



Empowered lives.
Resilient nations.

PROJECT DOCUMENT

Guyana

Project Title: ICT access and e-services for Hinterland, Poor and Remote Communities

Project Number: 00094518

Implementing Partner: Ministry of Public Telecommunications

Start Date: 1 Dec 2017

End Date: 30 Nov 2022

LPAC Meeting date: April 28 2017

Brief Description

Fostering sustainable development in the Hinterland regions is one of the core priority outcomes of Guyana's Low Carbon Development Strategy (LCDS). A key component in achieving such outcome is the provision of public services and information via the deployment and use of new Information and Communications Technologies (ICTs). The Government of Guyana, working closely with UNDP, has already completed a comprehensive baseline and needs assessment study for Hinterland, Poor and Remote Communities (HPRCs). The study, which included field visits and direct interaction with target communities, has provided deep insights on the core issues such communities are facing and suggested both technologies and business models that could help bring and sustain the services and information that these communities lack at this very moment. While ICTs play a central role in the process, the ultimate goal of the project is to enhance the sustainable human development of HPRCs while promoting the development of a national green economy.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
Equitable access to justice, protection, citizen security and safety reinforced

Indicative Output(s) with gender marker:
Level of public confidence in delivery of basic services, 2

Total resources required:	17,030,752	
Total resources allocated:	UNDP TRAC:	
	Donor:	
	Government:	17,030,752
	In-Kind:	
Unfunded:		

Agreed by Minister of Finance:


Hon. Winston Jordan, Minister

November 30, 2017

Agreed by Minister of Public Telecommunications:


Hon. Catherine Hughes, Minister

November 30, 2017

Agreed by UNDP:



Mikiko Tanaka, Resident Representative

November 30, 2017

Contents

I. Development Challenge	3
Context	3
Key Issues	5
II. Strategy.....	8
III. Results and Partnerships	10
IV. Project Management.....	14
V. Results Framework	16
VI. Monitoring And Evaluation	22
VII. Multi-Year Work Plan.....	25
VIII. Governance and Management Arrangements.....	30
IX. Legal Context.....	33
X. Risk Management	33
XI. ANNEXES	36

1. UNDP GUYANA Social, Environment and Fiduciary Safeguards and Standards for the Preparation and Implementation of GRIF-UNDP Projects
2. Project Quality Assurance Report
3. Social and Environmental Screening
4. Stakeholder Engagement
5. Risk Analysis
6. Capacity Assessment
7. Terms of Reference for Project Board and Project Team
8. Quick Wins Profile
9. Annual Work Plan – Year 1
10. Response to Key Stakeholder Inputs

I. DEVELOPMENT CHALLENGE

Context

Guyana's [Low Carbon Development Strategy](#) (LCDS), launched in 2009, can be seen as an early and visionary effort by the country to take prompt and innovative action to tackle sustainable development issues. Fertile ground was thus laid back then for the development of a comprehensive Green State Development Strategy which the Government of Guyana (GoG) has envisioned and is currently formulating.

An early benefit from the completion of the national LCDS was the partnership established between the GoG and Norway. This led to the creation of the [Guyana REDD+ Investment Fund](#) (GRIF), a multi-contributor trust fund furnishing innovative mechanisms to support action on the priority areas identified by the broader LCDS.¹ The United Nations [Sustainable Development Goals](#) (SDGs), endorsed by all UN member states in September 2015, serve as global corroboration of the pioneering efforts the GoG launched before the end of the last decade.

The LCDS has a core pillar aimed at promoting Hinterland and Amerindian development.² This development pillar in turn has four components: 1. Hinterland renewable energy promoting the use of solar and other renewable technologies; 2. The Amerindian Development Fund (ADF)³ which fosters local socio-economic development of such communities; 3. The Amerindian Land Titling project,⁴ and 4. This project which promotes the use of new Information and Communication Technologies (ICTs) to foster human development.

Modern ICTs started to diffuse on a global scale at a relatively fast pace in the mid-1990s. Today, 20 years later, 40% of the world's population uses the Internet,⁵ and close to two billion access social media platforms on a daily basis.⁶ Early in the new millennium, mobile technologies unexpectedly took off and diffused even faster than the Internet. Nowadays, 90% of the world's population is covered by a mobile network.⁷ However, ICT penetration in developing countries has been less than impressive as most of those who are not connected, roughly over 4 billion people, live in this group of countries.

Guyana has also benefited from the rapid development of modern ICTs. The country first hooked up to the global internet network in 1997. That same year, it also opened the first public site in Georgetown that offered free Internet access and ICT training to those living in the Capital city.⁸ By 2007, the number of mobile subscribers in the country was five times larger than that of Internet users. But Internet access started to take off soon thereafter. Today, close to 40% of all Guyanese are using the Internet,⁹ while mobile subscriptions have reached 80% penetration, according to some accounts.¹⁰ Figure 1 below depicts the historical evolution of both Internet and mobile diffusion in the country since 2000.

1 The latest version of the LCDS is from 2013: <http://www.lcds.gov.gy/index.php/the-lcds/207-low-carbon-development-strategy-update-march-2013/file>.

2 LCDS 2013, pg. 11.

3 http://www.guyanareddfund.org/index.php?option=com_content&view=article&id=98&Itemid=128.

4 http://www.gy.undp.org/content/guyana/en/home/operations/projects/environment_and_energy/amerindian-land-titling.html.

5 ITU, <http://www.itu.int/en/ITU-D/Statistics/Pages/facts/default.aspx>.

6 <https://zephoria.com/top-15-valuable-facebook-statistics/>.

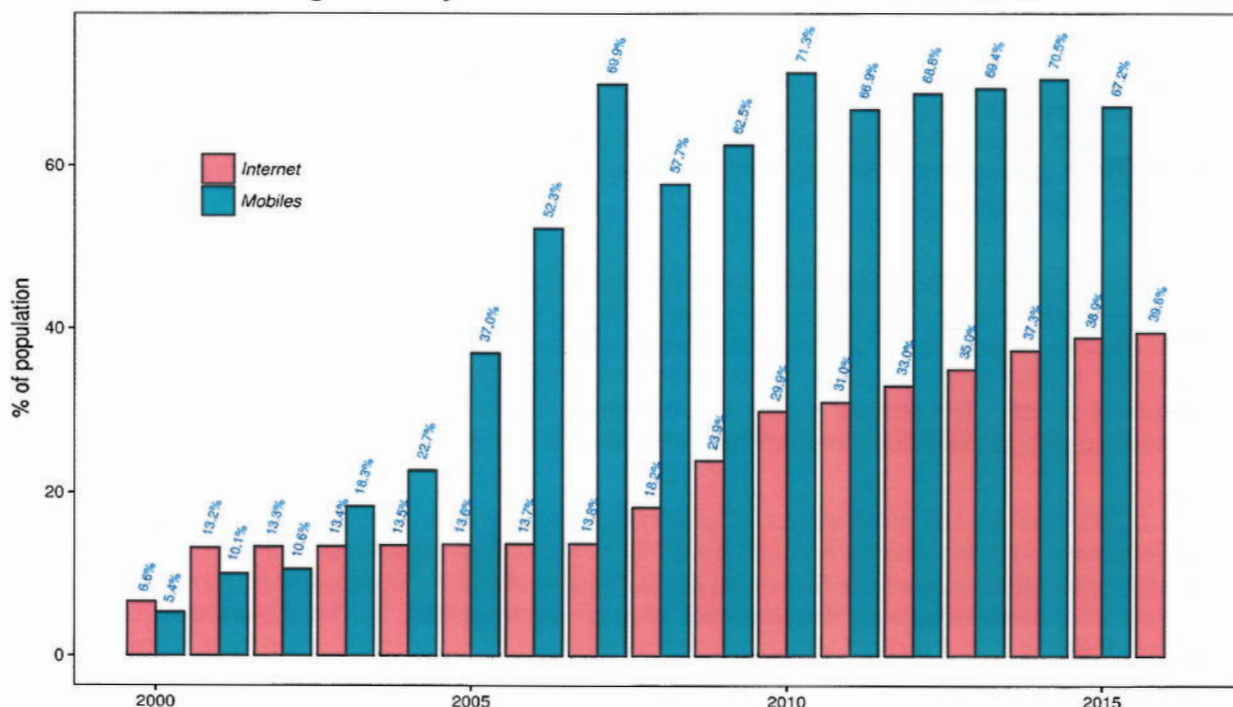
7 ITU, <http://www.itu.int/en/ITU-D/Statistics/Pages/facts/default.aspx>. Having access to a mobile network does not automatically imply Internet connectivity.

8 See annex 1 below for actual data and related charts.

9 Guyana is thus right on the global average.

10 <https://www.gsmaintelligence.com/>.

Figure 1: Guyana Internet and Mobile Diffusion: 2000 - 2016



Source: ITU, 2016

The use of ICTs in government, or e-government, emerged as a practice field at the end of the last century. Drawing from the early experiences of e-commerce, public administrations¹¹ started to develop e-government strategies to harness the potential benefits of ICTs. The core idea was to promote the efficiency and effectiveness of public administrations, as well as foster their transparency and accountability.

More recently, engaging citizens and stakeholders in policy and decision-making processes using new technologies, or e-participation, also became viable, and a key pillar to promote and strengthen democratic governance processes.¹² Recent evidence and research suggests that involving stakeholders in development decisions has a positive impact on development outputs and outcomes.

At the policy level, Guyana developed a national ICT for development strategy back in 2006.¹³ While the strategy was closely linked to both national development goals¹⁴ and poverty reduction strategies,¹⁵ implementation did not materialize in the short or medium term.¹⁶

¹¹ Initially in industrialized countries only.

¹² In fact, e-participation is on the parameters that UNDESA's e-government report measures at the national level. <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2016>.

¹³ <http://unpan1.un.org/intradoc/groups/public/documents/tasf/unpan024899.pdf>.

¹⁴ <http://www.guyana.org/NDS/NDS.htm>.

¹⁵ <http://documents.worldbank.org/curated/en/605091468771559168/Guyana-Poverty-Reduction-Strategy-Paper-PRSP-and-joint-assessment>.

¹⁶ Guyana has recently approved a new Telecommunications Act which calls for the creation of a *Universality Fund* that can be used to promote ICT access and service provision to underserved communities. See: [http://www.egov.gy/images/draft_telecoms/Telecommunications Act No. 18 of 2016.pdf](http://www.egov.gy/images/draft_telecoms/Telecommunications_Act_No._18_of_2016.pdf), part VII.

GoG sees ICT as a critical pillar that can improve the quality of life of all its citizens. In this light, a whole-of-government approach has been adopted to modernize the public sector through the strategic deployment of new technologies to foster the delivery of public services to all. GoG is explicitly targeting Hinterland, poor and remote (HPR) communities that could have the most to gain by having access to ICTs and critical government services. At the moment, the government is devising a national e-government strategy that is expected to be completed soon.¹⁷

GoG has already launched a series of ICT and e-government related initiatives which include, among others: One Laptop per Teacher initiative; ICT hubs in HPR regions; connectivity for key public buildings; Secondary Schools Connectivity Project; establishment of Centre of Excellence in Information Technology; and development an online platform called Tell Us to capture citizen feedback.¹⁸

Key Issues

While certainly not carbon neutral, recent research and data suggest that ICTs, if strategically deployed and used, can rapidly offset their own carbon footprint by helping to reduce emissions in other areas and sectors of the economy.¹⁹ In fact, both the LCDS and the SDGs make explicit reference to ICTs and their potential relevance to sustainable development²⁰ and agree on the fact that ICTs can indeed play a role in reducing overall carbon emissions.²¹

This is one of the core issues this project will address. From the inception, ICT deployments will support Guyana's Green State Development Strategy and systematically use renewable energy technologies and resources, as put forward by the LDGS.

As is the case with most developing countries, Guyana's Internet access and ICT use are still far from being universal or even reaching the majority of the population. Figure 2 below shows the evolution of both Internet and mobile penetration by number of people using these technologies.²²

17 GoG has also developed a vision and mission for e-government. See: <http://www.egov.gy/index.php/en/2016-10-11-17-46-33/about-us>.

18 A list of some of the projects being supported by GoG is here: <http://www.egov.gy/index.php/en/Site-Info/assets-2.html>.

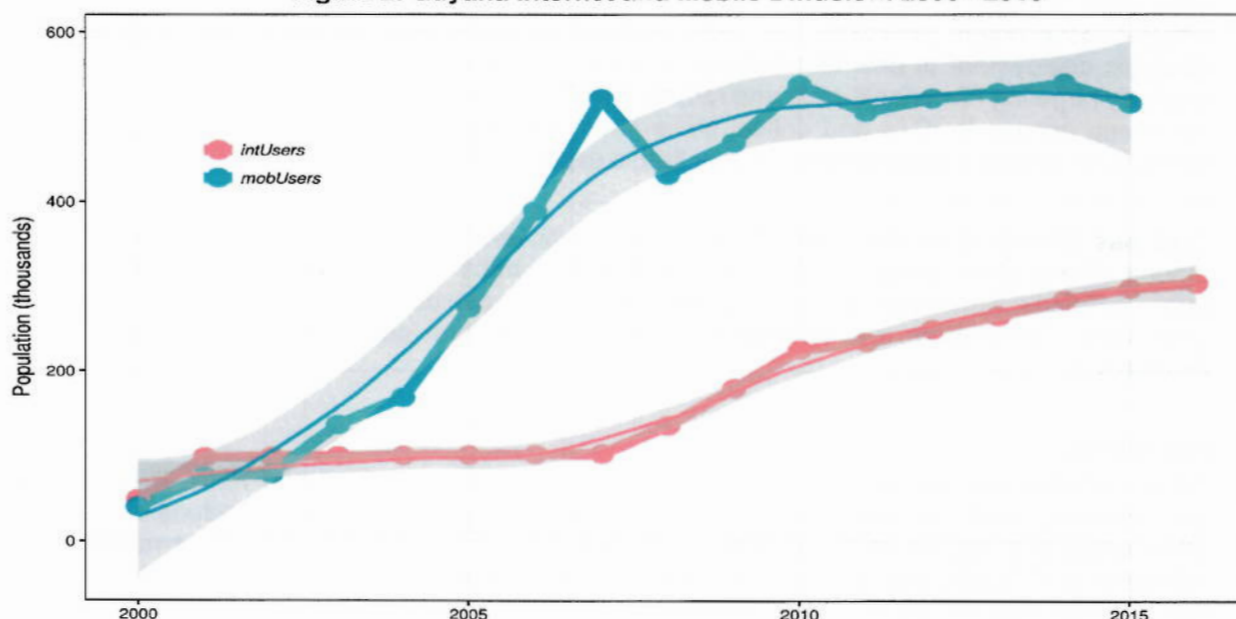
19 See the report by GeSI and Accenture on the subject, here: http://smarter2030.gesi.org/downloads/Full_report.pdf.

