**Bangladesh:**

**Access to Information (A2I)**

**Evaluation**

**Prepared for United Nations Development Programme**

**Bangladesh**

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**Acronyms**

|  |  |
| --- | --- |
| A2I | Access to Information |
| DESC | District E-Service Center |
| GOB | Government of Bangladesh |
| MOSICT | Ministry of Science and Information & Communications Technology |
| PMO | Prime Minister’s Office |
| QW | Quick Win |
| UISC | Union Information Service Center |
| UNDP | United Nations Development Programme |
| UNO | Upazila Nirbahi Officer |

**Executive Summary**

This report provides an evaluation of the United Nations Development Programme (UNDP) Access to Information (A2I) programme and makes recommendations for the second phase. In brief the A2I programme has performed admirably, particularly considering the available resources. It has been instrumental in introducing e-services in the country and raising awareness about e-governance at the most senior level of government. In its four and half years of operation, it has triggered the first citizen e-services, some of which have already been scaled-up and proven their sustainability.

The project has achieved most of its output and outcome targets. Considering the significant achievements and outcomes of the project the evaluation team is satisfied that the expected outcomes of the project have been effectively achieved. The project management has been very efficient in employing its resources, controlling administrative overheads and using very innovative management structure and functional style to leverage its resources by drawing on the technical and financial resources of its partners to reach project objectives.

A2I has had an influential impact on ICT policy in the country. It elaborated on the *Digital Bangladesh* vision by setting out strategies and priorities. It also participated in the drafting of the *ICT Policy 2009*. These two documents form the core roadmaps for ICT in the country. A2I was also instrumental in incorporating a section of Digital Bangladesh in the 6th Five Year Plan. A2I helped other sectors such as agriculture, education and health prepare e-services visions. There is some concern that the programme may have stretched itself through involvement in so many policy areas and that future focus should be on e-service policy including development of an e-Government master plan.

A2I was directly responsible for the launching of the first citizen e-services in the country. Through an innovative, inclusive bottom-up approach an initial round of 56 e-services were proposed. Some have become very successful, attracting partnerships and proving their sustainability. The *Union Information Service Centers* have been launched in all of the country’s Unions (Bangladesh’s lowest level administrative unit) with a sustainable entrepreneurial driven business model that offers a growing portfolio of e-services to citizens in rural areas. The *District E-Service Center* is another example of an innovative product that has reduced hassle for citizens in obtaining important documents and certifications and is having an effect on government efficiency and transparency. It will be launched in all 64 Districts by the end of the year. A second round of Quick Wins has been launched with A2I moving into a consulting role, with implementation left to government ministries.

Capacity building was a key thrust of the programme. A2I’s intervention was need-based and agile, enabling it to identify emerging gaps and quickly design specific capacity training programs. Capacity building initiatives were not limited to workshops and training; they were also closely connected with hands-on design and delivery of e-services. In addition A2I made use of experience sharing tools such as study tours and blogs. Capacity building had three main goals: sensitizing government officials, peoples’ representatives, teachers and entrepreneurs so that they can take leadership in the process of providing e-services to peoples’ doorsteps; facilitating the development of e-services with relevant technical know-how; and building confidence among key stakeholders.

The programme struck up several partnerships, some of which attracted significant resources. The most important partnership in terms of resource mobilization was with the government as it substantially increased budget allocated to ICT. A2I also worked with the private sector, NGOs and development agencies for them to contribute to various e-services. The programme had ad-hoc cooperation with the UNDP Governance Cluster who in turn also provided support to A2I. The programme also forged an agreement with the Bangladesh News Agency that has contributed to raising awareness about A2I across the country. A2I’s experiences from these partnerships needs to be leveraged in the future to strengthen resource mobilization. In that respect it needs to market its activities and impacts among the private sector and development partners. UNDP also needs to strengthen cooperative activities among the Governance Cluster and disseminate information about A2I to other development partners.

In the second phase, the programme can consolidate its successes by deepening its coordination role. It should retain its successful strategy of focusing on bottom-up services for the common citizen that will trigger more convenience for them and enhanced governance. This should be made operational through a consulting and advisory role to ministries that implement the services; emphasis should also be placed on developing e-services for businesses and incorporating the private sector further into its activities. Given A2I’s experience and influence, it may contemplate implementing some flagship initiatives such as land management that could have a large impact. The programme should also compile a directory of all the possible services for citizens in the country including those that have an ICT component. The programme should strengthen cooperation, coordination and promotion activities. This includes coordinating e-services across different stakeholders, enhancing partnerships and cooperating with a likely World Bank ICT in government project. A key activity will be to develop an e-Government Master Plan. Further the programme should champion innovative activities through digital fairs and a digital innovation fund. Another programme area is strengthening the enabling environment. This includes promoting content development, training for government and citizens, putting into operation laws relating to online transactions and taking a pro-citizen approach in lobbying for broadband connectivity in rural areas.

A critical function for the second phase of the programme is monitoring, evaluation and research. This includes establishing baselines and targets for the programme’s activities and objectives, monitoring and evaluating how Bangladesh’s performance in e-governance rankings can be improved and demonstrating the impact of e-services on social and economic development.

# Overview

This report evaluates the United Nations Development Programme (UNDP) Access to Information (A2I) Programme in Bangladesh. The evaluation covers the period of the programme from October 2006 through June 2011. The evaluation considers how well the programme accomplished its outcomes, objectives, outputs and goals. The report is based on meetings with numerous stakeholders in Dhaka (see List of Meetings) and a field visit to A2I supported activities in the Jessore District in August 2011. It is further informed by country policy documents, programme reports and other materials identified in this report.

According to the A2I Programme Initiation Document, the activity would directly contribute to the top-level country outcome of “Access to information for citizens promoted.”[[1]](#footnote-1) Within that over arching outcome, three objectives for the A2I were established as shown in Figure 1.1. These objectives were somewhat impacted in 2009 following the introduction of the government’s Digital Bangladesh vision.

Figure 1‑1: A2I Objectives



*Source*: Adapted from A2I Programme Initiation Document.

# Evaluation areas

The Terms of Reference (TOR) identified seven areas to be covered by the evaluation team. These areas can be grouped into three categories: 1) review of A2I programme (Area 1); 2) Impact of A2I on country development outcomes (Areas 2-4); and recommendations for Phase II of the programme (Areas 5-6):

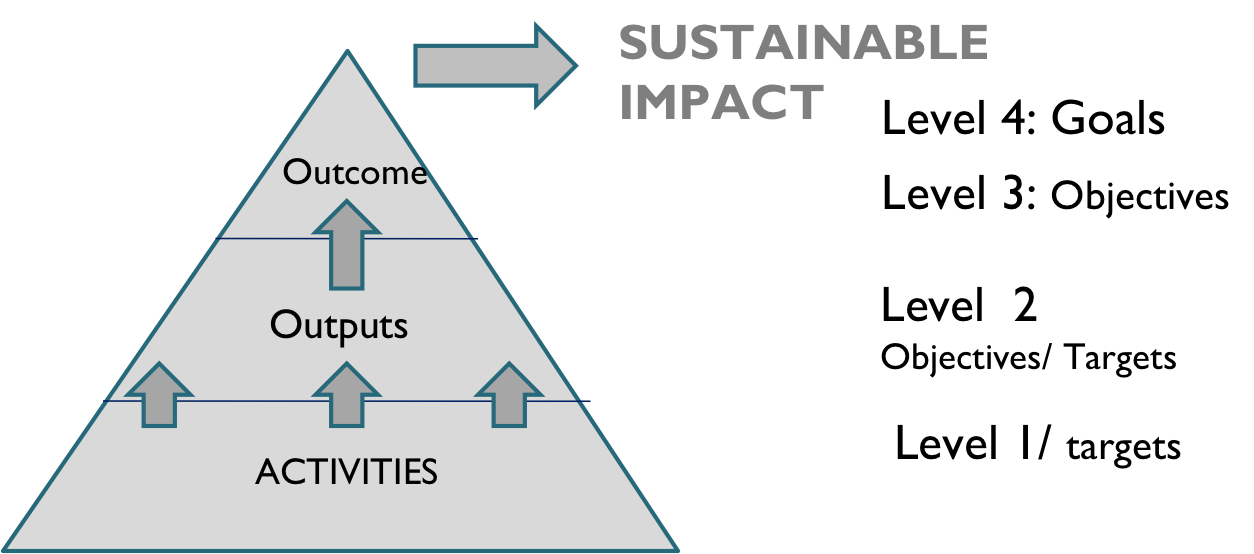
1. An overall assessment of planned outcomes vis-à-vis actual results
2. Assessment vis-à-vis country development policies
3. Assess impact and sustainability of the e-service delivery initiatives (Quick-wins) launched or catalyzed by the programme
4. Assessment of national and capacity building milestones, etc. achieved by the Programme
5. Assess the possibility of establishing linkage with other UNDP and non-UNDP national initiatives funded by the government, development partners and the private sector
6. Recommend appropriate strategies for the A2I 2nd phase
7. Monitoring framework for the 2nd phase of A2I

## An overall assessment of planned outcomes vis-à-vis actual results

### Assess and score the project progress against log-frame outputs (activity to output)

The team evaluated the activities undertaken by the programme and the outputs it achieved against the planned outputs and outcomes. The team followed the internationally accepted Logical Framework (Log-frame) methodology in undertaking this exercise involving multilevel assessment of activities, outputs and outcomes (shown in Figure 2‑1).[[2]](#footnote-2)

Figure 2‑1: Log-frame Methodology for Project Evaluation



The evaluation team has undertaken the evaluation on the following parameters

* Effectiveness: To evaluate the extent to which the project targets, objectives and goals have been achieved.
* Efficiency: The efficiency with which the work of the project has been undertaken including how efficiently the resources of the project have been employed.
* Sustainability: To evaluate whether or not the outputs, outcomes and impact that the project generated are sustainable.
* Relevance: The evaluation has also looked at the relevance of the project achievements in terms of their impact on overall national social and economic goals and MDGs.

#### Effectiveness

Corresponding to its three main objectives the project’s focus areas have been Capacity Building including skill development within the government and outside; Technical Assistance and Support services to the various government agencies as well as to the communities at the grass root level and E-Government strategies, policies and promotion.

In each of the years of its operation the A2I has prepared an annual work plan which included the main activities to be undertaken during the year and their corresponding expected outputs. In most cases the indicators for success have also been given. However, it was observed that invariably the success indicators were not quantifiable and measurable. The evaluation team has therefore used either proxy indicators or its own expert judgment to determine whether or not output targets have been achieved in cases where quantifiable targets /indicators were not given.

