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HAITI

NEW TECHNOLOGIES AND GOVERNMENT TRANSFORMATION IN HAITI

(HA-T1122)

PLAN OF OPERATIONS

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ABBREVIATIONS

ICF/ICS	Institutional Capacity of the State Division
SOF	Special Operations Fund
LAC	Latin America and the Caribbean
TC	Technical Cooperation
ICT	Information and Communication Technologies
PPM	Programming and Portfolio Memorandum

**NEW TECHNOLOGIES FOR GOVERNMENT TRANSFORMATION IN HAITI
(HA-T1122)**

Beneficiary:	Haiti
Team Leader/ Project Team:	Silvana Rubino-Hallman (ICF/ICS), Team Leader; Gary Olius (ICS/CHA); Dana King (ICF/ICS); Valeria Wedolowski (ICF/ICS) and Rosina de Souza (LEG/SGO)
Executing Agency:	Presidential Commission for Information and Communication Technologies (Groupe de Travail sur les Technologies de l'Information et de la Communication (GTIC)
Target Beneficiaries:	The Government and the People of Haiti
Financing:	IDB: Nonreimbursable net resources from the Fund for Special Operations US\$ 150,000 (FSO): Local counterpart: US\$ 0 Total: US\$ 150,000
Objectives:	Contribute to the consolidation of the work of the GTIC in identifying and harnessing the potential of new technologies for government transformation in Haiti
Execution timetable:	Execution: 11 months Disbursement: 15 months
Special Contractual Conditions:	None
Exception to Bank policies:	None
Environmental and Social Review:	The present program will have no effect over the environmental conditions in the region; with base on the ESR's Safeguard Screening Form this project has been classified as category "C".
Cooperation with other agencies:	N/A

I. BACKGROUND AND JUSTIFICATION

- 1.1 The potential of new technologies for government transformation is no longer discussed as a possibility but observed as a reality in many countries around the world. Over the last two decades governments have invested in information and communication technologies to improve the efficiency of public sector processes and the quality of government services delivery. From the initial basic use of a webpage to post information about a Ministry or to provide all the necessary forms, we have moved to the completion of full government transactions online and the elimination of paper, improving the quality of government services and lowering transaction costs for the private sector and the individual citizen.
- 1.2 New technologies open more opportunities and not just to countries with resources to spare. The explosion of mobile devices present exciting opportunities to finally bridge the digital divide and have enormous potential as government services' delivery channels. Lower prices make new technologies more accessible and technological advances allow for more flexibility, inter agency collaboration and increased security.
- 1.3 In small countries with as many challenges as Haiti faces, it is common to find opposing voices to initiatives that seem more apt for rich economies. The argument often is that there are other priorities in critical sectors such as health and education that need to be considered before investing in new technologies. However, the opposite is true: investing in new technologies in general but especially in the public sector, not only increases private sector competitiveness, creates better conditions for economic growth, permits the institutionalization of transparency and strengthens democracy, but it definitively contributes to improving citizens' quality of life and a country's development in the knowledge society.
- 1.4 Maximizing the impact of new technologies government transformation is not a luxury but a necessity for good government, one that is transparent and efficient in the management of its resources, effective in the articulation of citizens demands and in the delivery of high quality government services, and accessible to all.
- 1.5 The Government of Haiti has shown a sign of such awareness by establishing, early in January 2009, parallel to a Competitiveness and an Education group, a 21 member ICT Work Group (the GTIC). GTIC's mandate is: (i) to develop a strategic plan for ICT in Haiti; and (ii) to clearly indicate to the Government of Haiti (GOH) guidelines and recommendations on urgent sector issues, especially in respect of E-Government as a support to GOH's current efforts to both increase the quantity and improve the quality of services to the population nationwide.
- 1.6 This operation is consistent with Bank strategy for the country. In the Programming and Portfolio Memorandum (PPM) for 2010, improving the Government of Haiti's governance and institutional capacity and improving basic services are highlighted as

main objectives¹. This technical cooperation will contribute to the realization of these objectives through three main activities: developing a strategic plan of action and the implementation of an integrated technology platform, supporting activities for the conception of the necessary legal framework to support the use of information and communication technologies (ICT) in government and pilot project activities with the Université d'Etat d'Haiti on ICT utilization to improve delivery of government services. Efforts will be made during TC implementation to coordinate with other donors working on these issues².