20 SDGs 4, 5, 9 and 17 have targets that either put ICT as a goal itself or see it as an enabler for other broader targets such as education, gender and innovation. <http://www.un.org/sustainabledevelopment/>.

21 For examples on how ICTs can contribute to the SDG see the Earth Institute/Erickson report here: <http://unsdsn.org/resources/publications/ict-and-sdgs/>.

22 Unfortunately, data disaggregated by gender is not available.

Figure 2: Guyana Internet and Mobile Diffusion: 2000 - 2016



Source: ITU, 2016

While poverty, access to electricity, literacy and education levels among others play a direct role here, Guyana faces a perhaps unique additional challenge: the existence of the Hinterland regions.

The Guyanese Hinterland, while sparsely populated, comprises almost 70% of the total area of the country and includes four of its ten administrative regions: Barima-Waini (region 1); Cuyuni-Mazaruni (region 7); Potaro-Siparuni (region 8); and Upper Takutu-Upper Essequibo (region 9), as show on the map on the right.²³



According to the 2012 national census, only 10.9% of the country's population lives in these regions. This translates into an average population density of 0.57 persons per square kilometer for the overall hinterland regions.²⁴ In addition, over 72% of the people living in the four regions that comprise the Hinterland are Amerindians.²⁵ Furthermore, the gender distribution of the population in the Hinterland regions indicates that only 47.5% is female, whereas in the Coastal regions women comprise 50.5% of the total population.²⁶

Needless to say, poor and remote populations are also part of the Hinterland regions. According to the 2016 UNDP Caribbean Human Development Report, 18.6% of Guyana's population lives in poverty and that ratio has been decreasing in the last few years.²⁷ Poverty is not by any means

23 Source: Wikipedia.

24 Calculations based on compendium 1 of the census, <http://www.statisticsguyana.gov.gy/download.php?file=93>. In contrast, the population density of region 4, where Georgetown is located, is over 100 persons per square kilometer. The 2012 Census also highlights the fact the Hinterland regions have in fact benefited from new immigration, contrary to all expectations.

25 Ibid.

26 See compendium 2 of the 2012 census.

27 See http://www.bb.undp.org/content/dam/barbados/docs/Publications/undp_bb_CHDR_2016.pdf?download.

limited to specific geographic regions but tends to be more pervasive in rural and remote areas. By the same token, remote areas or communities are not defined in terms of distance or location vis-a-vis urban or economic centres. Rather, remote areas are those that have little access to roads, communications, telecommunications and basic public services. They could thus be located not only in rural areas but also in large urban centres where such conditions exist and persist.²⁸

A baseline and needs assessment study commissioned by the government was recently finalized.²⁹ The study produced three reports: a baseline report, technical report, and an e-services readiness assessment report. The study entailed comprehensive field work and interviewed close to 150 stakeholders in HPR areas. Over 60% of those interviewed were women. However, the study did not find any significant differences between men and women in terms of access to ICTs and the potential use of e-services.

All in all, the report highlighted key issues and priorities that were directly identified by local communities. They include:

1. Limited access to electricity
2. Restricted access to basic public services
3. Negligible access to education and health resources
4. Threats to cultural identity of indigenous communities
5. Threats to traditional governance mechanisms in indigenous communities
6. Low access to ICTs in general and to the Internet and mobile/LTE networks in particular
7. Lack of ICT-related capacities in local communities³⁰

These are certainly key challenges that Hinterland, poor and remote Communities (HPRCs) face on a regular basis. But at the same time, they present opportunities where ICTs and renewable energy sources can make an important difference. Augmenting public service delivery via ICTs not only reduces marginal costs but also allows for enhanced scalability in terms of population coverage, as well as for easy replicability of initiatives across the various regions in the country. Digitizing public information sources and resources will end up empowering stakeholders and communities who could then engage more effectively with government counterparts in informed fashion. Syncing up ICT deployment with use of renewable energy resources in local communities can bring access to other services and appliances that require use of electricity.

While ICT investments in the public sector are indeed taking place, Guyana seems to be lagging when it comes to e-government for development.³¹ This is partly due to a policy and regulatory environment that it is still taking baby steps. The country has recently approved comprehensive telecommunications legislation. And while a national e-governance strategy is in process, an implementation roadmap that envisages short, medium and long term goals and targets remains to be developed.

Complementary policies, regulations and legislation also need to be addressed. Some of these are already in the works such as the Cybersecurity and Open Source Software policies.³² But others such as government interoperability policy, legislation on consumer and data protection, privacy, e-commerce and access to information and data, to name a few, need to be put in place in the medium

28 The baseline study has additional details on this categorization.

29 The baseline study was funded by the GoG and the recruitment process for the consultancy was conducted by the UNDP. The funds spent by the GoG are expected to be refunded under the GRIF framework as part of the project preparation activities needed to inform this project document and guide the design of the project.

30 The baseline report does not highlight the priority services that HPRCs would need to access in the first place.

31 Guyana is ranked 126 out of over 190 countries in the 2016 UN e-government report. See: <http://workspace.unpan.org/sites/Internet/Documents/UNPAN96407.pdf>.

32 The latter is being developed with support from MoPT.

term to ensure institutional sustainability. Furthermore, some of the existing policies, regulations and legislation will need to be revised to accommodate the advent of the digital economy.

Finally, while an initial e-readiness report highlighting the areas of e-learning, e-health and core e-government services was also recently completed, no baseline data on the status of ICT deployment within public institutions seems to be available.

Altogether, these issues can also be seen as opportunities the country has in this regard, especially now that the eGovernment Agency³³ is operating at almost full steam within the newly created Ministry of Public Telecommunications (MoPT). It is here where ICTs can make a crucial difference by bringing to HPRCs the services and information they need to promote local sustainable human development. And this demands strategic support from government and its partners to ensure that those sitting at the fringes of society are brought into the mainstream of society.

II. STRATEGY

The project, funded by the GRIF, will tackle the issues and challenges highlighted in the previous section by focusing on three pillars: 1. Policy development; 2. Access (to both ICTs and public services³⁴); and 3. Capacity development.

Policy development is essential as it in fact creates the institutional arrangements and rules that will ensure that e-government and related policies are sustainable in the medium and long term. While the eGovernment Agency is at the moment working on a national e-government strategy, it is of critical importance that the outcome of such effort becomes national policy and can be embedded on the relevant institutions. It is also essential that the e-government strategy clearly depicts *concrete* links to the other priority areas the LDCA has identified for Hinterland and Amerindian development. Furthermore, synergies with other relevant policies should also be explicitly established and addressed.

In this project access includes two distinct but closely interrelated elements: access to ICTs and access to public services via ICTs. The former is usually linked to the deployment of ICT infrastructure, including modern wired and wireless telecommunication networks, relevant hardware and software, and interactive networking platforms, among others. Connectivity is one of the prime factors here, and one that is closely connected to the *digital divide*. In general, the deployment of ICT infrastructure is agnostic when it comes to the potential content such infrastructure can carry or support.

For this project however the content running through the ICT pipes is also a critical component. Providing access to public services to HPRCs is indeed one of the core goals of this initiative, and one that will help enhance the human development of such communities and become active participants in democratic governance processes. While this access element also has some infrastructure, hardware and software requirements, the key issue here is the readiness of the public institutions to deliver services via ICTs. Such readiness also comprises policy, institutional, fiscal and human capacities that need to be in place to ensure services can be provided in digital form where appropriate. In this context, access to e-services is clearly different from ICT access and as such needs to be considered on its own.

Evidence from other countries strongly suggest that ICT projects that focus heavily on infrastructure development face complex sustainability issues in the medium and long term. Such programmes seem to perform well as long as the initial funding allocated is in place. But once funding dries out they tend to go to a standstill and, in many cases, end up closing shop, unceremoniously.

³³ The E Government Agency has recently been subsumed under the National Data Management Authority

³⁴ Also including public information.

One way out of this conundrum is to ensure that ICT access and e-service delivery go hand in hand and are in sync during the implementation phase. This will also facilitate the institutional and fiscal mainstreaming of such e-services in core institutions whose mandates is to furnish them to the public - and not to directly finance and support ICT access or infrastructure development.³⁵

Capacity development is a cross-cutting element that has relevance on all of the above. First, capacities of HPRCs will need to be enhanced to ensure they can properly harness the new technologies and effectively use the e-services that are expected to be furnished by this project. Such capacities are not limited to technical abilities but also include functional capacities that will allow community members to use the new technologies to enhance livelihoods and foster democratic participation in governance processes, for example.

The use of ICTs by indigenous peoples deserves special attention and should be seen as a distinct scenario where culture, social structure and existing traditions need to be factored in from the start - thus taking a purely technical approach should thus be avoided at all costs. There is already an extensive body of work on this which show the many ways where such communities have directly benefited from using ICTs³⁶ which is certainly not limited to purely economic gains. It can also include local governance and human rights components, for example.

On the cultural side, ICTs can be used to help preserve local traditions and languages for example by using multimedia and other digital recording technologies. To make all this happen however, it is essential that community leaders are directly involved in the process of ICT diffusion and have full ownership of the process, while ensuring at the same time that activities and initiatives undertaken directly respond to community demands and priorities - and thus have not been designed and decided elsewhere.

A second critical element of capacity development relates to the provision of e-services. Public institutions do need to take the leap and start changing not only ICT infrastructure but also internal business processes and procedures. Here capacity becomes a multi-dimensional variable that includes fiscal, institutional and human resource components, in addition to ICT elements. Provision of e-services by public institutions is thus not a purely ICT issue.³⁷ Rather, it is directly linked to existing public service legislation and mandates, as well as to broader efforts to modernize the overall public sector and make it more effective and responsive.

A third and equally important element relates to the fact that most HPRCs lack access to adequate energy resources. Pairing HPRCs ICT access and e-services with sustainable energy technologies is thus a key step that will in turn promote the advancement of a green economy in the country. The provision of green energy technologies not only supports the use of ICT gadgets and devices but also allows the use other basic appliances that could be deployed in HPRCs households. The baseline and needs assessment study has already identify a set of technologies that will run using solar energy. The study also provides costs for each of these options. Additional details on the use and deployment of renewable energy resources are presented in section 2 of annex 10.

In terms of project implementation, the eGovernment Agency is the national entity with the official mandate of supporting e-government/e-governance policy and strategy design and development,³⁸ as well as being a key player in the implementation of related project and initiatives. The

35 The latter is clearly the role of telecommunication ministries, for example.

36 For an overview see the paper by Ashraf et.al. here: <http://journal.acs.org.au/index.php/ajis/article/view/1076>. Potential risks and pitfall are also considered.

37 In this light, any e-readiness assessment of the public sector must take into account all these capacity dimensions.

38 The eGovernment Agency mandate is depicted here: <http://www.egov.gy/index.php/en/Site-Info/egovernment-agency-policy.html>.

eGovernment Agency currently has over 100 staff operating within its five core divisions. The latter include units dedicated to policy development and community support. The eGovernment Agency has also completed a short and medium term vision and is currently developing a national e-government strategy and a policy for the use of open source software in the public sector.³⁹ The eGovernment Agency, which is now part of MoPT, is thus the national entity that can best implement this project.

III. RESULTS AND PARTNERSHIPS

Expected Results and Resources Required to Achieve Them

Intermediate Outcome

Livelihoods of HPRCs improved by the provision of public services via the deployment of ICTs

Output 1: e-government policy environment and legislation strengthened

This output envisages the following priority actions:

- Undertake all project pre-implementation related activities required to ensure the comprehensive development of the overall project strategy and all related documents. This includes the implementation of a baseline and needs assessment study of HPRCs.⁴⁰
- Mapping of current ICT deployment and use in the public sector to match priority demands by HPRCs. While some data is already available,⁴¹ it is essential to have real-time and accurate information on the level of deployment of ICTs in the public sector, alongside institutional, fiscal and managerial capacities to implement e-government initiatives. The output of such mapping will provide solid ground for the completion of a national e-government strategy.
- Undertake a comprehensive capacity assessment and development of the eGovernment Agency.⁴² The assessment will not be limited to technical and technological capacities but also include managerial and human resource capacities, as well as policy, fiscal, institutional and financial capacities required to implement this project. The assessment will identify strengths and critical gaps, and make adequate recommendations based on its findings.
- A national e-government strategy complementing both the LCDS and the Green State Development Strategy, and becoming national policy, endorsed by the highest levels of government. The eGovernment Agency is already finalising the strategy but additional support will be needed to finalise and seek buy-in from all other public institutions. In addition, approval of the strategy as national policy is also essential to ensure e-government can be effectively mainstreamed into the public sector and can thus be sustained in the medium and long run.

39 All the above information directly furnished by the eGovernment Agency.

40 The study has already been completed and associated costs will be reimbursed by the project.

41 The baseline study commissioned by GoG contains the initial building blocks but does not provide a comprehensive overview that includes the multiple dimensions needed for a comprehensive analysis of current capacities in key public institutions in the country.

