

United Nations Development Programme

Country: Guyana

Initiation Plan

Project Title: ICT Access and e-Services for Hinterland, Poor and Remote Communities

UNDAF Outcome: Strengthened public participation, trust, and confidence in national governance institutions, including the five Rights Commissions, the Parliament and Guyana Elections Commission (GECOM).

Expected CP Outcome(s): Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament.

Expected Output(s):

1. ICT Needs Assessment Study in Guyana conducted.
2. Full project document for approval by GRIF Steering Committee developed.

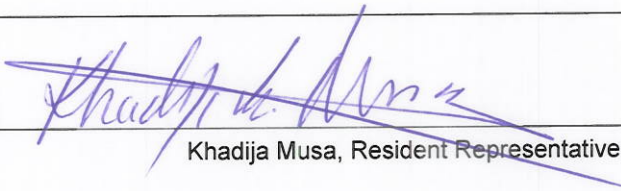
Executing Entity: UNDP Guyana

Implementing Agency: UNDP Guyana

Total resources required	USD 525,000
Total allocated resources:	USD 525,000
• Regular	
• Other:	
○ Donor	
○ Donor	
○ Donor	
○ Government	USD 525,000
Unfunded budget:	
In-kind Contributions	

Project Period:	June – December 2016
Key Result Area (Strategic Plan)	Governance
Atlas Award ID:	_____
Initiation Plan Start date	June 1, 2016
Initiation Plan End Date	December 31, 2016
PAC Meeting Date	May 18, 2016
Management Arrangements:	Direct Implementation (DIM)

Approved by (UNDP):


Khadija Musa, Resident Representative

Brief Description

The spread of Internet connectivity is critical to individual and national prosperity, thus creating the conditions for its widespread use is of major importance. There exists significant digital divide in internet distribution throughout Guyana. Current Internet and broadband infrastructure is concentrated on the coastal region with sparse and expensive connectivity options in the hinterlands and other poor and remote communities. Private telecommunications companies have shied away from providing Internet services to these communities because of the difficult terrain, economic status of the majority of the residents and the low return on investments. The onus is therefore on Government to provide the enabling environment for widespread access to the Internet.

A United Nations special rapporteur declared "Given that the Internet has become an indispensable tool for realizing a range of human rights, combating inequality, and accelerating development and human progress, ensuring universal access to the Internet should be a priority for all states". Further, the Internet is now perceived as an important catalyst for economic growth, productivity and social inclusion. There is also an ongoing debate about the need to include broadband services as part of the Universal Services Obligations (USO). The Government of Guyana sees the provision of internet connectivity to hinterland, poor and remote communities as a public good and a significant strategy to provide affordable education, protect the environment, create sustainable livelihood, increase digital literacy and access information and e-government services.

Therefore, there is no doubt about the importance of ICT and broadband in particular for economic growth, productivity, innovation and social inclusion. It is critical if these communities are to be empowered and poverty reduced. The government of Guyana therefore propose to tackle this project in two phases:

- Conduct the current state and ICT needs assessment study
- Prepare project document for implementation of needs assessment recommendations

I. SITUATION ANALYSIS

Guyana is a small (214,000 km²), heavily forested country on the northern coast of South America with an approximate population of 747,884 persons. Guyana's geographical expanse and diverse terrain of coastal zone (below sea level), pristine rainforest, savannah land and remote riverine areas present a unique landscape that requires ongoing investments to ensure the infrastructure network required to accelerate the pace of development.

Guyana has made steady progress in its development and towards reducing extreme and moderate poverty. However, there still remains communities based challenges, be it access to services, material income, capital, and/or opportunities. Poverty continues to linger in both urban and rural areas, particularly in the hinterland (rural interior).

Structural rigidities and cost barriers inhibit the full integration of communities, and populations of the hinterland region with the national economy. As a result, government and other services delivery do not often reach the poorest. Cost and other barriers particularly affect access to vital services in urban and rural areas, while structural rigidities are associated with challenges for hinterland communities.