A matrix of activities and outputs were created to see the work of the project in a holistic manner. The consolidated picture of the activities and outputs of the project on a year-to-year basis is given in the tables below. It should be noted that in most cases each key activity had more than one sub-activity associated with it.

Table 2‑1: Year wise distribution of activities and outputs

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **Number of outputs** | **No. of key activities undertaken during the year** | **No of sub-activities undertaken during the year** |
| 2007 | 6 | 21 | 81 |
| 2008 | 3 | 18 | 88 |
| 2009 | 4 | 23 | 30 |
| 2010 | 5 | 32 | 37 |
| 2011 | 7 | 15 | 30 |
| Total | 25 | 110 | 266 |

*Source*: A2I project staff.

Over its life of over four years the A2I project was planned to deliver 25 major outputs in its three key result areas. The project undertook 266 sub-activities to reach its targeted outputs. The achieved outputs of the project were compared with the expected outputs. The project achieved all major output targets each year. However, due to operational reasons it could not either undertake some activities or failed to complete them.

Table 2‑2: Project outputs versus expected Annual Work Plan outputs

| **Year** | **Expected outputs** | **Output targets achieved or over achieved** | **Output targets not fully achieved** | **Rate of achievement** | **Remarks** |
| --- | --- | --- | --- | --- | --- |
| 2007\* | 6 | 5 | 1 | 81% |  |
| 2008 | 3 | 2 | 1 | 67% |  |
| 2009 | 4 | 3 | 1 | 75% |  |
| 2010 | 5 | 4 | 1 | 80% |  |
| 2011 | 7 | 5 | 2 | 71% |  |
| **Total** | **25** | **19** | **6** | **76%** |  |

*Note*: \* Some activities outside the work plan undertaken.

*Source*: A2I project staff.

As a result it missed fully achieving six output targets out of a total of 25 output targets given in the original annual work plans. On the other hand the project successfully undertook many activities not included in the annual work plans. On the whole the project reached a success rate of 76 percent in reaching its output targets.

The work of the project was intelligently distributed over the three main focus areas of the project. Nearly 38 percent of all the activities of the project were directed towards Capacity Building, 44 percent towards Technical Services including support services for Quick Win projects and nearly 18 percent for macro level work for policy and strategy development or other cross cutting backend activities for development of e-government and e-citizen services.

Figure 2‑3: Distribution of project efforts

*Source*: A2I project staff.

#### Major Project Outcomes

The expected outcome of the project was *the access to information and e-services to citizens.* As a result of the project revision in 2009 following additional project outcomes were included: *Framework, Strategy and Work plan for Digital Bangladesh developed, adopted and integrated into other sector strategies; Capacity to leverage ICT in development programming among policy makers, government implementing agencies and private sector enhanced, Quick-Win initiatives implemented to build confidence and interest among the policy makers and successful implementations scaled up and Sustainable funding mechanisms to undertake small scale pilots institutionalized.*

There were no quantifiable targets given either in the project document or in the work plans of the project. Therefore the evaluation team has used its own judgment to determine the extent to which the project outcomes were realized.

The Capacity Building outputs of the project have among others included courses, seminars and workshops for government officials, Upazila chairmen, and training of trainers. The duration of training events ranged from one-day sensitization seminars to up to one-week intensive training courses. The training and skill development activities of the project have established a cadre of sensitized and trained public employees at various ranks in the government hierarchy from the secretaries to high-level officials, district administrators to local level government functionaries. Nearly 5,000 government officials were directly trained by the project excluding the training imparted as part of the technical assistance provided to Quick Win teams. In addition technical and mobilization skills of over 9,000 entrepreneurs was enhanced to run and manage over 4,500 Union Information and Service Centres, covering the whole country.

The technical and support services of the project was on one hand directed towards identifying e-services (Quick Wins) that could be quickly developed to facilitate citizen government interaction at the grass root level to work at the district, Upazila and village levels to create accessibility infrastructure. In its first two years the project facilitated development of 53 Quick Win e-service projects in collaboration with various government agencies. This has now been scaled up to over 700 Quick Wins at various stages of design, development and deployment. Another notable outcome of the project has been the development of the multimedia classroom model and its delivery in some 500 schools. This is expected to be scaled up to 15,000 secondary schools of the country.

In its third key result area the project has delivered a number of outputs of considerable strategic importance. In all, the project delivered 35 knowledge products and services that would form the framework and a base for e-government development and e-services delivery. This has among others included the Horizon Scan Document, ICT Policy Document, Digital Bangladesh documents, e-Government interoperability framework, technical standards, e-government systems architecture as well as development of the national e-content and knowledge repository (e-tathyakosh).

Considering the significant achievements and outcomes of the project the evaluation team is satisfied that the expected outcomes of the project have been effectively achieved.

#### Efficiency

The evaluation team has assessed the efficiency with which the project management team operated and employed the resources of the project in reaching the outputs and outcomes that it has achieved.

The project has been funded by the UNDP with some contribution in kind and cash from the Government of Bangladesh. The annual budget and corresponding expenditure is shown in the table below:

Table 2‑3: Budget Vs Expenditures, US$

| **Year** | **Budget** | **Expenditure** | **Ratio** |
| --- | --- | --- | --- |
| 2007 | 514,900 | 370,886 | 72% |
| 2008 | 529,200 | 428,200 | 81% |
| 2009 | 1,546,591 | 1,063,545 | 68% |
| 2010 | 2,071,655 | 1,390,163 | 68% |
| 2011 | 1,311,890 | 781,781 | 60% |

*Source*: A2I project staff.

Based on the explanation provided by the project management it is understood that the expenditures incurred towards the end of the year were often carried forward to the next year budget. Some of the in progress activities at the end of the year were also paid in the following year. Therefore the figures on a year-to-year basis do not reflect the actual situation with regard to the utilization of budget. The total expenditure until the end of June 2011 has been slightly over US$ 4.1 million against a budget of some US$ 4.5 million indicating an overall budget delivery of over 90 percent.

The project has employed its financial resources to meet its output targets and objectives in its three key result areas. The distribution of financial resources of the project over the three focus areas of the project is shown in Figure 2‑4.

Figure 2‑4: Employment of financial resources

*Source*: A2I project staff.

The technical support services included development of Quick Win projects and other e-services at the grass root level. It was understandably the largest consumer of the financial resources of the project. Nearly half of the project resources of over US$ 2 million were used in this part of the project’s work. The direct training activities of the project consumed about 18 percent of the project resources and the policy and strategy work of the project used up nearly a quarter of the project resources. It is worthwhile to note that the project administrative expense have been about 15 percent. This indicates that the project management has maintained good control over the project administrative expenses and has directed the resources to more productive activities of the project.

Besides training a large number of technical and management personnel as a part of its support to the Q-win projects, the A2i project directly trained about 5000 government officials at an average total cost of USD150 per person per course of an average duration of 3 days. This cost is considerably lower than the international average cost for similar courses indicating that the project has used its training resources very efficiently.

The 500 quick win projects have been developed in partnership with various agencies of the government and another 200 have now been identified for development. The input of the project in the development of the initial batch of 53 quick win projects was substantial. The current quick win projects being developed and facilitated now may not engage the project resources substantially. However it is estimated that the project could have on average employed at least 20 man days of technical resources for each quick win project indicating that the project on an average spent less than US1500 of its own resources for developing each quick win project. This is a remarkably low figure in comparison to the similar project development costs internationally or even in other developing countries. This has been possible due to the innovative and efficient management practices that the project has employed.

#### Sustainability and Relevance

Most of the outputs and outcomes of the project have a sustainable impact on the targeted beneficiaries of the project. Mobilizing the resources of government and other partners the project has been able to spear head the establishment of 4,500 UISCs as access centres for information and e-services at the level of unions, covering virtually the whole country. These centres are now managed by entrepreneurs as sustainable ongoing enterprises. Similarly, the project has been able to facilitate, develop and in some cases deploy a large number of Quick Win (e-services) projects in collaboration with various agencies of the government. These initiatives of the project have resulted in optimizing use of technology for public service delivery at the level of individual agencies and more importantly in upgrading awareness, skills and knowhow of ICT’s application for governance and development, at all levels in the government. Development and deployment of multimedia classrooms in some 500 schools in the country has been another innovative initiative of the project, which is expected to have far reaching and significant effect on the development of education at grass root level.

#### Project Management

The project was managed by a team of professionals headed by the National Project Director with strategic oversight and control being exercised by the Project Steering Committee chaired by the Principal Secretary to the Prime Minister. In addition the project also had the Project Implementation Committee and Technical Committee to facilitate project implementation. The Project Steering Committee met once a year on an average, the Project Implementation Committee once every two months and Technical Committee once every month or more often as required. The project management structure appears to be well formed and efficiently functional. UNDP has consistently provided valuable strategic guidance and oversight to the project.

As the work of the project has been expanding the operational management structure of the project may need revision. With the number of Quick Win projects expanding from 53 to 700 and likely to expand further the current small team of professionals in the Quick Win section of the project may be unable to efficiently cope with the sharply expanded workload. Similarly the e-services and content teams of the project may need expansion and reorganization.

### Record programme innovation and lessons learnt

The project management has been able to deliver the project outputs effectively and efficiently due to a unique but highly successful management structure and style of functioning which includes maintaining a flexible and dynamic group of motivated professionals as the core staff, a network of focal points and champions in the various ministries and agencies of the government, creating and maintaining a network of partnerships within the government and the private sector and most importantly significantly leveraging the limited resources of the project by drawing on the technical and financial resources of partners to achieve the project objectives. This management structure and functional style must be maintained and indeed encouraged.

The project monitoring and evaluation (M&E) has not been undertaken as a regular activity of the project management. Quantifiable, measureable and time bound output and outcome targets need to be included in the annual work plans of the project and a system of M&E need to be instituted to support project management tasks.

## Assessment vis-à-vis country development policies

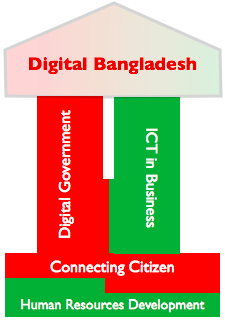
The programme was involved in development of several key country ICT policies and was also influential in developing guidelines, standards and visions.

### Assess programme’s achievement in influencing and formulating ICT policy and standards, ICT infrastructure policy, ICT HR policy, etc.

A2I played a leading role the country’s key ICT policy documents. Main high-level policies relating to e-governance and ICT include *Digital Bangladesh* and *ICT Policy 2009*. A2I consolidated the development vision of Digital Bangladesh by preparing the “Digital Bangladesh Strategic Priorities” and embedding the priorities into the country’s 6th Five Year Plan.