42 The eGovernment Agency has already elaborated an overall budget for the capacity development of the agency. The project document has factored this estimate into the overall budget splitting the actual capacity assessment of the agency from the implementation of the recommendations for such assessment. The costs associated to the latter have been subsumed under outputs 2, 3 and 4 of the project to ensure both optimal allocation and implementation flexibility.

- A 3-5 year e-government *implementation roadmap* including key priorities for HPRCs. This roadmap complements the above and focuses on the actual implementation of specific short, medium and long term e-government priorities. The results of the mapping exercise mentioned above will provide a key starting point as it will furnish real data on the status of overall ICT deployment in the public sector. Involvement in the process of both relevant public institutions and local stakeholders from HPRCs will be required to spread project ownership all around. In particular, the participation of local stakeholders is essential to ensure that e-government investments are directly responding to the priorities of local communities. Ongoing initiatives aimed at gathering citizen input and feedback, such as *Tell Us* for example, could be used to support this process. A comprehensive communications strategy should complement all efforts to reach out to HPRCs and engage directly with stakeholders.
- A national broadband strategy, as well as other complementary regulatory policies and legislation on government interoperability, open data, data protection and privacy, open source, cybersecurity, and e-businesses, for example. Work on some of this has already started but still demands sustained support to ensure fruitful completion and implementation. All of these policies will have direct impact on how communities can safely and openly access services and information using ICTs of various types.

Output 2: Hinterland, poor and remote communities' access to ICTs in place

This output comprises the following key actions:

- Deployment of appropriate and affordable ICT infrastructure in HPRCs regions. The baseline study commissioned by GoG has already identified a series of options for accomplishing this, furnishing also associated costs. Last mile issues will be addressed by the systematic deployment of ICT hubs in relevant HPRCs. The actual technical implementation of large *infrastructure* is expected to be undertaken by third party contractors that have solid expertise in the sector. The role of GoG and the eGovernment Agency here is to also ensure communities are part of the process and own the project from the start.
- Technical capacity building of local staff and operators who will be in charge of running and maintaining the facilities. This includes not only the operators in HPR areas if at all needed, but also those performing centralized tasks that support the adequate and sustainable functioning of the ICT networks, and related hardware and software.
- Generation of full technical documentation on newly deployed ICT infrastructure including geo-referenced data and specs for key network nodes and sites.
- Creation of training and skills building documentation and guides on the management, use and maintenance of newly added ICT infrastructure.

Output 3: Public e-services and information readily available to Hinterland, poor and remote communities

- Multi-dimensional capacity assessment of public institutions planning to be involved in e-service provision to identify gaps and bottlenecks, as well as opportunities and

its current readiness. Fiscal, institutional and human capacities take centre stage in this process.⁴³

- Four short term e-governance prototypes that showcase the relevance of the effective use of ICTs in and by government to address concrete citizen and stakeholder priorities. As prototypes, this set of short term initiatives can be defined as *quick wins* that have low investment requirements but high on the ground impact. The quick wins will focus on citizen security, citizen participation, e-learning, and local development.⁴⁴ Design of the initiatives, relevant business models, metrics and assessment of their implementation are key activities to be completed here. Quick wins can also be used to demonstrate to stakeholders and public institutions the potential impact of using ICTs to deliver public services.
- Business processes evaluation and redesign as needed, as well as change management strategy design and implementation in relevant institutions.
- Acquisition of relevant and/or additional ICT infrastructure and platforms required to make services available on line and deployment in relevant institutions.
- Training and retraining of staff within public institutions to support the transition to e-services and long term sustainability, complemented by the production of relevant documentation and manuals.
- Launching of actual e-services supported by communication and media campaigns for wide dissemination and stakeholder use.
- The eGovernment Agency will coordinate and facilitate these process by providing on demand support to relevant institutions and ensuring e-service initiatives across the various public institutions follow standards and are part of the e-government implementation roadmap.

Output 4: Capacity of Hinterland, Poor and Remote communities to use ICTs and access e-services enhanced

This output will be achieved by the following key actions:

- End user capacity building to ensure stakeholders in HPRCs can effectively access and use ICTs and the e-services being offered. Online training resources should also be made available to end users and if possible place in local facilities to avoid bandwidth gluts and slowdowns. The ongoing *Community ICT Hubs* initiative could host such resources locally.
- Access to information on cross-sectoral sustainable practices and green technologies (not limited to ICTs) for community members. Specific Information on sustainable livelihoods and sustainable development should be made available to communities. Communities could also use this information and adapt it to the specific local context.

43 The existing baseline study includes suggestions and high-level costs to undertake this task as well as the ones below. However, more detailed and systematic analysis and recommendations will be needed to ensure proper implementation. This can also be completed on a case by case basis.

44 Quick wins are listed and described in annex 8.

- Indigenous communities directly manage new ICT infrastructure using innovative business models and existing local governance mechanisms.⁴⁵ Some of these models have been identified in the baseline study commissioned by GoG but should not be limited to them. Appropriation of new ICT by indigenous communities is essential to ensure not only broad use but also long term sustainability. While existing local governance and decision-making should be preserved, this does not imply new models for ICT deployment should be ignored. In the end, communities themselves should make final decisions on this. The ongoing *Community ICT Hubs programme* has already done some ground-breaking work along these lines.
- Preservation and diffusion of local culture and traditions of indigenous communities using old and new ICTs. One of the main challenges many indigenous communities face is the rapid disappearance of local traditions, customs and even languages. New ICTs offer communities a clear path to preserving them via multimedia, and sharing them on a world scale via social media. Communities however will need to have access to multimedia equipment and all related tools, and be trained accordingly. The project should provide both.

Risks and Assumptions

- The risk log for the project is presented in annex V.

Stakeholder Engagement

- A detailed stakeholder engagement strategy is presented in annex IV.

Sustainability and Scaling Up

- *Exit strategy.* The baseline and needs assessment study has identified six models the Government should consider from the very onset to ensure the long term sustainability of the ICT infrastructure the project will be deploying. A combination of some of these models will also be studied given the geographic, socio-economic and cultural diversity of the country. The project management team alongside the eGovernment Agency will ensure a strategic plan to address this issue is in place in the initial phases of the project. Also, the project team and the GoG will explore ways in which the national Universal Service Fund can be used to finance infrastructure deployments. Additional details on the overall exit strategy are furnished in section 1 of annex 10.

Additionally, while procurement and contract management will be conducted by the UNDP following their policies and guidelines during the project period, special clauses will provide for the transference of contractual responsibilities thereafter to the eGovernment Agency for a specified period. This will enable longer term contracts in certain instances to be negotiated from the onset that can provide for more favourable terms and conditions, including pricing and maintenance.

- *Revenue generation.* ICT access and selected e-services can be provided by a cost either by government entities or authorized third parties working within HPRCs. This can in turn generate revenue that could help to pay for overall operating costs. In addition, several HPRCs

⁴⁵ The baseline and needs assessment study has identified a series of business models that could be used here. Note however that the models in the study do not exhaust all the possibilities. Consequently, the project should strive to expand the horizon, using the actual local context of HPRCs as beacons.

are expected to capitalize on enhanced ICT access and the Internet in particular to sell both products and services and either create new markets or enhance existing ones.

- *Scalability.* The baseline and need assessment study, which provided concrete recommendations of the technologies to be deployed throughout Guyana, has taken in to account scale issues. Further enhancing ICT access and/or providing additional e-services will tend to have almost zero marginal cost thus keeping costs relatively fixed when new users are added to the network.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

- By design, the project is not limited to the deployment of IT infrastructure throughout the country. Rather, an integrated approach is taken where the delivery of basic public services to HPRCs as the core goal of the initiative is to promote overall sustainable human development – and not just foster access and use of modern ICT platforms.
- Experiences from other countries where UNDP and other development agencies and donors have undertaken similar projects strongly suggest that such initiatives tend to fail in the medium to long term when core objectives are limited to foster access to ICTs and the Internet. State of the art ICT infrastructure is relatively expensive and have relatively high recurrent operational costs. Not surprisingly, many of these projects end shortly after donor funding is exhausted and there is not third party that can effectively assume existing infrastructure costs.
- Adding the e-services dimension brings in not only new sustainability mechanisms but also fosters social inclusion as poor and remote communities are directly targeted by the new ICT investments. The project thus overcomes a purely technological approach and instead supports the deployment of new technologies to foster human development in such communities.

Project Management

The Ministry of Public Telecommunications will be the implementing partner for this project. The project will be operationalized in Georgetown and in other coastal and interior regions of Guyana, as needed. The E-Government Agency, located within the Ministry of Public Telecommunications, Georgetown, is the location of the physical project office.

Under National Implementation Modality (NIM), the implementing partner:

- Assumes full responsibility for the effective use of resources and the delivery of outputs in the signed project document;
- Must report fairly and accurately on project progress against agreed work plans in accordance with the reporting schedule and formats included in the project document; and
- Maintains documentation and evidence of the proper and prudent use of project resources in conformity to the project document and in accordance with applicable regulations and procedures; documentation should be available on request to project monitors and designated auditors.

UNDP (Partner Entity for GRIF) is accountable for the effective and efficient use of resources for the achievement of programme results in conjunction with the implementing partner. This encompasses the design of projects, the assessment of capacities of implementing partners, the joint selection of

implementing partners, and the financing and evaluation of programme activities. UNDP will advance financial resources to the implementing agency on a quarterly or bi-annual basis, and after the submission of annual work plans by the entity. Expenditure and quality assurance reports must be submitted to UNDP by the Project Execution Unit and approved by the Project Board before the next tranche of resources can be effectively disbursed. UNDP must monitor progress towards intended outputs and appropriate use of resources.

UNDP project assurance should ensure that:

- Funds are made available to the project
- The project is making progress towards intended outputs
- Regular monitoring and assurance activities take place, including periodic monitoring visits and 'spot checks' of expenses and results achieved
- Resources entrusted to UNDP are utilized appropriately
- Critical project information is monitored and updated in Atlas (UNDP's management information system)
- Financial reports are submitted to UNDP on time, and combined delivery reports are prepared quarterly and submitted to the project board
- Risks are properly managed, and the risk log in Atlas is regularly update
- Reports from the government are reviewed and used to design assurance procedures
 - NIM audit reports are reviewed and implementing partners take any identified corrective actions (NIM audits will be undertaken by the Auditor General of Guyana)

Ongoing monitoring should encompass operational, financial and programmatic considerations.

At the request of the Implementing Partner, UNDP will also provide implementation support services to NiM, following UNDP rules and procedures, such as:

- a. Identification and recruitment of programme or project personnel;
 - b. Organizing training activities;
 - c. Procurement of goods and services; and/or
 - d. Payments on behalf of the implementing partner.
- Direct project costs incurred by the UNDP Country Office in relation to project assurance and implementation support activities will be recovered from the project in accordance with the UNDP Executive Board decision of January 2013. Costs to support project implementation by Operations units include services related to finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services and information and communications technology. Costs related to project assurance are associated with Programme, Programme Support and Monitoring and Evaluation units in the Country Office. The cost recovery formula will be elaborated in a Letter of Agreement between the Ministry of Finance and UNDP. Direct project costs are separate from the 8% General Management Service (GMS) fee that encompasses indirect costs not attributable to specific projects incurred in providing general management and oversight functions of the organization as a whole including Headquarters.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Government of Guyana Outcome: *Building National Unity through Good Governance*

Country Programme National Outcome: *Equitable access to justice, protection, citizen security and safety reinforced*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Outcome Indicator: *Level of public confidence in delivery of basic services*

Intermediate Outcome: *Livelihoods of HPRCs improved by the provision of public services via the deployment of ICTs*

Indicators: *Number of SMMEs offering or selling services online*

Number of communities having access to information on sustainable technologies

Number of communities preserving local culture et.al. in digital formats and/or online.

Proportion of population accessing basic social services online (disaggregated by gender and age)

Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill (disaggregated by gender and age)

Proportion of schools with access to: (a) the Internet for pedagogical purposes; (b) computers for pedagogical purposes; (c) adapted infrastructure and materials for students with disabilities

Applicable Key Result Area (UNDP Strategic Plan 2014-2017): *Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.*

Output indicator: *Quality of civil society engagement in critical development and crisis related issues, disaggregated by women's and youth groups, indigenous peoples and other excluded groups*

Partnership Strategy: *UNDP will use its comparative advantage in brokering partnerships where and when necessary. UNDP will also make available to its partners the wealth of knowledge accumulated from its own experiences as well as that of others through its network of country offices*

Project title and ID (ATLAS Project ID): *ICT Access and E-services for Hinterland, Poor and Remote Communities*

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2017 - 2022 ⁴⁶	KEY INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
---------------------	--	------------------------------	------------------------	--------

⁴⁶ Project is expected to run until end June 2022.

<p>Output 1: E-government policy environment and legislation strengthened</p> <p>Baseline:</p> <ul style="list-style-type: none"> • No government ICT mapping study is available • Draft e-government strategy being developed • Open source policy in draft • Cybersecurity policy in draft <p>Indicators:</p> <ol style="list-style-type: none"> 1. Policy documents completed 2. Policy documents approved by GoG 3. Policy documents approved by the legislature if required 	<p>Targets:</p> <p>Year 1</p> <ul style="list-style-type: none"> • Baseline and needs assessment study • Government ICT mapping study • Capacity assessment of eGovernment Agency • e-government strategy and implementation roadmap <p>Year 2</p> <ul style="list-style-type: none"> • Government Interoperability policy • Broadband strategy • Cybersecurity policy • Open source policy • Other relevant policies on data protection, privacy, e-commerce, etc. <p>Years 4 & 5</p> <ul style="list-style-type: none"> • Revision of existing policies to update as needed, adapt to changing context 	<ol style="list-style-type: none"> 1. Complete HPRCs baseline and need assessment study⁴⁷ 2. Mapping of current ICT deployment and capacities in the public sector 3. Comprehensive capacity assessment of eGovernment Agency 4. Develop a national e-government strategy and implementation roadmap 5. Develop a national Government Interoperability Framework (GIF) 6. Develop cybersecurity, broadband and Open source strategies 7. Develop other relevant policies including data protection, complementary regulatory policies such as data protection, privacy, e-commerce 8. Revision, adjustment of policies 	<p>eGovA, MoPT, UNDP</p>	<p>952,750</p>
<p>Output 2: HPR communities (HPRCs) access to ICTs in place</p>	<p>Targets:</p> <p>Indicator 1:</p>	<ol style="list-style-type: none"> 1. Select and deploy appropriate and affordable ICT infrastructure in HPRCs, including ICT hubs 	<p>eGovA, MoPT</p>	<p>5,440,805</p>

⁴⁷ Study has already been completed. Associated costs amounting to USD 525,000 will be reimbursed by the project.

