

**United Nations Development Programme**



**Bangladesh Country Office  
Access to Information (A2I) Programme**

**Programme Initiation Document**



## PROGRAMME DOCUMENTATION

# PROGRAMME INITIATION DOCUMENT (PID)

## Programme: A2I Programme

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## List of Acronyms

A2I	Access to Information
ADP	Annual Development Programme
APDIP	Asia Pacific Development Information Programme
DCOS	Direct Country Office Support
ERD	Economic Relations Division
GOB	Government of Bangladesh
ICT	Information and Communication Technology
IMED	Implementation, Monitoring and Evaluation Division
LAN	Local Area Network
MoPT	Ministry of Post and Telecommunication
MoSICT	Ministry of Science, Information and Communication Technology
NEX	National Execution
PID	Programme Initiation Document
PMO	Prime Minister's Office
PP	Project Proforma
SICT	Support to ICT Task force
TAPP	Technical Assistance Project Proforma

## Table of Contents

1.	Purpose .....	8
2.	Context .....	9
3.	Background.....	10
3.1	Introduction .....	10
3.2	Relevant UNDP experiences.....	11
4.	Programme Definition .....	14
4.1	Programme Objectives.....	14
4.2	Programme Scope and Exclusions.....	14
4.3	Strategic underpinning .....	15
4.3.1	Development of a holistic action plan based on a broad based vision .....	15
4.3.2	Identification of strategic interventions .....	15
4.3.3	Capacity building/development .....	17
4.3.4	Coordination between relevant stakeholders .....	17
4.4	Defined Method of Approach.....	17
4.5	Programme stages.....	19
4.5.1	Planning .....	19
4.5.2	Consensus building for e-governance Vision building .....	19
4.5.3	Development of Programme Components/ sub-projects.....	20
4.5.4	Resource Mobilization, Execution, Monitoring & Evaluation.....	20
4.6	Programme Deliverables/Products.....	21
4.7	Constraints.....	22
4.8	Assumptions.....	22
5.	Business Case .....	23
5.1	Introduction .....	23
5.2	Justifications & Expected Benefits.....	24
6.	Programme Organization Structure.....	26
6.1	Sponsoring Group .....	26
6.2	Programme Assurance.....	26
6.3	Programme Manager .....	26
6.4	Programme Support.....	27
7.	Communications Plan .....	28
8.	Tolerances .....	28
9.	Programme Controls.....	29



10.	Programme Financial and Time Budget .....	30
11.	Change management .....	32
12.	Annex 1: Initial Programme Work plan for Stage 2: Visioning.....	33
	12.1 Plan Description .....	33
	12.2 Schedule .....	33
	12.3 Resources .....	33
	12.4 Stage Timeline .....	35
	12.5 Stage Output/Product Description .....	36
13.	Annex 2: Programme Risk Log .....	38

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## Approvals

This document requires the following approvals. Signed approval forms are filed in the Management section of the Programme files.

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## 1. Purpose

This document has been produced to capture and record the basic information needed to correctly direct and manage the Access to Information (A2I) Programme (the “Programme”) at the e-Government Cell, Prime Minister’s Office of Bangladesh. A2I Programme aimed at ensuring the appropriateness of new initiatives and programmes for ICT for Development within the context of national priorities. At the same time, this programme will support the development of new projects and programmes for ICT for Development and provide technical assistances for monitoring and evaluation of these projects. This programme will also

- identify, prioritize and mainstream ICT into the national development policies and to assist in the development of a national e-Governance Vision and strategy that can harness digital opportunities for development in consultation with the stakeholders; and
- identify emerging opportunities for ICT for Development initiatives and programmes in support of national priorities in the context of national e-Governance Vision.

This Programme Initiation Document (PID) addresses the following fundamental aspects of the Programme:

- Ø What is the Programme aiming to achieve
- Ø Why is it important to achieve the stated objectives
- Ø What outputs and deliverables will be produced
- Ø Who will be involved in managing the Programme and what are their roles and responsibilities
- Ø How and when the arrangements discussed in the PID will be put into effect

When approved by approving authority, this PID will provide the “baseline” for the Programme Management. It will be used as a reference point for all major decision to be taken about the Programme in the future and used at the conclusion of the Programme to measure whether it was managed successfully and delivered acceptable results.





## **2. Context**

This programme will be undertaken and executed in the context of the 'Country Programme Action Plan 2006-2010' jointly prepared and agreed by UNDP and Government of Bangladesh. The programme directly contributes to the achievement of BGD Outcome 7 "Access to Information for citizens promoted".

Until modified, the programme will generally follow the National Execution guidelines where applicable. The general guideline of DCOS modality under NEX will be followed for all procurement and recruitment associated with the programme. However, the NPD can procure items with spot quotations following relevant government rules/regulations.

## 3. Background

### 3.1 Introduction

E-Governance is a strategic issue that relates to redesigning the national administrative process at the policy-making level to make the Government more transparent, efficient, and service-oriented. It requires high level leadership and participation from all stakeholders.

The Prime Minister's Office (PMO), under the leadership of the Prime Minister herself, established an ICT Task Force with representatives from all major ICT stakeholders – including the private sector and industry. The office also undertook a publicly funded project named 'Support to ICT Task Force' (SICT) to implement Pilot ICT project.