"The Hinterland regions of Guyana comprise about two-thirds (67.6 percent) or approximately 145,353km² of the land area of Guyana. They include: Barima-Waini (Region 1), Cuyuni-Mazaruni (Region 7), Potaro-Siparuni (Region 8) and Upper Takatu-Upper

Essequibo (Region 9). These highland areas are covered by dense forest lands and mountain ranges and marked also by series of hills and rivers. It also has a lowland belt mainly along the frontiers of Region 1, commencing from areas in and around the vicinity of Santa Rosa or Waramuri community border. Despite the large landmass of the Hinterland regions as compared to the Coastland, they are sparsely populated due to the barriers set by the geographical terrains. The population in these regions presently stands at 81,623 persons, which represent 10.9 percent of the total population.”

Within the hinterland region of Guyana there is a high concentration of indigenous peoples known as Amerindians. This group constitutes nine sub-groups spread across an estimated 187 communities at varying stages of integration with the national economy. The communities are typically characterized by the co-existence of well-preserved traditional lifestyles, large forested land ownership, and cultural freedoms with various kinds of subsistence incoming generating activities. In fact, combined lands owned by the Amerindians represent approximately 14 percent of Guyana. The Amerindian population constitutes 9.2 percent of Guyana’s total population or approximately 69,000 people, with communities ranging between 150 to 5,000 inhabitants. As an ethnic group the Guyana Poverty Reduction Strategy Paper (PRSP) indicated that poverty amongst Amerindians are the highest, combined 78.6 percent based on data from the household budget survey of 2006.

Poor communities are also in scattered urban coastal and rural coastal areas that have similar needs to those in the rural interior where there is a concentration of Amerindians.

The Government of Guyana (GoG) is fully committed to the social, economic, and environmental development of Guyana, as well as the bridging of developmental gaps, through ensuring equity and fair measures to benefit all. The GoG national development platform to achieve this is enshrined in sustainable development practices for a green economy. The initial entry point to a sustainable development framework was articulated through a low carbon pathway for the achievement of a low carbon, climate resilient economy. This is guided by Guyana’s Low Carbon Development Strategy (LCDS).

The Low Carbon Development Strategy (LCDS) highlight’s Guyana’s intentions to develop its economy while responding to local and global needs to combat climate change through avoided deforestation and degradation, conservation, sustainable management of forests and enhancement of forest carbon stocks (the eventual aim of Guyana’s REDD+ Strategy) and investment in initiatives aimed at climate change mitigation, adaptation, and resilience. The strategy builds on pillars such as the National Development Strategy (2000-2010), the National Competitiveness Strategy (2006), and the Poverty Reduction Strategy Papers (2004-2008 and 2011-2015). The complementarity shown within the aforementioned national development policy guidance frameworks critically merges treatment of the country’s environmental responsibility and impending green growth strategy, with the expectation that resources would be mobilized and distributed to treat critical development issues.

The LCDS created an entry point for Guyana to make its mark in the sustainable development agenda. Owing to the LCDS, on November 9th, 2009, the Governments of Guyana and Norway signed a Memorandum of Understanding “regarding cooperation on issues related to the fight against climate change, the protection of biodiversity and the enhancement of sustainable development.” Under the Guyana-Norway partnership Guyana can earn up to US\$ 250 million from Norway for the provision of forest climate services and the limiting of emissions from deforestation and forest degradation. The payments earned are channelled through the Guyana REDD+ Investment Fund (GRIF) which was established under the partnership as a multi-contributor trust fund for the financing of activities undertaken as part of the Government’s Low Carbon Development Strategy.

One of the more important developmental agendas identified in the LCDS is “the importance of enabling access to high quality ICT infrastructure in all parts of Guyana.” Additionally, the LCDS stated that: “Government policy focusses on enhanced connectivity and training for individuals and communities - with particular attention given to vulnerable groups and remote communities, who might otherwise be excluded.”