<p>Baseline:</p> <ul style="list-style-type: none"> • 20% of people in HPRCs have access to ICTs⁴⁸ • 14 ICT hubs deployed in HPR areas <p>Indicators:</p> <ol style="list-style-type: none"> 1. % of people in HPRCs with access to ICTs, disaggregated by age and gender 2. Number of ICT hubs deployed in HPR areas 	<p><i>Year 1:</i> 25% of people in HPRCs with ICT access</p> <p><i>Year 2:</i> 50% of people in HPRCs with ICT access, disaggregated by age and gender</p> <p><i>Year 3:</i> 75% of people in HPRCs with ICT access, disaggregated by age and gender</p> <p><i>Year 4:</i> 85% of people in HPRCs with ICT access, disaggregated by age and gender</p> <p><i>Year 5:</i> At least 90% of people in HPRCs with ICT access, disaggregated by age and gender</p> <p>Indicator 2:</p> <p><i>Year 1:</i> 20 ICT hubs deployed</p> <p><i>Year 2:</i> 70 ICT hubs deployed</p> <p><i>Year 3:</i> 130 ICT hubs deployed</p> <p><i>Year 4:</i> 170 ICT hubs deployed</p> <p><i>Year 5:</i> At least 200 ICT hubs deployed</p>	<ol style="list-style-type: none"> 2. Develop technical capacities required to run and maintain new ICT infrastructure, software and applications 3. Design comprehensive technical documentation for newly deployed ICT infrastructure and software 4. Develop training and skills building guides on the management, use and maintenance of newly added ICT infrastructure 		
<p>Output 3: <i>Public e-services and information readily available to HPRCs</i></p> <p>Baseline:</p>	<p>Targets:</p> <p>Indicator 1:</p> <p><i>Year 1:</i> 5% HPR population accessing e-services (quick wins result)</p>	<ol style="list-style-type: none"> 1. Deploy 4 quick win initiatives focused on security, participation, e-learning and sustainable livelihoods (see annex 8 for details) 2. Undertake multi-dimensional capacity assessment of public institutions that will 	eGovA, MoPT	3,734,195

48 The baseline study has identified 733 total communities of which 478 have unique geo-locations and populations greater than ten persons. Total population in these communities is of 580,000 or 80% of the national total. Since 40% of the country's population has already Internet access, this means that at least 20% of the people living in these communities have access to ICTs and the Internet.

<ul style="list-style-type: none"> • HPRCs have no access to public e-services • Few government services and public information resources are currently available on line <p>Indicators:</p> <ol style="list-style-type: none"> 1. % of people in HPR areas using e-services, disaggregated by age and gender 2. Number of online services offered by public institutions 3. % of public institutions with online presence offering access to relevant public information 	<p>Year 2: 30% HPR population accessing e-services, disaggregated by age and gender</p> <p>Year 3: 55% HPR population accessing e-services, disaggregated by age and gender</p> <p>Year 4: 75 % HPR population accessing e-services, disaggregated by age and gender</p> <p>Year 5: At least 90% HPR population accessing e-services, disaggregated by age and gender</p> <p>Indicator 2:</p> <p>Year 1: 5 public e-services available (quick wins result)</p> <p>Year 2; 45 public e-services available</p> <p>Year 3; 120 public e-services available</p> <p>Year 4; 175 public e-services available</p> <p>Year 5: At least 200 public e-services available</p> <p>Indicator 3:</p> <p>Year 2: 10% public entities with interactive web portals</p> <p>Year 2: 35% public entities with interactive web portals</p> <p>Year 3: 60% public entities with interactive web portals</p> <p>Year 4: 80% public entities with interactive web portals</p> <p>Year 5: At least 95% public entities with information web portals</p>	<p>offer e-services, identifying gaps and bottlenecks</p> <ol style="list-style-type: none"> 3. Assess and redesign business processes, and develop complementary change management processes 4. Identify relevant and/or additional ICT infrastructure and platforms required to make services available on line 5. Design training and retraining guides for public servants to support the transition to e-services and ensure long term sustainability 6. Launching of e-services, supported by communication and media campaigns for wide dissemination and stakeholder uptake 		
---	---	---	--	--

<p>Output 4: <i>Capacity of HPRCs to use ICTs and access e-services enhanced</i></p> <p>Baseline:</p> <ul style="list-style-type: none"> • HPRCs have limited ICT skills • HPRCs have no access to online public information • HPRCs have limited role in locally managing ICTs • HPRCs have limited access to multimedia hardware and tools <p>Indicators:</p> <ol style="list-style-type: none"> 1. % of HPR people trained in ICT use including relevant ICT platforms, disaggregated by gender 2. % of HPRCs locally harnessing ICT access and e-services 	<p>Targets:</p> <p>Indicator 1: Year 2: 20% of HPR men and women ICT trained Year 3: 40% HPR men and women ICT trained Year 4: 65% HPR men and women ICT trained Year 5: At least 85% of HPR men and women ICT trained</p> <p>Indicator 2: Year 2: 20% of HPRCs managing ICTs/e-services Year 3: 45% of HPRCs managing ICTs/e-services Year 4: 70 % of HPRCs managing ICTs/e-services Year 5: At least 85% of HPRCs managing ICTs/e-services</p> <p>Indicator 3: Year 2: 15% of HPRCs digitally capturing local content Year 3: 40% of HPRCs digitally capturing local content Year 4: 70% of HPRCs digitally capturing local content</p>	<ol style="list-style-type: none"> 1. End user capacity building to ensure stakeholders in HPR communities can effectively access and use ICTs and the e-services being offered 2. Overall access to information, including cross-sectoral sustainable practices and green technologies (not limited to ICTs) for community members 3. HPRCs directly manage new ICT infrastructure using innovative business models and existing local governance mechanisms 4. Preservation and diffusion of local culture and traditions of indigenous communities using old and new ICTs 	<p>eGovA, MoPT, MoIPA, MoC</p>	<p>2,550,000</p>
--	--	--	--------------------------------	------------------

3. % of HPRCs with access to multimedia tools capturing local content	Year 5 : At least 85% of HPRCs digitally capturing local content			
Project Management, Support		<ol style="list-style-type: none"> 1. Recruitment of project staff 2. Management and operational activities 3. HPR community support 4. Project documentation, monitoring and evaluation 5. Communication strategy, social media use, and overall PR 6. Partnerships, sustainable models 7. Knowledge management 8. DPC (15% of operational expenses) 	UNDP, MoPT/ eGovA	2,962,250
UNDP General Management Support (GMS)				1,390,752
GRAND TOTAL				17,030,752

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the	Annually, and at the end of the project (final report)			

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluations

The project will be subjected to at least two independent external evaluations as follows:

Mid-Term Evaluation

An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of the project lifetime. The Mid-Term Evaluation will determine progress being made towards the achievement of outputs and outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organisation, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document, and the PMO of the Ministry of the Presidency. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource centre (ERC).

Final Evaluation

An independent Final Evaluation will take place three months prior to the terminal Project Board meeting, and will focus on the effectiveness, efficiency and timeliness of project implementation; and will present initial lessons learned about project design, implementation and management; it will also look at impact and sustainability of results, including the contribution to capacity development, gender mainstreaming, poverty reduction and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to the UNDP Evaluation Office Evaluation Resource centre (ERC).

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESP. PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1: E-government policy environment and legislation strengthened <i>Gender marker: 0</i>	1.1 Baseline and needs assessment study						MoPT/ eGovA - UNDP	GRIF	Contractual services, miscellaneous expenditures	525,000
	1.2 Public Institutions ICT Mapping						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/print costs, miscellaneous expenditures	35,000
	1.3 Comprehensive capacity assessment of eGovernment Agency						UNDP	GRIF	Contractual services, international consultants, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	40,000
	1.4 National e-government strategy and implementation roadmap						MoPT/ eGovA	GRIF	Contractual services, international consultants, workshops, conferences, audio-visual/print costs, travel, miscellaneous expenditures	90,000
	1.5 Government Interoperability Framework						MoPT/ eGovA	GRIF	Contractual services, international consultants, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	40,000
	1.6 Cybersecurity, broadband and Open Source strategies						MoPT/ eGovA	GRIF	Contractual services, international consultants, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	85,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESP. PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
	1.7 Other relevant policies including data protection, privacy, e-commerce						MoPT/ eGovA	GRIF	Contractual services, international consultants, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	90,000
	1.8 Revision, adjustment of policies						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, miscellaneous expenditures	20,000
	MONITORING						MoPT/ eGovA	GRIF	Workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	27,750
	Sub-Totals Output 1	690,550	220,550	5,550	25,000	11,100				952,750
Output 2: HPR communities (HPRCs) access to ICTs in place	2.1 Select and deploy appropriate and affordable ICT infrastructure in HPRCs, including ICT hubs						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, miscellaneous expenditures	4,516,805
<i>Gender marker: 2</i>	2.2 Develop technical capacities required to run and maintain new ICT infrastructure, software and applications						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	400,000
	2.3 Design comprehensive technical documentation for newly deployed ICT infrastructure and software						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	100,000
	2.4 Develop training and skills building guides on the management, use and maintenance of newly added ICT infrastructure						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	300,000
	MONITORING						MoPT/ eGovA	GRIF	Workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	124,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESP. PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
	Sub-Totals Output 2	904,800	2,100,000	1,500,000	629,750	306,255				5,440,805
Output 3: Public e-services and information readily available to HPRCs <i>Gender marker: 1</i>	3.1 Deploy quick win initiatives focused on security, participation, e-learning and sustainable livelihoods ⁴⁹						MoPT/ eGovA	GRIF	International consultants, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	60,000
	3.2 Undertake multi-dimensional capacity assessment of public institutions that will offer e-services, identifying gaps and bottlenecks						MoPT/ eGovA	GRIF	Contractual services, international consultants, workshops/ conferences, audio-visual/ print costs, miscellaneous expenditures	100,000
	3.3 Assess and redesign business processes, and develop complementary change management processes ⁵⁰						MoPT/ eGovA	GRIF	Contractual services, international consultants, workshops/ conferences, audio-visual/ print costs, miscellaneous expenditures	560,000
	3.4 Identify relevant and/or additional ICT infrastructure and platforms required to make services available on line						MoPT/ eGovA	GRIF	Contractual services, audio-visual/ print costs, miscellaneous expenditures	2,552,195
	3.5 Design training and retraining guides for public servants to support the transition to e-services and ensure long term sustainability						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	280,000
	3.6 Launching of e-services, supported by communication and media campaigns for wide dissemination and stakeholder uptake						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, miscellaneous expenditures	100,000
	MONITORING						MoPT/ eGovA	GRIF	Workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	82,000
	Sub-Totals Output 3	206,400	1,722,945	912,445	659,750	232,655				3,734,195

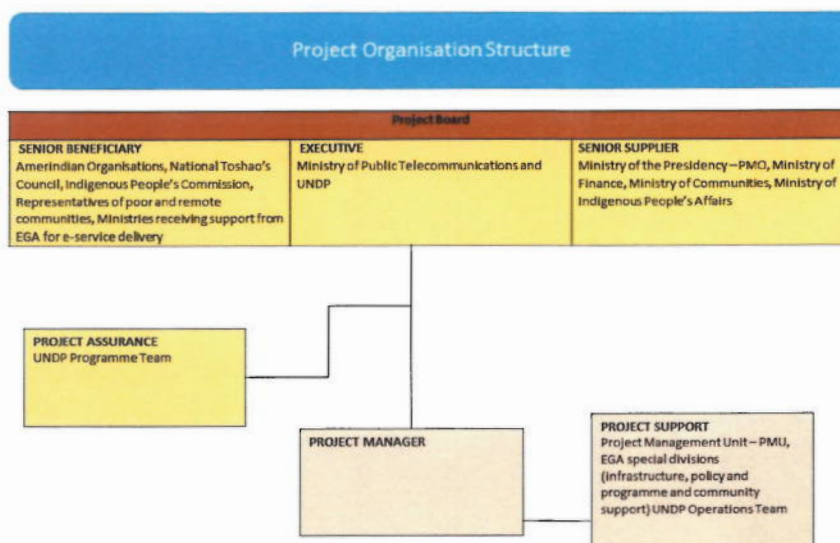
49 Annex 8 profiles the quick wins identified by the eGovernment Agency.

