

IDB Lab

Guyana IDB Lab Delegation of Authority to Country Offices Plan of Operations

1. GENERAL INFORMATION

A.	<i>Project Title</i>	NeXus Hub Tech Solutions
B.	<i>Project No. (TC#)</i>	GY-T1159
C.	<i>Executing Agency</i>	NeXus Hub Inc
D.	<i>Target Beneficiaries</i>	Direct beneficiaries will include 100 technology innovators in Guyana participating in the program and 2500 citizens that will benefit from technology solutions developed
E.	<i>Sources of Funding</i>	Total Cost: IDB Lab Contribution: \$150,000 (31.5 %) Counterpart Resources: \$326,750 (68.5%)
F.	<i>Objectives</i>	To support development of Guyana's nascent technology driven innovation eco system and to leverage technology to address social issues impacting citizens in the capital city of Georgetown
G.	<i>Execution Timetable</i>	The project will be executed in 21 months The period for Disbursement will be 24 months
H.	<i>Special Conditions Prior to First Disbursement</i>	The roles, process flow and criteria for selection of the Hack Solve challenge problem (s) and development and acceptance of technology solution (s) are documented and approved by the IDB Country Office management and IDB Lab team leader

2. BACKGROUND AND JUSTIFICATION

2.1 Information and Communications Technologies (ICTs) have the potential to drive innovation and positive change in less developed countries. The problem in Guyana which this project seeks to address, is the lack of coordination and support for the country's nascent technology innovation eco system in improving the lives of Guyanese citizens.

2.2 Guyana has traditionally been considered a Highly Indebted Poor Country (HIPC), eligible for debt forgiveness and concessional financing. It has lagged behind other English-speaking Caribbean countries, both in terms of GDP per capita and the Human Development Index, which according to the IDB, has been below the regional average since the 1990s. The Government has in fact been spending less on public services, health and education than its peers in LAC.¹ Guyana has a population of 782,225, of which roughly one-third resides in the coastal capital city of Georgetown² and over 47% of the total population is under the age of 25. The Guyana poverty assessment found that an estimated 43 percent of the population falls below the poverty line according to the recent Living Standards Measurement Survey. While the majority of Guyana's poor live in rural areas, in urban areas, the poor include those

¹ IDB Group Country Strategy with The Cooperative Republic of Guyana 2017-2021 para. 1.2 p. 1.

² <http://worldpopulationreview.com/countries/guyana-population/>

employed as wage laborers in a variety of occupations, in small informal businesses, as public servants at the bottom end of the salary scale, and pensioners³. Traditionally, Guyana has not been able to provide its citizens with adequate access to social services, partly because of weak institutions, and this lack of access has fallen disproportionately on the poor.

2.3 In the past three years, Guyana's economic outlook has been radically transformed, creating a new sense of optimism in the country's future. Between 2015 and 2018, Exxon discovered significant oil reserves off the coast of Guyana, conservatively estimated at approximately 5 billion barrels, with production scheduled to be rolled out in 2020⁴. This economic windfall will change the structure and trajectory of the Guyana economy and contribute significantly to economic growth. Recognizing that oil and gas extraction in neighboring Venezuela and Trinidad and Tobago, as well as in the smaller oil rich states on the African continent has not translated into sustainable development and social equity, the government of Guyana has stated that it does not intend to build the future economy solely around oil production. Thus, it has embarked on a Green State Development Strategy to diversify the economy and guide growth and development. In order to achieve this goal, the **Green State Development Strategy and Financing Mechanisms⁵ recognizes the need for Guyana to be positioned as a knowledge-based society.** The Government is therefore finalizing an Information and Communication Technology (ICT) Strategy which focuses on: ICT as an enabler in key sectors; ICT training at all levels to create a digital workforce; and efforts to foster e-participation, e-administration and delivery of services (e-services), to positively transform Government-to-citizens (G2C), Government-to-businesses (G2B), and Government-to-Government (G2G) interactions. Guyana, however, has been traditionally outside the mainstream with respect to innovation, and the development and application of new technology solutions. In terms of digital technology, Guyana ranked 100 in the 2016 Networked Readiness Index, compared to Trinidad (67) and Jamaica (83). With respect to competitiveness and innovation, Guyana is not ranked in either the Global Competitiveness Index or the Global Innovation Index. In addition, despite a large youth population, an estimated 80% of all tertiary graduates, including computer scientists and engineers, emigrate⁶, a factor which has stifled the development of the country's knowledge economy. It should be noted however, that the Guyanese diaspora (estimated at 56% of the total Guyanese population) is very committed to the country and ready to contribute to the country's economic development, particularly given the new growth opportunities that will be afforded following the country's significant oil and gas discoveries in recent time. Furthermore, the new economic outlook presents a range of options for young tertiary graduates to contribute and build a future in the country.

