

ICT Agency of Sri Lanka

Terms of Reference (ToR)

E Government Survey 2016 (Employee and Visitor Survey – Situation Analysis) ICTA/GOSL/CON/QCBS/2016/45

1.0 Background

The Government of Sri Lanka (GoSL) has recognized the critical role that ICT can play in fostering social integration, peace, growth, and poverty reduction. The Government intends to use ICT to improve the reach and responsiveness of public services, reduce transaction costs to business, make government more transparent and accountable, and address the urgent needs of poor communities and isolated regions.

Information and Communication Technology Agency of Sri Lanka (ICTA), is in the process of implementing the national digital development strategy that include; (i) develop the necessary capacity to lead and implement an ambitious ICT program; (ii) rapidly develop the required digital infrastructure across the country to effectively serve all citizens; (iii) create an enabling environment for the knowledge economy; (iv) develop specialized ICT skills and broad ICT literacy at all levels of education; (v) deliver faster, more efficient, and more transparent government services to all citizens and businesses; (vi) use ICT as a lever for social development; and (vii) create jobs through a dynamic and competitive ICT sector and through diffusion of ICT across the nation.

To achieve this broad vision of digital inclusive Sri Lanka, GoSL ICTA has planned varieties of electronic services which falls under each and every category which stated above. E government projects like eLand Hub, Birth Marriage and Death certificate digitization (BMD), ePensions, eSamurdhi, eLocal Government (eLG), eDivisional Secretariat (eDS), ePopulation Register and eMotoring are in the pipeline for development and execution. Furthermore, cross governmental digital document system, scanning and digitizing existing gov documents and digital document delivery system for post offices will be introduced with parallel to the development of Lanka Government Network project. all the mentioned projects will be utilizing LGN as the digital infrastructure to transport and exchange data securely and efficiently

To better plan and implement future digital government interventions, it is now required to precisely understand the organizational and individual requirements of the government as well as user expectations and requirements. The assessment will focus on gathering data from users of government service to understand their expectation on delivery and quality of government services in the future.

2.0 OBJECTIVE OF THE CONSULTING ASSIGNMENT

The primary aim of the assignment is to develop in-depth understanding on the expectation of citizens in terms of availability and quality of government services. In addition, the study will also focus on carrying out an assessment of employee's perspectives, knowledge, skills, attitudes and behavior towards delivering government services to citizens in efficiently and effectively.

The assignment will also focus;

- to assess present status of staff participation/ engagement in digital transformation process as well as prevailing leadership gaps in the organizations
- to understand perception/ attitudes of government staff in using ICT to improve internal efficiency of the organization and provide effective government services
- to learn challenges that the government staff are facing in implementing/participating in digital development changes and future intervention needed from ICTA to help them become a positive participants of e government process
- to find out future change management requirements of government organizations to improve implementation of digital development/infrastructure projects in effective manner.

3 0 SCOPE OF WORK AND TASKS TO BE CARRIED OUT

3.1 Task 1: Methodology, Sample Frame and Questionnaire Design

- (i) Consult representatives of ICTA and gather details on the requirements for survey design, questionnaire development and implementation time schedule. The Consultant in his bid Identify all necessary variables required to gather data to achieve the objectives of the assignment
- (ii) Develop study instruments for conducting interviews with relevant respondents. The tools has to be developed by the Consultant in English and after field tested, all questionnaires should be translated into Sinhala and Tamil. Consultants must use best practices of developing questionnaires and other survey tools matching with the type of respondent and research approach to be used. Consultant in his bid shall discuss and make proposals on the approach of developing survey tools, sample/ model questionnaire, data quality assurance approaches etc.
- (iii) Recommend and develop an appropriate methodology for the study that will allow to better capture data/information in excellent quality to achieve the specific objectives of the assignment.
- (iv) Recommend and develop a representative sample of government organizations to conduct the assessment. The Consultant must apply proven statistical methods/best practices when establishing representative sample. The consultant in his bid should submit specimen questionnaire/s instruments, awareness and usage. Consultants must submit separate section on the sampling approach.
- (v) Identify appropriate quality assurance techniques that can be applied in this particular assignment to ensure the reliability, validity and accuracy of the data/information.
- (vi) Present team structure and the methods that the consultant will use to recruits and training the field staff.
- (vii) Provide, in English, a detailed Survey Implementation Plan outlining all the steps involved in the design and implementation of the survey, including a project time schedule and resource plan, draft questionnaires (in English) and outlines of the instruction manuals to be developed. Submit the survey implementation plan to ICTA in electronic form and as a hard copy.