50 This activity will start in the 4th quarter of the 1st year.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESP. PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 4: <i>Capacity of HPRCs to use ICTs and access e-services enhanced</i>	4.1 End user capacity building to ensure stakeholders in HPR communities can effectively access and use ICTs and the e-services being offered						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	600,000
	<i>Gender marker: 2</i> 4.2 Overall access to information, including cross-sectoral sustainable practices and green technologies (not limited to ICTs) for community members						MoPT/ eGovA	GRIF	Workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	400,000
	4.3 HPRCs directly manage new ICT infrastructure using innovative business models and existing local governance mechanisms						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	1,000,000
	4.4 Preservation and diffusion of local culture and traditions of indigenous communities using old and new ICTs						MoPT/ eGovA	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, ICT equipment, travel, miscellaneous expenditures	500,000
	MONITORING						MoPT/ eGovA	GRIF	Workshops/ conferences, audio-visual/ print costs, travel, miscellaneous expenditures	50,000
	Sub-Totals Output 4		0	900,000	750,000	600,000	300,000			2,550,000
Evaluation	EVALUATION			75,000		105,000	MoPT/ eGovA	GRIF	Contractual services, international consultants, workshops/ conferences, audio-visual/ print costs, miscellaneous expenditures	180,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESP. PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Project Management	Project team, management and operations, HPRC support, communications, documentation, knowledge management	528,250	827,055	637,555	490,500	298,890	MoPT/ eGovA/ UNDP	GRIF	Contractual services, workshops/ conferences, audio-visual/ print costs, travel, ICT equipment, office equipment and supplies, miscellaneous expenditures, DPC staff, DPC GOE	2,782,250
General Management Support (GMS)		202609	501787	337004	209130	109470				1,390,752
TOTAL		2,532,609	6,272,337	4,212,554	2,614,130	1,368,370				17,030,752

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



- This project will use the national implementation modality (NIM) through the Ministry of Public Telecommunications (MoPT)
- The required Capacity Assessment of MoPT/ eGovernment Agency will be completed before the actual start of the project and findings and recommendations will be used to refine project management arrangements
- UNDP will be the Partner Entity and the recipient of funds from the GRIF
- HPRCs will be fully engaged on project activities and outputs that will have a direct impact on them via consultation processes
- The Executive will agree on representatives for the Project Board, in consultation with the Project Management Office (PMO) of the Ministry of the Presidency
- The MoPT will be supported by a full-time Project Manager (PM) and a project support team that will be fully defined once the upcoming capacity assessment is finalized

Roles and Responsibilities

The Executive

The Executive is comprised of the Ministry of Public Telecommunications and UNDP. Its decisions will be made by consensus. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive is tasked with ensuring that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes. The Executive will ensure that the project gives value for money, ensures a cost-conscious approach to the project, and balances the demands of beneficiary and supplier.

The Executive is responsible for overall assurance of the project as will be described. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

This is defined as the individual or group of individuals representing the interests of those who will ultimately benefit from the project. Amerindian organizations, the National Toshias' Council, the Indigenous Peoples Commission and the Regional Representative to the UN Permanent Forum on Indigenous Issues, representatives of poor and marginalized communities, and the Ministries receiving support from MoPT/ eGovernment Agency to furnish e-services will act as senior beneficiaries. The primary function of the Senior Beneficiary (SB) within the Board is to represent the interests of project beneficiaries. Representing the interests of The SB includes validating the needs assessment and monitoring that the proposed actions will meet those needs within the constraints of the project. The SB monitors progress against targets and quality criteria.

Senior Supplier

The Senior Supplier's primary function is to provide guidance to the PB regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring and implementing the project. The Project Management Office of the Ministry of the Presidency, and the Ministries of Finance, Public Telecommunications (eGovernment Agency), Indigenous People's Affairs, and Communities will collectively act as Senior Supplier. The Senior Supplier role must have the authority to commit or acquire the supplier resources required.

Project Manager

The PM is recruited by MoPT and approved by UNDP and the Executive, with matrix reporting responsibilities to these agencies. The PM is responsible for the day-to-day running of the project with the guidance of the PB. The PM shall ensure that the project produces the results (outputs) specified in the project document to the required standards and in keeping with UNDP's safeguards and the time and cost constraints. The PM will interface with GRIF Project Management Office (PMO) and receive guidance from the GRIF PMO as appropriate. The PM will be supported by a small team which will include an e-government policy expert as well as a communication specialist.

Project Support

The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. In addition, eGovernment Agency divisions already fully engaged on e-government policy and implementation activities will also provide support. This includes: Infrastructure, Policy and Training, and Programme Management and Community Development divisions. At the request of the Implementing Partner, UNDP will also provide implementation support services to NIM, following UNDP rules and procedures, such as identification and recruitment of programme or project personnel; organizing training activities; procurement of goods and services; and/or payments on behalf of the implementing partner.

Project Assurance

Project Assurance is the responsibility of the Project Board and is independent of Project Support. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. UNDP will augment this role to ensure that its fiduciary, environmental, social safeguards and standards are maintained.

Project Board

The Project Board (PB) is responsible for management decisions and necessary guidance to the Project Manager. The PB ensures the quality of project monitoring and evaluation and the utilization of learning from these processes to enhance performance. It ensures that required resources are committed; arbitrates on any conflict within the project; and negotiates solutions with external actors.

The PB approves the Annual Work Plan, annual operational plans; annual reports and can also consider and approve the quarterly plans. The PB may recommend or endorse substantive changes to the Project Document, including requested Country Development Programme (CPD) change; follow-up on mid-term and terminal evaluations; and suggest changes in activities without losing sight of strategic objectives.

In order to ensure project results, the PB's decisions are made in accordance to standards of management for development results, best value for money, fairness, integrity, transparency and effective international competition. They also uphold the integrity of UNDP's safeguards and standards included in Annex II.

HPRCs Identification and Selection

A multi-stakeholder consultative group (MCG) will be created to ensure the identification and selection of HPRCs that will benefit from the project takes place in open and transparent fashion. The MCG will operate in independent fashion and include representatives of all sectors, including indigenous and grass-roots organizations who can speak for HPRCs in adequate fashion. One of the first tasks of the MCG will be to develop, in consultative fashion, clear criteria for the selection and prioritization of HPRCs.

Sustainability

For project implementation amounts of USD \$500,000 and above, the UNDP Environmental and Social Screening process is applied. There are two main objectives of environmental and social screening: 1) Enhance the environmental and social sustainability of a proposed project. This aspect of screening focuses on the environmental and social benefits of a project; and 2) Identify and manage environmental and social risks that could be associated with a proposed project. This aspect of screening focuses on the possible environmental and social costs of an intervention and may point to the need for environmental and social review and management. In summary the screening is an "environmental and social safeguard" which is a key component of UNDP's overall quality assurance process. The outcome of the environmental and social screening process is to determine if and what environmental and social review and management is required.

Since this project is aligned with the LCDS, UNDP will seek to mainstream clean energy considerations at the community level. For these mainstreaming activities, the local law on these matters will be adhered to. Additional UNDP Safeguards and Standards applied to this project will promote these measures (see Annex II).

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Ministry of Public Telecommunications/e-Governance Agency (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in

implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all

individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. UNDP GUYANA Social, Environment and Fiduciary Safeguards and Standards for the Preparation and Implementation of GRIF-UNDP Projects
2. Project Quality Assurance Report
3. Social and Environmental Screening
4. Stakeholder Engagement
5. Risk Analysis
6. Capacity Assessment
7. Terms of Reference for Project Board and Project Team
8. Quick Wins Profile
9. Annual Work Plan – Year 1
10. Response to Key Stakeholder Inputs

Annex I

UNDP GUYANA Social, Environment and Fiduciary Safeguards and Standards for the Preparation and Implementation of GRIF-UNDP Projects

Introduction

The UNDP project cycle approach covers the entire project life cycle from idea generation to formulating a project, preparing a Project Document, implementing the activities in project, monitoring and evaluating the project, and realizing project outputs and their intended contribution to programme outcomes.

At each stage, the Project Management section of the UNDP Programme and Operations Policies and Procedures (POPP) provides information to ensure that appropriate UNDP policies are followed, key stakeholders are properly involved, appropriate project management structure exists, outputs and activity deliverables are monitored, and the project is well managed.

The policies and procedures anchor accountability, risk management, and results-based management (RBM) concepts in the organisation's business processes to enable good planning and a results focus.

General Standards

UNDP's programming process at the country level must remain within the overall UN system's programming process, normally called the 'CCA/UNDAF' process. Following are the common policy points that guide the CCA/UNDAF:

- National ownership that is inclusive of all stakeholders in all stages of the process;
- Alignment with national development priorities, strategies, systems and programming cycles;
- Inclusiveness of the UN system, with full involvement, as required, of specialized and non-resident agencies;
- Integration of five programming principles, tailored to the country context:
 - the human rights-based approach,
 - gender equality,
 - environmental sustainability,
 - results-based management, and
 - capacity development;
- Mutual accountability for development results.

Specific Standards

1. Compliance with the safeguards and standards used by UNDP and UN-REDD' for any REDD+ related project
2. Compliance with the United Nations Declaration on the Rights of Indigenous Peoples and other relevant UN human rights instruments
3. Definition of the consultation process to be used throughout the project cycle with the stakeholders and beneficiaries
4. Definition of the mechanism to obtain, in certain circumstances, the free prior and informed consent of beneficiaries and stakeholders, especially of the indigenous peoples
5. Definition of the mechanism to ensure that all relevant stakeholder groups are identified and enabled to participate in a meaningful and effective manner, following customary ways of decision-making
6. Definition of mechanisms to address conflicts and grievances
7. Ensure that special attention is given to most vulnerable groups
8. Ensure that transparent information is available and accessible to all parties concerned. There should be records of consultations and a report on the outcome of the consultations that is publicly disclosed in a culturally appropriate form.

Design Standards

1. Comprehensive analysis of the baseline situation
2. In accordance with the Results-Based Management approach, define a detailed log frame indicating baseline situation, targets, indicators to be used and assumptions, and define the M&E arrangements
3. Assess the potential social and environmental impacts of the project and in particular potential adverse impacts on the stakeholders' long term livelihoods; and propose mitigation actions
4. Analyse and elaborate in a participative way on:
 - a. The potential risks associated with the project (potential impact and probability of occurrence), including financial, operational, political, regulatory, strategic and organisational risks
 - b. The barriers and possible solutions
 - c. The cost effectiveness of the proposed process and analyse possible alternatives.
 - d. The social and environmental sustainability of the project
 - e. The cost and appropriate time line for consultation/participatory processes
5. Carry out technical / administrative / capacity assessment of the Implementing Partner
6. Carry out Harmonized Approach to Cash Transfers (HACT) Assessment
7. Carry out Fiduciary Risk Assessment
8. Agree on the corresponding cost recovery (direct and indirect cost)

Operational Standards

1. Comply with UNDP Financial Regulations and Rules
2. Project to be subject to internal and external audits
3. Comply with UNDP Procurement principles and standards: (1) Best Value for money, (2) Fairness, Integrity, Transparency, (3) Effective international competition (where applicable) and (4) the interest of UNDP
4. Ensure the continuity of the consultation process, how to monitor progress, how to address conflicts and possible grievance, and identify measures to be taken if needed.

Specific Principles and Guidelines

UNDP assisted projects are subject to the application of specific principles and guidelines included in UN/UNDP policies, which will be applicable in a general manner to GRIF-UNDP Guyana projects, such as:

1. Draft UN-REDD Social & Environmental Principles and Criteria
2. UNDP and Indigenous Peoples: A Policy of Engagement
3. Integrating Human Rights with Sustainable Human Development: A UNDP Policy Document
4. United Nations Development Group Guidelines on Indigenous Peoples Issues;
5. Draft FCPF and UN-REDD Guidelines on Stakeholder Engagement in REDD+ Readiness with a Focus on the Participation of Indigenous Peoples and Other Forest Dependent Communities (November 2010);
6. Draft UN-REDD Programme Guidelines for Seeking Free, Prior and Informed Consent from Indigenous Peoples and other Forest Dependent Communities (June 2011)
7. Draft UN-REDD Programme Guidance Notes on Environmental Assessment & Environmental Screening (November 2010)

Annex 2

Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ◎◎◎◎◎	HIGHLY SATISFACTORY (4) ◎◎◎◎○	SATISFACTORY (3) ◎◎◎○○	NEEDS IMPROVEMENT (2) ◎◎○○○	INADEQUATE (1) ◎○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> ● APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. ● APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. ● DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
STRATEGIC				
<ul style="list-style-type: none"> ● Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> ● 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. ● 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. ● 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>		3	2	1
		<p>Theory of change in based on an ICT for development framework that sees technologies, if properly harnessed, empowering stakeholders not only to get more public services but also to have louder voices in the public sphere thus enhancing democratic governance. The project's main outputs and core outcome lays the foundations to make this feasible in the medium term.</p> <p>A comprehensive baseline and needs assessment study was previously completed, involving field research and direct interaction with HPRCs. This provided a solid base to develop the overall project and all relevant outcomes and outputs.</p>		

<ul style="list-style-type: none"> ● Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> ● 3: The project responds to one of the three areas of development work⁵¹ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas⁵²; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> ● 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> ● 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p>Project has clear links to outcome 2 of UNDP's IRRF 2014-2017, Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. Project can also be linked to Outcome 3 on public service delivery</p> </td> </tr> </table>	3	2	1		<p>Project has clear links to outcome 2 of UNDP's IRRF 2014-2017, Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. Project can also be linked to Outcome 3 on public service delivery</p>	
3	2						
1							
<p>Project has clear links to outcome 2 of UNDP's IRRF 2014-2017, Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. Project can also be linked to Outcome 3 on public service delivery</p>							
RELEVANT							
<ul style="list-style-type: none"> ● Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project): <ul style="list-style-type: none"> ● 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i> ● 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i> ● 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p><i>*Note: Management Action must be taken for a score of 1, or select not applicable.</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p><i>Select (all) targeted groups: (drop-down)</i></p> <p>Core targets of the project are geared towards fostering the inclusion and participation of indigenous, poor and marginalized communities</p> </td> </tr> </table>	3	2	1		<p><i>Select (all) targeted groups: (drop-down)</i></p> <p>Core targets of the project are geared towards fostering the inclusion and participation of indigenous, poor and marginalized communities</p>	
3	2						
1							
<p><i>Select (all) targeted groups: (drop-down)</i></p> <p>Core targets of the project are geared towards fostering the inclusion and participation of indigenous, poor and marginalized communities</p>							
<ul style="list-style-type: none"> ● Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): <ul style="list-style-type: none"> ● 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. ● 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. ● 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p>The overall project approach is based in UNDP global experiences in the areas of ICT for Development and e-governance that have been used by over 40 programme countries</p> </td> </tr> </table>	3	2	1		<p>The overall project approach is based in UNDP global experiences in the areas of ICT for Development and e-governance that have been used by over 40 programme countries</p>	
3	2						
1							
<p>The overall project approach is based in UNDP global experiences in the areas of ICT for Development and e-governance that have been used by over 40 programme countries</p>							
<ul style="list-style-type: none"> ● Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project): <ul style="list-style-type: none"> 5. 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p>The full implementation of the project will draw upon the information gleaned during the initiation phase of the importance and usefulness of this project to women in</p> </td> </tr> </table>	3	2	1		<p>The full implementation of the project will draw upon the information gleaned during the initiation phase of the importance and usefulness of this project to women in</p>	
3	2						
1							
<p>The full implementation of the project will draw upon the information gleaned during the initiation phase of the importance and usefulness of this project to women in</p>							