The SICT project deals with implementation of various pilot ICT projects utilizing public funds, various other government organizations continue to undertake parallel initiatives mainly utilizing funding from development partners.

The outcomes of such rather scattered initiatives have resulted in the creation of many e-governance applications within the government system. However, absence of coordination meant most of these initiatives are incompatible with each other and lack complementarities in building a nation wide e-governance platform. Thus there was a felt need to establish a coordinating agency to spearhead e-governance efforts and to expedite execution and improve coordination among initiatives of different organs of the government.

Under the auspices of the Principal Secretary, who is the chair of the executive committee of ICT Task Force, a committee was formed to strategize establishment of an enabling environment and develop a plan of action to spearhead implementation of e-governance in the country. Based on a series of national and regional consultations, the committee made three strategic recommendations in their report submitted to the PMO in 5 June 2006. The strategic recommendations of the plan were:

1. Implementation of eight 'quick win' activities which can be implemented within a 6 month period.
2. It was recommended that the UNDP supported project at PMO, "Strengthening the ICT Capacity of Prime Minister's Office" (BGD/04/004), will be re-scoped and its budget will be realigned to undertake these quick wins.

3. The plan of action also recommended establishment of an ‘e-Governance Cell or Entity’ within PMO to lead and provide coordination support to all e-governance initiatives taken at various levels of the government<sup>1</sup>.

As a follow-up action of this recommendation the Honourable Prime Minister on 6 July 2006 gave her approval to the establishment of an ‘e-governance Cell’ to be housed within the PMO. Establishment of a secretariat for the cell is currently underway.

It was also recommended in the ‘Plan of Action’ to undertake an umbrella programme, with UNDP Bangladesh as the lead development partner, that will provide technical and knowledge advisory assistance in the formulation and implementation of e-governance projects – including the facilitation of resource mobilization from both government and development partners sources.

This programme is being designed as a follow up of the third recommendation of the ‘e-Governance Plan of Action’.

### **3.2 Relevant UNDP experiences**

UNDP is strategically well positioned to promote the use of ICT to meet national development priorities leveraging its experience in the field of adopting ICT applications for e-governance in countries around the world. UNDP's contribution stems from its strengths and experience gained in assisting countries across the world benefit from new technology as used for e-governance.

UNDP has a strong presence in the ICT sector of Bangladesh. Some of the most notable outputs of UNDP interventions are listed below:

- a. Sustainable Development Networking Programme (SDNP was created at a time of few ISPs in the country and was envisioned to provide connectivity on a not-for profit basis to research organizations, universities, CSOs, NGOs, UN Agencies, projects, etc. Today, SDNP has positioned itself as a content provider for Sustainable Development-related information to the same target group as well as a pioneer in piloting small scale ICT4D initiatives in the country.
- b. In the area of ICT capacity building and increasing the number of skilled network engineers and professions, UNDP’s partnership with CISCO has helped BUET

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<sup>1</sup> “The e-Governance Entity or Cell that has to be formulated immediately to coordinate the effective participation of governments and all stakeholders...in building an information society”, Page 44, E-Governance Plan of Action, 2006

- become an accredited regional academy for networking academy programmes. Seven technical universities and institutions, throughout the country, were identified and established as local academies under BUET
- c. **Strengthening the Institutional Capacity of Bangladesh Telecommunication Regulatory Commission (BTRC):** This project aims to strengthen the regulatory framework to enable broader participation, enhance timely access to affordable telecommunications services at acceptable quality and to bridge the digital divide. The project seeks to establish computer aided Regulatory Information System; Interconnections of licensed operator networks; network of consumer's societies with BTRC; review and customize generic licensing requirements to facilitate realization of the sector policy and the sector performance targets. This initiative contributes to achieving the Millennium Development Goal (MDG 8) and developing a global partnership for development and Target-18 of MDG-8. In co-operation with the private sector, the project will make available the benefits of new technologies, especially information and communication.
  - d. Support was provided to the publication of the ICT country paper for Bangladesh's participation in World Summit on Information Society (WSIS).
  - e. A UNDP-financed project, Sustainable Environmental Management Programme (SEMP), established a strategy of introducing re-engineered core business processes within the Ministry of Environment and Forest.
  - f. UNDP funded project "Strengthening Parliamentary Democracy", apart from introducing basic e-documentation functionalities and automation of business processes at the parliament has helped to sensitize and train Members of Parliament in the use of ICT and internet technologies in the legislative work. Recently a 'ICT Caucus' of the Parliament has been formed to facilitate greater involvement of the honourable MPs in contributing to public discourse and debates on the ICT sector of the country.
  - g. UNDP's project at the Election Commission has contributed in improving electoral administration by creating a gender-disaggregated electronic electoral database through a Management Information System that maintains electronic registration of voters, and provides improved monitoring and reporting of election results.
  - h. The project 'Strengthening the ICT Capacity of Prime Minister's Office' substantially contributed in strengthening of the Prime Minister's Office through building its ICT capacity and providing assistance to the office to bring cultural and attitudinal changes towards e-government processes. Many initiatives



- undertaken by the project are aimed at supporting PMO's lead role in bringing greater transparency and efficiency in administration by utilizing ICT.
- i. The SICT Program is an e-Governance implementation arm of the ICT Task Force. UNDP project assistance encompasses the Planning Division, Economic Relations Division (ERD) and Implementation, Monitoring and Evaluation Division (IMED) under a common e-Governance platform with shared databases and project management software.

