



United Nations Development Programme

Country: Bangladesh

Project Document

Project Title: Implementation of Digital ECNEC	
UNDAF Outcome(s):	Outcome 2.1: Economic Growth is achieved in an inclusive manner, extending opportunities to the rural & urban poor & protecting the vulnerable from shocks
UNDAF Output(s):	Output 2.1.4: Government & nongovernment stakeholders have the capacity to improve aid effectiveness with a special focus on achieving the MDGs with equity, & pro-poor growth
Executing Entity	UNDP
Implementing Partner:	Planning Division

Brief Description

About 1500 new development projects are approved, allocated and monitored every year by the government, and many more are submitted to the Planning Commission from the agencies through respective divisions /ministries. This project focuses on simplifying these processes with the introduction of ICT tools and is expected to reduce approval time significantly, improve responsiveness of development procedures and increase accuracy of ADP utilization data used for defining many macro level indicators and policy formulation. The key to successful implementation of such digital tools lies in ensuring proper transfer of knowledge and ownership, flawless incorporation of business processes, migration of all available source of data and strengthening capacity of public offices and relevant officials. The project targets to achieve these through – 1) Efficiency of the GoB's project appraisal, approval, allocation and monitoring process enhanced (2) e-Governance promoted by strengthening ICT infrastructure (3) Capacity of concerned GoB officials strengthened

Programme Period:	3 years	Total allocated resources:
Key Result Area (Strategic Plan):	_____	<ul style="list-style-type: none"> Regular \$ 399,429 Parallel through AE project \$ 117,212 Government (parallel): \$ 1,634,390
Atlas Award ID:	80033	Unfunded budget:
Start date:	December 2012	In-kind Contributions
End Date:	November 2015	
PAC Meeting Date	22/07/2012	
Management Arrangements	NEX/NIM	

Agreed by Planning Division:

BIB
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Agreed by ERD:

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Agreed by UNDP:

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I. SITUATION ANALYSIS

Overview

Public sector development initiatives in Bangladesh are implemented through projects funded from domestic and foreign aid resources. These projects are consolidated in the Annual Development Programme, which is the government's main instrument to implement the national development plan.

There are 60 ministries and 400 associated agencies of the Bangladesh government who produce proposals. Roughly 300 to 400 such proposals are approved each year and enter the ADP. With around 1500 projects of all sizes and types in each year's ADP, efficient resource allocation to projects aligned with national development priorities is critical.

The need for accurate and timely information is crucial for the government for decision making at all stages of the project life cycle from initiation to ex-post closure evaluation. The development partners who fund roughly 40% of the ADP also need to know how and where funds are being utilized and whether objectives are being realized.

The potential of ICTs to transform the way governments do business and deliver services to citizens is widely acknowledged. The Government of Bangladesh has in recent years increasingly promoted ICT-based programmes and taken related initiatives to expand the use of ICT in the country. Recognizing the role ICT can play in promoting development, UNDP has been (and is) supporting various ICT development initiatives of the government.

Introduction of ICT systems in government offices aims to facilitate acquisition, processing, sharing and dissemination of information, and thus enabling more streamlined, efficient and faster decision-making by concerned stakeholders within government and development partner agencies.

Against this background, there was a need for capturing, processing and making available relevant information to all concerned stakeholders, which led to the initiation of the ASICT project. The project had the purpose to strengthen ICT capacities and systems to enhance efficiency transparency and accountability of government operations.

A collaborative effort between the Government of Bangladesh and UNDP the ASICT project was formulated to provide support for implementation of comprehensive ICT systems in the Planning Division, ERD and IMED, 3 divisions that are at the core of the project planning, resource allocation and project monitoring processes of the government. The aim was to enhance effectiveness and efficiency of work processes and procedures and integrate decision making and development efforts of these divisions by enabling offices in the three divisions to access each other's databases instantaneously, share electronic files and documents and communicate more efficiently.

Context

The Executive Committee of the National Economic Council (ECNEC) is the apex body of the government, which examines and approves all public sector development projects above a certain threshold value. Chaired by the Prime Minister with members coming from relevant ministries and government divisions, the ECNEC receives project proposals that are initiated at the level of agencies of the government and pass through a process of appraisal involving concerned ministries/divisions and the Planning Commission.

The Planning Division had undertaken development of several ICT based systems to support the business and administrative process of the three divisions with support from UNDP. Business applications were developed to support the project preparation, processing and monitoring processes. During the course of the project an important development initiated by top management at the Prime Minister's office was the suggestion to expand of the original design of the business applications to accommodate access and review of Project Proposals by members of the ECNEC, thus allowing the cycle of project initiation and approval to be completed.

While a first working version of the applications were deployed, roll out was initiated just in a limited way during the tenure of the ASICT project.

In this context, the Planning Division has proposed an initiative to implement e-Government solutions that would strengthen and enhance the capacity of the project planning processes of the Government and streamline the process of managing information flow of the development project life cycle. Titled Implementation of Digital ECNEC, this initiative would examine the existing processes, design and implement necessary process improvement and undertake capacity development of concerned officials to better plan for and allocate development funds.

II. STRATEGY

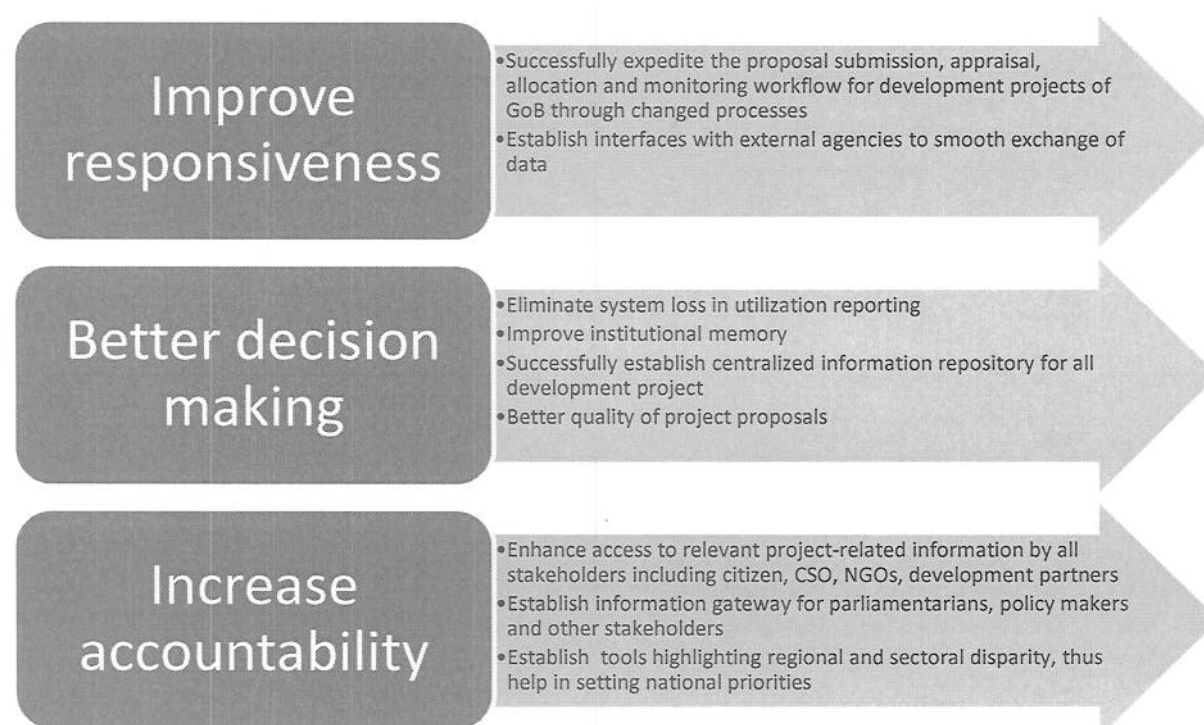
Project planning in the public sector starts with agencies under different ministries of the GoB preparing and submitting proposals which go through a cycle of scrutiny and appraisal that ends with approval based on a certain threshold value by the ECNEC. Proposals below the threshold value are approved at the ministry level. Post approval processes involve periodic fund allocation and implementation monitoring by relevant concerned divisions of the government. The whole process from initiation to ex-post closure evaluation involves different levels of GoB officials at the agencies, ministries and the Planning Commission. With approximately 1500 projects in the Annual Development Plan, there is a huge pressure for efficient formulation of proposals aligned with national development priorities. However, few operational issues impair the objective of effective and efficient development planning and monitoring –

- a. Lack of domain-specific expertise in preparation /appraisal of the project at hand resulting in compromised quality of proposals that affects optimized distribution of public resources thereby impacts on overall development scenario. Lack of such expertise also results in a lag in preparation /processing time that hurts responsiveness and effectiveness of such programmes.
- b. Added with lack of relevant data to support preparation of such project proposals, to appraise and to evaluate – the resultant development projects often fall short of producing desired output within desired timeframe.
- c. Process inefficiencies, bureaucratic hurdles and insufficient data that cause delay in every step of government's project planning and monitoring.

