011) has proven the concept can work in the Bangladesh context. One of the best known successes of A2I programme was the 53 ‘Quick Win’¹⁰ initiatives that began in 2008 under the leadership of the Secretaries. These ‘Quick Win’ interventions, influenced significantly by the ‘Service Improvement’ wave, have created the first batch of citizen-focused e-services in Bangladesh and have transformed the way services are delivered to the citizen.

As such, e-Services such as mobile based payment of utility bills not only created a convenient alternative way to pay fees at any time from the nearest ‘bill collection points’, but also significantly reduced the chances of corruption associated with the wrong recording or delayed recording of bills. A similar observation can be made for the ‘e-Purjee’¹¹ initiative that benefits 200,000 sugarcane farmers. The system not only eliminated the need for middlemen for the distribution of ‘Purjee’ (purchase orders), but also helped increase sugar mills productivity by about 15% through improving sugar collection cycle.

Following these pilot initiatives, A2I catalysed identification of an impressive 700+ Quick Wins by early 2011, mostly championed by various directorates of the government. About 100 of these were launched by the end of 2011. Apart from improving quality and access to services, these initiatives served four other related purposes:

- a) Demonstrating the power, cost-effectiveness and flexibility of enhancing citizens’ quality of life by improving service delivery;
- b) Developing confidence among the government policy makers and officers that leveraging ICTs for service delivery is not a difficult concept and does not require large Management Information System investments as a pre-requisite;
- c) Allowing risk-taking by government officers necessary for innovation, sometimes by providing seed fund for the innovation, and;
- d) Involving the private sector and NGOs as partners and investors in service delivery.

The Union Information and Service Centres (UISCs), common access points established under a PPP arrangement at Union Parishads¹² (UPs) to improve ease of access to services, have enabled over 4 million citizens to receive services such as birth registration, government forms, land records, mobile banking, university applications, examination results, among many other services every month near their homes.

¹⁰The Quick Wins are small 6-9 month long initiatives mostly targeted at service delivery (rather than internal automation). Initially, 53 ‘Quick Wins’ were identified, one each by each of the Secretaries to the Government for his/her respective Ministry/Division. Later, with the involvement of directorates and sub-ministry level agencies of the government, more than 650 additional ‘Quick-Wins’ were identified.

¹¹*Purjee* is the purchase order issued by the sugar mills authority indicating that farmers have to bring the promised amount of canes to the mills within three days. The Digital Purjee Information Service replaces the paper notification with an instant SMS notification which informs the grower that his Purjee has been issued and that he may start preparing his harvest for supply to the mills.

¹² Union Parishads are the country’s lowest administrative tier. There are 4501 UPs as of October 2011.

Also, the UISC entrepreneurs, one young man and one young woman in each UISC, are rapidly becoming a strong voice for service quality improvement and innovating new service delivery options themselves.

These decentralized service access points have improved inclusiveness not only for the poor, but also for traditionally marginalised sectors of society such as women, elderly, ethnic minorities, and the disabled. At the same time, establishment of these centres have contributed to devolution of decision making and service delivery through LGIs.

Services have also been introduced at all Deputy Commissioner's offices (District Headquarters). The District e-Service Centre is an 'One-Window' service point system where citizens can submit requests and documents in the district office (over the counter), by mail and over the internet. Requests are logged into the system where their status is monitored by the DC office. On an average the system has improved service delivery speed by 50% and reduced the need for middlemen that previously exploited the lack of transparency of the former manual method. The combination of the UISC and District e-Service Centres (DESC) represents the most promising platform in the country for service delivery improvement.

The programmes impressive results have helped it to draw in wide ranging partnership with various government agencies and private sector companies. As noted in the 2011 evaluation report, the project, which has a budget of only \$4.5 million, was successful in mobilizing over \$100 million in investment from the government and private sector in support of scaling up the project's pilot initiatives.

Nationwide replication of the UISC in 4501 Union Parishads, which the project piloted only in 32 locations, utilizing funds from the Local Government Division testifies the value of the partnership. Similarly, the DESC piloted by the project in Jessore District in 2010 was scaled up by the government in 2011 to all 64 districts of Bangladesh.

Substantial capacity building initiatives were conducted to develop mental orientation, basic ICT skills and e-service delivery proficiency amongst the government officers in the Ministries, Directorates, district and upazilla offices, entrepreneurs in the UISCs and public representatives in upazillas and union parishads. In this effort, partnership was fundamental for mobilizing both financial and human resources. Bangladesh Computer Council, Ministry of Education, Local Government Division, National Institute of Local Government, the Election Commission utilized existing projects and formulated new programmes to support massive training of tens of thousands of officials across the country.

There were some shortcomings in the A2I Programme. Notably, the programme stretched itself too thin through involvement in too many policy areas, suffered from weaknesses in marketing and resource mobilization, did not focus sufficiently on key enabling factors such as broadband connectivity and carried out limited impact assessments. The programme has not been able to sufficiently institutionalize many of the results it has produced. As a result, the existing benefits are significantly dependent on the maintenance of a Project of this nature at the PMO and also on many of the project personnel¹³. These shortcomings and the need for greater institutional strengthening will be addressed in this project. The proposed Service Innovation Centre under the PMO is expected to gradually take over the strategic function of this programme such that the unit will eliminate the need for any continuation of this programme.

¹³ Report of the independent evaluation mission led by Mr. Michel Mingès fielded in August 2011 to review the A2I project.

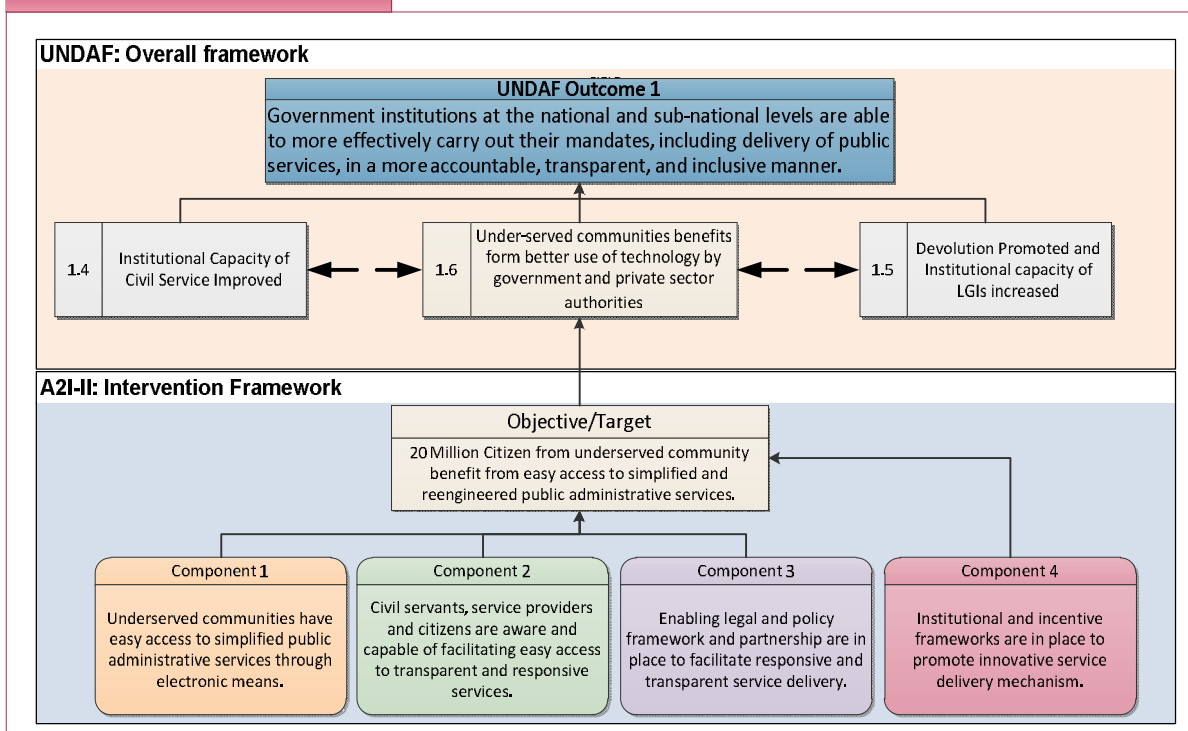
2. STRATEGY

2.1 Introduction

As indicated in the beginning of this document, this programme is part of a three pronged strategy identified in the United Nations Development Assistance Framework (UNDAF) to address the deficits of public administration and public service delivery in Bangladesh. The three aspects of the strategy are:

- improving institutional capacity of the civil service (output 1.4);
- promoting devolution and capacity of local government institutions (output 1.5); and
- improving administrative service delivery models leveraging technology (output 1.6)

Programme Components



These elements of the strategy contribute to the overarching outcome, i.e., “Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner”. As indicated above, these three higher level outputs and outcome that are identified in the UNDAF represents the overall framework of the A2I II programme.

Currently, the UNDP supported “Civil Service Change Management Project” is being implemented to achieve output 1.4. The recently approved and UNDP supported “Upazilla Governance Project” and “Union Parishad Strengthening Project”, in partnership with the EU and SDC, are mainly focusing on output 1.5. The A2I II programme aims to achieve output 1.6 of the UNDAF in close coordination with the other three projects indicated above in addition to other relevant projects.

2.1.1.1 Entry point

To achieve the overall objectives of the programme, the interventions initiated by the UNDP-supported Access to Information Programme (2006-2011) at the Prime Minister’s Office promoted by the government

which aims to improve quality, widen access, and decentralize delivery of public services to ensure responsiveness and transparency, have been chosen as the entry points for this intervention. The A2I programme developed the Strategic Priorities of Digital Bangladesh in collaboration with the General Economics Division of the Planning Commission to operationalize the government's Digital Bangladesh vision. Over the years, the A2I programme has not only enjoyed the highest level of ownership from the top policy makers but also the overarching pro-poor focus of the vision also fits well with project objectives. Information and Communication Technology (ICT) has been leveraged as a tool to simplify access, monitor efficiency, and improve the responsiveness of public services. In the proposed new intervention, it is important to realize that ICT innovations will not be undertaken in isolation, and the project actively marries these to a wider public sector reform agenda.

Similar to the A2I Programme, the proposed new project will be implemented by the Prime Minister's Office (PMO) to drive innovation in service delivery. At the same time, since the project will facilitate implementation of e-services across various Ministries, directorates and in field administration, it will work closely with the Cabinet Division, and a segment of the project staff will be located in that Division. To ensure synergy and coordination, the Local Government Division and a government selected set of other service delivery ministries that have an Upazilla level presence will be represented within Project Steering Committee.

The project will primarily adopt a demand-responsive, *bottom-up* approach for identifying public services and reforming each service. However, with respect to the overarching legal and policy framework issues, such as privacy and security policies, a *top-down* approach will be employed.

2.1.1.2 Solution offered

As shown in the chart above, the A2I II programme intervention framework has four components. This design template has been developed in light of the technical context detailed in the Annex 4 (see page 56). The section below summarizes the solution offered to the key problem identified in section 1.2 (see page 4).

Accountability and responsiveness

Public services delivered through mobile phone/internet which can be accessed from either common access points such as UISC or from other commercially available internet kiosks would virtually eliminate the need for long distance travel, corruption ridden face-to-face interactions, and need for intermediaries. As shown in various studies, introduction of e-services will diminish the opportunity for rent seeking behaviour by government officials, as well as increases the transparency and accountability¹⁴ of public service delivery. Introduction of 'Dashboards' (see figure 1) will incentivize improvements in service delivery performance as well as enhance the process of quality oversight by the central government. Gradually, the elements of the Dashboard can be made public to facilitate public demand for better services. At the same time, simplified administrative service delivery processes would reduce the burden on the government significantly.

¹⁴A 2009 study by Thomas Barnebeck Andersen which is published in the 'Information Economics and Policy', Volume 21, Issue 3, August 2009, Pages 201-210 called E-government as an anti-corruption strategy showed that establishing e-Government reduces corruption. The study is innovative as it uses a statistical approach to examine trends between e-Government and anti-corruption and proved significant link between e-governance and anti-corruption especially in non-OECD countries.

PPP based service delivery points, already piloted in UISCs, would play important role to bring in private sector service providers to facilitate access to service in a transparent and accountable manner.

Developed in accordance with the requirements of the Right to Information (RTI) Act 2009, electronic portals, information repositories and e-filing tools will allow the government agencies to proactively publish vital information to citizens. At the same time, these mechanisms will empower citizens to conveniently request information and track progress without having to appear before government offices physically.

Overall, the new system is going to eliminate most of the barrier of accessing public administrative services and information by women, elderly, ethnic minorities, the disabled, as well as other underserved communities.

Capacity of public servants

State-of-the-art leadership development course will be designed and delivered by the programme. Additionally, introduction of a CBT (computer based training) platform on the internet would enable quick deployment of skill training courses. Targeted training programme will be organized for e-Governance Focal Points¹⁵ to identify opportunity for leveraging PPP modality for service delivery and design projects in partnership with the PPP office at the PMO.

Motivation and incentives

The 'Service Innovation Centre', proposed in this project will be responsible for identifying scope for innovation, provide technical support to design innovative solutions and encourage innovation. Additionally, an 'Innovation Fund' will be established to ensure quick implementation of pilot and to support upscaling of successful innovations.

The web based performance 'dash-board' introduced during the previous project will be refined and deployed for all Upazilla level offices. The data collected by the 'Dashboards' will be used to provide specific incentive and disincentives for better performance which will directly improve accountability of civil servants.

Gender strategy

The gender strategy of the proposed project will seek to accelerate progress towards human development and the MDGs through the advancement of gender equality and women's empowerment in programmatic approach and its operationalization. Therefore the proposed project is designed to complement and reinforce UNDP Global Gender Equality Strategy (2008-2013) and UNDAF (2012-2016). Gender equality is not only a goal in its own right, but also an important means for realizing all the other Millennium Development Goals. The project activities in the focused area will seek to accelerate progress towards human development and the MDGs through the advancement of gender equality and women's empowerment, within the broad parameters set out for each focus area and key result area:

- Promoting inclusive growth, gender equality, and MDG achievement through macro-planning instruments that integrate gender analysis and specify gender equality results;
- Gender-responsive public investment; gender-sensitive analysis of data; gender segregated data collection;

¹⁵e-Governance Focal Points are senior level civil servants – usually Joint or Additional Secretary – one in each Ministry/Division of the government. The concept of e-Governance Focal Points has recently been extended to the directorate level resulting in one e-Governance Focal Point in each directorate also.

- Fostering inclusive participation - women and men's participation in term of decision making process at all levels;
- Strengthening accountable and gender responsive governing institutions and public service delivery to women and men equally;
- Grounding democratic governance practices in international principles, including gender equality and human rights of women and men, such as basic human right to access to the information.

e-Services will be designed to be particularly women-friendly by minimizing travel through service delivery from the Union Parishads and from mobile phones. Electronic repositories will feature content focused on women's health, education, legal and employment needs. Entrepreneurs for e-Service delivery centres will have an affirmative gender balance. All relevant progress indicators will have data segregation by gender.