3.2 Task 2: Survey Field Testing and Implementation

- (i) The Consultant must provide the appropriate training to enumerators, supervisors, and data entry personnel in order to safeguard the collection of accurate data with sufficient quality.
- (ii) Pre-test the instruments with appropriate sub sample. After the pre-test, if necessary, revise the questionnaire and documentation, and translate the questionnaire into Sinhala and Tamil. If necessary, adapt the sample size to ensure that final results will be of statistical valid. A test of data entry (data entry program and procedures) must also be included in the testing procedures. Provide ICTA with a summary of test results and relevant comments and suggestions.
- (iii) After approval by ICTA, conduct field operations and collect data in accordance with the plans and proposals developed previously. Measures should be in place to ensure the data quality.
- (iv) The Consultant will be responsible for appropriate awareness creation among respondents of the survey, to inform about its purpose, value and requirements, and how participants can benefit from contributing effectively during the data collection process.
- (v) The Consultant must be able to facilitate the survey in three languages – Sinhala, Tamil and English. Reporting requirements and other outputs of this assignment must be done in English. Survey tools must be printed in good quality paper and format and the print must be submitted to ICTA for approval
- (vi) Consultant will be responsible for managing this project, which will include taking care of administrative activities to structure and run the project effectively.
- (vii) ICTA will own the final report, and all related data/information in respect of this assignment. Additionally, ICTA will also have the right to reproduce and circulate the survey questionnaire, report and findings as its discretion.

3.3 Task 3: Data Entry, Processing, Analysis and Reporting

- i) Enter collected data into database software. The software must be able to verify ranges and consistency of the data and generate reports indicating missing data, data outside of the accepted ranges, and inconsistent answers. Clean data records and verify that the sample is still sufficient for reliable statistics. Provide a brief data entry report to ICTA in electronic form and as hard copy. Together with the report, deliver the data base in MS Excel format containing all entered data records.
- ii) Conduct data analysis. The Consultant will conduct exploratory data analyses (e.g. frequencies, percentage tabulations, and cross tabulations) of key survey variables and their correlations. Where necessary, statistical significance levels need to be calculated to enable proper interpretation of results.
- iii) Provide, in English, a Final Report presenting the results of the assignment. The report must contain descriptive statistics of all variables of the assignment, cross tables, and graphs. Selected variables should be presented by graphs and/or correlation measures. A critical review of the methodology, realisation, and results should be given, together with recommendations for improvement. The report must be submitted in electronic form and as a hardcopy.
- iv) Conduct a presentation workshop at ICTA to present and discuss the findings of the Final Report, when specified by ICTA. The Consultant will be expected to produce a report on the workshop deliberations, and make amendments to the Final y Report based on the workshop outcomes if necessary.
- v) Consultants are advised to present all requirements for effective carrying out of the assignment in their proposals.

4.0 QUALIFICATIONS OF CONSULTANTS

4.1 Staffing

The key functions are (1) Digital Government Development 2) Design Planning of need assessment and development of data collection tools, (2) Field Management, (3) Statistical Data Analysis, and (4) Project Management (5) Report Writing.

The suggested minimum number of key staff is as follows (please see the table below). The Consultant is free to propose the number and structure of experts appropriate to his implementation approach, provided that the team properly covers the above mentioned functions. The following functions should be covered by project personnel: Survey Planning and Design, Field Management, Data Collection Supervision, Data Collection, Data Management, Data Entry, Data Analysis, Project Management, and Quality Assurance.