## 4. Programme Definition

### 4.1 Programme Objectives

The key objectives of this Programme are to:

The Program will provide technical assistance for several broad components:

- National e-Governance Vision setting in the context of local best practices and interests/expertise of various stakeholders;
- Advisory services for the identification, formulation, strategic partnership and resource mobilization and establishment of results and performance-based monitoring and evaluation framework for:
  - § e-Governance Driver Projects – quick win projects that help to motivate and launch critical e-Governance interventions
  - § Enabling Environment Projects – ICT bedrock and foundation projects that help to ensure sustainability and lasting acceptance of ICT solutions in public administration
- Capacity development of the e-governance cell aimed at strengthening skills and competencies to execute the projects undertaken by the cell. Such assistance include assuming appropriate roles and responsibilities in project initiation, knowledge advisory support to projects, quality assurance and monitoring of progress and evaluation of results during implementation, and in defining the exit strategy.

### 4.2 Programme Scope and Exclusions

The Programme's scope is the provision of knowledge advisory services and technical assistance to the e-governance cell, which is mandated to provide leadership in developing the national e-governance Vision, and to spearhead and coordinate the national efforts in achieving the Vision.

The Programme's scope also includes strengthening the capacity of key government ICT champions - individuals or organizations - by enhancing their ICT skills in promoting the transfer of knowledge on project/programme management best practices, such as "PRINCE2", an internationally-recognized project management methodology and standard developed by the UK Government.

The scope of this programme does **not** include implementation of any e-governance projects that are expected to be formulated under the programme.

### **4.3 Strategic underpinning**

The programme provides assistance to the e-governance cell in identifying projects of national importance; technical assistance to execute those projects; including regular monitoring and evaluation of those projects. The programme rests on the following pillars:

#### **4.3.1 Development of a holistic action plan based on a broad based vision**

The programme will provide technical assistance to the e-governance cell to draft a nationally owned broad based e-governance vision and drafting of new policy documents (i.e., interpretability policy, sustainability policy, etc.) or upgrading existing policies as required by the vision.

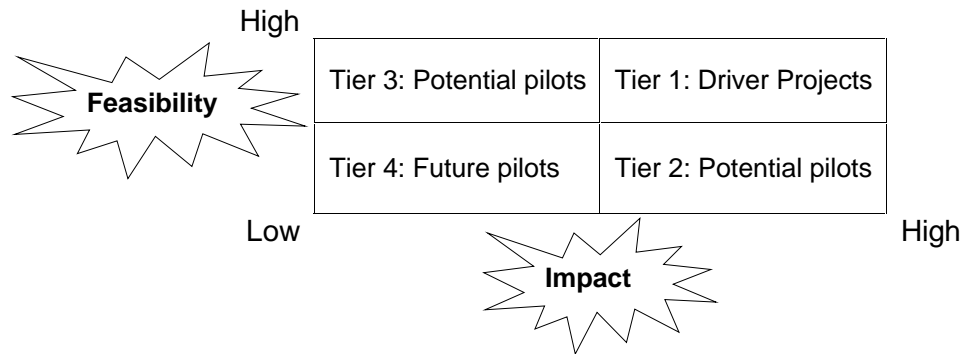
All the documents that are drafted by the programme will be vetted by all relevant stakeholders of that document and will reflect local as well as international best practices.

#### **4.3.2 Identification of strategic interventions**

The programme will provide technical assistance to e-government cell to formulate projects/components, and to execute such projects through implementation arrangements with identified stakeholders, both government and non-government agencies. As indicated above, these components/projects can be classified into two groups, Driver Projects and Fostering of Enabling Environment Projects.

The Driver Projects, which demonstrate dramatic improvements in government service delivery, will serve as the key drivers of e-governance. They will also serve as pilots for drawing lessons before undertaking other e-governance projects.

Two principal criteria that will be used to select a Driver Project would be 'degree of impact' and 'feasibility of implementation' of the projects. As demonstrated in the following diagram, only Tier 1, project will qualify for such projects.



The principal criteria which define “high impact” are:

- § High Degree of Visibility
- § Delivers high value and benefits to public
- § Benefits a large cross section of citizens and businesses
- § Generates high productivity and efficiency gains, and improves revenue collection for government
- § Activity of very high national priorities

The principal criteria which define “high feasibility” are:

- § Mainstreaming of leading edge yet proven technology with no significant implementation issues
- § Involves a manageable level of complexity with respect to organization, processes, and regulatory environment
- § requires less cost for the stakeholder to implement
- § Potential to achieve high user acceptance

Fostering enabling environment for successful implementation of the ‘Driver Projects’ will be another group of projects to be formulated and undertaken by the e-governance cell. These projects will ensure all the right conditions in terms of human resource availability, infrastructure, legal environment, etc. to create a conducive environment for the ‘Driver Projects’ to succeed.

