

Strategic Priorities of Digital Bangladesh

(A Brief)

prepared by
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EXECUTIVE SUMMARY

Information and Communication Technologies (ICTs) were recognized by the world leaders as a key development enabler in World Summit on Information Society (WSIS) in Geneva in 2003 and in Tunis in 2005 (Tunis Commitment). In the Poverty Reduction Strategy of the country called National Strategy for Accelerated Poverty Reduction 2009 (NSAPR-II), ICTs were similarly identified and given due importance. The government's 'Digital Bangladesh by 2021' vision plans to mainstreams ICTs as a **pro-poor tool to eradicate poverty, establish good governance, ensure social equity through quality education, healthcare and law enforcement for all, and prepare the country for climate change.**

The government has articulated the Digital Bangladesh vision in no uncertain terms, started the process of leadership development to realize this vision and launched a number of initiatives which have demonstrated to policy makers and citizens alike the benefits of utilizing ICTs for service delivery. Moreover, the government has laid the foundation for an enabling environment with an actionable ICT Policy 2009, Right to Information Act 2009 and ICT Act 2009.

This document identifies the sector-specific priorities and the enabling environment that is necessary for Digital Bangladesh implementation. Broadly, the document: (i) analyzes the current overall situation with specific references to relevant initiatives taken so far; (ii) identifies the key success factors behind the progress; (iii) specifies the key challenges and untapped opportunities; and (iv) identifies the strategic priorities by building on successful approaches and initiatives, mobilizing resources and developing partnerships.

The document is targeted to policy makers, development partners, private sector entities, non-government and civil society entities, media, academia and the citizens. The chapters of this document went through extensive national consultation (14 sessions) participated by government and non-government stakeholders and moderated by relevant Secretaries. In addition, there was broad international consultation (for 10 weeks) on the internet in the reputed and well-read forum bytesforall.org where ICT4D experts and practitioners from around the world provided valuable feedback on almost every chapter of the document. The feedback from the national and international consultations was incorporated in the final draft to be presented to the development partners on October 31, 2010 at the Prime Minister's Office with the Hon'ble Finance Minister, Hon'ble Planning Minister, Hon'ble State Minister for ICT and the Principal Secretary.

The document has been prepared by the UNDP-assisted Access to Information (A2I) Programme at the Prime Minister's Office. In identifying the strategic priorities, A2I has been very careful about striking the right balance between equity and growth in the Digital Bangladesh implementation plan. The consultations recognized the danger of adopting western-led approach of building a 'knowledge society' which may contribute to growth but may miss the equity parameter by a large margin. In fact, many participants pointed out that ICTs may lead to further inequity in the form of digital divide. Therefore, it was up to the policy makers and the implementers to make the right choice. The drafting team always asked whether the common man would benefit from a particular identified priority.

The General Economics Division will incorporate various strategic priorities identified in this document in the 6th Five-year Plan and the Outline Perspective Plan. The Ministry of Science and ICT will revise and update the list of action items in ICT Policy 2009. All service delivery Ministries will develop a plan for implementing the strategic priorities and formulate new projects or incorporate the priorities in ongoing projects.

Digital Bangladesh vision and its implementation offer the country a tremendous opportunity to leapfrog and accelerate its journey to becoming a middle-income country. The detailed plan and implementation of each of the priorities will require collaborative effort from the government, private sector and non-government stakeholders, development partners and the citizens. With global experience and knowledge of good practices, the development partners can guide and assist the process. With resource mobilization, they have the opportunity to expedite the journey.

Structure of the Document

In order to implement the Digital Bangladesh vision, the following needs to be addressed:

1. **Ensuring a Networked Society** which covers issues that are vital to creating a society where organizations and individuals have equitable access to ICT-enabled resources
2. **Revitalizing the Key Service Sectors** which covers the primary areas of government's service to citizens.
3. **Ensuring Strong Support Framework** which covers the main areas necessary for creating a stable foundation for Digital Bangladesh.

The document structure reflects the three above-mentioned areas in three sections respectively. Each of these sections is sub-divided into a number of chapters to elaborate on the strategic priorities of Digital Bangladesh.

Ensuring a Networked Society

Area	Key Outcomes
Equitable Access for All	Citizens of the country irrespective of economic condition, education, race, ethnicity, profession, gender are connected through network of mobile communications, broadband Internet, audio-visual media for exchanging information and accessing services.
Vibrant ICT Industry	ICT industry has become the largest employer of educated youth and captured significant share of global outsourcing business.

Revitalizing the Key Service Sectors

Area	Key Outcomes
21st Century Education	Every student becomes ready to face the challenges of the globalized 21 st century world with training from an education system supported by high capacity teachers and an efficient governance mechanism.

Universal Quality Healthcare	The capacity and management strength of the healthcare delivery system ensure that citizens access quality health care services and are adequately prepared for emerging health threats and challenges.
Productive Agriculture	Increased efficiency and equity in the crop, fisheries and livestock sector. Exploitation cause by lack of market information reduced. Different ICT channels for rural finance are enabled.
Just Judiciary	Efficient judicial process where there is no pending cases and justice is not delayed for the citizens, particularly for the poor and marginalized citizens.
Responsive Law Enforcement	Rule of law and secured environment is created, where digitized crime data management covering information on crime patterns, criminal records play an important role in serving citizens and making their life more safe and secure.
Reduced Environmental Vulnerability	The human and natural resources are well protected from natural disasters and climatic changes through a comprehensive and proactive effort of national and international stakeholders and ICTs are being integrated in that system of protection in an inclusive manner that poor and marginalized communities are not left behind.
Effective and Efficient Social Security	The coverage of social safety-net programmes (SSNP) encompassed the whole marginalized, vulnerable and poor population of the country in a manner that each of them received adequate support to become part of mainstream economic and social activities and by 2021 number of such population reduced to 15% of total population.
Hassle-free Land Management	The reform ensured public access to land records, transparent land transactions and efficient collection of land revenue through modernization of all land records. Socially justified and transparent land revenue imposition and collection system is in place for both the government and citizens. Marginalised citizens established their legal right on khas land through transparent distribution mechanism.
Economic Prosperity	Quality domestic investment and foreign investment has grown up to due conducive regulatory environment and efficient one-stop support.
Indomitable Youth	The youth of Bangladesh, including the disadvantaged groups like women, the extreme poor, and person with disabilities etc. accessed necessary information, skills and education to transform their lives individually and as members of groups and play a pivotal role in nation-building.

Ensuring Strong Support Framework

Area	Key Outcomes
Policy & Legal Framework	Policies and laws affecting sectors are reformed and new policies and laws are enacted for a thriving knowledge-based society.
Self-governed and Responsive Local Government	A connected system of local government institutions across the country is on the ground for efficient governance and effective information and service delivery to the citizens through enhanced transparency and citizens' participation.
Pro-citizen Civil Service	Bangladesh civil service transformed into a dynamic and responsive administration which makes informed and efficient governance decisions and delivers services to citizens' doorsteps with minimal cost, time and hassle to the citizens.
Inclusive Banking and Access to Finance	ICT-oriented legal and regulatory reform enables all citizens to access banking and financial services where KYC procedures are not a barrier to access to finance.
Service Delivery-Focused PPP	All strategic priorities are converted into e-service delivery and ICT projects and implemented under PPP framework.