The connections between ICT and a green economy have also been recognised by the Global Coalition on ICT and Climate Change which notes that: “The climate change messages being expressed by the information and communication technology (ICT) community are all along the same lines: that ICT can enable low-carbon economies; and that 21st century governments, regulators and businesses cannot afford to exclude ICT from policy or business initiatives to green our global economy.”

A recent Global e-Sustainability Initiative (GeSI) Report stated that “ICT can enable a 20% reduction in global CO2e emissions by 2030, holding emissions at 2015 levels” and that “an assessment of eight economic sectors – energy, food, manufacturing, health, building, work, learning and logistics – shows that ICT could generate over \$11 trillion in economic benefits per year by 2030....”

Secretary General of the United Nations, Mr. Ban Ki-moon, in his video message to participants in the WSIS+ 10 High Level Event stated that “Information and communication technologies have long been recognized as key enablers for bridging the digital divide and achieving the three dimensions of sustainable development — economic growth, environmental balance and social inclusion.” Furthermore, United Nations special rapporteur, Mr. Frank La Rue declared: “Given that the Internet has become an indispensable tool for realizing a range of human rights, combating inequality, and accelerating development and human progress, ensuring universal access to the Internet should be a priority for all states. ”

The recently adopted Sustainable Development Goals (SDG) recognises the importance of ICT. Target “9.c” of SDG “9” aims to: “Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.” Additionally, target “5.b” of SDG “5” proposes that nations should: “Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.”

There is the expectation of a multiplier effect and positive externalities of investing in the Internet for all. For example, the European Commission estimates that ICT accounts for more than 50% increment of the productivity level in the EU, while other authors (Katz, R; Vaterlaus, S.; Zenhäusern, P. & S. Suter (2009) and Atkinson, D.; Castro, D. & S. J. Ezell (2008)) conclude that 1-euro invested in broadband implies 3 euros of growth in terms of GDP. Recent research on broadband finds that in Europe broadband-based processes increase labour productivity by 5% in manufacturing and by 10% in services (MICUS, 2008).

Further the World Economic Forum at page 2 of their 2009 report indicated that “ICT’s ability to deliver an economic growth dividend is motivating. Further, for every dollar invested in broadband (fixed and wireless) the US economy is expected to see a tenfold return. Faster broadband deployment in Europe created one million jobs and growth of up to €850 billion through 2015. Raising broadband penetration in emerging markets to levels currently in Western Europe could add \$300 to \$450 billion GDP and create 10 to 14 million new jobs.” Therefore, there is no doubt about the importance of ICT and broadband in particular for economic growth, productivity, innovation, and social inclusion.

On average, Guyana’s fixed-line teledensity of 20%, mobile penetration of 22% and internet usage of 30.3% compare to respective Latin America averages. However, there exists significant digital divide in its distribution throughout Guyana. Current Internet and broadband infrastructure is concentrated on the coastal region with sparse and expensive connectivity options in the hinterland, poor and remote communities. Private telecommunications companies have shied away from providing Internet services and telecommunications to hinterland, poor and remote communities because of the difficult and varying terrain, economic status of the majority of the residents, and the low return on investments. Limited private sector interest in these areas means that public sector intervention is required to provide the enabling environment for hinterland, poor and remote communities to access ICT, inclusive of access to e-Services.

For a truly advanced and inclusive digital society, the facilitation and provision of e-services is crucial and integral to taking advantage of ICT infrastructure and networks to support social, economic and environmental development.

“Through innovation and e-government, public administrations around the world can be more efficient, provide better services and respond to demands for transparency and accountability. E-government can help governments go green and promote effective natural resource management, as well as stimulate economic growth and promote social inclusion, particularly for disadvantaged and vulnerable groups. ICTs have also proven to be effective platforms to facilitate knowledge sharing, skills development, transfer of innovative e-government solutions and capacity-building for sustainable development among countries. E-government can generate important benefits in the form of new employment, better health and education.” The International Telecommunications Union alluded to the fact that E-Government services can also play a crucial role in lessening economic and social damage, including the loss of social life by sharing climate and weather related information and in forecasting and early warning systems. Additionally, e-government is considered a means to reach national environmental targets, as it eases the process towards a ‘paper free office’.”

