

Terms of Reference

eDS Baseline Survey at 4 Divisional Secretariat ICTA/GOSL/CON/CQS/2017/19

1. Background

In November 2002, the Government of Sri Lanka (GoSL), launched 'e-Sri Lanka' as a national development initiative, with the objective of using Information and Communication Technology (ICT) to foster social integration, peace, economic growth and poverty reduction. The principal development outcomes of 'e-Sri Lanka' are anticipated to be: (i) more effective, citizen-centered, and transparent government; (ii) empowerment of the rural poor, women and youth through increased and affordable access to information and communication tools; (iii) developed leadership and skills in ICT; and (iv) employment creation through the ICT industry, ICT-enabled services, and enhanced competitiveness of user industries and services.

As stated above the eGovernment is one of the main programme areas of ICTA, which aims to improve the efficiency of delivery and access mechanisms of the government. The objectives of the eGovernment programme are mainly to be achieved by reengineering the government business processes and enabling those processes with Information and communication technologies.

eGovernment programme prioritized all the citizen services which are provided by the GoSL in order to identify the possible eServices. The citizen services were evaluated on the impact to the citizen and the feasibility of the implementation for this purpose. In addition to eServices, the eGovernment programme will implement a number of enabling projects which will provide the fundamental requirements necessary for successfully implementing eServices. These projects would interconnect the government, fulfill minimum ICT requirements of the government, provide a supporting application platform to deploy eServices, build the ICT capacity of public officers, fulfill policy, standards and security requirements of the government and ensure the web presence of the government to provide information and services.

The Divisional Secretariats (DS) are the grass root level administrative units which deliver more than 90 percent of the government services to the citizen. Apart from extending services to public, the DSs are responsible in directing and coordinating all the development activities taking place in the division. Currently almost all the services of Divisional Secretariats are handled manually. It has been identified that efficiency and effectiveness of these services could be enhance by using ICT. In view of this, eDS project has been identified by ICTA, in conjunction with, Ministry of Home Affairs (MHA) as a priority project to make the services of Divisional Secretariats more effective and efficient using ICT.

Objectives of the eDS are;

- a. Improve the internal and external level of the communication.
- b. Identify and reduce the duplication processes and functions
- c. Improve the level of information availability
- d. Improve the level of information security
- e. Improve the citizens satisfaction
- f. Improve the staff satisfaction
- g. Improve the satisfaction of working environment

eDS Project is comprised in two components. Firstly there will be a Business Process Re-engineering (BPR) and after that system development and implementation will be initiated. In order to study the current situation, ICTA intends to conduct the baseline survey before the eDS system implementation

2. Aim and Objectives of the Baseline Study

- i. Primary aim of this baseline survey consultancy assignment is to ‘find the level of the current status (base on the eDS objective) of divisional secretariats prior to the System implementation.
 - a. High level objectives of the Baseline Study are;to study and understand the existing service delivery levels of all four DSs (Thibirigasyaya, Kolonnawa, Hanwella, Colombo)
 - b. to develop a tool/scale/criteria to measure the existing service levels, delivery time, cost of service and satisfaction
 - c. to evaluate the current situation based on the identified measurement criteria/s

