

# PROJECT CONCEPT DOCUMENT

## I. BASIC DATA

<b>Country:</b>	Trinidad and Tobago		
<b>Date:</b>	April 3, 2006		
<b>Project name:</b>	E-Government and Public Sector Knowledge Brokering Program		
<b>Project number:</b>	TT-0056		
<b>Division Chief:</b>	Kurt Focke (FI3)		
<b>Project team:</b>	Leader: Frank Nieder (FI3); other members: Pablo Alonso (SC3), Rafael Anta (SDS/ICT), Vashtie Dookiesingh (CTT) and Juan Carlos Perez Segnini.		
<b>Date of Project Outline:</b>	October 17, 2003.		
<b>Borrower:</b>	Government of the Republic of Trinidad and Tobago (GORTT)		
<b>Executing agency:</b>	Ministry of Public Administration and Information (MPAI)		
<b>Financing plan:</b>	IDB: OC	US\$	25.6 Million
	GORTT	US\$	6.4Million
	Total:	US\$	32 million
<b>Tentative dates:</b>	Analysis Mission		May 2005
	Loan Committee		June 2005
	Board		July 2005
<b>PTI:</b>	No		
<b>SEQ:</b>	No		

## II. BACKGROUND

### A. Social and Economic Framework

- 2.1 Trinidad and Tobago is enjoying rapid and consistent economic growth due to the rise in oil and gas prices, and increasing volumes of production. In 2005 GDP grew by 6.7%, and 7.5% per year on average since 2000. In relative terms, oil and gas exports per capita of Trinidad and Tobago are four times greater than those of Venezuela. Fiscal revenues, fueled by oil and gas revenues are expanding rapidly. In fiscal year 2004/2005 recurrent spending grew by 31%, while capital spending grew by over 60%.

- 2.2 While buoyant energy revenues are boosting the overall economy and fiscal revenues, the non-oil tradable sector is finding it difficult to compete, as local costs, including wages are boosted by the demand fueled by the energy boom, while productivity gains are not sufficient to compensate for these increased costs. In 2005, the real effective exchange rate appreciated by over 6%. The non-oil part of the economy grew by less than 4% in both 2003 and 2004.
- 2.3 Macroeconomic management of the oil boom has been adequate, however increase public spending in 2005 is a concern. While government spending has increased sharply, fiscal surpluses have been maintained since 2003. Inflation had been kept at less than 4%, however it has begun to accelerate in 2005, due in part to sharply increased fiscal spending. The rapid growth of public spending is forcing the government to increase its absorptive capacity. One measure has been the establishment of 15 “Special Purpose Companies (SPCs) to address the “skill shortages and cumbersome bureaucratic procedures” of central government.
- 2.4 Trinidad and Tobago is quite advanced in terms of its social development. Life expectancy is 72, and over 98% of the adult population is literate. While primary education is universal, coverage of tertiary education, which is vital for a knowledge-based economy, is low, with only a 6.5% gross enrollment rate. Moreover, while per capita income is high for the region, close to US\$ 8000 per capita, making Trinidad and Tobago an upper middle income country, there is considerable poverty. About one-third of the population lives below the national poverty line.
- 2.5 Authorities recognize the mixed blessings of a natural resource based economy, and have worked with the private sector and civil society to develop a strategy, entitled Vision 2020, which has the goal of bringing Trinidad and Tobago to a developed country status by the year 2020. Vision 2020 calls for the investment of oil revenues in human capital and infrastructure to increase the productivity of the economy and to diversify the economy. A key instrument in this process would be the greater and more effective use of information and communication technologies (ICT) to promote a more knowledge based economy.
- 2.6 In addition the accomplishment of the goals of Vision 2020 requires the Government of Trinidad and Tobago (GOTT) to improve the composition, efficiency and quality of public expenditure and increase government effectiveness in the provision of goods and services. This would require, amongst other factors, an acceleration of the reform process of the Public Sector including modernizing its structure, organization, legal framework, human resources, management capacity, accountability systems, etc.

## **B. Public Sector Capacity Building**

- 2.7 Trinidad and Tobago's public bureaucracy is characterized by a stable civil service, which keeps political patronage mostly at bay and ensures low staff turnover ratios. However, the civil service tradition is not a sufficient attribute to ensure an efficient, fully transparent and effective public sector. Trinidad and Tobago's Public Sector suffers from some structural issues that prevent it from performing at desired levels and crowd out resources for needed capital (physical and human) investment. Among these, perhaps the most important are: high current-to-capital expenditure ratio, a large and bottom-heavy civil service, an inadequate incentive structure with a high degree of wage compression, centralized core management functions, inadequate decision making process, and provision of public goods and services below desirable levels.
- 2.8 In addition to the aforementioned structural issues, limited management and skill capacities also restrict public sector capabilities to effectively provide needed services. To address this obstacle, it is also a priority of the government to adopt measures to strengthen institutional capabilities of public sector entities, which is one of the objectives of the E-government and Knowledge Brokering program.

