Terms of Reference (TOR) for the
‘Evaluation of Citra Social Innovation Lab’

1. Background

Project title - Strengthening the Innovation and Foresight Eco-System in Sri Lanka through the Establishment of a Social Innovation Lab
Project number - 00093957
Start date - September 2017
End date - December 2020

UNDP hosted Sri Lanka’s first National Summit on Foresight and Innovation in 2016. At this summit participants from the public, private and development sectors discussed the role of foresight and innovation in the sustainable development realm and identified the need for an innovation lab in the country.

Fast forward to 2017, Citra, Sri Lanka’s first fully-fledged innovation lab was established as a joint initiative between the Ministry of Higher Education, Technology and Innovation (then Ministry of Science, Technology and Research) and the United Nations Development Programme (UNDP), Sri Lanka. It uses foresight and innovation tools to prototype and test development solutions to ensure they are agile and holistic before nation-wide implementation. Citra facilitates creating an environment that is conducive to looking at problems from different perspectives and delivers comprehensive and sustainable development solutions.

The Lab is staffed with a unique team comprising of individuals with various expertise including Sociology, Data Science, Behavioral Psychology, Gender Studies, Digital Design, Development Economics, and International Relations. The Lab also works closely with its network of partners, both locally and internationally, to bring value-addition to the solutions being developed. Through this vibrant composition of the team, Citra can work through a holistic approach and develop comprehensive solutions to the development challenges of Sri Lanka.

After three years of being in operation, Citra has worked on numerous projects which are both impactful and contributing to achieving Sri Lanka’s national priority areas. As Citra is preparing for the next iteration of its life cycle, this summative outcome evaluation should assess the overall work that Citra has taken on, acknowledge and identify impacts created, identify any gaps that still might exist and propose way forwards or recommend actions to improve performance in future initiatives, and generate lessons learned.

The outcome evaluation must be conducted between July and August 2020 with a view to contributing to the development of the second iteration of Citra 2.0 (2021-2025).
According to UNDP’s evaluation plan, an outcome evaluation is to be conducted to assess its outcomes and results.

**Identified results at inception of Citra Lab:**

1. Analyse current and future development trends
2. Function as a research facility which will scan the horizon for best practices and will also be able to bring in foresight and innovation approaches into testing policies.
3. Proactively identify bottlenecks in public service delivery and reverse engineer those processes for effective service delivery
4. Through user journey mapping, identify entry points to make public service delivery more efficient and user friendly
5. Provide advisory opinions and recommendations on the specific policies that the government has in the pipeline as well as policies that the lab sees opportune for the government to implement
6. Call for challenges, and analyse problem statements on policies that the lab test
7. Effectively undertake and conduct activities that will contribute towards strengthening the foresight and innovation ecosystem of the country.

**2. Context**

Sri Lanka is an upper-middle-income country with an estimated GDP per capita of USD 4,030 (2019) and a total population of 21.7 million people. Following 30 years of civil war that ended in 2009, the economy grew at an average 5.6 percent during the period of 2010-2019, reflecting a peace dividend and a determined policy thrust towards reconstruction and growth; although growth slowed down in the last few years. Growth is estimated to have been 2.6 percent in 2019, an 18-year low, partly explained by the impact of the April terrorist attacks.

The economy is transitioning from a predominantly rural-based economy towards a more urbanized economy oriented around manufacturing and services. Social indicators rank among the highest in South Asia and compare favorably with those in middle-income countries. Economic growth has translated into shared prosperity with the national poverty headcount ratio declining from 15.3 percent in 2006/07 to 4.1 percent in 2016.

Sri Lanka has entered a new era of development to build a truly progressive country that leaves no one behind. With the conclusion of the 2019 Presidential Elections the people of the country have backed the vision to move Sri Lanka to an economically strong, growth-oriented and a technologically advanced country. With 10 years remaining to achieve the targets set out by the Sustainable Development Goals, innovation, digital technologies and harnessing the power of young people are vital drivers to ensure a steadfast approach to successfully reach these targets.
In addition, the challenges and opportunities of our time call on the public sector to think out of the box and implement creative solutions to complex challenges. But in order to do that they need to be equipped with the right set of skills and mindset along with a supportive environment that encourages innovation within the ecosystem which is why integrating foresight and innovation with an ‘Inside-Out’ approach into public institutions is crucial. This in turn will ensure Sri Lanka achieving the targets it has set for itself.

Recent Developments

The COVID-19 outbreak has weakened the outlook as it exacerbated an already challenging macroeconomic situation of low growth rates and significant fiscal pressures. Growth will be negatively affected as the outbreak dampens export earnings, private consumption and investment. The slowdown in economic activity could trigger jobs and earnings losses. Informal workers comprise about 70 percent of the workforce and are particularly vulnerable as they lack employment protection or paid leave.

Sri Lanka along with the rest of the world is facing increasing complex challenges as a result of the prevailing global pandemic brought on by COVID-19. It is here that innovation plays a key role in a country’s ability to resolve critical and complex problems, such as those continuing to present themselves in our prevailing context, which in turn will directly contribute to Sri Lanka’s economic growth. It is through innovation and a digital transformation process that the public sector of Sri Lanka will become more people-centric and deliver effective and efficient services virtually and remotely to the public.

Digital readiness and the utilization rates of digital tools in Sri Lanka pre-COVID-19 is drastically different to the current situation at hand. With the immense push to work remotely and therefore digitally, the importance placed on digital governance mechanisms has increased tremendously. Using digital tools and systems to carry out work, especially in the government sector, is no longer a secondary option, but more so a vital component of continuing to support the nation and provide services to the citizens.