2.4 Despite the challenges and as demonstrated by current global trends, at this juncture, technology can be used in Guyana as a tool to push innovation in the economy and as a means to address a number of social issues, including access to services. Following this approach, Guyana has the opportunity to leapfrog vis

³<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTPA/0,,contentMDK:20207586~menuPK:435735~pagePK:148956~piPK:216618~theSitePK:430367,00.html>

⁴ [Houston Chronicle December 3 2018](#)

⁵ Ministry of the Presidency with support from UN Environment March 2017

⁶ Index Mundi Guyana Demographic Profile

a vis finding solutions and improving access but given institutional weaknesses and competing priorities within the country's public sector, it is more likely that ICT innovation can be led by private sector actors in the early stages of the country's transformation. The ICT sector in Guyana is in a nascent stage of development and has traditionally been characterized by low rates of collaboration, innovation and global market penetration. Recognizing the need to change the trajectory of this sector, in 2018 a group of local developers founded NeXus Hub Inc, a nonprofit dedicated to supporting the development of ICT as a channel to solve social issues in Guyana, and to development and promotion of local ICT talent particularly amongst youth. The organization was formed an overarching purpose of contributing to positive change, both culturally and economically within Guyana's technology industry and was founded on the belief that that technology, youth development and social change are most effective when combined⁷. To operationalize its mission, NeXus Hub has already initiated (i) a Hack Solve methodology to bring together young local talent to define ICT solutions to key social issues affecting the urban population in Guyana's capital city; (ii) a program of paid apprenticeships in the local ICT sector; (iii) showcasing local talent on social media channels and (iv) outreach to potential financial and technical partners locally and internationally to support both these and an expanded suite of services. IDB Lab partnership to expand and scale up the activities of NeXus Hub can catalyze greater visibility and impact as the proposed project will provide funding, as well as critical linkages and network opportunities that can help the organization scale. **Specifically, the proposed project will support the development of at least two ICT solutions to social challenges faced by citizens in the capital city, the expansion of the NeXus Hub network and institutional and capacity building for scaling.** IDB Lab support of the the eco system for technology-based innovation in Guyana through NeXus Hub has the potential to advance the development and growth of this nascent sector. Essentially the intervention will finance a pilot to accelerate and deepen the impact of NeXus model in Guyana by supporting 3 key areas of development: (i) organization and financing of at least 2 Hack Solve challenges to develop and implement technology-driven solutions to specific social challenges faced by citizens in the capital city, (ii) connecting NeXus Hub and its members with innovation and technology partners in the global space, and (iii) institutional capacity building and development of a funding mechanism to further develop, sustain and grow the ecosystem for technology driven entrepreneurship in Guyana.