## **C. E-Government**

- 2.9 E-government has been demonstrated to be an important and effective tool to improve the provision of public services, and as such should be a key element in a public sector modernization effort. E-government implies the use of information and communication technologies combined with process reengineering and change management to provide solutions to improve the management and delivery of public services.
- 2.10 Currently, the level of the use of ICT by the public sector in Trinidad and Tobago is at a low to intermediate level. The use of the internet, especially for the transaction of government services is limited. Although around 50% of Ministries have websites, most of them provide only information, and in some cases they can be used to download forms. An indicator of the relative lack of development for the use of the internet by the public sector is that Trinidad and Tobago was ranked by the World Economic Forum 81<sup>st</sup> out of 102 countries for the web presence of government. Moreover, the overall e-readiness of the government was ranked 66<sup>th</sup>, a ranking that put Trinidad and Tobago only in the middle of Bank borrowing countries, when its per capita income puts it near the top.
- 2.11 On the positive side, steps have been made to establish a government portal that would link all government e-applications and facilitate access to these applications. In addition, the government is establishing a communications network (backbone) to connect public agencies and better integrate the provision of government ICT services.

- 2.12 E-government is also an integral of the government's national ICT Plan, entitled *fastforward*, which was prepared in consultation with the private sector and civil society. The MPAI is responsible for leading the implementation of *fastforward*. *Fastforward* has the objective of accelerating Trinidad and Tobago's transformation to a knowledge based society, through the deployment and leveraging of information and communication technologies. It is a holistic and comprehensive strategy that addresses the use of information and technologies across sectors. In addition to e-government, which would, in financial terms, be the largest component, the Plan includes four other components; (i), connectivity to bridge the digital divide; (ii) human capital for ICT in both the public and private sectors; (iii) ICT enterprise development; and (iv) the legal and regulatory framework.
- 2.13 Complementing *fastforward*, the MPAI is developing an information management strategy for the public sector, with the support of the Public Sector Reform Initiation Program, which will provide some guidelines on the technical and organizational requirements for e-government applications.

#### **D. Government Strategy**

- 2.14 As part of the implementation of the Vision 2020 initiative, the GOTT, based on previous experience, decided that before embarking on a comprehensive Public Sector reform effort again, it needed to develop a strategy that dealt with the obstacles that were not properly addressed in the past. With Bank support via the Public Sector Reform Initiation Programme (TT-0056), the GOTT is developing a strategic plan that would lay the foundation to address structural public sector reform issues. In particular, the plan would detail how to progressively adopt a series of measures to improve the composition of public expenditure and optimize the size, management, structure, organization, functioning, human resources, legal framework and accountability and service delivery mechanisms of the Public Sector. The government's strategy is that by better preparing the country for public sector reform, the probability of success for a longer-term reform effort will be more successful. The Program was approved in late 2003, and is now, after some delay, being implemented..
- 2.15 Complimenting the PSRIP, the government wants to advance with the implementation of measures that directly and in a more immediate fashion strengthen management and operational capacities and increase the effective use of ICT in order to improve the performance of the public sector. These measures should also support the longer term strategy to address structural obstacles, by providing practical experience, lessons learned and learn-by-doing with selected reforms in individual line ministries and state agencies. This should enhance the probability of success of the longer-term reform effort. The E-government and Knowledge Brokering Program would support these efforts.
- 2.16 In addition, in terms of the e-government component of *fastforward*, the government has initiated the implementation of this component with the design

and implementation of (i) an electronic backbone to connect all government agencies, and (ii) a government portal to provide a single window for access to government services on the internet. The proposed program would develop applications that would be used via the electronic backbone and access to citizens would be facilitated by the use of the government portal.