II. THE PROGRAM

A. Objectives

- 2.1 The TC will contribute to consolidate the work of the GTIC in identifying and harnessing the potential of new technologies for government transformation in Haiti, by supporting the development of a strategic plan of action to implement an integrated technology platform for the Haiti government; identifying actions needed and preparing the groundwork for creating the necessary legal framework to fully realize the benefits of new technologies in the transformation of the public sector, and demonstrating the potential of mobile technology as a channel to improve government services delivery.

B. Description

- 2.2 The Technical Cooperation will be implemented through the following components:

Component 1 - Strategic Action Plan for the Design and Implementation of an Integrated Technology Platform in Government

- 2.3 This component will support the design of a comprehensive strategy and action plan for implementing an integrated technology platform for the Haitian government, to: (i) improve the effectiveness and security of internal government processes, public resources management and communication within government organizations; (ii) institutionalize transparency in government processes and services; (iii) provide a solid foundation to decentralization efforts; and (iv) allow for the prompt delivery of quality government services anywhere in the country or the world.
- 2.4 Activities will include: (i) diagnostic of current situation on the use of technology in the Haitian public sector, establishing a baseline to measure impact; (ii) assessment of infrastructure needs for a core technology platform and connectivity to all 10 departments and 140 municipal governments; (iii) assessment of resources needs for implementing

1 PPM 2010, pages 10-11.

2 At this time, the project team is aware of the following activities that the GTIC is implementing with other donors' support: an analysis of the Estonian government's advances in the use of ICT supported by FOKAL and the Estonian government, and an initiative on the preparation of the legal framework for the use of ICT in government, supported by the UNDP. Other initiatives, future and/or presently under implementation will be catalogued during TC implementation.

and managing this platform; (iv) description of the recommended institutional framework to manage the implementation of this strategic plan and development of a business plan³ to implement this platform; and (v) organization of a workshop to discuss best practices and collect feedback on the proposal. An additional intervention will be also financed under this component: the preparation of pilot design of infrastructure and applications' needs to support the modernization of the Cadastre, that could be implemented as a pilot project before or immediately after funding is secured for the implementation of the integrated technology platform.

- 2.5 The team in charge of implementing this component will include international and national consultants, personnel from government entities, and members of the GTIC. Additionally the development of this component will entail the organization of workshops to involve relevant actors in government and in the private sector, as well as to discuss best practices at the regional and international level.

Component 2 - Study of the Legal Framework Required to Fully Incorporate New Technologies to Government Processes and Service Delivery:

- 2.6 The objective of this component is to analyze legal and normative needs to implement the strategic action plan. Activities will include: (i) review of the current laws and regulations to identify potential obstacles to the implementation of online services and the transmission of information online; (ii) review existing legislation in other countries to identify best practices and provide input for legal reform in Haiti; (iii) organization of workshops with legislators to discuss proposed action⁴; and (iv) design of a communications strategy to accompany a legal reform initiative that especially contemplates outreach activities that involve Haitian citizens.

Component 3 - Impact of Mobile Technology for Government Services Delivery (pilot project):

- 2.7 Under this component and in collaboration with the applied sciences faculty of the Université de l'Etat Haitien (UEH) and other national and international higher education institutions and universities this TC will design a pilot project to illustrate the potential impact of mobile devices as channels for effective government services delivery.⁵ Activities in this component will include: (i) identification of a high impact government service to be used as part of the pilot, and assessment of needs for its implementation; (ii) organization of a workshop with representatives from NGOs and civil society to identify additional potential services and to develop awareness and buy-in among citizens; (iii) identification of indicators to provide a baseline for impact analysis;

3 This business plan will include integrated platform design, strategic applications, estimated costs (both to roll the platform and maintenance costs), human resources needs, cronogram for implementation, expected risks and potential impact. An RFP for the overall platform and for a pilot project will also be included.

4 A current proposal is already in circulation and will be used as a starting point for this component.

5 During the Identification Mission the team leader met with UEH authorities and faculty who expressed their interest and commitment to participate in this component. Contact with other higher institutions and universities will be sought during the initial execution phase of this TC.

(iv) development of a beta version of the application; (v) roll out of trial implementation and collection of performance measures to analyze impact.

III. COST AND FINANCING

- 3.1 The cost of the program has been estimated at US\$150,000, which the Bank will finance in its entirety on a non-reimbursable basis from the net resources of the Fund for Special Operations.