Within the framework of a low carbon pathway it is important that the roll out of ICT infrastructure demonstrate leadership in reducing its own carbon footprint while meeting associated energy needs. Most hinterland, poor and remote communities are exposed to the harsh realities of energy poverty. Pairing the development of ICT access and e-services for these communities along with alternative energy applications is a strategic and necessary arrangement which provides enormous tangible benefits for a green economy. The provision of modern, efficient and simple alternative energy technology not only supports the functionality of the ICT hardware but provides the electrification means that will allow the communities to power their personal computers systems and access e-services in a sustainable manner. It is not uncommon for remote communities isolated from the national grid to establish satellite electricity systems supported by “micro grids” or even “smart micro grids” capable of integrating multiple renewable resources at the community level. While the strategic importance of ICT and energy cannot be overstated, in the first instance, the roll out of the ICT platform can be prepared to deliver tools/content that are vitally needed to collect process and manage alternative energy data, and connect it in a standardized format to a central storage. Improving the collection of data is a significant first step to the development and institutionalization of alternative energy. Further, and in the long run, ICT access will be crucial to the development of smart metering and smart grids which is essential for achieving reliability, carbon emission reduction, diversification of energy sources, and cost reduction.

II. STRATEGY

The GoG intends to utilise funds from the GRIF to improve the provision of ICT and e-services to hinterland, poor and remote communities, with the aim of bridging the digital divide and stimulating equitable and sustainable development in terms of economic growth, environmental balance, and social inclusion.

A Project Concept Note (PCN) was prepared with the intention to access the necessary project preparation funds from the GRIF. The outputs from this preparation phase will inform the design and preparation of a full project document for approval by the GRIF Steering Committee.

The objectives of the PCN are to:

1. Conduct a baseline, needs assessment and feasibility study to inform the development of a full project document;
2. Develop a full Project Document; and
3. Conduct a capacity assessment of the E-Government Unit of the Ministry of the Presidency to directly manage and support the implementation of the full project, and build capacity wherever deemed necessary to optimize implementation. This will include all necessary training.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
CPD outcome #2: Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament.				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Not available				
Applicable Key Result Area UNDP Strategic Plan 2014-2017: Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance				
Partnership Strategy: The approach of UNDP is embedded in the framework in allowing senior beneficiaries participatory ownership of the project and related activities. UNDP will work with partners at the level of Government, Private Sector, CDOs ¹ , CBOs ² to promote advocacy, collaboration and knowledge building among all stakeholders with a view to delivering the intended outputs.				
Project title and ID (ATLAS Award ID): ICT Access and E-Services for Hinterland, Poor and Remote Communities				
INTENDED OUTPUTS	OUTPUT TARGETS FOR 2016	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS USD
<p>Output 1: Current State of ICT in Guyana assessed</p> <p>Baseline: No such assessment has been undertaken in Guyana recently</p> <p>Indicators: Existence of final assessment of current state of ICT in Guyana</p>	<p>Targets</p> <ol style="list-style-type: none"> 1. Consultancy firm recruited and commence work by July 1st 2016 2. Inception Report submitted by second week from start of consultancy 3. Baseline data report submitted 4. Technical report submitted 5. Final Report submitted and approved by GOG 	<p>Activity Result:</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Launch recruitment process for consultancy firm 2. Selection of consultancy firm 3. Preparation of Methodology, Approach and Implementation Plan. 4. Prepare Inception Report with detailed work plan including study design, work breakdown structure, draft travel agendas, sites to be visited, collaborators etc. 5. Prepare Baseline Data Report after the field work has been completed. This should include analysis and recommendations based on the collected data supported by the complete 	<p>UNDP/GoG</p> <p>Partners:</p> <p>Ministry of the Presidency, Ministry of Public Telecommunication, Ministry of Communities, Ministry of Indigenous People's Affairs, E-Government Unit, Civil Organisations Society and</p>	<p>483,750</p>