Each project/component developed under this programme will have the following features:



- a. Meets national priority and adhere to the national e-governance vision
- b. Sustainable after the completion of the project with or without assistances from other stakeholders
- c. Provide highest development impacts
- d. Primarily focuses on government to citizen (g2c) services delivery
- e. Commonly agreed by all major stakeholders through a inclusive consultation

#### **4.3.3 Capacity building/development**

E-governance is a new concept in Bangladesh. Additionally, several initiatives of the past only produced sub-optimal results often due to lack of experience. The country has not been able to fully incorporate the significant progress made by many countries in this region and elsewhere in this field. It is thus important that this programme undertake activities to exchange lessons learned in the countries where e-governance is flourishing or is in its mature stage. Of equal importance for the e-government cell is to keep itself abreast of new technologies and innovations, and establish the means for knowledge sharing for wider dissemination among stakeholders.

The programme, will institute capacity development/building activities including participation in and arrangement of national and/or international seminars, study tours and attendance in short courses both home and abroad to provide effective leadership in this new area. The programme will also facilitate participation in technical learning events.

To ensure high standards of relevant skills and expertise of the persons concerned, the programme will also make arrangements for participation in online courses on relevant project/programme management topics.

#### **4.3.4 Coordination between relevant stakeholders**

The e-government cell will address the existing problem of coordination by providing an effective platform to bring all stakeholders together including government, development partners, ICT4D CSO/NGOs, and the citizen at large. The programme will provide technical assistance to strengthen the coordination function of the cell by providing effective collaboration strategy and support for knowledge management.

### **4.4 Defined Method of Approach**

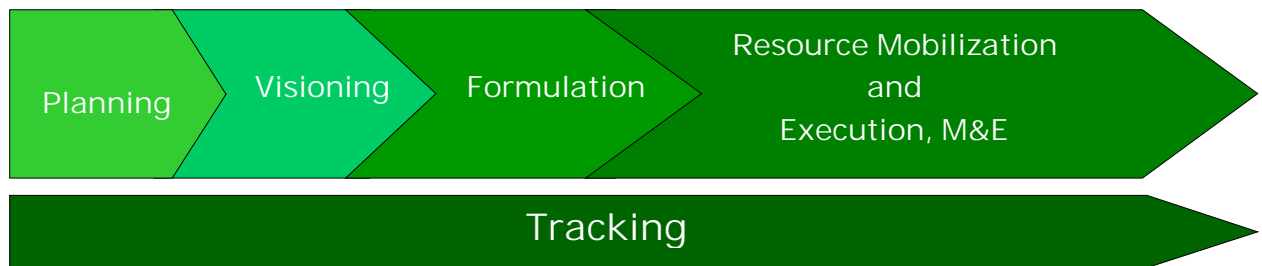
The Programme approach will be to provide a range of services and outputs to the e-Governance Cell:

- formulate a 'National e-Governance Vision' through a consultative mechanism with inputs from a multi-stakeholder platform
- identify strategic e-governance projects (Driver Projects) that are aligned with the national development process has the largest impact and are most feasible
- identify projects (Fostering of Enabling Environment Projects) which would foster an enabling environment for e-governance solutions implementation in Bangladesh
- formulate both the "Driver" and "Fostering of Enabling Environment" Projects
- establish appropriate resource mobilization strategy
- knowledge advisory and coordination support to mobilize resources for projects
- execution of projects formulated by the Cell and to be undertaken by different implementing partners. Such technical advisory services will include, but not limit to, monitoring and evaluation skills required to achieve the best of results out of the projects
- Provide technical assistance to the e-Governance cell at PMO to strengthen their capacity to
  - managing knowledge and disseminate lesson learned
  - manage project/programme using local/international best practices such as PRINCE2 framework

Senior level professionals will be positioned as full-time project staff. Short term consultants, both local and international, will be fielded from time to time to provide specialist knowledge and skills to complement skills. The project will provide all physical facilities and intellectual support to the external consultants as required.

## 4.5 Programme stages

The following graphic illustrates the stages in this approach:



### 4.5.1 Planning

The purpose of the planning stage is to establish framework for the e-governance cell to implement the “A2I Programme” within its organizational mandate; and to determine organizational change requirement to effectively perform its coordinating role. The starting point of the Planning stage is to communicate the vision of the Programme to all stakeholders; the end product of this stage will be a detailed timeline and approach for the second stage of the programme as well as development of specific ‘stage plans’ for the Visioning stage of the programme. The first of the two products in this stage will be the final draft of the ‘Programme Initiation Document (PID)’ for ‘Local Project Approval Committee (LPAC).’ The second product is the final ‘Programme Initiation Document (PID)’ incorporating the changes to the final draft that are agreed in the LPAC meeting for submission to the programme approval authorities to obtain their approval.

### 4.5.2 Consensus building for e-governance Vision building

This stage has two major products/outputs. First and foremost the programme will provide technical assistance to the e-government cell to conduct a ‘horizon scan’ to identify existing e-governance initiatives that already exists or are ongoing/planned in various sectors, and to encode best practices from these initiatives. This initiative will also assist the e-government cell to develop a database of interests and specialization of different stakeholders including development partners in this particular sub-sector.