Table III-1: Table of Costs (in US\$)

COMPONENTS AND PRODUCTS	Bank	Local Counterpart	Total
Component I: Strategic Action Plan & Integrated Technology Platform	70,000	0	70,000
Component II: Study of Legal Framework for E-Government	25,000	0	25,000
Component III: Identification of a Mobile Government Pilot Project	25,000	0	25,000
Administration and Contingencies	24,000	0	24,000
Auditing	6,000	0	6,000
TOTAL	150,000	0	150,000

- 1.7 **Sustainability:** The sustainability of the work implemented with this TC will be secured through: (i) workshops and bilateral meetings with relevant stakeholders during the execution phase, to keep them informed on this TC's findings and secure buy-in for implementation; (ii) continuous contact and coordination with other donors' involved in projects with main ICT components; and (iii) exploring the possibility of additional resources to implement both the integrated technology platform and the pilot project developed in Component 3.

IV. PROGRAM EXECUTION

1. Executing agency

- 4.1 This TC will be executed by the Presidential Commission for Information and Communication Technologies (Groupe de Travail sur les Technologies de l'Information et de la Communication (GTIC), in close coordination with the Bank.
- 4.2 GTIC will be responsible for selection and contracting of consultants hired with TC resources, in accordance with Bank's policies and procedures.

2. Execution mechanism

- 4.3 Execution will be undertaken by the GTIC. A Program Coordinator will be hired during the first six months of execution to monitor and implement the process of selection and hiring of international and national consultants and to guarantee delivery of the principal products of this TC. At least two GTIC members and staff will have full time dedication to TC implementation. Additionally, a national consultant paid with TC resources will coordinate TC execution.

3. Program implementation readiness

- 4.4 The team leader has worked closely with GTIC authorities and staff since August 2009, both in the TC's design and in the preparation of this TC's execution. Identification of consultants began upon receiving non-objection on the availability of FOE funds and will continue through December, 2009. Most of the national consultant candidates have been identified. We expect GTIC will proceed to hire consultants in January 2010 in order to begin implementation in earnest at the end of January 2010. A Bank mission is expected to take place around mid-January to support this work by the GTIC.

4. Execution and disbursement period

- 4.5 The Bank's Country Office in Haiti (CCB/CHA) will be responsible for disbursements, in close coordination with the Team Leader (ICF/ICS) and ICS' specialist in Haiti. The Program will have an execution and disbursement period of 11 and 15 months, respectively, from the date of signature of the Technical Cooperation agreement.

5. Procurement

- 4.6 Selection and contracting of consultants will be carried out following the provisions of GN-2350-7 ("Policies for the Selection and Contracting of Consultants") of July 2006..

V. MONITORING AND EVALUATION

A. Monitoring

- 5.1 The executing agency will be responsible for monitoring and evaluating the progress of the Program, and a detailed schedule of activities and the intermediate and final product of each consultancy will be provided to the Bank. Bank standard procedures for auditing and funds administration will be followed. Once a minimum of 80% of Program resources are committed, the GTIC will prepare a final report in which it will analyze the achieved results; appropriate corrective measures will be taken if deemed necessary.

B. Technical and basic responsibility

- 5.2 The Institutional Capacity of the State Division (ICF/ICS) will have technical and basic responsibility, including supervision of the progress of the TC, based on the agreed detailed work plan, and deliverables provided by GTIC.

VI. PROGRAM BENEFITS AND RISKS

- 6.1 **Program benefits:** Expected outputs of this Technical Cooperation are: (i) a strategic plan for the use of new technologies in the Haiti government; (ii) a study on legislation initiatives required in order to maximize the use of ICT in government; and (iii) a business plan to employ mobile devices as channels for government services delivery. For the Bank, it is expected that concrete actions will be identified during this Program oriented towards defining ways in which the Bank can further support Haiti with technical assistance and funding as they implement these transformation initiatives.