This project aims to address these gaps by strengthening capacities and enhancing efficiencies within the agencies, ministries and the planning commission to evaluate, appraise and monitor public sector projects. The intervention method will include an ICT-supported but not ICT-only approach, building upon the outputs and learning from previous efforts as well as identification and incorporation of results from fresh study to find scope for improvements in existing processes. The findings will identify:

- a. Improvement of business processes
- b. The scope for enhancement in ICT systems
- c. Capacity development initiatives

The development of capacity of public offices through introduction of modified business processes, supported by ICT and development of individual capacity of the officials involved is expected to bring in a series of benefits:



Specifically this will include a three-pronged approach.

Component 1: Increasing the efficiency of the GoB's project appraisal, approval, allocation and monitoring process

The existing business processes for project proposal preparation, appraisal, allocation and monitoring needs to be examined closely before any ICT initiative can be designed to address the gaps. A series of ICT-based decision support systems based on the existing business processes have been put in place by the previous UNDP-funded ASICT project. However, the extent to which these systems may have captured inherent process inefficiencies is unknown and needs to be closely evaluated before modifying them to incorporate possible changes in business processes.

This component will identify key business processes relevant to GoB's project appraisal, approval, allocation and monitoring for reengineering. An inclusive process to reengineer the identified processes will be supported. Finally, the existing software will be modified to support the reengineered business processes.

Identification of key processes for improvement

Specific actions will be directed to identify, through consultation and desk review, how to improve the existing planning, appraisal, allocation and monitoring-evaluation process of Government of Bangladesh. This activity shall identify the future way forward for improving the core business processes by evaluating standards and best practices of other countries of similar socio-economic backgrounds. This activity shall be co-managed with the Aid Effectiveness Project.

Identify changes needed in the existing Software Application

Once the key processes are identified, the project shall pin-point the changes needed in the existing business applications of the three divisions, namely Planning Division, ERD, and IMED. Attempts will be made to identify how ICTs can be mobilized to support improved business processes.

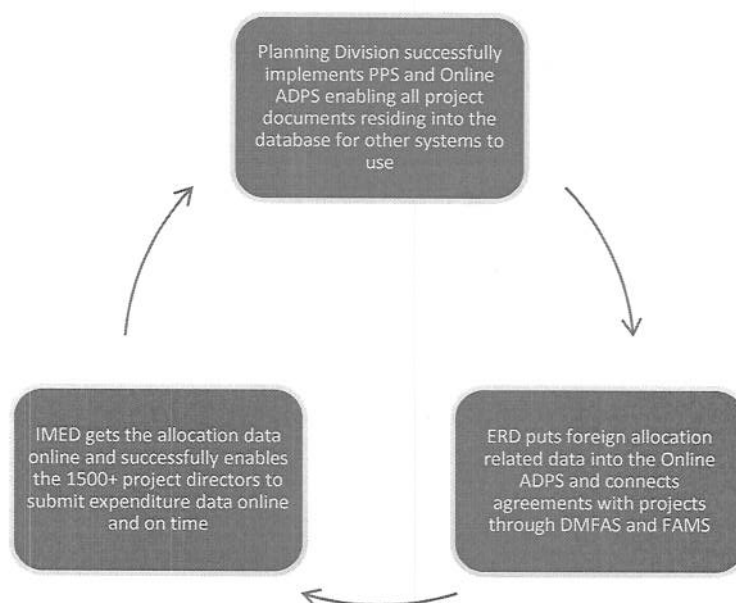
Other initiatives within the government and development partners that address this issue will be taken into cognizance and efforts will be made to coordinate and cooperate with them to avoid duplication and ensure optimum results. Such initiatives include SPEMP at Finance, Aid Effectiveness at ERD and the ADB which is reportedly working on redesigning formats for project proposal submission at the regional level.

Upgrading existing Business Applications

Based on the findings, to ensure the current shortcomings and requests for changes are properly addressed and implemented, the existing Software systems will be enhanced accordingly. These systems include a collection of 5 business applications:

- a. Project planning system (PPS) – enabling the agency users submit project documents (DPP /TPPs) online to the Planning Commission through the ministries, also working as the central project repository for all project-related data
- b. Digital ECNEC system - enabling the ECNEC wing of the Planning Division to receive electronic copies of project documents, disseminate and share the documents with the ECNEC members and keep the scheduling of ECNEC meetings along with the project list and minutes
- c. Online ADP system - allowing the project directors to submit and the programming division to approve allocation requests online, also serving as an online repository of all Annual Development Programme related data
- d. Project monitoring information system- enabling the project directors to report the expenditure against the approved allocation online, and IMED to acquire real-time data and inform PMO and national assembly
- e. Foreign Aid Management System - developed to store agreement-related information, has provision for linking to DMFAS database of FABA, ERD that holds all agreement related data of the Government of Bangladesh and its development partners, enabling the stakeholders to view sector-wise project-based time-bound reports for any /all donors

The diagram below shows three major steps of the successful implementation of D-ECNEC that shows the interconnectivity of the ASICT-developed systems.



Activities and indicators

Sub-component	Indicators	Key Activities
1.1 Efficiency of the GoB's project appraisal, approval, allocation and monitoring process enhanced	<ul style="list-style-type: none"> Number of recommendations adopted in the business processes following suggestion of the study through using the ICT systems 	Conduct a study on the existing business processes and evaluate against that of other similar countries to suggest scopes of improvement to the respective divisions
	<ul style="list-style-type: none"> Number of officials trained on core business skills Number of officials trained who feel that they are more effective at doing their jobs one year after business skills training 	Design and deliver training programmes for skills enhancement related to project planning, appraising, approval, resource allocation, negotiation skills and implementation monitoring and evaluation skills for core beneficiaries of the three divisions of Planning, ERD, IMED and other relevant GOB Officials.
	<ul style="list-style-type: none"> Number of organizations that use the modified database Average time to acquire relevant information Percentage of development projects prepared, allocated and utilization reported using the modified systems against the total number of on-budget projects Number of interfaces established with external systems 	<ul style="list-style-type: none"> Contract awarded to vendor for modifying the business application suite. All project related data entered and updated from electronic and manual sources

Component 2: Institutionalizing ICS infrastructure and support

To ensure full implementation of the digital ECNEC software, ICT infrastructure is needed to be established /utilized at the Planning Commission campus, the ministries as well as the agencies /projects. Efforts and concrete steps are needed to ensure that once procured, the respective departments maintain and replace this hardware as and when necessary in order to attain sustainability of the system. During the first six months of the project, a needs-analysis exercise regarding the ICT infrastructure at the stated three levels of stakeholders will be executed which will elaborate the equipment and the configuration necessary for ensuring smooth exchange of data between all the stakeholders. Specifically, the assessment will examine the existing infrastructure, project the future expansion, study external variables and suggest activities for:

1. Plan of a scalable network
2. ICT hardware and off-the-shelf software
3. Upgradation of Infrastructure of ministry, Planning Cells, ministries and agencies
4. Communication infrastructure
5. Post implementation maintenance

Following the result of the assessment, procurement will commence for the recommended products and services on an as required basis. The Needs Assessment will be conducted by the in-house IT team of this project, lead by the Technology Specialist. An indicative list of components required for establishment of such an infrastructure has been added in the Annexure. However, the exact list of items may differ based on the assessment.

Activities and indicators

Sub-component	Indicators	Key Activities
2.1 Hardware procured and installed as per needs assessment	1. Number of new services offered within the LAN & VPN 2. Number of ministries /agencies connected	Existing LAN and data center at the Planning Commission campus upgraded
		ICT equipment provided to all stakeholders
		VPN created for agencies and ministries, connecting the remote nodes with Planning data center
		Create active directory services, VLANs, file sharing and other related services

Component 3 Strengthening capacity of relevant officials

The key deliverable of this component will be enhanced capacity and awareness among key stakeholders. The project will identify and address capacity needs of the officials related with planning, appraisal and monitoring process starting from the agency level up to the ministry. The Needs Assessment will be conducted by the in-house Capacity Development team of this project, lead by the Project Manager. Several sustainable training programmes will be organized and mainstreamed to ensure awareness and skills within the targeted beneficiaries. The National Academy for Planning and Development will be used to incorporate such training programmes into their regular orientation courses as well as periodic refresher courses based on topics of ICT-based service delivery (using software applications from this project and beyond) and general topics targeted at improving core business skills. The trainers for all these programmes will be

chosen from within the relevant government officials and properly trained to ensure proper transfer of knowledge.

