



**Terms of Reference (TOR)
for Individual contractors**

POST TITLE: International Consultant -Team Leader
AGENCY/PROJECT NAME: Access to Information - II
DURATION: (3 months)
COUNTRY OF ASSIGNMENT: Bangladesh

1. TERMS OF REFERENCE (TOR).

(a) Objectives:

The overall objective of the assignment will be the following:

1. Assess the overall planned outcomes vis-a-vis actual results.
2. Identify the continued relevance of the project components/ results with national priorities
3. Assess the effectiveness of the e-service delivery initiatives launched or catalyzed by the project
4. Evaluate the capacity building milestones achieved by the project
5. Assess the approach of partnerships developed by the project
6. Assess the projects' approach to the concept of 'Innovation in Service Delivery' and promoting a culture of innovation among the government offices
7. Review the existing process of Service Innovation Fund
8. Review the indicators and targets and a monitoring framework of the project

(b) Background:

A fundamental government responsibility is providing information and services aimed at improving the social and economic welfare of its citizens. During the first phase of the Access to Information (A2I) Project, fundamental progress was made in improving access to public services through electronic means. However, it is critical to expand the breadth and width of such simplified services and improve the service delivery model to counter the impact of widespread outdated manual processes, resistance to change by civil service staff and a lack of transparency that still frustrates citizens in their attempts to avail of government information and services.

The objective of the 2nd phase of the project is to increase transparency, improve governance, and reduce the time, difficulty and costs of obtaining government services for under-served communities of Bangladesh. This is to be achieved by the following 4 components of the project:

Component 1: Strengthening existing e-services and launching a second generation of integrated, inter-operable e-government applications; (e-Service)

Component 2: Sensitizing government officials, training for service providers and expanding digital literacy among the general public; (Capacity and Awareness)

Component 3: Forging strong policy and strategy links to ensure implementation of needed legal and regulatory changes in support of the project; (Enabling Environment) and

Component 4: Promoting innovation in the delivery of e-services. (Innovation)

The project is funded by the Government of Bangladesh, UNDP and other development partners, and is implemented by PMO and Cabinet Division.

The ‘Access to Information II – e-Service delivery for transparency and responsiveness’ is looking to recruit an **International Consultant- Team Leader** who will be leading the International Mission comprising of an International Consultant (Capacity Development and Innovation), Senior National Consultant (Partnership and Capacity Development) and a National Consultant (e-Service and Innovation) responsible for conducting a Mid-Term evaluation, identifying the achievements of the project and make recommendations on gaps.

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(c) **Scope of work and expected outputs / deliverables:**

The specific scope of the mid-term evaluation is elaborated below. The **International Consultant- Team Leader** will be primarily responsible for items 1, 2, 3 and 8

1) Assess the overall planned outcomes vis-a-vis actual results.

- Assess and score the project progress against the columns of the Results Resource Framework of the project
- Review the project initiatives with the scopes defined in the project document
- Document project risks, challenges and mitigation measures, and overall learning of the project
- Recommend a set of indicators for the project and identify necessary amendments to the indicator framework of the project
- Recommend scopes of changes to the project document/ project initiatives such that they keep compliance with each other
- Identify potential intervention areas during the lifetime of the project and beyond

2) Identify the continued relevance of the project components/ results with national priorities

- Evaluate the project’s contribution to the achievement of the national ICT priorities.
- Assess the projects contribution in advocating for the formulation of technical and non-technical policies and standards
- Review the project’s contribution to the sector-specific policies e.g., agriculture, health, education etc and recommend future scopes

3) Assess the effectiveness of the e-service delivery initiatives launched or catalyzed by the project

- Assess major e-service delivery initiatives launched or catalyzed by the project.
 - Assess the e-service delivery initiatives taken by different public and private bodies with or without support from the project
 - Document the lesson learnt and ways forward for the e-service related activities of the project
- 4) Evaluate the capacity building milestones achieved by the project**
- Review the existing capacity development patterns and understand the key milestones of the existing capacity development strategy of the project
 - Assess the impact of the project's effort to develop the institutional capacity of the government to conceptualize, design, implement and maintain e-service delivery and create new e-services for the citizen.
 - Evaluate the projects achievement in nurturing the champions and developing incentive mechanism for the e-service delivery within different tiers of the government (from ministries to upazila) offices
 - Identify the strengths and weaknesses of the capacity development activities and their results
 - Review the activities of the communications team in terms of media presence to communicate benefits of e-services and create demand among citizens.
 - Document the lesson learnt and ways forward for the capacity development initiatives of a2i-II
- 5) Assess the approach of partnerships developed by the project**
- Assess the projects' achievement in developing partnership with different public and private organizations to launch and operate e/m-service delivery initiatives and develop ICT infrastructure.
 - Evaluate the projects' approach to resource mobilization from development partners.
 - Identify lessons learnt from the various partnerships and assess the possibility of broadening, deepening and sustaining partnerships for expansion of e-services.
 - Assess the scope for South-South cooperation of the project initiatives
- 6) Assess the projects' approach to the concept of 'Innovation in Service Delivery' and promoting a culture of innovation among the government offices**
- Asses the process of capacity development for the promotion of a culture of innovation among the government officials
 - Evaluate the project's contribution in advocating for relevant policies required for innovation
 - Assess the projects contribution in terms of recognition and reward for the innovative ideas
- 7) Review the existing process of Service Innovation Fund**
- Review the operations manual of the 'Service Innovation Fund' and identify its strengths and weakness in fostering innovation in public and private entities
 - Evaluate the M&E process of Services Innovation Funds disbursed in different organizations
 - Document lessons learnt and ways forward for the 'Service Innovation Fund' initiative.