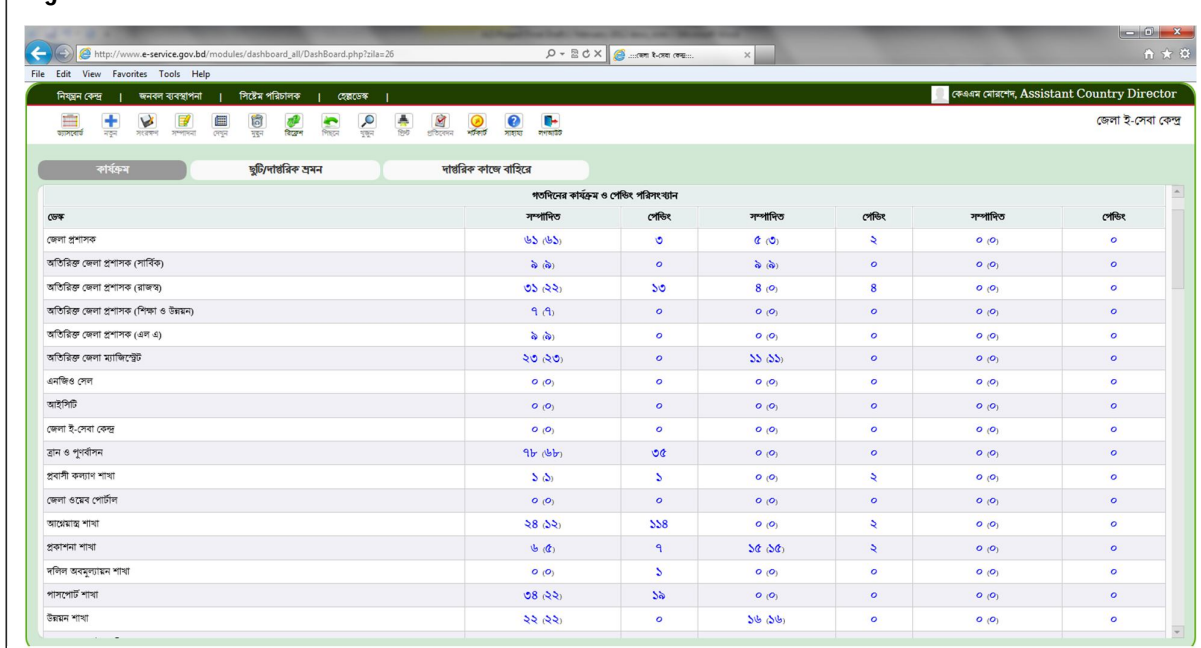
The sections below describe the components in detail. Within each, the desired outputs are presented, followed by a summary of the key activities and associated monitoring indicators.

2.1.2 Component 1: Expanding range of accessible services for the underserved communities

The focus of this component is to increase the number and improve the quality of public administrative services to citizens and businesses, and through this promote balanced development and further the achievement of the MDGs. This will be undertaken by expanding the depth and breadth of e-Services, growing delivery channels overtime, and minimizing time, costs, and user inconvenience through process simplification. The programme will promote 'Business Process Re-engineering' (BPR) to be undertaken for critical services to radically simplify the underlying processes. The ultimate aim is to ensure efficient, accountable, transparent and participatory governance in Bangladesh in the coming years, and ultimately broader development objectives.

As observed during the previous project, these e-services coupled with localized community access points

Figure 1: District Dashboard of Dhaka District



at Union Parishads reduced costs, time and barriers for the citizens to access public administrative services. At the same time, e-services reduce chances of corruption by introducing automated checks and balances as well as by promoting disintermediation.

District service delivery ‘Dashboards’ (see figure 2), an automatically generated set of indicators of the speed and efficiency with which the service requests are dispatched, piloted during the previous project emerged as an effective incentive for service quality improvement. In fact, these ‘Dashboards’ have provided a transparent and objective performance indicator of the efficiency at which a particular public agency provides services. This has been somewhat institutionalized by the granting of performance awards by the Prime Minister to the best ‘Deputy Commissioner’ based on the ‘Dashboard’ score.

The key deliverable of this programme is public administrative services and usable information that can be accessed via online means, and where possible, delivered through on-line means at his/her own convenient time without requiring the recipient to travel to far-off places.

To ensure affordable and easy access to on-line services the existing network of common access points established in the Union Parishad level (UISCs) will be expanded. Currently, half of the 9,002 entrepreneurs in the 4,501 UISCs are women. This affirmative balance will be maintained and institutionalized not only in UISCs but also other forms of e-centres to be established in government and non-government offices. Given growing urbanization and the migration of poor people to urban areas, new common access points in towns and cities will be established. This will ensure easier and affordable access to public services in urban areas too.

A vital content platform that A2I programme has been able to design for all government offices at the district, Upazilla and union levels is the National Portal Framework. In the previous programme, an early roll-out was made to a few districts of the country. This programme will expand this to all government offices (nearly 20,000 country-wide) and develop the capacity of the relevant officers (not technical personnel) to keep this gigantic portal up-to-date with information targeted to the constituencies. The NPF will serve as the internet entry-point for all e-services facilitated through A2I II and also all other programmes of the government deploying e-services. The programme will work closely with the Information Commission to establish proactive information disclosure policies for all government offices and ensure that the NPF is RTI compliant.

Activities and Indicators

| Sub-component | Indicators | Key Activities |
|---|--|--|
| 1.1 e-Services established for citizens and businesses | Number of beneficiaries availing e-Services (disaggregated by gender, age, income) ¹⁶ | Consolidate into master inventory all available government services available at Upazilla Level |
| | Average distance to service accessible points from citizen (4 KM in urban areas and 3 KM in rural areas) | Prepare prioritized list of e-Services for citizen and businesses Develop simplified business process maps for e-services applying Business Process Reengineering (BPR) |
| 1.2 e-Services access points ensured at | | Facilitate the development of Upazilla e-Services available from UISCs and other community access points Support Local Government Division to develop and implement sustainability strategy for the |

¹⁶Overall project indicator

| | |
|--|---|
| the grassroots | UISCs |
| | Identify additional access points in public and private organizations especially in urban areas |
| | Develop business models for the newly identified access points , pilot these models and support scaling up through relevant government and non-government organizations |
| 1.3 National information portals enhanced | Identify scope of RTI information and prioritize their digitization |
| | Ensure all government offices have adopted National Portal Framework (NPF) to build and regularly update their information portal |

2.1.3 Component 2: Building Capacity and Awareness among stakeholders

The key deliverables of this second component will be enhanced capacity and awareness among key stakeholders including government officials, political leadership at national and sub-national levels, service providers to facilitate provision of e-services. This component will also focus on creating awareness and demand for e-services amongst the citizens especially from poor and underserved communities. This will ensure that innovation in e-service design and delivery will be sustained through in-house capacity of government institutions. Through this intervention, the service providers will be able to engage in making the services available to citizens and enhance the capacity of citizens to interact with the government. This will be achieved through workshop, training, advocacy material development and sensitization events based on iteratively identified capacity building needs [see Figure 3].

The programme will identify and address capacity needs of field level officers and service providers to improve their ability to provide better services. The programme will also incorporate awareness and capacity issues of government officers to implement the RTI Act in collaboration with the Information Commission. In addition, efforts to institutionalize and further bolster the capacity of the e-Governance Focal Points is expected to identify much needed champions to take forward an organizational change agenda. For the senior level e-Governance Focal Points, the goal of such an initiative will be to inculcate leadership skills to have the requisite diplomacy and political savvy to assemble a 'guiding coalition' powerful enough to lead and sustain change and break down any barriers and institutional resistance.

The Focal Point initiative, introduced during the previous programme, is designed to identify and build capacity of senior government officials to play the role of 'Chief Information Officer' (CIO). It should be noted that a human network of e-Governance Focal Points at different levels of the government – Ministries, directorates, districts and Upazillas – is essential to manage the change ushered by service delivery improvement efforts. The ToRs for these e-Governance Focal Points will be formalized to ensure that they are empowered to collaborate on coherent e-service strategy, policy, service identification and standards. Additionally, policy advocacy and technical support will be provided to institutionalize the system at every level of government and to promote sustainable capacity development arrangements such that the designated officials receive required training in a timely fashion.

The Focal Points will be offered via leadership course to improve their capacity to manage the change needed to integrate e-Services in the overall business of the respective institutions that they are leading. In-house capacity on business process re-engineering will be emphasized also so that leadership in e-service design is transferred to the respective agencies. Finally, the programme, in partnership with the

Office of the PPP at the PMO, will organize training sessions for the Focal Points on required skills for efficiently engaging with private sector for local service delivery.

To ensure proper delivery of services, the programme will organize orientation sessions for Upazilla and District level officers as well as private sector service providers, such as UISC entrepreneurs.

This programme will make deliberate attempts to build the capacity of the government training organizations such as BPATC, Administration Academy, BIAM, APD, BCC, BARD, RDA, NAEM, and specialized training institutes for specialized cadres/professions (doctors, engineers, teachers, planners, diplomats, agriculturists, police,

etc.) so that these can impart the actual training on various e-service delivery issues.

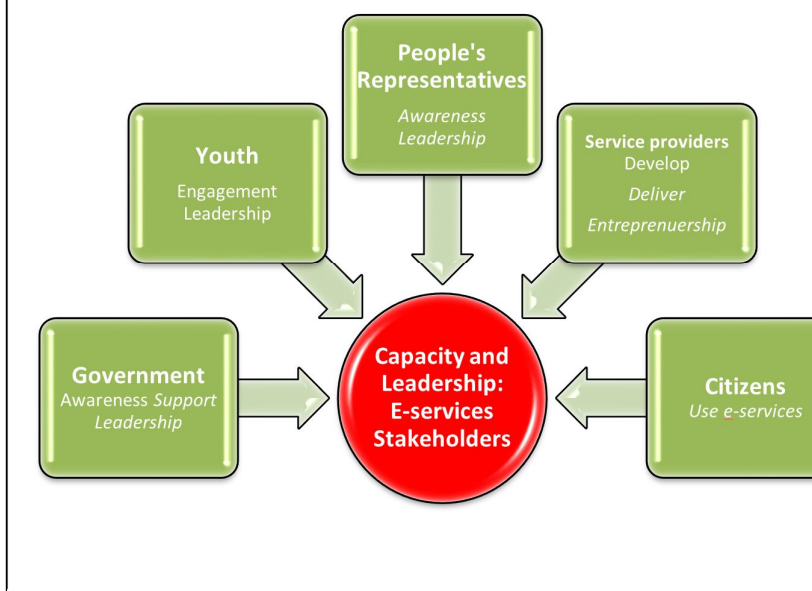
To improve demand for better public services as well as to make the underserved communities aware and capable of accessing e-Services the programme will continue to engage with both print and electronic media. The awareness campaigns will employ avenues that reach out to women especially in rural areas. In addition to feeding news and success stories, the programme will organize regular field visits. The social media presence of the programme will be strengthened to improve engagement with different stakeholder groups and to solicit feedback. e-service blogs, RTI blog, citizens' journalism sites will be established and/or expanded and the feedback and grievances will be channelled back into the policy discourse.

Public engagement events such as a 'Digital Innovation Fair', successfully organized at national, divisional and district level during the previous programme, will be continued to improve both public awareness and demand for improved services. It can be noted that apart from supporting public awareness for e-services, these fairs are an established mechanisms for showcasing local innovation by both private and public agencies and for a healthy competition between agencies. The promotional events such as the Digital Innovation Fairs will feature projects and initiatives that deliver e-Services to women, especially ones led by women.

In capacity building initiatives of public representatives, policy makers, field administration officers, and youth groups, particular preference will be given to women and girls to develop gender-sensitive leadership and women-friendly e-Service delivery.

Finally, with a view to promote the programme internally to build international partnerships the programme will support sharing the Bangladesh ICT4D experience across the global south. Given the former programme's demonstrated impact on delivering innovative e-services in a difficult, developing country environment, nations in similar circumstances could profit from the experience. In that respect, enhancing South-South collaboration in ICT4D will benefit the programme by learning from other experiences and also has the potential to generate revenue earning consulting opportunities.

Figure 2: E-services Stakeholders: Capacity and Leadership Needs



Activities and Indicators

| Sub-Components | Indicators | Key Activities |
|---|---|--|
| 2.1. e-Governance Focal Point institutionalized | Number of service providers trained/oriented to design and implement e-services | Identify roles and responsibilities of e-Governance Focal points Finalize ToR for Focal Points at ministry, directorate, district and Upazilla levels |
| 2.2. Orientation, workshop, training and other e-leadership events conducted for government officials, people's representatives, service providers and youth | | Develop e-Leadership curriculum Develop course materials for e-Leadership courses Conduct training sessions for senior government officials, MPs and elected representatives |
| 2.3. e-learning platform developed with relevant e-Leadership content | | Develop e-learning platform based on needs assessment and following international best practices Develop e-learning materials in various formats based on the e-leadership curriculum developed Prepare training materials and conduct awareness courses for various government agencies to enable and interest them to host e-learning contents in the platform |
| 2.4. Service providers and service implementers trained | | Conduct capacity need assessment Develop curricula for various training courses based on need assessment report Organize ToTs for various courses Oversee implementation of the training courses |
| 2.5. Awareness built and demand created for e-services among different stakeholders | | Develop National e-Service Communication Strategy Conduct continuous e-service promotion and demand creation campaign in collaboration with the Ministry of Information, its agencies and national media Hold international, national and regional digital innovation fairs including e-service competition |
| 2.6. South-South collaboration strengthened with Bangladesh as the contributing partner | | Strike partnerships with countries likely to benefit from South-South collaboration with Bangladesh |

| |
|--|
| Ensure significant participation of international delegates in annual digital innovation fairs |
|--|

2.1.4 Component 3: Promoting enabling environment

This third component will build institutions and an appropriate enabling environment to ensure sustainability of the three other components of this programme: expansion of e-services, development of capacity, and promotion of innovation. In the last few years, A2I emerged as the country's leading centre of expertise for e-government and citizen e-services solutions. This role has made it an important player in influencing the country's ICT for development (ICT4D) policies and strategies. At the same time, the programme will leverage existing policies and laws such as the ICT Policy 2009, ICT Act 2009, RTI Act 2009, telecommunications policies and acts and other sectoral policies such as education, skills development, health, disaster management, social safety nets, etc.

To establish a self-sustaining *ecosystem* requires e-services to take root in Bangladesh. The programme will therefore support the formulation of institutional norms, including basic laws and standards. Fundamental laws and regulations (e.g., payments, privacy, security, transactions, universal service, etc.) that directly impact the programme's ability to carry out its activities will be drafted via high level TA. Additionally, developing standards and guidelines for large scale national databases (such as National Population Register - NPR) and for software systems as part of the National e-Governance Architecture (NEA) will be supported. In this regard, the programme will ensure adherence to globally accepted open standards and collaboration with the industry, academia and other stakeholders. Platforms already developed in A2I programme such as the National Portal Framework, District e-Service System and e-Tathyakosh which are all based on open standards will be made the basis of technical standards going forward.

Knowledge management within the government will be strengthened and systematized to enable sharing of information and documents across government agencies. This is important to strengthen decision support and policy formulation support within the government. This is also a vital pre-requisite to developing appropriate capacity within the government to implement the RTI Act.

Ensuring the availability of national, locally developed and relevant information in the Bangla language is an important component of public service delivery and goes to the heart of the programme's *raison d'être and title - Access to Information*. While progress towards fully integrated online e-services is imperative, at this point, efforts to make available online the largest amount of appropriate content will have the most immediate impact for the public. This is particularly relevant in light of the RTI Act. Promoting access to government information can be a "... *catalyst for strengthening democracy, promoting human rights and good governance, and fighting corruption.*"¹⁷

In addition to the 'new' ICTs such as the internet and mobile phones, the 'old' ICTs such as TV and radio (and community radio) will be given due importance to improve access to information. The use of TV and radio as effective tools to reach out to most underserved communities will be explored and sustainable models developed for a number of beneficiary groups ranging from students, teachers, farmers, doctors, etc. As such, a Human Development TV/radio model will be developed, piloted and scaled up.

The A2I programme has already deployed e-Tathyakosh, the largest online repository of Bangla language livelihood information on agriculture, health, disaster management, human rights, employment and a few

¹⁷http://www.ti-bangladesh.org/banner_right/RTI-pap-210609-2.pdf

other areas. Some of the information is being served through Interactive Voice Response (IVR) platforms through mobile phones. Around 300 organizations – half of them private – continually contribute content to this platform. A2I II programme will expand the volume and scope of e-Tathyakosh primarily through larger partnerships. The repository will be technically enhanced with more sophisticated search functionality and integration with many other content platforms. e-Tathyakosh will continue to feature more and more gender-sensitive content on health, education, legal and employment needs.