¹ Community Development Organisations

² Community Based Organisations

		dataset from the baseline study and needs assessment. 6. Preparation and submission of technical report. 7. Preparation and submission of E-Services Readiness Assessment and Action Plan, in addition to Training Plan 8. Final report prepared and distributed to UNDP and stakeholders.	Private Sector Commission	
Output 2: Preparation of a full project document Full project document prepared Baseline: No project of this nature existed before Indicator: Project Document approve. Existence of an approved project document	Targets 1. Project Document prepared, finalised and approved within six weeks of completion of the needs assessment	Activity Result: Actions: 1. Prepare draft project document 2. Circulate project document for review and inputs from relevant stakeholders 3. Finalise project document	UNDP/GoG Partners: Ministry of the Presidency, Ministry of Telecommunication, Ministry of Communities, Ministry of Indigenous People's Affairs, E-Government Unit, Civil Society Organisations and Private Sector Commission	10,000
Output 3: Project Monitoring and Management	Target 1. Final Financial and Narrative report submitted by December 2016	Activity Result: Actions: 1. Annual Financial and Narrative Reports	UNDP	5,000
General Management Services (5%)				26,250
GRAND TOTAL				525,000

Annual Work Plan

Year: 2016

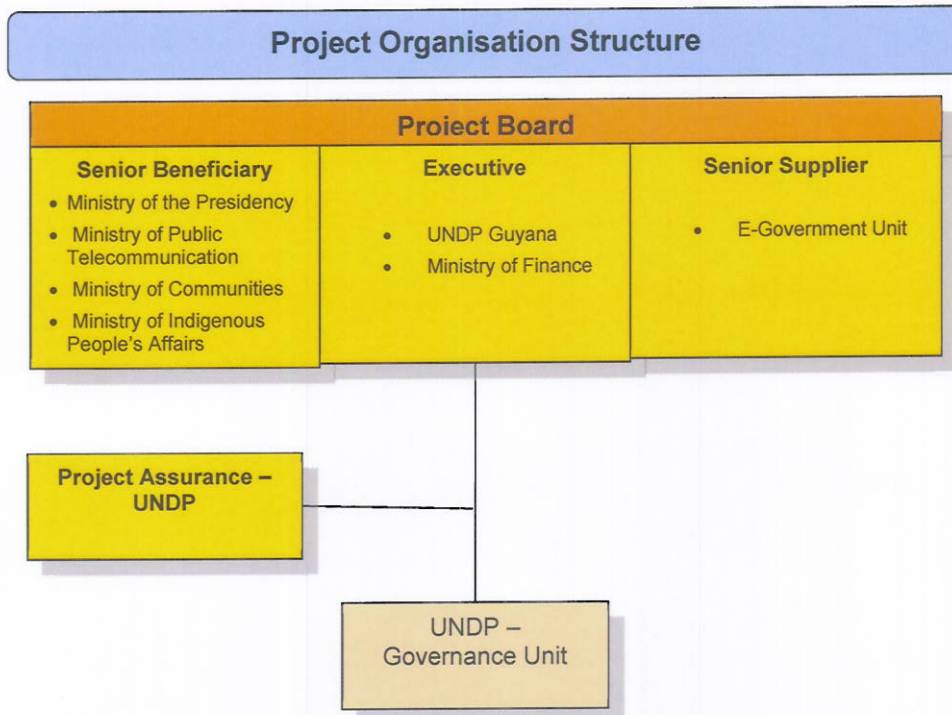
EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
<p>Output 1: Current State of ICT in Guyana assessed</p> <p>Baseline: No such assessment has been undertaken in Guyana recently</p> <p>Indicators: Existence of final assessment of current state of ICT in Guyana</p> <p>Target: Consultancy Firm contracted and assessment conducted Related CP outcome: #2</p>	<p>1.1 Launch recruitment process for consultancy firm</p> <p>1.2. Selection of consultancy firm</p> <p>1.3. Preparation of Methodology, Approach and Implementation Plan.</p> <p>1.4. Prepare Inception Report with detailed work plan including study design, work breakdown structure, draft travel agendas, sites to be visited, collaborators etc.</p> <p>1.5. Prepare Baseline Data Report after the field work has been completed. This should include analysis and recommendations based on the collected data supported by the complete dataset from the baseline study and needs assessment.</p> <p>1.6. Preparation and submission of technical report.</p> <p>1.7. Preparation and submission of E-Services Readiness Assessment and Action Plan, in addition to Training Plan</p> <p>1.8. Final report prepared and distributed to UNDP and stakeholders.</p>		X			<p>UNDP/GoG</p> <p>Partners: Ministry of the Presidency, Ministry of Telecommunication, Ministry of Communities, Ministry of Indigenous People's Affairs, E-Government Unit Civil Society Organisations , Private Sector Commission</p>	Government Cost Share	72100 – Contractual Services - Companies	447,500
				X				75700 – Training, Workshops & Conference	10,000
					X			73500 – Reimbursement Cost	25,385
							X	74500 – Direct Project Cost	26,250