Finally, during this stage, a series of national consultation will be organized on a multi-stakeholder platform to formulate a nationally owned e-governance vision for Bangladesh which would ideally include consultation with the political leadership. The programme will provide technical assistance to organize and coordinate these activities. At the same time, UNDP, leveraging its global network and knowledge networks will contribute towards this process by providing strategic inputs based on international best practices to further enhance the process. The output of this activity will be a draft e-

Governance vision document which will be presented to the ICT Task force for its approval.

#### **4.5.3 Development of Programme Components/ sub-projects**

At this stage, the programme will identify a series of projects/sub-projects to be formulated which can be classified into two categories:

2. E-Governance driver projects: Driver project are crucial in providing momentum and strategy guidance for mature e-Governance implementation in Bangladesh. The programme will provide technical assistance internally as well as by fielding external consultants to facilitate and consolidate the priorities of the stakeholders and develop solid business cases and execution modalities for these projects. The projects will be identified based on inclusive consultations with relevant stakeholders.
3. The programme will also provide technical assistance in identifying projects, which aim at building and sustaining an enabling environment for successful implementation of the driver projects. Similar to the formulation exercise of e-governance Driver Projects, the programme will provide knowledge advisory support both internally as well as by leveraging the knowledge and expertise of external consultants.

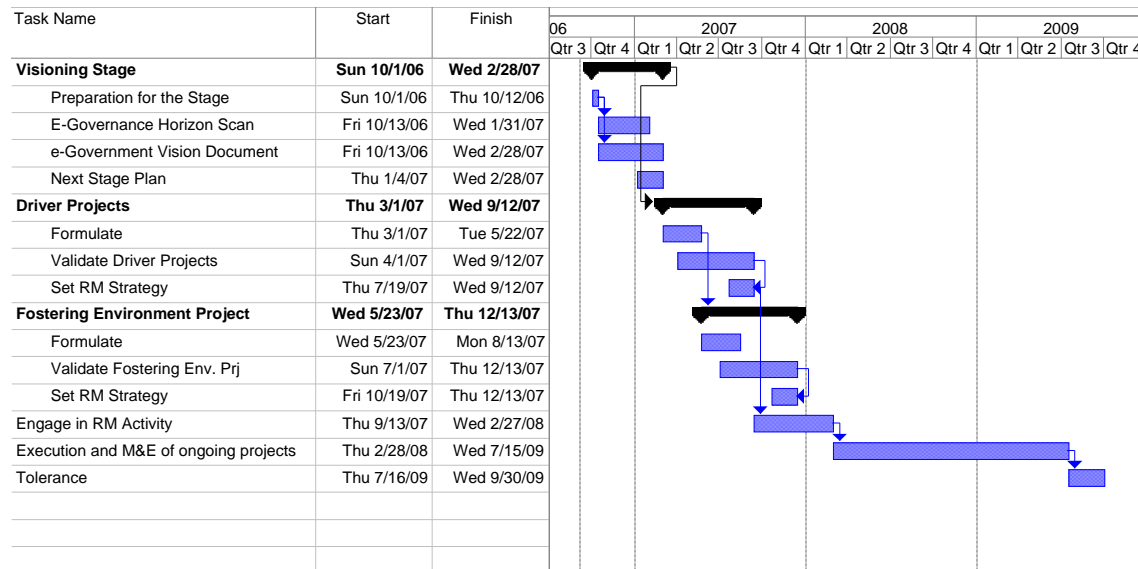
#### **4.5.4 Resource Mobilization, Execution, Monitoring & Evaluation**

Projects identified and formulated under the programme will be placed to relevant development partners and government agencies for funding. Once funds are committed for a project and the implementation of the project is approved, the e-governance cell will serve as the executing agency, and arrange for implementation by and funding for the implementing agency.

Potential projects will be continuously developed and a portfolio of projects will be maintained. A resource mobilization strategy, prospective donor profiles will be devised, and negotiations entered into for funding commitment and approval based on interest expressed by contributing partners.

For projects that are underway, the programme will provide capacity development to the cell to enhance project execution, as well as establish performance and results-based monitoring & evaluating systems.

## A2I Programme - PID



### Programme Execution Action plan

#### 4.6 Programme Deliverables/Products

This programme will deliver all standard management products/internal reports describing the plans, progresses, issues, achievements of the programme. Apart from these 'management' products, the programme will deliver the following specialised products.

1. Horizon scan report comprising lessons learned/best practices of ongoing/completed e-governance projects and of an analysis of interests/capabilities of different stakeholders including development partners and CSOs/NGOs.
2. Draft e-governance vision for Bangladesh developed through a multi-stakeholder consultative approach
3. Programme Initiation Document (PID) for e-governance driver projects which are vetted by various e-governance stakeholders including government and development partners
4. Programme Initiation Document (PID) for individual supporting projects which aim at fostering an enabling environment that is expected to expedite the implementation of the e-governance driver projects which are vetted by various e-governance stakeholders including government and development partners
5. Resource mobilization strategy documents mapping potential development partners and matching possible contribution to resource requirements

6. Periodic “lessons learned” reports capturing the lessons learned during the process of formulation and execution, as well as completion of different projects undertaken by the cell and implemented by different implementing agencies
7. Capacity building activities to enhance the capacity of the e-governance cell to better manage programme/projects using international best practices such as PRINCE2 and to effectively monitor and evaluate development projects in general and ICT projects in particular.