51 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

52 Sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<p>analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i></p> <ul style="list-style-type: none"> ● 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> ● 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>particular. The roll out of the full project will therefore capture data to address and inform gender inequalities</p>						
<ul style="list-style-type: none"> ● Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project): ● 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> ● 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. ● 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;"> <p>While the project could be perceived as a technical one, UNDP role is to ensure that the human development components take centre stage and are placed at the core of project interventions. While access to ICT is laudable, the development impact of public ICT investments in the human development of local communities is the core issue</p> </td> </tr> </table>	3			1	<p>While the project could be perceived as a technical one, UNDP role is to ensure that the human development components take centre stage and are placed at the core of project interventions. While access to ICT is laudable, the development impact of public ICT investments in the human development of local communities is the core issue</p>	
3							
	1						
<p>While the project could be perceived as a technical one, UNDP role is to ensure that the human development components take centre stage and are placed at the core of project interventions. While access to ICT is laudable, the development impact of public ICT investments in the human development of local communities is the core issue</p>							
SOCIAL & ENVIRONMENTAL STANDARDS							
<p>Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> ● 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i> ● 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. ● 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td></td> <td style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;"> <p>Inclusion, participation, equity and privacy are key elements of the project, while focusing on communities that are traditionally marginalized and socially excluded</p> </td> </tr> </table>	3	2		1	<p>Inclusion, participation, equity and privacy are key elements of the project, while focusing on communities that are traditionally marginalized and socially excluded</p>	
3	2						
	1						
<p>Inclusion, participation, equity and privacy are key elements of the project, while focusing on communities that are traditionally marginalized and socially excluded</p>							
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> ● 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td></td> <td style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;"> <p>While ICTs are not carbon neutral, the project has identified opportunities to deploy ICT in sync with renewable energy resources in poor and remote areas, currently off-grid. The project</p> </td> </tr> </table>	3	2		1	<p>While ICTs are not carbon neutral, the project has identified opportunities to deploy ICT in sync with renewable energy resources in poor and remote areas, currently off-grid. The project</p>	
3	2						
	1						
<p>While ICTs are not carbon neutral, the project has identified opportunities to deploy ICT in sync with renewable energy resources in poor and remote areas, currently off-grid. The project</p>							

<p><i>(All must be true to select this option).</i></p> <ul style="list-style-type: none"> ● 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. ● 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>will also envisage strategies to dispose of e-waste in effective fashion</p>	
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [If yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<p>Yes</p>	<p>No</p>
<p>MANAGEMENT & MONITORING</p>		
<p>1. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> ● 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. <i>(all must be true to select this option)</i> ● 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. <i>(all must be true to select this option)</i> ● 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Results framework presents four tightly linked outputs that will ensure the medium and long term sustainability of the initiative, beyond the current level of funding.</p>		
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	<p>Yes (3)</p>	
<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> ● 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(All must be true to select this option).</i> ● 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i> ● 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Project follows UNDP standard recommendations for the creation of adequate governance mechanisms, including the active and direct participation of stakeholders who are potential beneficiaries of the intervention</p>		

<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> ● 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i> ● 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. ● 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p><i>*Note: Management Action must be taken for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Risks are clearly presented and have benefited from the baseline the GOG commissioned last year</td> </tr> </table>	3	2	1		Risks are clearly presented and have benefited from the baseline the GOG commissioned last year			
3	2								
1									
Risks are clearly presented and have benefited from the baseline the GOG commissioned last year									
EFFICIENT									
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<table border="1"> <tr> <td style="text-align: center;">Yes (3)</td> <td style="text-align: center;">No (1)</td> </tr> </table>	Yes (3)	No (1)						
Yes (3)	No (1)								
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<table border="1"> <tr> <td style="text-align: center;">Yes (3)</td> <td style="text-align: center;">No (1) There are no other ICT Access for Hinterland, Poor and Remote Communities initiatives in place at this time</td> </tr> </table>	Yes (3)	No (1) There are no other ICT Access for Hinterland, Poor and Remote Communities initiatives in place at this time						
Yes (3)	No (1) There are no other ICT Access for Hinterland, Poor and Remote Communities initiatives in place at this time								
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> ● 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. ● 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. ● 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Budget estimates are based on the baseline study commissioned by GoG in 2016 and complemented by UNDP experience and expertise in the areas of ICT for Development and e-governance</td> </tr> </table>	3	2	1		Budget estimates are based on the baseline study commissioned by GoG in 2016 and complemented by UNDP experience and expertise in the areas of ICT for Development and e-governance			
3	2								
1									
Budget estimates are based on the baseline study commissioned by GoG in 2016 and complemented by UNDP experience and expertise in the areas of ICT for Development and e-governance									
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> ● 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) ● 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. ● 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p><i>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2">The budget includes costs for programme management, direct project costs and general management support</td> </tr> </table>	3	2	1		Evidence		The budget includes costs for programme management, direct project costs and general management support	
3	2								
1									
Evidence									
The budget includes costs for programme management, direct project costs and general management support									

EFFECTIVE							
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> ● 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> ● 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. ● 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">GoG has already in place an e-government unit which already has some expertise in the area. The unit already employs over 100 people and is expanding to 200 this year. A comprehensive capacity assessment of the unit is part of the project activities; the HACT Micro Assessments are being finalised</td> </tr> </table>	3	2	1		GoG has already in place an e-government unit which already has some expertise in the area. The unit already employs over 100 people and is expanding to 200 this year. A comprehensive capacity assessment of the unit is part of the project activities; the HACT Micro Assessments are being finalised	
3	2						
1							
GoG has already in place an e-government unit which already has some expertise in the area. The unit already employs over 100 people and is expanding to 200 this year. A comprehensive capacity assessment of the unit is part of the project activities; the HACT Micro Assessments are being finalised							
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <p>9. 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.</p> <p>10. 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.</p> <p>11. 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">The baseline study commissioned by GoG did extensive field work in Hinterland, poor and remote communities and captured in systematic fashion stakeholder inputs</td> </tr> </table>	3	2	1		The baseline study commissioned by GoG did extensive field work in Hinterland, poor and remote communities and captured in systematic fashion stakeholder inputs	
3	2						
1							
The baseline study commissioned by GoG did extensive field work in Hinterland, poor and remote communities and captured in systematic fashion stakeholder inputs							
<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</p>	<table border="1"> <tr> <td>Yes</td> <td>No (1) The project is still in the design phase but has incorporated plans for monitoring and evaluation</td> </tr> </table>	Yes	No (1) The project is still in the design phase but has incorporated plans for monitoring and evaluation				
Yes	No (1) The project is still in the design phase but has incorporated plans for monitoring and evaluation						
<p>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p><i>*Note: Management Action or strong management justification must be given for a score of "no"</i></p>	<table border="1"> <tr> <td>Yes</td> <td>No (1) Some of the outputs concern institutional capacity assessments, development of user guides and selection of infrastructure which are not necessarily gender mainstreamed.</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	Yes	No (1) Some of the outputs concern institutional capacity assessments, development of user guides and selection of infrastructure which are not necessarily gender mainstreamed.	Evidence			
Yes	No (1) Some of the outputs concern institutional capacity assessments, development of user guides and selection of infrastructure which are not necessarily gender mainstreamed.						
Evidence							
<p>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> ● 3: The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> </table>	3	2	1			
3	2						
1							

resources.		
<ul style="list-style-type: none"> ● 2: The project has a work plan & budget covering the duration of the project at the output level. ● 1: The project does not yet have a work plan & budget covering the duration of the project. 		
SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> ● 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. ● 2: The project has been developed by UNDP in close consultation with national partners. ● 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
	1	
	Project drafts have been shared and received inputs from the eGovernment Agency and the PMO in the Ministry of the Presidency. Project will follow GRIF guidelines for final approval by GoG	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> ● 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. ● 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. ● 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. ● 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. ● 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	3	2.5
	2	1.5
	1	
		Introducing new ICTs into key public institutions requires the implementation of adequate capacity assessments complemented by change management strategies. These are part of the core activities the project will undertake
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?	Yes (3)	No
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3) The project will be fully funded for its duration by GRIF	No

Annex 3
Social and Environmental Screening Procedure (SESP)

Project Information	
1. Project Title	ICT Access and E-services for Hinterland, Poor and Remote Communities
2. Project Number	
2. Location (Global/Region/Country)	Guyana

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project aims at spreading access to public services and information to indigenous, poor and under-served communities which will in turn further social and economic inclusion. Increasing access to information will also promote the participation of such communities in decision-making processes that can have direct impact on their own lives and thus advance democratic governance. Finally, privacy could also be enhanced provided adequate policies and regulations are put in place, and completed in consultation with local stakeholders.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project is well aware that by default new technologies do not automatically promote gender equality. In this light, activities and outputs envisaged by the project have specific gender components that can empower women not only as users of ICTs but also as a distinct stakeholder group that needs to be part and parcel of overall project implementation.

Briefly describe in the space below how the Project mainstreams environmental sustainability

While not carbon neutral, ICTs can be effectively deployed to reduce carbon emissions in other sectors of the economy. Furthermore, enhancing access to ICTs can go hand in hand with the deployment of renewable technologies such as solar, wind and other alternatives. The fact that a large portion of intended project beneficiaries are still off-grid provides also a unique opportunity to connect them using cleaner energy resources.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?		
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the</i>

				assessment should consider all potential impacts and risks.
Risk 1: Lack of buy-in by local communities, stakeholders	I = 3 P = 3	Moderate		Conduct and co-create local community needs assessments. Use existing community and stakeholder strategy to increase project buy-in
Risk 2: ICT Threats to governance and culture of indigenous communities	I = 5 P = 3	High		Spread project ownership from inception. Build on existing local networks and power structures. Use ICT to promote preservation of local traditions, languages, etc.
Risk 3: Off-grid populations not able to use ICTs effectively	I = 5 P = 5	Moderate		Strategically deploy renewable energy resources that are in sync not only with ICT use but also local needs and demand. Explore and apply up-links or other network solutions to connect off-grid populations to the grid.
Risk 4: Impact of ICT deployment in local environment	I = 3 P = 3	Moderate		Undertake social and environmental impact assessments. Design and produce simple to use guides on managing the impact of ICT deployment in local environment.
QUESTION 4: What is the overall Project risk categorization				
Select one (see SESP for guidance)			Comments	
<i>Low Risk</i>				
<i>Moderate Risk</i>				
<i>High Risk</i>				
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>			
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>			
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>			
<i>2. Climate Change Mitigation and Adaptation</i>	<input checked="" type="checkbox"/>			
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>			
<i>4. Cultural Heritage</i>	<input checked="" type="checkbox"/>			
<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>			
<i>6. Indigenous Peoples</i>	<input checked="" type="checkbox"/>			
<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>			

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Yes/No
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ⁵³	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Yes
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into	No

⁵³ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

<p>account different roles and positions of women and men in accessing environmental goods and services?</p> <p><i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i></p>	
<p>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</p>	
<p>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</p>	
<p>For the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?</p> <p><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i></p>	No
<p>1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognised as such by authoritative sources and/or indigenous peoples or local communities?</p>	Yes
<p>1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</p>	No
<p>1.4 Would Project activities pose risks to endangered species?</p>	No
<p>1.5 Would the Project pose a risk of introducing invasive alien species?</p>	No
<p>1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?</p>	No
<p>1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?</p>	No
<p>1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water?</p> <p><i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i></p>	No
<p>1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)</p>	No
<p>1.10 Would the Project generate potential adverse trans-boundary or global environmental concerns?</p>	No
<p>1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it</p>	Yes

<p>generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i></p>	
Standard 2: Climate Change Mitigation and Adaptation	
2.1 Will the proposed Project result in significant ⁵⁴ greenhouse gas emissions or may exacerbate climate change?	No
Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No

⁵⁴ In regard to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3 Is there a risk that the Project would lead to forced evictions? ⁵⁵	No
5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	Yes

⁵⁵ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Yes
6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognised as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8 Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency	
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or trans-boundary impacts?	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	Yes
7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm</i>	No

<i>Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	
7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 4

Consultation Strategy

1. Introduction

The Government of Guyana and UNDP will work assiduously to ensure that informed inputs are given by all stakeholders in the development of the ICT access and e-services for the HPRCs. This engagement strategy builds on the extensive consultation process of the Guyana Low Carbon Development Strategy and the Free, Prior and Informed consent provisions embodied in the Amerindian Act.

The UN-REDD Programme and the Forest Carbon Partnership Facility (FCPF) have produced joint Guidelines on Stakeholder Engagement in REDD+ Readiness,⁵⁶ which describes (i) principles for effective participation and consultation; (ii) operational guidelines; and (iii) practical “how-to” guidance on planning and implementing consultations. This document takes the principles and guidance from the joint UN-REDD/FCPF guidelines, incorporates lessons from other countries, and analyses these to generate a practical strategy for application. This information is organised according to various steps of consultation outlined in the Guidelines on Stakeholder Engagement in REDD+ Readiness. This analysis is supported by annexes and attachments providing more detailed examples as well as links to further resources.

Furthermore, the emergence of new interactive ICT platforms and tools have open new communications channels that allow for easy and affordable interaction between governments and citizens. These new channels have substantially opened the public sphere and in the process given voice to many who had none before. New forms of consultation have also emerged such as e-participation and crowdsourcing. Unlike traditional consultation and civic engagement processes, these new forms allow for the participation of a wider and more widespread groups of people who do not need to displace themselves to specific participation venues.