							Total Output 1	509,135
Output 2: Full project document prepared Baseline: No project of this nature existed before Indicator: Existence of an approved project document Target: Full Project Document prepared and accepted by Government of Guyana. Related CP outcome: #2						UNDP/GoG		
	2.1 Initiate process to draft full project document.			X	X	Partners: Ministry of the Presidency, Ministry of Telecommunication and Tourism, E-Government Unit	71300 - Local Consultant	10,000
	2.2. Circulate draft project document to government and other stakeholders for inputs			X	X	Civil Society Organisations, Private Sector Commission	73500 – Reimbursement Cost	577
	2.3. Finalise Project document.					Government Cost Share		
							Total Output 2	10,577

Output 3: Project Monitoring and Management Related CP outcome: #2	3.1.Prepare Final Narrative and Finance Report					UNDP	Government Cost Share	71600 - Travel 73500 – Reimbursement Cost	5,000 288
								Total Output 3	5,288
TOTAL								525,000	

IV. MANAGEMENT ARRANGEMENTS

UNDP with support from the Government of Guyana intends? to improve the provision of ICT and e-services to hinterland, poor and remote communities, with the aim of bridging the digital divide and stimulating equitable and sustainable development in terms of economic growth, environmental balance, and social inclusion. This will be done initially by Conducting a baseline, needs assessment and feasibility study to inform the development of a full project document.



The Project Board (PB) is responsible for making management decisions, in particular when guidance is required for implementation. The PB plays a critical role in project monitoring and evaluation by ensuring the quality of these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflict within the project or negotiates a solution to any problem with external bodies. The PB approves the Annual Work Plan, and can also consider and approve the project plan. Its role will be to provide guidelines for general actions, approve reports and operational plans, recommend or endorse substantive changes in the Initiation Plan if necessary. To ensure the project's results, board decisions must meet standards assuring best cost-benefit, integrity, transparency, and achievement of the best results and the competitiveness of the initiatives.

In order to ensure project results, the PB's decisions will be made in accordance to standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition and ensure the integrity of UNDP's standards.

The Project Board will be convened and supported logistically by UNDP and will meet at least once in the life of the project. These meetings will be financed by the project. The PB

will provide overall guidance for the project throughout its implementation. Specifically the PB will be responsible for: (i) achieving co-ordination among the various stakeholders; (ii) guiding the programme implementation process to ensure alignment with national and local planning processes (iii) ensuring that activities are fully integrated into other developmental initiatives; (iv) overseeing the work being carried out by the UNDP, monitoring progress and approving narrative reports; (v) overseeing the financial management and production of financial reports and, (vi) monitor the effectiveness of project implementation.