- 2.5** This project is consistent with the new Business Plan (2019-2021) of the IDB Lab as well as the IDB Lab's Knowledge Economy agenda, which highlight as a priority, the leverage of new technologies to achieve social inclusion, building digital skills of youth and supporting innovation eco-systems in the region. The project will present a new model for innovation eco-system-building in the Caribbean and will be the first focusing on social innovation. **As such, it will generate new knowledge about how to build such an eco-system in a low-income country which lags its neighbors in the Caribbean and wider LAC region in terms of entrepreneurship and innovation.** The project is a new area for IDB Lab's support to Guyana, which has traditionally focused on climate smart agriculture, agricultural diversification and low carbon development. The proposed project is aligned with and will benefit from investments and knowledge generated by other eco system projects financed by IDB Lab in the region including **BA-T1047 The Entrepreneurship Network (TEN)** which seeks to

⁷ NeXus Hub Prospectus

IDB Lab

link innovators with mentorship and investment from the Caribbean diaspora, and the **PR-M1038 The KOGA Impact Lab** which provides promotion, training and incubation and acceleration support for social innovation.

- 2.6 The project is aligned to the IDB Country Strategy for Guyana 2017–2021 which prioritizes facilitating private sector development to support the delivery of better services as a key area of intervention. In addition, the proposed project is consistent with the IDBG's goals relating to addressing the needs of smaller vulnerable countries in LAC⁸ and fostering development through the private sector, as well as with the update to the IDBG's institutional strategy which defines a catalytic role in promoting innovation and knowledge. Importantly, the proposed intervention will directly contribute to the IDB's Caribbean Country Department's vision for technology and innovation-led leapfrogging of Caribbean states "JUMP Caribbean 2040", which was launched with the IDB Caribbean governors in a pre-AGM Forum in 2018⁹.

3. EXECUTING AGENCY AND BENEFICIARIES

- 3.1 The project will be implemented by the NeXus Hub Inc (NeXus)¹⁰, a nonprofit established in Georgetown Guyana in 2018 to take a strategic approach to the development of the technology industry, foster and promote local talent and leverage the use to technology to solve social challenges using a collaborative approach, given the link defined by the founders of NeXus Hub between collaboration, technology and social innovation. NeXus sees itself as a "hub" where developers can come together to collaborate, share ideas and receive mentoring. NeXus strategic approach in making a meaningful difference in Guyana's nascent tech industry is focused on three key objectives: (i) fostering collaboration, (ii) supporting innovation and (iii) creating opportunities. To encourage collaboration and innovation NeXus provides local developers with a well-equipped, physical space to meet, work, socialize and innovate together, a custom social network platform and skills showcase for developers to connect, share content, promote their work and collaborate, as well as annual special events such as the Hack Solve design challenges to solve social problems, and outreach events. NeXus seeks to create opportunities for local talent by running paid 3-month apprenticeship programs and overseas immersions which provide young graduates in technology fields with coaching, mentorship and industry exposure, and by facilitating connections among businesses, investors and developers through online platforms and special events. It is noteworthy that NeXus recognizes and has taken initial steps to include more female participants in the local technology sector. Currently the University of Guyana and the Guyana Technical Institute graduate approximately 80 students per year of which 10-15 % are female. The local technology sector is also predominately male in composition. NeXus has initiated steps to profile and mentor young women and to encourage higher levels of female participation in technology studies and entrepreneurship/employment which the proposed project will seek to build on.

⁸ As defined in the IDB Report on the Ninth General Capital Increase, these borrowing member countries, also known as Group C and D countries, are Bahamas, Barbados, Belize, Bolivia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Suriname, Trinidad and Tobago and Uruguay

⁹ [Link to Development Trends Blog](#)

¹⁰ [Link to NeXus Hub website](#) and [Link to NeXus Hub Facebook page](#)

