**Terms of Reference**

Carrying out Baseline Study and Outcome Evaluation of the World Bank Supported CERC digital transformation Projects to create Home-based Work Platform, implemented by ICTA

COUNTRY: Sri Lanka

IMPLEMENTING AGENCY: Information and Communication Technology Agency (ICTA)

NAME OF THE PROJECT: Carrying out Baseline Study and Outcome Evaluation of the World Bank Supported CERC digital transformation Projects to create Home-based Work Platform, implemented by ICTA

SECTOR: Digital Transformation

CONTRACT TYPE: Consultancy Contract

DURATION OF THE ASSIGNMENT: 18 months

DUTY STATION: ICTA, Colombo

CONTRACT REFERENCE NO: CERC-LK-ICTA-222467-CS-CQS

Deadline for receiving application: 3pm on 19th April 2021

**1.0 Background**

In the context of the COVID19 global pandemic declared by WHO and multidimensional impact due to widespread of it, the government of Sri Lanka requested financing of total USD56 million from the World Bank to activate the Contingent Emergency Response Components (CERC) to mitigate the impact of the same. The CERC is being implemented across five sectors namely: agriculture, education, transport, disaster risk management, and digital development (ICT). ICTA intends to apply part of the proceeds toward payments under the contract to carry out baseline study and outcome evaluation of the CERC activities implemented by ICTA.

Under the CERC, it is expected to facilitate the Government of Sri Lanka to develop a platform to Work from Home for government employees, which will be implemented by the Information and Communication Technology Agency (ICTA), in collaboration with the Ministry of Technology, Ministry of Finance and other relevant ministries.

ICTA is presently functioning under the Ministry of Technology (MoT) and it is the main government apex body which is mandated to formulate policies and implement strategies to achieve the vision of digitally inclusive and prosperous Sri Lanka.

ICTA is implementing the following components under the CERC:

* Cross government email and collaboration solutions
* Government wide video conferencing facility
* Form.gov.lk- submission of government forms electronically
* Expansion of Lanka Government Cloud and establishment of disaster recovery site

Brief description of the 4 Components is given in the table below;

|  |  |
| --- | --- |
| Components | Objectives |
| Video Conference facility in 100 Government organizations | To improve efficiency, effectiveness and speed-up decision making processes in government organizations through cutting down travel and other costs incurred when physical meetings are conducted outside the office,  The project will provide better video conferencing experience for the government officers with greater convenience |
| Cross Government Email and Collaboration Solutions for the Government toprovide a single authorized email and collaborative services for 100,000 GoSL employees for their official communications. | To facilitate faster and secure communication among GoSL employees enabling them to work from any place. This will speed-up communication, improve efficiency, convenience, trust, and security. It will also reduce costs and save time for employees of ministries, departments and facilitate a better service, within and between the GoSL organizations. This project is envisaged to 7transform users of personal emails or other isolated collaborative solutions to use GoSL official email and collaborative solutions. |
| Expansion of Lanka Government Cloud and establishment of a disaster recovery site | Lanka Government Cloud (LGC) is one of the main government-owned digital infrastructure established to facilitate all hosting requirements of the government. The aim of this component is to establish a disaster recovery side for the LGC with required expansion to the existing infrastructure.  A critical infrastructure such as LGC 2.0 essentially requires an industry standard backup environment to ensure the high availability of the application which is hosted in. Today, this has become a very common requirement for all the commercial clouds as well as any other IT infrastructure. |
| Form.Gov.lk- Submission of forms electronically to Govt. organizations | Implementation of a Software as a Service platform for the Government to implement Online Forms submission, and Digitized-Document Management (Form.Gov.lk)  Citizens and Businesses often require to interact with government organizations to obtain many services by making requests. The aim of this component is to reduce the burden of citizens making physical visits to respective government institutions to submit structured paper-based forms in relation to applications required to be submitted to obtain government services. |

**2.0 Purpose of the Assignment**

To enable the measurements of effectiveness and impact of these projects, ICTA has identified Monitoring and Evaluation (M&E) as a critical management and governance tool. Therefore the central M&E unit of ICTA will extend the support to monitor implementation progress and ensure timeliness of meeting targets and ensure quality of outputs.

