



New Public Offices, Annex Building, NT Road, Bangalore - 1

SSA/IDF-2/PPU/ELDP-2/Evaluation/2012-13

Dated: 13-03-2013

The Government of Karnataka, Department of Public Instruction through Policy Planning Unit has received financing for **KARNATAKA - IMPROVING EDUCATION GOVERNANCE** from International Development Association (IDA), and the International Bank for Reconstruction and Development (IBRD) and intends to apply part of the grant proceeds to make payments under the contract for the following services:

Consultancy for Program Evaluation of Management Development Facilitators Program

The **IDF Grant TF095445 – Improving Education Governance in Karnataka project** now invites eligible Consultants to indicate their interest in providing the services. A Consultant will be selected in accordance with the procedures set out, in the World Bank's Guidelines: Selection and Employment of Consultants by World Bank Borrowers (current edition). Interested Consultant may submit "Expression of Interest" in a sealed envelop clearly superscripted as Expression of Interest for "Program Evaluation of Management Development Facilitators Program" and may obtain further information about the services, procedures for submitting the Expression of Interest (EoI) criteria is given below in the document.

The EoI must be delivered (as per the criteria given below and also refer the terms of reference of the project) to the address below on or before 23rd March 2013 between 11.00 to 17.00 hrs IST at the address below.

Policy Planning Unit,
C/o of Joint Director – Quality,
Office of the State Project Director,
Sarva Shiksha Abhiyan,
New Public Offices, Nrupathunga Road,
K R Circle, Bangalore – 560001

For more information, please contact Program Coordinator, mobile: 9591742000, e-mail – lakshmi@karnatakaeducation.org.in

Expression of Interest for selecting organizations for ‘Program Evaluation of Management Development Facilitators Program’ under IDF Grant TF095445 – Improving Education Governance in Karnataka

Policy Planning Unit, Sarva Shiksha Abhiyan Office, New Public Offices, Nrupathunga Road, K R Circle, Bangalore – 560001

Letter for Expression of Interest

Dear Sir/Madam,

1. Letters for Expression of interests are invited from qualified and experienced consulting firms who wish to undertake Consultancy services for “**Program Evaluation of Management Development Facilitators Program**”. The Government of India has received financing from International Development Association and the International Bank for Reconstruction and Development and intends to apply a portion of the proceeds of this grant to finance the above Consultancy Services.
2. The objectives of the Consultancy Services which will be carried out are:
 1. To examine whether outcomes from the training are in alignment with objectives; and the reasons contributing to success and any shortfall.
 2. To examine whether process/methodology, facilitation, content, design etc. are in alignment with the objectives of the program
3. The expected results of the consultancy services are
 - a. Submission of an evidence-based evaluation report with clear assessment of whether the program has achieved its objectives or not, and reasons for success/shortfalls, with a substantive section on recommendations that can be used for refining and enhancing the program.
 - i. The report should include both quantitative and qualitative aspects of the evaluation
 - ii. The report to be submitted in hard and soft format in English as well as Kannada
 - b. To submit raw primary data, reports, analysis and any other data or documents captured/created during the process.
 - c. To submit audio, video recordings, still photographs, original transcripts of the audio & video and other soft documents created/generated during the process, if any.
4. The consultants who are interested in being considered for this assignment should fulfill the following criteria:
 - Have professional experience and expertise of carrying out research especially in education sector, w.r.t elementary education in Indian context.
 - Have experience of working with Multi sector organizations (Public, NGOs, Private).

- Have experience of having worked on Government sector projects.
 - Have a proven track record, with a minimum 8 years of experience working in research and evaluation of education and development programs.
 - Have experienced researchers in their team.
 - A history of performing similar research and evaluation studies especially in education domain.
 - Have demonstrated or proven track record through publications on research studies carried out in sectors like education, health, rural development etc.
 - Should have knowledge of national public service delivery and frameworks
 - Should have a minimum annual financial turnover of Rs.35 to 40 lakhs in the last 3 years.
5. The duration of the Consultancy Services will be 6 months/years, and it should begin in April 2013.
6. Consultants or associations of consultants, who are interested in being considered for the assignment, should submit information in the format indicated in the attachment to this letter Information Form. They should support their experience in similar exercises. They should also indicate their experience in conducting similar assignment in developing countries.
7. Expressions of interest with the accompanying material should be submitted to the State Project Director, Policy Planning Unit by 23 March 2013 between 11.00 to 17.00 hrs IST at the address below.