**E. Bank strategy**

- 2.17 The Bank's Country Strategy for Trinidad and Tobago (GN-2335) addresses three major challenges. These include: (i) promoting private sector development to increase economic diversification; (ii) promoting public sector modernization to increase efficiency and effectiveness, and to upgrade capacity, and (iii) promoting social development by improving the provision of social services. The proposed program would specifically address the second goal by enhancing and facilitating the use of information and communication technologies by the public sector and institutional strengthening to improve the efficiency, effectiveness and transparency of public services. Moreover, when the program is working with social service agencies, it also helps to meet the third area of focus of the Country strategy. Finally, the program would also promote private sector development by improving the effectiveness of government services to the private sector and by lowering the transaction costs of utilizing these services
- 2.18 In addition, the Bank's strategy for Modernization of the State (GN-2235-1) has identified the following areas for Bank action: a) develop and strengthen civil service systems under criteria of merit and flexibility; b) strengthen the fiscal capacity of the state and improve efficiency and transparency in expenditure management; c) improve the capacity for coordination of strategies and public policies, especially those that fight poverty; d) modernize public services management; and e) use the potential of the knowledge and information technologies in public management. The program would address areas (d) and (e), and, as noted earlier, would also complement the PSRIP in these areas.

**F. Program Strategy**

- 2.19 This program is designed to boost the public sector's abilities to provide improved public services through the implementation of *fastforward* regarding e-government and to also advance efforts to strengthen institutional capacities of line ministries. The program would also provide lessons learned regarding vertical reforms that could be used to inform more comprehensive public sector reforms, which the government is pursuing.
- 2.20 To meet these goals, the program would utilize two demand driven funds, which would respond to the expressed needs of line ministries and their respective state agencies. The use of demand-driven funds is motivated by three reasons. First, it promotes a more effective program by: assuring strong ownership of funded projects by line ministries; allowing resources to be directed efficiently to where there is effective demand; and, through the use of objective selection and

eligibility criteria establish an effective incentive framework that facilitates the flow of resources to projects with high impact and priority. Secondly, the demand-driven funds provide a more flexible and efficient mechanism for Bank support, an objective on which the government has put significant emphasis. Thirdly, this mechanism will allow for a more agile process for participating institutions to get access to funding to address their specific problems, compared to meeting normal budgetary processes. This will reduce their transaction costs. Finally, the use of demand driven-funds, which can be designed and established relatively quickly, allows the program to meet the accelerated time requirements of the government for the approval and implementation of the program.

- 2.21 In addition to the flexibility, which the use of demand-driven funds will ensure, another key attribute of the program would be the consistency of the application of the eligibility and selection criteria and the selection process itself. As detailed in the description of the operation of the funds in section III of the document, applications for similar types of projects would follow an uniform and consistent evaluation and selection process, and this process would be conducted by unbiased and objective entities.
- 2.22 The program is also designed to be the first operation of bank support for the implementation of *fastforward*. While the e-government elements of *fastforward* can be supported relatively quickly with demand driven funds, support for the other elements of *fastforward* require more extensive preparatory work to design the specifics of Bank support. It is expected that these other elements would be supported by a separate bank loan once the preparatory studies are completed. These preparatory studies are being financed by an individual operation under a Project Preparation and Execution Facility (PROPEF, TT-L1004).

**G. Bank experience with public sector strengthening and e-government.**

- 2.23 This program is unique to the Bank in that it applies demand-driven fund mechanisms to new sectors. Demand-driven funds have not been used as an operating mechanism for e-government or public sector capacity building at the ministerial level. However, the Bank does have significant experience with programs that focus on e-government and public sector capacity building, and that use demand-driven funds as the primary operating mechanism.
- 2.24 The Bank is increasingly incorporating e-government into its programs. For example, almost all modernization of the state programs now incorporate some e-government components. Other examples of e-government programs include the Chile Electronic Invoicing Mechanism and Tax Portal for Micro, Small and Medium Scale Enterprises Program (CH-M1004), the establishment of a 1-stop shop for Export Clearance in the Foreign Trade Technical and Management Strengthening Project in Nicaragua (NI-0165), as well as e-government components in comprehensive ICT projects, such as the Jamaica Information and Communication Technology Program (JA-0116), and the Strengthening of the

Digital Information Strategy (CH-L1001) in Chile. While these programs address different sectors and supported the application of different technologies, there are some common lessons learned. They include the need for flexibility both regarding financial resources and technical specifications, as technology changes quickly and programs need to adjust to these changes. Second, it is necessary to have a good technical team to administer and supervise the project, including both professionals from the respective ministry or state agency as well as external support. Finally, projects should provide clear value-added to final users, citizens and the private sector