An adequate number of experts, who can, within the limited timeframe, facilitate and conduct the assignment as well as analyse and report on data must be proposed by the Consultant. *[Personnel proposed to cover the key functions (Key Experts) must be included into the proposal with their full CVs (in accordance with the format provided)]*. Positions to cover the other project functions must also be presented in the bid, including the number of staff, their input in terms of staff days, and their work schedule, but particular persons must not be nominated and their CVs not included into the proposal. A description of an appropriate team structure, team collaboration arrangements and project management functions must be included into the proposal.

Enumerators: demonstrated experience in conducting face-to-face interviews at least in 3 surveys; language skills; experience with the particular type of respondents will be an added benefit. Excellent language skills (Sinhala, Tamil and English) of the relevant staff. Survey Enumerators should be undergraduates or graduates from a recognized university.

Key Staff	Preferable Qualification	Preferable Experience	Preferable of similar assignments conducted
Team Leader and Development Evaluation Expert	Postgraduate diploma or higher qualifications from a recognized university	Demonstrated experience at least 3 years in designing impact/outcome evaluation studies/ surveys, developing monitoring and evaluation tools, analysing and interpretation of both quantitative and qualitative data, and writing in similar evaluation reports for development projects knowledge of best practices in outcome/impacts evaluation activities - Excellent oral and written language skills (Sinhala /Tamil and English) of the relevant staff	At least 5 similar assignments specially in the areas of ICT for development
Statistician	Advanced degree preferably master level degree on statistics from a recognized university	Minimum 5 years demonstrated experience in handling statistical analysis and implementing national level surveys /Project evaluations (Preferably for the public sector)	5 similar assignments
Survey Consultant/e Government specialist	Postgraduate diploma or higher qualifications from a recognized university	Minimum 5 years demonstrated experience in handling, designing and implementing surveys/ questionnaire Development /Development of Project evaluations/ Personal management preferably in the area of e government/ICT development Five years of working experience in the government of Sri Lanka as a senior level position	5 or more similar assignments
Evaluation /survey Manager	Degree from a recognized university	Minimum 4 years demonstrated experience in managing surveys	At least 3 similar assignments

4.2 Consultant organization

The organisation should be specialised and have relevant experience in designing and conducting national level surveys, preferably in the area of ICT for Development.

The survey organisation should be able to provide a strong network of enumerators and office facilities to facilitate information gathering managing the survey successfully. Experience in similar assignments will be an added benefit.

5.0 OUTPUTS, DELIVERABLES AND PAYMENT SHEDULE

All reports and deliverables need to be prepared in English and submitted to ICTA in electronic form (DOC format and PDF) and one hard copy. Questionnaire forms are to be prepared in English and translated into Sinhala and Tamil. Upon completion of the project, ICTA will own all evaluation tools and reports, and all related Data/information in respect of this assignment. Additionally, ICTA will also have the right to reproduce and circulate the evaluation tools and report at its discretion.

Phase / main reports	Task	Deliverable	Deadline
Inception Report	Finalize work plan, survey sites schedule, survey sample, enumerator training and survey questionnaires	Report on the survey approach, sampling frame and the survey sample survey questionnaires Detailed work plan Report on field staff training	Contract date + Week 3
Interim Report I	completion 50 % of the survey	Field Monitoring Report 1 (Details of survey implementation, monitoring and quality assurance activities conducted))	Contract date + Week 6
Interim Report II	completion 100 % of the survey	Field Monitoring Report 2 (Details of survey implementation, monitoring and quality assurance activities conducted)	Contract date + Week 9
Survey Draft Report	Completion of Survey, Completion of data entering and cleaning Completing data analysis Presentation of draft survey report	Draft Survey Report	Contract date + Week10
Survey Final Report	Incorporating comments on the draft report Submission of final report	Final Survey Report Completed questionnaires Completed data base	Contract date+ Week12

6.0 CLIENT'S INPUTS:

The clients will provide the following documents / information to the consultants

Letters of introduction for conducting the surveys in the selected agencies.

a list of government organisations, by which the Consultant can determine the sample frame.

a list of variables which are mandatory to include into the survey.

Background information of ICTA projects relevant for the implementation of the survey.

venue facilities to hold workshops to present key findings of the report.

7. 0 PROCEDURES FOR REVIEW OF OUTPUTS

Review committee will be appointed by ICTA