

TERMS OF REFERENCE

TOWARDS

**Mid-Term Evaluation
Of
Information and Communication Technology for
Development (ICTD) Project**



United Nations Development Programme

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Terms of Reference

Services for “Mid-term evaluation of Information and Communication Technology for Development (ICTD) Project”

This document describes the Terms of Reference for engaging the services of Consultants to carry out the Mid-term evaluation of Information and Communication Technology for Development (ICTD) Project and has been divided into the following sections:

- A. Background Information
- B. Pilot Initiatives under the ICTD Project
- C. Scope of Work
- D. Products Expected from Mid-term Evaluation
- E. Methodology and Evaluation Approach
- F. The Team
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Annexure 1 – Pilot Initiatives

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A. Background Information

The Government of India has approved the implementation of the National E-Governance Plan. The Plan seeks to lay the foundation and provide the impetus for long-term growth of e-Governance within the country. The Plan seeks to create the right governance and institutional mechanisms, set up core infrastructure and policies and implement a number of **Mission Mode Projects** at the center, state and integrated service levels to create a citizen-centric and business-centric environment for governance.

The country programme of UNDP for the period 2003-07 has among its priorities, the goal to work towards the promotion of sustainable human development and the elimination of human poverty and inequalities. UNDP feels that ICTs can play a vital role in achieving this objective, provided a pro-poor focus is given within the framework of the country's e-Government programme. UNDP supports the mainstreaming of ICTs to achieve national development goals because of their role as catalysts, enablers, engines for socio-economic development and pro-poor growth. UNDP's approach is multi-stakeholder, aiming at innovative, result-oriented policy guidance in the support of holistic, cross-sectoral e-development strategies and programmes. Against this background, UNDP, together with Ministry of Communications & IT, Government of India conceptualized the project **ICT for Development (ICTD)**. The commitment on the project is US\$ 5 million over a 4-year period. The National Institute for Smart Government (NISG) is the main implementing agency of the ICTD project.

Objectives of ICTD project

The broad objective of the ICTD project is to **make ICT work for people**. The project includes the following components:

- a. **Pilot initiatives** in the areas of e-Government and e-Governance. These could include new initiatives or replication of projects implemented successfully in one part of the country to another part. Business Process Reengineering (**BPR**) and Public Private Partnership (**PPP**) would be strongly advocated and used while implementing these pilots.
- b. Developing solutions & applications to bridge the **digital divide**.
- c. Preparation of **roadmaps** for e-governance.
- d. **Documenting** success stories, transfer of knowledge and capacity building in the area of e-government.

The ICTD project requires combining appropriate technology and infrastructure with local knowledge & expertise to deal with varied development challenges. It is therefore being implemented drawing on the strengths and views of the government, civil society, the private sector and the international development community (including donors and international civil society organizations)

B. Pilot Initiatives under the ICTD Project

While the ICTD pilots are implemented by project partners like state governments and non-government organizations, NISG is responsible for the project management and monitors their progress with regard to the timelines and deliverables. NISG also provides consultancy for the pilots in the areas of conceptualizing projects, preparation of request for proposals, business process reengineering and also conducts capacity building exercises for project partners. NISG thus plays the role of the facilitator for selected pilot projects and is not involved directly in the implementation of projects.

The Project focuses on four broad themes to which the proposals were invited for the pilot initiatives. The four themes decided upon are:

- 1) Integrated Citizen Services
- 2) Rural Livelihoods
- 3) Governance
- 4) Women's Empowerment

Additionally, the project involves the following integral activities, aligned with the objectives and needs of specific pilots and initiatives

- (i) Capacity Building
- (ii) Change Management
- (iii) Business Process Re-Engineering
- (iv) Knowledge and Experience-sharing

Pilot Initiatives

After following a meticulous selection procedure 11 pilot initiatives were approved for funding of which 7 are being implemented by government agencies and 4 by non-government organizations. Following is the list of pilots:-

S. No	Project Name	Theme	Implementing Agency	Implementation State
1)	Bangalore –One	Integrated Citizen Services	Dept. of Administrative Reforms, Govt. of Karnataka	Karnataka
2)	Integrated Community Service Centers (i-CoSC)	Integrated Citizen Services	Dept. of IT, Govt. of Himachal Pradesh	Himachal Pradesh
3)	Ashwini	Rural Livelihoods	Byrraju Foundation	Andhra Pradesh
4)	e-Krishi (Agri-Business Centers)	Rural Livelihoods	Kerala State IT Mission	Kerala
5)	Decentralized Rural Information System & Technology Initiatives (DRISTI)	Governance	West Bengal State Rural Development Agency	West Bengal
6)	e-Procurement	Governance	Dept. of	Karnataka