The positional advantage of PMO will be used to expedite development and approval of the policies and legal instruments that are necessary to introduce simplified service delivery procedures and reduce the transactions costs of e-services. The formulation of appropriate policies will ensure gender-responsive public investments and creation of women-friendly ICT skills development and employment. The enabling environment will also ensure gender-responsive e-Service delivery and involvement of women in all tiers of decision making. Legal reforms also will boost the impetus for better service delivery by local service providers and field level offices. The programme will pursue these reforms in partnership with Bangladesh Computer Council (BCC) and Ministry of IT as appropriate.

The programme will identify the key laws and regulations that are necessary in order to develop fully enabled e-services (i.e., electronic entry and submission and payment if needed) so that citizens can fully access services and transact online.

Good connectivity is a fundamental prerequisite for the efficient delivery of e-services. In that respect the programme will leverage the opportunities provided through laws and policies related to universalizing broadband access down to the Union level; will work with the private sector to encourage expansion of broadband access; and will investigate community-based solutions for rural broadband and other options for enhancing rural connectivity.

The other goal of the programme will be to develop communities of practice on relevant issues which will, among other things, support a localized M&E system for e-service delivery. Additionally, leveraging its strategic position within the PMO, the programme will promote coordination between all ICT4D projects and programme of the Government including those supported by development partners. The programme will also support reactivation of the ‘Digital Bangladesh’ LCG working group which is currently inactive.

Activities and indicators

| Components | Indicators | Key Activities |
|--|---|--|
| 3.1. Relevant policies, laws and regulations in place for full e-service functionality with appropriate security safeguards | Number of policies, rules and technical standards related to e-service delivery adopted | Support incorporation of e-service development and promotion into relevant national planning documents Identify and effect necessary policy and legislative changes for e-services Develop and support the approval process for necessary policy and legislative changes for back-end technology standards including privacy, information security, financial transactions, interoperability, among other things |
| 3.2 Guidelines for large scale databases as well as e-architecture supported | | Develop standards and guidelines for large national databases (such as National Population Register – NPR) |

| | |
|---|--|
| | Develop standards and guidelines for software systems as part of the National e-Governance Architecture (NEA) |
| | Develop architectural guidelines, standards and common components and documentation to demonstrate and support integrated citizen services |
| 3.3 Knowledge management practices established | Set up communities of practice on relevant issues including localized M&E Transfer knowledge management good practices to the government Strengthen and systematize knowledge management practices and tools to enable sharing of information and documents across government agencies |
| 3.4 National information repository enhanced | Coordinate the enhancement of the national content repository with a particular focus on education and livelihood-related information Develop organizational framework for sustainability including a crowdsourcing model Coordinate Human Development TV/Radio models |

2.1.5 Component 4: Promoting innovation

This project will work with PMO and Cabinet Division to help establish a new government agency which will integrate the various work streams of A2I into the government's regular rules of business and working procedures, and subsequently, continuously improve the necessary enabling environment.

This agency will enable long-term planning of service improvements regardless of duration of particular supporting projects or programmes which inherently have deadline limitations. The agency will also allow more effective career planning of vital human resources nurtured within the confines of A2I and more effectively support the government on various civil service reform initiatives. This agency will work in close collaboration with public institutions that have responsibility for ICT and service delivery improvements. For instance, some of the vital potential partners include Bangladesh Computer Council, Ministry of ICT, Ministry of Posts and Telecommunications, Ministry of Public Administration, Local Government Division, Office of PPP, among others. The agency will establish linkage with the Digital Bangladesh Task Force, National Skills Development Council, ICT in Education Task Force, Domestic Network Coordination Committee, and other relevant ones.

This component has the potential for far-reaching impact in the citizen-centric culture of service delivery especially within the government. The experience from the previous project shows that change in service delivery will be catalysed by an external pressure from heightened demand of citizens and an internal pressure from a sense of positive competition within the government machinery. This new agency can help institutionalize the positive competition with the government system as well. Its Governance would require careful consideration. Notably whether as a citizens' champion, it should be overseen by an independent panel of key stakeholders drawn from those groups representing end-users.

The programme will also support establishment of a 'Service Innovation Centre' that is closely linked with the Prime Minister's office as well as with the Cabinet Division. The exact structure and operational

modality of the centre will be determined by wide scale consultation with government stakeholders including the PMO, Cabinet Division, Ministry of Public Administration, Finance Division, etc. Experience from various South Asian and East Asian countries suggests that a strong unit with inter-governmental and stakeholder linkages and appropriate authority is critical to drive changes required for implementing e-services.

Given the programme's crosscutting activities, it is essential to anchor it in organizations responsible for central and local government coordination. These organizations are the Prime Minister's Office (PMO) and the Cabinet Division. The programme will start by setting up units in each of these two ministries, and gradually advocate for and support a government agency under the PMO with a branch in the Cabinet Division.

An advisory board will be created consisting of key stakeholders from the private sector, academia, NGOs, civil society and international experts. They will provide strategic advice to the programme and to the new agency when it is formed. This will also help to ensure the programme remains demand-led, and avoids capture by any vested interest. Sub-groups of the Board might be set up covering specific components of the programme or on key issues.

The Service Innovation Centre will be identifying and promoting innovation in service delivery, replicating good practices in this regard and as well as identify obstacles for service delivery improvements and suggest remedial measures to the government.

However, one area is already a clear priority - there is an acute absence of financing mechanisms to support innovation from proof-of-concept to a stage where the product or service will be able to make a difference in the lives of its citizens. In order to address the funding gap and contribute to the development of an innovation culture with an entrepreneurial perspective, an Innovation Fund will be created to nurture innovation both within and outside public sector with the ultimate objective to improve service delivery mechanisms.

Resources for the Innovation Fund will be raised on an on-going basis from the government, private sector and development partners. Grant recipients will be empowered and supported with access to the tools, skills, training and information to succeed. The Innovation Fund will be initially managed by the UNDP in collaboration with the PMO and in line with UNDP's policies and procedures. Activity planning will be carried out in consultation with other stakeholders. A Management Committee consisting of representatives from PMO, Cabinet Division, UNDP, and donors will establish policies and procedures and handle disbursements and contributions. The Innovation Fund will give preference to gender-sensitive proposals in its selection process.

A Selection Board will review and approve project proposals based on pre-established criteria and assesses performance of the funded initiatives. The Programme will develop a detailed manual to manage funds under this mechanism to detail out selection, disbursement, M&E and management aspects of such fund. As such, gender balance will be maintained, as much as possible, in the selection Board.

In this programme, additional efforts will be given for M&E and to capture lessons from the implementation to develop continuous improvement within the programme. Judging from the experience of the previous project, it is extremely important to capture the combined lessons learnt of the various work streams. The results monitoring indicators will be developed during the initiation phase of the programme. A baseline survey will be conducted during the first 6 months to gather missing baseline data for programme indicators. The programme will monitor the impact and user perception of e-services delivery through aggregation of existing tools such as service provider reports as well as annual surveys carried out in the field and then shall analyse, distil and synthesize these lessons into re-usable knowledge

for sharing within the teams and with government and non-government stakeholders. The programme would also examine Bangladesh's performance in international e-government indexes to gauge whether actions are having an impact.

Activities and indicators

| Components | Indicators | Key Activities |
|--|--|---|
| 4.1. Agency under PMO with a branch in Cabinet Division developed | New agency for service delivery innovation with a sustainable organizational model established | Develop structure, ToR for the new agency Establish new agency in PMO with a branch in Cabinet Division |
| 4.2. Outstanding innovation in e-services recognized and promoted | | Develop mechanisms for recognizing and replicating innovative e-services Institutionalize such mechanism in Cabinet Division |
| 4.3 Impact and user perception of e-services delivery monitored | | Fine tune monitoring indicators Conduct baseline survey and impact assessment Conduct yearly survey to update status against indicators |
| 4.4. Innovation in delivery of public services nurtured | | Develop strategy and institutional mechanism for Innovation Fund Launch Innovation Fund |

2.2 Operational approach

The A2I II programme will retain some of the signature operational approach adopted by A2I such as focus on soft support such as advisory and consulting rather than full-fledged implementation support. The project will also strengthen its partnership development approach with a dedicated partnership development team. This programme will be much more focused than A2I in selecting the services, collecting M&E data. The detailed operational approach of A2I II is included in Annex 5 (page 62).

3. RESULTS AND RESOURCES FRAMEWORK

| |
|---|
| Intended Outcome as stated in the Country Programme Results and Resource Framework: Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner. |
| Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets¹⁸: Authorities from the government and private sector make better use of technology to benefit under-served communities No. of citizens with access to government e-solution services (Baseline 2010: 0.5M; Target 2016: 20M) |
| Applicable Key Result Area (from 2012-2016 Strategic Plan): |
| Partnership Strategy |
| Programme title and ID (ATLAS Award ID):00045483 |

| Output | Output target | Key Activities | Responsible party | Inputs ¹⁹ |
|--|---|--|------------------------|--|
| Access of underserved communities to public administrative services enhanced and simplified through electronic means. Indicator 1: Number of beneficiaries availing e-Services | 1.1 e-Services established for citizens and businesses | Consolidate into master inventory all available government services available at Upazilla Level Prepare prioritized list of e-Services (including services to businesses) Develop simplified business process maps for e-services applying Business Process Reengineering (BPR) Facilitate the development of Upazilla e-Services available from UISCs and other community access | PMO, Cabinet, LGD, BBS | US\$ 3.21M Director (e-Service) Domain Specialist (Field Admin) Domain Expert (Field Admin) |

¹⁸ The outcome and output indicators will be revised/refined during the inception phase of the project. The M&E plan of the project will be adjusted to reflect the revised/refined indicators.

¹⁹ An additional \$1.77M will be required for the operation and maintenance expenditures including rent, furniture/fixtures, office expenses, fuel, etc.

| | | | | |
|---|--|--|---------------------------------------|---|
| <p>Baseline: 0.5M Target: 20 million</p> <p>Indicator 2: Average distance to service accessible points from citizen</p> <p>Baseline: TBD Target: 4 KM in urban areas and 3 KM in rural areas</p> | <p>1.2 e-Services access points ensured at the grassroots</p> <p>1.3 National information portals enhanced</p> | <p>points</p> <p>Support local government division to develop and implement sustainability strategy for the UISCs</p> <p>Identify additional access points in public and private organizations</p> <p>Develop business models for the newly identified access points , pilot these models and support scaling up through relevant government and non-government organizations</p> <p>Identify scope of RTI information and prioritize their digitization</p> <p>Ensure all government offices have adopted National Portal Framework (NPF) to build and regularly update their information portal</p> | | <p>Domain Specialist (Ministries and Directorates)</p> <p>IT Manager</p> <p>Senior Software Engineer</p> <p>Software Engineer</p> <p>Local Development Specialist</p> <p>Local Development Associate</p> |
| <p>Awareness of citizens on availability of public e-services enhanced and capacity of civil servants and service providers strengthened to facilitate transparent and responsive services.</p> <p>Indicator 3: Number of service providers trained/oriented to design and implement e-services</p> <p>Baseline: 4,500 Target: 12,000</p> | <p>2.1. e-Governance Focal Point institutionalized</p> <p>2.2. Orientation, workshop, training and other e-leadership events conducted for government officials, people’s representatives, service providers and youth</p> <p>2.3. e-learning platform developed with relevant e-Leadership content</p> | <p>Identify roles and responsibilities of e-Governance Focal points</p> <p>Finalize ToR for Focal Points at ministry, directorate, district and upazilla levels</p> <p>Develop e-Leadership curriculum</p> <p>Develop course materials for e-Leadership courses</p> <p>Conduct training sessions for senior government officials, MPs and Elected representatives</p> <p>Develop e-learning platform based on needs assessment and following international best practices</p> <p>Develop e-learning materials in various formats based on the e-leadership curriculum developed</p> <p>Prepare training materials and conduct awareness courses for various government agencies to enable and interest them to host e-learning</p> | <p>Cabinet, PMO, MoPA, MOPED, Mol</p> | <p>US\$ 5.06M</p> <p>Director (Capacity and Awareness)</p> <p>Capacity Development Coordinator</p> <p>Communication Specialist</p> <p>Outreach Expert</p> |

| | | | | |
|--|---|--|---------------------------------------|---|
| | <p>2.4. Service providers and service implementers trained</p> <p>2.5. Awareness built and demand created for e-services among different stakeholders</p> <p>2.6. South-South collaboration strengthened with Bangladesh as the contributing partner</p> | <p>contents in the platform</p> <p>Conduct capacity need assessment</p> <p>Develop curricula for various training courses based on need assessment report</p> <p>Organize ToTs for various courses</p> <p>Oversee implementation of the training courses</p> <p>Develop National e-Service Communication Strategy</p> <p>Conduct continuous e-service promotion and demand creation campaign in collaboration with the Ministry of Information, its agencies and national media</p> <p>Hold international, national and regional digital innovation fairs including e-service competition</p> <p>Strike partnerships with countries likely to benefit from South-South collaboration with Bangladesh</p> <p>Ensure significant participation of international delegates in annual digital innovation fairs</p> | | |
| <p>Enabling legal and policy framework designed and partnerships established to facilitate responsive and transparent service delivery.</p> <p>Indicator 4: Number of policies, rules and technical standards related to e-service delivery adopted</p> <p>Baseline: TBD Target: TBD</p> | <p>3.1. Relevant policies, laws and regulations in place for full e-service functionality with appropriate security safeguards</p> <p>3.2 Guidelines for large scale databases as well as e-architecture supported</p> | <p>Support incorporation of e-service development and promotion into relevant national planning documents</p> <p>Identify and effect necessary policy and legislative changes for e-services</p> <p>Develop and support the approval process for necessary policy and legislative changes for back-end technology standards including privacy, information security, financial transactions, interoperability, among other things</p> <p>Develop standards and guidelines for large national databases (such as National Population Register – NPR)</p> <p>Develop standards and guidelines for software systems as part of the National e-Governance Architecture (NEA)</p> | <p>PMO, Cabinet, MoICT, BCC, BTRC</p> | <ul style="list-style-type: none"> US\$ 1.22M Director (Enabling Environment) Policy Expert Policy Associate Knowledge Management Expert Technology Lead Policy Coordinator |

| | | | | |
|--|---|--|-----------------------------|---|
| | | Develop architectural guidelines, standards and common components and documentation to demonstrate and support integrated citizen services | | |
| | 3.3 Knowledge management practices established | Set up communities of practice on relevant issues including localized M&E | | |
| | | Transfer knowledge management good practices to the government | | |
| | | Strengthen & systematize knowledge management practices & tools to enable sharing of information across government agencies | | |
| | 3.4 National information repository enhanced | Coordinate the enhancement of the national content repository with a particular focus on education and livelihood-related information | | |
| | | Develop organizational framework for sustainability including a crowdsourcing model | | |
| | | Coordinate Human Development TV/Radio models | | |
| Institutional and incentive frameworks developed to promote innovative service delivery mechanisms. | 4.1. An agency under PMO with a branch in Cabinet Division developed | Develop structure, ToR for the new agency | Cabinet, PMO, MoPA, Finance | US\$ 11.24M US\$ 10M (Additional Innovation Fund to be mobilized) Director (Innovation) Innovation Fund Manager Monitoring and Evaluation Expert Partnership Specialist Corporate Outreach Expert Technology Specialist Technology Expert |
| Indicator 5: New agency for service delivery innovation with a sustainable organizational model established | 4.2. Outstanding innovation in e-services recognized and promoted | Develop mechanisms for recognizing and replicating innovative e-services | | |
| | | Institutionalize such mechanism in Cabinet Division | | |
| | 4.3 Impact and user perception of e-services delivery monitored | Fine tune monitoring indicators | | |
| | | Conduct baseline survey and impact assessment | | |
| | | Conduct yearly survey to update status against indicators | | |
| Baseline: None exists Target: Service innovation Centre established | 4.4. Innovation in delivery of public services nurtured | Develop strategy and institutional mechanism for Innovation Fund | | |
| | | Launch Innovation Fund | | |