In addition, there is a strong need to increase the effectiveness of project initiatives which goes beyond ensuring that the deliverables are timely and according to specifications. Therefore, ICTA will implement Results-based Monitoring and Evaluation programmes across all the projects and programmes, focusing on both quantitative and qualitative outcomes and impacts.

In this regard, the purpose of the assignment is to design and implement an effective monitoring and evaluation framework and activities to measure the results of the projects implemented by ICTA under CERC with the development assistance of the World Bank.

This essentially includes;

1. To design the M&E framework, including detailed sets of project indicators (intermediate and outcome indicators); description of methodology/instruments to collect data (e.g. surveys, questionnaires, interviews, focus group discussion); and a robust implementation plan.
2. To establish Project Baseline and end targets before the intervention (Pre-Assessment)
3. To carry out Outcome Evaluation after completion of the project outputs- Post Assessment after about 6 to 18 months period for the purpose of evaluating results/outcomes, generated through the project, including intermediate results such as behavioral changes and actual utilization of the systems provided, disaggregated at the organizational levels and by gender (where appropriate). Further, the final outcomes will be included improvements of efficiency and effectiveness of the organizations.
4. To produce monthly monitoring reports during the implementation period to capture the progress of producing outputs/deliverables as per the project plans.

Key Baseline and Evaluation Questions (but not limited to):

* How effective are the CERC components towards achieving its intended purposes?
* To what extent has the CERC component been implemented as expected? Are the desired goals being achieved? What outcomes and outputs were achieved?
* To what extent and in what ways did participants benefit, if at all? Were there any differences by gender and at organizational levels?
* What needs of participants were met?
* What unanticipated consequences (positive or negative) resulted from the interventions?
* What are the strengths and weaknesses of the interventions and how can it be improved?
* What worked and what didn’t work? What lessons have been learned for the future?
* To what extent do the benefits provide sufficient value to justify the cost?

This Monitoring and Evaluation (M&E) findings should also support the ongoing managerial decision making process.  The primary users of the evaluation would be ICTA and relevant stakeholders to learn and improve from the data and information. It also promotes accountability of justifying the value for money spent for the projects and finally World Bank and Ministry of Finance will also be utilizing the data to evaluate the effectiveness of these interventions.

**2.1 Scope of the assignment and tasks to be carried out**

**2.1.1 Scope of work**

The baseline survey will form the basis for the final outcome evaluation and helps to set targets for project indicators. The baseline study will cover key institutions the project has been engaging with, including government agencies, cooperatives, social institutions, private sector institutions, including cross-selection of beneficiaries /users the project.

The baseline and outcome evaluation will cover a representative sample of government organizations that the project has been implemented. These organizations include Government Ministries, Departments and Statutory Bodies and Divisional Secretariats. The table below illustrate the specific information relevant to each project component.

|  |  |  |
| --- | --- | --- |
| Project name | Implementing organizations | Potential respondents |
| Email and Collaborative Solution for 100 Government Organizations | 100,000 email accounts in Government organizations | Heads of Organizations  Government Executive level employees who are eligible for communicating through e mails |
| Video conferencing Solution to Government Organizations – | 100 Government Organizations | Heads of organizations  Potential users of the video con facility |
| Digitizing Government Forms – form.gov.lk | initially in 10 Government Organizations | Heads of organizations  Govt. employees engage in processing services, Accountants |
| Implementation of Zone-2 for Lanka Government Cloud 2.0 | Centrally managed common infrastructure for the Government – currently, around 150 organizations hostapplications in the Cloud Primary site | heads of organizations currently host their applications in the LGC, host applications on commercial clouds |

### The consultant firm is expected to design the entire assignment by using widely accepted M&E evaluation best practices and using appropriate M&E techniques. This capture but not limited to preparation of the Study plan, identify and agree the indicators, development of instruments,/tools field staff training, implementation for the surveys, and data analysis and report preparation.