In addition to implementation of automated standalone workflow driven business application for faster service delivery and informed decision making, the project also targets strengthening capacity of project appraisal for the planning officers, i.e. the economic cadre officers. Initiatives will include planning and designing appropriate training programs for improving project proposals appraisal, negotiation skills and implementation monitoring & evaluation skills of the targeted officials of Planning Division, ERD & IMED.

Activities and indicators

Sub-component	Indicators	Key Activities
3.1 Required ICT skills needed to sustain the usage of the modified system developed	Number of recommendations made by the assessment adopted in training curriculum	Execute a needs assessment programme for finding the capacity lacks and systematic, sustainable approach to address such gaps.
	Number of officials trained on basic ICT skills enhancement	Execute training programmes on basic ICT skills development to officials from targeted government agencies
	Number of officials trained on ICT tools developed by the project	Execute training programmes on ICT tools developed by the project to officials from targeted government agencies
	Percentage of officials trained on ICT skills who feel that they are more effective at doing their jobs one year later.	

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the United Nations Development Framework:

Outcome 2.1: Economic Growth is achieved in an inclusive manner, extending opportunities to the rural & urban poor & protecting the vulnerable from shocks

Intended Output and Indicator as stated in the United Nations Development Framework, including baseline and targets¹:

Output 2.1.4 Government & nongovernment stakeholders have the capacity to improve aid effectiveness with a special focus on achieving the MDGs with equity, & pro-poor growth

Output Indicator: GoB Joint Cooperation Strategy fully implemented (Baseline 2010: 5 milestones of 22 met ; Target 2013: 22 of 22 met)

Applicable Key Result Area (from 2012-2016 Strategic Plan):

Partnership Strategy

Programme title and ID (ATLAS Award ID): Implementation of Digital ECNEC and 62509

Intended Output	Output target	Key Activity	Responsible party	Input
OUTPUT 1 Efficiency of the GoB's project appraisal, approval, allocation and monitoring process enhanced	1.1 Scope of improvement and way forward for existing business processes of the three division determined <ul style="list-style-type: none"> Number of recommendations adopted in the business processes following suggestion of the study through using the ICT systems 	Conduct a study on the existing business processes and evaluate against that of other similar countries to suggest scopes of improvement to the respective divisions	UNDP	US\$ 693,257.00 Project Manager, Technology Specialist, Senior Software Engineer (2), Capacity Development Associate, Capacity Development Assistant
	1.2 Training programmes for enhancing core business skills for officials of the three divisions delivered Indicators: <ul style="list-style-type: none"> Number of officials trained on core business skills Number of officials trained who feel 	Design and deliver training programmes for skills enhancement related to project planning, appraising, approval, resource allocation, negotiation skills and implementation monitoring and evaluation skills for core beneficiaries of the three divisions of Planning, ERD & IMED	Planning Division	

¹ 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.

<p>that they are more effective at doing their jobs one year after business skills training</p>	<p>1.3 Business applications modified as per changed requirements</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of organizations that use the modified database • Average time to acquire relevant information • Percentage of development projects prepared, allocated and utilization reported using the modified systems against the total number of on-budget projects • Number of interfaces established with external systems 		<p>Contract awarded to vendor for modifying the Digital ECNEC application suite.</p>	<p>US\$ 593,888.00</p> <p>Project Manager, Senior Systems Administrator, Network Administrator, Maintenance Engineer</p>
	<p>2.1 Needs Assessment conducted to identify ICT infrastructure requirements</p>		<p>Assess the need for ICT infrastructure within the Planning Commission campus and relevant authorities</p>	
	<p>2.2 Relevant components of ICT hardware infrastructure are upgraded at all different levels of stakeholders</p> <p>Indicator:</p> <ul style="list-style-type: none"> • Number of ministries /agencies connected 		<p>Awarding contracts for delivering, configuring and commissioning different ICT equipments, LAN /WAN /VPN equipments and services at different levels of stakeholders</p>	
	<p>OUTPUT 2</p> <p>Hardware procured and installed as per needs assessment</p>		<p>Planning Division</p>	

	<p>2.3 System Applications installed and configured as per requirement Indicator:</p> <ul style="list-style-type: none"> Number of new services offered within the LAN & VPN 	Awarding contract for configuration and commissioning of LAN /VPN services		
<p>OUTPUT3 Required ICT skills needed to sustain the usage of the modified system developed</p>	<p>3.1 Needs Assessment conducted to identify training needs Indicator:</p> <ul style="list-style-type: none"> Number of recommendations made by the assessment adopted in training curriculum 	Execute a needs assessment programme for finding the capacity lacks and systematic, sustainable approach to address such gaps.	Planning Division	<p>US\$ 867,104</p> <p>Project Manager, Capacity Development Associate, Capacity Development Assistant,</p> <p>Project Accountant, Administrative Assistant, Office Secretary, Driver, Messenger</p> <p>Note – This component includes project operation and maintenance costs (\$340,000), support staff cost (\$119,578) and contingencies (\$72,000). Details can be found in Annex 3: Indicative Multi-year budget (Dec 2012- Nov 2015)</p>
	<p>3.2 Training programmes addressing the ICT skill enhancement and targeting roll out arranged Indicators:</p> <ul style="list-style-type: none"> Number of officials trained on basic ICT skills enhancement Number of officials trained on ICT tools developed by the project Percentage of officials trained on ICT skills who feel that they are more effective at doing their jobs one year later. 	<ul style="list-style-type: none"> Execute training programmes on basic ICT skills development to officials from targeted government agencies Execute training programmes on ICT tools developed by the project to officials from targeted government agencies 		

IV. ANNUAL WORK PLAN

Month /Year: December 2012

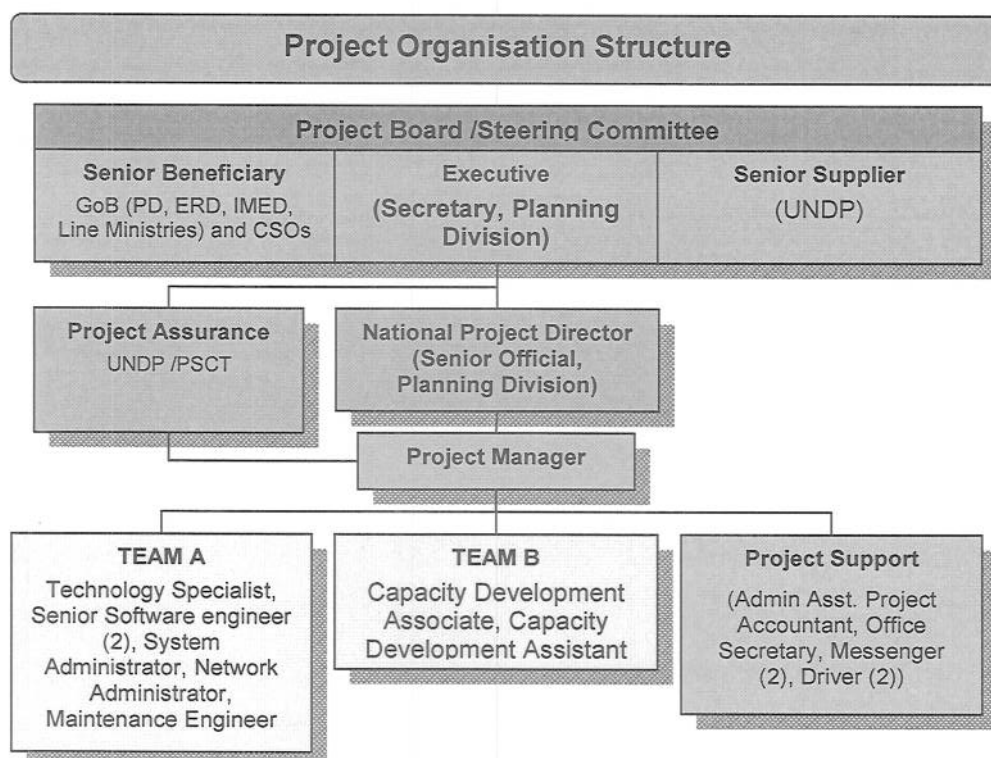
Expected Outputs	Key Activities	Time Frame				Resp. Party	Funding Source	Budget Description	Cost (USD)
		Q1	Q2	Q3	Q4				
1. Efficiency of the GoB's project appraisal, approval, allocation and monitoring process enhanced	1. Technical support				X	UNDP	UNDP	Project Manager	2,338
					X	UNDP	UNDP	Technology Specialist	2,078
					X	UNDP	UNDP	Senior Software engineer (2)	2,110
							Subtotal	6,526	
2. Hardware procured and installed as per needs assessment	2. Technical support				X	UNDP	UNDP	Senior Systems Administrator	1,187
					X	UNDP	UNDP	Network Administrator	791
					X	UNDP	UNDP	Maintenance Engineer	629
							Subtotal	2,607	
3. Required ICT skills needed to sustain the usage of the modified system developed	4. Technical Support				X	UNDP	UNDP	Capacity Development Associate	791
					X	UNDP	UNDP	Capacity Development Assistant	539
	5. Project staff				X	UNDP	UNDP	Project Accountant	809
					X	UNDP	UNDP	Administrative Assistant	629
					X	UNDP	UNDP	Office Secretary	539
					X	UNDP	UNDP	Driver	672
					X	UNDP	UNDP	Messenger	672
							Subtotal	4,651	
								13,784	
TOTAL									