IDB Lab

- 3.2** While NeXus is a new entity founded in 2018, the organization has already established credibility in the market, as evidenced by corporate support for its first events, held in 2017 and 2018, as well as its endorsement by the IDB Country Office in Guyana. The NeXus' strength lies in its grassroots, team approach to social innovation, the enthusiasm of the principals and their commitment to the use of technology as a tool to solve problems being faced by the population in Guyana. NeXus is committed to development of Guyana's nascent technology driven innovation eco system and has already initiated activities towards this end which the proposed project will help scale up. The provision of financial and most importantly, networking support from the IDB Lab will help to accelerate and deepen these efforts to build an eco-system for technology driven innovation and development in Guyana.
- 3.3** The proposed solution will support improvements in urban services driven by local technology entrepreneurs, while strengthening support for Guyana's nascent technology sector to innovate and test technology driven solutions for social problems that primarily and disproportionately affect poor urban population working and living in and around the capital city of Georgetown in Guyana. The beneficiaries of this project will include 100 young technology students and professionals in Guyana who are expected to participate in networking, apprenticeships, immersion overseas and development of technology solutions to social problems through Hack Solve challenges. In addition, a targeted 2,500 persons working/living in Georgetown, the capital city of Guyana, are expected to benefit from technology solutions to social problems developed through the project.

4. PROJECT OBJECTIVES AND DESCRIPTION

- 4.1** The key project objective is to support development of Guyana's nascent technology driven innovation eco system, and to leverage technology to address social issues impacting citizens in the capital city of Georgetown.
- 4.2** The project will be delivered via three key components:
- 4.3** **Component I – Hack Solve Projects (IDB Lab \$49,400; Counterpart \$100,000):**
The objective of this component is to develop at least 2 technology solutions to social issues impacting persons residing and/or working in Guyana's capital city of Georgetown, using NeXus Hub Inc's Hack Solve methodology. **The Hack-Solve model anchors the efforts of NeXus, and is particularly innovative, particularly in the context of Guyana. Unlike a traditional hackathon where developer teams compete, the NeXus Hack-Solve brings young thought leaders and developers together to jointly identify, discuss, ideate, design and build the best technology solution for a specific social problem. It is an inclusive and collaborative approach to pool talent, time and experience to address a social challenge. This model has potential to support ICT development in Guyana and forms a platform for a broader based eco system approach to engage and support local talent in defining new solutions to challenges facing citizens and also businesses particularly in Guyana's capital city.**
- 4.4** The Hack Solve starts with identification of the social problem to be addressed and the promotion of the Hack Solve challenge to attract participants to an initial 3-day plenary event. Currently, the social issue to be addressed is selected by NeXus Hub

IDB Lab

based on citizen contributions and polling via an on-line platform. The Hack Solve is initiated via targeted promotion of the opportunity to young professionals, and over a 3-day workshop, a multifunctional team is engaged in the ideation, analysis, modelling and prototyping of a technology solution to the problem posed. Based on previous events, NeXus has supported development of a core group of approximately 20 ICT Hack Solve participants, who along with new members, are expected to participate in the Hack Solve process. Beyond the workshop event, a core team of usually 8-10 developers/designers work with NeXus to complete design, test, finalize, launch and monitor use of the solution. NeXus provides leadership in project management and quality assurance for assigned core developer teams through the solution development process. In the context of the proposed project, NeXus will work with the IDB Country Office management in Guyana to define and organize at least 2 Hack Solve for 2 social problems defined by the IDB Country Office.