*Policy Planning Unit,
C/o Joint Director – Quality,
Office of the State Project Director,
Sarva Shiksha Abhiyan,
New Public Offices, Nrupathunga Road,
K R Circle, Bangalore – 560001*

9. Please note that no proposals are required now. On the basis of obtained information from interested consultants, the project will prepare a shortlist of 4 to 6 consultants who will be invited to submit proposals.

Terms of Reference

1. Background and Context of the Education Leadership and Development Program (ELDP)

Policy Planning Unit is a joint collaboration of Government of Karnataka and Azim Premji Foundation and working jointly in accordance with the working document signed by the two stakeholders in March 2003. PPU is nurturing the vision of Karnataka to emerge as the leader and trend setter for excellence in elementary education & act as a think tank to influence policy in

- a. Building administrative and technical capabilities
- b. Documenting and transferring academic practices and
- c. Enhancing community involvement in schools

The Education Leadership Development Programme (ELDP) is one of the initiatives under the Education Leadership and Management (ELM) domain that is being spearheaded by PPU in Karnataka. ELDP is a programme that is attempting to build knowledge & perspectives, develop attitudes and skills among education functionaries at block and cluster levels, such that the quality of support given by them for creating an enabling environment for education processes at schools is enhanced. ELDP also provides opportunities for developing their leadership and management capabilities.

1.1 Phase I - Education Leadership Development Program:

The initial Education Leadership Development Program consisted of two offerings:

- 1) A strategic management training for the department seniors which itself had two parts – a personal and group effectiveness program conducted by the College of Leadership and Human Resource Development (CLHRD) and a 'technical' program by the Department of Management Studies of the Indian Institute of Sciences (IISc), which covered areas as finance, policy, program management, strategy, HRD etc. The CLHRD component was attended by 120 officials, while the IISc component was attended by 90 officials. Both consisted of 10 days classroom learning as well as a single 'project' that provided an opportunity to practise the learning, and
- 2) An offering for officers at District and block levels to prepare them as 'master trainers' (Management Development Facilitators), which had the CLHRD component on personal and group effectiveness and a 'technical' component conducted by Canara Bank School of Management Studies (CBSMS), Bangalore University covering aspects such as educational perspectives, quality tools, people management and stakeholder management. The CHLRD component was similar in its duration and scope as in the strategic management training offering. The CBSMS program, intending to create MDFs was much more intensive, covering 36 days of classroom learning, combined with projects spread over a longer time period of around 3 months. As this offering was to create Management Development Facilitators, the process began with a teleconference with approximately 800 prospective candidates, who were asked to express their interest in the program. Of the 800 about 260 chose to participate in aptitude tests and interviews, and of them 160 were selected to enter the program. From the 101 who completed the program, 75 were certified as Management Development Facilitators.

ELDP at district level through cascade mode

The certified Management Development Facilitators (MDFs) carried out Education Leadership Development Program at district level to reach out to functionaries at the operation level, beginning from BRPs and CRPs. Since 2008-2010, about 2,047 CRPs and BRPs in 20 districts have undergone a rigorous Education Leadership Development Program (MDP) by carrying out Quality Improvement Projects (QIPs), they are:

- 1) Community dialogue between teachers and parents regarding progress of child
- 2) SDMC meeting – making them more effective through better decision making process
- 3) Development of cluster resource centre
- 4) Making School Environment more attractive
- 5) Staff meetings in schools – making them more effective
- 6) Improving the process of school visit, feedback, documentation, follow – up
- 7) CRPs to coach one HM to develop leadership skills
- 8) Improving the management of school library
- 9) HMs/teachers meetings at cluster level – making them more effective
- 10) Effective management of mid day meal scheme
- 11) Strategies for effective implementation of provisions for children with special need (CWSN)
- 12) Building linkages between primary schools and primary health centres for effective school health service.

Note:

Management Development is too narrow a description for the scope of what is being covered. The current scope looks at developing the attitudes, perspectives, knowledge and skills required to lead and manage education.