V. MANAGEMENT ARRANGEMENTS

The project is a partnership between the Government of Bangladesh (GoB) and UNDP. The Planning Division on behalf of the GoB will implement the programme under the National Execution/Implementation Modality. UNDP will be providing technical inputs and guidance on international best practice, as well as a 'trouble-shooting' capacity to resolve implementation bottlenecks and providing checks and balances as part of a regular review and oversight process.

The Planning Division will manage the programme activities in accordance with UNDP's National Implementation Modality (NIM) guidelines in a manner consistent with the GoB's and UNDP's policies and procedures. The Planning Division 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 (PSC). The PSC shall meet regularly to review the progress of the project and discuss the way forward. As a NIM project, the NPD is ultimately responsible for the project and should report to the Board. The Project Manager should provide technical and managerial assistance to the NPD.

The Planning Division 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 Planning Division 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 Project Manager will oversee the management of the project staff and assist the NPD in overall coordination, planning and implementing project activities.



National Project Director

1. As per the NEX manual, Planning Division shall appoint the National Project Director (NPD) for the project who is responsible for overall management of the project and

assumes responsibility for day-to-day management of project activities, including substantive, financial and administrative matters. The success or failure of a project depends largely on how effectively the National Project Director (NPD) performs her/his duties and responsibilities.

2. The NPD shall be a senior Government officer with policy decision-making authority. This designation of NPD position allows for the presence of decision-making authority at the project level. In the executive branch of the Government, the NPD is usually a senior official in a Ministry. In this proposed Project, the NPD would be a senior officer of the Planning Division, preferably the Joint Secretary, appointed by and reporting to the Secretary of Planning Division.
3. The importance of selecting the most suitable person as NPD in view of the objectives of the project cannot be overstressed. The responsibility of identifying a suitable candidate is vested in the Secretary of Planning Division. UNDP funds cannot be used for payment of remuneration to a NPD who is a fulltime Government civil servant.
4. A NPD is normally required to undertake the following responsibilities and functions:
 - Assume overall responsibility for the successful execution and implementation of the project, and accountability to Government and UNDP for the proper and effective use of project resources.
 - Ensure mechanisms of translating outputs of project interventions into articulation of policy implications and recommendations and feeding into government policy decision-making.
 - Open and operate project bank account, and petty cash account as per approval of the Principal Accounting Officer of Planning Ministry.
 - Ensure that prior obligations and prerequisites of the Government to the project are met.
 - Prepare, regularly update, and ensure the implementation of project Workplans consistent with the provisions of the Prodoc.
 - Exercise overall technical, financial and administrative oversight of the project.
 - Ensure that the project outputs are produced as stipulated in the Prodoc, and the immediate objectives of the project are realised
 - Ensure timely recruitment and supervision of project personnel.
 - Ensure timely mobilisation of project inputs including subcontracts, equipment, training
 - Ensure the project budget is regularly updated so that it reflects the current status of financial delivery and estimated requirements for the future quarters and years as accurately as possible.
 - Ensure timely submission of required reports, including Inception Reports, Workplans, Progress Reports, Financial Reports, Annual Project Report (APR), and technical reports of consultants, study tour/training reports.
 - Participate in monitoring, review and evaluation of the project and all other policy related meetings.
 - Establish effective working relationships with UNDP, the relevant UN and other implementing agencies, and with other officials and entities with which the project must interact.
 - Coordinate and maintain liaison with other development partners whose support is critical to achieving outcomes of the project intervention.

Project Personnel

▪ *Project Manager*

The Project Manager is responsible for the day-to-day operational management of the project, including developing and overseeing work & procurement plans, financial management, and

preparation of project progress reports. S/he is responsible for assisting the Project Director, who will regularly report to the Project Steering Committee and will seek guidance of the Committee on critical issues that might arise during the implementation. S/he will be responsible for liaising with concerned government ministries/divisions/agencies and ensuring successful rollout of the systems.

- *Technology Specialist*

The Technology Specialist is responsible to oversee all technical aspects of the project implementation including review the ICT system requirements in different institutions, review the requirements for human capacity building for acceptability and sustainability of the IT systems; provide technical guidance in designing and establishing logical and physical network for the purpose of data, voice and video communication through LAN, WAN, Internet, and Intranet; System Analyst of former ASICT project has overseen the development, deployment and implementation of the software applications in the three divisions and has all the necessary domain knowledge and technical knowhow to carry forward the planned outputs of this initiative and therefore is the logical choice for this position. It is vital that he be retained for this position and his contract be adjusted accordingly.

- *Senior System Administrator*

The Senior System Administrator will be involved on a full-time basis throughout the duration of the project to design and implement various systems under the guidance of Technology Specialist. S/he will be providing lead in keeping the network systems and databases operational at all times and assist in identification and analysis of user requirements regarding network, database access and application software. S/he will also be responsible for preparing and/or verifying user requirements, perform requirement analysis and design for communication and networks to setup LAN System, perform requirement analysis and design for hardware & system software, prepare Request for Proposals (RFP) to procure and setup LAN System, Servers, Workstations, Proxy Server, Web Server, Database Server and Application Software and manages and/or participate in procurement cycle (technical evaluation/vendor selection).

- *Network Administrator*

The Network Administrator will install and configure Server and client workstations, Mail Server, Proxy Server, Web Server and Database Server, prepare and implement System Administration procedures, administer LAN System, Active Directory Services, Mail Server, Proxy Server, Web Server, Application Server and Database Server, prepare disaster and recovery plan (Periodic backup of data, install Anti Virus and regular updating of virus definition file) etc.

- *Senior Software Engineer (2)*

The Senior Software engineers will design the system requirements of the offices to be interconnected under the project, primarily Planning Division, IMED and ERD, design the architecture for systems integration as required, prepare plans for optimal data storage and retrieval procedures, prepare plans for metadata standardization, assist in preparing RFP for outsourcing, assist in evaluation of tender proposals, assist in monitoring of vendor's activities regarding database design etc.

- *Maintenance Engineer*

The maintenance engineer provides technical support to maintain software systems developed, both hardware and software (assortment of windows applications including Microsoft Office suite and others) and other peripheral equipment to ensure optimal performance of computer operation systems so that end users can accomplish business tasks. This includes receiving, prioritizing, documenting, diagnosing and actively resolving end user help requests. Problem resolution

activities may involve installing, configuring, repairing, and upgrading equipment and should work cooperatively as part of the team to provide excellent customer service.

▪ *Capacity Development Associate*

The Capacity Development Associate, shall plan and develop a comprehensive ICT training programme under the project for members of the relevant government divisions, supervise implementation of the training programme, identify training needs, supervise and design training modules, and provide guidance to ICT trainers in preparing training modules and course materials, develop on the job and off the job training schedules, manage in-house trainers and schedule of external trainers, prepare program for external and international training, track the post training activities of the trainees to analyse effect of training and determine follow up training needs, prepare training and progress reports. It is recommended that the suitable candidate is an existing government official preferably of the rank of Senior Assistant Secretary /Senior Assistant Chief.