- 4.5** The first Hack Solve challenge which has been identified by the IDB's Country Office in Guyana, is the development of a suitable technology application for communication and coordination of upgrades on a main commercial road in the capital city that will be undertaken via an IDB loan operation, the Sheriff Street to Mandela Avenue Roadway Enhancement project (LO-2741/BL-GY3). The rehabilitation and upgrade of this 7 kilometer stretch of roadway which is utilized by over 11,000 vehicles per day, has the potential to create extreme traffic delays, as well as access issues and disruption of businesses along this key artery, which can present a daily problem for drivers and commuters as well as pedestrians and business owners in the capital city. The first Hack-Solve challenge will focus on development of a technology solution that can be used by both public agencies and the travelling/driving public to share information and coordinate use of alternative routes and travel times using mobile phone technology. Unlike Waze, or other GPS Apps, the idea is to have an interactive platform which will enable both public and private users to interact, to be engaged, to provide and receive feedback and to share suggestions on how disruptions and delays may be best managed/contained. This approach will be an appropriate solution given the high level of smart mobile phone penetration in the Georgetown area, and the typically high level of citizen involvement in discussions on current events, and particularly projects affecting the public in Georgetown. The IDB loan that is financing the road upgrades cannot absorb the cost of an interactive technology solution to manage disruptions and delays, as loan resources are fully committed to civil works and project management. There are however resources available under the loan for traditional stakeholder engagement sessions that may be utilized for introduction, testing and finally, promotion of citizen use of the solution. This type of technology solution may be utilized by the government agency responsible for road construction, repairs and maintenance beyond the Sherriff Street upgrade project. In this regard the partner government agency or a relevant civil society partner, such as the Road Safety organization will be engaged from the early stages of the Hack Solve challenge to facilitate and support adoption and maintenance of the technology solution developed both in the short (immediate road works), and medium term (for other projects and works planned).
- 4.6** The problem to be addressed via the second and any subsequent Hack Solve challenges financed wholly or partially with IDB Lab project resources will be defined by the IDB Country Office management in Guyana based on dialogue and consultations with key public, private and civil society actors selected by the IDB Country Office and agreed by NeXus.

IDB Lab

4.7 The expected outcome of this component will be development of at least 2 technology solutions to social problems affecting persons living/working in the Georgetown area, as well as participation of at least 50 developers and other ICT/other young professionals in defining and developing solutions for the agreed Hack Solve challenges.

4.8 Component II – Expansion of NeXus Hub Network (IDB Lab \$56,900; Counterpart \$91,750): The objective of this component is to support of NeXus and its individual members to integrate and gain exposure with both local technology providers and projects, as well as with regional and global technology innovation organizations and network in order to create visible results, build out membership and forge value added mentoring, technical and financial partnerships required for growth and sustainability over time.

4.9 The proposed project will finance participation by a NeXus Hub team in at least 3 regional events for technology innovation and entrepreneurship, as well as the expansion of apprenticeships for entry level technology professionals, and overseas immersion opportunities for more experienced young technologists. In addition, NeXus will organize and deliver outreach events to connect local public and private stakeholders with technology entrepreneurs and professionals in order to create awareness, as well as to encourage and attract youth into technology as a career or business venture. Promotional videos and content on local talent and technology sector developments (Nexus Developer Stories), will also be produced and disseminated on strategic social media channels at least fortnightly. NeXus Developer Stories comprise a series of mini-documentaries produced and disseminated via social media channels to showcase and promote local software developers, their specialization, achievements and aspirations, to the world.

4.10 Recognizing that within the local technology student cohorts, only 10-15% are female, and that the local technology sector is represented predominately by male technology entrepreneurs and professionals, NeXus is committed to encouraging and supporting greater female participation by showcasing females in the technology sector locally and abroad via their weekly/fortnightly video releases through social media (Nexus Developer Stories), in addition to engaging experienced female technologists with younger, entry level females as mentors and coaches. Also, at least 1 outreach event will focus on female professionals in the technology sector, to distil prospects and challenges for greater female participation in the industry, and the project will support participation by a local female technology team in WeXchange¹¹ (organized by IDB Lab) or other specialized female technologist mentorship, technical and financial support forums.

4.11 The key expected outcomes of this component are (i) NeXus Hub develops at least 6 new technology industry partnerships, (ii) production of 52 mini documentaries (NeXus Developer Stories), of which at least 15 profile female technology sector businesses led by women and female technology entrepreneurs and professionals; (iii) at least 5,000 persons are exposed to the mission and activities of NeXus (iv) 2 outreach events are convened of which one is specifically designed and promoted as a forum to showcase, network and support females in the local technology sector; (v)

¹¹ [Link to WeXchange 2018](#)

IDB Lab

NeXus teams participate in at least 4 regional technology forums (including WeXchange 2019 or equivalent).