- 6.2 **Risks.** The success of this technical cooperation relies on the continuation of the GTIC's work in Haiti and the degree of commitment of key decision-makers in the Haitian government to make an effective use of the program's findings and implement its recommendations. The success of this TC also relies on the proper coordination with other donors' activities in this area or work. To mitigate this risk, the project team leader and the executing agency will implement a series of workshops and bilateral meetings during which decision-makers are expected to be engaged and thus a feeling of ownership will be developed.
- 6.3 Additionally, the executing agency will prepare a report in Excel format enumerating all projects under implementation directly or indirectly related to the use of technology in the public sector, with specific information about the project's scope, amount of resources, donor (if applicable), agency/ies in which the project is being implemented, initial date and expected date of completion, and list of activities implemented and planned. This report will be maintained by the executing agency up to date for the duration of this operation's execution and available to the project team leader and will serve as a tool to coordinate actions. It is expected that after execution is completed, this report will still be updated and will serve as a repository of information to be used in future initiatives. Bilateral or multilateral meetings with other donors working on related initiatives will take place, with the participation of the project team leader throughout the execution (whether in person or using video and Web conference, as needed).

VII. ENVIRONMENTAL AND SOCIAL IMPACT

- 7.1 Given the nature of the program involving institutional strengthening activities, no social or environmental issues are foreseen. Based on the afore-mentioned, and according to the Environment and Safeguards Compliance Policy, the operation has been classified as "C".

VIII. CERTIFICATION

- 8.1 The Grants and Cofinancing Management Unit (VPC/GCM) certifies that US\$150,000 from the net income of the Fund for Special Operations (FSO) are available for the financing of the proposed program budget of the current Plan of Operations.

(Original Signed)

December 8, 2009

Marguerite S. Berger
Chief
Grants and Cofinancing Management Unit
VPC/GCM

Date

IX. APPROVAL

(Original Signed)

December 10, 2009

Xavier Comas
Chief
ICF/ICS

Date

ANNEX I

Detailed Budget

COMPONENTS AND PRODUCTS	Bank	Counterpart	Total
Component I: Strategic Action Plan & Integrated Technology Platform			
Diagnostic Update and Assessment Needs			
<i>National Consultant Fees - \$ 200 x 60 days</i>	\$12,000	\$0	\$12,000
Design Proposed Integrated Technology Platform			
<i>International Consultant Fees - \$ 500 x 35 days</i>	\$17,500	\$0	\$17,500
<i>Travel costs and perdiem</i>	\$ 6,500	\$0	\$ 6,500
<i>National Consultant - Fees - \$ 200 x 70 days</i>	\$14,000	\$0	\$14,000
Workshop to present plan			
<i>Workshop organization and materials</i>	\$12,000	\$0	\$12,000
<i>Participation invited speakers (travel and perdiem)</i>	\$ 8,000	\$0	\$ 8,000
Subtotal	\$70,000	\$0	\$70,000
Component II: Study of Legal Framework for E-Government			
Legislation Review			
<i>International Consultant Fees - \$ 500 x 20 days</i>	\$10,000	\$0	\$10,000
Design Communication Strategy			
<i>National Consultants (2) - Fees - \$ 200 x 25 days x 2</i>	\$10,000	\$0	\$10,000
Workshops with Legislators			
<i>Workshop organization and materials</i>	\$5,000	\$0	\$5,000
Subtotal	\$25,000	\$0	\$25,000
Component III: Identification of a Mobile Government Pilot Project			
Identification Service and Pilot Project Design			
<i>National Consultant Fees - \$ 200 x 30 days</i>	\$6,000	\$0	\$6,000
<i>Junior Consultants (3)- Fees - \$ 150 x 30 days x 3</i>	\$13,500	\$0	\$13,500
Workshop Identification of Potential Additional Services			
<i>Workshop and Materials</i>	\$5,500	\$0	\$5,500
Subtotal	\$25,000	\$0	\$25,000
Administration, Contingencies and Auditing			
Project Execution Coordination			
<i>National Senior Consultant Fees - \$ 200 x 100 days</i>	\$20,000	\$0	\$20,000
Contingencies	\$2,000	\$0	\$2,000
Auditing	\$4,000		\$4,000
Subtotal	\$30,000	\$0	\$30,000
TOTAL	\$150,000	\$0	\$150,000

ANNEX II

PROCUREMENT PLAN

Project Number HA-T1122

Period included in this Procurement Plan: From December 2009 until December 2011

Reference Number ¹	Category and Description of the Procurement Contract	Estimated Cost of the Procurement (US\$)	Procurement Method ²	Review (ExAnte or Expost)	Funding Source and Percentage		Preliminary ³ (Yes/No)	Estimated Dates		Status ⁴ (Pending, in process, assigned, cancelled)	Comments
					IDB %	Local / Other %		Publication Specific Announcement about the Acquisition	Contract Termination		
	I. Goods: N/A										
	II. Public works: N/A										

¹ If there are a number of similar individual contracts to be executed in different places or at different times, these can be grouped together under a single heading, with an explanation in the comments column, indicating the average of individual amount and the period during which the contracts would be executed. For example: an education project that includes school construction might include an item labeled "School Construction" for an estimated cost of US\$20 million and an explanation under the Comments column such as this: "This item encompasses some 200 contracts for school construction averaging US\$100,000 each, to be awarded individually by the participating municipal governments over a three-year period between January 2006 and December 2008."