Therefore the term Management Development Program (MDP) which was in use up to 2009 – 2010 has been

2. Phase II: Education Leadership Development Program - 2

Based on the experiences of the Education Leadership Development Program so far, requests have been made to scale up the same. A critical component of scaling up is to ensure adequate Education Leadership Development Facilitators (MDFs) throughout the state. Hence the Education Leadership Development Program – 2 was envisaged under the IDF grant (which is known as Management Development Facilitators (MDFs) program for officers in Education Department) with an aim of developing 200 MDFs in the entire State. It is expected that at least 100 of them will get certified as MDFs, thus addressing the capacity building of departmental functionaries on ELM throughout the districts of the Karnataka State.

2.1 Project process:

The steps in the project are:

1. Selection of 200 prospective Education Leadership Development Facilitators.
 - a) The selection process was carried out in two phases, they are:
 - Phase 1 selection was carried out during July 2010 across 14 districts of Karnataka namely:. Around 228 candidates appeared for the selection process and out of which 126 got selected.
 - Phase 2 selection was carried out during October 2011 across 28 districts of Karnataka namely. Around 234 candidates appeared for the selection process and out of which 108 got selected.

2. The prospective Education Leadership Development Facilitators will attend a Personal Effectiveness and leadership program of 10 days.
 - This training is conducted by ARPITHA Associates Pvt. Ltd., Bangalore two phases, they are:
 - a) Phase 1 for 6 days
 - b) Phase 2 for 4 days
3. The prospective Education Leadership Development Facilitators will then attend a "Education Leadership Development Program – Quality Improvement Projects" program of 32 days.
 - This training is conducted by C-LAMPS for 32 days which is carried in various phases, they are:

Sl. No.	Phases	# of days
1	ELDP Phase 1	6
2	ELE Phase 1	6
3	ELDP Phase 2	6
4	ELDP Phase 3	6
5	ELE 2nd phase	4
6	Project Scoping	3
7	Project planning review	3
8	Project implementation review	3
9	Project Presentation & Certification	5

- Each program is to be carried out in cycles of training → application of training → and coaching that is operationalised as Training → Project → Project Review Meetings. By following the Quality Improvement Projects approach, the participants will get opportunities to better internalize planning and implementation abilities. The entire cycle will take about 21 weeks, of which 12 weeks will be in project mode. The projects progress through stages of participatory planning and project implementation. Project Review Meetings serve different purposes at different stages of the project, i.e. plan review, implementation review & final presentation.

The training is to cover areas such as:

- Quality in Education Framework
- Education Leadership and Management
- Education Perspectives
- Stakeholders Participation
- Quality Improvement and Quality tools

- Certification of ELDFs is based on the continuous comprehensive system of formative assessment of the participants during the whole training program.

2.2 Program update & current status

- Selection process was carried out to select candidates for the program of which 170 have been selected across all districts of Karnataka. Though the target has been to develop 200, there is a shortfall in number because the selected candidates have got transferred, promoted or dropped out during the development phase.
- Batches 1, 2, 3, 4 & 5 are in different phases of development. Total numbers who are in development phase are around 118 participants. Details as follows:

Sl. No.	Phase	# of days
1	ELDP Phase 1	6
2	ELE Phase 1	6
3	ELDP Phase 2	6
4	ELDP Phase 3	6
5	ELE 2nd phase	4
6	Project Scoping	3
7	Project Planning Review	3
8	Project Implementation Review	3
9	Project Presentation & Certification	5
	Total	42 days

The diagram shows five arrows originating from the 'Phase' column of the table, pointing to five ovals, each labeled 'Batch'. The arrows originate from the right side of the rows for phases 1, 2, 3, 4, and 5.

- The program evaluation consultant - Centre for Budget and Policy Studies, Bangalore has been finalized and contract is to be signed. An orientation to CBPS with the program design, structure and modules have been given by the resource institutions
- Documentation of development of ELDFs will be done by an external consultant.
- Certification process is the most crucial part of the program. The process will be reviewed by an external consultant with the technical support from World Bank.