4.12 Component III –Institution and Capacity Building (IDB Lab \$24,500; Counterpart \$75,000): The objective of this component is to assist NeXus Hub to develop a new program in ICT Start up acceleration, as well as establishment of an initial fund that can be utilized to provide seed capital for dynamic start ups in the technology sector. In this regard, the proposed project will finance design and launch of a technology innovation seed fund that can be used as a mechanism to channel funding from development and local and global industry partners as well as contributors from within Guyana's sizable diaspora in North America and the United Kingdom to technology startups and innovators in Guyana. In addition, project resources will support the development / adaptation of a relevant acceleration program to support local high potential technology startups.

4.13 The expected outcome for this component will be the design of an acceleration program for young technology innovators in Guyana and establishment of an initial technology seed fund of US \$75,000.

4.14 Impact: The proposed project will deliver the following impact: (i) The consolidation of NeXus as a technology and social innovation hub, which will help to advance the development of Guyana's ICT sector and (ii) clear demonstration of the ability of small-scale local technology solutions to solve problems faced by citizens in the capital city. These impacts align with the following Sustainable Development Goals: Goal 9 - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; and Goal 11 - Make cities and human settlements inclusive, safe, resilient and sustainable.

5. SUMMARY BUDGET FOR PROJECT FINANCING

5.1 The cost of the proposed project is presented in the following summary table:

Cost Elements	IDB Lab \$	Counterpart \$	Total \$
Component I Hack Solve Projects	49,400	100,000	149,400
Component II Expansion of NeXus Hub Network	56,900	91,750	148,650
Component III Institution and Capacity Building	24,500	75,000	99,500
Project Administration	12,000	60,000	72,000
Ex Post Reviews	2,000		2,000
Case Study	4,000		4,000
Contingencies	1,200		1,200
Total	150,000	326,750	476,750

All figures expressed in US \$

5.2 Sources of Funding: The total cost of the project is estimated at US\$476,750, of which IDB Lab will contribute US\$150,000 (31.5%) in non-reimbursable technical co-operation funds. The Executing Agency commits to make the remaining funds, US\$326,750 (68.5%) available as counterpart resources, of which US \$203,750 will be provided in cash, and

IDB Lab

US \$123,000 will be provided in kind. The Executing Agency commits to provide all counterpart resources either directly and/or by mobilizing other stakeholder/partner agency contributions. The detailed budget is presented in Annex II.

5.3 Disbursements: Disbursements will be reviewed on an ex-post basis

6. MONITORING AND EVALUATION

6.1 Operational supervision and disbursement responsibility will reside with an appointed officer of the IDB Lab and the Guyana Country Office (CCB/CGY)

6.2 Execution and Disbursement Periods. The Project will be executed in 21 months and disbursed in 24 months

6.3 Disbursement by Results : Project disbursements will be contingent upon verification of the achievement of milestones; an initial list of milestones defined for the proposed project is presented in Annex IV. Achievement of milestones will be validated using defined means of verification, which will be agreed upon between the Executing Agency and the IDB Lab. Achievement of milestones does not exempt the Executing Agency from the responsibility of reaching the Result Matrix indicators and project's objectives as presented in Annex I. According to the Performance and Risk-based Project Management approach, project disbursement amounts will be based on the project's liquidity needs, for a maximum period of 6 months. These needs must be agreed upon between the IDB Lab and the Executing Agency and will reflect the activities and costs scheduled in the annual planning exercise. The first disbursement will be contingent on reaching Milestone 0 (conditions prior to first disbursement) including special conditions outlined in section 1 H of this document. Subsequent disbursements will be issued as long as the following two conditions are met: i) IDB Lab has verified that all due milestones have been achieved, as agreed to in the annual plan; and ii) that the Executing Agency has justified at least 80% of all cumulative advances.