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ENSURING A NETWORKED SOCIETY

1.i. EQUITABLE ACCESS FOR ALL

KEY PROBLEMS	<ul style="list-style-type: none"> • Despite phenomenal growth in mobile phone subscription a significant part of marginalized community, particularly women, is out of the reach of mobile phone network due to affordability • While mobile growth creates opportunity for common citizens, access to high speed Internet connectivity is still very limited due to high cost and lack of last mile connectivity as it is not commercially viable • Inadequacy of useful local language content and useful services through public access ICT venues or mobile phone limits scope of changing lives • Mobile phone based value added services benefiting citizens' income and empowerment are limited for a number of reasons, particularly unattractive revenue sharing policy • There a lack of synergy between private sector and not-for-profit sector player and the government in making public access ICT venues financially and socially viable.
VISION	To build a connected nation with high speed broadband Internet connection with last mile access which enables a connected citizenship.
OUTCOME	Citizens of the country irrespective of economic condition, education, race, ethnicity, profession, gender are connected through network of mobile communications, broadband Internet, audio-visual media for exchanging information and accessing services.

DOMESTIC AND INTERNATIONAL CONNECTIVITY

- Government will expedite the process of having second and even third submarine cable connection to ensure redundancy and reliability in nationwide Internet connectivity.
- The government will take initiative to reduce price of bandwidth which will facilitate increasing number of net users, enhancing demand for local content and applications, and a stronger boost towards developing a connected Bangladesh.
- The Rural Telecommunications Network Development and Utilization Guideline 2010 drafted by the 'domestic network coordination committee' with BTRC as secretariat will be implemented to make sure that the existing network infrastructures have been optimally utilized for commercial communication and key social services (e.g. education, health care, e-governance, etc.).

TELECOMMUNICATION SERVICES

- The government will revisit taxation policy for mobile telecommunications industry for creating opportunity for the reaching out poor population in rural Bangladesh. Such decision will attract more investment by the telecommunications operators.
- The government will accelerate the process of introduction of new technology (e.g., 3G, 4G, LTE) in the mobile telecom segment through transparent licensing system.

ACCESS TO BROADBAND

- Nationwide a national information infrastructure plan will be developed.
- The government will initiate programme for resource mobilization so that every citizen will have effective access to information and service through various channels.
- The government will develop appropriate incentives for value added service providers through mobile telecommunications and Internet through regulatory arrangement and other mechanisms so that innovative solutions can come and the providers can protect their investment.
- The government will promote public private partnership for launching various e-services, particularly those, which are targeting rural and marginalized population in the area of health, education, employment creation and human rights.

LAST MILE CONNECTIVITY

- The Government will invite private sector and not-for-profit sector for rolling out broadband connectivity in rural area. Basically it might be government-private-NGO partnership for reaching the very last mile, where there is already vibrant NGO presence. Here, local entrepreneurs will be encouraged to launch last mile Internet service to local community.

CONTENT DEVELOPMENT AND SERVICES

- Synergistic opportunities will be explored between diverse communication media (e.g. FM Radio, Satellite TV, Cellular Phone services, etc.) to reach out to maximum number of people at a shortest possible time with valuable information.
- Community Radio (CR) can emerge as another channel of LMC for the BoP population. The government will provide support to the initiators of community radio for content generation and operation at the initial stage.

1.ii. VIBRANT ICT INDUSTRY

KEY PROBLEMS	<ul style="list-style-type: none"> • Though a significant number of educated and qualified entrepreneurs have started ICT ventures during last couple of decades, most of ICT enterprises (except for hardware companies) in the country are stuck in the ‘small size-low growth’ situation because various reasons including fund constraint for growth investment, unfavorable market situation and lack of required resources. • IT companies (mainly the software and ITES) have very limited access to institutional financing, both for working capital as well as project financing. Banking and financial institutions are not ready to understand the nature of knowledge industry and their products, services and attitude are not knowledge-industry friendly), not enough market size etc. • There is severe gap in both quantity and quality as far as the human resource for software industry is concerned due to institutional deficiency of the tertiary ICT-related educational institutions (lack of industry orientation of teaching resources, slowness of curriculum modernization etc.) as well as inadequate quality input from the higher secondary education system in to the tertiary level. Most companies face the problem of retaining their trained professionals because of high turnover (mainly for migration to other developed countries). Technical and vocational training (TVET) infrastructure is also not producing industry ready ITES workers. • Size of domestic market is small due to limited government procurement. Private corporate business segment has also not yet reached significant level to generate enough cash flow for the total number of IT enterprises. Also the predominant business model is still very much one-off ‘client-vendor’ model, not long term solution provider model. Hence the IT companies cash flow are often erratic and cyclical, not favoring long term strategic growth planning. • High cost of bandwidth deters growth of domestic market for ITES. • Most of the companies face difficulty in mid and top level management leadership position that would drive the company growth. • Absences of IT Park/Software Technology Park, high internet cost, no redundant submarine cable, power shortage are some of the common infrastructural problems for most of the IT enterprises. • Growth of export of ICT industry is below the expected levels due to inadequacy in entrepreneurial dynamism, limited overseas marketing budget and absence of government level initiatives in promoting country brand • Policies and facilities are not friendly for value added services providers in the mobile phone industry.
VISION	<p>To unleash potential of youth talents and create good quality employment for them in the IT sector through cluster of innovation driven entrepreneurial initiatives.</p>

<p style="text-align: center;">OUTCOME</p>	<p>ICT industry has become the largest employer of educated youth and captured significant share of global outsourcing business.</p>
<p style="text-align: center;">STRATEGIC PRIORITIES</p>	<ul style="list-style-type: none"> • The government in collaboration with development partners will build High-tech Park with complete facilities (facilities for employees, schools, medical support, recreation facilities etc.) for attracting foreign investment in the sector. Public-private partnership will also be considered as an option for such arrangements. • Bangladesh Bank and Ministry of Finance will undertake specialized programme for enabling banking and financial institutions provide access to finance to ICT industry by building capacity of mid-level and top level bank officials and show the potential of ICT sector for financing and providing know-how on how to finance with risk mitigation. The programme will also include support to banking and financial institutions to launch special working capital and long term project funding. • Special provisions for IPO/Stock market listing (e.g. low level of mandatory paid up capital) will be explored for IT enterprises so that these companies can raise required capital from share market. • All ministries and various government agencies will identify projects where ICTs can be mainstreamed as well as projects related to building ICT infrastructure for implementation where Bangladeshi companies will be given preference and in case of joint venture initiatives the stake of local companies will be at least 51%. • All ministries will prepare projects to be implemented under public private partnership (PPP) framework, where private sector will provide services to the citizens and business on behalf of the government with a sustainable business model linked with domestic and foreign direct investment. A series of programs through Office of the PPP at the Prime Minister’s Office will be organized which will include road show on PPP for attracting projects under the PPP modalities. • The Ministry of Commerce/ Ministry of Science and ICT in collaboration with all ICT-related business associations will develop a 10-year master plan for promoting country brand including specific actions related to inclusion of Bangladesh in globally reputed outsourcing/off-shoring index/ranking list. • For addressing the problem of human resource, a long term plan will be undertaken so that current supply of 5,000 yearly IT graduates can be increased to 10,000 in next 2/3 years. Students from non metropolitan cities with relatively low overseas migration trends (colleges under national Universities must start IT education) will be encouraged to enroll. Also, special education loan policy and scholarship will be developed to encourage students for IT education enrollment. More industry involvement will be ensured during academic programmes. The current declining trend of Science enrollment at secondary and higher secondary level will be reversed by awareness creation.