To be reviewed and finalized during the inception phase

4. ANNUAL WORK PLAN

Year: April 2012 – December 2012

| Component | Output/activities | | Bud. Code | Budget Description | 2012 |
|--------------------------|--|-------|----------------------------------|--|---------|
| Activity #1 E-Service | 1.1 e-Services established for citizens and businesses | UNDP | 71300 | Local Consultants | 17,913 |
| | | NEX | 71300 | Local Consultants | 25,404 |
| | | UNDP | 71400 | National Project Staff | 40,940 |
| | | GoB | 71600 | International Travel | 122,618 |
| | | GoB | 71600 | Local Travel | 0 |
| | | GoB | 72100 | Contractual Services Co | 158,994 |
| | | GoB | 72800 | Information Technology equip | 60,714 |
| | | GoB | 72810 | Acquisition of Computer software | 167,121 |
| | | GoB | 75700 | Training, Workshops and Confer | 142,858 |
| | | GoB | 75700 | Training, Workshops and Confer | 6,144 |
| | 1.2 e-Services access points ensured at the grassroots | UNDP | 71300 | Local consultant | 3,411 |
| | | UNDP | 71600 | Local Travel | |
| | | NEX | 72100 | Contractual Services Co | 8,333 |
| | | UNDP | 74200 | Audio-visual and print production cost | 0 |
| | | GoB | 74200 | Audio-visual and print production cost | 0 |
| | 1.3 National content repository enhanced | UNDP | 71200 | Intl Consultants | 1,190 |
| | | UNDP | 71300 | Local Consultants | 0 |
| | | NEX | 71600 | Travel Local | 589 |
| | | UNDP | 72810 | Acquisition of Computer software | 18,000 |
| GoB | | 72810 | Acquisition of Computer software | 0 | |
| GoB | | 75700 | Training, Workshops and Confer | 0 | |
| Activity Total | | | | | 774,229 |

| Component | Output/activities | | | | 2012 |
|-------------------------------------|---|------|-------|--------------------------------|--------|
| Activity #2 Capacity & Awareness | 2.1. e-Governance Focal Point institutionalized | NEX | 71600 | Travel | 1,167 |
| | | NEX | 75700 | Training Workshop & Conference | 2,100 |
| | 2.2. Orientation, workshop, training | UNDP | 71400 | National Project Staff | 38,148 |

| | | | | |
|---|------|-------|--|---------|
| and other e-leadership events conducted for government officials, people's representatives, service providers and youth | NEX | 71300 | Local consultant | 8,333 |
| | UNDP | 71300 | Local consultant | 21,789 |
| | GoB | 72100 | Contractual Services Co | 0 |
| | GoB | 72810 | Acquisition of Computer software | 0 |
| | CS | 74200 | Audio-visual and print production cost | 0 |
| | GoB | 74200 | Audio-visual and print production cost | 263,094 |
| | GoB | 75700 | Training, Workshops and Confer | 653,397 |
| | NEX | 75700 | Training, Workshops and Confer | 53,495 |
| 2.3. e-learning platform developed with relevant e-Leadership content | UNDP | 71300 | Local consultant | 16,274 |
| | UNDP | 71600 | Travel Local | 1,685 |
| 2.4. Service providers and service implementers trained | UNDP | 72100 | Contractual Services Company | 30,096 |
| | GoB | 75700 | Training, Workshops and Confer | 0 |
| 2.5. Awareness built and demand created for e-services among different stakeholders | UNDP | 71600 | Travel Local | 3,750 |
| | GoB | 71600 | Travel Local | 0 |
| | GoB | 72100 | Contractual Services Co | 205,953 |
| | NEX | 74200 | Audio visual and promotion | 3,571 |
| | GoB | 75700 | Training, Workshops and Confer | 0 |
| 2.6. South-South collaboration strengthened with Bangladesh as the contributing partner | GoB | 71600 | Travel Intl | 0 |
| | CS | 72100 | Contractual Services Co | 0 |
| | GoB | 75700 | Training, Workshops and Confer | 49,405 |
| | GoB | 72100 | Contractual | 0 |

| | | | | | |
|--|--|------|----------------|-------------|-----------|
| | | UNDP | | Services Co | |
| | | | 72100 | Contractual | |
| | | GoB | | Services | 30,000 |
| | | | 75700 | Company | |
| | | | | Training, | |
| | | | | Workshops | |
| | | | | and Confer | 0 |
| | | | | | |
| | | | Activity Total | | 1,382,257 |

| Component | Output/activities | Source | Bud. Code | Budget Description | 2012 |
|--|---|--------|----------------------------------|----------------------------------|--------|
| Activity #3 Enabling environment | 3.1. Relevant policies, laws and regulations in place for full e-service functionality with appropriate security safeguards | UNDP | 71200 | Intl Consultants | 0 |
| | | UNDP | 71300 | Local Consultants | 0 |
| | | UNDP | 71400 | National Project Staff | 57,900 |
| | | GoB | 71600 | International Travel | 25,298 |
| | | GoB | 72810 | Acquisition of Computer software | 5,952 |
| | | GoB | 75700 | Training, Workshops and Confer | 14,285 |
| | 3.2 Guidelines for large scale databases as well as e-architecture supported | UNDP | 71600 | Travel | 0 |
| | | GoB | 72100 | Contractual Services Co | 47,619 |
| | | NEX | 71300 | Local Consultants | 952 |
| | | UNDP | 71300 | Local Consultants | 10,298 |
| | 3.3 Knowledge Management Practices | NEX | 71600 | Travel Local | 448 |
| | | GoB | | Contractual Services Company | 0 |
| | | UNDP | 72100 | Intl Consultants | 7,031 |
| | | UNDP | 71300 | Local Consultants | 24,940 |
| | | | | | |
| 3.4 National Information portal enhanced | UNDP | 71600 | Travel Local | 4,000 | |
| | GoB | 72810 | Acquisition of Computer software | 0 | |
| | GoB | 72100 | Contractual Services Co | 11,905 | |
| | GoB | 75700 | Training, Workshops and Confer | 66,665 | |

| | | Activity Total | | | 277,293 |
|---|--|----------------|------------------------------|--------------------------------|-----------|
| Component | Output/activities | Source | Bud. Code | Budget Description | 2012 |
| Activity #4 Innovation | 4.1. An agency under PMO with a branch in Cabinet Division developed | UNDP | 71200 | Intl Consultants | 14,167 |
| | | NEX | 71200 | Intl Consultants | 2,500 |
| | | UNDP | 71300 | Local Consultants | 837 |
| | | NEX | 71300 | Local Consultants | 1,667 |
| | | UNDP | 71400 | National Project Staff | 52,870 |
| | | NEX | 71600 | Local Travel | 346 |
| | | GoB | 71600 | International Travel | 66,964 |
| | | UNDP | 72100 | Contractual Services Company | 0 |
| | | GoB | 72205 | Office Equipment | 0 |
| | | Cs | 72205 | Office Equipment | 0 |
| | | GoB | 72205 | Office Equipment (AC) | 0 |
| | | GoB | 72800 | Computer & Accessories | 3,571 |
| | | GoB | 72210 | Photocopier & Fax | 0 |
| | | GoB | 73105 | Office Rent | 0 |
| | GoB | 72220 | Furniture Rental | 0 | |
| | UNDP | 73400 | Maintenance of Transp equip | 9,375 | |
| | GoB | 73205 | Office Renovation | 0 | |
| | 4.2. Outstanding innovation in e-services recognized and promoted | CS | | Innovation Fund | 1,778,698 |
| | | GoB | 75700 | Training, Workshops and Confer | 27,381 |
| | | GoB | | Innovation Fund | 0 |
| CS | | | GSM Fees (act 4) | 0 | |
| 4.3 Impact and user perception of e-services delivery | Gob | 72100 | Contractual Services Company | 4,762 | |

| | | | | | |
|----------------|---|------|-------|--------------------------------|-----------|
| | monitored | GoB | 75700 | Training, Workshops and Confer | 23,810 |
| | 4.4. Innovation in delivery of public services nurtured | UNDP | 71600 | Local Travel | 1,500 |
| Activity Total | | | | | 1,988,448 |

| Component | Output/activities | Source | Bud. Code | Budget Description | 2012 |
|---|------------------------------|--------|-----------|----------------------------------|--------|
| Activity #5 Technical Assistance | 5.1 Operations & Maintenance | GoB | 71400 | Project Staff Local | 23,398 |
| | | UNDP | 71300 | Consultants Local | 3,290 |
| | | NEX | 71300 | Consultants National | 6,581 |
| | | UNDP | 71400 | Project Staff National | 51,528 |
| | | NEX | 71400 | Project Staff | 20,778 |
| | | UNDP | 71600 | Travel | 562 |
| | | NEX | 71600 | Travel | 438 |
| | | GoB | 71600 | Travel | 1,000 |
| | | GoB | 72205 | Office Equipment | 0 |
| | | GoB | 72210 | AC/Photocopy | 0 |
| | | GoB | 72220 | Furniture | 5,625 |
| | | UNDP | 72445 | Common Services - Comm | 16,813 |
| | | NEX | 72445 | Common Services - Comm | 1,000 |
| | | NEX | 72500 | Supplies | 522 |
| | | GoB | 72500 | Supplies | 4,000 |
| | | UNDP | 72415 | Postage | 875 |
| | | NEX | 72415 | Postage | 250 |
| | | UNDP | 72440 | Connectivity Charges | 2,637 |
| | | NEX | 72440 | Connectivity Charges | 753 |
| | | UNDP | 72700 | Hospitality/Catering | 800 |
| | | NEX | 72700 | Hospitality/Catering | 200 |
| | | GoB | 72800 | Information Technology Equipment | 0 |

| | | | | | |
|--|--------------------------|----------------|-------|--------------------------------|---------|
| | | UNDP | | Rental & Maint of | |
| | | GoB | 73400 | Transp. equip | 0 |
| | | NEX | 73400 | Rental & Maint of | 4,656 |
| | | UNDP | 73405 | Transp. equip | 2,000 |
| | | NEX | 73410 | Maint - Other Fuel, | 8,431 |
| | | GoB | 73410 | Maintenance of Transport | 4,000 |
| | | UNDP | 73410 | Fuel, Maintenance of Transport | 1,000 |
| | | GOB | 74200 | Audio-visual and print cost | 0 |
| | | UNDP | 72445 | Common Services - Comm | 2,500 |
| | | NEX | 74500 | Miscellaneous Expenses | 1,950 |
| | | UNDP | 74500 | Miscellaneous Expenses | 50 |
| | | GoB | 74500 | Insurance | 500 |
| | | GoB | 74500 | Miscellaneous Expenses | 3,236 |
| | | | | Block Allocation | 0 |
| | | | | | 0 |
| | 5.2 Internal Development | GoB | 63405 | Learning Cost | 4,371 |
| | | GoB | 75700 | Training, Workshops and Confer | 15,997 |
| | | | | | 0 |
| | | Activity Total | | | 189,740 |

2012 Budget by fund source

| Fund Source | US\$ ('000) |
|--------------|-------------|
| UNDP | 499.64 |
| NEX | 145.48 |
| CS | 1778.70 |
| GoB | 2,188.15 |
| Total | 4,611.97 |

5. MANAGEMENT ARRANGEMENTS

5.1 Roles and responsibilities

The programme is a partnership between the Government of Bangladesh (GoB) and UNDP. The Prime Minister's Office (PMO) on behalf of the GoB will implement the programme under the National Execution/Implementation Modality. UNDP will act as the administrator of the programme on behalf of the development partners. That role will also include providing technical inputs and guidance on international best practice, as well as a 'troubleshooting' capacity to resolve implementation bottlenecks and providing checks and balances as part of a regular review and oversight process.

UNDP is responsible for development partner coordination, administration of the resources allocated by development partners, and project assurance. Resource mobilization is a joint responsibility between the GoB and UNDP. UNDP will provide services at the request of the implementing partner, under the arrangement of Direct Country Office Support (DCOS), to administer large scale procurement and recruitment within the framework as needed. UNDP may call upon other specialised UN agencies for additional support where necessary. UNDP will appoint a Programme Advisor and sufficient support staff to ensure timely and adequate back-stopping to the project.

The PMO will manage the programme activities in accordance with UNDP's National Execution (NEX)/National Implementation Modality (NIM) guidelines in a manner consistent with the GoB's and UNDP's policies and procedures. The PMO will assume overall responsibility for management and implementation as well as sustainability of the programme results, through the National Project Director (NPD) and the Project Steering Committee.

The PMO will appoint the National Project Director and provide all reasonable facilities and opportunities to the NPD so that s/he can carry out his/her responsibilities in most effective manner. The PMO will also ensure that other initiatives and projects undertaken by government agencies in the general area of 'ICT for Development' are fully coordinated with this programme to ensure best results.

The Cabinet Division will appoint a Joint Project Director (e-service) for smooth implementation of the project tasks that are related with the division and agreed in the annual work plan for implementation by the CD. The PMO will appoint a Joint Project Director (Innovation), if needed.

5.2 Management Structure

Oversight of the programme will be provided by a Programme Steering Committee (PSC) also known as Programme Board (PB), which is the group responsible for making by consensus management decisions for the programme when guidance is required by the Project Coordinator, including approval of project plans and revisions. The PSC/PB will meet at least once per year, and its decisions should ensure best value for money, fairness, integrity, transparency and effective international competition.

The PSC/PB comprises of the following three roles:

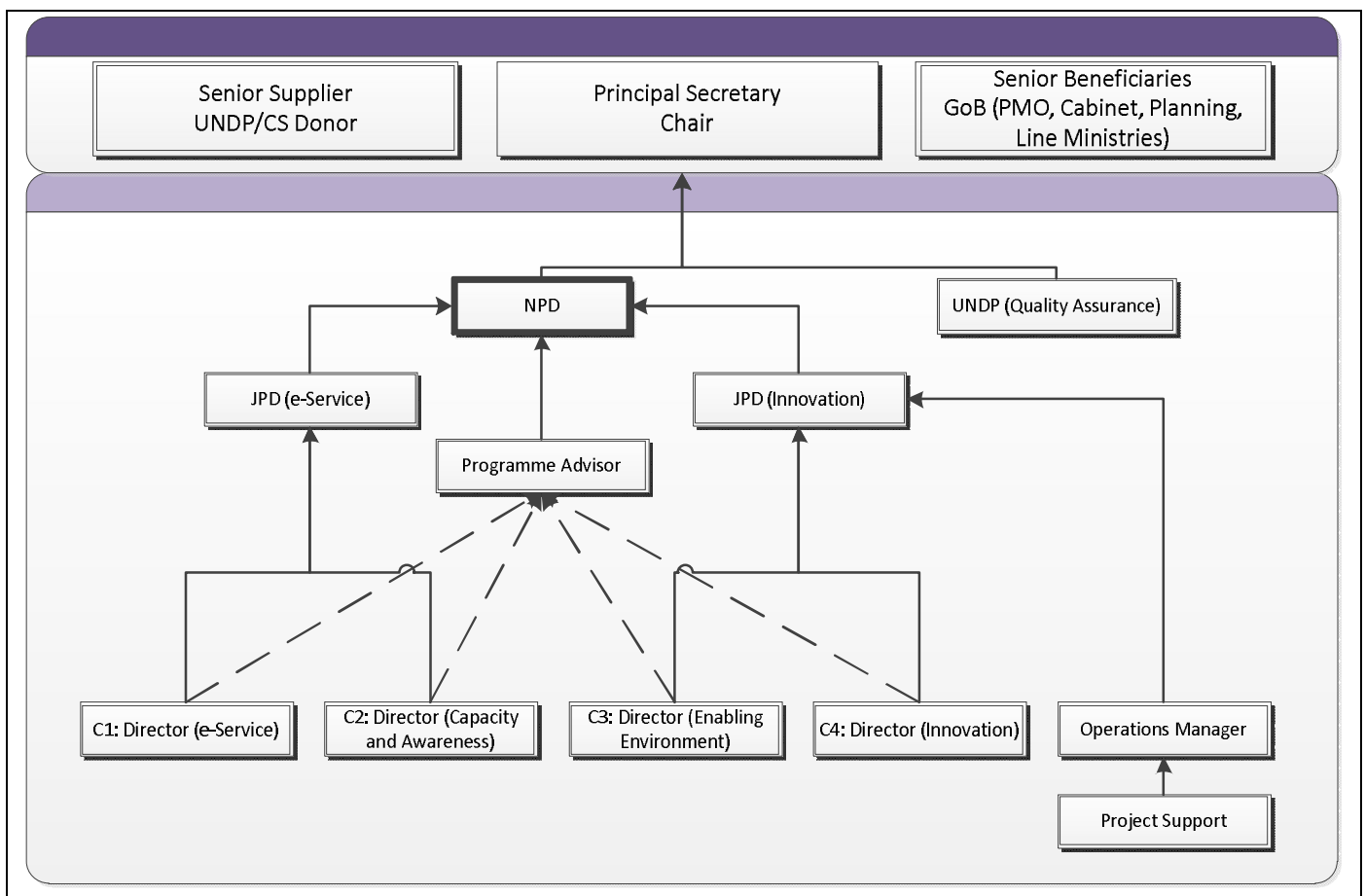
1. **Executive:** Prime Minister's Office/Cabinet Division;
2. **Senior Supplier:** UNDP and co-funding development partners;
3. **Senior Beneficiary:** Government of Bangladesh and CSO representatives

The Programme Steering Committee (PSC) will include members from Prime Minister’s Office, Cabinet Division, Finance Division (Ministry of Finance), IMED, ERD, Planning Commission, Ministry of Post and Telecommunication, Ministry of Information and Communication, Ministry of Law, Justice and Parliamentary Affairs, Local Government Division, Bangladesh Computer Council, UNDP Bangladesh and other co-funding development partners.