A2I was a member of the Review Committee to develop a new ICT Policy published in 2009. The ICT Policy 2009 vision is to “expand and diversify the use of ICTs to establish a transparent, responsible and accountable government…ensure cost-effective delivery of citizen-services…” the Policy has 10 broad objectives, 56 strategic themes and 306 action items (Figure 2‑6, right). The Primary Actors for carrying out the Action Items are identified. Although the A2I programme is not specifically mentioned, there are a number of actions where the PMO and/or Cabinet Division are expected to be the Primary Actors and thus by implication A2I.

Figure 2‑6: Digital Bangladesh and ICT Policy 2009



### Assess programme’s achievement in influencing and formulating various non-ICT sectoral policies such as education, health, agriculture, disaster management, SME development, local government, youth development, commerce and banking, among others

The programme prepared “vision” statements for agriculture, education, health and Local Government and also provided input into ICT Master Plan in Education.

### Identify the programme’s weaknesses and strengths in policy work

The programme’s strengths and weaknesses in policy work are identified in the table below.

Table 2‑4: A2I Strengths and Weaknesses in Policy Work

| **Strengths** | **Weaknesses** |
| --- | --- |
| * Leading role in Digital Bangladesh priorities * Influence in ICT Policy 2009 * Influential in incorporating e-services into 6th Five Year Plan | * A2I’s role in coordinating e-services policy not always clear * Scarce impact on key connectivity issue * Relevance of “Vision” documents not clear * Involved in too many areas not directly related to core mission of e-services |

## Assess impact and sustainability of the e-service delivery initiatives (Quick-wins) launched or catalyzed by the programme

The programme launched a number of e-services. Many were part of the Quick Win initiative while several others were launched independently of the Quick Win initiative. The Quick Wins began when 53 Secretaries of different Ministries took part in e-service identification workshops in May and June 2008. Each Secretary nominated one e-service. The first phase was intended to quickly implement e-services for citizens, analyze impact and scale-up those that were successful.[[3]](#footnote-3)

### Assess the programme for its long-term sustainability and mainstreaming into national policies

Many of the activities carried out by A2I have been incorporated into the Digital Bangladesh and ICT Policy 2009, thereby mainstreaming them into national policies. The activities promoted by the programme are part of essential government services and therefore have significant sustainability. Specific activities and their sustainability are discussed in more detail below.

### Identify major e-service delivery initiatives launched or catalyzed by the programme

Many of the e-service initiatives involving A2I were so-called Quick Wins (QWs). The idea behind the QW’s was that they be initiatives that could be deployed rapidly for service providers to quickly gain familiarity with e-services. Initially envisioned as small projects, the risk of failure was not great, and QWs could be deployed rapidly and minimized the possibility of resistance or delay to massive reengineering and changing of mindset that larger programs would have entailed.

Based on discussions with various stakeholders, some of the most visible, popular and successful QWs are identified below.

#### Union Information Service Center (UISC)

The UISC is located in the Union, the lowest administrative division in Bangladesh. All Unions have an UISC and the Prime Minister and head of the UNDP jointly inaugurated them in November 2010. Two entrepreneurs of whom at least one is female operate the UISCs. They earn revenue from providing services such as Internet access, email, digital photos, printing and training. The list of services continues to grow including partnerships with providers to offer applications such as mobile phone recharges and money transfers. Some three million rural Bangladeshi’s are benefitting from the UISCs.[[4]](#footnote-4)

#### e-Purjee

Purjee refers to the paper voucher sent to sugar cane growers by the mills advising them to bring in their cane. The purjee system has been in place for over 200 years. The traditional system was not very transparent with some farmers not receiving their purjee, jockeying by some farmers to manipulate the system and rent-seeking middlemen. Delays in delivery reduces the weight of the cane and hence income of the growers. The unpredictability of the system also impacted the efficiency of the mills. A new system was designed as a Quick Win initiative of the Bangladesh Sugar and Food Industries Corporation (BSFIC). The Digital Purjee Information Service (e-Purjee) works by sending the farmer an SMS when it is time to deliver the sugar and another SMS advising them to come to the mill to get payment. Following positive trial results, e-Purjee was extended to all 15 sugar mills in the country covering 200,000 farmers. Sugar production increased by increased by 62% after introduction of the system.[[5]](#footnote-5)

#### Multimedia Classroom

The Multimedia Classroom revolves around the use of multimedia presentations developed by secondary school instructors for teaching different subjects. Teachers use a laptop computer and projector in the classroom, which has proven effective for illustrating complex subjects such as the respiratory system or rotation of the planets. Some 1,000 teachers have been trained with plans to teach around 50,000 over the next few years with each secondary school having at least one Multimedia Classroom.

#### District E-Service Center (DESC)

The DESC is an ICT-based system supporting citizen interaction for the submission of applications, official letters and requests for certified documents. Citizens can submit requests and documents in the district office (over the counter), by mail and online. Documents are scanned upon reception and the citizen receives a tracking number. If they have a mobile phone, the tracking number is sent by SMS. Requests are logged into the system where their status is monitored by the district office. Service delivery has improved following deployment of the system with District offices able to handle a larger number of transactions and process them more rapidly. The system has also reduced the need for middlemen that previously exploited the lack of transparency of the former manual method. The service was available in 10 districts at August 2011 with plans to deploy them in all 64 districts before the end of the year.

### Assess development impact and financial and social sustainability of the initiatives

There were a large number of different targeted beneficiaries of the e-services launched by the program. Impact assessments were not carried out for the majority and for many it is still too early to determine sustainability. Therefore it is not possible to provide a comprehensive overview of their overall development impact. Furthermore, of the few e-services where there was some impact evaluation, few systematic indicators were tracked that are required for a thorough analysis. Nevertheless, a number of the Quick Wins were conceptualized based on the idea that they would have benefits for their beneficiaries in terms of reduced time and costs availing of government services. This has been the observed result in some cases according to informal interviews with beneficiaries. In addition, the transparency introduced by some of the initiatives reduced opportunities for rent seeking behavior by government officials as well as middlemen.[[6]](#footnote-6) Sustainability is enhanced in terms of creating a critical mass of beneficiaries that would strongly resist any effort to disrupt the e-service.

The approach A2I took for developing the first round of QWs involved a trade-off between conflict and sustainability. In an effort to bring all ministries on board, give them a sense of ownership and minimize resistance, a certain degree of QW “failure” was inevitable. This is inherent in the innovative approach taken and it was felt important lessons would be learned by both the programme and concerned ministries even if the eventual QW proved unsustainable. Nevertheless it is clear that the ministries varied in their capacity to conceptualize sustainable e-services. Despite this several initiatives have proven sustainable. Take the UISC for example where the business model is based on entrepreneurs taking responsibility for the operational costs of the centers. They earn revenue from a growing service portfolio (e.g., Internet access, email, digital photos, printing, mobile recharges, money transfers, training). Though the entrepreneurs vary in the business savvy and their markets vary in demand and sophistication, quite a few are already self-sufficient and even expanding operations. For example demand has been so great in one UISC the team visited that a larger building is being constructed tripling the number of computers available. Based on data supplied by the A2I program, it would appear that the average UISCs is financially sustainable.[[7]](#footnote-7) The average UISC earned Taka 2,665 ($40) in revenues in July 2011, compared to the average monthly per capita income in Bangladesh ($53 in 2010).[[8]](#footnote-8) Further, revenues increased over twenty times between December 2010 and July 2011.

Apart from these highly visible Quick Wins, a number of others have proven sustainable in that the ministries have taken ownership and are providing resources from their own budgets for their ongoing operation and enhancement.

The programme tightened its approach during the next round of Quick Win proposals. Criteria were applied to the selection process such as the number of targeted citizens that would benefit from the e-service.

### Impact of the initiatives

Details of the impact of some of the key Quick Wins are provided in the table below. A list of all the Quick Wins and their intended beneficiaries and status are provided in the Annex.

Table 2‑5: Selected Quick Win impacts

|  |  |
| --- | --- |
| **Initiative** | **Impact** |
| UISC | Three million users have access to growing e-service portfolio; saves citizens time & money through reduction in travel  3M grassroots people/month generating $150K/month |
| DESC | Significant reductions in delay (time for certified document reduced by half); 50% more requests processed per day; more transparent  5,000 applicants/month |
| Multimedia Classroom | Students interest in lessons increased 50% |
| E-Purjee | Over 200,000 sugar cane farmers benefitting from more transparent system where they are informed of when to deliver sugar (in the past they sometimes never received the paper “chalan”, or had to pay rent seekers a fee or travelled to the mill in vain) and when they will be paid; mills are benefitting from more efficient delivery |

*Source*: A2I project documents.

In addition, a number of e-services spearheaded by A2I were recognized nationally and internationally by different organizations:

Table 2‑6: Awards received by A2I projects

|  |  |  |
| --- | --- | --- |
| **Name of the Award** | **Category** | **Name of the initiative** |
| Manthan Award 2009[[9]](#footnote-9) | Chairman’s Distinction | National Web Portal Of Bangladesh |
| Manthan Award 2010[[10]](#footnote-10) | **Jurors’ Distinction** | Digital Cane Procurement System (e-Purjee) - BANGLADESH |
| eWorld Forum Award 2011[[11]](#footnote-11) | eGov Initiative in Education, Public Choice #1 | Teacher-led Digital Content for Multimedia Classrooms |
| e-Content and ICT for development award 2010[[12]](#footnote-12) | Category: e-Enterprise & Livelihood | **Champion:** Digital Cane Procurement and Development System, Bangladesh Sugar and Food Industries Corporation |
| Category: e-Government & Institutions | **Champion:** Customs Information Management System, DataSoft Systems Bangladesh Limited  **1st Runner Up:** National Web Portal of Bangladesh, Millennium Information Solution Ltd.  **2nd Runner Up:** Bangladesh Hajj Management Portal, Business Automation Ltd. |
| Category: m-Content/ Applications/ Services | **Champion:** Paperless Admission System of Shahjalal University of Science & Technology (SUST), Shahjalal University of Science & Technology |
| National Digital Innovation Award 2011[[13]](#footnote-13) | Category: e-Service | **District One Stop Service** |
| Category: e-Service | **Teacher led content sharing blog** |

## Assessment of national and capacity building milestones, etc. achieved by the Programme

The purpose of capacity building endeavors were clear:

* To *sensitize* the Government Officials, Peoples’ Representatives, Teachers, Entrepreneurs on Digital Bangladesh so that they can take leadership in the process of developing e-services at peoples’ doorsteps;
* To *facilitate* undertaking initiatives for providing e-services with relevant technical know-how; and
* To build *confidence* among the key stakeholders for undertaking autonomous initiatives.