3. Tasks to be Carried Out

3.1 Task 1: Study Methodology, Sample Frame and Research Instrument

- i. Meet with representatives of ICTA and gather details on the requirements of the study, propose a suitable research methodology for the study, identify and propose suitable variables to be used to achieve the objectives of the study, define a study instrument, and define time schedule for the project.
- ii. Total number of sites to be assessed will be 4 DSs (Thibirigasyaya, Kolonnawa, Hanwella, Colombo) sites (entire study population- 4 sites should be evaluated). For selecting respondents in each site in a representative manner, the consultants are expected to propose in their bid, a suitable sampling approach.
- iii. Preferred study methodology shall be mixed methods of evaluation and the consultants are expected to discuss and justify the methods that they propose in their bid.
- iv. The evaluation instruments (survey/interview questionnaires, guidelines) should be able to capture information, to the extent possible, as indicated in the Aims and Objectives Section of the ToR.
- v. Evaluation instruments should also be able to capture necessary information through site surveys, interviews, and observations, discussions with the citizens, DSs staff, potential beneficiaries etc.
- vi. Consultant is required to define a list of variables against which data will be collected, show the connection with the study objectives and how the results will be analysed. Data analysis could include various quantitative data results (descriptive statistics, tests of means, cross-correlations) and qualitative data analysis techniques such as thematic analysis, content analysis and so forth.
- vii. The consultant should be responsible to implement all possible quality control measures in the research to ensure the quality, reliability and validity of data collected and analyzed.
- viii. Provide, in English, a detailed study implementation plan outlining all the steps involved in the design and implementation of the study, including a project time schedule and resource plan, data collection instruments (in all three languages), 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: Pre testing and Implementation

- i. Develop data collection instruments, including support documentation, instruction manuals for interviewers/surveys/observations, instructions for data entry, and a manual of operations and field procedures. Provide all instruments and documentation to ICTA in electronic form and as hard copies.
- ii. Train enumerators/interviewers, supervisors of interviewers, supervisors of teams, and data entry personnel. The consultant is expected to discuss appropriate approaches for conducting results oriented training.
- iii. Pre-test the survey/interview questionnaire and re-estimate the sample size. After the pre-test, if necessary, revise the questionnaire and documentation, and translate the questionnaire into Sinhala and Tamil. If necessary, adopt the sample size to ensure that final results will be of statistical validity and representative. 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.
- iv. Prepare a basic description of the survey/interviews. This should include the confirmed sample frame and sample size, methodology, data collection plan, and a description of the fieldwork techniques to be used. Developed questionnaires (in all three languages) and related documentation should be included as appendixes. Provide electronic versions and hard copies of all these documents to ICTA.
- v. After approval by ICTA, conduct field operations and collect data in accordance with the plans and proposals developed earlier.

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

- i. Enter collected data via 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 database in MS Excel format containing all entered data records.

- ii. Conduct data analysis. The Consultant will conduct quantitative (e.g. frequencies, percentage tabulations, and cross tabulations) and qualitative data analyses (content analysis, thematic analysis). Where necessary, statistical significance levels are to be calculated to enable proper interpretation of results.
- iii. Final study findings shall be in English. The report must contain descriptive statistics of all variables of the survey, cross tables, and graphs, as well as qualitative interpretations and presentations. Selected variables should be presented by graphs and/or correlation measures, on thematic maps. 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 findings, when specified by ICTA.

4. Qualification of Consultants and Organization

4.1 Key Staff

- i. The key functional areas to be carried out by staff includes but not limited to (1) design evaluation research with the use of quantitative, qualitative and mixed methods evaluation approaches, (2) identify relevant variables that can be used to design the evaluation instrument, (3) design evaluation instruments, (4) conduct field operations, (5) analyse collected data from qualitative, quantitative and mixed method research, and (6) effective interpretation of data and writing reports.
- ii. 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.

- iii. Adequate number of experts, who can, within the limited timeframe, facilitate and conduct the evaluation as well as analyze and report on research data, must be proposed by the Consultant.
- iv. Personnel proposed to cover the key functions (Key Experts) must be included in the proposal with their full CVs in accordance with the format provided.
- v. Positions to cover 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. Particular persons must not be nominated and their CVs not included in the proposal but in the case of survey supervisors and enumerators, they must fulfil the basic qualifications and experience and it should be confirmed in the proposal. A description of an appropriate team structure, team collaboration arrangements and project management functions must be included in the proposal.
- vi. The suggested minimum number of staff for this assignment is presented in the table below.