REVITALIZING KEY SERVICE SECTORS

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2.i. 21st CENTURY EDUCATION

KEY PROBLEMS	<ul style="list-style-type: none"> • Education system does not focus on 21st century skills that include creative thinking, problem solving, collaboration and entrepreneurship. • The contact hours are inadequate to prepare students for the grade level and for employment at the end of school tenure. • Teachers in secondary schools often do not have appropriate background to teach a particular subject area. Teacher professional development, including refresher training, is inadequate or absent. Teacher training sessions come at significant reduction to contact hours. • High teacher absenteeism exists in primary schools. • Vocational stream is not attractive enough to students and parents, and not market-responsive. • Education administration is too centralized for effective monitoring, evaluation and refinement. • Focus of ICT in Education is predominantly on ICT literacy which does not benefit students in primary and secondary schools because it is not relevant to the rest of the curriculum. ICT literacy as part of teachers' training is not relevant to the teachers because there is no application of this literacy in teachers' day-to-day life in a school.
VISION	<ul style="list-style-type: none"> • Ensure a productive 21st-century-ready workforce • Bring reform in curriculum, pedagogy and teacher's capacity building to ensure quality education for all • Ensure transparency, efficiency and effectiveness at all levels of educational administration • Secure accountability to real stakeholder namely the students and parents and enabling the citizens to participate in policy making
OUTCOME	<p>Every student becomes ready to face the challenges of the globalized 21st century world with training from an education system supported by high capacity teachers and an efficient governance mechanism.</p>

- **Teacher-led content development:** Teachers in primary and secondary schools will develop multimedia content for general subjects for classroom use. Teachers will share content across the country using various ICT mechanisms such as portals and mobile platforms.
- **Interesting and interactive learning environment through multimedia classrooms in every school:** Every primary and secondary school will establish a multimedia classroom with a power-saving internet-connected laptop, projector/large-screen-TV and teachers professionally trained to display multimedia content for general subjects. The teachers will use digital content in the classroom for collaborative, problem solving sessions.
- **Incentives for teachers based on performance and innovation:** Salary increments, bonuses and career movement for teachers may be instituted over time based on innovation and educational outcomes. Non-fiscal incentives may be designed in terms of recognition and opportunities for leadership in different levels.
- **ICT literacy for students in the tertiary education:** ICT literacy, although not a necessity to be formally imparted in primary and secondary levels, will be mandatorily imparted at the tertiary level to prepare students for the employment market which increasingly demands ICT skills.
- **Accelerating BdREN:** The Bangladesh Research and Education Network to connect all universities and research institutions with high-speed connectivity and access to international publications and researchers will be accelerated to ensure that our sizeable tertiary education population has collaborative access to the best and brightest minds. Such unprecedented access has been made possible by advancements and rapid proliferation of high-speed networks and rich content around the world.
- **All education services to be made available online or through mobile platforms by 2012:** Expediting the pace of e-service creation by the ministries, directorates, and educational institutions at different tiers, all educational services will be made available through the internet or/and mobile phones, as appropriate, by 2012. Payment and fees for these services and salary and pension payments to teachers will be made possible through m-payments or online payments.
- **Monitoring at the field level:** Close monitoring at the school level is possible through the use of mobile phones and internet. Successful models have already been tested in the country.
- **Education TV or web TV:** The almost unused second terrestrial channel of the government may be turned into an education TV channel after the broadcast for Parliamentary purposes. As many as sixteen Ministries have already shown interest for producing educational content for this TV channel.
- **Modernizing Bangladesh Open University:** Bangladesh Open University's full potential can only be realized if the education delivery is re-thought in terms of combined use of new ICTs such as the internet and mobile phones and old ICTs such as TV and radio based on successful collaborative e-learning models being used worldwide.
- **Public-private partnership:** Many of the initiatives mentioned above will be most effectively and sustainably developed if done through a PPP model. Private sector companies and NGOs will be invited to join hands with the government in collaborative initiatives rather than creating parallel institutions.

2.ii. UNIVERSAL QUALITY HEALTHCARE

KEY PROBLEMS	<ul style="list-style-type: none"> • Inadequate healthcare services to the marginalized citizens due to lack of availability of doctors in rural areas and high cost of services in health facilities. • From a healthcare administration point of view, challenges exist with respect to accountability, promptness of service and timely decisions regarding strategic interventions.
VISION	Quality healthcare services to doorsteps of all citizens.
OUTCOME	The capacity and management strength of the healthcare delivery system ensure that citizens access quality health care services and are adequately prepared for emerging health threats and challenges.
STRATEGIC PRIORITIES	<p>HEALTHCARE MANAGEMENT The government will set a holistic healthcare vision and will design a plan towards a coordinated goal. The Ministry of Health will play a stewardship role guiding and coordinating efforts. All related departments will ensure better transparency and accountability ensuring citizens access to health related information and services.</p> <p>HUMAN RESOURCE AND ACCESS TO KNOWLEDGE The government will focus on address shortage of ICT manpower. It will put in place proper monitoring system to monitor attendance, absenteeism and quality of service delivery. Health education will be arranged to service providers using ICT. Medical faculties will be connected to address remote medical needs.</p> <p>HEALTHCARE SERVICES Telemedicine, particularly mobile phone based solutions will be launched at a national scale to provide medical information, consultation and services. For clinics and hospitals standard operating procedures will be developed. Patients’ information and queue management protocol will be automated. Availability of essential drugs will be monitored. Health promotion and communication will be strengthened. Systems will be designed to ensure access to person with disabilities.</p> <p>HEALTH AND DEMOGRAPHIC INFORMATION National data on health indicators will be consolidated and updated. To maintain an integrated health record the electronic health record (EHR) will be developed. The geographical reconnaissance database will be completed. Access to research reports will be ensured. Health data will be standardized and cooperation among large health facilities in disease surveillance will be strengthened.</p>

2.iii. PRODUCTIVE AGRICULTURE

KEY PROBLEMS	<ul style="list-style-type: none"> • Agricultural land, water bodies, forest and other resources are shrinking rapidly with a growing population to feed. • Productivity is still low compared to other agriculturally developed countries. Ineffective and inadequate extension service and lack of awareness about agro-processing hinder growth in agri-GDP. • Inefficiency in mismanagement in inputs distribution and farmers' support distribution is a perennial problem for farmers. • Although the coverage of rural finance is extensive, it is still inadequate compared to need. Inefficiency and corruption are still a big issue. • A related long-term challenge for agriculture is global climate change. The preparedness for natural calamities is insufficient.
VISION	All citizen of Bangladesh including disadvantaged groups like women, children, etc. have sustainable access to adequate food and nutrition and farmers derive equitable financial benefit from connected market access.
OUTCOME	Increased efficiency and equity in the crop, fisheries and livestock sector. Exploitation cause by lack of market information reduced. Different ICT channels for rural finance are enabled.