These developments have also had impact on traditional e-government initiatives which are now being redefined under the umbrella of *Open Government*. In a nutshell, open government places the emphasis on participation of stakeholder, and the increased transparency and accountability of public institutions. It also sees new ICTs as a key enabler that can bring innovation and new approaches into governance processes. The Open Government Partnership,⁵⁷ a global partnership of 70 countries promoting open government principles, is perhaps the best example here. OGP has also developed stakeholder consultation guidelines that can be used and adapted to the Guyanese context by the project team.⁵⁸

2. Proposed Elements for Consultation Processes

2.1 Define the desired outcomes of consultations

For each series of consultations, specific ToR will be drawn up identifying the purpose of the consultation, the number and locations of consultation events, the anticipated participants (by stakeholder groups), and providing a budget and anticipated schedule. These ToR will be communicated widely through any established appropriate networks and on the GRIF web-site.

2.2 Define consultation issues

The key issues to be discussed will be decided and reviewed by the PB. Each quarterly work plan will identify the issues requiring stakeholder consultations in the coming quarter, but the PB will also attempt to plan two quarters ahead. For each issue, specific ToR will be developed.

2.3 Identify stakeholders

The project may affect the following stakeholder groups:

⁵⁶ <http://www.unredd.net/documents/global-programme-191/stakeholder-engagement-295/key-documents-1095/6862-final-joint-guidelines-on-stakeholder-engagement-april-20-2012-6862/file.html>

⁵⁷ OGP, <http://www.opengovpartnership.org/>.

⁵⁸ See <http://www.opengovguide.com/topics/citizen-engagement/>.

18. Government ministries, departments and agencies
19. Local administrations
20. Indigenous Peoples
21. Community and grassroots organisations
22. Civil society and civil society organisations
23. Academia
24. Industry and businesses
25. Media and new media outlets
26. Local innovators, start-ups and tech hubs

For those groups for which representation is not self-evident (for example, CSO, academia), a process of self-selection of representatives will be supported in the case of non-digital consultations. The self-selection process will be undertaken at least 3 weeks in advance of each series of consultations. The results of the self-selection process will be communicated widely through appropriate networks and on the GRIF web-site.

2.4 Select the consultation and outreach methods

For each consultation process, the appropriate outreach methods will be identified in the ToR. Normally this will include: i. National newspapers, as appropriate ii. Radio and TV broadcasts iii. Distribution of information (posters, brochures) as appropriate iv. GRIF web-site v. Community mobilisation using existing communication channels. vi. Social media and Internet platforms. vii. SMS platforms and gateways.

2.5 Implement the consultations

Face to face consultation process will normally consist of meetings using a format and in a setting designed to promote open discussion. This implies, inter alia: i. A location, time and duration that is convenient for stakeholders' participation ii. The presentation of information in a manner designed to be comprehensible by stakeholders iii. Appropriate participation, i.e. jointly identifying with community a list of stakeholders who need to be present for consultation opportunities.

Virtual consultation processes will also be considered to increase stakeholder participation and geographical coverage. This can be done in several ways including: i. Social media platforms; ii. Remote participation via Internet video and-or voice; iii. SMS or Web campaigns properly advertised where users can vote and select a series of options. iv. Local crowdsourcing processes where local stakeholders can use mobile or mesh networks to participate.

2.6 Analyse and disseminate results.

All documents related to the consultations (including ToR for the consultations, background documents on the subject of the consultation, logistical arrangements for the consultations) will be sent to participants in the consultation at least 2 weeks before the consultation, and posted on the GRIF web-site.

All data and results of the consultations (consisting of minutes of the consultation, analyses and reports) will be sent to all participants in the consultation, and posted on the GRIF web-site. Infographics and other data tools will be used summarize consultations results and make them more palatable to stakeholders and end users.

**Annex 5
Risk Log**

Risk	Mitigation Measures	Risk level	Impact
Low buy-in by key public institutions on e-government policies and implementation	<ul style="list-style-type: none"> ● Build from the start governance mechanisms that involve them ● Ensure mandates of each institution will not change 	Medium	High
Lack of capacity within key public institutions to effectively provide e-services	<ul style="list-style-type: none"> ● Support internal institutional capacity assessments ● Provide complementary and supplementary support expertise ● Identify institutional champions that can dynamize e-service provision 	Medium	High
Lack of support by the various communities involved	<ul style="list-style-type: none"> ● Spread project ownership ● Engage stakeholders on a regular and sustained basis ● Community needs assessment built into the design of the project 	Medium	High
Environmental and socio-cultural concerns regarding design and implementation of project	<ul style="list-style-type: none"> ● Implement environmental and social impact assessments ● Ensure local governance mechanisms and process take precedence over ICTs ● Assess socio-cultural and ethnographic factors as part of project design and implementation, including communications strategy 	Medium	High
Off-grid communities and locations cannot power necessary infrastructure and equipment	<ul style="list-style-type: none"> ● Identify potential renewable energy sources for integration with infrastructure 	High	High

Risk	Mitigation Measures	Risk level	Impact
	<ul style="list-style-type: none"> ● Ensure communities are directly involved in selecting such sources 		
Corruption and lack of transparency in the procurement of equipment and issuance of contracts	<ul style="list-style-type: none"> ● Make wide and effective use of UNDP's procurement and open/ competitive contracting procedures ● National implementing agency to issue related transparency guidelines following the UN Convention Against Corruption framework 	Medium	High
Changing political and policy priorities of the national government	<ul style="list-style-type: none"> ● Ensure both e-government strategy and roadmap are finalized and approved by national government in the short run ● Spread project ownership and participation among key public institutions and actors from the very start ● Create and manage participatory governance mechanisms for project implementation 	Medium	High
Infrastructure deployment not in sync with e-service provision	<ul style="list-style-type: none"> ● Ensure priority e-services are readily available even before communities are connected ● Link infrastructure deployment is linked to e-service delivery from the start 	Medium	High

Annex 6

Capacity Assessment

While a rapid financial assessment of the implementing agency has already been completed, the project envisages a comprehensive capacity assessment which will not be limited to ICT but will also include all other elements such as policy and managerial capacity of the entity to implement the project in systematic fashion.

Capacity assessment of the implementing agency is thus one of the first outputs of the project, and one that will help shape up the specific support the entity in charge of the project can provide, while identifying gaps that can be closed with targeted investments.

Annex 7
Terms of Reference for Project Board and Project Team

The **Project Board** is expected to have the following functions, among others:

- Provide strategic guidance to the project manager
- Make all relevant management decisions
- Approve the project's annual work plan and overall budget allocation
- Revise and approve annual project reports and recommend and revise quarterly project reports
- Ensure adequate project documentation and monitoring
- Arbitrate any conflicts that might emerge during project implementation
- Provide guidance on potential project partnerships and alliances and negotiate with external actors as needed
- Recommend substantive changes to the project as local conditions change and new technologies emergence
- Advise and oversee project evaluations
- Promote related knowledge management and learning processes that can enhance project implementation
- Undertake all of the above with full integrity and transparency
- Uphold UNDP safeguards and standards included in Annex 1
- Meet twice a year or as needed

The **Project Manager** in turn is expected to undertake the following overall tasks:

- Prepare and update project annual and quarterly work plans
- Prepare and participate in quarterly work planning and progress reporting meetings
- Draft TORs for key inputs (i.e. personnel, sub-contracts, training, and procurement)
- Provide technical advice to project beneficiaries, review technical reports and monitor technical activities carried out by responsible parties
- Ensure that all agreements with implementing agencies are prepared, negotiated and agreed upon
- Ensure that these agencies mobilize and deliver the outputs in accordance with their letters of agreement or contracts
- Provide overall supervision and/or coordination of their work to ensure the production of the expected outputs

- Assumes direct responsibility for managing the project budget
- Supervises PMU staff and local or international short-term consultants working for the project
- Prepares project progress reports and the project final report
- Ensure the timely submission of work plans, reports, outputs and other deliverables
- Regularly report to and keep MoPT and UNDP up-to-date on project progress and implementation issues

The **e-government Policy Expert** is expected to undertake the following overall tasks:

- Provide overall policy guidance to the project, project staff and implementing agency
- Ensure core project output implementation is linked to broader national development and sustainability strategies, as well as the SDGs and other internationally agreed development target
- Keep abreast of the latest national and international development on e-government, including open government, smart government and ICT innovation
- Provide relevant policy advice on the various strategy and policy documents the project will generate
- Provide future thinking and future foresight analysis and guidance to the project as well as to the implementing agency
- Lead the knowledge management component of the project and advise on the deployment of latest KM tools and platforms to ensure knowledge sharing and dissemination
- Serve as a knowledge broker for the project to advise and help identify national and international expertise on specific e-government topics and areas, based on implementation requirement and demands
- Advise on the creation of a potential roster of national and international e-government experts
- Keep abreast on national and international meeting and gatherings that could serve as both learning and showcasing opportunities for the project and/or the implementing agency
- Supports the development of lessons learned and best practices derived from project implementation
- Advises on required project policy changes to ensure latest innovations and developments in the fields are part and parcel of its implementation
- Supports the development of national and international public-private partnerships with the business sector, academia and Civil Society Organizations

- Maintain links with local community of social innovators and entices international innovators to share experiences with the project

The **Communications Specialist** is expected to undertake the following overall tasks:

- Develops the overall communications strategy for the project
- Maintains solid relations with the various media outlets in the country, including radio and other traditional communications channels
- Makes systematic use of social media channels to promote project implementation and achievements
- Promotes a better understanding of e-government and its benefits to the average citizen/stakeholder
- Develops, maintains and updates media relations contact database, including international outlets
- Establishes, documents, reviews and refines communication processes
- Develops and evaluates a variety of media materials in multiple, appropriate formats (Press releases, feature stories etc.)
- Supports all stakeholder consultation processes envisage by the project
- Monitors and evaluates the use and effectiveness of media materials and share results and findings
- Liaises with communications team of the host and implementing entities

Annex 8
Quick Wins Profile

The eGovernment Agency⁵⁹ has identified a selected number of quick wins that can indeed be rapidly conceptualized and deployed. This group on initiatives fall within the core priority areas identified by the Government of Guyana, namely: Health, education, security and e-Administration. Recognising also that the project caters for poor, rural and hinterland communities, all quick wins selected are indeed relevant for such communities.

In this light, the following quick wins will be supported during the first year of the project:

1. **eLibrary** comprising, in the first instant, relevant health information and educational content
2. **TellUS** to allow Government to interact with its constituents, and respond to their concerns and reports.
3. **Sustainable Livelihoods**. Identify communities where access to market and price information provided via the Internet and SMS can be relevant to further enhance local livelihoods
4. **Crowdsourcing** platform to capture crime including gender violence (in real time) in Guyana

The table below presents additional details on each of these initiatives.

Quick Win	Objective	Partners	Metrics
<i>eLibrary (Content Management System on Health Information, Government Data Management)</i>	Improve equity in knowledge sharing and learning across	MoPT (eGovernment Agency), MoH, MoE, UNDP, MoIPA, MoTP	Content management system developed and operational # of registered school children # of registered health workers Volume of educational content Percent of Government Agencies using system Volume of Government data digitized and stored
<i>TellUs</i>	Facilitate and promote citizen participation and interaction with government	MoPT (eGovernment Agency), MoC, UNDP, MoPI	TellUs application developed and operational # of registered users # of complaints made Response rate (% complaints addressed) Expediency of Government's response

⁵⁹ The EGovernment Agency has been recently subsumed under the National Data Management Authority

Quick Win	Objective	Partners	Metrics
<i>Sustainable Livelihoods</i>	Match buyers and sellers of goods, support access to market in HPRCs	MoIPA, MoPT (eGovernment Agency), MoC, MoB, MoA, UNDP	Electronic Market Place developed and operational # registered users (sellers and buyers) # of matches/transactions made
<i>Crowdsourcing Platform</i>	Enable real-time crime reporting and foster Guyana Police Force's response	MoPT (eGovernment Agency), MoPS, Guyana Police Force, UNDP	Crowdsourcing platform developed and operational # of crimes reported Expediency of Police Force's response % population using service