Figure 2‑7: Purposes of capacity building endeavors

### Assess the programme’s impact on institutional capacity of the government to conceptualize, design, implement and maintain e-service delivery initiatives and indicate the weaknesses and strengths in the programme’s approach to institutionalizing the capacity building process.

The capacity building activities were interlinked with e-service development; thus, it was not only about workshops and training, but also about handholding in identification of potential services, needs assessment and deployment of services.

The types of capacity building activities were:

* Consultations
* Workshops
* Training programs
* Study tours
* Hands-on support for Quick-Win initiatives
* Co-work in e-service design.
* Use of blogs for monitoring, troubleshooting and experience sharing.

The approach towards capacity building was found very pragmatic and foresighted, by targeting critical levers in the service delivery system. Generally, it is assumed that bureaucrats are unwilling and incapable, officials are reluctant and grassroots champions are not ready to make changes, develop and deliver services. As a result, in the whole life cycle of service design to delivery the private sector dominates and status quo remains unchanged. A2I attempted to change this status quo by focusing on capacity building from within and creating competence within the bureaucracy so that when private sector involvement is necessary, it is possible to handle the private sector competently. Thus, the A2I programme targeted three important stakeholders for capacity building: senior level bureaucrats and government officials in various agencies, public representatives and grassroots entrepreneurs.

Figure 2‑8: Targets of A2I Capacity Building

It was also very strategic to target various layers of bureaucracy for sensitization and understanding of digital opportunities. Many of the bureaucrats that participated in A2I capacity building initiatives at the level of joint secretary or additional secretary hold high positions in various ministries and they are now championing e-service delivery in their respective agencies.

Figure 2‑9: Government officials targeted by A2I capacity building

On the other hand capacity building for ADC and UNO was found critical for ensuring e-service delivery at the grassroots. Monitoring and support at the grassroots has become effective as the government officials are at the same wavelength in many cases.

Capacity building activities for senior public administration personnel was comprehensive with all officials presented in the table below receiving training:

Table 2‑7: A2I training of government officials

|  |  |  |
| --- | --- | --- |
| **Level** | **Position** | **Number** |
| Upazila | UNO | 483 |
| Deputy Director of Local Government (DDLGs) | 64 |
| District | Deputy Commissioner | 64 |
| ADCs (General) | 64 |
| District Information Officers (DIOs) | 68 |
| Assistant Programmers | 138 |
| Division | Divisional Commissioners | 7 |
| Central | Secretary | 53 |
| e-Gov focal points of ministries | 55 |

*Source*: A2I.

As mentioned, the bureaucracy and political leadership both were targeted for capacity building. With the ‘services at the doorstep’slogan, it was perceived important to engage both the political and bureaucratic sides of local government. Thus, capacity building endeavors also covered political leadership at the Upazila level – the Upazila Chairmen. Chairmen of all 483 Upazila have been trained on various aspects of the concept of ‘Digital Bangladesh’ as well as the role they need to play in this context.

In each UISC two entrepreneurs were deployed – one male and one female. Both of the entrepreneurs are from the local community, which ensures two things: confidence in the service providers by the local community and feasibility of deployment. However, the selection process and appropriateness of the identified entrepreneurs was questionable in some cases.

### Assess on the ground impact in terms of changes the programme introduced at the level of the targeted beneficiaries.

#### Impact on Government Officials

**Trust and Confidence built:** While stakeholders outside the government are skeptical about capability and commitment of government officials in making e-services available “at the doorsteps”, government officials in general also do not believe thatthey can deliver. The most important contribution of A2I’s capacity building is that trust and confidence has been built amongst the government officials – both at individual level and for many agencies they were institution-wide. Efforts should now be made to retain that confidence and spread it further.

**Use of ICTs by government officials:** Computerization in government offices started from early 1990s. However, except for clerical jobs, ICT use remained very limited, only in selective agencies. The general perception among the officers about the use of ICT was that using computers and the Internet was not appropriate for officers in an institutional hierarchy. The systematic training and sensitization by A2I was able to break that mindset for many officials sitting in critical positions of the decision-making hierarchy. Most of the government officials have now their own email and they use computers for various purposes. While the entire credit is not A2Is, however, there is no doubt that behind the visible change, its role was very crucial.

**Contribution and Lead Role in e-service design:** The combination of confidence and skills acquired through the capacity building initiatives of A2I and thorough understanding of service delivery procedure was ‘magical’ in designing many of the e-services in such a way that the use case analysis was of global standard and definitely ‘pro-poor’. A2I’s strategy to go for ‘low-cost’ local solutions with ‘local experts’ was possible to realize due to an excellent combination of leadership and know-how at the top of the bureaucracy, domain knowledge in the mid-level and technical support from A2I worked in some cases to design, develop and deliver e-services within very short time and with very low cost.

**Strategic Targeting:** The strategy to create allies at the top of bureaucracy worked very well. Many mid-level government officials are now at decision-making levels which created champions in many ministries at the top levels.

**Ownership:** There is a misperception among the stakeholders that A2I is leading and driving all initiatives. In reality most of the successful quick win initiatives have been led and funded by individual ministries and agencies. For example, the Local Government Division (LGD) now leads the UISC initiative and the Ministry of Education (MOE) (TQI) leads the Multimedia Classroom initiative. The District One Stop e-Service centres are led by the Cabinet Division, e-Purjee is led by BSCIC, district portals by offices of the district commissioners – these are few examples of leadership at the Ministries and agencies. Taking leadership was not limited only to quick-wins, this was also true for other initiatives, autonomously taken by various ministries. In some cases, quick wins did not work or the leadership did not work. This happened because of a disconnect between top level and lower level bureaucracy in some ministries and a feeling that it was A2I’s role to everything. In the subsequent stages, one of focuses of A2I’s activities should be ‘demystifying’ the ‘omnibus and omnipresent’ role of A2I.

#### Impact on People’s Representatives

**Spread of Digital Bangladesh Concept:** The A2I initiative played an important role in spreading proper understanding of Digital Bangladesh at the grassroots level. Rather than doing it all themselves, A2I organized workshops at the PMO for the Upazila Chairmen. Subsequently, the Upazila Chairmen have been playing an important role in sensitizing local stakeholders.

Along with the UNOs, the Upazila Chairmen took in general the ownership of not only initiatives by the government but also by the NGOs and private sectors. The political support makes implementation of initiatives at local levels easier. A number of Chairmen also made financial contributions to some local initiatives, which shows their commitment to the cause of building ‘Digital Bangladesh’.

#### Impact on Local Champions

**Employment**: The launching of 4,501 UISCs had a direct impact on employment. Under the initiative, 9,002 young people received self-employment opportunities. It is true that the selection process of the entrepreneurs is not un-questionable, however, avoiding the influence of local political leadership and others is difficult. ‘Job’ or ‘entrepreneurship’ – the confusion is there among some of the selected entrepreneurs, which needs to be addressed. The adequacy of support and demand for a ‘salary’ by the entrepreneurs also needs attention. These issues might be an ‘Achilles heel’ for a larger initiative.

The UISCs play a very important role for capacity building of youth in the community. The idea of entrepreneurship with ICTs inspires other young people in the community to start their own ICT shop.

### Evaluate the programme’s achievement in nurturing champions and developing incentive mechanisms for e-service delivery within different tiers of the government (cabinet, Parliament, top bureaucracy, field administration, local government at the upazila and union parishad levels, and specialized services)

The following lessons were learnt:

1. Capacity building activities were need-based and agile, thus, it was possible for A2I to identify emerging gaps and quickly design specific capacity building initiatives.
2. Capacity building initiatives were not limited to only workshops and training; they were also closely connected with design and delivery of e-services. Most importantly, innovation is key to monitoring. The knowledge of using blogs has been successfully applied for creating a blog, where local entrepreneurs, UNOs, assistant programmers and other senior government officials take part and resolve problems immediately.
3. Many of the entrepreneurs and government officials will move from where they are now. Thus, it is important to allocate resources for providing capacity building support for their replacements. ‘Block allocation’ may be effective for this purpose. This seems not to be risky as there was conscious effort in keeping the capacity building initiative cost low; therefore there was little scope for misuse of resources.

The following were key success factors:

* **Attachment with PMO:** Attachment to the PMO both institutionally and physically played a very important role, as everybody associated high priority in any programme organized by A2I at the PMO.
* **Proper Needs Assessment of the Target Audiences and Customized Delivery:** The capacity building team designed the capacity building program based on an understanding of needs and gaps and the delivery was customized to various target audiences.
* **Selection of appropriate speakers:** Selection of speakers for the capacity building programmes to match the expectation and hierarchy of government officials worked very well.
* **Linkage with practical examples outside government and within government institutions:** Practical examples and demonstration of best practices were very important in dispelling skepticism about ‘what is possible’.
* **Exposure visit:** Exposure Visit is a key component amongst the bureaucracy for creating positive incentives for any programme. It was also used very successfully here.
* **Certification:** Certification with GOB logo and signatures of high officials was a small but important incentive for the officials and entrepreneurs.

### Identify lessons learnt from the programme’s initiatives to develop the capacity of the service providers and media to communicate benefits of e-services and create demand among citizens

While the press has devoted considerable attention to the government’s Digital Bangladesh initiative, A2I only recently forged a more formal relationship with the media. It was approached by the *Bangladesh Sangbad Sangstha* (BSS) (National News Agency of Bangladesh) to enhance mass awareness of Digital Bangladesh and a MoU was signed in September 2010. BSS has since held two national and four divisional workshops for the press on the promotion of Digital Bangladesh, some of which were attend by the A2I National Project Director and UNDP staff. Some 185 journalists have been briefed. BSS also published over 100 articles about Digital Bangladesh between January and August 2011. It has issued ten newsletters and is planning to publish a report on the impacts of 24 e-services, create a dedicated web site and award a fellowship to the best reporter covering Digital Bangladesh issues. In addition, BSS is encouraging regional reporters to make use of the UISC blogs and facilities to file news stories. The media campaign has undoubtedly raised the profile of Digital Bangladesh and the A2I programme.

## Assess the possibility of establishing linkage with other UNDP and non-UNDP national initiatives funded by the government, development partners and the private sector

A2I established a number of partnerships across different government ministries and agencies, multilateral and bilateral development agencies, non-governmental organizations and the private sector. These partnerships were established to gain buy-in for the programme, leverage resources, resource mobilization, etc. Partnerships with these different groups are discussed below.