6.4 Procurement and contracting: Given that the Diagnostic of Executing Agency Needs Assessment (DNA) ([Link to DNA Results](#)) generated a **high level of need/risk** classification in terms of procurement capacity, project funding has been allocated to provide additional fiduciary support to NeXus Hub's team. In addition, the project team has determined, as stipulated in Appendix 4 of the IDB Policies, the Executing Agency which belongs to the private sector, may utilize their own procurement procedures which have been deemed compatible with IDB Policies. In addition, the review of procurement and contracting processes for the project will be conducted **ex-post** and on a **quarterly** basis. A draft procurement plan for the proposed project is presented in Annex III. Before project contracting and procurement begins, the Executing Agency must submit an updated project Procurement Plan for the IDB/IDB Lab's approval, which will should be updated annually and when there are changes in the methods or goods or services to be procured.

6.5 Project Status Reports: The Executing Agency will be responsible for presenting Project Status Reports (PSRs) to the IDB Lab within thirty (30) days after the end of each semester, or more frequently as determined by the IDB Lab, by providing at least sixty (60) days advance notice to the Executing Agency. The PSR will contain information on the progress of project execution, achievement of milestones, and

IDB Lab

completion of project objectives as stated in the Results Matrix (Annex I) and other operational planning tools. The PSR will also monitor activities and action plan implementation for identified/new risks (external and internal). Within sixty (60) days after the end of the execution term, the Executing Agency will submit to the IDB Lab a Final Status Report (FSR) which will: (i) briefly describe project implementation; (ii) update the results matrix and document final project results and impacts; (iii) identify early evidence of replication and scaling by other actors; and (iv) identify project lessons learned. This document will be prepared by the executing agency, or another party, as may be decided on by the designated IDB Lab team leader.

6.6 Financial Management and Supervision: The Executing Agency will establish, and will be responsible for maintaining, adequate accounts of its finances, internal controls, and project files according to the financial management policy of the IDB/IDB Lab. Given that the Diagnostic of Executing Agency Needs Assessment (DNA) ([Link to DNA](#)) generated a **medium level of need/risk** in financial management, the review of supporting documentation for disbursements will be conducted **ex-post** and on a **semiannual** basis. The IDB Country Office will contract independent auditors, acceptable to the Bank, to carry out the ex-post reviews of procurement processes and of supporting documentation for disbursements. Ex post reviews may include an analysis of the Financial Statements that the Executing Agency should prepare annually as part of its financial management process. The costs associated with this audit contract will be financed with the IDB Lab contribution resources according to IDB procedures. During project execution, the frequency of ex post reviews for procurement processes and supporting documentation for disbursements, as well as the need for additional financial reports, can be modified by the IDB Lab based on the results of the ex post review reports conducted by external auditors during the project execution.

7. KNOWLEDGE-SHARING AND DISSEMINATION STRATEGY

7.1 The proposed project includes financing for preparation of a case study on the project intervention, results achieved, and key lessons learned which can be shared by NeXus Hub via regional forums, social media and specialized knowledge exchange platforms, as well as with potential technical and financial partners. In addition, through the IDB Lab, the case study can be shared in the region to assist in showcasing and informing approaches to technology driven innovation systems, as well as the Hack Solve approach to leverage local technology talent to solve social issues, in small less developed states in the Caribbean and wider region.

IDB Lab

8. APPROVAL

8.1 This project is recommended and approved for financing under the Multilateral Investment Fund¹² Program of Delegation of Authority (MIF/GN-62-7).

Recommended By:

Date:

Vashtie Dookiesingh

December 10, 2018

Vashtie Dookiesingh Senior Specialist IDB Lab/CTT
(IDB Lab Team Leader)

Approved By:

Date:

Sophie Makonnen

10 December 2018

Sophie Makonnen
IDB Representative (CCB/CGY)

¹² Note the Multilateral Investment Fund (MIF) remains the legal name of IDB Lab

IDB Lab

Annexes in Technical Files:

Annex I - Results Matrix

Annex II - Detailed Project Budget

Annex III - Procurement Plan

Annex IV- Project Milestones