**Terms of Reference**

**Final Evaluation of DGTTF Funded Project:**

**Enhancing Government to Citizen Service Delivery Initiative; connecting the remote areas of Bhutan through e-Governance**.

1. **BACKGROUND**

The *Enhancing Government to Citizen Service Delivery Initiative; connecting the remote areas of Bhutan through e-Governance* project ran from March 2011 until December 2012. The project had a budget of 260,000 USD, of which 255,000 USD was received from the UNDP Democratic Governance Thematic Trust Fund (DGTTF).

The Department of Local Governance (DLG), Ministry of Home and Cultural Affairs managed the project with oversight and supervision responsibility. A National Project Manager from G2C was responsible for the day-to-day management of the relevant activities in liaison with the UNDP focal person.

The project aimed to enhance and facilitate online service delivery to rural communities for poverty reduction and the realization of the MDGs in Bhutan. This was done by establishing an effective e-governance system in Bhutan. The project was harmonized with other local governance programmes to support the national poverty reduction objectives and goals of the 10th Five Year Plan (FYP, 2008-13).

The three outputs of the project were as follows:

Output 1: Design and development of the integrated web-portal

Output 2: Improved capacity of relevant service providers and citizens to implement and utilize E-governance

Output 3: Development of outreach material for advocacy and awareness purposes

The project was preceded by a pilot whereby UNDP supported the establishment of several Community Centres and the development of an E-platform on which specific government services were piloted within the forestry sector. The policy component of the project at hand was drawn to a significant degree from the experiences of the preceding project as well as through other parallel projects supported by other donors such as the Swiss Development Cooperation to set up One-stop services (OSS). The challenge for the DGTTF funded project was to make the online services work for a larger population by expanding the outreach through replication of the earlier interventions to benefit the under-served communities.

For more information on the project, please refer to the Project Document (Annex 1).

1. **OBJECTIVES**

The objective of the assessment is to undertake a thorough analysis of the project in order to produce forward-looking recommendations.

Towards this end, the consultant will:

1. Identify, analyze and document results (outputs and progress towards outcomes) of the above project, and forces and factors that have impacted the results of the project, contributing to its success or failure. The assessment will identify lessons learned (both positive and negative) and tools and instruments used to achieve the expected results. The assessment will also include an analysis as to if and how the project was able to sustain its innovative activities and whether or not further upscaling/replication took place with government and/or donor funding.
2. Consolidate lessons/analysis of results culled from the assessment of this DGTTF project in order to enrich country and/or regional programming and policy options; foster stronger knowledge management, dissemination and uptake; provide recommendations for future UNDP engagement in the thematic area concerned.
3. Identify the process that led to the formulation of the project, both “direct” and “indirect” levels of influence on the initiative, and the efforts of UNDP (Regional Service Center and Country Office) in the aftermath of the DGTTF intervention to ensure continued application of the initiative’s principles at the country level.
4. **DURATION OF ASSIGNMENT**

The time schedule for the evaluation process is envisaged as follows:

* Finalization of selection of evaluators and signing of contract: 29th March
* Briefings of evaluators: w/c 1st April
* Finalizing the evaluation design and methods and submit inception report: 5th April
* Field work: 11th – 18th April
* Submit draft report: 26th April
* Feedback on the draft report: 3rd May
* Submit final report: 10th May
* Information sharing session: 14th May

1. **EVALUATION APPROACH**

In the assessment of the project, the consultant shall examine the following project elements:

**Effectiveness**

To what extent has the DGTTF project achieved its objectives? In what ways is the project innovative? Which innovative approaches have proved to be most effective? What type of internal and external problems has the project faced and how has it coped with them? Is there evidence that the results extend beyond the individual project? To what extent has the project had a catalytic effect, substantially, financially and in terms of development and/or strengthening of partnerships?

**Political Economy**

What was the political context? How did the political context in the country at the time of project implementation affect that commitment of national partners to the project? What was the institutional set up and degree of autonomy/dependence of the partner institution in relation to others? Who were the key local and national stakeholders? What was the overall mapping of project stakeholders including local and national stakeholders, international partners, bilateral or multilateral organizations?

What were their interests and incentives? What was their ability to promote these interests through formal or informal channels? How did policies and/or institutional and governance arrangements affect the project performance and attainment (or non-attainment) of results?

**Sustainability**

What measures have been taken to ensure the sustainability of the achievements of the project? To what extent did national partners feel that they “owned” the project? How have issues of ownership and participation of target groups/clients been addressed both in the formulation and implementation of project? What should be done differently? Did the project continue without further DGTTF funding?