Figure 2‑10: Partnership indicators

*Note*: Right chart based on eleven responses from multilateral and private sector organizations that the Evaluation Team met with.

*Source*: A2I and questionnaire issued by the Evaluation Team.

### Assess the programme’s achievement in developing partnership with the commercial private sector and not-for-profit sector to launch and operate e-service delivery initiatives and develop ICT infrastructure

#### Private sector

A2I struck up some partnerships with the private sector for in-kind contributions. These included:

* An agreement was reached with **Dutch-Bangla Bank Limited** (DBBL), a local bank, to provide its money transfer system at UISCs using the entrepreneurs as money agents.[[14]](#footnote-14) As at August 2011, the service was available at 41 UISCs.
* **Banglalink**, owned by Orascom Telecom of Egypt, has partnered with A2I on several initiatives:[[15]](#footnote-15)
  + Banglalink is using UISC entrepreneurs as mobile recharge agents. There are some 150 with 500 planned by December 2011. Banglalink is also increasing the visibility of the UISCs through branding. Banglalink is also one of the mobile operators DBBL is working with for its money transfer service.
  + It is supporting the Multimedia Classroom QW through the distribution of computers, projectors and GPRS/EDGE modems at 270 schools. The value of the contribution is US$500,000.
  + Through its Corporate Social Responsibility, Banglalink provides SMS services for agricultural information. Some half a million farmers are targeted.
* An agreement was made with the **Bangladesh Association of Software and Information Services** (BASIS) to provide support for the development of District Portals.[[16]](#footnote-16)
* A2I facilitated dissemination of computers for the **Intel** World Ahead programme.[[17]](#footnote-17)

Issues related to A2I’s partnerships with the private sector include:

* There were a limited number of private sector partnerships. No partnership was forged with Grameenphone, the country’s largest mobile operator, despite Grameenphone’s extensive record of Corporate Social Responsibility and implementation of several products related to A2I’s activities. These include e-health, electronic ticketing and Community Information Centers.[[18]](#footnote-18)
* There was scarce involvement of the domestic private sector. The perception from companies in the country is that a lot of expectation has been created surrounding Digital Bangladesh, but they are not benefitting. True, the domestic private sector expectations differ from partnership expectations of generating resources. However the private sector perception could be harmful to A2I because the programme is closely associated with Digital Bangladesh.
* Private sector partnerships have been opportunistic and activity driven rather than part of a formal process. As noted with Grameenphone, there may be various programme activities that the private sector would like to participate in if they were aware of A2I’s activities and where they could fit in. A more formal approach could also establish policies about how to handle cash contributions and the nature of partnerships. For example, in the latter case, the programme facilitated Intel’s computer distribution but it was not associated with a specific A2I activity.
* There is sometimes a trade-off between partnerships and proprietary solutions. For example the agreement with DBBL for money transfers requires that the agent and recipient have either a Banglalink or CityCell mobile account. This restricts the service to those two networks. More generic solutions should be sought in the future; this may require the development of standard back-ends that service providers can link their system to.

#### Non-governmental organizations (NGOs)

The program forged partnerships with several NGOs:

* The **British Council** is providing a PC-based English language-training module for UISCs. It has trained an initial 20 entrepreneurs with plans to train the rest through a train the trainers framework. The module has been customized for the Bangladesh market and it is planned to have it at all UISCs by December 2012.
* **Young Power in Social Action** has worked with A2I to sensitize them to the need to provide content applicable for the disabled. This included advising them about different formats such as audio, video and talking books. Some of this content has been included in the “e‐Tathyakosh” (the A2I Bangla content platform).
* The **International Rice Research Institute** has partnered with A2I to provide rice-related content aimed at farmers for “e‐Tathyakosh”.
* **D.NET** has collaborated through the exchange of research on e-services impact and usage and the provision of content and the Multimedia Classroom QW.

The programme can address concerns of NGOs in the next phase through these actions:

* Giving NGO contributions more recognition.
* Creating additional partnerships for content development to address the large demand for locally relevant information in Bangla.
* Publicize findings from the results of the various e-services initiatives including which models work and which do not.
* Explore ways of ensuring widespread public knowledge about what is available with the different e-services.
* Address accessibility for people with disabilities, including the large number of “print disabled” by developing appropriate audio and video content with attention to standards such as DAISY[[19]](#footnote-19) and W3C.[[20]](#footnote-20)

### Identify lessons learnt from the various partnerships the programme established with UNDP programmes

A2I was involved in several partnerships within the UNDP itself. A2I and the UNDP Comprehensive Disaster Management Programme (CDMP) jointly published a training manual. The manual was prepared for the entrepreneurs operating the Union Information and Service Center (UISC) located at Union Parishads all across the country. The manual contained a special chapter on disaster preparedness. CDMP provided financial support to publish the manual.

In addition, one of the Quick Wins identified by the Ministry of Food and Disaster Management (MoFDM) and A2I was funded and implemented by CDMP. The intervention was named ‘Cell broadcasting of disaster warning to all cell phones in the effected locality’ designed for fishermen. The initiative was able to send location specific early warning alerts in less than 1 minute. More than 1.7 million (1/3 of population of Sirajgang and Cox’s Bazar) people benefited from this initiative.

A2I conducted a sensitization workshop for all the Upazila Chairmen of the country on Digital Bangladesh. The workshops were funded by Local Governance Support Project- Learning and Innovation Component (LGSP/LIC) component of Local Governance Cluster of UNDP.

Within the Judiciary reform area, A2I provided support with national technical expertise. A2I was also involved with policy issues for the Police Reform project. In turn these projects provided support to A2I primarily in the area of ICT equipment.

Perceptions of the Governance Cluster surrounding A2I included:

* The perception that the Quick Wins are short-term and demand-driven that looks good on the surface but with little substance. This is a reflection of the weakness of A2I to adequately communicate its bottom-up strategy and that some Quick Wins are having development impacts and are already sustainable.
* The perception that A2I does not leverage its influence to extract significant civil service reforms.

### Evaluate the programme’s approach to resource mobilization from development partners

A2I’s partnerships included some activities with development agencies whose core missions are generally aligned with poverty reduction. As with other partnerships, these were pursued in a somewhat ad-hoc manner, seizing on opportunities where A2I was aware of synergies for specific activities. On occasion, A2I also facilitated the work of development partners through its technical expertise. Partnerships with development agencies included:

* **Asian Development Bank**: Teacher training Teaching Quality Improvement (TQI) for Multimedia Classroom (A2I prepared training manual & teachers guide); 400 trained through train the trainers in turn resulting in some 1,000 teachers taught
* **World Bank**: Collaboration on National ID database; dialogue on other issues
* **UNESCO**: Provide input to ICT in Education Master Plan; E-book
* **UNICEF**: E-book

Factors impacting the programme’s partnership activities with development agencies included:

* Ad-hoc instead of formal linkages
* Incomplete information about programme activities
* While the concept of partnerships is theoretically attractive, this needs to be tempered against the reality of the way development agencies operate. Most establish budgets and development goals in advance over a multi-year cycle. Therefore it is difficult to adapt to A2I’s adhoc framework where e-services are often conceptualized, designed and implemented in a short period of time. Development agencies also often have specific areas that are being targeted and small adaption to align with A2I’s projects may not be possible due to regulations and guidelines. They also may want to exert demands unacceptable to A2I because they would significantly alter an objective.

### Assess the possibility of broadening, deepening and sustaining partnerships for expansion of e-services and for resource mobilization for the next phase of the programme

During its first phase, A2I pursued a somewhat opportunistic strategy towards partnerships. One reason is that there was not a major need for resource mobilization since during the evaluation period the GoB substantially increased funding for ICT. Budget allocation for ICT rose by over two and half times between the 2007 and 2010 fiscal years from Taka 8.7 billion (US$130 million) to Taka 23 billion (US$ 345 million).[[21]](#footnote-21) In that respect one could say that the programme’s strongest partner was the government. That is the best option from a sustainability point of view since resource mobilization is more necessary when government resources are constrained. Nevertheless there are important benefits from partnerships such as the introduction of private sector expertise, stronger cooperation with like-minded development partners and linkages with related projects in the UNDP governance cluster. Partnerships can help A2I to broaden and enhance its activities.

During the next phase of the programme, A2I should pursue a more formal approach to partnerships. Strategies should include:

* Involve partners in planning and joint programming of activities, particularly in their area of expertise. Investigate how the private sector could contribute, particularly for connectivity issues.
* Conduct regular information and experience sharing forums to inform potential partners about the goals and accomplishments of the programme. This includes communicating with potential donors, providing a menu of potential cooperation areas that can be given to different agencies, demonstrating how the programme contributes to better governance and appointing a focal point within the programme for partnerships.
* Clarify responsibility between the programme and UNDP in regards to the type of potential partner and the resource modality (e.g., cash versus in-kind).
* Initiatives to strengthen the collaboration between A2I and UNDP Governance Cluster need to be instigated by UNDP rather than A2I.

## Recommend appropriate strategies for the A2I 2nd phase

### Assess the strategies pursued by A2I to reach the present state of e-governance

|  |
| --- |
| Figure 2‑11: A2I Bottom-up approach  a2i model.png |

A2I pursued an innovative, inclusive grass roots approach for its activities. This included a bottom-up focus aimed at delivering specific e-services that could be quickly implemented. The idea was that even if some e-services were not as successful as others, the process of developing them would provide valuable experience for different ministries in meeting their public service mission. Rather than trying to start with process re-engineering at the top that would meet resistance and take a long time to implement, the programme focused on flagship services. This would trigger further demand among citizens, putting pressure on government officials to deliver additional services. As services grew, it would lead to a re-engineering of government processes resulting in a more efficient and responsive public administration.

Another important strategy was for A2I to leverage its location in the PMO. This conveyed influence, allowing A2I to carry out its activities effectively and with minimal resistance. Its coordinating role was underpinned through the creation of a network of focal points among all the ministries. A2I also sensitized top-ranking officials about the need for e-services, creating “champions”, enhancing support for the programme. A2I also used its expertise to assist with ICT policies. Partnerships were also sought to add value for specific activities.

### Identify the impact of these strategies on national policy and their relative strengths and weaknesses

Strengths and weaknesses of the A2I approach are identified in the table below.