			Administrative Reforms, Govt. of Karnataka	
7)	Mahiti Mitra	Governance	Kutch Nav Nirman Abhiyan	Gujarat
8)	Village Information System	Integrated Citizen Services	Gujarat Informatics Limited	Gujarat
9)	Mahiti Manthana	Women Empowerment	IT for Change	Karnataka
10)	Enterprise Development Service	Rural Livelihoods	Development Alternatives	Madhya Pradesh/Punjab
11)	e-Justice	Governance (Access to Justice)	Center for Good Governance	Andhra Pradesh

Annexure 1 gives brief information about the pilot initiatives. **Annexure 2** gives the current status of the pilots.

Note: As part of documentation and knowledge sharing activities CSDMS has been engaged for publishing the activities under the project in the monthly magazine i4d. Further, development of a portal called EgovWorld has been envisaged for wider dissemination of knowledge and with a mission to be the first sight of reference on e-gov issues.

C. Scope of work

Purpose of the Evaluation:

- To determine extent of the project's achievements against the objectives laid down in the project document i.e. how far the project has been able to demonstrate the use of ICT for improved governance/ service delivery in various areas through pilot initiatives, encouraging BPR, development of local solutions and applications and encouragement of PPP model.
- To assess, how far the project has been able to achieve the objectives of the UN Development Assistance Framework (UNDAF) in strengthening decentralization and promoting gender equality – through facilitating use of ICT for improved local self governance and also empowering women and marginalized communities using ICTs.
- To assess the social impact of the funding for the projects, i.e., to measure the Social Return on Investment of the ICTD Project
- To examine the relevance of the ICTD programme in the context of India's development policies and make specific recommendations for re-aligning/ strengthening/ mid-course correction
- Identify pilot initiatives (out of the existing 11) or specific components of these pilots which can be replicated or scaled up and identify new areas for intervention.

Activities involved

In order to carry out the assignment the consultants are, inter-alia expected to carry out following activities:

- Assess the progress towards the achievement of the outcome, core result and annual target as stated in the MYFF and outputs and outcome as stated in the ICTD project.
- Examine and assess strategies for sustainability, replicability and scalability of various pilot initiatives.
- Assess whether the partnership strategy of UNDP with partners such as the Department of Information Technology (DIT), State Governments, NISG, as well as NGOs, private sector has been effective and appropriate.
- Examine the extent to which UNDP has been able to build national capacities in a sustainable manner through holistic, participatory and gender sensitive approach in the project.
- Analyze the extent to which the Project has ensured gender mainstreaming.
- Identify the specific pilot initiatives which can be suitable for replication and scaling up.
- Analyze the present monitoring and evaluation tool being used in the project through RBM package in terms of relationship between inputs, activities, outputs and outcomes.
- Examine the extent to which the project has demonstrated increased transparency, accountability, simplification and responsiveness in citizen's service delivery mechanism of the Government.
- Assess the uptake of services by the local community, i.e., to assess whether the services offered are in line with the local community and the community is making use of these services.
- Assess the extent to which the project has demonstrated skills enhancement/acquisition of new skills and increased livelihood opportunities particularly for communities in rural areas.
- Assess the extent to which the project has been able to address the local information needs and facilitate problem redressal in a given local socio-economic context.
- Analyze the learnings from some of the pilots which can provide strategic inputs to the upcoming CSC scheme of the Govt of India.
- Arrive at key lessons from the project for providing relevant information pertaining to implementation of the National E-governance plan.

The results of the mid term evaluation will be used for strengthening the ongoing strategies under the ICTD project, provide course corrections if needed and guiding future programming and in this context the evaluation will extract lessons for future interventions, propose improvement and outline areas of focus/strategic interventions within the UNDP India governance service lines.

D. Products Expected from the Mid-term Evaluation

The key product expected from this mid-term evaluation is a comprehensive analytical report that should, at least, include the following contents:

- Executive summary
- Introduction
- Description of the mid-term evaluation methodology
- An analysis of the situation with regard to the outcome, the outputs and the outcome-output linkages;
- Analysis of salient opportunities to provide lessons/ inputs for the Government's CSC scheme and NEGP;
- Key findings (including best and worst practices, lessons learned)
- Conclusions and recommendations, including suggestions for future programming.
- Annexes: TOR, field visits, people interviewed, documents reviewed, etc.