For ensuring smooth operation of the programme, a Project Implementation Committee (PIC) will be constituted. The PIC will confirm seamless implementation of the project and will sit at least once in every six months. In case of problem in implementation, the PIC will raise the issues before the Steering Committee for resolving the same. The PIC will include members from Prime Minister’s Office, Cabinet Division, Finance Division (Ministry of Finance), IMED, ERD, Planning Commission, Ministry of Post and Telecommunication, Ministry of Information and Communication, Ministry of Law, Justice and Parliamentary Affairs, Local Government Division, Bangladesh Computer Council, UNDP Bangladesh and other and co-funding development partners and from other institutions as deemed appropriate.

The chair and ranks of the members of both these committees will be decided in due course as per rules.

Figure 3: Programme Management and Implementation Structure



The National Project Director (NPD) will be responsible for guiding the overall management of the programme activities, ensuring that they are consistent with the agreed Annual Work Plan. Such guidance from the NPD will

ensure that the programme's results are consistent with national priorities, fully integrated into the national system, and are sustainable.

The Joint Project Directors (JPDs), with delegated authority from the NPD, will have complementary and mutually supporting roles associated with overseeing 1) implementation and 2) project management, technical and operational support services. The NPD may assign each JPD with one or more project components to supervise on his behalf.

The Programme Advisor (PA) working with the Operations Manager is responsible for ensuring that the programme is managed in an effective and accountable manner, complying with UNDP reporting and audit arrangements. As the advisor to the NPD, the Programme Advisor shall provide technical inputs and guidance to the leaders of the four programme components.

Annual reviews, work plans, and budgets will be prepared by the project team and submitted by the NPD (to the Executive and other members of the PSC for review and approval. Quarterly reports are prepared under the guidance of the National Project Director, and submitted to UNDP. UNDP will share narrative and financial reports with co-funding development partners.

UNDP shall attempt to recruit a suitable Programme Advisor at the inception of the programme. Given the criticality of the position, in case a suitable candidate cannot be identified, a qualified international candidate will be recruited as International Programme Advisor (IPA). Such IPA shall undertake the responsibilities of PA as outlined here. Necessary adjustment to the budget shall be made from the 'contingency' budget.

5.3 Key Programme Staff

It is anticipated that the PMO and its operational wings will require assistance to support implementation. The exact nature of the technical support is subject to the progress of establishment of the Innovation Unit within the PMO. As such the specific details on the type and quantity of technical assistance will be determined during the Inception Planning Workshop. Any change in the staff requirement will be subsequently reflected in the amended project document and TPP. It is anticipated that the following experts will be required:

5.3.1 Implementation Management

5.3.1.1 Programme Advisor

The Programme Advisor (PA) is an IT specialist who understands technical policies. As the technical advisor to the NPD, the PA will identify and present a strategic plan of action to achieve the project objectives to the NPD. Supported by the component leaders of the programme and the operation manager, the PA will help translate the plan of action into annual work plans. The advisor will also take lead in the formulation of additional components within the overall programme framework and resource mobilization. S/he will also be advising various ICT projects of the government and relevant ministries when necessary. Being the chief technical officer of the project, the NIA will provide guidance to the component leaders of the components of the programme. Besides, the PA will strategize and contribute to make partnerships with different agencies (both government and non-government), private entities and projects.

5.3.1.2 Admin Specialist (Operations Manager)

The Admin Specialist is responsible for the day to day operational management of the project, including developing and overseeing work & procurement plans and financial management. S/he is responsible for regular reporting to UNDP and GoB. As the head of programme operations, the incumbent will also keep the NPD abreast about the various operational aspects including the financial position of the project and will lead the procurement, human resources, finance and administrative units of the project.

5.3.1.3 Director (e-Service)

The Director (e-service) is the leader of the e-Service component (component 1) of the programme and responsible for implementation of the activities of the component. S/he will coordinate the e-service delivery initiatives of the programme including planning, analysing, designing and developing the e-service delivery system that has been implicated nationwide at Union, Upazilla, District, Division and Directorate level. He/she will provide an effective and functional implementation methodology and sustainable plan collaboration with Cabinet Division and Ministry of Public Administration to ensure smooth operation of District e-service system to all Government offices at Upazilla and District level.

5.3.1.4 Director (Capacity and Awareness)

The Director (Capacity and Awareness) is responsible to implement the capacity and awareness component (component 2) of the programme. S/he will develop the overall plans and implementation strategies for building capacity and raising awareness on issues related to e-service delivery. The incumbent will develop the capacity development strategy, plan, priority and budget with different Government agencies, UISCs with ownership of LGD, organize and facilitate trainings/workshops for policy makers, senior government high officials and field administrations. Besides, the incumbent will work on the branding strategy for service delivery and develop awareness raising plans. S/he will also responsible to develop the community mobilization strategy especially for the information and service centre, beneficiaries from underserved communities and field administrations.

5.3.1.5 Director (Enabling Environment)

The Director (Enabling Environment) Policy and Strategy) will be accountable for implementing the activities identified in the 'Promoting Enabling Environment' Component (component 3) of the programme. S/he will be responsible in creating an appropriate enabling environment to ensure the sustainability of the other three components of the project: expansion of e-services, development of capacity and promotion of innovation. He/she will be responsible to take necessary policy initiatives to establish a government agency which will integrate the various work streams of A2I into the government's mainstream work procedures and continuously improve the necessary enabling environment. The incumbent will formulate a long-term plan of service improvements regardless of duration of particular supporting projects or programmes.

5.3.1.6 Director (Innovation)

The Director (Innovation) will be accountable for implementing the activities identified in the 'Innovation' component (component 4) of the programme. The incumbent will be primarily responsible to support in establishing a new government agency for service delivery innovation. S/he will develop strategies to establish a Digital Innovation Fund to encourage the innovative ICT for development solutions. S/he will develop the mechanism for identifying strategies to launch Digital Innovation Fund to encourage innovative ICT for development within the Government and private sector, develop strategies and materials to create a Digital

Innovation Fund based on the research outcomes and maintain liaison with potential donors. The Director (Innovation) will provide supervisory role regarding Digital Innovation Fund raising issues and support to the Fund Management Committee as a secretariat. Besides, the incumbent guide the monitoring and evaluation related activities of the project.

5.3.2 e-Service Team

The e-Service team comprised of specialists and experts responsible for implementing specific activities under the e-Service component of the programme and is responsible to the Director (e-Service) for their performance of assigned duties. The section below outlines the profile and key responsibilities for each of the positions in this team. Additionally, the team will require support from associate experts and technical assistants. The exact number of professional/associates/assistants required with respective profile will be finalized during inception workshop.

5.3.2.1 Domain Specialist (Field Admin)

The Senior Domain Expert will contribute to the planning, analysing, designing and developing the m/e-service delivery system that are to be implemented nationwide. Besides, the Senior Domain Expert will be facilitating the necessary experiments to be done at field level and support in formulating an effective and functional implementation methodology and sustainability plan. The incumbent will coordinate with relevant government agencies to provide implementation support for m/e-services at local administrations. Besides, s/he will provide guidance to develop a monitoring dashboard and evaluate the quality of services provided at local administration.

5.3.2.2 Domain Specialist (Ministries and Directorates)

The Domain Specialist (Ministries and Directorates) will contribute in development of m/e-service (with particular focus on mobile platforms) related initiatives for citizen and businesses for ministries and directorates. The incumbent will coordinate with different ministries and directorates to provide implementation in support service automation. Besides, s/he will be responsible for developing monitoring dashboards and evaluate the quality of services provided at ministries and directorates

5.3.2.3 Domain Expert (Field Admin)

The Domain Expert will assist in planning, analysing, designing and developing the e-service delivery systems to be implemented at the Districts/Upazilla (Sub-districts)/ Union Parishad (Union Council) level and provide citizen centric opinions so that the implemented system becomes user friendly. Besides, the Domain Expert will assist the e-Service Director and Senior Domain Experts in conducting field-tests and taking third party opinion.

5.3.2.4 IT Manager

The IT Manager will provide support to technology team to develop and design different system for technology solutions for the target population. The systems will be designed after taking necessary input from the Director (e-Service). He will be responsible for designing and developing system for deploying e-services to citizen. Besides, the IT Manager will monitor the vendors for executing different e-service related system. The incumbent will also provide support in developing e-developing policies and prepare budgets for technology solutions.

5.3.2.5 Senior Software Engineer

The Senior Software Engineer will Support the implementation of the National e-Service System (NESS) all across the country. Besides, the incumbent will conduct system analysis, draft documents, design high level software and lead in the critical areas of coding and help software engineers in software development. S/he will also provide support in developing e-developing policies and prepare budgets for technology solutions.

5.3.2.6 Software Engineer

The Software Engineer will support the Senior Software Engineer to implement National e-Service System (NESS) all across the country. S/he will perform detailed design, write specifications and develop clean and efficient codes to develop NESS. The incumbent will explore and adopt new and innovative ICT tools to expedite solutions. S/he will maintain liaison with user agencies, service organizations to keep abreast with the solutions available to local market and also available internationally. Besides, the incumbent will provide assistance during vendor selection and monitoring of execution

5.3.2.7 Local Development Specialist

The Local Development Specialist will develop strategies for ICT for Development at various tiers for local government institutions, capture citizen's perspectives and readiness for e-service delivery through various survey and consultations, ensure that the citizen's perspectives are incorporated in solution design, new project formulation and policy formulation. Besides, the Local Development Specialist will develop sustainability plans (both financial and social) including 4P models for the local government institutions who are using e-service delivery solutions and conduct monitoring and evaluations of the designed solutions.

5.3.2.8 Local Development Associate

The Local Development Associate will arrange consultations and workshops to get citizens' demand regarding e-services under the supervision of the Local Development Specialist. The incumbent will support relevant agencies so that citizens' demands are incorporated in e-service solution design, new project formulation and policy formulation. Besides, s/he will assist the Local Development Specialist in developing new strategies of ICT4D at various levels of Local Government Institutions

5.3.3 Capacity and Awareness Team

The Capacity and Awareness team comprised of specialists and experts responsible for implementing specific activities under the capacity and awareness component of the programme and is responsible to the Director (Capacity and Awareness) for their performance of assigned duties. The section below outlines the profile and key responsibilities for each of the positions in this team. Additionally, the team will require support from capacity development and communication associates and related assistants. The exact number of professional/associates/assistants required with respective profile will be finalized during inception workshop.

5.3.3.1 Capacity Development Coordinator

The Capacity Development Coordinator will develop strategies on e-service delivery and relevant policies for all stakeholders (citizens, policy makers, members of the parliament, private sector, civil society, academia, media, development partners etc.) in association with the other team members. He/she will also design and conduct (directly or by outsourcing) various types of orientation workshops, seminars and other sensitizing events for the

stakeholders. Besides, the Capacity Development Coordinator will manage and analyse impacts of the training arranged by the team.

5.3.3.2 Communication Specialist

The Communication Specialist is responsible to promote awareness and demand for e-services, and develop incentives to providers and the partnering IT industry for innovation in service delivery. He/she also promote Bangladesh as a brand in South-South experience sharing on ICT for development. S/he will directly involve with the formulation process of important communication policies and decisions. The Communication Specialist will publish and disseminate different knowledge products, arrange consultations and publish finding of the studies related to citizen's perspective. The incumbent will be responsible to publicize the available e-services so that the citizen is aware of them. In order to carry out this objective, the incumbent will work closely with the Ministry of Information and its agencies.

5.3.3.3 Outreach Expert

The Outreach Expert will be responsible for developing a mechanism for recognizing and replicating innovative e-services. The incumbent will recognize the outstanding e-service centric innovations and promote them through necessary recognition and rewards. The Outreach expert will explore the impacts of the citizen-centric culture of service delivery within the government.

5.3.4 Enabling Environment Team

The Enabling Environment team comprised of specialists and experts responsible for implementing specific activities under the policy and strategy component of the programme and is responsible to the Director (Enabling Environment) for their performance of assigned duties. The section below outlines the profile and key responsibilities for each of the positions in this team. Additionally, the team will require support from associate and junior experts of IT policy and legal framework. The exact number of professional/associates/ assistants required with respective profile will be finalized during inception workshop.

5.3.4.1 Policy Expert

The Policy Expert will be responsible for coordinating policy response to promote e-services in the country. S/he will undertake research and consultations to identify policy gaps and shortfalls and work closely with respective ministry/division to formulate and/or update respective policies. The incumbent is also responsible for codifying local and international best practices and extract lessons for policy input, draft various research reports, policy document and knowledge products. S/he will, on behalf of the policy and strategy team, lead organization of consultative/dissemination workshops and seminars.

5.3.4.2 Policy Associate

The Policy Associate will support the Policy Expert to design and carry out specialized research report towards development of national e-service delivery and policy formulation. The incumbent will assist to capture local and international best practices and extract lessons for policy input and draft policy documents. Besides, s/he will assist in drafting new strategies for ICT4D initiatives and documentation

5.3.4.3 Technology Standards Expert

The Tech Standards Expert will be responsible for coordinating various technological standards such as security and privacy standards, interoperability standards, etc. to facilitate deepening e-services in Bangladesh. S/he will

undertake research and consultations to identify instances where standardization is necessary or where existing standards are inadequate and work closely with respective ministry/division to formulate and/or update respective standards. The incumbent is also responsible for codifying local and international best practices and extract lessons to be reflected in national standard, draft research reports, and, on behalf of the policy and strategy team, lead organization of consultative/dissemination seminars and workshops.

5.3.4.4 Policy Coordinator

The thematic policy coordinator shall be lead programme personnel to establish broad based policy partnership with respective thematic areas such as livelihood and health, Education and RTI, and gender. As the programme focal persons the coordinators shall actively build bridges with large scale programmes such as PEDP-III, HNPHP, and so on and promote mainstreaming of ICT as detailed out in the 'Strategic Priorities of Digital Bangladesh'. The coordinators shall also be responsible to provide advisory support to respective government ministries and divisions with guidance from the Programme Advisor.