▪ *Capacity Development Assistant*

The Capacity Development Assistant, under the supervision of the Capacity Development Associate, shall provide on-the-job support to government officials and staff, assist the project management in keeping track of post-training activities of trainees and analyze effect of training, assist the Capacity Development Associate in maintaining database of trainees, prepare and update training modules and training material in consultation with the Capacity Development Associate and Project Manager, provide classroom-based ICT training to government officials and staff, undertake other activities assigned by the Training Manager, Project Manager and NPD etc.

Project infrastructure support

In order to ensure continuity of operations, all the fixed assets of the former ASICT project including all furniture, ICT equipments, vehicle etc. – a comprehensive list is attached at the Annex be transferred to the new project (Implementation of Digital ECNEC). Essential staff of the former ASICT project will continue to operate for a period of three months to facilitate fresh requirements to IDE (Implementation of Digital ECNEC) as well as carrying out their original responsibilities under the supervision of the NPD.

VI. MONITORING FRAMEWORK AND EVALUATION

Monitoring to ensure that implementation of project activities is proceeding as planned will be conducted on a continual basis. A framework for monitoring which records progress towards key results and the quality criteria and methods to be used is recorded in the table below.

A risks and issue log will be maintained and updated regularly to ensure identification and resolution of potential problems and to tackle the need for change as and if this arises.

Lessons-learned shall be captured regularly and disseminated to enable continuous learning and adaptation and to facilitate an end of project lessons learned report.

An Annual Report presenting the progress of the report, issues faced and lessons learned shall be prepared by the project manager and his/her team. This report which be reviewed and approved by the National Project Director, shall be shared with the Project Steering Committee /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 provide direction for preparation of the Annual Work Plan (AWP) for the following year. An end of project assessment shall be done by the project manager and his team under the supervision and leadership of the National Project

Director for presentation to the Project Board /Steering Committee to capture progress towards achievement of the projects outputs, outcomes and lessons learned and may involve some or all stakeholders as deemed necessary.

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.

OUTPUT 1: Efficiency of the GoB's project appraisal, approval, allocation and monitoring process enhanced		
Result 1 (Atlas Activity ID)	Business application suite modified and implemented	Start Date: End Date:
Purpose	Enhancing efficiency of the GoB's project appraisal, approval, allocation and monitoring process	
Description	<ul style="list-style-type: none"> ▪ Customize business applications based on study conducted and user feedback ▪ All project related data entered and updated from electronic and manual sources 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> • Number of recommendations adopted in the business processes following suggestion of the study through using the ICT systems • Number of officials trained on core business skills • Number of officials trained who feel that they are more effective at doing their jobs one year after business skills training • Number of organizations that use the modified database • Average time to acquire relevant information • Percentage of development projects prepared, allocated and utilization reported using the modified systems against the total number of on-budget projects • Number of interfaces established with external systems 	<ul style="list-style-type: none"> ▪ Verify system functionality at all levels ▪ Record number of proposals being presented using the system ▪ Small Scale Sample Survey (Internal) 	Annually

OUTPUT 2: Hardware procured and installed as per needs assessment		
Result 1 (Atlas Activity ID)	Relevant components of ICT hardware infrastructure are upgraded at all different levels of stakeholders	Start Date: End Date:
Purpose	Establishing e-Governance by strengthening ICT infrastructure	
Description	Awarding contracts for delivering, configuring and commissioning different ICT equipment, LAN /WAN /VPN equipment at different levels of stakeholders	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Number of new services offered within the LAN & VPN Number of ministries /agencies connected 	<ul style="list-style-type: none"> Determine number of ministries and agencies connected via the VPN and able to access and use the DECNEC Determine number of new equipment installed 	Annually
OUTPUT 3: Required ICT skills needed to sustain the usage of the modified system developed		
Result 1 (Atlas Activity ID)	Training programmes addressing the ICT skill enhancement arranged	Start Date: End Date:
Purpose	To increase basic, advanced and software specific ICT skills of the concerned GoB officials	
Description	<ul style="list-style-type: none"> Execute training programmes targeting basic ICT skills development Execute training programmes on software applications developed through this project 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Number of recommendations made by the assessment adopted in training curriculum Number of officials trained on basic ICT skills enhancement Number of officials trained on ICT tools developed by the project Percentage of officials trained on ICT skills who feel that they are more effective at doing their jobs one year later 	<ul style="list-style-type: none"> Verify number of trainees Verify topic and number of training programmes against the recommended need Verify quality of the programmes arranged from the trainee feedbacks Small Scale Sample Survey (Internal) 	Annually

VII. 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.

ANNEXES

- 1. Risk Log**
- 2. Terms of Reference**
- 3. A. Indicative multi-year budget**
B. Indicative Multi-year budget for UNDP fund (Dec 2012-Nov 2015) (in USD)
- 4. Components of Existing ICT infrastructure**
- 5. ASICT Asset List**
- 6. Multi-year procurement plan for UNDP**

Annex 1: Risk Log²

Project Title: Implementation of DECNEC					Award ID:		Date:		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Technical and managerial resources with requisite knowledge not in place within a short time (1-2 months) of start up	July 2012	Organisational	Will not be possible to sustain system operations without relevant experts on board Probability = 2 Impact = 5	Process to recruit qualified persons initiated immediately upon approval and sign off of project with GoB	PD and UNDP	Project formulation team		
2	Inability to identify and bring on board champions to support systems adoption and roll out	July 2012	Organisational	Driving ownership of project activities and outputs may suffer Probability = 2 Impact = 4	Active search and solicitation of commitment from knowledgeable and proactive GoB persons to be done	PD and UNDP	Project formulation team		
3	Lack of active support from relevant GoB authorities for adoption of the systems	July 2012	Political Strategic	Roll out and uptake of the systems will be made difficult Probability = 2 Impact = 5	Constant interaction with GoB personnel in key positions to sensitise and secure their engagement must be done.	PD and UNDP	Project formulation team		
4	Departure of key GoB personnel due to transfer /exit	July 2012	Strategic Organisational	Loss of commitment for the systems within the GoB Probability = 3 Impact = 4	Focus on developing a commitment to use and among a wide section of officials and GoB personnel	PD and UNDP	Project formulation team		
5	Changes in business	July 2012	Strategic	Some systems or parts thereof may	Identification of likelihood	PD and	Project		

²Probability 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.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	processes		Organisational	become inappropriate thereby affecting the whole Probability = 2 Impact = 5	early on and making provision to incorporate changes into the systems.	UNDP	formulation team		

Annex 2: Terms of References

1. Post Title: Project Manager

Level: SB4

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board /Steering Committee within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the Project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to the Project Team and other parties responsible for delivery of or contribution to project results;
- Liaise with the Project Board /Steering Committee or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Be responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;
- Attend to any other duties, relevant to the project assigned by the NPD.

Running the project

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the project document, submit new risks to the Project Board /Steering Committee for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board /Steering Committee and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board /Steering Committee ;

- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing the project

- Prepare Final Project Review Reports to be submitted to the Project Board /Steering Committee and the Outcome Board;
- Identify follow-up actions and submit them for consideration to the Project Board /Steering Committee ;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

Required Qualification and Experiences

Education:

- Master's Degree in Business Administration, Public Administration, Finance, Economics, or related fields.

Experience:

- At least seven years of experience in field of development cooperation, business administration or public administration, at national and/or international level;
- Hands-on experience in design, monitoring and overseeing implementation of technical cooperation projects, including proven managerial experience;
- Considerable knowledge of results-based management principles and practices, as well as project management tools and techniques, such as Prince2; knowledge of UNDP's rules and regulations would be an advantage;
- Experience in building and managing partnerships, including with national and international stakeholders;
- Excellent oral and written communication skills, in both Bangla and English;
- Excellent analytical, organizational and managerial skills;
- Strong negotiation skills and interpersonal skills;
- Strong service and client orientation;
- Experience in the usage of computers and office software packages, including MS Office (especially Word and Excel).
- Experience of working with Planning Commission, specifically Planning Division, ERD & IMED in the field of ICT will be preferable.