2.3 Implementation partners for the project are:

- Resource Institution to carry out personal effectiveness training: A resource institution needs to be identified to carry out a "Personal Effectiveness and Leadership Program". The training aims into set a positive frame of mind, required for them to be effective change agents.
- C-LAMPS - a resource institution in Karnataka in the Education Leadership and Management space. This resource institution is dedicated to the development of Education Leadership and Management abilities in the public domain and will be used to:
 - Conduct the Education Leadership Development Program – Quality Improvement Projects program
 - Certify Education Leadership Development Facilitators
 - Provide continuous ongoing support to the Management Development Facilitators in their development

3 Program Evaluation

Program evaluation is one of the most critical part of a program. No matter how structured, all programs continually evolve over time. They change, whether subtly or overtly. Some of these changes are intentionally planned and implemented and others just seem to *grow*, nurtured by forces that are neither organized nor scientific. Because change is continuous, it is helpful to think of program evaluation not as a one-time event but rather as an ongoing process. Continuous program evaluation helps to ensure that the program, as it evolves, also grows in its positive impact on those with whom we work. Program evaluation research provides us with a longer-term, multi-stakeholder perspective that helps remove the blindfold of working without reliable feedback.

3.2 Purpose and need for Program Evaluation

The purpose of the evaluation study is to answer the following questions:

- Has the program achieved the stated goals and outcomes?
- Was the desired outputs achieved?
- Can the program be up-scaled or replicated?
- Are there ways in which the program can be improved systematically?

3.3 Objectives of Program Evaluation

3. To examine whether outcomes from the training are in alignment with objectives; and the reasons contributing to success and any shortfall.
4. The assessment will be done for a sample of program participants and a sample of non-program participants (who are similar in observed characteristics to the program participants). Comparisons will be made for the program participants before and after their participation and between them and those who did not go through the program.
5. To examine whether process/methodology, facilitation, content, design etc are in alignment with the objectives of the program
6. To examine the process of development of an ELDF.

3.4 Framework of Program Evaluation components

3.3.1 Component 1: Desk Review

Desk Review – Reviewing the existing data with respect to the program design, rationale behind the design, content, modules, relevance of the content to the objectives, learning materials provided to the participants, program methodologies etc.,

3.3.2 Component 2: Outcome Evaluation

Assess the short and long term results of a program and seeks to measure the changes brought about by the project. This can be done during through development of test materials – including questionnaires and field observation, administer tests on participants and non participants to assess outcomes compared to the objectives.

4 Scope of Work

1. Carrying out the desk review of the program with a following framework:
 - a) Program design-- the rationale behind the design, the plan of the design, number of days or duration (also the rational for the time gap between each of the phases and what do the participants engage in during this period) , content , the sequencing of the modules and the link between the modules, the processes and strategies used to meet the objectives.
 - b) Relevance of the content to the objectives of the program
 - c) Learning materials provided to the participants
 - d) What were the program methodologies used, whether the programs methodology was apt for adult learning, whether it meets the module/session program objectives
 - e) The process of certification of ELDFs
2. Carrying out of outcome evaluation with a following framework:
 - a. Selection of the sample of participants and non-participants using clear criteria.
 - b. Development of test materials – including any questionnaires and field-observation formats for outcome evaluation
 - c. Field Survey of the sample for the evaluation to administer tests- participants and non-participants to assess outcomes compared to the objectives and differences between participants and non-participants
 - d. Analysis and Findings
3. The evaluation team must attend the orientation in order to understand:
 - a) the design, content, approach and methodology of ELDP II across its various phases
 - b) the roles played by the different resource institutions
4. Prepare the overall design, strategy, data collection and analysis plan.
5. Deputation of a multi-disciplinary team with required qualifications, language proficiency, work experience, domain expertise etc., (detailed requirement of team profile is given below in the document).
6. The evaluation to be carried on a sample size of 50 participants across the districts of Karnataka (keeping in view the regional imbalances)
7. Attend at least two thirds of the sessions in each of the phases of the other batches that are being evaluated.
8. Develop formats (tools) in consultation with PPU.
9. Designate a single point of contact for all liaisons and clarifications
10. Attend various phases of the ELDP training program and workshops.

11. Explore and triangulate view points across various stakeholders such as the Resource Institutions, PPU, participants, and the any other person nominated by PPU.
12. Visit the field to study the implementation of the Quality Improvement Projects in sample districts/projects.
13. To evaluate the certification process.
14. To administer pre- and post-tests for evaluation of outcomes
15. To analyze the pre and post test administered on the sample.
16. Information provided by the certification process will feed into the program evaluation.
17. Tools developed should not replicate the data collected above.

