ICT Agency of Sri Lanka

Terms of Reference (ToR)

Project Evaluation: ICT/BPO Industry Promotion Program (Situation Analysis)
ICTA/GOSL/CON/CQS/2016/50

1.0 INTRODUCTION

1.1 Project Background

The ICT Capacity Building Program (ICBP) is one of the   key projects implemented by Information and Communication Technology Agency of Sri Lanka (ICTA)   and ICBP has three (3) broad sub-components; i) ICT Industry Human Resources Capacity Building, ii) Industry Promotion and iii) Creating an Enabling Environment for ICT Industry Growth. The goals and objective of these subcomponents are achieved through implementing thirty (30) diverse strategies.

The ICT Capacity Building Programme aims to generate growth and employment by enhancing the competitiveness of the domestic ICT industry and ICT-enabled services, promoting ICT diffusion in the private sector, and producing much needed ICT-skilled human resources.

The principal developmental objectives of ICBP is: (a) to upgrade ICT capabilities, competitiveness, and revenues of the IT and BPO industry by improving the quality of its managers, professionals, and technology; (b) to develop a multilayered and multiskilled ICT workforce and to increase the employability of school leavers and drop-outs; and (c) to improve the effectiveness of local industry, especially small and medium enterprises (SMEs), through the use of ICT.

The principal target groups for this project are ICT industry, ICT training institutions, SMEs, and ICT-related professional associations.

The ICBP has been in execution for since 2004 and to date, several strategies have been completed while others are still under implementation.

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Monitoring and Evaluation

In order to enable the measurement of the development effectiveness and impact, ICTA has identified Monitoring and Evaluation (M&E) as a critical tool. The Project Management Units within ICTA will monitor implementation progress and ensure timeliness of targets and quality of outputs. The need of increasing development effectiveness, however, goes beyond ensuring that deliverables are timely and according to specifications. Therefore, ICTA has implemented a Results-based Monitoring and Evaluation programme across all the projects and programmes, which, by focusing on outcomes and impact, will enable ICTA to aim for achieving and measuring development results at all levels.

2.2 Objective of the Assignment

The ICBP is expected to produce the following outcomes: (i) increased employment in software and ICT-enabled services industries; (ii) increased software exports; (iii) improved competitiveness of local industry, especially SMEs, through the use of ICT; and (iv) improved quality of ICT industry managers, professionals, and workforce.

This outcome evaluation is expected to assess how and why an outcome is or is not being achieved in a given context, and the role that ICTA has played. These Outcome evaluations should also help to clarify underlying factors affecting the situation, highlight unintended consequences (positive and negative), recommend actions to improve performance in future programming, and generate lessons learned.

Specifically, the outcome evaluation shall assess the following:

(i) *outcome analysis* - what and how much progress has been made towards the achievement of the outcome (including contributing factors and constraints), (ii) *output analysis* - the relevance of and progress made in terms of the ICBP outputs (including an analysis of both project activities and soft-assistance activities[1]), and (iii) *output-outcome link* - what contribution ICBP has made/is making to the progress towards the achievement of the outcome (iv) *future intervention strategies and issues*. Most importantly, the evaluation report should be forward-looking by making recommendations on future programming strategies and issues.

Key Evaluation Questions:

- How effective is the programme? To what extent has the programme been implemented as expected? Are the programme goals being achieved? What outcomes and results were achieved by the programme?
- To what extent and in what ways did programmme participants benefits if at all?
- What needs of participants were met?
- What unanticipated consequences resulted from the programme?
- What are the strengths and weaknesses of the programme and how can it is improved?
- What worked and what didn't work? What has been learned in this programme that will be useful for other programmes and improve this programme it self in the future?
- To what extent do the benefits of the programme provide sufficient value to justify the cost of the programme?

This evaluation should also support for ongoing managerial decision making process. The primary users of the evaluation would be World Bank task team leaders and ICTA managers.