RESEARCH AND DEVELOPMENT

The ministry of agriculture and relevant research and extension institutions in association with institutions abroad will take initiative to create a 'research to use network' where researchers and extension workers will supply tailor made technology information and farmers and other players in the agri-value chain will access them in a seamless fashion using different media (CD-DVD, Internet, mobile phone, radio and television) for application on the ground.

KNOWLEDGE MANAGEMENT

An ICT based surveillance system will be developed to assist farmers with timely and accurate detection, diagnosis, prevention, and control of diseases; manage data of input distribution and subsidy distribution. This system will provide accurate and precise data and information for evaluating impact of policies and programmes for growth and sustainable development of the sector.

EXTENSION SYSTEM

The Ministry of agriculture will equip extension workers with ICTs and/or ICT based extension system so that they can enable the farmers to receive information on new technologies when and where they need it. Mobile phone based applications will be developed and applied for live stock and forestry.

ACCESS TO INFORMATION AND SERVICES

The ministry and relevant research agencies will work together with private sector to develop effective multimedia content for facilitating agricultural extension workers and telecentres so that they can help farmers and women at their door-step with delivery of complex messages.

ACCESS TO MARKET

The Ministry will work with the private sector for developing alternative supply chain and promote fair price for farmers and consumers. Existing intermediaries and telecentres and UISCs as new intermediaries will be integrated in the supply chain. E-commerce for farmers will be promoted for direct trading within country and abroad.

RURAL FINANCE

Bangladesh Bank in association with commercial banks and financial institutions will explore potential for introduction of automated teller machine (ATM), a point-of-sale (POS) device located at a local retail or postal outlets to understand whether it can be a sustainable and affordable alternative to connect rural farmers to formal banking system. Remote mobile loan payments will also be initiated using short message service (SMS), and wireless application protocol (WAP) technologies.

GPS AND RADIO-BASED SYSTEM

The Ministry of Food and Disaster Management will launch experimental initiative to equip sea fishermen with Global Position System (GPS) to find their way when lost due to severe climatic condition. Vessel monitoring system (VMS) will also be introduced to ensure that fishing vessels comply with regulations designed to promote sustainable management and development and thus to protect the livelihoods of local small-scale fishermen.

2.iv. JUST JUDICIARY

KEY PROBLEMS	<ul style="list-style-type: none">• In the civil and criminal justice system, the case management process is excruciatingly slow, costly and time consuming, which restricts access to justice for the poor and the marginalized groups of the society.• There is widespread perception that there is significant scope for improvement with respect to ensuring that the judicial system is fair, particularly for the poor, women and other marginalized groups.• Weaknesses in procedural law, prevalence of vested interest groups, poor training and physical facilities for judges and lawyers, lack of inspection and supervision, intrusion of political considerations, all contribute to such undesirable outcomes.
VISION	A just society by a just judiciary system
OUTCOME	Efficient judicial process where there is no pending cases and justice is not delayed for the citizens, particularly for the poor and marginalized citizens.

CASE PROCESS MANAGEMENT

To make the process faster and authentic the case management system will be transformed into digital system, starting from filing, recording of presence (hazira) to witness and evidence production. This will automatically generate cause list of the day in the respective court with specified time. Court and other process fees will be paid online after online payment mechanisms are set in place.

RECORD KEEPING AND PROCEEDING

A modern record keeping, filing and keeping case proceedings using ICT based management system will be introduced to strengthen the judiciary governance mechanism. Digitization of current files and introduction of e-filing will be done at the same time. Digitization of current files and introduction of e-filing will be introduced at the same time. Indexation of digitized record will be completed for easy retrieval. Orders and judgments dictated in the courts/ chambers will be signed using digital signature and will be automatically added to the respective e-Case file.

DOCUMENTATION AND REFERENCING

The websites of courts at all levels will be developed which will ideally provide information on: general court information, cause lists, roster, court fees, case status, orders etc. Online forms for application for urgent listing, inspection, process fee, information about certified copies, online filing, web casts and live streaming of certain cases, archived court cases, court functions, swearing in of judges and full court references. All digital data will be archived and will be backed up each day to two different locations in the same jurisdiction and to a third in a relatively disaster-free area saving them from destruction by unforeseen calamities.

LEGAL SERVICES

Case and court procedure related information will be made available online or sent using cellular phone message system for making pleaders more informed. Citizens will be able to monitor the progress without travelling to the court premise. This will also decrease scope of citizens' harassment. Agencies will maintain liaison with the local government institutions to use their information access points as their first face for filing any plea.

2.v. RESPONSIVE LAW ENFORCEMENT

KEY PROBLEMS	<ul style="list-style-type: none"> • Reliable and 100% high speed and high quality connectivity for the network of law enforcing agencies is still not available for ensuring quick response at any place and any time • Skills of the members of law enforcing agencies are improving but still not spread enough within the system so that overall confidence in ICT use make sure of efficient use of state-of-the art system • Citizens are generally shy off the law enforcing agencies and there is problem of image crisis • Cyber crimes have been added to list of crimes and are getting a threat for safe access to Internet based services and exchange of information and data
VISION	To inoculate high sense of security and rule of law among citizens' through friendly and digital services.
OUTCOME	Rule of law and secured environment is created, where digitized crime data management covering information on crime patterns, criminal records play an important role in serving citizens and making their life more safe and secure.

CONNECTIVITY

Police is in strong need of secured and dependable connectivity to share/exchange data vertically and horizontally. All district, metropolitan, range and training institutes will be under Wide Area Network. In Metropolitan Police Areas WIMAX based WAN will be established. Primarily, all highway/ range stations and posts may be connected through VPN. The connectivity that links all DCs and UNOs may be extended for Police usage joining all 64 SP office and 600 police stations.

ICT SKILL BUILDING

Constables and all officers from ASI to upward will be gradually provided basic IT literacy. First and foremost, special emphasis will be given on ICT literacy of officers who have direct interface with citizens for various services that can be automated through ICTs.

INFORMATION MANAGEMENT

A uniform system will be developed where all details of the complaint are recorded and for each stage a section is available to put in updated information with investigative officers details, then each step will be recorded - the pleader will also be able to view the progress on line or by a telephone call/ message.

Custody records for prisoners held in police stations can be used in preparation of cases for court. Passport verification report can easily be generated using SMS.