5.3.4.5 Knowledge Management Expert

The Knowledge Management Expert will capture the combined lessons learnt from various work groups; analyse, distil and synthesize the lessons to reusable knowledge for sharing within teams and with government and non-government stakeholders. He/she will develop a practice of continuous improvement within the project and then in the new agency. The Knowledge Management Expert will develop communities of practice on relevant issues with a vision to influence the knowledge management practices of the government.

5.3.5 Innovation Team

The Innovation team comprised of specialists and experts responsible for implementing specific activities under the innovation component of the programme and is responsible to the Director (Innovation) for their performance of assigned duties. The section below outlines the profile and key responsibilities for each of the positions in this team. Additionally, the team will require support from associates and junior experts who would support management of the innovation fund and the secretariat. The exact number of professional/associates/assistants required with respective profile will be finalized during inception workshop. It may be mentioned that the number of professional needed under this component will also be influenced by the amount the fund mobilized by the project as 'Innovation Fund' and the requirement of the innovation unit.

5.3.5.1 Innovation Fund Manager

The Innovation Fund Manager will draft strategies to establish a Digital Innovation Fund to encourage the innovative ICT for development solutions. S/he will coordinate activities to identify strategies to launch Digital Innovation Fund to encourage innovative ICT for development within the Government and private sector, develop strategies and materials to create a Digital Innovation Fund based on the research outcomes and maintain liaison with potential donors. The Innovation Fund Manager will provide work on Digital Innovation Fund raising issues and support to the Fund Management Committee as a secretariat.

5.3.5.2 Monitoring and Evaluation Analyst

The Monitoring and Evaluation Analyst will support the project-teams in monitoring progress towards implementation of the e-service related initiatives; create a tracking mechanism for measuring e-service delivery progress and issue regular accomplishment reports; monitor the impact and user perception of e-service delivery;

examine Bangladesh's performance in international e-government indexes to gauge whether actions are having an impact. In particular, s/he will support the institutionalization of monitoring arrangements to measure progress of all the initiatives of the project. The Monitoring and Evaluation Analyst will also be responsible for supporting relevant surveys that need participation of all Government agencies as required. Besides, the Monitoring and Evaluation Analyst will be responsible arranging different reviews and impact assessment missions both nationally and internationally and publish them when necessary.

5.3.5.3 Partnership Specialist

The Partnership Specialist will work closely with the Office of the PPP at PMO to mobilize private sector participation as well as attract the support of development partners including multi- and bi-lateral assistance agencies, NGOs and civil society organizations. Besides, she/he will identify the key laws and regulations that are necessary in order to develop fully enabled e-services (i.e., electronic entry and submission and payment if needed) so that citizens can fully accomplish a service electronically.

5.3.5.4 Corporate Outreach Expert

The Corporate Outreach Expert is responsible to find out the opportunities of partnership with the private sector. S/he will develop the Public Private Partnership (PPP) model for the projects and also provide support to raise fund for the innovation fund. The Corporate Outreach Expert will conduct any other function, responsibility which may be assigned by the Partnership Director for achieving high level of performance and results.

5.3.5.5 Technology Specialist

The Technology Specialist will provide support to the Director (Innovation) for project formulation and fund raising. S/he will closely work with the ICT projects in relevant ministry when necessary. The Technology Specialist is responsible to provide technological support to the government agencies under the supervision of Director (Innovation). S/he will provide support to capacity development by coaching government ICT focal point on all issues related to ensuring proper function of the e-Service system. The Technology Specialist will conduct any other function, responsibility which may be assigned by the Director (Innovation) for achieving high level of performance and results.

5.3.5.6 Technology Expert

The Technology Expert will develop technological solutions under the supervision of Director (Innovation). S/he will provide assistance to the Director (Innovation). S/he will conduct a thorough study to identify the best technology options for the target population and ensure that the technological reality of the target population is properly incorporated in the plan, design and implementation of the technology solutions. The Technology Expert will develop budgets for technology solutions. The Technology Expert will conduct any other function, responsibility which may be assigned by the Director (Innovation).

5.3.6 Operations Team

The operations team comprised of specialists and experts responsible for procurement, human resources, finance and administration in support of implementing activities under the programme and is responsible to the Admin Specialist for their performance of assigned duties. The section below outlines the profile and key responsibilities for each of the positions in this team. Additionally, the team will require support from associates and junior

experts who would support management of the operation of the programme. The exact number of professional/associates/ assistants required with respective profile will be finalized during inception workshop.

5.3.6.1 Finance Expert

The Finance Expert reports to the Admin Specialist and provide support during the implementation of operational strategies. The incumbent will manage the project's budget, organize cost-recovery system, maintain expenditure control and deal with cash management. Besides, s/he will prepare and submit all financial reports for relevant authority. The incumbent will provide support to the Admin Specialist in the preparation of detailed cost estimates, budget analysis and financial planning and provide necessary guidance in operating GoB funds.

6. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored on a continual basis and a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

Risk and issues will also be captured and updated by the Programme Adviser to facilitate tracking and resolution of potential problems or requests for change.

Lessons-learned shall also be regularly updated as part of the quarterly reporting to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

An Annual Review Report shall be prepared by the programme team under the guidance of the Programme Advisor and approved by the National Project Director, and shared with the Project Board, based on which, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

An evaluation will be scheduled at the mid-term to review project implementation and the requirement for possible further support beyond the project end date.

| Component 1: Expanding range of accessible services for the underserved communities | | |
|---|--|---|
| Result 1 (Atlas Activity ID) | More under-served citizens and MSMEs benefiting from e-services | Start date: 1 April 2012 End date: 31 March 2016 |
| Purpose | To expand the range of accessible services for the underserved communities | |
| Description | Growing number of citizens able to access growing number of e-services | |
| Quality Criteria | Quality Method | Date of Assessment |
| Percentage of population (disaggregated by gender) and MSMEs benefiting from e-services | Annual survey | Annually |
| Result 2 (Atlas Activity ID) | Sustainable e-service delivery points established to minimum distance from | Start date: 1 April 2012 End date: 31 March 2016 |
| Purpose | To strengthen and expand the range of accessible service delivery points | |

| | | |
|---|---|---|
| | for the underserved communities | |
| Description | To decrease the minimum distance to service delivery points from the underserved community | |
| Quality Criteria | Quality Method | Date of Assessment |
| All Union Parishad, Pourashava, Upazilla and District Headquarters as service delivery points | Annual survey | Annually |
| Component 2: Building Capacity and Awareness among Stakeholders | | |
| Result 1 (Atlas Activity ID) | Service providers and Implementers are trained/ oriented to design, implement and sustain e-services | Start date: 1 April 2012 End date: 31 March 2016 |
| Purpose | To improve the capability of service providers to develop e-services | |
| Description | Monitor service provider training | |
| Quality Criteria | Quality Method | Date of Assessment |
| Number of service providers trained/ oriented to design, implement and sustain e-services | Training records | Quarterly |
| Component 3: Promoting enabling environment | | |
| Result 1 (Atlas Activity ID) | Relevant laws and regulations in place for full e-service functionality with appropriate safeguards | Start date: 1 April 2012 End date: 31 March 2016 |
| Purpose | Laws and regulations covering areas such as online transactions and payments and protecting privacy & security are vital for full e-services implementation | |
| Description | Ensuring that necessary laws and regulations are in place | |
| Quality Criteria | Quality Method | Date of Assessment |
| % of relevant laws and regulations in force | The programme will identify the key laws and regulations that are necessary for full e-service functionality including user safeguards. The indicator is calculated by the number of such laws/regulations that are in place divided by the total number of such laws/regulations | Annually |

| | | |
|--|--|---|
| | (identified by the programme). | |
| Component 4: Promoting Innovation | | |
| Result 1 (Atlas Activity ID) | Nurturing innovation in delivery of public services | Start date: 1 April 2012 End date: 31 March 2016 |
| Purpose | To nurture development of innovative products and services that can enhance service delivery to under-served communities | |
| Description | Innovation Fund created | |
| Quality Criteria | Quality Method | Date of Assessment |
| Number of projects funded through Innovation Fund | Administrative records | Annually |
| Result 2 (Atlas Activity ID) | Programme's institutional arrangements and sustainability strengthened | Start date: 1 April 2012 End date: 31 March 2016 |
| Purpose | To ensure programme's long term sustainability and impact | |
| Description | Measuring accomplishment towards institutional arrangements | |
| Quality Criteria | Quality Method | Date of Assessment |
| Network of e-Gov focal points institutionalized and advisory board established | Programme information | Quarterly |

7. LEGAL CONTEXT

This document together with the UNDAF Action Plan signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all UNDAF Action Plan provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

UNDP will act as a Responsible Party to implement activities as identified in the project document and relevant budget lines. This role is in line with the Letter of Agreement (LoA) on such services signed by UNDP and the Government on 5 December 1999.

The following types of revisions may be made to this Project Document with the signature of the UNDP Country Director only; provided that she/he is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision in, or addition to, any of the annexes to the Project Document;
- b) Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

Payments

The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further

financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- a) 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

8. ANNEXES

1. Risk Log
2. Budget
3. Glossary
4. Technical Context 2012-2016
5. Draft Gender Strategy
6. Operational Underpinnings

Annex 1: Risk Log

| Project Title: Access to Information | | | | | | Award ID: | | Date: | |
|--------------------------------------|---|-----------------|-----------------------------|--|---|--------------|--------------------------|-------------|--------|
| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Management response | Owner | Submitted, updated by | Last Update | Status |
| 1 | Full level of resources required not obtained and/or Innovation Fund not adequately resourced | December 2011 | Financial | Will not be able to fully implement programme and will have to make unsatisfactory trade-offs over priorities. Probability=3, Impact=5 | Active fund raising and marketing poverty reduction and transparency benefits of programme | PMO and UNDP | Project formulation team | | |
| 2 | Staff turnover, particularly in key positions | December 2011 | Organizational | Potential for talented staff to move to other positions or leave government. Will affect ability of programme to develop e-services and have high-level champions. Probability=3, Impact=5 | Devise incentives to retain talented staff and continually train and sensitize service providers and government officials | PMO and UNDP | Project formulation team | | |
| 3 | As e-services grow, meets increased resistance from entrenched interests | December 2011 | Political | As scope for opaqueness narrows due to growth in e-services and monitoring tools, resistance may grow among some parties. This is particularly likely as larger services become computerized. Probability= 3, Impact = 4 | Continue to develop awareness and support among public as well as sensitize government officials in order to counter resistance. | PMO and UNDP | Project formulation team | | |
| 4 | Incentives for sustaining change too ad hoc | December 2011 | Organizational, Political | Could result in loss of innovation, impacting ability to develop appropriate e-services. Could also impact support for programme. Probability=3, Impact=3 | Institutionalize incentives | PMO and UNDP | Project formulation team | | |
| 5 | Outcome and impact measurement not in place | December 2011 | Organizational, Operational | Without this, difficult to demonstrate beneficial impacts of programme in order to deepen support Probability=2, Impact=3 | Programme should move early to develop impact assessments through on-going citizen surveys and other instruments. Dissemination of results through various outlets also critical. | PMO and UNDP | Project formulation team | | |
| 6 | Mushrooming e-services may create duplication | December 2011 | Operational | If e-services grow in uncoordinated manner, may create duplication, waste and lack of interoperability. | Capacity building for service providers so they know how to create standard, inter-operable software modules and reuse existing modules | PMO and UNDP | Project formulation team | | |

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Management response | Owner | Submitted, updated by | Last Update | Status |
|----|---|-----------------|--|--|--|--------------|--------------------------|-------------|--------|
| | | | | Probability=3, Impact=3 | | | | | |
| 7 | Innovation created from A2I pushed out rather than collecting and disseminating innovation from all tiers of the government | December 2011 | Organizational | Fresh ideas and creative thinking essential for project may not be nurtured if approach too top-down Probability=2, Impact=3 | Design mechanisms to encourage grass roots innovation | PMO and UNDP | Project formulation team | | |
| 8 | Organizational location not formalized, impacting sustainability | December 2011 | Organizational, Political | Programme could lose effectiveness in long run. Probability=3; Impact =4 | De-politicize by fostering public support | PMO and UNDP | Project formulation team | | |
| 9 | Broadband connectivity not reaching rural areas severely impacting programme's ability to deliver more sophisticated services | December 2011 | Political, Operational | Could prevent current advancements from getting entrenched, endangering also the delivery of simple services. Will magnify digital divide. Probability=3; Impact=5 | Programme needs to pursue an activist lobbying agenda to push for needed regulatory changes that would encourage broadband rollout in rural areas. Programme should also explore options such as community-based infrastructure initiatives. | PMO and UNDP | Project formulation team | | |
| 10 | Lack of local technology companies having necessary skills and exposure in developing and supporting the National e-Governance Architecture (NEA) | December 2011 | Financial, Operational | Creates vulnerability to large global big technology players with vendor-lock in. Probability=3, Impact=3 | Industry promotion to enhance software sector's skills and crash course training to build up local capacity | PMO and UNDP | Project formulation team | | |
| 11 | With elections coming up and possible new government, programme could lose influence and support of government | December 2011 | Political, Organizational | Upcoming elections and possible change of government may result in disruption to the programme. Probability = 2 Impact = 5 | Ensuring wide public support for e-services through on-going implementation of impactful e-services. Creating a sustainable, long-term and apolitical institutional arrangement for the programme. | PMO and UNDP | Project formulation team | | |
| 12 | NPR implementation may get further delayed | December 2011 | Organizational, Financial, Operational | Will negatively impact citizens services integration through a common citizens information platform and instead result in duplication and inefficiency and negative perception of programme Probability=3, Impact=2 | Enhance cooperative and political efforts for implementation of NPR | PMO and UNDP | Project formulation team | | |

Note: Probability and impact are expressed on a scale ranging from low (1) to high (5), whereby 'probability' refers to the likelihood of the potential risk to actually occur and 'impact' to the expected negative consequences of the risk on the project implementation and/or sustainability of its expected results.