3.0 SCOPE OF WORK AND TASKS TO BE CARRIED OUT

3.1 Scope of the Evaluation

This outcome evaluation will be looking at the relevance and contributions of ICBP project activities with regard to the outcome. Specifically, the outcome evaluation is expected to address the following issues:

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[1] For ICBP, soft assistance activities include advocacy, policy advice/dialogue, and facilitation/brokerage of information and partnerships.

<u>Outcome analysis</u>

- How has been ICBP's support to upgrade ICT capabilities, competitiveness, and revenues by improving the quality of its managers, professionals, and technology;
- How has ICBP's support to develop a multilayered and multiskilled ICT workforce and to increase the employability of school drop-outs;
- Has there been improvement in the effectiveness of local industry, especially small and medium enterprises (SMEs), through the use of ICT.

<u>Output analysis</u>

- How have the ICBP's outputs been relevant to the outcome?
- Has sufficient progress been made in relation to the ICBP outputs? If not, what are the factors (positive and negative) that affect the accomplishment of the outputs?
- Has ICBP's strategies in producing the outputs been efficient and cost-effective?

<u>Output-outcome link</u>

- Whether ICBP's outputs or other interventions can be credibly linked to the achievement of the outcome (including the key outputs, strategies and soft and hard assistance that contributed to the outcome)?
- What are the key contributions that ICBP has made/is making to the outcome

  <u>Forward-looking analysis and recommendations</u>

- With the existing interventions in partnership with stakeholders, has ICBP achieved/ is being achieved the outcome within the set timeframe and inputs – or whether additional resources are required and new or changed interventions are needed in the future?
- What strategies should ICBP undertake to achieve intended development results? What are the priority issues that ICBP could focus on in the short-term?

Products expected from the Evaluation

The key product (deliverable) expected from this outcome evaluation is a comprehensive analytical report in English that should, at least, include the following content:

- Executive summary
- Introduction
- Description of the evaluation methodology
- An in-depth analysis of the situation with regard to the outcome, the outputs and the partnership strategy
- Key findings (including best practice and lessons learned)
- Conclusions and recommendations
- Annexes: TOR, field visits, people interviewed, documents reviewed, etc.

Before conducting the tasks detailed in this document, as noted above, it is important that the consultant commits time to understanding the nature and complexity of the program being evaluated. As mentioned in section 2.1, ICBP has 30 different strategies, each with a different and specific aim, target group/stakeholder and grant amount. Hence, a comprehensive outcome evaluation of the program requires the consultant to first have a comprehensive understanding of all the activities, their outputs and the

potential outcomes of each strategy before planning the evaluation survey in detail. More information on each strategy is available on www.icta.lk

3.2 Tasks to be carried out

Task 1: Survey Planning

(i) Meet with representatives of ICTA and gather details on the requirements for survey implementation and its time schedule.

(ii) Collect all documentation necessary to first analyze and understand the programme and then conduct a document/literature review.

(iii) Prepare plans for survey implementation and training of staff to conduct interviews. This includes the planning for the development of relevant training materials and written instructions for all persons involved in fieldwork and data entry. It is suggested that a half day workshop be held with ICTA to fine tune and finalise

(iv) Provide, in English, a detailed Survey Implementation Plan outlining all the steps involved in the implementation of the survey, including a project time schedule, resource plan, data collection plan, and outlines of the instruction manuals to be developed. Submit to ICTA, the plan, in electronic form and as a hard copy.

3.2 Task 2: Development of the Survey Methodology

(i) Taking in to consideration the structure of the ICBP (which includes several strategies) and the different implementation methods, the consultant is free to propose the most suitable strategy and respondents or sources of information to collect data from, in order to achieve the survey objective. These respondents or sources of information (size) must be identified and proposed in the bid presented by the consultant.

(ii) The consultant must propose, in their bid, appropriate data collection methodologies for each different strategy within the ICBP and the different stakeholder groups identified. Multiple/mixed evaluation techniques can be suggested for the data collection. The methodology proposed will be further refined and determined by the consultant with the guidance of the focal person(s) at ICTA.

(iii) The consultant in his bid shall present the best practices of survey management and field monitoring methods and any additional quality control measures that are essential to be used to ensure the reliability and validity of data.