### The consultant firm is also responsible for carrying out M&E activities periodical basis during the implementation of the projects and produce monthly report on the progress of outputs.

### **2.2 Tasks to be carried out**

### **Task 1: Survey Planning**

1. Discuss with representatives of ICTA and gather information required to understand the project.
2. Prepare plans for implementation of the both baseline, outcome assessment and periodical M&E activities. This includes the development of relevant training materials and written instructions for all persons involved in fieldwork and data entry.
3. Provide, in English, a detailed Implementation Plan outlining all the steps involved including a 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. The planning approach must be discussed with proper justification in the technical proposal.

### **Task 2: Development of the Survey Methodology**

### Taking in to consideration the nature of the CERC supported projects the consultant is free to propose the most suitable strategy for data collection. The type of respondents, sample size and sources of data must be identified and proposed in the Technical Proposal. Data should be disaggregated, for example, by gender and at organizational levels.

### The consultant must propose in their bid, appropriate data collection techniques depending on the type of respondents or data source, that the consultant is planning to collect data. A sufficient justification is required for the methodology proposed. The methodology proposed will be further refined and determined by the consultant with the guidance of the focal person(s) at ICTA during the inception phase.

### The consultant in his bid shall present the best practices of managing evaluations, and carrying out field monitoring activities and any additional quality control measures that are essential to ensure the reliability and validity of data.

### The consultant must propose appropriate methods to collect monitoring data on regular basis to prepare routine progress reports. To reduce time and resources, appropriate techniques need to be proposed to collect ongoing monitoring data monthly and quarterly basis. The consultant must discuss these aspects in its proposal with required justifications.

### The consultant will be responsible for creating awareness among the respondents of the baseline and outcome assessment. The Consultant in his bid shall present approaches on how the necessary awareness raising can be achieved to increase the survey response rate.

### 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.

### 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. Gender related information will also be required to gather during the surveys.

### 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

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**Task 3: Develop Instruments to collect data**

1. The consultant must develop all required survey instruments which address the needs of the assignment and client will review and approve them. The client will provide necessary guidelines and inputs to develop and further improve survey instruments.
2. The consultant must provide, in its bid, model questionnaires and must present best practices of Survey tool development to ensure the collection of correct type of data.
3. The consultant must propose, in his bid, the appropriate set of variables and indicators which can be used in the collection of data.

### **Task 4: Field staff training**

### In order to safeguard the collection of accurate data in desired quality, all field staff including survey enumerators /interviewers, field supervisors and data entry personnel should be trained, by using effective training methods. The consultant must also prepare a training report with the feedback of the quality and submit it to ICTA electronically and on paper, attaching to the inception report. 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.

### 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.

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

1. After approval by ICTA, the consultant must conduct field operations and collect data in accordance with the plans agreed.
2. **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 size 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.
3. 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. Provide, in English, a Final Baseline Survey Report and the outcome assessment reports.
4. The reports must contain descriptive statistics of all variables, including 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.
5. Upon completion of each assignments, 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 Reports based on the workshop outcomes, if necessary
6. Based on the quarterly assessments a brief reports are required to be presented and submitted with forward looking corrective action required to drive the projects towards their intendant outcomes. About the progress of activities completed, a brief monthly report is also required to be produced by the consultant.
7. The consultant will be responsible for managing this assignment, which will include taking care of administrative activities to structure and run the assignment effectively.
8. 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.
9. The consultant will responsible for collecting data on project progress monthly basis and brief monthly reports need to be produced.