CRIME FIGHTING

In house management mechanism with efficient MIS, data analyses tools and other related mechanism with human resource will ensure quality service to citizens. Other in house issues like job performance appraisal, payroll etc. will be made more Crime data management system (CDMS) will be installed in all district and divisional head quarters.

CITIZENS' SERVICES

Citizens' access to police services starting with access to police stations to lodge complaints regarding violation of rights will be strengthened keeping in mind the present need. ICTs will play a significant role to meet these challenges by effective use of cellular telephone, help lines with online options of putting complaints especially in case of emergencies.

CYBER CRIME PREVENTION AND PROSECUTION

The law enforcing agencies will take programmes to enhance their capacity in preventing and prosecuting cyber crimes and protect citizens from breach of privacy, security and fraudulent activities. The Ministry will take a comprehensive programme to protect children from child pornography, women from cyber stalking and youth as a whole from various financial and privacy related crimes.

2.vi. REDUCED ENVIRONMENTAL VULNERABILITY

KEY PROBLEMS	<ul style="list-style-type: none"> • The forecasting system of flood, drought, river erosion and cyclone is yet to be efficient for evacuation of population and their amenities, particularly poor and marginalized ones and undertaking preventive measures • Insufficient capacity of disaster management agencies of coordination of relief efforts immediately after the disaster • There is a severe problem of identification of victims and proper distribution of relief and rehabilitation support to them • Inadequate resource allocation and effective utilization for post-disaster rehabilitation of affected population and replenishment of resources.
VISION	<p>All citizens of the country irrespective of place of living, whether plain or high land, coastal or inland, are being engaged in joyful economic activities without fear of being affected by natural calamity and subsequent misery.</p>
OUTCOME	<p>The human and natural resources are well protected from natural disasters and climatic changes through a comprehensive and pro-active effort of national and international stakeholders and ICTs are being integrated in that system of protection in an inclusive manner that poor and marginalized communities are not left behind.</p>

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REMOTE SENSING AND FORECASTING

Given the increasing frequency of climatic events, initiative to install geostationary satellite will be undertaken to ensure close and constant monitoring of weather patterns to forecast climatic events better. A related priority is to improve internal capacity to analyse satellite data. The government will invest in 'automated weather station', now available at much lower cost than in the past, that measures various weather parameters like river water level, rainfall, precipitation, temperature, humidity, wind speed and direction etc.

EARLY WARNING AND DISASTER RECOVERY

ICT tools like mobile phone, VHV/UHF radio, Broadcast Radio, are common place in Bangladesh. Given its nature, the government will amend related rules so that all cell phone carriers make it a free service for their customers. The mobile communication network will be upgraded to leverage 'location based service' which will enable a message to reach to all phones of a particular geographic location.

SATELLITE-BASED NETWORK

Global positioning system (GPS) technology will be incorporated into the radio receiver set, along with the unique code assigned to every receiver, which will allow hazard warnings to be issued, in text and audio formats, to sets that are within a vulnerable area or just to radio sets with specific assigned codes. Internet and email, particularly using handheld devices like blackberry, will be promoted for the first responders, coordinating bodies or disaster managers.

GIS-BASED MODELLING

Bangladesh is already leveraging Geographical Information System (GIS) based models to predict medium term river erosion months before such erosion actually take place. The immediate priority now is to mainstream the model into development planning so that aversive action can be taken by either training the river or moving out communities from the probably areas of impact to reduce the probability of loss of life and assets.

GREEN ICT

The government will promote green ICT related education, training and skill development to meet demand for environmental skills and expertise at all levels and in all industries. Initiatives will be taken to minimise the environmental impact of ICTs in public administration through green ICT approaches, applications and services through tele-working and videoconferencing to reduce commuting and travelling. The government will undertake initiative to minimise ICT-related disposal through reduce, reuse, and recycle policies.

LEVERAGE COMMUNITY RADIO

Bangladesh government has already granted license to operate community radio to 15 organizations and is in the process of granting more licenses. These radios will play a critical role in broadcasting disaster warning to not only among the community but their signal can also reach out to the fishermen operating in the open water so that they can get back to safety in time. These radios will also play a critical role in disaster recovery.

PREPAREDNESS AND AWARENESS

Community radios, national TV channels and radio channels will be leveraged further and in a systematic way to build awareness among the communities. Possibility of broadcasting local language programme will be explored to improve effectiveness of the communication. These programmes are likely to reach more women, who are often more affected than men by natural disasters, than men because of their particularly lifestyle.

MONITORING AND POST DISASTER RECOVERY

ICT tools like aerial photography will be used to make quick post-disaster assessments of the impact of any disaster to help plan the recovery effort. Proper monitoring mechanism will be deployed to ensure timely and quality data and information flow between source and destination. Damage, Loss and Need Assessment (DLNA) are essential to manage an ongoing disaster.

2.vii. EFFECTIVE AND EFFICIENT SOCIAL SECURITY

KEY PROBLEMS	<ul style="list-style-type: none"> • There is a serious problem in identification, allocation and distribution of benefits for specific beneficiary groups. Resistance, non-cooperation and non-adoption form vested interested groups including disbursement/delivery personnel at different stages • Participation Of citizens and citizens’ groups are near to absent in identification of beneficiaries. It is also difficult monitor quality and quantity of distribution by citizens as transparency is not ensured properly. • ICT skills are not adequate among the personnel at the grassroots level which makes difficult to introduce ICT-based SSNP management system. • It is difficult to monitor progress and status of graduation of beneficiaries as data are not available in digital form and they are not interoperable.
VISION	An effective and efficient system of social safety net which delivers fully and timely intended support to all right target audiences among the marginalized population of the country.
OUTCOME	The coverage of social safety-net programmes (SSNP) encompassed the whole marginalized, vulnerable and poor population of the country in a manner that each of them received adequate support to become part of mainstream economic and social activities and by 2021 number of such population reduced to 15% of total population.

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- The Cabinet Division will develop a uniform system of identification of beneficiaries of various SSNPs as well as disbursement/distribution methods and coverage, which will be followed by each of the line Ministries for administering own SSNPs. The ministries will coordinate among themselves under the guidance of the cabinet Division to formulate standard operating procedures (SOP) for the targeting of beneficiaries, and capturing their information in the database.
- One single entity will be made responsible for identification of beneficiaries of all SSNPs using an ICT-based SSNP management system, where all nodes of SSNP distribution will be linked gradually. The SSNP management system will have interface for each ministry and government agencies for update of information and processing of SSN benefit distribution. This system will be able to avoid multiple-targeting and reduce the time for subsequent beneficiary identification. The central database will be made available readily accessible at the local upazila levels for entering information about new beneficiaries, and also for verifying identify of beneficiaries who are collecting their dues.
- For ensuring citizens' right to information and proper distribution of SSN benefits each district portal and subsequently Upazilla and Union Parishad portals will publish list of all eligible candidates for each type of SSNP and also list of beneficiaries who received benefits with month-by-month update. All the lists will bear names of beneficiaries with photograph and other relevant information. Such disclosure of information will facilitate reduction in mis-targeting and involvement of citizens' group for transparency and accountability. The web-portals will have a system of complaints if any irregularities take place.
- A system of mobile-phone based payment of benefits will be developed so that target beneficiaries are able to receive payment directly without any other interfaces. For those, who do not have reliable and private access to mobile phone; will receive benefit at their doorstep through postal service system.
- As the ICT usage matures and gains maximum coverage throughout the country, plans for automated delivery of cash grants will be considered, as solar-power ATMs can be introduced for expediency in local town centres where the literacy rates make such a programme conceivable.
- The ministries and agencies will conduct study to track graduation of beneficiaries or status of beneficiaries for comparison and study of the beneficiaries' condition, and gauge programme success without necessitating field-level review. Field reviews will be undertaken to further verify the information captured in the databases. As the SSNPs are aligned and made uniform with a use of a common ICT framework, more advanced monitoring and impact study can be done with greater ease.

