

Terms of Reference (ToR)

Preparing Case Study and Teaching Note on Digital Transformation of Urban Governance.

Organisational Context

1. eGovernments Foundation (“eGov”) is a non-profit organisation that works with urban local bodies (ULBs) in India, using digital tools to enhance ULBs service delivery and administrative capacity.
2. eGov’s free and open-source software platform, known as DIGIT, provides solutions for ULB leadership and staff, including revenue management, financial management, general administration, delivery of services, infrastructure management, and decision support systems (*see Appendix 1*). A ULB can use one or more of these solutions, and the platform also supports third-party solutions which the ULB may choose to procure.
3. eGov has signed Memorandums of Understanding (MoU) with a number of state governments in India, to work with ULBs in those states. Among others, eGov has an MoU with the Government of Punjab, initiated in 2018, with 167 ULBs using the platform as of Dec 2019¹.

Project - Scope of Work

4. eGov is seeking a Case Study Consultant(/s) (“Consultant”) to prepare a case study about the experience of digital transformation of urban governance in Punjab.
5. These case studies are intended to be delivered as part of training conducted for officers of the Indian Administrative Services (IAS) and other central and allied services, specifically including:
 - a. Mid-senior officers’ training (Tier-III & Tier-IV) at the Lal Bahadur Shastri National Administrative Academy (LBSNAA).
 - b. The Integrated Government Officers’ Training (IGOT) programme of the Department of Personnel and Training (DoPT).
6. eGov anticipates that preparation of these case studies will involve:
 - a. Background / desk research (on the state of Punjab, and on urban governance in India);
 - b. Interviews with state government and ULB officers and staff, contractors employed by ULBs, eGov staff, and other relevant persons;

¹ The number of services / solutions a ULB is using can vary. In Punjab, at least one solution - public grievance redressal (PGR) - is being used by all 167 ULBs in the state.

- c. Interviews / focus group discussions (FGDs) / primary research with citizens in the state;
 - d. Consultation / review of drafts with eGov policy team and senior advisors (persons familiar with LBSNAA and IGOT training methods and content);
 - e. Other / supplementary data collection and/or research as relevant.
7. Interviews, FGDs, and other interactions may involve audio and/or video recording. Consultant will be responsible for documenting the informed consent of participants in any such recording.
 8. Consultant will be responsible for engaging the services of an interpreter(s) if / where required, and for ensuring that the interpreter(s) comply with all relevant laws, including intellectual property laws and non-disclosure obligations, and ethical standards.

Deliverables

9. Consultant will be responsible for providing the following deliverables:
 - a. Initial draft of Case Study.
 - b. Revised / final draft of Case Study (following consultation with senior advisors.)
 - c. Analysis of return on investment (RoI) for the state government from implementing the DIGIT platform.
 - d. Audio / video footage & pictures of persons mentioned in the case study, together with documented consent of the participant to such recording and/or photography, organised in a systematic manner.
 - e. Teaching Note, which identifies learning outcomes from the case study, and provides guidance to instructors on how the case study can be used to deliver those outcomes.
 - f. Training session² for instructors identified to deliver the case study at LBSNAA.
10. Wherever possible, Consultant may alter names or anonymise details of persons mentioned in the case study in order to protect their privacy.
11. The format of the case study will be determined in consultation with eGov and senior advisors. If the format requires the case study to be in multiple parts or segments³, then a “draft of the case study” shall be deemed complete only when all of these parts or segments are complete.

² This may include a “dry run” or rehearsal, where the instructor delivers the case study, and is provided with feedback by Consultant.

³ e.g. a “problem” and “epilogue” segments, or separate segments to presenting a number of stakeholders’ perspectives on the events covered in the case study/ies.

12. All deliverables, as well as any materials prepared in the course of this project, including incomplete or unsubmitted drafts, shall be deemed to be the intellectual property of eGov, save only to the extent that they are already publicly available information. All deliverables, as well as any materials prepared in the course of this project, including incomplete or unsubmitted drafts, shall not be shared with or transmitted to any third party, save only with the written permission of eGov to each such sharing or transmission.

Support to Consultant

13. eGov will provide Consultant with the following support:

- a. Share eGov documentation relevant to the case study, and provide demonstrations of the relevant platforms in operation
- b. Facilitate conversations with eGov staff relevant to the case study
- c. Facilitate introductions to / conversations with officers & staff in central and state governments and ULBs
- d. Facilitate access to data from state governments and ULBs
- e. Identify senior advisors, and facilitate introductions to / conversations with them
- f. Identify instructors to deliver the case study at LBSNAA & facilitate conversations with them
- g. Identify opportunities for & arrange conducting of “dry run” of case study

Timeline

14. Consultant shall be responsible for deliverables according to the following timeline:

31 Jan 2020	Respond to TOR / submit proposal; selection to be finalised by 7 Feb (calls or interviews from 3-7 Feb).
15 Mar 2020	Provide initial drafts of case study (9a)
15 Apr 2020	Provide final drafts of case study, including RoI assessment and teaching note (9b, 9c, 9e)
30 Apr 2020	Provide all audio / video / photographic material, including documented consent of participants (9d); Provide training for instructors (9f)

Consultant Qualifications

15. Consultants should have experience with case study writing and primary research.
16. The following will be considered favourably when evaluating proposals:
 - a. Experience preparing or delivering case studies for Government of India officers
 - b. Experience / expertise in the areas of urban policy, public administration, and/or reforms at the local government level
 - c. Experience in 'training of trainers' for use of case study method
 - d. Familiarity with state context (Punjab), including experience conducting research in the state, and/or fluency in local languages

How to Apply

17. Please submit project proposals to ameya.naik@egovernments.org, with a copy to aditya.batra@egovernments.org, including the following details:
 - a. Consultant names and contact information
 - b. List of persons who will work on the project, with relevant experience / CVs.
 - c. At least two samples of relevant work authored by the Consultant/team, along with references for persons / organisations for whom such work was undertaken.
 - d. Total fee estimated for the project (excluding travel and accommodation - see below.)
18. eGov will reimburse travel and accommodation costs incurred during field studies and training / 'dry run' for instructors on actuals. Consultant will be required to submit the itinerary to eGov for pre-approval before making bookings.