Annex 9
Annual Work Plan – Year 1

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	PLANNED BUDGET	Inputs	Amount USD
		Q1	Q2	Q3	Q4				
<p>Output 1: E-government policy environment and legislation strengthened</p> <p>Baseline: - No government ICT capacity mapping exists - Draft e-government strategy being developed</p> <p>Indicator: 1. Policy documents completed and approved by GoG and-or legislature for each established target</p>	<p>Activity Result 1.1: Baseline and needs assessment study completed <i>Action 1: Draft ToRs</i> <i>Action 2: Advertise and procure services</i> <i>Action 3: Draft study reports</i> <i>Action 4: Share findings with relevant stakeholders</i> <i>Action 5: Finalize report, submit to GoG for final approval</i></p>					MoPT / eGovA / UNDP	GRIF	Contractual Services, Miscellaneous expenditures	525,000
	<p>Activity Result 1.2: Public institutions ICT mapping finalized <i>Action 1: Design methodology</i> <i>Action 2: Conduct research and interviews</i> <i>Action 3: Complete draft</i> <i>Action 4: Share finding with stakeholders</i> <i>Action 5: Finalize report, place data on web platform</i></p>					MoPT / eGovA	GRIF	Contractual Services, Workshops, conferences, Audio-visual, print costs, Miscellaneous expenditures	30,000
	<p>Activity Result 1.3: Comprehensive capacity assessment of eGovernment Agency <i>Action 1: Identify experts</i> <i>Action 2: Conduct research and interviews</i> <i>Action 3: Complete 1st draft</i> <i>Action 4: Share findings with senior managers</i> <i>Action 5: Finalize report, implement recommendations</i></p>					MoPT / eGovA / UNDP	GRIF	Contractual Services, International Consultants, Workshops, conferences, audio-visual, print costs, Travel	40,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	PLANNED BUDGET	Inputs	Amount USD
		Q1	Q2	Q3	Q4				
	<p>Activity Result 1.4: National e-government strategy and implementation roadmap completed</p> <p>Action 1: Finalize current draft</p> <p>Action 2: Share with stakeholders including communities</p> <p>Action 3: Incorporate relevant inputs and finalize document</p> <p>Action 4: Support approval process by GoG</p>					MoPT/ eGovA	GRIF	Contractual Services, International Consultants, Workshops, conferences, audio-visual, print costs, Travel	90,000
	<i>Sub-total</i>								685,000
<p>Output 2: HPR communities (HPRCs) access to ICTs in place</p> <p>Baseline: - 20% of people in HPRCs have access to ICTs - 14 ICT hubs deployed in HPR areas</p> <p>Indicators: - % of users in HPRCs with access to ICTs - Number of ICT hubs deployed in HPR areas</p>	<p>Activity Result 2.1: Appropriate and affordable ICT infrastructure in HPRCs selected and deployed</p> <p>Action 1: Draft RFP for bidding process</p> <p>Action 2: Run procurement process</p> <p>Action 3: Select winning bidders</p> <p>Action 4: Issue contracts</p> <p>Action 5: Manage contracts and monitor on the ground implementation</p>					MoPT/ eGovA, UNDP	GRIF	Contractual Services (companies), International Consultants, Workshops, conferences, training, Materials and goods, Travel	470,955
	<p>Activity Result 2.2: ICT hubs/e-service centres in selected HPRCs in place</p> <p>Action 1: Identify communities, sites, locations, power sources</p> <p>Action 2: Procure equipment</p> <p>Action 3: Install hardware, software, connectivity</p> <p>Action 4: Launch hubs/centres in sync with HPRCs</p> <p>Action 5: Monitor and maintain hub operation</p>					MoPT/ eGovA	GRIF	Contractual Services, ICT equipment, connectivity costs, ICT platforms, software development, Workshops, conferences, training, Materials and goods, Travel, Miscellaneous expenditures	180,000
	<i>Sub-total</i>								650,955

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	PLANNED BUDGET	Inputs	Amount USD
		Q1	Q2	Q3	Q4				
Output 3: Public e-services and information readily available to HPRCs Baseline: - HPRCs have no access to public e-services - Few government services and public information resources are currently available on line Indicators: - % of people in HPR areas accessing e-services, disaggregated by age and gender - Number of online services offered by public institutions - % of public institutions with online presence offering access to relevant public information	Activity Result 3.1: 4 quick win initiatives focused on security, participation, e-learning and sustainable livelihoods deployed Action 1: Define thematic areas Action 2: Draft proposals and business models with adequate metrics Action 3: Consult with relevant stakeholders and finalize proposals Action 4: Implement prototypes Action 5: Assess impact and revisit approach					MoPT/ eGovA	GRIF	Contractual Services, International Consultants, Training, workshops, conferences, audio-visual, print costs, Travel, IT hardware and software	60,000
	Activity Result 3.2: Multi-dimensional capacity assessment of public institutions that will offer e-services, identifying gaps and bottlenecks finalized Action 1: Identify experts Action 2: Conduct research and interviews Action 3; Complete 1st draft Action 4: Share findings with senior managers Action 5: Finalize reports, implement recommendations					MoPT/ eGovA	GRIF	Contractual Services, Global Consultants, Training, workshops, conferences, audio-visual, print costs, Travel, Miscellaneous expenditures	100,000
	Activity Result 3.3: Assessment and redesign of business processes, and development of complementary change management processes started Action 1: Develop public information and open data standards Action 2: Use local cloud services to host information and data					MoPT/ eGovA	GRIF	Contractual Services, International Consultants, Training, workshops, conferences, audio-visual, print costs, Travel, Miscellaneous expenditures	30,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	PLANNED BUDGET	Inputs	Amount USD
		Q1	Q2	Q3	Q4				
	Action 3: Assist in information and data digitalization Action 4: Provide technical support and recommend ICT tools Action 5: Develop guidelines with lessons learned and best practices								
<i>Sub-total</i>								190,000	
Programme Management	<ul style="list-style-type: none"> - Recruitment of project staff - Management and operational activities - HPR community support - Project documentation, monitoring and evaluation - Communication strategy, social media use - Knowledge management 				MoPT/ UNDP	eGovA/ GRIF	Contractual Services, ICT and office equipment, Office Supplies, audio-visual, print costs, Workshops, conferences, training, Materials and goods, Travel, Miscellaneous expenditures	571,045	
							DPC Staff	116,500	
							DPC GOE	116,500	
<i>Sub-total</i>								804,045	
General Management Support								202,609	
TOTAL								2,532,609	

Annex 9

Response to Key Stakeholder Inputs

An earlier draft of this document was shared with a wide variety of stakeholders in order to capture comments and feedback. A public workshop was also organized by GoG and UNDP where the contents of the project document were presented and stakeholders representing the various sectors furnished their feedback.

While the document has been updated accordingly, this annex provides additional details on three critical themes raised by stakeholders: 1. Exit strategy. 2. Use of renewable energy. And 3. HPRCs project selection and prioritization.

1. Long-term Sustainability and Exit Strategy

Guyana is certainly not the first developing country deploying Information and Communications Technology (ICT) infrastructure with direct government support, using public funds. Many others have already walked down the same path with high success. Worth mentioning here are Kenya, a leader in Africa for technology innovation, India with its over six thousand Common Service Centers catering to poor populations, and nearby Colombia, deploying close to one thousand public Internet access points, including in conflict areas.

UNDP Guyana was directly involved in the preparation of the baseline and needs assessment set of reports prepared by a team of independent experts. UNDP furnished a wide range of comments to the experts, including explicit requests to explore ways on how public investments in ICT infrastructure and connectivity could be financially sustained in the medium and long terms.

The results of such requests are shown in the technical report which offers six models (page 65 and onwards) on how sustainability could be accomplished. The report also showcases detailed examples of how these models have been successfully used by a wide variety of countries. One clear lesson can be drawn from the historical evidence: A cookie-cutter approach to the issue does not exist.

The report, however, seems to fall short in at least three fronts. First, the models reviewed are not static, nor mutually exclusive. Current evidence suggests that while subsidies and public funding might be initially required to kick-start and propel ICT access, market and other self-sustaining mechanisms to help finance ICT infrastructure fixed operating costs emerge over time. In the long term, expected rising living standards in HPRCs will provide fertile ground to diminish government support to a minimum.

Note that even in advanced industrialized countries telecommunications subsidies persist, and taxes supporting universal access schemes are in place. The idea is to continue to subsidize access of remote and poor communities where costs are high, and profits are difficult if not impossible to secure.

Also, government could deploy one or more models simultaneously to cater to particular and unique local contexts. For example, Guyana could consider using a mix of different sustainability models and implement them according to regional diversity and existing socio-economic gaps. While open market competition should deliver in areas with high population density and low poverty, subsidies and publicly funded infrastructure will be initially needed where poor and remote communities exist.

Second, and unlike similar initiatives in other countries, the overall purpose of the Guyana project is not to deploy ICT infrastructure per se and connect HPRCs to the Internet. The core aim is to provide access to essential public services to such communities who at the moment have little to no access. And this will be accomplished by deploying modern and interactive technologies that will in turn allow stakeholders to furnish feedback to service providers.

Evidence from both developed and developing countries demonstrate that delivering services in this manner reduces marginal costs to almost zero. The cost of adding a new user is practically zero as required capital and operating expenses do not change. This fosters scalability, allowing

governments to reach a more substantial number of stakeholders, a feat that using traditional service delivery mechanisms would entail hefty and unsustainable costs.

Increasing public service delivery fosters human development and higher standards of living in the medium term. The latter facilitates cost recovery for services provided and fosters self-sustainability in the long run.

Related to the above are the new economic opportunities the Internet can offer to communities that run small enterprises and/or offer products and services to third parties. In principle, such products can be sold not only locally but also nationally or even regionally. As consumers learn about them, demand increases but logistical arrangements must be in place for final delivery. Having access to basic public services provides sound base to make this happen as local entrepreneurs will have better support and capacity to augment their offerings and expand their businesses.

Third, the project also has a third dimension as it is closely tied to Guyana's Green State Development Strategy. This gives the initiative a unique character that can serve as a beacon to other emerging nations trying to reach similar objectives. In fact, the project is decidedly promoting sustainable development by tackling its three core pillars, namely, economic growth, social inclusion and environmental sustainability - and using ICTs as a critical enabler to accomplish such goal.

All of the above envisages the implementing entity and the project management team take the following actions:

1. Study in detail the feasibility of the six sustainability models suggested by the baseline and needs assessment technical report for the local context. Each model could be associated with cost-benefit analysis, as well as transitioning mechanisms between them.
2. Create a long-term sustainability strategy during the first year of project implementation. Such strategy should be completed in close consultation with key stakeholders and communities, the private sector, and national and international development partners, among others. The strategy should also have a sound theory of change and a well-defined set of options to continue to provide public services in areas where high operating costs impede self-sustainability. The core goal is to minimize subsidies across the board but not to eliminate them.
3. Devise a cost recovery strategy for the provision of public services for HPRCs. Evidence from India and other countries undertaking similar initiatives suggest that these populations can afford to pay necessary fees for some services. Deciding which services are prone for effective cost recovery will be a critical goal of the strategy. Similarly, the strategy should also study ways of partnering with local stakeholders to sustain service provision. For example, local entrepreneurs might have an interest in assuming such role to generate additional income. This has been tried successfully in other countries.
4. Capital and operational costs should be linked to an adequate procurement strategy. In principle, the project should strive for technology neutrality and avoid vendor lock-in. ICTs are evolving at rapid pace and technologies that might seem state-of-the-art today could easily become obsolete in five years or so. Having such strategy will propel financial sustainability while keeping innovation at the forefront.
5. Explore ways in which the national Universal Service Fund can finance innovative ways to deploy and maintain ICT infrastructure. As a reference, many countries in the region have in fact made use of such funds to expand telecommunications infrastructure throughout successfully.
6. The Government of Guyana and its partners should be well aware of the unique character of the project, encompassing, technology, public service and green economy. It should thus take appropriate action to capture the experience in details and share with the world in the medium-term.

2. Renewable Energy

According to latest data provided by the World Bank, 13% of Guyana's population lack access to the electrical grid. And most of them happen to live in HPR areas. With this in mind, the technical solutions recommended by the baseline and needs assessments report envisaging the deployment of solar panels in such areas and where appropriate.

The report also confirmed that solar power has already been deployed in some of these communities, and seems to be the most prevalent type of renewable energy being used locally. Similarly, ongoing e-government projects in the same areas are also using solar technology.

Solar panel deployment in the country is not always linked to ICT infrastructure. A solar farm is currently being deployed in one Guyanese town. The project, directly supported by the Government of Guyana, is expected to generate close to 450 kilowatts of power and fulfill the energy demands of the town. Diesel generators and ensuing carbon emissions are expected to decline and vanish.

In 2015, the Government also released a Renewable Energy Policy Brief. The brief highlights progress made in the country in terms of renewable energy deployments which is significant. It also provides details on the draft Hinterland Energy Strategy for 2014–2023. Overall, the implementation of renewable energy in the country is already well on its way.

Unlike the traditional energy grid, the deployment of renewable resources does not necessarily demand the creation of a network of interconnected nodes. Instead, each node operates on its own, and network outages have no impact on every single node. While capital and operating costs are much lower than regular grid access, measures must be taken to ensure maintenance and backup of solar panels.

Actions to be taken by the implementing entity include:

1. Map the deployment of renewable energy resources in the country with particular focus on HPRCs. To accomplish this, establishing partnerships or links with relevant government agencies such as IRENA and the Ministry of Public Infrastructure will be crucial.
2. Seek on the ground synergies and concerted action with ongoing projects and initiatives deploying and using solar panels or similar renewables. This could serve as a way to prioritize communities where infrastructure deployment and service provision could be put in the front of the queue.
3. Work with private sector partners and local community entrepreneurs to support on the ground management and maintenance of solar panels.
4. Where possible, consider deploying new solar technology that is not limited to support ICT provision, but that can also cater to the energy needs of local communities. This will increase local ownership of the project while having a larger impact on local human development and living standards.

3. HPRCs Selection and Prioritization

The baseline and needs assessment technical report proposes a five-year rollout plan for the deployment of ICT in HPRCs. While rich in details and locations, the plan does not provide clear guidance on how the selection of communities will take place. Infrastructure considerations and population size seem to have been the key parameters driving most of the recommended locations in the study.

Since the overall outcome of the initiative is to promote overall sustainable human development, infrastructure related considerations alone cannot drive the project's implementation plan. In fact, its long-term success in HPR areas is a direct function of the *degree of ownership* local communities can have on project implementation and follow-up. *Spreading ownership* among HPRCs should thus be one of the core targets of the project team. After all, the project is expected to have significant impact on the lives of the people who live in such communities. And they should have a saying here.

One of the key ingredients to spread project ownership is to engage local communities from the very start. Most communities already have in place governance instances where emerging local issues are handled, with local stakeholders having voice and taking part in various ways. Where available, such instances could be used to introduce project benefits and define the role local communities want to play during implementation.

In this light, the proposed five-year rollout plan should be revisited and refined, and benefit from inputs provided by HPRCs, their representatives and partners. Actions to be taken could include:

1. Creating a multi-stakeholder consultative group (MCG) that includes HPRCs representatives. This new governance instance should focus on identifying and prioritizing locations for the project's overall rollout. It can also be engine for spreading project ownership across the board and creating clear guidelines for project rollout.
2. Defining criteria and checklists for the selection of project locations. These should be multi-dimensional and range from degree of local ownership to availability of solar technology and local capacities, for example. Transparency of the process and participation of stakeholders are key ingredients here.
3. Using participatory development methodologies to engage with local communities on the ground from the onset. Such methodologies could be enhanced by using the Internet and social media where appropriate.
4. Adopting a flexible approach where rollout plans can be changed in agile fashion, depending on changes at the local level and the emergence of new technologies, for example.