- 2.25 In addition, an OVE evaluation of ICT Policy (RE-289) recommends that Bank support should help to implement e-government solutions rather than simply to buy hardware and information solutions for public administration, which has often been the case in previous Bank supported ICT investments. The evaluation also recommends that a risk analysis be conducted to identify information failures that can threaten the effectiveness of ICT investments.
- 2.26 With regard to demand-driven funds, they have been used in a wide range of programs such as social development funds, rural finance and competitiveness enhancement. Common lessons learned include: (i) the need to establish an effective incentive framework for project participants that encourage the obtainment of the projects goal through appropriate eligibility and selection criteria; (ii) the need for an agile selection and approval mechanism to reduce transaction costs for participants; and (iii) flexibility for participants to select qualified service providers by not limiting the pool from which they can choose.
- 2.27 The Bank also has extensive experience with projects that include components to strengthen the institutional capacities of government agencies. These largely are part of programs that deal with modernization of the state, but also have been used to strengthen specific ministries or state agencies for social, financial, infrastructure as well as environmental goals. Amongst the key lessons learned are the need: (i) to ensure strong commitment to the project by the participating institutions; (ii) to try to minimize political interference and to work to ensure that there is strong support amongst a range of stakeholders; and (iii) to ensure that there are sufficient technical resources to provide effective supervision and execution of the programs.

### III. PROGRAM

#### A. Objectives and description

- 3.1 The **objective** of the program is to increase the effectiveness and efficiency of public services via greater and more effective use of information and communication technologies and via the transfer of knowledge on international best practices (Knowledge Brokering) to build capacity in line ministries and state agencies. In addition, the program should generate lessons learned about the implementation of reforms at the ministerial level.
- 3.2 **Description.** The program would support the design and implementation of (i) e-government solutions and (ii) the institutional strengthening of public sector entities to boost their capabilities and facilitate their effective use of ICT. The program would operate via the use of demand driven funds, in which projects submitted by eligible institutions would be selected for financing based on transparent and objective eligibility and selection criteria. These funds would not be constituted as legal entities, but would be financing mechanisms.

#### B. Structure of the program

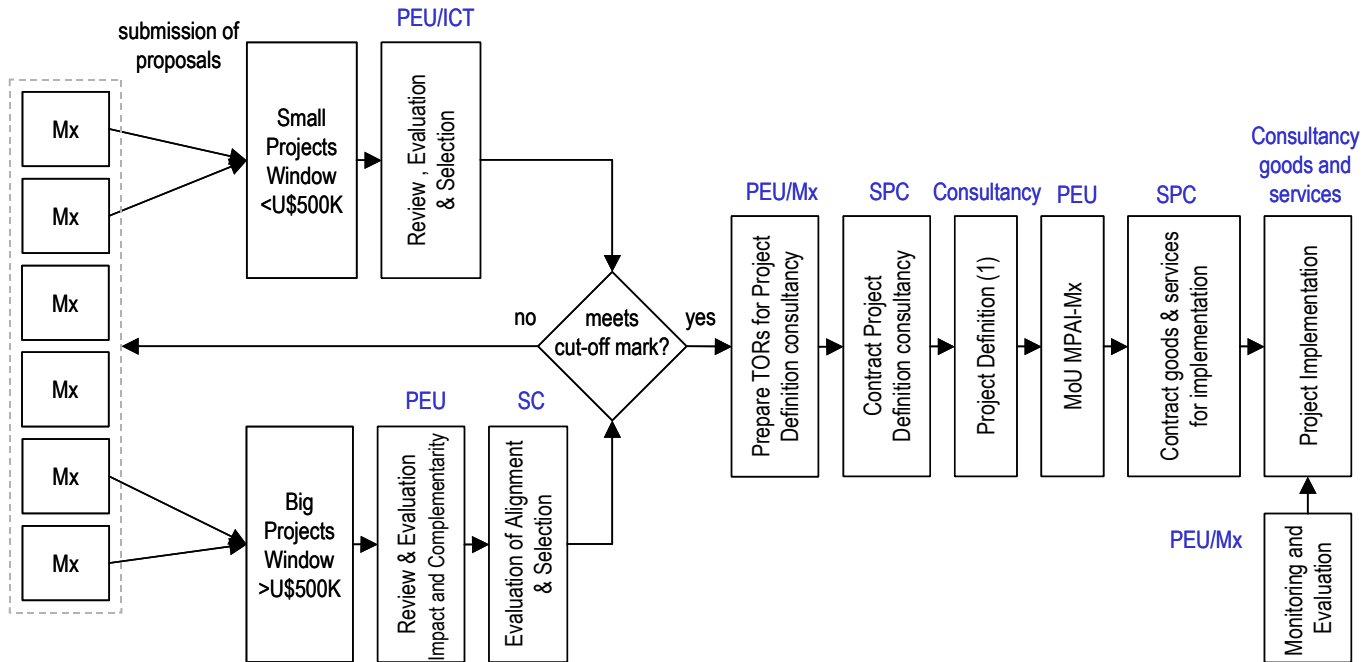
##### 1. E-government solutions (US\$ 19 million)