2.viii. HASSLE-FREE LAND MANAGEMENT

KEY PROBLEMS	<ul style="list-style-type: none"> • Enforcing land acquisition ceiling and preventing anonymous transactions are difficult • One-fourth of all land records are disputed, resulting in nearly 3.2 million pending litigations involving around 150 million people; each dispute takes an average of 9.5 years to resolve • Nearly 1.3 million hectares of public land is now illegally occupied • Manual system of holding tax management is inefficient • Available data related with land and land management is inadequate and often contradictory • Years of unorganised land sale, revenue, survey and mutation records create serious difficulties for planned land development.
VISION	<p>A set of new policies related to land administration and land use highlighting appropriate integration of ICTs for ensuring better access to land records and bring about transparency and accountability in land transactions as well as better access to khas land by poor and community groups.</p>
OUTCOME	<p>The reform ensured public access to land records, transparent land transactions and efficient collection of land revenue through modernization of all land records. Socially justified and transparent land revenue imposition and collection system is in place for both the government and citizens. Marginalised citizens established their legal right on khas land through transparent distribution mechanism.</p>

CONSOLIDATION

Lessons learnt from various pilot interventions seem to be conflicting at the first glance. The relevant authorities will conduct further investigations to sift through the evidences taking into considerations the latest technological advances and develop a new set of policies for proper land administration and land use. A review process will be initiated to consider- how the stakeholders of those policies and legal framework may be brought on board. A high-powered independent body will be established to give recommendations for next steps based on such a review and through a consultative and inclusive process.

QUICK-WINS

A few 'Quick-win' projects will be implemented in the land sector which would not only bring in tangible change in overall land management but also will help the consolidation process by supplying it specific case studies and responses from the ground e.g. on public land management, revenue collection and digital land zoning system.

CAPACITY DEVELOPMENT

The present manual system of land-management and the proposed ICT based management represent distinctively different cultural context. Hence, efforts will be undertaken to gradually transform the work culture of relevant agencies. To this end, modern technology will be introduced to support improved work-processes of the relevant agencies. Additionally, skill-training programme for the management of these agencies to build leadership skills such as negotiation skills, communication skills etc. will be organized.

2.ix. ECONOMIC PROSPERITY

KEY PROBLEMS	<ul style="list-style-type: none"> • Government-business interaction is not seamless and smooth • Cost of doing business is high • Access to market is limited • Support structure like regulatory clearance, tax administration, payments are complex and cumbersome
VISION	A vibrant economy where domestic and foreign investment is adequate and business environment is conducive enough for contributing to rapid national income growth.
OUTCOME	Quality domestic investment and foreign investment has grown up to due conducive regulatory environment and efficient one-stop support.
STRATEGIC PRIORITIES	<p>OPERATIONAL IMPROVEMENT The Ministry of Commerce, Bangladesh Bank and relevant agencies will undertake initiatives to launch Internet and mobile phone-based G2B services for regulatory approval, taxation and payments. All government agencies will launch full cycle on-line procurement processing system for reducing unnecessary influences.</p> <p>TRANSACTIONAL IMPROVEMENT The government agencies will undertake initiatives for introduction of e-trade facilitation for reducing cost of doing business and create business opportunity for MSMEs</p> <p>CROSS AGENCY COORDINATION A G2G common public service infrastructure will be developed for improving cross agency coordination and service integration thus far facilitating one-stop service for businesses</p> <p>INFORMATION SERVICES The relevant government agencies will launch Internet and mobile phone based information services for the businesses, particularly for domestic and foreign investors.</p>

2.x. INDOMITABLE YOUTH

KEY PROBLEMS	<ul style="list-style-type: none"> • Lack of participation by youth in decisions and policies that affect the lives of adolescents and youth. • Risky behaviors among the youth: early pregnancies, substance abuse, sexually transmitted infections including HIV/AIDS, violence, criminal and gang activities, and premature death. • Poor job market opportunities magnified by specific barriers posed by employers to hiring first job seekers. • Lower fertility rate in the country means that today's youths will enter the workforce with fewer nonworking dependents. Lengthy duration of unemployment could be counterproductive for social equity and economic momentum. • The absence of an organized network to distribute centralized information on various development sectors to local levels which can be spearheaded by youth results in lost opportunities in achieving the MDG goals as well as bringing about sustained long term development.
VISION	Well educated youth with secular, democratic, ethical, and humane values who will drive Bangladesh to a happy nation without poverty.
OUTCOME	The youth of Bangladesh, including the disadvantaged groups like women, the extreme poor, and person with disabilities etc. accessed necessary information, skills and education to transform their lives individually and as members of groups and play a pivotal role in nation-building.

RIGHTS AND RESPONSIBILITIES

The overall priority for youth is to empower young men and women to contribute more effectively to national development and good governance and to integrate their perspectives into national policy and decision making processes. Ensuring that the youth rights are enhanced through use of ICT, their responsibilities, particularly in the context of development advocacy, acting as reform agent and fair use of ICT will also be stressed.

SKILLS AND STUDIES

For tertiary education, and partially for primary education, the Internet's capacity for two-way interaction offers the greatest promise for improving access and affordability and for providing flexibility to combine work with further study. Specialized education in ICTs may be encouraged to feed the burgeoning IT industry, the alignment of the overall educational curriculum to embrace the new ICTs in a broad but pervasive way and focusing on education in global languages, especially English, is key to expanding access to global content and employment market.

EMPLOYMENT AND ENTREPRENEURSHIP

Promotion of Research and Development in the ICT sector and promotion of ICT Parks and Incubators to provide job opportunities for the youth will be accelerated as well as promotion of Business Process Outsourcing to provide better job opportunities for the youth. Encouragement will be given to Financing Agencies to provide access to funds to support young people's ideas and encourage ICT entrepreneurship. Actively pursue and ensure that the Private Sector including the expanding Telecom Market contributes to Research and Development and gets involved in human resource development.