#### **4.7 Constraints**

The e-governance cell which was established in 6<sup>th</sup> July 2006 by an executive order is one of the newest cells within the Prime Minister’s Office. At the time of writing, the assignment of government staff to the cell is under progress. The time required for the cell members to organize themselves as well as embarking on such a challenging programme execution can be a constraint faced by the programme.

Additionally, the upcoming Parliamentary Election in early 2007 may put some additional responsibilities on the members of the cell over and beyond their responsibilities to the programme.

Finally, protracted delays in identification and recruitment of qualified personnel can affect project start-up and implementation. Shortage of, personnel with ICT programme management skills can be a constraint in project start-up.

#### **4.8 Assumptions**

Establishment of e-Governance systems and solutions need visionary leadership and support from the top. E-governance currently enjoys a high level of buy-in of the top level of political & bureaucratic leadership in Bangladesh. While designing the programme, it is assumed that e-governance will continue to enjoy the current level of acceptance within the government during the entire execution of this programme.

Successful execution of the programme also needs performance of a set of clearly defined roles and responsibilities, as outlined in this document, by those concerned. Key roles need to be played by government counterparts for whom, more often than not, the programme represents a segment of the various official duties that they perform. They often find it difficult to fully discharge their roles. However, it is understood that, government counterparts especially those who will be working in the e-governance cell will be working full-time, hence able to provide more time with regard to their immediate project roles.

## 5. Business Case

### 5.1 Introduction

As part of its national development blueprint, the Government of Bangladesh has put significant emphasis on e-Governance. The National ICT Policy of 2002 gives importance to the issues of e-Governance, declaring that “the Government shall use ICT systems within the public administration to improve efficiency, reduce wastage of resources, enhance planning and raise the quality of services.” The policy further provides that “the Government shall implement ICT systems to provide nation-wide coverage and access by any citizen to the government databases and administrative systems which can be used to extend public services to the remotest corner.”

An ICT Task Force, which is headed by the Honourable Prime Minister as Chairperson and the Secretary of Ministry of Planning as Member-Secretary, undertook various initiatives to expedite the implementation of the policy and achieve the stated goals. To this end, in 2003, the Ministry of Planning launched a “Support to ICT Task Force (SICT)” program, with the mandate of providing administrative and secretarial support to the ICT Task Force in realizing various ICT projects, particularly e-Governance.

The primary objective of the SICT program is “to ensure access to information by every citizen to facilitate empowerment of people and enhanced democratic values and norms for sustainable economic development by using the infrastructure for human resources development, e-governance, public utility services and all sorts of on-line ICT-enabled services.”

As a result of lessons learned from these initiatives there is a corresponding need to have a broad based plan. Accordingly, efforts are being made to develop a national level action plan for e-Governance solutions implementation which clearly delineates the roles and responsibilities of government officials in an ICT-based office environment. The plan is expected to also take account of short, medium and long-term goals and define an accountability structure to keep track of progress. What is now envisioned is clearly beyond the current strategy of initiating fragmented and non-synergistic e-Governance projects often without clear exit strategies and accountability mechanisms that engender sustainability.

In most South Asian countries with similar structures of governance, a separate body has been established for policy and coordination of e-Governance activities. The Government of Bangladesh has taken the initial steps towards that by establishing an e-Governance cell at the Prime Minister’s Office. The cell is in charge of developing the following:

- the Vision, Strategic Goals and Flagship Projects through a consultative process.
- infrastructure blueprint
- a conducive legal and regulatory framework
- a Human Resource Development plan and coordinate implementation of such plan
- a 'Sustainability Model' and coordinate local entrepreneurship development

## **5.2 Justifications & Expected Benefits**

This programme is strongly justified as Bangladesh lacks a clearly articulated e-Governance vision and policy statement. Several constraints hamper progress toward this goal. Currently the country faces the following major issues with regard to her effort to establish an e-governance system for her people.

- a. The marked absence of a central Government body that efficiently coordinates and plans e-Governance activities in the country leading to sub-optimal resource utilization.
- b. While national projects such as SICT are taking on e-Governance projects, they are not holistic in nature or harmonized with national development priorities.
- c. Decisions regarding implementation of e-Governance solution implementations requires top-level intervention and monitoring
- d. The absence of a planning mechanism that takes into account national development priorities and is attuned with the needs on the ground has accentuated the lack of prioritization in e-Governance projects.
- e. Lack of sustainability plans for e-Governance projects has often led to failure of e-Governance projects
- f. Unplanned human resource deployment for e-Governance projects has also contributed to the failure of certain e-Governance projects.
- g. The absence of a proper coordination authority among e-Governance projects and ICT infrastructure projects has often led to non-synergistic and non-complimentary projects being undertaken.

In this regard the programme is expected to provide the following benefits



- a. Strategic partners from the government, private sector, and the development partners will be identified and involved
- b. holistic and sustainable approaches towards e-Governance solutions will be identified
- c. suitable implementing partners will be engaged under the projects
- d. e-Governance projects are undertaken from the perspective of national priorities
- e. Coordination and information sharing across component projects
- f. A resource mobilization strategy will be developed that encourages greater participation and buy-in by potential partners
- g. Efficacious soliciting of development partners support through a one-stop point for e-governance project monitoring and implementing authority
- h. Efficient use of scarce GoB resources
- i. Sustainable benefits to communities by focusing on priority projects and avoiding non-synergistic initiatives
- j. Consultative programming approach should enhance ability to engage the grassroots and civil society in prioritization and enhance chances for successful implementation.