8) Review the indicators and targets and a monitoring framework of the project

- Review the existing indicator framework of the project and identify SMART indicators for the project
- Assess existing TCV approach of the project as an M&E tool
- Review the existing monitoring mechanism of the project

EVALUATION PHASES:

Inception Phase	<p>This phase is meant to ensure that the evaluation team is fully prepared before undertaking the field mission. It includes:</p> <ul style="list-style-type: none">• Desk Review of existing documents including project document, TPP, strategies developed by the project, reports and documents developed by the project and write-ups on the project initiatives• Consultation with key external stakeholders.• Drafting of inception report including evaluation matrix, methodology and data collection tools.• Review by the PSTC of UNDP Bangladesh and relevant groups• Finalization of logistics for field visits.
Field Mission Phase	<p>Visits to Bangladesh including consultation at field level (not just capital). The field mission will include:</p> <ul style="list-style-type: none">• A debriefing session by UNDP and the project management• Initial introduction meeting/workshop with the stakeholders and partners• Interviews, key informant interviews, focus group discussions with the stakeholder and beneficiaries• Visit to selected field offices• Debriefing to the UNDP CO and the stakeholders on the key findings
Reporting Phase	<ul style="list-style-type: none">• Aggregation of findings from desk review and country mission• Drafting of evaluation report.• Review by the stakeholders for quality assurance• Incorporation of comments and revision of the report.• Sign off by the UNDP CO on the report.

METHODOLOGY OF THE EVALUATION:

The methodology should be described in the inception report. It should be consistent with the eligibility for evaluation assessment, budget and time constraints. There will be an evaluation matrix aligned to the key evaluation questions, data collection tool for the desk review and field work. The methodology should be blended with a variety of techniques of qualitative and quantitative research and tools for triangulation.

DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

A total of 25 man-days days will be required for the consultant. Out of the total required days, 5 days will be spent in Dhaka and 20 days in home country (during a period of three months). The total days include preparation, travel, meetings, workshops, presentations and report writing.

(d) Supervision and Performance Evaluation.

The international consultant will report to the Government of Bangladesh, represented by the Project Director, and UNDP, represented by the Assistant Country Director for Policy Support and Communication. The national project manager will function as a coordinator for this mid-term evaluation. The Project Director and the ACD will be responsible for reviewing the performance of the consultant and approve their deliverables.

(e) Timeframe and deadlines:

FINAL PRODUCTS/SERVICES

Completed Products Under Each Area and Activity	Indicative time frame
1. An inception report including evaluation matrix, methodology and data collection tool.	<u>By May 15 2015</u>
2. A draft report and presentation on the key findings of the team	By June 30 2015
3. A final evaluation report incorporating all the observation and comments from the key stakeholders	By July 30 2015

The report should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis. It should include a set of specific recommendations formulated for the project, and identify the necessary actions required to be undertaken, who should undertake those and possible time-lines (if any).

Serial no	Tasks	Days Required
1)	Submission of an inception report and desk review	5 Days
2)	Meeting, consultation, interview with stakeholder	5 Days
3)	Draft Report	12 Days
4)	Final Report	3 Days
Total		25 Days

(f) Reports:

The activities done by the incumbent will be regularly monitored by the Monitoring and Evaluation Analyst of Access to Information Project. The incumbent will be paid on assignment basis.

2. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

PhD degree in Computer Science, Public Administration, Economics, Business Administration, Political Science, Social Science or related fields.

II. Years of experience:

- Minimum 10 years of proven experience in e-governance and ICT4D, development research, and policy analysis/support and advocacy
- At least 5 years' experience of working in UN system desirable, experience with UNDP considered an additional asset

III. Competencies:

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values.
- Knowledge in working with governance issues will be get advantages.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Familiar with and shares the vision of human development as laid out in the flagship HDR series

Functional Competencies

- Encourages Knowledge Sharing and Learning
- Disseminates specialized knowledge and experience
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Able to perform a variety of standard specialized and non-specialized tasks and work processes that are fully documented, researched, recorded and reported
- Able to review a variety of data, identify and adjust discrepancies, identify and resolve operational problems
- Able to perform work of confidential nature and handle a large volume of work
- Has good knowledge of financial rules and regulations.
- Able to provide input to business processes re-engineering, implementation of new system.

Leadership and Self-Management

- Focuses on result for the client
- Has demonstrable leadership skill.
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change
- Responds positively to feedback and differing points of view

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

- **Detailed CV** (including past experience in similar projects and at least 3 references)

5. FINANCIAL PROPOSAL

Lump sum contracts

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Payment of the consultant as per deliverables:

Deliverables	% of payment
Upon submission of the inception report	40%
Upon submission of the final report	60%

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed

6. EVALUATION

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; [70]

* Financial Criteria weight; [30]

Only candidates obtaining a minimum of XXX point would be considered for the Financial Evaluation

Criteria	Max. Point
<u>Technical</u>	
Experience in e-Governance and Development	20
Published report on e-governance and ICT4D	15
Experience in working in developing counties	15
Experience in digital centers/ tele centers	20
<u>Financial</u>	30