Table 2‑8: A2I strategy strengths and weaknesses

| **Strategy** | **Strengths** | **Weaknesses** |
| --- | --- | --- |
| Locating in PMO | High visibility & authority | Not institutionalized |
| Focal points | Inclusiveness | Focal Points assigned may not always be appropriate person |
| QW | • Quick implementation  • Minimize resistance  • Visible impact | •Perception that “small” projects  •Not all QW sustainable or truly e-services  •Consumes significant amount of A2I resources |
| Creating champions | Helped effectiveness | May leave/be transferred/retire |
| Partnerships | Resource mobilization | - Main mobilization through government  - Ad-hoc approach  - Programme not well marketed |
| Involvement in key policy documents | Ensures top-level visibility of e-services | •Insufficient resources to do credible job across numerous areas  •Perception that A2I is in charge of everything |

### Recommend appropriate strategies for further scrutiny of the A2I 2nd phase Formulation Mission

The need for e-governance has been recognized in the United Nations Development Assistance Framework for Bangladesh 2012 – 2016. Within Pillar 1 “Democratic governance and human rights”, expectations for Outcome 1 are that government institutions are more effective in carrying out their mandates “including the delivery of public services” while Output 1.6 states: “Authorities from the government and private sector make better use of technology to benefit under-served communities.”[[22]](#footnote-22) This framework is shown in Figure 2‑12.

Figure 2‑12: UNDAF Pillar One: Democratic Governance and Human Rights

*Source*: United Nations Development Assistance Framework for Bangladesh 2012 – 2016.

The next phase of the programme should therefore bear in mind the relevant outputs, outcomes and priority impacts of UNDAF Pillar 1. The next phase should also build on the strengths and success of the first phase by consolidating and formalizing strategies. This should be balanced against the need for flexibility and innovation that proved so successful during the first phase. The programme should recognize that resources are limited, it cannot deal with all issues related to Digital Bangladesh and should focus on its core competency and mission of e-services. At the same time it needs to align with the relevant e-governance sections of Digital Bangladesh and ICT Policy 2009.

One factor bearing on A2I’s activities in the next phase is the expected implementation of a World Bank project with a significant ICT in government component.[[23]](#footnote-23) There are strong complementarities between the World Bank project, which focuses on strengthening government infrastructure, backend processes, standards and training and A2I whose focus is citizen e-services. Thus there should strong collaboration between these two programmes.

Other recommended objectives for phase II revolve around support of effective, efficient and quality e-services (Figure 2‑13):

* **Consulting and advisory**. The role of A2I in advising government ministries about e-services delivery should be retained. Towards the tail end of the previous programme, A2I began moving from implementing e-services itself towards more of an advisory and consulting function. The new programme should strengthen the selection process for proposed e-services using criteria such as the size of their potential impact on citizens, alignment with Digital Bangladesh priorities, potential for partnership and sustainability. Although the programme’s primary role should remain consulting it might leverage its influence by envisaging the implementation and coordination of a few significant crosscutting flagship services such as the national citizen register (drawing on the National ID Card and National Public Registry) and Land Records and Land Registration. These are likely to be met with significant resistance and have political repercussions but if successful could have major transformative effects for the country. Further they counter critics of A2I who argue that it has not tackled large e-services projects.
* **Coordination and promotion**. The programme should strengthen its promotion activities with more emphasis on marketing, disseminating impact results and partnerships. Digital Bangladesh and the ICT Policy create a need for a coordinating and implementing role for e-services related activities, which falls within the programme’s scope. Innovation activities include supporting incentives and raising awareness such as Digital Fairs and an innovation fund. In addition, the programme should incorporate two significant tasks in this area for the next phase: creation of an E-Government Master Plan and a directory of all possible citizen and business services provided by the government including how many exist as e-services.
* **Conducive environment**. Work in this area revolves around strengthening enablers that are essential for the successful access and use of e-services by citizens. This includes content such as continuing support for the e‐Tathyakosh platform. It also covers capacity building. Here the programme needs to contemplate emphasis on managing civil service capacity building versus developing skills among citizens to use e-services. Another important area is involvement with policy work on digital laws impacting online transactions[[24]](#footnote-24), e-government inter-operability standards and related privacy and security issues. A key area for the success of the programme is connectivity. Issues relating to Internet availability and bandwidth had repercussions on the first phase with several e-services not implementable due to inadequate connectivity. This remains an issue constraining the development of transactional, multimedia-rich e-services. The programme needs to take a pro-active, citizen perspective in lobbying for improved connectivity, particularly in rural areas and contemplate strong connectivity partnerships with operators.
* **Monitoring, evaluation and research**. This area involves collecting, compiling, analyzing and disseminating information related to the programme’s activities, objectives and the country’s overall e-governance performance as well as research related to the programme’s impact. This activity would also monitor e-governance indicators in Digital Bangladesh.

Figure 2‑13: A2I Phase II: Proposed focus areas

#### Institutional

In the various meetings there was widespread recognition of the institutional dilemma faced by A2I. On the one hand, placement in the PMO provides significant prestige and influence. On the other hand, there is a sense that it is not sustainable in the long run, particularly if there is a change in government. There was general consensus that for the time being the advantages of remaining in the PMO outweighs the risks considering that elections are not due for several years. There was some concern that the security hassle of getting into the PMO compound contradicted the mission of hassle-free services for citizen. On the other hand, there is a certain allure to being invited to the PMO.

There is no universal model for the organizational placement of e-governance activities. Strategies pursued by different countries include:

* In Singapore, the Ministry of Finance is responsible for government ICT and providing funding for e-Government projects. The Info-Communications Development Authority (IDA) is a statutory board providing technical advice to government agencies, identifying and conceptualizing e-Government services and driving their development and implementation.
* In Sri Lanka, the Information and Communication Technology Agency of (ICTA) is a statutory institution under the Minister of Telecommunication and Information Technology responsible for implementing e-Sri Lanka.
* In India, the National e-Governance Division, under the Ministry of Communications and Information Technology, is responsible for implementing the National e-Governance Plan.

If there is no anticipated extension of the program then remaining in the PMO may be the least disruptive option, assuming no change of government.

Figure 2‑14: Possible A2I institutional settings

#### Branding

A2I has become synonymous with citizen e-service development in the country. However some groups, particular those not in the government, think that A2I is connected with “Right to Information” initiatives. Advantages and disadvantages of different branding options are highlighted in the table below.

Table 2‑9: Branding options for programme

|  |  |  |
| --- | --- | --- |
| **Name** | **Advantage** | **Disadvantage** |
| A2I | Widely known | Does not clearly convey programme’s mission. Some confusion that it is associated with “Right to Information”. |
| A2S (Access to Services) | More clearly conveys programme’s purpose. Partial link to previous name. | Does not have brand recognition of A2I |
| A2I2: e-services | Retains link to previous name and emphasizes that this is the second phase | Detracts from the quick catchiness of A2I |
| A2I: Digital Bangladesh | Leverages on the widespread familiarity with Digital Bangladesh | Could be risky in that the assumption would be that the programme is responsible for all of Digital Bangladesh |

## Monitoring framework for the 2nd phase of A2I

### Identify indicators and targets for the 2nd phase of A2I after appropriate consultation (and suggesting a baseline for these in the process)

Monitoring and evaluation is critical for reviewing the effectiveness of programme interventions. It can help identify areas where the programme is not performing according to expectations so that adjustments can be made. It is also used to show how the programme impacts high-level country strategies. Activity monitoring can increase the transparency and effectiveness of service providers.

Monitoring and evaluation requires well-defined indicators at different levels of the programme. These include indicators measuring country development outcomes that the programme is designed to impact, indicators that compare the performance of the country to other countries, indicators that assess the key objectives of the programme and indicators that appraise specific programme activities (Figure 2‑15, left).

Monitoring requires that the indicators reflect three states: the *starting point* (baseline) when the programme and activities commence, a desirable *target* value that the programme and activities should achieve and the *actual* value of the indicator at different stages (Figure 2‑15, right). The indicators need to be measurable and their base value collectible. Sources for the data include administrative records in support of the programme and surveys that capture demand side aspects of the interventions.

Figure 2‑15: Indicator areas and indicator states

The A2I programme was vague in terms of indicator-based performance measurements. For example the objectives of the programme were defined in terms of general achievements rather than specific accomplishments:

* e-Citizen service enhanced
* Capacity of public servants enhanced
* E-Gov Quick Win initiative implemented
* Multi-sector e-Governance project formulated

Specific quantitative targets did not accompany these general achievements so it was not possible to measure baseline and existing values for the objectives throughout the lifespan of the first phase. Nor was it easy to establish linkages between the programme impacts and UNDP and country goals.

The programme did achieve some success with internal performance measurements used by service providers. So-called “dashboards” were created allowing service providers to monitor e-services status. These impacted efficiency of government employees involved with the e-services for which dashboards were created since they knew that their performance was being monitored. The programme also implemented some reporting requirements for service providers such as daily status reports from UISC operators. A2I also did some mini-impact assessments of a few of the Quick Wins. However the methodology was not standardized nor robust.

A robust monitoring and evaluation framework is recommended for the second phase of the program. In terms of activity level indicators, most can be captured through dashboards and administrative data collected from the program. Some of these can be aggregated to obtain programme objectives. One challenge will be to link programme objectives to country outcomes. This requires research to be carried out by the proposed Monitoring and Evaluation function of the programme.

Indicators allow a quick assessment of the situation compared to a statistic that by itself does convey information. For example the number of civil servants trained does not convey relative information to make an assessment whereas the percentage of civil servants trained does. This distinction can be more clearly highlighted with reference to the statistics proposed for monitoring the “Pro-Citizen Civil Service” component of the Digital Bangladesh initiative (Table 2‑10). One important second phase activity for the programme is to monitor these statistics. At the same time the programme needs to distinguish between e-service related indicators and ICT in government indicators and focus on the former. It also needs to monitor indicators in other areas of Digital Bangladesh that are related to e-services. The programme will need to collect baseline data for these statistics and establish targets in order to monitor whether it is achieving its goals.

Table 2‑10: Pro-Citizen Civil Service indicators in Digital Bangladesh

| **Statistic** | **Comment** |
| --- | --- |
| Number of citizens benefiting from e-services | This is similar to the main indicator proposed for tracking the UNDP Programme 1, Output 1.6 Activity for the period 2012-2016: “No. of citizens with access to government e-solution services (Baseline 2010: 0.5M; Target 2016: 20M).” Additional analytical value could be introduced by converting it to the indicator “Percentage of citizens benefiting from e-services.” The age range for citizens will need to be identified as well as a reporting methodology for calculating how many citizens are benefiting. Further the scope of e-services will need to be identified to avoid overlap and provide further granularity. |
| Number of active e-services | This needs to be measured against the total universe of potential e-services to enhance its relevance (i.e., “Active e-services as a percentage of potential e-services”) |
| Customer satisfaction rating on public service delivery | This will require some kind of survey. The Info-Communications Development Authority of Singapore carries out such surveys on an annual basis and provides a possible framework.[[25]](#footnote-25) |
| Percentage of government organizations using searchable databases for administrative decision making | This is more related to ICT in government rather than e-services. The universe of “government organizations” needs to be defined. |
| Percentage of civil servants who championed ICT-enabled service delivery in the last 12 months | “Championed” needs to be defined. |
| - Percentage of civil servants using ICT-based communication within the government  - Percentage of civil servants using ICT-based knowledge management within the government  - Percentage of government organizations using ICT-based human resource management tools | These indicators are more related to ICT in government rather than e-services and are typically collected by entities responsible for government computerization. The Task Group on E-government of the Partnership on Measuring ICT for Development has identified a number of such capacity indicators.[[26]](#footnote-26) Reference to these indicators might be made order to enhance international benchmarking. |

*Source*: Adapted from A2I. January 2011. *Strategic Priorities of Digital Bangladesh*.