E. Methodology or Evaluation Approach

Though the evaluation methodology to be used will be finalized in consultation with the UNDP India Country office, the following elements should be taken into account for the gathering and analysis of data:

- Desk review of relevant documents – Project documents, MYFF Targets/ Reports, Progress reports and all other available data.
- Discussions with the UNDP Management, Programme Officers, DIT, NISG, Partners, NGOs and members of Project Standing Committee.
- Field visits to select key projects
- Consultation meetings

F. The Team

The mid-term evaluation team consists of two consultants with in-depth knowledge and experience of ICTD. The consultants should have at least a Masters degree and 10-15 years of work experience in the field of ICT and development, with expertise in evaluating multifaceted programmes and results-oriented monitoring and evaluation. Previous experience of conducting evaluations, assessments and reviews is mandatory. Excellent interpersonal skills and ability to work in teams are required together with strong analytical and writing skills.

The consultants will perform the following tasks:

- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Review documents;
- Decide the division of responsibilities and work within the evaluation team;
- Conduct an analysis of the outcome and outputs (as per the scope of the mid-term evaluation described above);
- Draft related parts of the mid-term evaluation report; and
- Finalize the report.

G. Implementation Arrangements

The Programme Officer from UNDP and the Project implementation Team at NISG along with DIT will facilitate the evaluators in the specific areas of expertise, to develop plan, methodology and scope of

mid-term evaluation; conduct field visits; and organise interaction meetings. During the mid-term evaluation, UNDP along with DIT and NISG will help the team in arranging interviews and discussions.

The mid-term evaluation will include the following key activities:

- The design of mid-term evaluation and workplan
- Desk review of existing documents
- Briefing with UNDP, DIT and NISG
- Field visits
- Interviews with partners
- Drafting of the mid-term evaluation report
- Debriefing with UNDP, DIT and NISG
- Finalization of the mid-term evaluation report (incorporating comments received on first draft)

The mid-term evaluation will be carried out over a six week period starting in the month of June 2007 with each consultant contributing 35 days each.

Annexure 1 – Pilot Initiatives

Integrated Citizen Services

Bangalore-One

Implemented by the Government of Karnataka, the Bangalore-One project will provide services of the Central, State and Local Governments to the citizens of Bangalore in a convenient manner with efficiency, courtesy and certainty, through a chain of Integrated Citizen Service Centers and also other multiple access channels. An elaborate RFP, prepared by NISG has been issued and the private partner has been selected. Created on the lines of the e-Seva project in Andhra Pradesh, Bangalore-One provided 24 services from 8 departments governed by SLAs. Phase 1 of Bangalore-One with 15 service centers are in operation from March 2005.

Integrated Community Service centers (i-CoSC)

Implemented by Department of IT, Govt. of Himachal Pradesh, the project aims at setting up one-stop shop information resource and service centre for the people in the State using simple but state-of-the-art methods of organizing, sharing, and communicating information. As a tool for development, it aims to empower the masses by providing access to community-based information, communication resources and ICT-based applications - particularly on health, education, agriculture/ natural resources, and rural enterprise development. The i-CoSC project will be implemented in Shimla district.

Rural Livelihoods

e-Krishi (Agri-Business centers)

Implemented by Kerala State IT Mission, the project envisages facilitating and enabling farmers and other Stakeholders through Agri Business Centres to interact with Agricultural Service Providers in the Private, Government and Non Government sectors. The project will provide a web based solution enabling the small and medium farmers as well as owners of large landholdings. The project will be piloted in Malappuram district utilizing the Akshaya centers as delivery points.

Ashwini

Implemented by Byrraju foundation, Project ASHWINI seeks to create a platform for multi-dimensional interaction between experts and service providers in towns/cities and defined target segments in 28 villages in the West Godavari district of Andhra Pradesh in order to empower rural population by providing timely access to an array of high quality services using a virtual delivery platform for facilitating interaction between experts and service providers and the villages. In functional terms, it involves delivery of high quality healthcare, education, agriculture, livelihoods training and e-governance to the chosen villages.