- 3.3 The program would support the financing of the detailed design and implementation of projects that use information and communication technologies to improve the effectiveness and efficiency of government services. The use of ICT would be combined with the reengineering of the provision of government services and measures to facilitate internal changes in beneficiary agencies (change management) to develop effective e-government solutions. A demand-driven fund would be established to provide this financing.
- 3.4 Individual public sector entities would present applications, with the endorsement of the responsible Minister, for access to the fund. The applications would be evaluated first for the meeting of eligibility criteria, which would ensure that the project meets basic standards and that it is consistent with the e-government policies and technical requirements, which MPAI has defined, and a quantitative score would be given based on the meeting of transparent selection criteria. There would be three sets of criteria: (i) the expected impact of the project in terms of greater efficiency and effectiveness of public services; (ii) the alignment of the project with government priorities and ICT strategy; and (iii) the complementarities of the proposed project with other public institutions and the potential that it could be replicated by other institutions. A cut-off score would be determined, which proposals would have to meet to be selected for financing. For those applications, which do not meet the cut-off score, explanations would be



provided on the reasons for a lower score and assistance would be provided to facilitate the resubmission of a stronger proposal.

Figure I. Fund Management proposal for e-Government solutions



Notes: MPAl: Ministry of Public Admin. & Information; ICT: ICT Unit, MPAl; PEU: Project Execution Unit; Mx: Line Ministry; MoU: Memorandum of Understanding; SC: Selection Committee; SPC: Special Purpose Company; TOR: Terms of Reference

(1) Project Definition: Functional requirements, technical specs, process reengineering, sustainability, change mgmnt., cost estimate, duration, indicators of inputs, outputs and outcomes, bidding documents.

- 3.5 It is planned that the e-government fund would have two windows, one for smaller and less complex projects or “quick wins” (less than US\$500,000) that could be implemented in a shorter amount of time, and a second for larger more complex projects (greater than US\$500,000 and up to US\$5 million)<sup>1</sup>. For the smaller projects the evaluation and selection process of proposals would be more streamlined, and be conducted by the Project Executing Unit (PEU) and the ICT unit of the MPAl. For the larger projects, the selection would be conducted by a Selection Committee, comprised of four permanent secretaries. For larger projects, it is proposed that the applications also be evaluated for their adherence

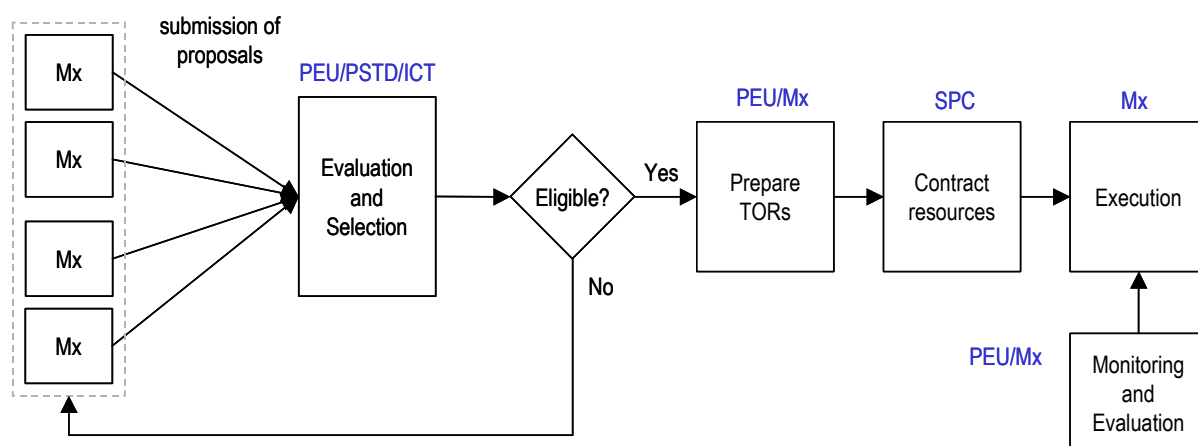
<sup>1</sup> The upper limit of the fund is under review. It will need to be shown that the largest projects may exceed the capacities of the Program to effectively supervise them and ensure effective implementation.

to the technical requirements and policies of the Information Management Strategic Vision and Policy Framework, which are being prepared under the Public Sector Reform Initiation Project (TT-0057). In addition, the project definition phase will take into account these requirements to ensure that these more complex projects are fully consistent with the e-government policy framework.