² **Goods and Works:** **ICB:** International competitive bidding; **LIB:** limited international bidding; **NCB:** national competitive bidding; **PC:** price comparison; **DC:** direct contracting; **FA:** force account; **PSA:** Procurement through specialized agencies; **PAs:** Procurement agents; **IA:** Inspection agents; **PLFI:** Procurement in loans to financial intermediaries; **BOO/BOT/BOOT:** Build, own, operate/build, operate, transfer/build, own, operate, transfer; **PBP:** Performance-based procurement; **PLGB:** Procurement under loans guaranteed by the Bank; **PCP:** Community participation procurement; **Consulting Firms:** **QCBS:** Quality- and cost-based selection; **QBS:** Quality-based selection; **FBS:** Selection under a fixed budget; **LCS:** Least-cost selection; **CQS:** Selection based on the consultants' qualifications; **SSS:** Single-source selection; **Individual Consultants:** **QCNI:** Selection based on comparison of qualifications of national individual consultants; **QCII:** Selection based on comparison of qualifications of international individual consultants.

³ Applicable only to Goods and Works in case the new Policies apply. In the case of previous Policies, it is applicable to Goods, Works and Consulting Services.

⁴ Column "Status" will be used for retroactive procurement and when updating the procurement plan.

Reference Number ¹	Category and Description of the Procurement Contract	Estimated Cost of the Procurement (US\$)	Procurement Method ²	Review (ExAnte or Expost)	Funding Source and Percentage		Preliminary ³ (Yes/No)	Estimated Dates		Status ⁴ (Pending, in process, assigned, cancelled)	Comments
					IDB %	Local / Other %		Publication Specific Announcement about the Acquisition	Contract Termination		
	III. Services Other than Consulting										
1	Administrative Expenses (includes travel, per diem and lodging expenses for consultants)	\$6,500	PC	ExAnte	100%	0%	No	N/A	December 2010	Pending	
2	Logistic expenses associated to the organization of the workshops in Components 1, 2 and 3	\$17,500	PC	ExAnte	100%	0%	No	N/A	December 2010	Pending	
3	Travel, per diem and lodging for workshops' participants	\$8,000	PC	ExAnte	100%	0%	No	N/A	December 2010	Pending	
4	Printing Project Final Publication	\$1,000	PC	ExAnte	100%	0%	No	N/A	December 2010	Pending	
	IV. Consulting Services										
1	Design Proposed Integrated Technology Platform	\$17,500	QCII	ExAnte	100%	0%	No	N/A	December 2010	Pending	
2	Legislative Review	\$10,000	QCII	ExAnte	100%	0%	No	N/A	December 2010	Pending	
3	Diagnostic Update, Assessment Needs and Integrated Technology Platform Design Design	\$26,000	QCNI	ExAnte	100%	0%	No	N/A	December 2010	Pending	
4	Communication Strategy	\$10,000	QCNI	ExAnte	100%	0%	No	N/A	December 2010	Pending	
5	Pilot Project Design	\$19,500	QCNI	ExAnte	100%	0%	No	N/A	December 2010	Pending	

Reference Number ¹	Category and Description of the Procurement Contract	Estimated Cost of the Procurement (US\$)	Procurement Method ²	Review (ExAnte or Expost)	Funding Source and Percentage		Preliminary ³ (Yes/No)	Estimated Dates		Status ⁴ (Pending, in process, assigned, cancelled)	Comments
					IDB %	Local / Other %		Publication Specific Announcement about the Acquisition	Contract Termination		
6	Organization and preparation of materials from Regional and Subregional workshops	\$5,000	QCNI	ExAnte	100%	0%	No	N/A	December 2010	Pending	
7	Project Execution Coordination	\$24,000	QCNI	ExAnte	100%	0%	N	N/A	December 2010	Pending	
8	Auditing	\$5,000	FBS	ExAnte	100%	0%	No	N/A	December 2010	Pending	