(iv) The consultant will be responsible for appropriate awareness rising 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. The Consultant in his bid shall present approaches on how the necessary awareness raising can be achieved to increase the survey response rate.

(v) The consultant in his bid shall present techniques that can be used to ensure the required level of response rate and how to minimize non response errors.

(vi) 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.

(vii) All appointments/arrangements need to be facilitated by the consultant. ICTA will not be responsible for any arrangements, but will help the consultant establish initial contacts if necessary.

3.3 Task 3: Develop Survey instruments

(i)   The consultant must develop all required survey instruments which address the needs of each strategy within the ICBP and client will approve them. The client will provide necessary guidelines and inputs to develop survey instruments.

(ii) The consultant much provide, in his bid, model questionnaires and must present best practices of Survey tool development to ensure the collection of correct type of data.

(iii) The consultant must propose, in his bid, the appropriate set of variables and indicators which can be used in the collection of data.

3.4 Task 4: Field staff training

(i) The consultant must provide the required training, by using appropriate training approaches to survey enumerators /interviewers, field supervisors and data entry personnel. The consultant must also prepare a training report and submit it to ICTA electronically and on paper. In order to safeguard the collection of accurate data in desired quality, all field staff should be trained. The consultant must propose appropriate training methods that will be crucial to ensure that the survey staff is adequately equipped with the required knowledge and skills to complete the survey successfully.

(ii) The consultant must develop instruction guidelines for interviewers, supervisors, and data entry personnel. The consultant must submit all instruction manuals to ICTA in electronic form and as hard copies for approval.

3.5 Task 5: Survey implementation, Data entry, Data Processing, Data Analysis and Report Writing

(i) After approval by ICTA, the consultant must conduct field operations and collect data in accordance with the plans and proposals developed earlier.

(ii) **Enter collected data into a 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. It must also be able to clean data records and verify that the sample is sufficient for reliable statistics. Consultant must provide a brief data entry report to ICTA in electronic form and as hard copy. Together with the report, the data base in MS Excel format containing all entered data records must be submitted.

(iii) **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. Qualitative data should be analysed and interpreted by using appropriate methods.

(iv) Provide, in English, a Final Survey Report presenting the results of the survey. The report must contain descriptive statistics of all variables of the survey, cross tables, and graphs. 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.

(v) Upon completion of the assignment, a workshop should be conducted by the consultant to present the key findings of the report to ICTA. The consultant will be expected to produce a report on the workshop deliberations, and make amendments to the Final Survey Report based on the workshop outcomes, if necessary.

(vi) The consultant will be responsible for managing this assignment, which will include taking care of administrative activities to structure and run the assignment effectively.

(vii)   Upon completion of the assignment, ICTA will own the questionnaire, the final report and all related data/information in respect to this assignment. Additionally, ICTA will also have the right to reproduce and circulate the survey questionnaire(s) and report, at its discretion.

3.6 Work Schedule

The total duration for this project has been set for a total of 16 weeks. The following preliminary work schedule is suggested for implementation:

Week	Tasks
1-2	Meetings with the client and specification of details for survey implementation; collect necessary documentation needed for literature review; preparation of the Survey Implementation Plan.
1-3	Development of instruction manuals; questionnaires; training of survey implementation staff; training report.
3 -9	Data collection and data entry.
10	Data collection and data entry; submitting data base to ICTA.
12	Data analysis and reporting. Presentation of results in workshop.

4. 0 QUALIFICATIONS OF CONSULTANTS

4.1 Staffing

The key functions are; (1) Survey Planning, (2) Development of the Survey Methodology and instruments, (3) Develop Survey instruments, (4) Field staff training, and (5) Survey implementation, Data entry, Data Processing, Data Analysis and Report Writing.

The suggested minimum number of 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. However it is essential that an industry expert is included in the team to achieve the evaluation goal.

An adequate number of experts with appropriate qualifications, who can, within the limited timeframe, facilitate and conduct surveys as well as analyze and report on survey 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.