Enterprise Development Services

Implemented by TARAhaat, Development Alternatives, this project will focus on providing entrepreneurship opportunities to youth, women, self-help groups, landless and small land holders in the areas of non-traditional agriculture and natural waste recycling based manufacturing through TARAkendras, TARAhaat's rural businesscum- community centres in Punjab, Haryana and Bundelkhand.

Governance (Urban and Rural)

Decentralized Rural Information System & Technology Initiatives (DRISTI)

Implemented by the Department of Panchayati Raj, West Bengal, the project aims to promote better efficiency in managing various programmers and delivery systems, design and use planning tools (including GIS based technology) for village level planning, creation of a better monitoring and compliance machinery and promote social audit. The proposed project will provide an IT based solution for all the major functions of Panchayats including micro planning at village level and will provide

updated information to all the stakeholders including civil society for promoting transparency and accountability. The Project will implement at 20 Panchayat Samitis of Burdwan District and 50 Gram Panchayats under these Panchayat Samitis.

Village Information System

Implemented by Gujarat Informatics Limited, Govt. of Gujarat, Village Information System project (an extension to *e-Gram*) is targeted at rural population of Gujarat to bring better, efficient, transparent and effective governance and citizen services that are easy and simple to access with minimum associated costs. VIS (eGram) seeks to integrate all the projects under the Government of Gujarat's e-Governance initiatives programs that are proposed to roll out in all 18000 villages of Gujarat. The project will be piloted to cover 100 villages in 2 Talukas of Gujarat State

Mahiti Mitra

Implemented by Kutch Nav Nirman Abhiyan, an NGO in Gujarat, the Project envisages the creation of the Setu ICT kiosk through the existing Setu centres, and developing the kiosk as a platform which enables the Gram Panchayat bodies and Gram Sabhas to access the various ICT technology applications. The kiosks will also provide simple information tools and services in order to improve both, their ability to self-govern and generate better development opportunities. Creating close communication linkages between the Gram Panchayats and the district administration/Jilla Panchayat is also part of the project plan. This project proposes to cover 380 villages in the Kutch District.

e-Procurement

Implemented by the Government of Karnataka with an aim to ensure transparency in government procurement, the e-Procurement marketplace shall automate and streamline the procurement processes of the buyer organisations and create a centralized pool of registered and pre-qualified vendors spread across the world for meeting procurement requirements of the buyer organizations in a timely, efficient and cost effective manner. GoK intends to implement e-procurement as a State initiative covering all the departments, corporations, municipalities & other local bodies within the geographic boundaries of the State of Karnataka.

e-Justice

The mission of the project is to create awareness among the citizens residing in the rural and semi-urban areas about the legal provisions and the roles and responsibilities of the governmental functionaries, involved in the administration of statutes. The mission is also to generate awareness about the existence of various support agencies and groups namely, Legal Aid Cells, the Legal Services Authority, social workers (counselors) and other activists. The project proposes to develop a legal information database which would present simplified versions of the legal enactments, case laws, and procedures that are relevant to people especially women and the marginalized sections of society.

Women Empowerment

Mahiti Manthana

Implemented by IT for Change, an NGO in Karnataka, the Mahiti Manthana project is situated in context of Mahila Samakhya (MS) - an established grassroots initiative of the Govt. of India for empowering socially and economically disadvantaged women in rural areas through self-help group activity. The objective of the pilot is to develop appropriate ICT-based processes and systems best suited for MSKs Resource Centre activity. A multi-pronged strategy is followed to provide content on education, health, and other social and legal issues through this project

Annexure 2 – Current Status of the Pilots

SI	Project Name/ Organization/ Theme	Pilot Site	Status
1	Bangalore-One/ Govt. of Karnataka/ Integrated Services	Bangalore City	<p>Started in April 2005, 16 Bangalore One centres have been set up with a vision to enhance government service delivery to citizens and businesses, by offering an integrated interface, for a broad spectrum of government and private services.</p> <p>Currently 18 different services of 11 government departments and 6 private services are being offered under the B1 project generating over 3.5 lakh transactions per month.</p>
2	Integrated Community Service Centers/ Govt. of HP/ Integrated Services	Shimla District	Currently, over 50 services across 27 departments are made available for access to citizens across 17 Sugam (i-CoSC) centers. The application for providing certificates (e-Praman) and for Record of Rights (HimBhoomi) have been accessed the most number of times by citizens. Some of the other applications include HIMRIS (for land and property registration), Vahan & Sarathi (for driving licenses and registration of new vehicles), arms licensing, job portal, ticket reservation of HRTC etc.
3	Ashwini/ Byrraju Foundation	West Godavari District, AP	32 centers are operational in West & East Godavari districts of AP. The services being offered through the Ashwini platform are in the sectors of Education, Livelihoods, Agriculture Advisory services.
4	e-Krishi)/ Kerala State IT Mission/ Rural Livelihoods	Malappuram District, Kerala	As of date 130 Akshaya centers have been upgraded as e-Krishi information centers in Malappuram district. A portal to bring together all buyers and sellers of agricultural produce as well as agriculture service providers has been designed (www.e-krishi.org). Apart from the portal, a toll-free trade call center manned by 3 agricultural graduates and supported by more than 120 agricultural experts is also available to answer the farmers' queries. The portal has been enhanced and now facilitates buyers and sellers to see category wise postings and also provides search options. 21800 major farmers have so far posted on the e-krishi web portal for selling their commodities.