2. Post Title: Technology Specialist (One)

Level: SB4

Key Responsibilities

The consultant in close collaboration with the National Project Director shall carry out the following duties:

- a) Oversee all technical aspects of the project implementation;
- b) Review the ICT system requirements in different institutions;

- c) Review the requirements for human capacity building for acceptability and sustainability of the IT systems;
- d) Provide technical guidance in designing and establishing logical and physical network for the purpose of data, voice and video communication through LAN, WAN, Internet, and Intranet;
- e) Provide guidance in conducting feasibility analysis, need assessment, baseline survey, as and when required, in achieving the goals of the project;
- f) Provide guidance in conducting training needs assessment, in developing training course modules, training materials, training manuals and schedules;
- g) Provide technical guidance in designing and implementing application software;
- h) Provide technical guidance in preparation of RFP documents, and identifying suitable consultants/vendors, where appropriate;
- i) Provide guidance for preparation of the annual work plan, quarterly work plan, working papers, reports and other presentation and documentation of the project;
- j) Organise TPR meetings and evaluation missions, and prepare documentation as needed for the above events;
- k) Provide support to NPD in the recruitment of personnel and procurement equipment related to the project;
- l) Supervise project personnel and ensure timely submission of required reports;
- m) Advise NPD on accountability and transparency of financial management, recruitment and procurement activities of the project;
- n) Ensure in cooperation with NPD, technical soundness of project activities and achievement of project outputs;
- o) Attend to any other duties, relevant to the project assigned by the Project Manager and NPD.

Languages: Proficiency in English Language is essential

Qualifications and Experience:

- Should have MBA with BSc in Computer Science from a reputed university
- At least 5 years experience of working in international donor-funded development project in managing and leading IT activities for implementing e-governance
- Successful completion of industry certification exams in Oracle, Cisco, project management methodologies such as PRINCE2 or PMP will be preferred
- Experience of working within the Planning Commission Campus, specifically Planning Division, ERD & IMED in the field of ICT will be preferred

Languages: Proficiency in English Language is essential

3. Post Title : Senior Systems Administrator (One)

Level: SB3

Key Responsibilities:

He/she will be involved on a full-time basis throughout the duration of the project to design and implement various systems under the guidance of Technology Specialist. The job responsibilities include but not limited to:

- Provide lead in keeping the network systems and databases operational at all times

- Assist in identification and analysis of user requirements regarding network, database access and application software
- Prepares and/or verifies user requirements
- Perform requirement analysis and design for communication and networks to setup LAN System
- Perform requirement analysis and design for hardware & application software
- Prepare Request for Proposals (RFP) to procure and setup LAN System, Servers, Workstations, Proxy Server, Web Server, Database Server and Application Software
- Manages and/or participate in procurement cycle (technical evaluation/vendor selection)
- Supervise and monitor vendor activities (quality assurance and timeliness)
- Prepare test plans and procedures and acceptance criteria
- Perform acceptance testing
- Install and configure Server and client workstations, Mail Server, Proxy Server, Web Server and Database Server
- Prepare training requirements for the users
- Prepare System Administration procedures
- Administer LAN System, Computer Systems, Mail Server, Proxy Server, Web Server and Database Server
- Prepare disaster and recovery plan (Periodic backup of data, install Anti Virus and regular updating of virus definition file)
- Provide day-to-day maintenance support to the installed systems
- Provide day-to-day technical support to the users
- Consider expansion capacity in installation design for future expansion of the network
- Transfer knowledge to relevant government officials and staff through formal training and other informal means to ensure sustainability of the system after the project ends
- Perform any other tasks assigned by the NPD, Technology Specialist

Qualifications:

- The incumbent will have a formal Bachelors degree in Computer Science / Engineering / Science. Must be able to write specifications /RFP for automation systems. Must be able to work independently. Must be bright and energetic and have strong networking and representational skills. In addition to Bengali, the incumbent must have a strong ability in both spoken and written English. Experience of working with Planning Commission, specifically Planning Division, ERD & IMED in the field of ICT will be preferable.

Experiences:

At least 5 years experience in

- LAN / WAN and System Administration
- Web Development / Administration
- Database Administration
- Trouble shooting and user support

Experiences should include (a) designing, implementing and maintaining Office Automation Systems, (b) experience in administering large databases, (c) ability to manage software development team, (d) ability to write technical reports. Strong experience in the Linux environment is highly preferable

Desirable Industrial Standard Certifications:

MCSE, CCNA/CCNP and Oracle

Skills:

TCP/IP Networking, Proxy server, IIS and Windows 2008 Advanced Server, UNIX / Linux Administration, RDBMS- Oracle / SQL Server Administration, Development tools - Visual Studio, MS FrontPage, Macromedia products, DHTML, XML, PHP, ASP, Java Script, Perl and different development platforms.

4. Post Title : Network Administrator (One)

Level: SB3

Key Responsibilities:

The System Administrator shall carry out the duties given below under the direct supervision of the Senior Systems Administrator:

- Help prepare and/or verify user requirements related to network
- Help perform requirement analysis and design for communication and networks to setup LAN and WAN Systems
- Help prepare Request for Proposals (RFP) to procure and setup LAN System, WAN System, Servers, Workstations, Proxy Server, Web Server, Database Server and Application Software
- Help Supervise and monitor vendor activities (quality assurance and timeliness) related to network
- Install and configure Server and client workstations, Mail Server, Proxy Server, Web Server and Database Server
- Prepare System Administration procedures
- Administer LAN System, Computer Systems, Mail Server, Proxy Server, Web Server and Database Server
- Prepare disaster and recovery plan (Periodic backup of data, install Anti Virus and regular updating of virus definition file)
- Transfer knowledge to relevant government officials and staff through formal training and other informal means to ensure sustainability of the system after the project ends
- Perform any other duties assigned by the NPD and Project Manager

Qualifications and Experiences:

- At least 4 years degree in Computer Science / Engineering /Science from any recognized university
- At least 3 years of experience in the following:
 - LAN / WAN and System Administration
 - Web Administration
 - Trouble shooting and user support
- Strong experience in the Linux environment is highly preferable

- Experience of working with Planning Commission, specifically Planning Division, ERD & IMED in the field of ICT will be preferable.

Desirable Industrial Standard Certifications:

MCSE, CCNA and Oracle

Skills:

TCP/IP Networking, Proxy server, IIS and Windows 2000 Advanced Server, UNIX / Linux Administration, RDBMS- Oracle / SQL Server Administration, Development tools – Visual Studio, MS FrontPage, Macromedia products, DHTML, XML, PHP, ASP, Java Script, Perl and different development platforms.

5. Post Title: Sr. Software Engineer (Two)

Level: SB3

Key Responsibilities:

The Sr. Software engineer shall carry out the duties given below under the direct supervision of the Technology Specialist:

- Design the system requirements of the offices to be inter-connected under the project, primarily Planning Division, IMED and ERD
- Design the architecture for systems integration as required
- Prepare plans for optimal data storage and retrieval procedures
- Prepare plans for metadata standardization
- Assist in preparing RFP for outsourcing
- Assist in evaluation of tender proposals
- Assist in monitoring of vendor's activities regarding database design
- Transfer knowledge to relevant government officials and staff through formal training and other informal means to ensure sustainability of the system after the project ends
- Perform any other duties assigned by the NPD or Project Manager

Qualifications and Experiences:

- At least 4 years degree in Computer Science / Engineering /Science from any recognized university
- 5 years of experience of working in software development and management both in client and vendor end
- Substantial experience in analysis of complex systems in the public and private sectors and in writing up of technical documents
- Experience in designing and implementation of integration of systems
- Extensive knowledge of data mining, data warehousing and meta-data standardization
- Knowledge in distributed database management and access control
- Experience with Oracle and SQL Server, MySQL
- Strong experience in the Linux environment is highly preferable
- Experience of working with Planning Commission, specifically Planning Division, ERD & IMED in the field of ICT will be preferable.

6. Post Title: Capacity Development Associate (One)

Level: SB3

Key Responsibilities:

The Capacity Development Associate, shall carry out the duties given below:

- Plan and develop a comprehensive ICT training programme under the project for members of the relevant government divisions
- Supervise implementation of the training programme.
- Identify training needs, supervise and design training modules, and provide guidance to ICT trainers in preparing training modules and course materials.
- Develop on the job and off the job training schedules
- Manage in-house trainers and schedule of external trainers
- Prepare program for external and international training
- Track the post training activities of the trainees to analyse effect of training and determine follow up training needs
- Prepare training and progress reports
- Perform any other duties assigned by the NPD and Project Manager

Languages: Proficiency in English Language is essential

Qualifications and Experience:

- A master's degree from a reputed university
- Additional qualification in programme or project management is desirable
- Hands-on experience in the management - design, implementation, monitoring and evaluation - of training and/or human resources development programmes/projects.
- Should have extended experience in ICT training program management.
- Strong analytical skills;
- Excellent communication skills in English and Bangla
- Computer proficiency;
- Ability to work with minimum supervision
- Ability to establish and maintain good working relationships to facilitate work goals.
- Demonstrated results-oriented approach to work.
- Ability to work with technology, and human cultural adaptation process.
- Proven experience in change management (changing the mindset of trainee) and capacity building through training and motivation
- Experience of working with Planning Commission, specifically Planning Division, ERD & IMED in the field of ICT will be preferable.