5 Deliverables

- a. An inception report providing a detailed overview of how all aspects of the evaluation will be carried out along with team profile involved in the entire project.
- b. Draft and final Test Materials
- c. An evidence-based evaluation report with clear assessment of whether the program has achieved its objectives or not, and reasons for success/shortfalls, with a substantive section on recommendations that can be used for refining and enhancing the program.
 - i. The report should include both quantitative and qualitative aspects of the evaluation
 - ii. The report to be submitted in hard and soft format as well as in English and Kannada
- d. To submit raw primary data, reports, analysis and any other data or documents captured/created during the process.
- e. To submit audio, video recordings, still photographs, original transcripts of the audio & video and other soft documents created/generated during the process, if any

6 Team quality (profile)

The agency should depute a multi-disciplinary team which should meet the following specifications:

- a. Should be post graduates in a social science discipline or with an interest and perspective on development issues
- b. Work experience in education domain and Development Sector would be preferred
- c. The same people should be present throughout the duration of the assignment
- d. Fluency in speaking, reading and writing both Kannada and English
- e. Excellent verbal and written communication skills in English and Kannada
- f. Prior experience in research and evaluation
- g. Proven skills in interview techniques and in the development of tools to collect information
- h. Analytical ability to identify aspects of the processes that are critical to the client's information needs
- i. Comfortable in use of MS software such as Word, Excel and Powerpoint

- j. Comfortable in the use of digital media
- k. Ability to maintain timelines and be in touch with the Resource Institutions through phone and email
- l. Willingness to travel to districts within Karnataka wherever required
- m. Documentation to contribute to various forms of advocacy

7 Support Provided by the Client (PPU)

In order to help the agency achieve the specified objectives of the assignment, PPU to provide the following support:

- i. To organize meetings with our implementing partners i.e. CLAMPS and ARPITHA Associates, Bangalore
- ii. To meet and discuss with the consultant team throughout the period of the assignment and provide support and guidance on:
- iii. Suggestions on the specific stakeholders to interview and establish contact with them
- iv. Feedback on evaluation tools and reports.
- v. Project Leader – IDF and Program Coordinator – ELDP 2 will serve as the single-point of contact for all liaisons and clarifications
- vi. To keep the consultant team informed about the schedule and dates for the ELDP II program and other workshops and meetings as they are organized. (Note: While the PPU will make all attempts to adhere to the schedule, it is possible that certain exigencies may cause the PPU to alter the schedule.)
- vii. The PPU to provide various documents that gives the agency an idea about the program
- viii. The PPU will make time available for interviews.

8 Structure of Review

- 1. The agency will coordinate and report to PPU.
- 2. PPU will provide guidance on the above-mentioned 'Specific Scope of Work' that will be carried out by the agency. Areas of evaluation, parameters by which to evaluate, tools and people who need to be interviewed and so on will be finalized with the PPU Team.
- 3. The specified deliverables required by PPU need to be shared after every phase of the program on the agreed date
- 4. Suggestions for revision need to be considered and incorporated
- 5. A review of work will take place at periodic intervals which will be agreed in advance
- 6. Review of progress will also include the following:
 - a. Overall organisation of the material and presentation according to specified parameters and needs of the client
 - b. Appropriateness of language and expression of ideas
 - c. Certain criteria such as usability and readability, which will be communicated to the agency in advance
 - d. Potential to feed into managerial decision-making and mid-course revision and refinement

- e. Potential of the documented work to provide learning, insights and areas for further exploration and/or research

9 Tentative Time Schedule of ELDP 2 batches

ELDP 2 Batches	2012				2013		Certification Completion
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	
Batch 1, 2 & 3							Sep-12
Batch 4							Nov-12
Batch 5, 6							Jun-13

10 COMPOSITION OF THE COMMITTEE FOR REVIEW & MONITORING:

1. Director (Programs) – SSA
2. Joint Director – Quality, SSA
3. Chief Accounts Officer, SSA
4. Consultant, SSA
5. Project Leader – IDF, PPU

11 LIST OF KEY POSITIONS WHOSE CV AND EXPERIENCE WOULD BE EVALUATED

List of key positions whose CVs and experience would be evaluated

- Principal Investigator/Team Leader/ Lead Researcher
- Research Associates