There is also a need to demonstrate the impacts of e-services. This goes beyond the number of citizens using the services to determining how they are saving time and money. Though the programme did do some impact assessment of several Quick Wins, a rigorous and consistent methodology needs to be applied. Pioneering work has been carried out in this area and the frameworks could be leveraged by the programme.[[27]](#footnote-27)

### Develop a framework to measure and report program performance and progress for the 2nd phase of A2I (which will provide evaluation feedback to improve planning and management decisions and identify and help answer critical uncertainties, linking M&E to the research activities of the program)

An effective monitoring and evaluation framework and reporting system can provide the programme with quantitative feedback about its activities so that problems can be spotted early on and the programme can be refined to achieve its development goals.

The previous section discussed the types of indicators that are needed to measure the programme’s activities at various levels: operational, UNDP objectives, country performance and national development goals. The indicators need to be collected and analyzed on a regular basis to optimize the programme’s activities.

Operational data should be collected on a quarterly basis. These data can be obtained from the programme’s log frame system, budget and operational reports and dashboards. Here the analysis is chiefly concerned with how well the programme is being operated in terms of budget allocation and disbursement and efficiency (e.g., cost of training per trainee, etc.). A standard quarterly report should be generated comparing the actual figures with targets with the reasons for significant anomalies identified and necessary corrections made. These reports should be discussed in quarterly review meetings.

Every six months, the programme should be analyzed according to how well it is performing according to its objectives. Indicators identified for programme objectives should be reviewed in terms of deviations from targets. Adjustments should be made to lower level programme activities as required so that the programme remains on track to achieve targets. Targets may need to be revised if they are proving unrealistic. Decisions will need to be taken if targets have been reached such as raising the target or transferring resources to other areas of the programme. Most indicators should be obtainable from lower level activity reports that should be aggregated as necessary. There may be a need for the programme to liaise with service providers for additional data or with the Bureau of Statistics to carry out demand side surveys. A standard six-month report should be generated for six-monthly review meetings between A2I personnel and the UNDP. A deep review of the programme’s objectives should be made on an annual basis in response to target attainment, new developments and emerging risks and adjusted as necessary.

Benchmarking to other countries should be carried out on an annual basis. This includes monitoring indicators used by organizations that carry out international benchmarks related to e-governance and e-services (e.g., UN e-government survey, World Economic Forum (WEF) Network Readiness Index and World Bank Doing Business) (Table 2‑11). This is important since the media often pick up on these rankings. Poor performance by Bangladesh might be attributed to the programme since it is associated with e-government. This could create a negative perception impacting the programme’s image.

Table 2‑11: Bangladesh in E-government related indexes

|  |  |  |  |
| --- | --- | --- | --- |
|  | UN E-Government Survey 2010 | WEF Network Readiness Index 2010-2011 | World Bank Doing Business 2011 |
| Overall Bangladesh score & rank | 0.3028 (134 out of 183 economies) | 3.2 (115 out of 138 economies) | Ranked 107 out of 183 economies |
| E-Government components | Consists of three sub-indexes, however two are not directly related to e-government  Online service index (Bangladesh score 0.3556, rank 60)  E-participation index (compiled separately and not part of overall index) (Bangladesh score 0.1, rank: 102 out of 157) | Consists of 3 areas (environment, readiness & usage) and 9 pillars within the areas  There are 2 government related pillars:  Government readiness (Bangladesh score 3.9, rank: 81)  Government usage (Bangladesh score 2.9, rank: 100) | Relates to business interaction with government. Consists of 9 categories. Reductions in procedures and time spent increases score. |

*Source*: Adapted from UN Department of Economic and Social Affairs. 2010. *UN E-Government Survey 2010*; World Economic Forum. 2011. *The Global Information Technology Report 2010–2011* and World Bank. 2010. *Doing Business 2011*.

Also, if the programme is successful it should theoretically be having some impact on global indexes. Indeed Bangladesh’s UN E-Government ranking has risen the last few years; given A2I’s preeminent involvement with e-governance in the country, its achievements undoubtedly have had an impact. Ironically A2I has not widely publicized the country’s rise in e-government rankings.

The programme needs to identify which programme components and indicators have an impact on international benchmarks. These objectives and their linkages to higher level benchmarks need to be monitored. Realistic targets need to be established about where Bangladesh should be in the rankings. An annual review should be carried out between A2I and relevant government officials. The programme (and UNDP) might want to consider organizing an event such as a press briefing to disseminate results.

Monitoring the programme’s impact on higher-level country outcomes should be carried out on an annual basis. This uses the indicators collected in earlier stages to explore linkages between programme activities and social and economic development. Given that there is no standard approach, this activity requires research to compare and select methodologies. There should be collaboration with academic institutions and researchers for exchanging ideas and models. Results should be disseminated through briefs, academic articles and workshops.

Figure 2‑16: Report and monitoring framework

# Annexes

## List of meetings

| **Date** | **Time** | **Meeting** | **Persons Met** |
| --- | --- | --- | --- |
| 11 August | 09:00 | Access to Information Programme | Anir Chowdary, |
|  | 13:30 | UNDP Senior Management | Stefan Priesner, Country Director; Robert Juhkam, Deputy Country Director |
| 13 August | 09:00 | Multimedia Classroom, Police Line School, Jessore |  |
|  | 10:30 | UISC |  |
|  | 13:00 | AICC | Visit AICC |
|  | 15:00 | District E-Service Center, DC office, Jessore | Md. Mustafizur Rahman, DC, Jessore |
| 14 August | 10:00 | DESC, Jessore | Constituents |
|  | 12:30 | Faridpur Sugar Mill | Managing Director; sugarcane growers |
| 15 August | 11:30 | Governance Cluster, UNDP | Won Young Hong, Assistant Country Director; Peter Ean Stringer, Programme Specialist; Nandita Dutta, Programme Analyst, Masud Karim Ripon, Programme Officer; Village Court Project; Siamul Rabbany, Programme Support Officer |
|  | 14:30 | UNESCO/UNICEF | Monira Hasan, Education Specialist, UNICEF; Kiichi Oyasu, Programme Specialist, UNESCO; Borhan Uddin, Project Officer, UNESCO |
|  | 15:30 | World Bank | Shah Nur Quayyum, Financial Sector Specialist; Charles Undeland, Senior Governance Specialist |
| 16 August | 10:00 | PMO, NPD, A2I | M. Nazrul Rahman Khan, NPD |
|  | 11:00 | QW Focal Points | Kanon Kumar Roy, Director General, Directorate of Inspection (Taxes); M. Muslim Chowdhury, Joint Secretary, Ministry of Finance |
|  | 14:00 | Bangladesh Computer Council (BCC) | Md. Mahfuzur Rahman, Executive Director; M. Zabed Ali Sorker, Deputy Director (Systems) & Project Director (SBCCI) |
|  | 15:00 | PMO Director General, Directors | Paban Chowdhury, Director General; Sajjadul Hassan, Director; M. Mahmudur Rahman, Director |
|  | 16:00 | Dutch-Bangla Bank Limited (DBBL) | Md. Mesbahul Alam, Assistant Vice President; Jakirul Islam, Assistant Vice President |
| 17 August | 9:45 | Ministry of Science and Information & Communications Technology (MOSICT) | Yeafesh Osman, State Minister |
|  | 11:00 | Ministry of Health & Family Welfare | Md. Humayun Kabir, Secretary |
|  | 11:30 | Cabinet Division | Khandker Anwarul Islam, Additional Secretary |
|  | 13:45 | Ministry of Education | S.M. Ghulam Farooque, Additional Secretary; Md. Sirazul Hoque, Director (Planning & Development) |
|  | 15:00 | Cabinet Division | M. Abdul Aziz, Cabinet Secretary |
| 18 August | 9:00 | Local Government Division (LGD) | Syed Mahboob Hasan, Additional Secretary |
|  | 12:30 | PMO | HT Imam, Advisor to PM |
|  | 13:30 | PMO | Tawfiq Elahi Chowdhury, Advisor to PM |
|  | 15:00 | Private Sector | Kazi Abdullah Al Mehedi, Regulatory Affairs Deputy Manager, Banglalink; Forkan Bin Quasem, Secretary General, Bangladesh Association of Software & Information Services (BASIS); Zia Manzur, Country Business Manager, INTEL |
| 21 August | 10:00 | Teaching Quality Improvement in Secondary Education Project (TQI-SEP) | Nazrul Islam, Project Director; Deborah Wyburn, Monitoring & Evaluation / EMIS Specialist |
|  | 12:30 | Bangladesh Telecommunication Regulatory Commission (BTRC) | Md Rakibul Hassan, Director, Systems & Services |
|  | 14:00 | Agriculture Information Service (AIS) | Nazrul Islam, Director |
|  | 15:00 | Prime Minister’s Office | Gowher Rizvi, Advisor & Special Representative of the Prime Minister |
| 22 August | 12:00 | National News Agency of Bangladesh (BSS) | Shariar Shahid, Chief News Editor; M. Rahmat Ali, National Communication Consultant; Ajit Kumar Sarkar, City Editor; Ashequn Nabi Chowdhury, Special Correspondent |
| 23 August | 10:00 | Ministry of Posts & Telecommunications | Sunil Kanti Bose, Secretary |
|  | 12:00 | Information Commission | Ambassador (Retd.) Muhammad Zamir, Chief Information Commissioner; M. A. Taher, Information Commissioner; Sadeka Halim, Information Commissioner |
|  | 15:00 | Civil Society organizations | Dr. M. A. Bari, Country Manager, International Rice Research Institute; Vashkar Bhattacharjee, Program Manager, Young Power in Social Action; Mirza Beg, English Project Manager, British Council; ATM Kamruzzaman, Sr. Assistant Director, D.Net; |