Furthermore, Sri Lanka’s youth population of 4.4 Million young people needs to be and must be at the heart of Sri Lanka’s development process, not as just beneficiaries, but as key partners. Emboldened with fresh ideas and equipped with technological dexterity, Sri Lanka’s youth population is a marquee stakeholder for the government. Yet many young people in the country are at the risk of being left behind due to the lack of quality opportunities that elevates them to their desired status in life. Within that context Sri Lanka needs to answer the question of whether our youth population is ready for that transformation. Innovative talents of Sri Lanka’s Youth need to be harnessed and young people need to be given the opportunities and the space to be able to leverage the power of digital technologies to take their ideas global.

Within the youth innovation and digital entrepreneurship sphere, a fast-growing start-up ecosystem exists in Sri Lanka and several organisations have initiated interventions towards supporting start-ups, and innovation amongst young people. However, youth related programming, although numerous, remain scattered and uncoordinated. Further efforts to build capacity, educate and empower young people be it through educational, vocational or other means remain outdated and are not in sync with the disruptive
innovation and digital transformation that the world is experiencing. Unrectified through a systemic shift, this status quo will likely make Sri Lanka’s youth population fall behind others, impeding Sri Lanka’s progress towards prosperity.

3. Evaluation purpose

The purpose of this evaluation is to assess the extent to which Citra’s intended outcomes have been successful over the three years of the programme (2017-2020). The evaluation provides an opportunity to ensure accountability to stakeholders in managing for results, and is also a useful learning exercise, especially in relation to informing the formulation of Citra 2.0, which will begin from January 2021. The main users of the evaluation will be UNDP Sri Lanka.

4. Evaluation objectives and questions

- To assess the extent to which the planned outputs have been or will be achieved by 2020 and extent to which these output results have contributed to the planned outcomes
- To identify unintended positive or negative results of the outcomes
- To assess the outcomes and related outputs against Relevance, Effectiveness, Efficiency and Sustainability.

Identify major factors that facilitate and/or hinder the progress in achieving these outcomes, both in terms of the external environment and those internal to the interventions including: weaknesses in design, management, implementation (including implementation modalities), human resource skills, and resources.

Identify lessons learnt, recommendations, good practices and related innovative approaches in relation to the management and implementation of activities and achieving results.

The following evaluations questions will guide the evaluation.

Relevance
- The extent to which the outcomes are in line with national priorities
- Has Citra been able to adapt its interventions to the changing context to address priority needs in the country?
- To what extent is this aligned with UNDP’s mandate as envisioned in the Strategic Plan?
- To what extent are the outputs relevant to the planned outcomes?
- What are potential areas of engagement for Citra within UNDP’s mandate?

Effectiveness
- To what extent have the planned outcomes been achieved?
- To what extent have programme outputs been achieved or are likely to be achieved by 2020?
- Have there been any unintended or unplanned achievements or impacts resulting from Citra’s interventions?
- What factors have contributed to achieving or not achieving the intended outcomes?
- Have the modes of implementation proven to be effective?
- What are the key gaps that Citra’s interventions could address within its comparative advantage that would significantly contribute to the achievement of the outcome?
- To what extent has Citra contributed to capacity development of the public sector in Sri Lanka?

Efficiency
- Have there been gaps and missed opportunities to enable further progress to the project?
- Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered?
- Have the results been achieved at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proven to be more cost-efficient?

Sustainability
- To what extent is Citra’s selected method of implementation/partnership modalities suitable to the country and the development context?
- Have Citra’s systems created capacities for sustained results of its programmes and what could be done to strengthen sustainability?

5. Evaluation Scope

The evaluation will cover Citra’s Outcomes from October 2017, up until the time of the evaluation. This evaluation should cover the work that Citra has taken on, acknowledge and identify impacts created, and identify gaps that still might exist in processes. A major portion of this evaluation will also look to exploring ways forward for Citra’s second iteration and how the innovation work at UNDP Sri Lanka itself can be further strengthened. Details of the specific projects under Citra will be provided to the evaluation team upon signing the contract.

6. Methodology

An appropriate mix of qualitative and quantitative methods will be used to gather and analyze data/information, in order to offer diverse perspectives to the evaluation, and to promote participation of different groups of stakeholders.

The final decisions about the specific design and method for the evaluation should be developed in consultation with the evaluation management team and the Citra team on the basis of what is appropriate and feasible to meet the evaluation purpose, objectives and answers to evaluation questions.

The outcome evaluation should use available data/information to the greatest extent possible. This will encompass administrative data as well as various studies, surveys, feedbacks and testimonials. This
approach will help address the possible shortage of data and reveal gaps that should be corrected as a result of the evaluation.

The Outcome Evaluation will be carried out through a wide participation of all including primary stakeholders, UNDP and Citra.

Based on the objectives mentioned above, the evaluation team must propose a methodology and plan for this assignment, which will be approved by the evaluation management team.

4. **Deliverables**

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<th>Date of completion</th>
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<td><strong>Phase one - Desk review and inception report</strong></td>
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<td>Meeting briefing with Citra staff as needed</td>
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<td>Sharing of the relevant documentation with the evaluation team</td>
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<td>Desk review, evaluation design, methodology and updated work plan including the list of stakeholders to be interviewed</td>
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<td>Debriefing with UNDP and Citra</td>
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**Prepared by:** Deshani Senanayake, Gender and Experimentation Lead, Citra Social Innovation Lab

**Signature:**

23/07/2020

**Approved by:** Fadhil Bakeer Markar, Team Leader, Policy and Engagement, UNDP Sri Lanka

**Signature:**