## 6. Programme Organization Structure

### 6.1 Sponsoring Group

The major tasks of the sponsoring group are:

1. Overall direction and guidance for the Programme
2. Monitor and control progress
3. Review of each completed stage
4. Commitment of Programme resources (as required)
5. Delivery of Programme results and objectives

The current NPD of the on going project will act as the NPD of the programme.

### 6.2 Programme Assurance

Initially, the programme assurance function will be performed by the ICT4D unit of UNDP Bangladesh with collaboration and direct support from the members of the beneficiary group, i.e. e-governance cell. As and when the programme undertakes monitoring and evaluation of programme formulated projects in collaboration and support from other development partners, the programme assurance team may incorporate new members as required to facilitate such participation. The programme assurance team will report to the sponsoring group with regard to

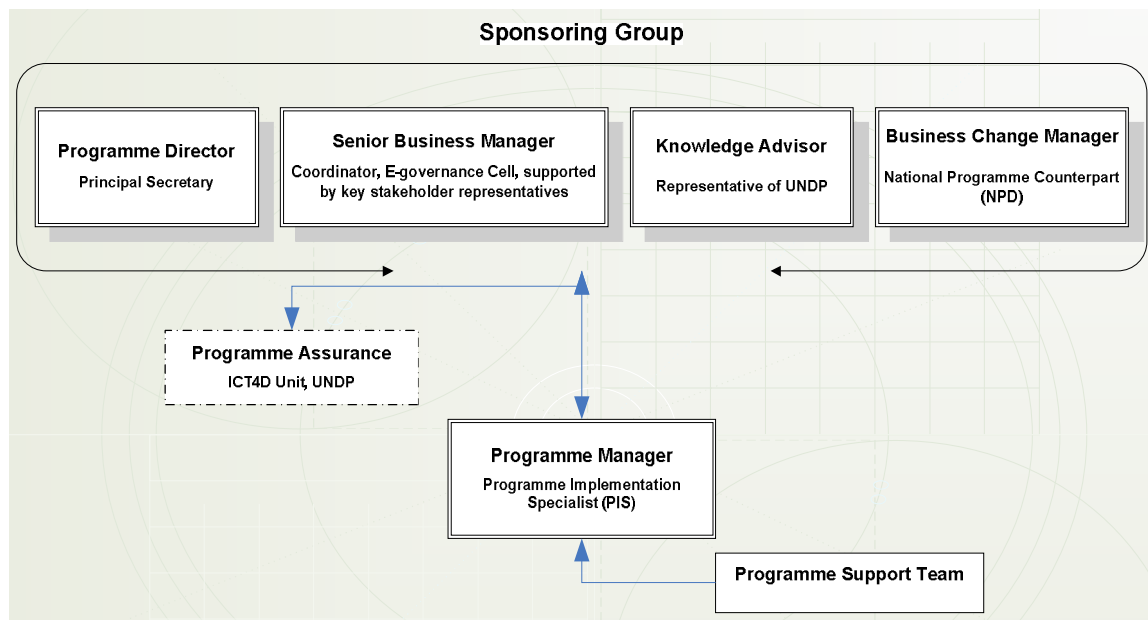
1. Adherence to the business case
2. Compliance with user needs and expectations
3. Supplier Assurance carried out by spot-check of deliverables and outputs
4. Review of Deliverables via Quality Reviews

### 6.3 Programme Manager

In order to directly benefit from the institutional knowledge of the ongoing project at PMO as well as to develop synergies between the two ongoing initiatives in PMO funded by UNDP, the current NPC of the on-going project will act at the Programme Implementation Specialist (PIS) of the programme. Upon completion of the ongoing project in July 2007 the NPC of the project will be transferred to the programme budget

as full time PIS/Programme Manager to the programme. The key ‘terms of reference’ of the programme manager/PIS will include:

1. Day-to-day management of the Programme
2. Identify and obtain any support and advice required for the management, planning, and control of the Programme
3. Reporting progress through regular highlight reports to the programme board (e.g. meeting, email briefing, etc.)
4. Responsible for Programme monitoring through the maintenance and update of the on-line Tracker (RMG Implementation Toolkit)
5. Delivery of the Programmes deliverables as outlined in the Programme Initiation Document (PID)



#### **6.4 Programme Support**

Programme support will be provided by a support team comprised of an Accountant, a Programme Secretary, a Programme Assistant, and a Messenger. They will be full time staff of the programme. In order to retain the institutional knowledge so far acquired by the project support staff of the ongoing project at PMO as well as to develop synergies between the two ongoing initiatives in PMO funded by UNDP, the existing support staff will be detailed to the programme. Upon completion of the project in July 2007 the existing staff will be transferred to the programme budget to provide full time support.