5	Decentralized Rural Information Services & Technology Initiatives (DRISTI)/ WBSRDA/ Governance	Burdwan District, West Bengal	The components of the project such as Gram Panchayat Management System (GPMS) and Integrated Fund Monitoring & Accounting System (IFMAS) have been installed in 129 Gram Panchayats (village level) and 31 Panchayat Samiti's (block level) respectively. The project has also facilitated in improving the efficiency of delivery of citizen services through the delivery of various G2C services.
6	Village Info System/ Gujarat Informatics Ltd/ Integrated Services	District Patan– Taluka Patan, Chanasma, Vagdod District Mehsana– Taluka Mehsana, Visnagar Gujarat	The appointment and training of Village Computer Entrepreneurs (VCE) has been completed in all 100 villages. Connectivity has been provided in 10 villages of Mehsana district by extending the GSWAN connectivity.
7	Mahiti Mitra/ Kutch Nav Nirman Abhiyan/ Governance	Kutch District, Gujarat	Out of 18 Mahiti-Mitra centers that were to be set up across 380 village clusters, 17 are operational. Mahiti Mitra centres have facilitated the citizens to access the entitlements due to them which were earlier difficult to access. GIS applications have been developed as tools for better grassrootsdevelopmental planning
8	eProcurement/ GoK/ Governance	Karnataka	The e-Procurement project is being designed as an end-to-end e-Procurement system in Karnataka comprising of various modules like Supplier Registration, Indent Management, Catalogue Management, Contract Management, e-Auctions etc and not e-Tendering alone. HP India Ltd has been engaged as the private partner for the project. The project will be initially implemented in 6 pilot departments and will be rolled out to all offices in the state by 2011.

9	Mahiti Manthana/ IT for Change/ Women Empowerment	Mysore District, Karnataka	All possible ICT tools, such as radio, video, helplines and computers are being explored to develop contextual socio-technical processes for empowerment. The Kelu Sakhi radio initiative has facilitated in promoting home grown informal processes during production of radio programmes and collective listening aligned to Sangha (SHG) processes at the community end. Videos developed by the Sangha women showcasing simple workshop recordings, process captures, discussions etc are shown to the Sangha women and discussions are held revolving around the video topic. The Namma Mahiti Kendras (telecenters) provide a platform to reach to outside agencies, and establish better 'equation' within the community.
10	e-Justice/Center for Good Governance	Mahbubnagar & Krishna districts, Andhra Pradesh	Rural citizens can approach the 8 e-Justice kiosks set up in the 2 districts with their legal problems. Forty-five key laws have been simplified and translated into the local language Telugu. The queries are forwarded to agencies like the Legal Services Authority (LSA), which facilitate access to Justice delivery system. Additionally, paralegal volunteers are being trained and around 10 agencies working in the field of social justice have been linked with.
11	Enterprise Development Services	Bundhelkhand, Madhya Pradesh and Bathinda, Punjab	<p>The EDSS project focuses on identification, setting up and management of mini rural enterprises. Built on a multimedia platform, the products have been developed keeping in mind the low level of literacy and by using pedagogically sound courseware. Potential entrepreneurs are also trained and assisted on financing opportunities, writing business proposals, loan application process etc. Linkages have been established with key banks such as NABARD, Regional Rural Bank, State Bank of India etc. Informal linkages with key government departments such as KVIC, Employment Exchange Bureau, District Industries Centers have been established.</p> <p>As on March 2007, 31 enterprises have been set up with the aim to establish 8500 enterprises by June 2010.</p>