## 2. Institutional Strengthening/Knowledge Brokering ( US\$ 25 million)

- 3.6 A similar type of demand-driven fund would be established to finance technical assistance to line ministries to build human capacities and management skills in order to improve performance and service delivery and to facilitate their use of ICT. The fund would be designed to provide knowledge on best international practices and technical guidance in the areas of responsibility of line ministries and their respective state agencies. The fund would finance two modalities, through which ministries can build capacity of their staff via skills and knowledge transfer. These would include: (i) the contracting of expert practitioners from other countries to work with line ministries to provide technical, policy or management advice, as well as coaching and mentoring; and (ii) secondments of staff to other countries. In cases where a ministry has applied for a larger scale e-government application, it would be expected that foreign experts would also assist ministries with the evaluation of consultancy proposals and with the supervision and evaluation of the e-government consultancies. Moreover, the fund could be used for short term consultancies to assist them with the preparation of their proposals/applications for the e-government fund, as well as assisting them to understand more fully their specific needs regarding institutional strengthening to prepare their applications for the knowledge brokering fund.

Figure II. Fund Management proposal for Knowledge Brokering



- 3.7 Line ministries would present applications for access to the fund. The application would specify a project for which the assistance is needed and define specific

outputs and outcomes, which the assistance provided by the fund would help to realize. The applications would be evaluated based on a series of eligibility criteria and selection criteria. These still need to be finalized, but would include criteria such as the plan for knowledge transfer, alignment with the respective ministry's role in Vision 2020 or the ministry's own strategic and operational mandate, and expected benefits. It is proposed that applications would be selected on a first-come first-served basis, and the evaluation and selection process be conducted jointly by the PEU with support from the Public Sector Transformation division in the MPAI.

### **C. Cost and Financing**

- 3.8 It has been estimated that the program would total US\$32 million with a loan amount of US\$ 28.6 million. US\$19 million of the program funds would be for the e-government fund, US\$ 9 million for the Knowledge Brokering fund, and the remainder for program administration. A final determination of the financial dimensions of each the funds would be conducted through an assessment of effective demand based on a survey of line ministries combined with an assessment of administrative and supervisory capacities.

**Table 1**  
**Cost Table (US\$ Millions)**

<b>Area</b>	<b>IDB</b>	<b>Counterpart</b>	<b>Total</b>
E-government	17.8	1.2	19
Institutional Strengthening	7.8	1.2	9
Administration, Including Monitoring and Evaluation		4	4
<b>Total</b>	<b>25.6</b>	<b>6.4</b>	<b>32</b>

## **IV. EXECUTION OF THE PROGRAM**

### **A. Borrower and executing agency**

- 4.1 The borrower would be the Government of the Republic of Trinidad and Tobago. The executing agency would be the Ministry of Public Administration and Information .

### **B. Execution and administration of the project**

- 4.2 The MPAI would establish the PEU to administrate the program. The PEU would be responsible for the administrative functions of the program as well as for its technical supervision. The technical supervision of the design consultancies and the implementation of the specific projects would be shared with the Line

Ministries for which they are being conducted. In addition, the PEU would provide advice to Line Ministries for the preparation of their proposals. With these technical requirements, the PEU will need to have staff that have expertise in information and communications technologies as well as public service reform. This technical expertise is likely to be required to come from outside of the MPAI. In addition, to help ensure effective management of e-government solution projects, the program would also finance project managers at the ministerial level.

- 4.3 To help ensure the agility and responsiveness of the funds, procurement and contracting would be done through a Special Purpose Company (SPC). SPC's can conduct the contracting process in a more accelerated manner, as they do not need to go through the Central Tenders Board and the Chief State Solicitor's office. The Bank will review the consistency of the SPC's contracting procedures with Bank procurement policy. The selection of the bids, however, would be done by the PEU with the respective line ministry.

**C. Execution and disbursement time**

- 4.3 It is expected that the execution time for the program would be five years, with a disbursement period of 66 months.