7. Post Title: Capacity Development Assistant (One)

Level: SB2

Key Responsibilities:

The trainer, under the supervision of the Cap Dev Associate, shall carry out the duties given below:

- Provide on-the-job support to government officials and staff
- Assist the Training Manager and Project Manager in keeping track of post-training activities of trainees and analyze effect of training
- Assist the Training Manager in maintaining database of trainees
- Prepare and update training modules and training material in consultation with the Training Manager and Project Manager
- Provide classroom-based ICT training to government officials and staff
- Undertake other activities assigned by the Training Manager, Project Manager and NPD

Languages: Proficiency in English Language is essential

Qualifications and Experience: 4-years degree from any recognized university with specialization in ICT-related fields. Additional qualification would be:

- Degree/diploma in ICT-related areas
- Demonstrable background in ICT training
- Experience in developing training modules and training materials.
- Good communication skills in both English and Bengali

8. Post Title: Maintenance Engineer (One)

Level: SB2

Key Responsibilities:

The Maintenance Engineer, under the supervision of the Senior System Administrator, shall carry out the duties given below:

- Receives requests from users having specific computer-related problems (i.e. PC, printer, software applications, etc.), identifies source of specific problem and resolves problem in an accurate and timely manner. Requests may be received and assistance may be provided over the phone, face-to-face, and on-line.
- Prioritizes requests based on severity of problem and impact to users ability to do their job and overall business operations.
- Installs and performs minor repairs to hardware, software, or peripheral equipment, following design or installation specification.
- Configures new and existing PCs by installation of appropriate operating system, software, etc. as outlined by guidelines and user's specific job needs.
- Configures printers to work with appropriate network systems.
- Reads technical manuals, confers with users, or conducts computer diagnostics to investigate and resolve problems or to provide technical assistance and support.
- Installs software upgrades on existing PCs.
- Works cooperatively with purchasing to obtain the most cost-effective quotes for hardware and software purchases.
- Maintains documentation of problems and remedial actions taken or installation activities.
- Educates users on the proper use of and troubleshooting activities for hardware or software utilized.
- Works cooperatively as part of the team to provide excellent customer service.
- Conducts special projects as requested.

- Provide on-the-job support to government officials and staff

Languages: Proficiency in English and Bangla Language is essential

Qualifications and Experience: 4-years degree from any recognized university with specialization in ICT-related fields. Additional qualification would be:

- Degree/diploma in ICT-related areas
- Demonstrable background in ICT Support
- Knowledge of PC hardware, software, and operating systems (currently Windows 7 & XP) typically obtained through one-year post high school education or equivalent related work experience.
- A minimum of one-year previous work experience with windows applications including Microsoft Office suite, antivirus applications, operating system installations and upgrades, and networked environment. Prior troubleshooting experience preferred.
- Ability to read, analyze, interpret and apply general technical instructions and procedures.
- Approximately three to six months training time to become familiar with clinic systems, staff, etc.
- Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.
- Strong communication skills in order to communicate effectively in user-friendly terms, both verbally and in writing.
- Ability to be a team player with effective interpersonal skills.
- Demonstrated ability to solve problems and work independently.
- Good communication skills in both English and Bengali
- Experience of working with Planning Commission, specifically Planning Division, ERD & IMED in the field of ICT will be preferable.

9. Post Title : Accountant (One)

Level: SB2

Key Responsibilities:

The officer shall carry out the duties given below to achieve the mission:

- Maintains financial records and monitoring systems to record and reconcile expenditures, balances, payments, statements and other data for day-to-day transactions and reports
- Selects and enters data from a wide variety of documents, verifying accuracy by checking sources, making necessary calculations and assuring inclusion of all relevant data
- Prepares recurring reports as scheduled and special reports as required for budget preparation, audits or other reasons
- Advises and assists international staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial matters and calculates and authorizes payments due for claims and services
- Initiates correspondence to verify data, answers queries and obtains additional information on accounts and financial transactions, as required

- Maintains liaison with officials of local banks to obtain day-to-day information on exchange and interest rates, changes in procedures and regulations and matters pertaining to maintenance of official bank accounts
- Prepares detailed cost estimates and participates in budget analysis and projections as required
- May supervise one or more lower-level accounting clerk
- Perform any other duties assigned by the NPD, PM

Qualifications and Experiences:

- At least Masters in Commerce from a recognized university
- Demonstrable proficiency with Microsoft Word, Excel, PowerPoint, Access and other accounting tools
- Six years of accounting experience, specially with government funded development projects
- Good communication skills in both English and Bengali
- Experience of working with Planning Commission, specifically Planning Division, ERD & IMED will be preferable.

10. Post Title : Administrative Assistant (One)

Level: SB2

Key Responsibilities:

The officer shall carry out the duties given below to achieve the mission:

- provide administrative support to the project
- maintaining the accounting system of one of the implementing agencies
- provide secretarial support
- perform any other duties assigned by the NPD, PM

Qualifications and Experiences:

- At least graduate from any recognized university
- Must have experience in project administrative and accounting
- Good communication skills in both English and Bengali
- Demonstrable computer literacy, including proficiency with Microsoft Word, Excel, PowerPoint, Access
- Experience of working with Planning Commission, specifically Planning Division, ERD & IMED will be preferable.

11. Post Title : Office Secretary (One)

Level: SB 2

Key Responsibilities:

The officer shall carry out the duties given below to achieve the mission:

- provide secretarial assistance to the project
- assist the administrative officer in various activities
- perform any other duties assigned by the NPD, PM

Qualifications and Experiences:

- At least graduate degree from any recognized university
- Work experience as secretary preferred
- Good communication skills in both English and Bengali
- Demonstrable computer literacy, including proficiency with Microsoft Word, Excel, PowerPoint, Access
- Experience of working with Planning Commission, specifically Planning Division, ERD & IMED will be preferable.

Annex 3(A): Indicative Multi-year budget (Dec 2012 – Nov 2015) (in USD)

Expected Outputs	Key Activities	Budget Description	Resp. Party	Cost				Cost	
				Dec 2012	2013	2014	Jan- Nov 2015	TOTAL	
1. Efficiency of the GoB's project appraisal, approval, allocation and monitoring process enhanced	1. Modifying the suite of 5 business applications.	Contractual Services	Planning Division, GoB		100,000			100,000	
	2. All project related data entered and updated from electronic and manual sources	Contractual Services	Planning Division, GoB		100,000			100,000	
	3. Study the existing business processes and evaluate against that of other similar countries to suggest scopes of improvement to the respective divisions	Contractual Services	UNDP		17,682			17,682	
	4. Software audit	Contractual Services	Planning Division, GoB			40,000		40,000	

2. Hardware procured and installed as per needs assessment	5. Design and deliver training programmes for skills enhancement related to project planning, appraising, approval, resource allocation, negotiation skills and implementation monitoring and evaluation skills	Training, workshop & conference	Planning Division, GoB	50,000	50,000	40,000	140,000
	7. Technical support	Project Manager	UNDP	2,338	28,056	25,718	84,170
		Technology Specialist	UNDP	2,078	24,939	22,861	74,818
		Senior Software engineer (2)	UNDP	2,110	25,326	23,216	75,980
2. Hardware procured and installed as per needs assessment	1. Procuring, delivering, configuring and commissioning different ICT equipment, LAN /WAN /VPN equipment and services at different levels of stakeholders	Contractual Services	Planning Division, GoB		230,000	200,000	430,000
	2. Configuration and commissioning of LAN /VPN services	Contractual Services	Planning Division, GoB			100,000	100,000
	3. Technical support	Senior Systems Administrator	UNDP	1,187	14,246	13,059	42,738
		Network	UNDP	791	9,498	8,705	28,493

	Administrator								
3. Required ICT skills needed to sustain the usage of the modified system developed	Maintenance Engineer	UNDP	629	7,552	7,552	6,923	22,658		
1. Execute training programmes for improving ICT skills and to support roll out	Training, workshop & conference	Planning Division, GoB		85,000	100,000	10,000	195,000		
2. Study Tours	Learning costs	Planning Division, GoB		65,000	30,000	25,000	120,000		
3. Operation & Maintenance*	Supplies and services	Planning Division, GoB		170,000	120,000	50,000	340,000		
4. Technical Support	Capacity Development Associate	UNDP	791	9,498	9,498	8,705	28,493		
	Capacity Development Assistant	UNDP	539	6,474	6,474	5,934	19,421		
5. Project staff	Project Accountant	UNDP	809	9,710	9,710	8,901	29,131		
	Administrative Assistant	UNDP	629	7,553	7,553	6,923	22,658		
	Office Secretary	UNDP	539	6,474	6,474	5,934	19,421		
	Driver	UNDP	672	8,061	8,061	7,390	24,184		
	Messenger	UNDP	672	8,061	8,061	7,390	24,184		
	Contingency	Planning Division, GoB	2,000	24,000	24,000	22,000	72,000		
	Sub-Total								
	TOTAL						2,151,031		

* - This item includes all supplies, repair& maintenance, vehicle purchase, CD VAT and rent /utilities etc.