Minimum Mandatory Qualifications and Experiences

Key Staff	Minimum Academic Qualification	Minimum Experience	Minimum number of similar assignments conducted
Team Leader and Development Evaluation Expert	Postgraduate diploma or higher qualifications from a recognized university	− Demonstrated experience at least 5 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	3 similar assignments specially in the areas of ICT for development
Statistician	Advanced degree preferably higher than masters degree on statistics from a recognized university	Minimum 3 years demonstrated experience in handling statistical analysis and implementing national level surveys /Project evaluations (Preferably for the public sector)	3 similar assignments
Industry Expert	Postgraduate diploma or higher qualifications from a recognized university	Minimum 5 years demonstrated experience in the ICT Industry. Experience with surveys- designing and implementing - questionnaire Development /Development of Project evaluations and Personal management, in the area of ICT for Development preferred.	3 similar assignments
Evaluation /survey Manager	Degree from a recognized university	Minimum 4 years demonstrated experience in managing surveys	3 similar assignments

Please note;

- Consultant must meet all the mandatory requirements stipulated in this document as per the above table, if not the bid will be treated as non-responsive.

- Additional points will be given to any qualification beyond the above minimum mandatory qualifications stipulated in the table.

- Points will also be given for additional qualifications such as experience in similar surveys, experience in ICT for development areas, demonstrated knowledge in best practices in surveys, experiences of   designing and implementation of surveys /Project evaluations, at least in 3 national level surveys etc.

- Survey Enumerators should have demonstrated experience in conducting face-to-face interviews and key informant interviews in at least in 5 surveys; language skills; experience with the particular type of respondents will be an added benefit. Survey enumerators should be undergraduates or graduates from a recognized university.

4.2 Survey 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 AND DELIVERABLES

i. All reports and deliverables need to be prepared in English and submitted to ICTA in electronic form (DOC format and PDF) and two hard copies.
ii. 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.
iii. The total duration for this project has been set for a total of 16 weeks. The following preliminary work and reporting schedule is suggested for implementation:

Phase / main reports	Task	Contents	Deadline
Inception Report	Finalize work plan, survey sites schedule, survey sample, enumerator training and survey questionnaires acceptable to ICTA	Inception Report Report on the survey approach and methods, survey questionnaires Detailed work plan Report on field staff training	**commencement date + Week 3**
Interim Report I	completion 50 % of the survey acceptable to ICTA	Details of survey implementation process, monitoring and quality assurance activities conducted, challenges faced and method of overcome those challenges etc	**commencement date+ Week 6**

		Progress of the survey	
Interim Report II	completion 100 % of the survey acceptable to ICTA	Details of survey implementation process, monitoring and quality assurance activities conducted, challenges faced and method of overcome those challenges etc.	**commencement date+ Week 8**
Survey Draft Report	Completion of data entering, coding and cleaning Completing data analysis and interpretation Presentation of draft survey report acceptable to ICTA	Draft Survey Report	**commencement date + Week 11**
Survey Final Report	Incorporating comments on the draft report acceptable to ICTA Submission of final report acceptable to ICTA	Final Survey Report Completed questionnaires Completed data base	**commencement date+ Week 12**

6.0 CLIENT'S INPUTS:

The clients will provide the following documents / information to the consultants;
- Letters of introduction for conducting the survey in the selected agencies.
- A list of direct beneficiaries of the ICBP, which the consultant can utilize to collect the data from.
- A list of indicators and variables which are mandatory to include into the survey.
- Background information of ICTA- ICBP, relevant for the implementation of the survey.
- Venue facilities to hold workshops to present key findings of the report.

1.0 PROCEDURES FOR REVIEW OF OUTPUTS

While the survey is being planned and carried out, the consultant must coordinate with the M&E Unit at ICTA on a regular basis. It is required that a weekly meeting with the survey consultant and the team of enumerators be held during survey implementation, in order to monitor and review progress of ongoing work.

The report will be reviewed by a committee, which will be comprised of the following members from ICTA:
- Review committee appointed by ICTA

Review and comment on the draft report (By the client):
- 1 week from the date of final Survey findings presentation

Incorporate comments and submit final report (By the consultant)
- 1 week from the date of submission of comments.