ENSURING A STRONG SUPPORT FRAMEWORK

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3.i. POLICY AND LEGAL FRAMEWORK

KEY PROBLEMS	<ul style="list-style-type: none"> • A comprehensive ICT-enabled policy and legal framework is absent for all vertical and horizontal aspects of economy and society • Outdated laws and new laws do not talk to each other and create scope of manipulation • Standard practices are missing in policy formulation and law enactment • Inadequate knowledge and awareness in issues like privacy, IT security and cyber security • Inadequate knowledge for interoperability, standard practices, open standards and architectures etc.
VISION	A modern ICT-enabled policy and legal framework through a process of comprehensive legal reform.
OUTCOME	Policies and laws affecting sectors are reformed and new policies and laws are enacted for a thriving knowledge-based society.

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INTEROPERABILITY FRAMEWORK

Interoperability will ensure an integrated government and critical information exchange between different agencies. With this interoperability government's service providers can build independent systems however, will be interoperable with other vendors systems. This will also help citizens acquire different services from different agencies in one virtual space in long run thus making citizens' interaction with government easy and efficient.

NATIONAL POPULATION REGISTER

At present the Election Commission (EC) has a large database called the National ID (NID) database of over 85 million voters with information on each voter. This list is being continuously updated and currently the EC is optimizing the database to ensure easier management and faster access. This database is the foundation for National ID platform will be at the center of government's service delivery for all of its citizens. This will make all the citizens of all ages more secure and make government much more efficient and cost effective. The NPR will have information about all the citizens, their relationships and as well as their bio-metric information. The NPR can serve as the basis of citizen's common digital platform and service bus. This can also be the digital identity of citizens that can work for all government's ICT-based services delivery bus and also some services from the private sector.

CYBER SECURITY

Ensuring the security of National ID platform and the other similar govt. websites linked to it is another very important concern and is getting due attention. Once completed, these databases are going to contain information of all citizens, making security a big concern. So, privacy and access control of the data are being given utmost importance. More detailed discussion on security concerns around NID database can be found in National ID section. Security of information passed through mobile and online banking is another concern; Bangladesh Bank is currently working on a guideline for m-banking and e-banking.

KNOWLEDGE MANAGEMENT

Government officers will strive to explicitly encode their knowledge into a shared knowledge repository, such as a database, as well as retrieving knowledge they need that other officers have provided to the repository. This is also commonly known as the Codification approach to KM. Another strategy to KM involves officers making knowledge requests of experts associated with a particular subject on an ad hoc basis (pull strategy).

SHARED SERVICE DELIVERY

Sharing license of software across government agencies will omit the need for recreating the same software for different organizations since government always but software with codes and appropriate licenses. Sharing infrastructure will reduce infrastructural and social cost and e-waste ensuring. For example, every agency will not require their own data center they can easily share BCC's datacenter. To the extreme end sharing one server using virtualization to store data of multiple organizations will save on hardware, electricity, transportation cost and space. Using hardware that is designed to minimize energy consumption, these will all reduce carbon footprint while keeping the individual agency's privacy and accountability intact.

LEGAL FRAMEWORK

Arrival of the Internet and service delivery through internet resulted a new set of complex legal issues. This was followed by outsourcing government services to private sectors and international companies, which led to further complications. The government of Bangladesh has responded proactively in this sphere and has started to lay the foundations of the required legal framework. To make Digital Bangladesh successful we will need the legal and policy frameworks in relation with the ICT Act, RTI Act, Copyright Act, Cyber Security Act etc.

3.ii. SELF-GOVERNED AND RESPONSIVE LOCAL GOVERNMENT

KEY PROBLEMS	<ul style="list-style-type: none"> • Operational efficiency of local government institutions is low which impede effective access to services and information by the citizens • Transparency and accountability of LGIs need improvement as key service delivery and all safety net programmes are being implemented through LGIs • The inadequacy in number and skills of LGI officials are one of the major barriers in transforming LGIs into focal points of all development activities in the country • Citizens’ voice is unheard and their participation is not effective which creates gap between citizens’ perception and direction of the central government.
VISION	To unleash the power of ICTs for increased efficiency, transparency and accountability of local government institutions so that they able to deliver information and services to the citizens and involve them in governance.
OUTCOME	A connected system of local government institutions across the country is on the ground for efficient governance and effective information and service delivery to the citizens through enhanced transparency and citizens’ participation.

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- The Ministry of LGRD will create seamless vertical and horizontal reliable and high speed connectivity among the local government and central government institutions and agencies. Such network will help decision making and implementation process quicker. More importantly, inter and intra-agency horizontal and vertical electronic connectivity will increase operational efficiency as well as simplify decision-making processes.
- The Ministry of LGRD will take initiative to integrate ICTs in local government institutions for back office automation so that front end service delivery is possible through one-stop windows. Paper-based procedures will be replaced gradually by automation and digitalization of all data and records. Application of ICT in office processes such as computerized billing system, inventory management, computerized data entry etc. will help establish more efficient service delivery regime at local levels. Use of ICT in communication i.e. through e-mails, on-line blogs and notice boards, mobile phone and SMS etc. and knowledge management i.e. databases, digital copies of documents instead of paper, digital archives etc. will significantly improve efficiency of the LGIs by simplifying communication, document searching, decision-making etc.
- In addition to automation of processes inside the local government bodies/agencies, a digital framework or common platform will be developed which will enable the bodies to interact with each other smoothly.
- The LGRD will undertake programme for comprehensive skills development of the government officials in using ICTs for their day-to-day business. Government officials and elected representatives of local government bodies in both urban and rural sectors will be given training to develop ICT skills and adaptability to the change in old system.
- The government will create scope for service providers both within the government and private sector to deliver services and disseminate information for citizens using multi/ alternative channels like Community e-Centres, cellular phone messages, community radio and television as per their convenience is a top priority. The information and service delivery system will focus on education (e.g. formal, non-formal and technical/ distance learning), health-care (e.g. healthcare management, telemedicine), agriculture (e.g. pesticide, high-yielding cropping), disaster (e.g. preparedness etc.), self-employment creation, government services, human rights protection and so on.
- Community e-Centres in Upazilla Complex and Union Information and Service Centres (UISC) in Union Parishad Complex are envisaged to be key information dissemination and service delivery points for rural and peri-urban citizens. Such centres are to be run with participation of private sector and non-government organizations for efficient operation and socio-economic viability. Fostering public-private partnership will be the key for maintaining a large network of such centres.
- One stop services/ help desk in all unions, upazilas and districts will be created for enhancing citizens' access to services. These will create multi-layered delivery points from the service providers and realize the government's goal for increased decentralization. However, in designing and expanding the network of one-stop-service delivery system, 'snow-balling' approach will be taken.
- Mobile phone, as a supplement to the physical location based information and service delivery points – is a part of strategic priorities service delivery will be designed in such a manner that poor are not excluded.