## 7. Communications Plan

The key stakeholders of the Programme include:

- § National ICT Task Force;
- § Prime Minister's Office
- § e-governance Cell of the Government of Bangladesh;
- § Ministry of Science and ICT;
- § Ministry of Establishment;
- § Ministry of Post & Telecommunications;
- § Ministry of Finance, represented by ERD;
- § Ministry of Education;
- § Ministry of Information;
- § Development partners
- § UNDP Country Office staff;
- § National counterpart Programme managers and Programme staff; and
- § NGO/CSOs as identified in the later stage of the programme;

The underlying principle behind the communication strategy for the programme is to keep all the stakeholders well informed with regard to programme activities, lesson learned as well as programme targets and achievements.

One of the major activities of the programme is to ensure participation of all stakeholders in preparation of all specialized products/outputs of the project listed in the Output/Products section of this PID (page 21).

To facilitate effective participation, the programme will maintain continuous communication with the stakeholders by way of providing status reports, minutes of the meetings/consultation held, progress reports, lesson learned, and other event-based reports and management products.

It will be the responsibility of the communication officer of the programme to ensure proper implementation of the communication plan.

## 8. Tolerances

An overall stage tolerance of plus/minus 10% on approved stage budget and plus/minus 1 month per stage schedule will be allowed.

If these tolerance levels are forecast to be exceeded, the Sponsoring Group will be immediately notified, and corrective action will be taken as directed.

## **9. Programme Controls**

The Programme will be reviewed at significant management points by the Sponsoring Group. These management points include the following deliverable reviews and approvals:

1. PID, including the overall Programme work plan
2. E-governance Horizon Scan Report
3. National E-Governance Vision Document
4. Formulated Projects/Sub-components
5. Resource mobilization strategy

The Programme Manager will be responsible for updating the project reporting related to the progress about the Programme implementation.

The Programme will also be reviewed by the SG at Programme Closure to ensure that all Programme deliverables were completed and in order to review lessons learned.

Responsibility for all day-to-day controls will rest with the Programme Manager. Overall responsibility for the successful delivery of the Programme will rest with the Executive member of the SG.

## 10. Programme Financial and Time Budget

This will be a 3 year programme. All the products listed in the product section will be completed and delivered with this timeframe.

As per the results to be produced by this PID, the total financial outlay required for the programme will be approximately 1.10 million US Dollar. Provision of an additional 10% tolerance margin will be kept for the programme. The detail break down of the budget is presented as under.

<b><u>Project Personnel</u></b>	<b>#</b>	<b>M/M</b>	<b>Cost / Unit</b>	<b>Total (US\$)</b>
PIS	1	36	1,900	68,400
Sr. Consultants	2	36	1,750	126,000
Jr. Consultants	2	36	1,000	72,000
Communication Officer	1	36	800	28,800
Accountant	1	36	600	21,600
Secretary	1	36	600	21,600
Program Assistant	2	36	600	43,200
Program Monitoring Officer (UNDP)	1	36	1,750	63,000
Jr. Specialists (UNDP)	1	36	1000	36,000
Program Associate (UNDP)	1	36	600	21,600
Driver	1	36	400	14,400
Messenger	1	36	200	7,200
<b>Sub-Total Project Personnel</b>				<b>523,800</b>
<b><u>Consultants</u></b>				
<i>Driver Projects</i>				
International Consultants	1	3	10,000	30,000
National Consultants	2	12	1,750	42,000
<i>Enabling Environment Projects</i>				
International Consultants	1	3	10,000	30,000
National Consultants	2	12	1,750	42,000
<i>Unspecified Consultants</i>				40,000
<b>Sub-Total Consultants</b>				<b>184,000</b>
<b><u>Consultation / Validations</u></b>				
<i>Events</i>	60		2,500	150,000
<b>Sub-Total Consultations</b>				<b>150,000</b>
<b><u>Equipments</u></b>				
Office Equipments & Furniture, etc.			50,000	50,000
Vehicle (4WD)	1		35,000	35,000
O&M			50,000	50,000
<b>Sub-Total Equipments</b>				<b>135,000</b>
<b><u>Training</u></b>				
Capacity Building Initiatives			100,000	100,000



*A2I Programme - PID*

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<b>Sub-Total Training</b>		<b>100,000</b>
<b>Travel</b>		
In-Country Travels	10,000	10,000
Out-Country Travels	30,000	30,000
<b>Sub-Total Travel</b>		<b>40,000</b>
<b>Sub-Total</b>		<b>1,132,800</b>
<b>Tolerance @ 10%</b>		<b>113,280</b>
<b>Total Financial Resource Package</b>		<b>1,246,080</b>

## 11. **Change management**

After completion of each of the stage, this PID will be updated to reflect detailed stage plan of the next stage of the programme. While it will be the responsibility of the programme manager/PIS to prepare the stage plan for the next stage, it will be the sponsoring group who would approve the stage. In addition, assessments of exceptions from plans due to project issues are to be made by the sponsoring group. Such assessment can warrant change in the PID.

Hence, each change to this PID must be accepted and/or initiated by the Sponsoring group. Such modification should then be forwarded to the appropriate authority namely ERD and/or UNDP based on established project approval modalities by the government for approval.

If such change requires additional funding, the sponsoring group, with active support from UNDP Bangladesh, will source such funding from one or more stakeholders including government.