## **3.0 Work Schedule**

The total duration for this project has been set for a total of 18 Months. The following preliminary work schedule is suggested for implementation:

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| **Time** | **Tasks** |
| 1. Overall Planning Process | |
| 1 | Meetings with the client and specification of details for survey implementation; collect necessary documentation needed for literature review; preparation of the Survey Implementation Plan. |
| 2 | Inception Report with details Implementation Plan for the entire Assignment |
| 3 | Development of instruction manuals; questionnaires; training of survey implementation staff; training report. |
| 1. Baseline Study | |
| 1 | Plan for the Baseline Assessment |
| 2 | Field Staff Training |
| 3 | Data collection and data entry. |
| 4 | Data collection and data entry; submitting data base to ICTA. |
| 5 | Data analysis and Reporting. Presentation of results in workshop. |
| 1. Ongoing M&E Periodical Assessment | |
| 1 | Brief Monthly report on progress fo activities |
| 2 | Quarterly report with beneficiary feedback on the implementation |
| Outcome Assessment | |
| 1 | Plan for the Outcome Assessment |
| 2 | Field Staff Training |
| 3 | Data collection and data entry. |
| 4 | Data collection and data entry; submitting data base to ICTA. |

**4.0 OUTPUTS AND DELIVERABLES**

1. 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.
2. 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.
3. The total duration for this project has been set for a total of 18 months. The following reporting schedule is suggested for implementation:

| **Phase / main reports** | **Task** | **Contents** | **Deadline** |
| --- | --- | --- | --- |
| Inception  Report | Finalize work plan, field work plan for both assignments, and sampling approach, survey sample, enumerator training and survey questionnaires acceptable to ICTA  approach and time line for monthly and quarterly reports | **Inception Report**  Report on the survey approach and methods,  Survey Questionnaires  Detailed Implementation plan  Report on field staff training  Approach and timeline for the ongoing M&E activities | commencement date + Week 3 |
| **Deliverable related to the Baseline Survey** | | | |
| Interim Report I- | Completion 50 % of the baseline survey acceptable to ICTA | Details of survey implementation process, monitoring and quality assurance activities conducted, challenges faced and method of overcome those challenges etc  Progress of the survey | commencement date+ Week 6 |
| 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 12 |
| Baseline 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  Completed data base | commencement date + Week 16 |
| Survey Final Report | Incorporating comments on the draft report acceptable to ICTA  Submission of final report acceptable to ICTA | Final Survey Report | commencement date+ Week 18 |
| **Deliverable related to the Outcome Assessment Survey** | | | |
| Interim Report I- | Completion 50 % of the baseline survey acceptable to ICTA | Details of survey implementation process, monitoring and quality assurance activities conducted, challenges faced and method of overcome those challenges etc  Progress of the survey | commencement date + Week 57 |
| 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 63 |
| Baseline 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  Completed data base | commencement date + Week 67 |
| Survey Final Report | Incorporating comments on the draft report acceptable to ICTA  Submission of final report acceptable to ICTA | Final Survey Report | commencement date + Week 72 |
| **Ongoing M&E Activities** | | | |
| **Monthly Report** | Brief Monthly Report- Progress of activities implemented as per the project plan | **Monthly Physical Progress of activities** | **Monthly** |
| **Quarterly Report** | Quarterly report with beneficiary feedback on the quality of deliverables | Progress of producing outputs/deliverables with required feedback from users /beneficiary organizations whenever applicable | **Quarterly basis** |

**5.0 QUALIFICATIONS OF CONSULTANTS**

**Staffing**

The key functions are (1) Digital Government 2) Design and Planning of Evaluation /data collection tools and indicators, (2) Field Management, (3) Statistical Data Analysis, and (4) Management of Evaluations/Surveys (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, Evaluation/Survey Management, and Quality Assurance.

An adequate number of experts, who can, within the limited timeframe, facilitate and conduct the assignment as well as carry out data analyse and report writing must be proposed by the Consultant firm. *[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 discussed 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 evaluation/survey management functions must be included into the proposal.

Enumerators: demonstrated experience in conducting face-to-face interviews; 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.

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| **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 baseline/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 such as Key Informant Interviews, Focus Group Discussion etc  - 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 baseline or evaluations preferably in the area of digital/ 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 |

**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.

## **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 ICTA projects, 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, relevant for the implementation of the survey.
* Venue facilities to hold workshops to present key findings of the report.
* Transport facilities only for making quarterly field visits – not for survey implementation

1. **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 regular meetings 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):
* 2 weeks from the date of final Survey findings presentation
* Incorporate comments and submit final report (By the consultant)
* 2 weeks from the date of submission of comments