3.iii. PRO-CITIZEN CIVIL SERVICE

KEY PROBLEMS	<ul style="list-style-type: none"> • Civil service is overly concerned with compliance with rules and record-keeping rather than responsive, transparent service delivery to benefit the citizens • The incentives for innovation within civil service are almost non-existent leading to status-quo execution; seniority rather than performance is rewarded • Decision making is often done based on piece-meal information. Communication within the government is very slow because of dependence on archaic channels. Knowledge management is person-dependent resulting in almost zero institutional memory • ICT is viewed as mostly irrelevant to day-to-day work of civil servants and service delivery
VISION	<ul style="list-style-type: none"> • The civil service is capable and interested to use ICT tools for management, planning, implementation and monitoring. • Equally, if not more importantly, the civil service recognizes and promotes the potential of ICT tools and avenues for service delivery to citizens by re-engineering business processes.
OUTCOME	<p>Bangladesh civil service transformed into a dynamic and responsive administration which makes informed and efficient governance decisions and delivers services to citizens' doorsteps with minimal cost, time and hassle to the citizens.</p>

- **Change management:** The introduction and beneficial use of ICT in reforming the civil service and thus creating better service delivery is essentially a change management process. The needs, benefits, vested interests of all those concerned (whether senior or junior) will be given equal attention, in combination with continuous support to experimentation, risk-taking (within acceptable parameters) and learning.
- **Innovation Fund:** The establishment of an Innovation Fund for the civil service may be considered as an encouragement towards easy fund mobilization for experimentation of innovation in service delivery.
- **One-stop shops:** Service delivery centres in district, upazilla offices, city corporations, municipalities and union parishads serving multiple needs of citizens by aggregating many services that originate from different departments of the government. These one-stop shops present significant opportunities for the government to reduce red tape, streamline work procedures, and co-locate services from multiple agencies into one centre.
- **Paperless office or 'less paper' office:** It is important to develop a strategy towards a 'less paper' environment for the civil service. Notable among various priorities are electronically tracking the movement of files, automating the pension processing and payments, electronic submission of Project Pro-forma (DPP) documents from line Ministries to the Planning Commission and electronic review of them during ECNEC meetings along with electronic access to all supporting documents. Modernizing the Secretariat Instructions to keep pace with today's requirements has become essential.
- **Connecting the civil service:** Providing reliable and high-speed connectivity to the civil servants in all tiers within the central and field administration within a defined timeframe needs to be a high priority. Much of the two-way information sharing, knowledge management, collaborative learning depends on connectivity. The necessary hardware and connectivity will be included in the TO&E.
- **Capacity and leadership development:** Mandatory ICT proficiency for all civil servants will be ensured according to ICT Policy 2009. However, the skills will be focused on day-to-day functions and not on generic ICT literacy. Learning environments over the internet, mobile phones, TV and radio will provide anytime, anywhere capacity development opportunities for civil servants. The institutional capacity in the form of e-Governance Focal Points, ICT personnel and appropriate budgetary allocation (5% of ADP and 2% of revenue for ICT spending) will be enhanced.

3.iv. INCLUSIVE BANKING AND ACCESS TO FINANCE

KEY PROBLEMS	<ul style="list-style-type: none"> • Outdated legal and regulatory regime • Majority of the population is out of banking system • Difficulties in including rural clients due to lack of ‘Know Your Client’ (KYC) Guideline for rural population • Cash based economy • Robust e-payment system is still to come
VISION	Inclusive banking with efficient e-payment system and equitable access to finance, particularly for the marginalized population.
OUTCOME	ICT-oriented legal and regulatory reform enables all citizens to access banking and financial services where KYC procedures are not a barrier to access to finance.
STRATEGIC PRIORITIES	<p>PAYMENT AND TRANSACTION The government will set up electronic interbank transfers and gateway to ensure seamless transaction with unassailable security. Domestic and international money transfer and payments will be made through e-payment and m-payment services.</p> <p>ACCESS TO BANKING AND FINANCE Using ICT and KYC using NID towards a tiered approach for reduced cost of banking for rural customers. To bring down transaction costs, customers data preservation, for better services and for better monitoring MFIs will use ICT.</p> <p>ICT-ENABLED BANKING The central bank will undertake reform measures to make the laws and regulations guiding the banking industry suitable for banking and payment through Internet and mobile phone. In designing reform for banking and financial transactions, bank-led model rather than mobile operator-led one will be utilized.</p> <p>INTEROPERABILITY To accommodate latest form of technologies all banks will work towards developing a standardized and core banking platform led by the government. Interoperability will ensure seamless interbank transfers. MRA will make sure MFIs standards in compliance with an interoperable mechanism.</p>

3.v. SERVICE DELIVERY-FOCUSED PUBLIC PRIVATE PARTNERSHIP

KEY PROBLEMS	<ul style="list-style-type: none"> • The concept of PPP is new for the e-service delivery in Bangladesh. There is a gap in perception about PPP within the government and private sector. • The relevant stakeholders are not aware about strong political commitment of the government and huge opportunity for the private sector and new policy and guideline for PPP is not well circulated and explained among the stakeholders. • The transformation of strategic priorities from agenda into action requires significant resource mobilization, which is currently not available. Only a concerted effort from the government, private sector and development partner can make it possible. • The inefficient one-stop service and inadequate capacity of the BOI flags concerns about effectiveness of the new initiative to attract both foreign and domestic investment through PPP route. • The incentives for the private sector generally remain in paper and there is lack of trust between relevant stakeholders in this regard.
VISION	To make e-service delivery a reality through active participation of private sector under PPP.
OUTCOME	All strategic priorities are converted into e-service delivery and ICT projects and implemented under PPP framework.

- The line Ministries will work with the Office of the PPP to identify and formulate PPP projects and invite private sector to come forward for their implementation. The Office of the PPP will coordinate among various government and private agencies for accelerating approval and implementation of PPP projects. At least five projects will be identified and developed under each ministry to be initiated in each fiscal year. In identification of projects strategic priorities in vertical and horizontal segments of the “Strategic Priorities” document will be consulted.
- The Office of PPP will develop a comprehensive five year plan under which PPP projects will be identified and contribution of the government to those projects will be estimated. These estimates will be included in the national budget in each fiscal year.
- The Office of the PPP will undertake programmes for building capacity of government officials and private sector participants in collaboration with development partners so that project identification and approval process strictly follow stipulated time frame and handled with professionalism.
- The office of the PPP will design programme to raise awareness about potential of win-win-win benefits for private sector, government and citizens of the country. Promotional materials, road show at home and abroad, workshop and other appropriate programmes will be undertaken so that private sector feels confident and pro-actively participate in PPP initiative.
- The Office of the PPP and the line Ministries and implementing agencies will encourage private sector to come forward with unsolicited proposals where private sector innovation and dynamism will be leveraged for offering e-services to citizens.
- The office of the PPP will develop specific guidelines for offering tailor made incentives for PPP projects by sub-sector and by priority, which will be followed by the ministries for offering special incentives for a particular project.
- The office of the PPP will work with similar government agencies abroad to share views and exchange experiences to understand the best practices and to make the PPP initiatives in Bangladesh vibrant and effective.
- The Office of the PPP and the line Ministry will work with the development partners to engage them in PPP projects for participating either in government contribution or investment by the private sector.
- The Office of the PPP will follow state-of-the-art online process for proposal submission, processing, decision making and implementation progress tracking with individual interface for each Ministry and implementing agency.