## The original 56 Quick Win Initiatives

*Status at 2010*

| **No** | **QW Initiative Title** | **Ministry /Department** | **Main beneficiaries** | **Launch date (target dates in italic)** | **Comment** | **A2I\*** | **Gov\*\*** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | Database access to people for communicating about any project of Agriculture Division/ Establishment of GIS Facility at Bangladesh Planning Commission | Agriculture Division/Planning Commission | Government officials | 1st version launched in 2010 |  | √ |  |
| 2 | Promotion of e-Krishi through Agriculture Information and Communication Center (AICC) | Ministry of Agriculture / Agriculture Information Service (AIS) | Farmers & agro business entrepreneurs; 38,000 direct users | Launched April 2009 |  | √ |  |
| 3 | Video conferencing | Bangladesh Civil Service (BCS) Administration Academy | BCS officials including district offices | 1st version launched June 2009; | Funded by JDCF | √ |  |
| 4 | BPATC e-Desk | Bangladesh Public Administration Training Center (BPATC) | Participants at training courses (around 800) | 1st version launched Nov. 2009 |  | √ |  |
| 5 | Online registration and work permit for foreign investors/ BOI Online Service Tracking System (BOST) | Board of Investment | Foreign investors & gov’t agencies | *Nov. 2010* |  |  | √ |
| 6 | Modernization of toll system | Bridge Division |  |  |  |  | √ |
| 7 | Website with Tourism and Local Handicrafts Information | Ministry of Chittagong Hill Tracts Affairs | Tourists to Chittagong Hill as well as Bangladesh citizens | Launched 2007 |  |  | √ |
| 8 | Website with Tourism information | Ministry of Civil Aviation and Tourism | Local & int’l tourists & travel industry | *Oct. 2010* |  |  | √ |
| 9 | Database of Commodity Prices | Ministry of Commerce | Citizens & gov’t | *Nov. 2010* |  | √ |  |
| 10 | Passengers' Information System for Bangladesh Railway | Ministry Communications/Roads and Highways Division | Citizens who use trains | Sep. 2009 |  |  | √ |
| 11 | Online Library Management | Ministry of Cultural Affairs/ Bangladesh Central Public Library | Students, researchers, teachers | *Nov. 2010* |  | √ |  |
| 12 | Cyclone warning dissemination applying DTH (Direct To Home) technology | Ministry of Defense | Citizens residing in cyclone-prone areas (~4.5 million) |  |  | √ |  |
| 13 | Online Monitoring System for Commitment & Disbursement of Foreign Aid | Ministry of Finance / Economic Relations Division (ERD) | Gov’t officials | Launched Oct. 2010 |  | √ |  |
| 14 | Digital archiving system for ERDOC | Economic Relations Division Documentation Center (ERDOC) | ERD | Sep. 2010 |  |  | √ |
| 15 | Teacher training effectiveness through Digital Material/ ICT-enabled Teachers Training | Ministry of Education | Secondary school teachers (~10,000) | Dec. 2010 |  | √ |  |
| 16 | SMS based Voters' Information | Election Commission Secretariat | All voters | Aug. 2008 |  |  | √ |
| 17 | Online Processing of Environmental Clearance Certificates | Ministry of Environment and Forest | Roughly 150 industries & gov’t officials | Sep. 2010 |  | √ |  |
| 18 | Online viewing and printing of long and short PDS | Ministry of Establishment | Administration Cadre officials | Sep. 2009 |  |  | √ |
| 19 | Online Job Bank | Ministry of Expatriates' Welfare and Overseas Employment | Expatriate workers and gov’t |  |  | √ |  |
| 20 | Online submission and validation of deposited/submitted chalans by citizens and government entities | Ministry of Finance | Roughly 5,000 citizens per day | *Feb. 2011* |  | √ |  |
| 21 | FICC - Information & Communication TeleCenter for Farmers | Ministry of Fisheries & Livestock | ~3 million agricultural workers | June 2009 |  | √ |  |
| 22 | Early warning dissemination through cell broadcasts | Ministry of Food and Disaster Management | Residents of Cox’s Bazar & Shirajgonj | June 2009 |  |  | √ |
| 23 | e-Assisted Consular Attestation | Ministry of Foreign Affairs | Citizens & foreigners using consular services (~100,000 per year) | *Apr. 2010* |  | √ |  |
| 24 | Upazila Health Complex Health Line (UHCHL) | Ministry of Health & Family Welfare | Citizens residing in upazilas | May 2009 |  |  | √ |
| 25 | Get pass management system for Bangladesh Secretariat | Ministry of Home Affairs | Staff & visitors as Secretariat (~20,000 / week) | Feb. 2011 |  | √ |  |
| 26 | Access to Police Information (A2PI) | Ministry of Home Affairs/ Bangladesh Police | Citizens | Sep. 2010 |  | √ |  |
| 27 | Electronic File Management System of RAJUK Plots/ Computerization and Management Information System in RAJUK | Ministry of Housing and Public Works / RAJUK | Citizens & RAJUK | *Sep. 2010* |  |  | √ |
| 28 | Interactive website for citizens | Implementation, Monitoring & Evaluation Division | Relevant gov’t officials (~200,000) | Nov. 2008 |  |  | √ |
| 29 | Develop a Pro-Active Data Base for Industries Sector | Industries Division/Planning Commission | Gov’t officials & researchers | 2010 |  | √ |  |
| 30 | Electronic Purjee Management System | Ministry of Industries / Bangladesh Sugar & Food Industries Corporation (BSFIC) | Sugarcane farmers (~200,000) , sugar mills & BSFIC) | Oct. 2009 | Manthan Award 2010 | √ |  |
| 31 | BTV Development Channel | Ministry of Information / BTV | Citizens with access to channel | *Sep. 2010* |  |  | √ |
| 32 | Online status monitoring of projects | Infrastructure Division/Planning Commission | Gov’t officials | 2010 |  | √ |  |
| 33 | Online Submission of Trade Union/Factory Registration/License Issuance | Ministry of Labour and Employment | Labour unions (~6,402), factory owners & gov’t agencies |  |  | √ |  |
| 34 | Online Land Appeal Case Status Check System | Land Appeal Board | Citizens & gov’t officials |  | Never started | √ |  |
| 35 | Developing a website for Land Reform Board | Land Reforms Board | Citizens & gov’t officials | June 2010 |  | √ |  |
| 36 | Updating of Demra Circle CLMS | Ministry of Land |  |  | Never started | √ |  |
| 37 | Dynamic website of MoLWA and digitized database of freedom fighters/ Digital Database of Freedom Fighters | Ministry of Liberation War Affairs | Roughly 215,000 freedom fighters | 2009 |  | √ |  |
| 38 | City corporation citizen help/ Dhaka City Corp. HelpDesk | Local Government Division |  |  |  |  | √ |
| 39 | Union Information Center (UIC) | Ministry of Local Government, Rural Development and Cooperatives / Local Government Division (LGD) | Citizens living in rural areas | July 2009, Formally inaugurated Nov. 2010 | ~4,500 in operation at all Unions serving ~ 3 million | √ |  |
| 40 | Online submission of VAT Registration | National Board of Revenue |  |  |  |  | √ |
| 41 | e-File Processing | National Parliament Secretariat | Parliament staff |  |  | √ |  |
| 42 | SMS-based Payment System for Land Phones | Ministry of Posts and Telecommunications | ~1.3 land phone subscribers | Apr. 2010 |  |  | √ |
| 43 | SMS based Bill Payment Service | Ministry of Power, Energy and Mineral Resources / Dhaka Power Distribution Company (DPDC) | Domestic consumers of DPDC | Dec. 2008 |  |  | √ |
| 44 | Improving teacher training to enhance teaching-learning by strengthening the Upazilla Resource Centers (URCs) | Ministry of Primary and Mass Education | Primary school teachers & students | *Dec. 2010* |  | √ |  |
| 45 | Automation of Privatization Commission/ Process automation using web based application | Privatization Commission | Investors & stakeholders of industries to be privatized | June 2010 |  |  | √ |
| 46 | Computer-based project planning and resource allocation system Development | Ministry of Finance / Programming Division | Gov’t officials | Oct. 2010 |  | √ |  |
| 47 | Online processing of grants for religious institutes | Ministry of Religious Affairs | Applicants for grants at religious institutes (~10,000) |  | Paused | √ |  |
| 48 | Improve the milk collection system in Milk Vita | Rural Government and Co-operatives Division | Milk men | *2010* |  |  | √ |
| 49 | Electronic Science and Technology Grant Management System | Ministry of Science and ICT |  |  |  | √ |  |
| 50 | Dynamic website and Database of NGOs | Ministry of Social Welfare | Citizens & gov’t agencies | Dec. 2010 |  | √ |  |
| 51 | Online admission test & examination result of the Textile Colleges & Institutes | Ministry of Textiles and Jute | Students of Textile College & Institutes (~10,000) | Nov. 2010 |  | √ |  |
| 52 | SMS Bill Payment System for Titas Customers | Titas Gas Transmission & Distribution Co. Ltd (TGTDCL)/ Energy and Mineral Resources Division | Domestic gas consumers (~500,000) | Nov. 2008 |  |  | √ |
| 53 | Online Procurement Management | Ministry of Water Resources | Interested bidders and Water Development Board (roughly 5,000) | Dec.2010 |  |  | √ |
| 54 | Online monitoring system for distribution of allowances for destitute women and widows | Ministry of Women and Children Affairs | Recipients of allowances | Dec. 2010 |  | √ |  |
| 55 | Online information for youth training | Ministry of Youth and Sports | Unemployed youth (~250,000 / year) | Q1 2009 |  |  | √ |
| 56 | Right to Information (RTI) portal | Information Commission | All citizens | Completed 2011 |  | √ |  |

*Note*: A2I\*: QW Initiatives for which A2I has MoU/Budget Provision in AWP and Expenses made up; Gov\*\*: Technical/Advisory support provided by A2I.

*Source*: A2I, “Current Status of Quick Win Initiative.”

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24. “e-Government can flourish when citizens can easily pay for different government services electronically through the computer or the mobile phone. For this to be realized, citizens must have a unique digital identity. There are efforts in the right direction to move from the Voter ID to the National ID, which can form the basis for such electronic identity. Also, the government has to create an online payment gateway, something that is long overdue, for monetary transactions to take place online. This allows citizens to pay for many government services sitting at home or at the nearest telecenter or cyber-café, reducing a significant hassle.” See: Bangladesh Enterprise Institute. July 2010. *Realizing the Vision of Digital Bangladesh through e-Government*. [↑](#footnote-ref-24)
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