**D. Monitoring and evaluation**

- 4.4 Output and outcome indicators for specific projects financed by the funds would also be defined as part of their preparation and design. Given that it is not known a priori which projects will be supported by the Program, the Program's overall outcome indicators will be linked to specific projects where the baseline will be defined during the project definition phase. (See attached Log Frame.) Moreover, there is an absence of available global indicators, except in a few areas such as e-government readiness and usage, to measure the overall impact of the Program. The PEU would monitor the Program's advancement on a continuous basis, while two independent evaluations of the Program would be conducted, one at mid-term and the other at the termination of the Program.

**V. DEVELOPMENT IMPACT**

**A. Benefits and results**

- 5.1 The primary benefits of the program will be in terms of the increased efficiency and effectiveness of public services. Both funds will have this as the objective, but it will be more straightforward to measure the impacts of the e-government fund, as it will be difficult to attribute improved service delivery from knowledge brokering. These benefits will be measured in terms of both external and internal efficiency of the participating line ministry or state agency. Indicators of external efficiency could include time savings and lower costs for users of public services,

while internal efficiency could be measured, by reductions in internal processing times and operational cost reductions.

**B. Social and Environmental Impact**

- 5.2 In terms of social impact, the program should have a positive impact, as e-government applications and institutional strengthening for social services should result in better and less costly social services provided by line ministries and their respective state agencies. However, one cannot predict a priori how many social service ministries or agencies will participate in the program. This will depend on whether they apply to participate and on the quality of their applications. Similarly, the project could have a positive environmental impact if agencies responsible for environmental and natural resource management participate in the program. For other projects, the program should have a neutral environmental impact, as the program will affect only the operational processes of government ministries and state agencies.
- 5.3 The Committee on Environmental and Social Impact (CESI) in meeting 11-06 found that the program did not require any additional assessment in these areas.

**VI. ISSUES**

- 6.1 **Project Executing Unit.** The PEU plays an important role in every stage of the Program. As a result the success of the Program will depend importantly on having a capable and committed PEU with sufficient resources to assume its responsibilities. Given that much of their tasks (project evaluation, drafting of Terms of Reference, identification of qualified specialized consultants and firms, evaluation of consultant proposals and supervision) require technical expertise in the specific areas that the Program will support, the PEU will require staff with this technical expertise, and not only administrative skills. It is expected that an appropriate staffing of the PEU would be a condition precedent for the first disbursement.
- 6.2 **Sourcing of Consultants.** The program will require an intensive use of consultants across a broad range of topics. This will require an efficient mechanism to identify qualified individuals and firms. As such, authorities will begin to develop a roster of consultants during the project preparation phase. Moreover, authorities will need to broaden their efforts to identify consultants. This could include access to the IDB roster of consultants, and in addition to Development Business, access to other websites for development experts. Moreover, for expert practitioners to work under the Knowledge Brokering Fund, the PEU and the respective line ministry, with Bank assistance, will need to establish contacts with counterparts in other countries.

## **VII. STATUS**

- 7.1 A consultant has been contracted to conduct an evaluation of effective demand for the two funds, and to prepare operating regulations for each of them. This work should be completed by the end of mid-April, 2006. In addition, a project coordinator has been contracted for the MPAI who will be involved in the project design and preparation on a full-time basis. It is expected that a Project Document could be prepared for Board consideration by July, 2006.