Key Staff	Minimum Academic Qualification	Minimum Experience	Minimum Number of Similar Assignments Conducted
Team Leader	Bachelor's Degree or higher degree qualifications from a recognized university	<ul style="list-style-type: none"> – Demonstrated experience of at least 5 years in designing baseline study/ impact/outcome evaluation study. – Ability to develop monitoring and evaluation tools, analyze and interpret quantitative, qualitative and mixed methods data. – Ability to write similar evaluation reports – Knowledge of best practices in baseline study/outcome/impacts evaluation activities – Excellent oral and written language skills (Sinhala /Tamil and English) 	5 Similar assignments specially in the areas of ICT for development/and e-government
Evaluation Manager (managing field operations)	Degree from a recognized university	<ul style="list-style-type: none"> – Minimum 3 years demonstrated experience in managing research projects/ outcome/impact evaluation 	At least 5 similar assignments

<p>Evaluation/ Baseline Study Expert</p>	<p>Master Degree/ Postgraduate Diploma or higher qualifications from a recognized university</p>	<ul style="list-style-type: none"> – Minimum 5 years of demonstrated experience in baseline study/ evaluation study – Extensive experience in qualitative, quantitative and mixed methods research designing and implementation – Demonstrated experience in designing research, developing surveys and qualitative questionnaires, collecting data through surveys and interviews/focus groups, analyzing data, interpreting data. – Excellent report writing skills 	<p>5 Similar assignments</p>
<p>Statistician and Qualitative data analyzer</p>	<p>Higher Degree preferably a Masters degree on statistics/ qualitative data from a recognized university</p>	<ul style="list-style-type: none"> – Minimum 5 years demonstrated experience in handling statistical analysis/qualitative data analysis and implementing national level research/project evaluations (Preferably for the public sector) 	<p>5 Similar assignments</p>

Other staff

Enumerators	Bachelor's Degree or higher degree qualifications from a recognized university	<ul style="list-style-type: none">– Demonstrated experience in conducting face-to-face interviews and surveys (five surveys)– Excellent language skills in Sinhala and Tamil to manage the Tamil and Sinhala speaking respondents effectively	Participated in at least 5 similar assignments
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4.2 Nature of the Organization

The organisation should be specialized and have relevant experience in designing and implementing similar projects. The organisation should be able to provide a strong enumerator network to facilitate information gathering.

5. Outputs, Deliverables and Payment Schedule

- i. Consultant is required to provide a brief baseline study report on individual sites as soon as the site evaluation is completed. A comprehensive final report shall be compiled based on the completion of the evaluation in all four (4) DSs sites
- ii. All reports and deliverables are to be prepared in English and submitted to ICTA in electronic form (DOC and PDF formats) and one hard copies.
- iii. Evaluation tools, survey questionnaires, interview questionnaires are to be prepared in English and then translated into Sinhala and Tamil.
- iv. Upon completion of the baseline study, ICTA will own all evaluation tools, 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.
- v. The duration for this project has been set for a total of 8 weeks. The following preliminary work schedule is suggested as follows.

Phase/ Reports	Deliverable	Deadline	Payment Schedule
Inception Report	<ul style="list-style-type: none"> – Finalized detail work plan – Report on the research approach including study framework and variables – Report on field staff training 	Contract date + Week 1	20%
Tool to measure the existing service levels, delivery time, cost of service and satisfaction Report I	<ul style="list-style-type: none"> – Completion of site visit – The defined criteria, Questionnaire (Scale/ tool) 	Contract date + Week 3	20%
Survey results Report II	<ul style="list-style-type: none"> – Results of the all four (4) sites individually, based on the develop survey tool. 	Contract date + Week 6	25%
Survey Final Report	<ul style="list-style-type: none"> – Final findings in a report format – Finalized developed tool 	Contract date + Week 8	15%

6. Client's Inputs

- i. The Client will provide a list of Divisional Secretariats
- ii. The Client will provide letters of introduction for conducting the baseline study in the selected DSs.
- iii. The Client will provide background information of ICTA projects relevant for the implementation of the baseline study.
- iv. The Client will provide venue facilities to hold workshops to present key findings of the report.

7. Procedures for Review of Outputs

- i. Review committee will comprise the following members from ICTA: A review committee will be appointed by ICTA to review the deliverable
- ii. Review and comment on the draft report (By the client): 1 week from the date of final presentation
- iii. Incorporate comments and submit final audit report (By the consultant): 1 week from the date of submission of comments