## METHODOLOGY

It is envisaged that a triangulation methodology will be utilized. Assessors will review documents, conduct interviews and verify contradictions or consensus via further review of documents and interviews. A participatory methodology, with contributions from a wide range of stakeholders, should be employed as far as possible within the resources available. Specifically, the following elements will be taken into account in the evaluation:

* *Desk study*: Collection and review of documentation such DGTTF Guidelines, DGTTF Annual Reports, Project documents, financial reports, project review documents, country and outcome evaluations and materials produced as outputs of the DGTTF funded project;
* *Surveys:* Surveys of project participants and/or beneficiaries.
* *Interviews and/or focus groups:* either in person or by telephone, of a broad spectrum of key informants, including primary beneficiaries, civil society representatives, government officials, and UNDP country office staff.
* *Site visit* to at least two of the project sites in different districts.
* ***Codification of tools and instruments*** (e.g. training manuals) that were used by the project to achieve the project results. The purpose of codifying this knowledge is to ensure potential further use/adaptation by other UNDP regional centers and counterparts.

The evaluator will collect primary data through semi-structured interviews and surveys, organized as deemed appropriate by the evaluation team as individual interviews, focus group discussions, phone interviews or by email. Wherever relevant, physical indicators will be used, e.g. the establishment of the portal and the number of users for the portal should be assessed.

Final decisions about the specific design and methods for the evaluation should emerge from participatory consultations among the executing and implementing agencies, the evaluators, and key stakeholders. The methodology shall be based on what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time and extant data.

1. **DELIVERABLES:**

The evaluator will be accountable for producing the following deliverables:

1. Evaluation inception report, including a proposed schedule of tasks, activities and deliverables, as well as the outcomes of a desk assessment;
2. Draft report including codification of tools and instruments used to achieve the project results;
3. Final report, including an executive summary of findings, recommendations and annexes; and
4. Presentation of evaluation and recommendations via PowerPoint at an information sharing session.
5. REPORTING AND ACCOUNTABILITY

The Executing Agency, more specifically the Governance Unit of UNDP in Bhutan, will be responsible for monitoring the evaluation outputs to ensure quality. The inception and draft reports will be reviewed and commented upon by a group consisting of representatives from the Executing Agency, Implementing Agency, as well as other relevant government and civil society stakeholders.

1. **EVALUATION ETHICS**

The evaluation will be conducted in accordance with the principles outlined in the United Nations Evaluation Group’s *Standards for Evaluation within the UN System*[[1]](#footnote-1) and the UNDP’s Evaluation Policy.[[2]](#footnote-2)

1. **SKILLS, EXPERIENCE, COMPETENCIES**

A national consultant with the following qualifications shall be engaged to undertake the evaluation:

* Advanced degree preferably in a governance-related discipline;
* Minimum of 5 years relevant professional experience in the area of democratic governance;
* Minimum 5 years of experience in project or programme evaluation in country context;
* Knowledge of and experience with UNDP or other donor or developing country governance programming is considered an asset;
* Experience in project management is considered an asset;
* Proficient in writing and communicating both in English and in Dzongkha. Knowledge of other local languages is an advantage;
* Excellent analytical skills;
* Experience with human rights based approaches and gender mainstreaming; and
* Excellent communication skills including ability to engage stakeholders in open and exploratory discussions.

The evaluator must be independent from any organizations that have been involved in designing, executing or advising any aspect of the project to be evaluated

1. **TENDER PROCESS AND REQUIREMENTS**

Proposals should detail the proposed methodology, schedule and financial proposal including consultant’s daily rate and number of days committed to the evaluation. A copy of the consultant’s resume, P11 form[[3]](#footnote-3) and contact details of three referees must be included.

Proposals should be submitted in electronic format to [procurement.bt@undp.org](mailto:procurement.bt@undp.org)by **12 noon** on **Monday 18th March 2013**.

The consultant will be paid on lump sum basis based on submission deliverables which meet quality standards, based on an agreed schedule of work. The lump sum will include all necessary travel costs and DSA necessary to undertake the evaluation, as well as the costs of organizing the information sharing workshop.

The payment schedule is as follows:

* Initial payment: 15% upon signing of contract
* 2nd payment: 85% upon acceptance of final report

1. http://www.unevaluation.org/unegstandards [↑](#footnote-ref-1)
2. http://web.undp.org/evaluation/policy.htm [↑](#footnote-ref-2)
3. Available to download at: sas.undp.org/documents/p11\_personal\_history\_form.doc [↑](#footnote-ref-3)