Executive: The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure 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 has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing 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: the group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Ministry of Public Telecommunication, Ministry of Communities, Ministry of Indigenous People's Affairs and Ministry of the Presidency will act as senior beneficiaries. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role will not be split between too many people.

Senior Supplier: The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring and implementing the project. e-Government Unit will act as senior supplier for this project. The Senior Supplier role must have the authority to commit or acquire the resources required.

The Initiation Plan will be implemented under DIM modality which will see the Governance Unit, being responsible for administration, logistical support, management and technical support for the Initiation Plan implementation. .

Project Assurance: the function of project assurance will be provided by UNDP. In addition, UNDP will augment this role to ensure that its social safeguards and standards are maintained. Further, 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.

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the within the life of the project

An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.

Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

Based on the above information recorded in Atlas, periodic progress reports as required using the Request for Proposal (RFP) as a guide, shall be submitted to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

A Final Progress Report should be prepared at the end of the Initiation Plan and shall be submitted to the Project Board through Project Assurance Officer / M&E Analyst, using the standard report format available.

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Guyana and UNDP, signed on 3rd May, 1977.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

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; assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Annex 1. Risk Analysis.

OFFLINE RISK LOG



Project Title: ICT Access and E-Services for Hinterland, Poor and Remote Communities, Needs Assessment Project	Award ID:	Date: 19 May 2016
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#	Description	Date Identified	Type	Impact & Probability (Scale 1=Low to 5=High)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Lack of Community Long-Term Support	At the beginning of the project	Operational	I: 5 P: 2	Sustained and effective stakeholder engagement. Community needs assessment built into the design of the project	UNDP/GOG			
2	Lack of Long-Term Sustainability	At the beginning of the project	Financial	I: 5 P: 4	Identification of best business model(s) for operation and maintenance considering technical, financial and institutional sustainability. Long-term economic and financial feasibility of the project factored into feasibility study	UNDP/GOG			
3	Use of Technologies with insufficient bandwidth	At the beginning of the project	Operational	I: 5 P: 3	Technical feasibility of available technologies (including low-latency technologies such as O3B networks) in relation to needs assessment of identified communities and relevant contextual factors	UNDP/GOG			

					Implement systems to monitor usage and prioritize usage of services				
4.	Restricted provision of certain e-services and ICT solutions which may require the enactment of additional Acts (e.g. e-commerce Act or e-Governance Act)	At the beginning of the project	Regulatory	I: 5 P: 3	All current and additional legal requirements for the provision of identified ICT solutions and e-services are to be identified in the needs assessment and feasibility study	GOG			
5	Aggrieved communities who may not be targeted in the final scope of the project	At the beginning of the project	Operational	I: 3 P: 3	Identification of sound and justifiable criteria for selection of communities agreed to and supported by project stakeholders	UNDP/GOG			
6	Environmental and socio-cultural concerns regarding implementation of project	At the beginning of the project	Environmental	I: 5 P: 3	Environmental and Social Impact Assessment to be conducted	UNDP/GOG			
7	Additional capacity required by e-Government Unit to implement project	At the beginning of the project	Organisational	I: 5 P: 3	Capacity assessment of e-Government Unit to be conducted and a capacity development plan produced for, inter alia, additional human resources, training and equipment	GOG			
8	Off-grid communities and locations cannot power necessary infrastructure and equipment	At the beginning of the project	Environmental	I: 5 P: 3	Renewable energy sources for integration with infrastructure to be identified in baseline, needs assessment and feasibility study	UNDP/GOG			
9	Lack of or access to data relevant for the satisfactory of the assessment.	At the beginning of the project	Operational	I: 5 P: 5	Rapid surveys, targeted focus groups meetings triangulated with interviews will be used to fill in data gaps.	UNDP/GOG			