## LOGICAL FRAMEWORK

### E-GOVERNMENT AND KNOWLEDGE BROKERING PROGRAM (TT-0056)

OBJECTIVES	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>GOAL.</b> Improve the effectiveness, efficiency and transparency of public services by beneficiary agencies.	Increase in the effectiveness, efficiency or transparency relation to baseline determined when projects are defined. Percentage of citizens satisfied with government services. (Baseline 15%)	Consultant design reports. Project completion reports. Mid-term and final evaluation. Annual survey of citizens regarding public services.	Line Ministries and state agencies are committed and willing to take steps necessary to change behavior to improve the provision of their services.
<b>PURPOSE</b> (i) Greater and more effective use of ICT by beneficiary agencies.  (ii) Institutional capacity of beneficiary agencies enhanced	<ul style="list-style-type: none"> <li>• X% of government ministries are delivering services on line. (Baseline 1 ministry)</li> <li>• Increase in ranking of country in World Economic Forum e-government readiness and usage indicators. Baseline 78<sup>th</sup> and 70<sup>th</sup> of 102 countries (2004).</li> <li>• Qualifications of staff and ability to provide services improved.</li> </ul>	<p>Surveys conducted by the ICT division of the Ministry of Public Administration and Information</p> <p>World Economic Forum Global Information Technology Report.</p> <p>Project completion reports of international experts that includes assessment of staff. Survey of Permanent Secretaries in participating agencies.</p>	Line Ministries and state agencies are committed and willing to take steps necessary to change behavior to improve the provision of their services.
<b>OUTPUTS /COMPONENTS</b> <b>Component1.</b> Financing of e-government projects proposed by line ministries and state agencies	10 Projects selected 8 projects selected. Year 2 8 selected Year 3 4 selected Year 4.. (Pending final results of effective demand study).	Project Applications, Program Documents Program management information and monitoring system.	Sufficient effective demand from line ministries and state agencies.
<b>Component 2.</b> Financing of institutional strengthening projects to build capacity in line ministries and state agencies.	6 projects selected. Year 1. 8 projects selected. Year 2. 8 projects selected. Year 3 8 projects selected. Year 4. (Pending final results of effective demand study.)	Project Applications, Program Documents Program management information and monitoring system.	Sufficient effective demand from line ministries and state agencies.
<b>ACTIVITIES</b> <b>Component 1</b> <ul style="list-style-type: none"> <li>• Promotion;</li> <li>• Evaluation and selection of projects.</li> </ul>	<ul style="list-style-type: none"> <li>• 4 workshop and preparation and distribution of promotional material. (by month 2 and year 2.) Assistance to line ministries in preparation of proposals as needed. Development of ICT plans in 4 ministries, by month 4.</li> <li>• Presentation of proposals by line ministries and state agencies and conduct of evaluation and Project Executing Unit (PEU) and selection by Selection Committee for larger</li> </ul>	<ul style="list-style-type: none"> <li>• Program documents.</li> <li>• Program documents, program management information system.</li> <li>• Program documents</li> </ul>	<ul style="list-style-type: none"> <li>• Timely presentation of projects.</li> <li>• Timely contracting of consultants and other goods and services for execution of projects.</li> <li>• Timely provision of counterpart financing</li> <li>• The PEU has the technical and operational skills to effectively administrate and supervise the program.</li> </ul>

<ul style="list-style-type: none"> <li>• Preparation of TORs of Design Consultancies</li> <li>• Contracting, financing and execution of consultancy.</li> <li>• Contracting, financing and execution of project implementation.</li> <li>• Supervision of consultancy and provision of goods.</li> <li>• Evaluation of project</li> <li>• Evaluation of component</li> </ul>	<p>projects. (On-going basis during life of program).</p> <ul style="list-style-type: none"> <li>• Terms of Reference for activities, and signed contracts and agreements (Ongoing basis during life of project)</li> <li>• Amount of financing provided and activities supported (type, cost and timing.)</li> <li>• Amount of financing provided and activities supported.</li> <li>• On-going supervision by line ministry, regular site visits by PEU.</li> <li>• Evaluations done for each project.</li> <li>• Mid-term and final evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Program management information system.</li> <li>• Program management information system</li> <li>• Supervision reports</li> <li>• Project completion reports.</li> <li>• Mid-term and final evaluation reports.</li> </ul>	
<p><b>Component 2.</b></p> <ul style="list-style-type: none"> <li>• Promotion;</li> <li>• Evaluation and selection of projects.</li> <li>• Preparation of TORs, contracting of experts or arrangement of secondments.</li> <li>• Financing and execution of projects.</li> <li>• Supervision of consultancy</li> <li>• Evaluation of Projects</li> <li>• Evaluation of Component</li> </ul>	<ul style="list-style-type: none"> <li>• 4 workshop and preparation and distribution of promotional material. (by month 2 and year 2.) Assistance in preparation of proposals, including needs assessments as needed.</li> <li>• Presentation of proposals by line ministries and state agencies and conduct of evaluation and selection by Project Executing Unit (PEU). (On-going basis during life of project).</li> <li>• Terms of Reference for activities, and signed contracts and agreements (Ongoing basis during life of project)</li> <li>• Amount of financing provided and activities supported (type, cost and timing.)</li> <li>• Ongoing supervision of implementation by line Ministry or state agency and on-site supervision by PEU.</li> <li>• Evaluations done for each project.</li> <li>• Mid-term and final evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Program documents.</li> <li>• Program documents, program management information system.</li> <li>• Program documents</li> <li>• Program management information system.</li> <li>• Program management information system</li> <li>• Project completion reports</li> <li>• Mid-term and final evaluation reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely presentation of projects.</li> <li>• Timely contracting of consultants and other goods and services for execution of projects.</li> <li>• Timely provision of counterpart financing</li> <li>• PEU has the technical and operation skills require to effectively administrate and supervise the program.</li> </ul>