Annex 3: Indicative Multi-Year budget

| Component | Output/activities | | Bud. Code | Budget Description | 2012 | 2013 | 2014 | 2015 | 2016 | Total | |
|--------------------------|--|--|-----------|--|------------------|---------|---------|---------|--------|-----------|-------|
| Activity #1 E-Service | 1.1 e-Services established for citizens and businesses | UNDP | 71300 | Local Consultants | 43,317 | 10,284 | 10,284 | 10,284 | 2,571 | 76,740 | |
| | | UNDP | 71400 | National Project Staff | 40,940 | 208,934 | 222,103 | 209,589 | 19,753 | 701,319 | |
| | | GoB | 71600 | International Travel | 122,618 | 15,000 | 15,000 | 15,000 | 0 | 167,618 | |
| | | GoB | 71600 | Local Travel | 0 | 0 | 0 | 0 | 0 | 0 | |
| | | GoB | 72100 | Contractual Services Co Information Technology equip | 158,994 | 107,794 | 107,794 | 107,794 | 29,416 | 511,792 | |
| | | GoB | 72800 | Acquisition of Computer software | 60,714 | 430,000 | 430,000 | 430,000 | 0 | 1,350,714 | |
| | | GoB | 72810 | Training, Workshops and Confer | 167,121 | 0 | 0 | 0 | 0 | 167,121 | |
| | | GoB | 75700 | Training, Workshops and Confer | 142,858 | 0 | 0 | 0 | 0 | 142,858 | |
| | | UNDP | 75700 | Training, Workshops and Confer | 6,144 | 0 | 0 | 0 | 0 | 6,144 | |
| | | 1.2 e-Services access points ensured at the grassroots | UNDP | 71300 | Local consultant | | | | | | |
| | UNDP | | 71600 | Local Travel | 3,411 | | | | | | 3,411 |
| | UNDP | | 72100 | Contractual Services Co | 8,333 | | | | | | 8,333 |
| | UNDP | | 74200 | Audio-visual and print production cost | 0 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 4,000 |
| | GoB | | 74200 | Audio-visual and print production cost | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.3 National content repository enhanced | | UNDP | 71200 | Intl Consultants | 1,190 | 0 | 0 | 0 | 0 | 0 |
| | | UNDP | 71300 | Local Consultants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | UNDP | 71600 | Travel Local | 589 | 5,000 | 5,500 | 5,500 | 1,200 | 17,789 | |
| | | UNDP | 72810 | Acquisition of Computer software | 18,000 | 0 | 0 | 0 | 0 | 18,000 | |
| | | GoB | 72810 | Acquisition of Computer software | 0 | 0 | 0 | 0 | 0 | 0 | |
| | | GoB | 72810 | Acquisition of Computer software | 0 | 0 | 0 | 0 | 0 | 0 | |

| | | | | | | | | | |
|----------------|-----|-------|--------------------------------|---------|---------|---------|---------|--------|-----------|
| | GoB | 75700 | Training, Workshops and Confer | 0 | 10,000 | 10,000 | 10,000 | 2,500 | 32,500 |
| Activity Total | | | | 774,229 | 788,012 | 801,681 | 789,167 | 56,440 | 3,209,530 |

| Component | Output/activities | | | | 2012 | 2013 | 2014 | 2015 | 2016 | Total |
|---|--|------|-------|--|---------|---------|---------|---------|--------|-----------|
| Activity #2 Capacity & Awareness | 2.1. e-Governance Focal Point institutionalized | UNDP | 71600 | Travel | 1,167 | 500 | 500 | 500 | 500 | 3,167 |
| | | UNDP | 75700 | Training Workshop & Conference | 2,100 | 12,000 | 12,000 | 12,000 | 0 | 38,100 |
| | 2.2. Orientation, workshop, training and other e-leadership events conducted for government officials, people's representatives, service providers and youth | UNDP | 71400 | National Project Staff | 38,148 | 148,905 | 153,372 | 135,148 | 30,111 | 505,683 |
| | | UNDP | 71300 | Local consultant | 30,122 | 18,000 | 18,000 | 18,000 | 5,000 | 89,122 |
| | | GoB | 72100 | Contractual Services Co | 0 | 0 | 0 | 0 | 0 | 0 |
| | | GoB | 72810 | Acquisition of Computer software | 0 | 0 | 0 | 0 | 0 | 0 |
| | | CS | 74200 | Audio-visual and print production cost | 0 | 0 | 0 | 0 | 0 | 0 |
| | | GoB | 74200 | Audio-visual and print production cost | 263,094 | 123,056 | 123,056 | 123,056 | 30,639 | 662,902 |
| | | GoB | 75700 | Training, Workshops and Confer | 653,397 | 662,048 | 561,446 | 561,446 | 27,861 | 2,466,198 |
| | | UNDP | 75700 | Training, Workshops and Confer | 53,495 | 0 | 0 | 0 | 0 | 53,495 |
| | 2.3. e-learning platform developed with relevant e- | UNDP | 71300 | Local consultant | 16,274 | 0 | 0 | 0 | 0 | 16,274 |
| | | UNDP | 71600 | Travel Local | 1,685 | 7,500 | 5,000 | 5,000 | 2,000 | 21,185 |
| | | | | | | | | | | |

| Leadership content | | | | | | | | | |
|---|------|-------|--------------------------------|-----------|-----------|-----------|-----------|---------|-----------|
| 2.4. Service providers and service implementers trained | UNDP | 72100 | Contractual Services Company | 30,096 | 0 | 0 | | | 30,096 |
| | GoB | 75700 | Training, Workshops and Confer | 0 | 3,103 | 3,103 | 3,103 | 776 | 10,083 |
| 2.5. Awareness built and demand created for e-services among different stakeholders | UNDP | 71600 | Travel Local | 3,750 | 5,000 | 5,000 | 5,000 | 1,250 | 20,000 |
| | GoB | 71600 | Travel Local | 0 | 0 | 0 | 0 | 0 | 0 |
| | GoB | 72100 | Contractual Services Co | 205,953 | 155,000 | 155,000 | 130,000 | 35,952 | 681,905 |
| | UNDP | 74200 | Audio visual and promotion | 3,571 | 0 | 0 | 0 | 0 | 3,571 |
| | GoB | 75700 | Training, Workshops and Confer | 0 | 0 | 0 | 0 | 0 | 0 |
| | GoB | 71600 | Travel Intl | 0 | 26,779 | 26,779 | 26,779 | 0 | 80,337 |
| 2.6. South-South collaboration strengthened with Bangladesh as the contributing partner | CS | 72100 | Contractual Services Co | 0 | 0 | 0 | 0 | 0 | 0 |
| | GoB | 75700 | Training, Workshops and Confer | 49,405 | 22,500 | 22,500 | 22,500 | 10,000 | 126,905 |
| | GoB | 72100 | Contractual Services Co | 0 | 29,657 | 29,657 | 29,657 | 7,414 | 96,386 |
| | UNDP | 72100 | Contractual Services Company | 30,000 | 0 | 0 | 0 | 0 | 30,000 |
| | GoB | 75700 | Training, Workshops and Confer | 0 | 37,071 | 37,071 | 37,071 | 9,268 | 120,482 |
| | | | | | | | | | |
| Activity Total | | | | 1,382,257 | 1,251,119 | 1,152,484 | 1,109,260 | 160,771 | 5,055,891 |

| Component | Output/activities | Source | Bud. Code | Budget Description | 2012 | 2013 | 2014 | 2015 | 2016 | Total |
|----------------------------------|---|--------|-----------|------------------------|--------|---------|---------|---------|--------|---------|
| Activity #3 Enabling environment | 3.1. Relevant policies, laws and regulations in | UNDP | 71200 | Intl Consultants | 0 | 25,000 | 10,000 | 10,000 | 0 | 45,000 |
| | | UNDP | 71300 | Local Consultants | 0 | 9,833 | 9,833 | 9,833 | 0 | 29,500 |
| | | UNDP | 71400 | National Project Staff | 57,900 | 217,320 | 223,081 | 133,907 | 14,004 | 646,212 |

| | | | | | | | | | | |
|--|--|-------|----------------------------------|----------------------------------|---------|---------|---------|---------|--------|-----------|
| | place for full e-service functionality with appropriate security safeguards | GoB | 71600 | International Travel | 25,298 | 18,000 | 18,000 | 18,000 | 0 | 79,298 |
| | | GoB | 72810 | Acquisition of Computer software | 5,952 | 0 | 0 | 0 | 0 | 5,952 |
| | | GoB | 75700 | Training, Workshops and Confer | 14,285 | 0 | 0 | 0 | 0 | 14,285 |
| | 3.2 Guidelines for large scale databases as well as e-architecture supported | UNDP | 71600 | Travel | 0 | 0 | 0 | 0 | 0 | 0 |
| | | GoB | 72100 | Contractual Services Co | 47,619 | 0 | 0 | 0 | 0 | 47,619 |
| | | UNDP | 71300 | Local Consultants | 11,250 | 15,000 | 15,000 | 15,000 | 3,750 | 60,000 |
| | 3.3 Knowledge Management Practices | UNDP | 71600 | Travel Local | 448 | 7,000 | 7,000 | 7,000 | 3,000 | 24,448 |
| | | GoB | 72100 | Contractual Services Company | 0 | 0 | 0 | 0 | 0 | 0 |
| | | UNDP | 71200 | Intl Consultants | 7,031 | 9,375 | 9,375 | 9,375 | 2,344 | 37,500 |
| | | UNDP | 71300 | Local Consultants | 24,940 | 8,313 | 10,000 | 10,000 | | 53,253 |
| 3.4 National Information portal enhanced | UNDP | 71600 | Travel Local | 4,000 | 3,500 | 3,500 | 3,500 | 0 | 14,500 | |
| | GoB | 72810 | Acquisition of Computer software | 0 | 50,000 | 30,000 | 0 | 0 | 80,000 | |
| | GoB | 72100 | Contractual Services Co | 11,905 | 0 | 0 | 0 | 0 | 11,905 | |
| | GoB | 75700 | Training, Workshops and Confer | 66,665 | 0 | 0 | 0 | 0 | 66,665 | |
| Activity Total | | | | | 277,293 | 363,341 | 335,789 | 216,615 | 23,098 | 1,216,136 |

| Component | Output/activities | Source | Bud. Code | Budget Description | 2012 | 2013 | 2014 | 2015 | 2016 | Total |
|-------------------------------|---|--------|-----------|------------------------|--------|---------|---------|---------|--------|---------|
| Activity #4 Innovation | 4.1. An agency under PMO with a branch in Cabinet | UNDP | 71200 | Intl Consultants | 16,667 | 16,667 | 16,667 | 0 | 0 | 50,000 |
| | | UNDP | 71300 | Local Consultants | 2,504 | 4,500 | 4,500 | 4,500 | 1,125 | 17,129 |
| | | UNDP | 71400 | National Project Staff | 52,870 | 200,088 | 208,392 | 126,711 | 13,328 | 601,389 |

| | | | | | | | | | |
|--|--|-------|---|-----------------|-----------|-----------|-----------|-----------|------------|
| Division developed | UNDP | 71600 | Local Travel | 346 | 7,000 | 7,000 | 7,000 | 0 | 21,346 |
| | GoB | 71600 | International Travel Contractual Services Company | 66,964 | 15,000 | 15,000 | 15,000 | 0 | 111,964 |
| | UNDP | 72100 | Office Equipment | 0 | 0 | 0 | 0 | 0 | 0 |
| | GoB | 72205 | Office Equipment | 0 | 35,000 | 5,000 | 0 | 0 | 40,000 |
| | Cs | 72205 | Office Equipment | 0 | 0 | 0 | 0 | 0 | 0 |
| | GoB | 72205 | Office Equipment (AC) | 0 | 5,000 | 0 | 0 | 0 | 5,000 |
| | GoB | 72800 | Computer & Accessories | 3,571 | 0 | 12,500 | 12,500 | 0 | 28,571 |
| | GoB | 72210 | Photocopier & Fax | 0 | 2,500 | 0 | 0 | 0 | 2,500 |
| | GoB | 73105 | Office Rent | 0 | 34,718 | 34,718 | 34,718 | 8,680 | 112,834 |
| | GoB | 72220 | Furniture Rental Maintenance of Transp equip | 0 | 40,000 | 15,000 | 0 | 0 | 55,000 |
| | UNDP | 73400 | Office Renovation | 9,375 | 12,500 | 12,500 | 12,500 | 3,125 | 50,000 |
| | GoB | 73205 | | 0 | 30,000 | 0 | 12,000 | 0 | 42,000 |
| | 4.2. Outstanding innovation in e-services recognized and promoted | CS | | Innovation Fund | 1,778,698 | 2,500,000 | 2,500,000 | 2,500,000 | 625,000 |
| GoB | | 75700 | Training, Workshops and Confer | 27,381 | 10,000 | 10,000 | 10,000 | 0 | 57,381 |
| GoB | | | Innovation Fund | 0 | 0 | 0 | 0 | 0 | 0 |
| CS | | | GSM Fees (act 4) | 0 | 0 | 0 | 0 | 0 | 0 |
| 4.3 Impact and user perception of e-services delivery monitored | Gob | 72100 | Contractual Services Company | 4,762 | 60,238 | 25,000 | 10,000 | 0 | 100,000 |
| | GoB | 75700 | Training, Workshops and Confer | 23,810 | 5,000 | 5,000 | 5,000 | 5,000 | 43,810 |
| 4.4. Innovation in delivery of public services nurtured | UNDP | 71600 | | | | | | | |
| | | | Local Travel | 1,500 | | | | | 1,500 |
| Activity Total | | | | 1,988,448 | 2,978,211 | 2,871,277 | 2,749,929 | 656,258 | 11,244,122 |

| Component | Output/activities | Source | Bud. Code | Budget Description | 2012 | 2013 | 2014 | 2015 | 2016 | Total |
|-------------------------------------|------------------------------|--------|-----------|----------------------------------|--------|---------|---------|---------|--------|---------|
| Activity #5 Technical Assistance | 5.1 Operations & Maintenance | GoB | 71400 | Project Staff | 23,398 | 48,204 | 49,650 | 54,615 | 13,654 | 189,521 |
| | | UNDP | 71300 | Local Consultants | 9,871 | | | | | 9,871 |
| | | UNDP | 71400 | National Project Staff | 72,306 | 120,980 | 123,939 | 119,528 | 16,038 | 452,791 |
| | | UNDP | 71600 | Travel | 1,000 | 1,500 | 1,500 | 1,500 | 500 | 6,000 |
| | | GoB | 71600 | Travel | 1,000 | 2,000 | 2,000 | 2,000 | 500 | 7,500 |
| | | GoB | 72205 | Office Equipment | 0 | 16,000 | 8,000 | 0 | 0 | 24,000 |
| | | GoB | 72210 | AC/Photocopy | 0 | 5,000 | 7,000 | 0 | 0 | 12,000 |
| | | GoB | 72220 | Furniture | 5,625 | 14,000 | 0 | 5,500 | 0 | 25,125 |
| | | UNDP | 73105 | Common Services - Comm | 17,813 | 23,750 | 23,750 | 23,750 | 5,938 | 95,001 |
| | | UNDP | 72500 | Supplies | 522 | 0 | 0 | 0 | 0 | 522 |
| | | GoB | 72500 | Supplies | 4,000 | 8,000 | 8,000 | 8,000 | 1,500 | 29,500 |
| | | UNDP | 72415 | Postage | 1,125 | 1,500 | 1,500 | 1,500 | 375 | 6,000 |
| | | UNDP | 72440 | Connectivity Charges | 3,390 | 4,519 | 4,519 | 4,519 | 1,130 | 18,077 |
| | | UNDP | 72700 | Hospitality/Catering | 1,000 | 2,500 | 2,500 | 2,500 | 500 | 9,000 |
| | | GoB | 72800 | Information Technology Equipment | 0 | 15,000 | 15,000 | 15,000 | 0 | 45,000 |
| | | UNDP | 73400 | Rental & Maint of Transp. equip | 0 | 0 | 0 | 0 | 0 | 0 |
| | | GoB | 73400 | Rental & Maint of Transp. equip | 4,656 | 6,375 | 6,375 | 6,375 | 1,719 | 25,500 |
| | | UNDP | 73405 | Rental & Maint - Other | 2,000 | 2,500 | 2,500 | 2,500 | 625 | 10,125 |
| | | UNDP | 73410 | Fuel, Maintenance of Transport | 12,431 | 16,575 | 16,575 | 16,575 | 4,144 | 66,300 |
| | | GoB | 73410 | Fuel, Maintenance of Transport | 1,000 | 1,500 | 1,500 | 1,500 | 500 | 6,000 |
| | | UNDP | 74200 | Audio-visual and print cost | 0 | 0 | 0 | 0 | 0 | 0 |
| | | GOB | 72445 | Common Services - Comm | 2,500 | 3,000 | 3,000 | 3,000 | 1,500 | 13,000 |

| | | | | | | | | | | |
|--|--------------------------|------|-------|--------------------------------|---------|-----------|---------|---------|---------|-----------|
| | | UNDP | 74500 | Miscellaneous Expenses | 2,000 | 4,000 | 4,000 | 4,000 | 2,000 | 16,000 |
| | | UNDP | 74500 | Insurance | 500 | 500 | 500 | 500 | 388 | 2,388 |
| | | GoB | 74500 | Miscellaneous Expenses | 3,236 | 4,314 | 4,314 | 4,314 | 1,079 | 17,257 |
| | | GoB | | Block Allocation | 0 | 681,940 | 400,000 | 400,000 | 400,000 | 1,881,940 |
| | | | | | 0 | 0 | 0 | 0 | 0 | 0 |
| | 5.2 Internal Development | GoB | 63405 | Learning Cost | 4,371 | 5,828 | 5,828 | 5,828 | 1,457 | 23,311 |
| | | GoB | 75700 | Training, Workshops and Confer | 15,997 | 21,329 | 21,329 | 21,330 | 5,332 | 85,316 |
| | | | | | 0 | 0 | 0 | 0 | 0 | 0 |
| | Activity Total | | | | 189,740 | 1,010,813 | 713,279 | 704,334 | 458,878 | 3,077,044 |