Annex 3 (B): Indicative Multi-year budget for UNDP fund (Dec 2012 – Nov 2015) (in USD)

Expected Outputs	Key Activities	Budget Description	Resp. Party	Cost	Cost	Cost	Cost	Cost
				Dec 2012	2013	2014	Jan- Nov 2015	TOTAL
1. Efficiency of the GoB's project appraisal, approval, allocation and monitoring process enhanced	Technical support	Project Manager	UNDP	2,338	28,056	28,056	25,718	84,170
		Technology Specialist	UNDP	2,078	24,939	24,939	22,861	74,818
		Senior Software engineer (2)	UNDP	2,110	25,326	25,326	23,216	75,980
2. Hardware procured and installed as per needs assessment	Technical support	Senior Systems Administrator	UNDP	1,187	14,246	14,246	13,059	42,738
		Network Administrator	UNDP	791	9,498	9,498	8,705	28,493
		Maintenance Engineer	UNDP	629	7,552	7,552	6,923	22,658
3. Required ICT skills needed to sustain the usage of the modified system developed	1. Technical Support	Capacity Development Associate	UNDP	791	9,498	9,498	8,705	28,493
		Capacity Development Assistant	UNDP	539	6,474	6,474	5,934	19,421
	2. Project staff	Administrative Assistant	UNDP	629	7,553	7,553	6,923	22,658
	TOTAL							399,429

Annex 4: Components of Existing ICT infrastructure

The existing setup at the Planning Commission campus includes the following components as found in a hardware survey conducted by ASICT in 2011.

YEARS OLD	PLANNING	ERD	IMED	TOTAL
0.5	2	0	0	2
1	8	22	7	37
1.5	77	34	18	129
2	23	4	16	43
3	43	25	10	78
3.5	33	19	15	67
> 3.5	60	30	11	101
Bad	3	1	0	4
Total	249	135	77	461

Table 1: Desktop computers age-wise distribution

SCANNERS	PLANNING	ERD	IMED	Total
HP 5590	18	9	4	31
HP 8300	1	1	1	3
Others	7	0	0	7
Bad	0	1	0	1
TOTAL	26	11	5	42

Table 2: Scanners found in the campus

PRINTERS	PLANNING	ERD	IMED	Total
HP	128	93	62	283
Lexmark	29	2	3	34
CANON	16	3	0	19
Others	3	1	0	4
TOTAL	176	99	65	340

Table 3: Printers found in the campus

As it shows in the survey result, majority of the desktop computers are 3 years or older that will incur high maintenance charge in the next three years through fixing or complete replacement. In addition to desktop computers, scanners and printers are also found to be lesser in numbers than actually required for successfully implementing any ICT initiative of this magnitude. A possible component wise breakdown of the required components of the future support may look like:

Desktop computers	No of desktop computers
50% of new entrances upto 2015, approximately 50 new addition	50
50% replacement of 3 or more years old = 70 in 2013	70
20% replacement of 3 or more years old = 25 in 2014	25
25 for IMED	25
Total	170

Laptop computers	No. of laptop computers
Minister	1
Secretaries (Planning and IMED)	2
4 Members	4
2 Joint Secretaries of PD & IMED	2
6 Division Chiefs	6
6 DG's of IMED	6
25 Joint Chief	25
20 for project office	20
60 for ECNEC room	60
Total	126

Scanners

Personal low end scanners 110

99 sections in Planning Commission (47 senior assistance secretary, 47 assistance secretary and 5 research officer), Planning Division 10

High end scanners 10

Planning Division=2, Six Divisions=6, NEC & ECNEC=2

Network Equipment

The existing network equipments include the following:

EXISTING NETWORK EQUIPMENT AND ACCESSORIES					
SL	Devices	Services	Qty	Location	Remarks
1	CISCO Router 3845	Gateway and Security services	1(one)	NOC	No Warranty Services
2	Core Switch 3 Com 7750	LAN/WAN Gateway of Campus	1(one)	NOC	No Warranty
3	DNS1 & DNS2 Server	Domain Name system (Name to IP convert and vice versa)	2(two)	NOC	No Warranty
4	3com 4200	NAP (Network Access Point) /Floor Switch	33 (thirty Three)	Block (1-20)	Floor Switch Qty=33
5	3 Com 4200G	Back Bone connectivity for NOC and floor switch	16 (Sixteen)	Block 1-16	Block Switch Qty=16
6	Fiber Patch Panel	Terminal point for Fiber patch cord	16 (Sixteen)	NOC & Blocks	Fiber Connectivity

From the experience of the first phase and considering the new requirement, following network equipment and accessories will be required for the smooth operation of the network infrastructure to ensure successful implementation of the digital ECNEC software:

Required Network Equipment's and Accessories		
Ser	Description	No
1.	Core Switch with 20 SFP port	1
2.	Network and Internet bandwidth Management	1
3.	NOC servers (High End)	6
4.	High end Wireless switches	32
5.	Wireless PCI Lan cards for desktops	500
6.	Low end LAN switches	25
7.	Manageable block switches	16
8.	Floor switches	20
9.	Cabling and accessories	1
10.	Power strip and other accessories	1
11.	Services (Installation and configuration)	1

The existing setup lacks redundant core switch, servers for establishing Active Directory Services, central virus management services, bandwidth manager, packeteer, and central file repository. To ensure complete connectivity, the project will also need to establish a Virtual Private Network (VPN) connecting the ministries as well as agencies with the Data Center situated at the Planning Division to ensure smooth data transfer between the entities. This can be easily done with a dongle-based data network created through the existing telecom operators (both GSM and CDMA).

Annex 5: ASICT Asset List

ASICT Equipment List		
Item	Category of Asset	Qty.
Workstation with Partitions	Furniture	8
Executive Table	Furniture	2
Executive Chair	Furniture	18
Visitors Chair	Furniture	6
Conference Table	Furniture	1
Dining Table (small)	Furniture	1
Steel Almirah	Furniture	1
Filing Cabinet (Tall)	Furniture	1
Filing Cabinet (Short)	Furniture	1
Tea Cabinet Set	Furniture	1
Wall Cabinet	Furniture	8
Side Table	Furniture	2
Cabinet Table (floor)	Furniture	1
Printer Cabinet	Furniture	1
Book Shelf	Furniture	2
Digital Phone Set	Office Equipment	12
PABX system box	Office Equipment	1
Air Cooler	Office Equipment	3
Digital Camera	Office Equipment	1
Microbus	Vehicle	1
Desktop Computer with Monitor	ICT equipment	40
Laptop	ICT equipment	3
Server with Monitor and Peripherals	ICT equipment	1
Printer Black & White	ICT equipment	2
Printer Color	ICT equipment	1
Scanner	ICT equipment	1
Digital Sender	ICT equipment	1
Photocopier	ICT equipment	1
Projector	ICT equipment	1
Projector Screen	ICT equipment	2
Data Center	ICT equipment with	1
	Furniture & Fixture	

Annex 6: Multi-year Procurement Plan for UNDP

Procurement Plan - 2012-2015

Project /Agency Name: Implementation of Digital ECNEC /Planning Division

S/N	Description of goods, services or works	Unit of Measure	Quantity	Estimated Unit Price in USD	Estimated Total Price in USD	Start of Delivery (*)	Completion of Delivery
1	Short term consultants for finding "Scope of improvement and way forward for existing business processes of Planning and monitoring" for GoB	Job	1	20,731	20,731	1/3/2013	30/6/2013
	Total Approved Budget:				20,731		

(*) – Requisition should generally reach UNDP Procurement 8 weeks prior to expected delivery (start of delivery), and for vehicles 3.5 months lead time is required before delivery.