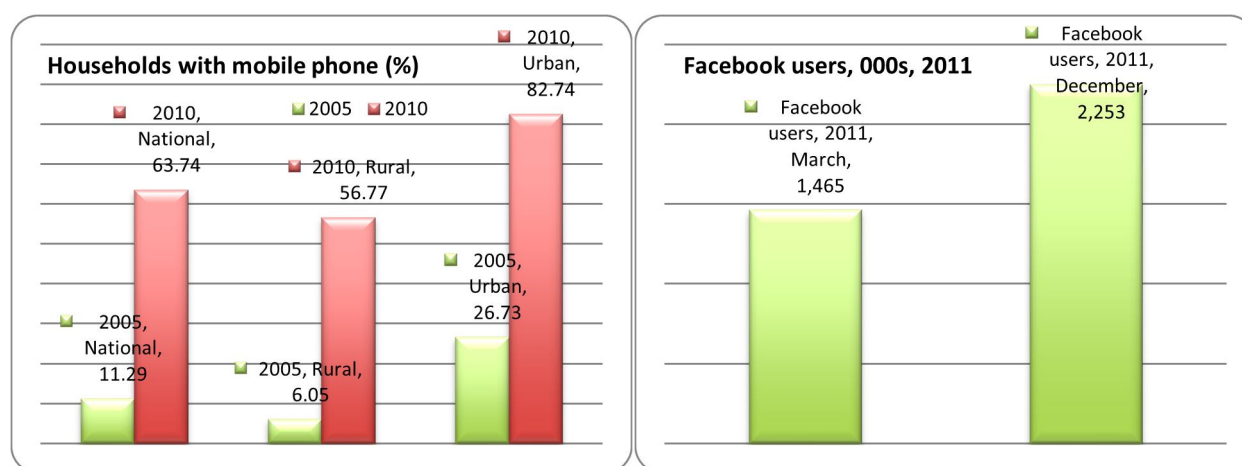
| | | USD In thousands | | | | | |
|---------------------------------|------------------|------------------|-------------|-------------|-------------|-------------|--------------|
| Summary of the Budget | | 2012 | 2013 | 2014 | 2015 | 2016 | Total |
| Total Budget by ACTIVITY | ACTIVITY1 | 774.2290 | 788.0122 | 801.6813 | 789.1674 | 56.4402 | 3,209.5301 |
| | ACTIVITY2 | 1,382.2570 | 1,251.1194 | 1,152.4842 | 1,109.2596 | 160.7711 | 5,055.8913 |
| | ACTIVITY3 | 277.2930 | 363.3415 | 335.7890 | 216.6152 | 23.0976 | 1,216.1363 |
| | ACTIVITY4 | 1,988.4477 | 2,978.2108 | 2,871.2770 | 2,749.9290 | 656.2577 | 11,244.1222 |
| | ACTIVITY5 | 189.7400 | 1,010.8134 | 713.2789 | 704.3342 | 458.8777 | 3,077.0441 |
| | | 4,611.9666 | 6,391.4974 | 5,874.5103 | 5,569.3054 | 1,355.4444 | 23,802.7242 |
| Total Budget by Fund | | | | | | | |
| | UNDP | 645.1207 | 1,131.5428 | 1,150.8900 | 928.2190 | 135.6984 | 3,991.4710 |
| | CS | 1,778.6980 | 2,500.0000 | 2,500.0000 | 2,500.0000 | 625.0000 | 9,903.6980 |
| | GoB | 2,188.1480 | 2,759.9546 | 2,223.6203 | 2,141.0863 | 594.7459 | 9,907.5552 |
| | | 4,611.9666 | 6,391.4974 | 5,874.5103 | 5,569.3054 | 1,355.4444 | 23,802.7242 |

Annex 4: Development Context 2012-2016²⁰

Social: In the social sphere, the rapidly growing youth population creates a new technology savvy client group for e-services. The growing use of ICT in education will positively influence the rate of acceptance of new technologies and the demand for e-services. Increasing urbanization, changing social values and mind-sets positively increases demand for better services and makes e-services even more relevant. Social networking, either physically or virtually, heightens expectations in all kinds of social, economic and political issues, potentially creating positive social outcomes. The exponential growth of 'Facebook' in Bangladesh clearly indicates the popularity of such social networking tools among the youth (see Figure 1). The popularity of social media and community journalism and blogs will increase the influence of these media in steering social changes as well.

Economic: New business opportunities based on the PPP model will arise. Emerging e-Commerce modalities, mobile banking and payments to and from the government will create unprecedented possibilities for transactions among citizens, businesses, NGOs and the government. Efficiency and productivity improvements will result from linking producers and consumers directly. Many of these would be driven by individual innovation to take the economy forward. Such changes are likely to create higher demands on government to business services and incentivize the private sector to become more interested to become involved in public service delivery.

Figure 4: Growth of mobile phones and social networking



Source: Adapted from Bangladesh Bureau of Statistics and Facebook.

Technological: It is expected that the rise of mobile telephony and other digital communication technologies will significantly expand connectivity (see Figure 1). With a population of 160 million, Bangladesh already has 70 million mobile subscribers, which is likely to rise quickly with new

²⁰ This section heavily draws from the report of the independent scoping mission led by Dr. Tengku Mohd Azzman Shariffadeen an International ICT for Development consultant who led the technology revolution in Malaysia.

technologies. Narrowband Internet is rapidly making inroads to widen the digitally connected population, especially within the wider population. The emergence of a single unified device would make connectivity even more compelling. New service delivery systems that facilitate electronic transactions, content creation and application including Geographic Information Systems (GIS) and access to services for the physically challenged, all enabled by R&D driven innovation, are expected to attract even more users. The country is poised to have a *second Internet backbone* to improve redundancy and reduce costs. Bangladesh has started production of low cost computers, which will improve access to computers significantly. Availability of low cost smart-phones, such as the one now being made available in India by Google, is also expected to positively contribute.

Legal: Introduction of Digital Signatures through the implementation of the ICT Act will usher in a new era of secure exchange of digital documents contributing significantly to records and knowledge management within the government, supporting more informed and timely policymaking, and more efficient service delivery to citizens. The implementation and enforcement of the RTI (Right to Information) Act is of key interest given its potential impact on ICT use and service delivery. Likewise, increased IP protection, the convergence between local and global rules and regulations, and the creation of a techno-friendly legal framework are seen as important enabling factors for service innovation. With the growth of digital assets, cybercrime and cyber-attack may increase in the coming years, demanding higher levels of cyber security.

Political: Introduction of a new breed of younger tech-savvy leaders in national and local politics is going to be more prominent in the coming days which may lead to a greater national consensus for leveraging technology to improve service delivery. Additionally, the media and new communication channels may make governance systems more transparent.

Government readiness: A large number of government infrastructure and connectivity projects, essential elements such as data centres, new recruits who are all ICT literate, the progressive resolution of the power deficit and new ICT infrastructure will make e-governance/ICT based service delivery more feasible.

According to the Bangladesh Public Administration Training Centre (BPATC), around 70-80% of the entry level civil servants are ICT literate. The government has taken several initiatives to equip the central and field level offices with computers and internet connectivity, and has trained officers on basic ICT and internet use. DC offices all around the country are fully furnished with computers and necessary hardware through the introduction of District e-Service systems late 2011. Almost 50% of the Upazilla level offices are now equipped with computers. Since 2008, internet penetration has increased significantly through newly introduced dial-up facilities provided by the mobile-phone service providers. Broadband connection is available only at the Ministries, some directorates, Divisional Commissioners' offices and DC Offices. In 2009, the government made a decision to furnish all Secretaries, e-Governance Focal Points (at the level of Joint or Additional Secretaries in each Ministry and Division), Divisional Commissioners, DCs and UNOs with laptops and ensure Internet connectivity through (albeit slow speed) mobile modems so that the officers can get access to and share online information anytime and from anywhere, have an official e-mail address maintained by the Ministry of Public Administration, and

are introduced to a 'digital culture'. Battery back-ups provided by the laptops have made them functional during load-shedding and on travel.

The Bangladesh Computer Council (BCC) has already set up a data centre that has received the TIER-3 certificate as in international recognition for its quality. BCC is now ready to host the web-portals/websites developed by different ministries of the country. The Cabinet Division is connecting the Prime Minister's Office and the Cabinet Division to all 7 Divisional Commissioner's offices and all 64 DC offices with high-speed video conferencing facility. This will enable the central administration to conduct meetings of national importance with the field administration without any disruption of work or wastage of time on travel. The Ministry of ICT, through its BanglaGovNet project, is extending a high-speed network to all government offices at the district level.

Annex 5: Gender Strategy

(Draft: to be finalized during the first 6 months of programme implementation)

For integrating gender results in the project, and achieving gender impact, the project as the part of process will have specific operational mechanism at five aspects: a) Institutional Arrangement, b) Human resource management c) Financial resources management, d) Knowledge management and e) Monitoring and Evaluation.

Institutional Arrangement

The relevant Committee related the project, will continue as the principal internal oversight mechanism for gender results, while the committee will ensure to include at least one third of women's participation in the relevant committee.

Human Resources management

As the part of management accountability mechanisms for the achievement of diversity and gender parity in organizational units and the selection of staff member, the special attention will be given to the 'four R's' of gender parity: recruitment, retention, re-entry and recognition. The capacity development plan will include specialized thematic training for each practice such as gender analysis training, leadership training for men and women leaders, training/orientation on management for gender equality. The various individuals and units working on gender equality considerations will be drawn together as a fully functioning expanded team of committed advocates and champions for gender equality. In addition, the dedicated gender expert will be hired for the project.

Financial resource management

An enhanced financial accounting system (ATLAS) and the gender parity target are further components of strengthening the integration of gender into corporate accountability processes. UNDP has rolled out gender marker, which is a tracking system of resource allocation and its expenditure. The more than half of the budget will be allocated for the primary and secondary objectives of gender mainstreaming according to gender marker. A resource mobilization plan will be put in place, featuring realistic costing of all activities, extensive internal and external resource analysis.

Knowledge management

The project will create gender net at country level to comprise a coherent and linked set of web portals and knowledge products that truly reflects and supports UNDP's extensive gender equality activities, and leverages existing internal and external good practices in meaningful ways. It will provide a new and comprehensive platform for ensuring cross-regional sharing and tangible collaboration on gender beyond the e-knowledge networks. A communication and advocacy plan will be developed to amplify

the corporate advocacy plan and maximize full understanding of gender equality and women's empowerment.

Monitoring and Evaluation

A monitoring and feedback mechanism will ensure that UNDP is receiving full value from its knowledge management system by tracking the actual use of products, and consolidating and disseminating lessons learned.

Annex 6: Operational Approach

To implement the four components successfully, this programme is going to adopt the following operational approach and modalities.

Public administrative services for MDGs: The previous programme facilitated deployment of a large number of e-Services through the Quick-Win initiatives delivered by ministries and departments mostly located in the capital. Additionally, services delivered by the Deputy Commissioners' offices in the districts were made e-enabled so that applicants can now gain service access through on-line means. However, most of these services were not specifically pro-poor, and not tailored or targeted for underserved communities.

During this project, therefore, services offered by Upazilla offices, which are most relevant to the poor and underserved communities, will receive particular attention. Moreover work to establish portals for all government offices has started, and this will act as the platform to host the e-services.

Selection criteria will be developed to select services that are to be delivered through on-line means. One of the criteria will be the potential number of beneficiaries from 'underserved communities' who for social and economic reasons are either excluded or least served by public agencies. Taking 'rights-based' approach, the project will deliberately target segments of the population who, due to physical and/or mental disability, are excluded from accessing public services. Finally, services directly related with achievement of MDGs such as assisting in the delivery of social safety nets, disaster warnings, maternal and child health, education and so forth, etc. will be prioritized.

Once the services are selected for conversion to e-services, the programme will work with the respective departments to conduct a reengineering exercise to ensure ease of access and improve transparency of the delivery system. The programme will also extend technical assistance to the respective department to deliver the selected services through on-line means.

Hub of expertise: The programme will build on the success of the previous programme to play a nodal role as the centre of expertise within the government. A2I II will maintain A2I's signature advisory services offered to government ministries and agencies, but will be more selective in providing direct implementation support. Only a few large scale flagship services such as the National Citizens Register (drawing on the National ID Card and National Public Registry), Land Records, Land Registration will receive require implementation support in addition to formulation assistance.

The efforts to realize the national ICT Policy give rise to a need for a coordination and implementation role for e-services related activities. As such, A2I II will focus on supporting the much needed coordination mechanism between various government and non-government initiatives. At the highest level, the Programme Steering Committee will also ensure coordination between activities of various ministries and the respective projects undertaken.

A2I II will focus promotional activities, placing more emphasis on marketing, disseminating impact results and partnerships. More effort will be given in building awareness and mobilizing stakeholders such as the private sector and youth. Sharing programme learning with a wider audience under the framework of 'South-South' cooperation will also receive due importance.

As a related priority, the Programme will place a higher emphasis on collecting, compiling, analysing, and disseminating information related to the programme's activities, objectives and the country's overall e-governance performance as well as research related to the programme's impact. Results of these analyses shall be continually fed into the programme management process to ensure proactive course corrections.

Partnership for results: The programme will continue to nurture its already strong partnership with government agencies and civil society organizations, but also place special emphasis on strengthening partnerships with the private sector, development partners, and promote inter-agency partnership within public sector.

Partnerships with the private sector will be promoted in three ways. First, the project will work with the 'Office of PPP' under the PMO to stimulate private sector participation and investment to develop and deploy e-Services. Second, the proposed innovation fund will support creation of public goods such as the 'Bangla Text-to-Speech²¹' tool much needed for the private sector to effectively and profitably contribute in e-service delivery. Finally, the Innovation Fund will seek contribution from the private sector itself to ensure greater participation in the design of services.

Much of the success of the previous project is attributable to support received from various development projects funded by Government or other development partners. This effort will be further strengthened with existing projects within the government, UNDP and other development partners.

Process simplification and reengineering: It is recognized that unless the underlying processes and systems are not simplified and made more efficient, e-Governance seldom generate sufficient benefits. However, simplifications done organically are more sustainable than simplification done by external agents. Hence, while the programme will conduct a thorough process simplification exercises before converting any services to e-service, wherever possible these simplifications will be led by service providers themselves.

The programme will facilitate development of such process analysis and simplification capacity internally in government offices. One of the key focuses of the programme is to organize process simplification courses for these officers. Learning how to re-engineer service delivery processes from the standpoint of the citizens is vital, given the goal is to improve the implementation and delivery of public services. Process mapping allows the leaders to ask key questions such as: why a particular step in the delivery takes so long; is it possible to reduce cost for a particular step; why are there so many process steps; are all steps necessary; can some steps be eliminated or merged; do so many people have to be involved in the approval process; are there hidden mechanisms to by-pass a step? Finding answers to these questions will reveal valuable results and small teams of leaders will as a result, be able to devise solutions that streamline the process of service delivery significantly.

²¹ An automated Bangla Text to Speech tool would enable computers to reproduce written Bangla text into spoken form to enable an audience who are not able to read the text because of disability or illiteracy. A freely available system would greatly increase the potential 'market' of digital information and knowledge, reduce the cost of updating the information and open up new opportunity for the private sector to invest in digital content.

An 'incubation initiative' whereby 4 to 5 field level government officials will be attached to the PMO and the Programme team for 3 months will be introduced. During this time, the attached government officials will be offered business process analysis skills, as well as change management training. It is expected that these officials will also share their knowledge with the e-Service team of the project to help them convert current services into e-service/m-service.