



## **TERMS OF REFERENCE** **FOR INDIVIDUAL CONTRACT**

**POST TITLE:** Government Innovation Lab Research Team Leader

**AGENCY/PROJECT NAME:** UNDP Thailand / Thailand Social Innovation for Development Facility (TSI4D)

**COUNTRY OF ASSIGNMENT:** Bangkok, Thailand, with travel to Phatthalung, Phichit, Yasothon and Phetchaburi provinces, Thailand

### **1. PROJECT DESCRIPTION**

#### ***Why is innovation in government necessary?***

In recent years, the use of information and communications technologies (ICT) has become increasingly widespread and has not only resulted in improvements in economic productivity but had crucial impact on governments looking to move from rigid, rule-based and hierarchical models of administration to more citizen friendly, transparent and accountable, people-oriented public services.

Globally, innovations has made a huge difference in addressing urgent and pressing development challenges such as by responding to climate disasters, by improving avenues to engage citizens in political processes and governance, and by promoting more transparent and responsive governments.

Further, the high level panel on the post 2015 development agenda has called for a “data revolution” to dramatically accelerate the progress towards sustainable development. Around the world we are now witnessing the emergence of a variety of new innovations and data alliances that point to a whole new way for governments to inform their policy work with evidence and forge new partnerships with academia, the private sector, think tanks and citizens.

#### ***What is the regional appetite for Innovation?***

Innovation is not new to Thailand and Asia-Pacific region. To operate in such a dynamic and often challenging context requires foresight, innovative thinking and agile solutions. Recognizing this, it is observed that governments in Thailand are increasingly investing in various instruments to promote innovation for start-up and within their services. All governments need institutions to catalyze innovation and many leaders at national and sub national leaders recognize this and continue to invest in dedicated teams, units and funds to structure and embed innovation methods and practice in government. Besides more widely known lab models in the West – such as MindLab (Denmark), eGov Lab (Sweden), MaRS (Canada), and the UK Policy Lab, some of the leading governments in the Asia Pacific region are increasingly investing on innovations by establishing National Strategies, Teams, Councils including Republic of Korea, Malaysia, and Singapore.

The region also boasts over 50 innovation labs oriented towards social innovation and improving the design and delivery of public services.

### ***What hinders innovation in Governments?***

While governments have often led pioneering initiatives on innovation and experimenting with nationally constituted models, constraints remain in finding the necessary 'space', frameworks and capacity to take the agenda forward; to be able to engage citizens, non-profits and other partners including the private sector to co-design innovative ideas that benefit from the knowledge of the local context; transforms processes, skills and culture of government, and develop pathways to ultimately achieve wider policy and systems change that affects impact at scale.

A safe-to-fail space to prototype various programmatic methodologies for development programmes require transforming the bureaucracy culture and no longer stands in a business-as-usual scenario. Research shows that the lack of agility within the public sector, politics, ineffective and untimely communications as well as miscommunications, the absence of a defined framework for exploring new ideas and rewarding status quo are often cited as challenges to driving innovation in government.

It is the build-up of innovation capacities that has played a central role in the growth dynamics of successful developing countries.<sup>i</sup> These countries have recognised that innovation is not just about high-technology products or a one-time project but rather requires a shift in thinking, a disciplined approach, strong leadership and collective commitment to ensure sustainability of tested innovative ideas. Therefore, **innovation capacity has to be built early in the development process in order to possess the learning capacities that will allow "catch up" to happen**. Ultimately, a successful development strategy has to build extensive innovation capacities to foster growth and embed innovation into the main field rather than remain a fringe investment.

### ***How cross-sector collaboration adds value?***

The capacity for governments to embrace social innovation may seem limited, but the work of MindLab, a cross-governmental Danish innovation unit, reveals how new solutions can be developed through collaboration, by co-creating policies with citizens and stakeholders like the private sector through qualitative research and design-led thinking. Similarly, MaRS in Canada also brings together educators, researchers, social scientists, entrepreneurs and business experts under one roof to harness the full potential of social innovation and drive economic and social prosperity. These initiatives demonstrate that while private sector adds value in technology expertise, business acumen and ability to harness new frontier competitive thinking, pairing this with Government enhances the scalability of solutions and offers a proactive space that encourages citizen engagement to inform policy development.

This collaborative approach facilitated through a lab model allows for cross-agency interaction involving public servants, private sector technologists, academics, and citizens to co-design the next generation of solutions for social problems.

## **2. SCOPE OF WORK**

### **Objective of the Assignment & Scope of Work**

The research team leader conducts a research and produce a recommendation report on the setting up of the Government Innovation Lab. He/she will work closely with UNDP and OPDC team to identify the scope of agenda and create research framework and tools for following:

- Study and analyze the learning process of innovation team through 7 pilot projects to develop recommendation for setting up a future Government Innovation Lab;
- Study the perspective of high-level government representative, policy makers, experts, organization in both public and private sector, as well as, citizen on setting up Government Innovation Lab for public service excellence;
- Build capacity of innovation team to be able to understand and use design thinking process to develop the innovation in their environment.

### **3. EXPECTED OUTCOMES AND DELIVERABLES**

1.) Research Plan and Framework to study the learning process of innovation Team through 7 pilot projects including:

- Methodology and Tools;
- Finding and analysis of preliminary questionnaire for innovation team and contextual interview for high-level government representative, policy makers, experts, organization in both public and private sector, as well as, citizen.

2.) Facilitating the co-creation workshop with UNDP, OPDC Glab, Redek, and Innovation Team to understand the learning of problem, solution and working progress in pilot project for the improvement of research and implementation. (6 times approximately once a month – August to December)

3.) Data compilation and content for

- Recommendation Report on the setting up of the Government Innovation Lab in Thailand, including:
  - i) The importance of Government Innovation Lab;
  - ii) The importance of using design thinking process as a tool to innovation for public service excellence;
  - iii) Perspective of both key stakeholder and citizen on setting up Government Innovation Lab in Thailand;
  - iv) Literature Review relating to the setting up of the Government Innovation Lab in Thailand and other countries with example of success case study;
  - v) Insight review of the working process of innovation team;
  - vi) Framework, Tool, and Methodology from the process of 7 pilot projects;
  - vii) Policy recommendation for Government Innovation Lab in Thailand.
- Handbook for future innovation team in setting up Government Innovation Lab with case study, in both Central and Regional context.
- Curriculum for future innovation team's capacity building.
- Pamphlet, which abstract data from the report

### **4. INSTITUTIONAL ARRANGEMENTS**

The research lead will work under the guidance of UNDP Thailand Team and report directly to the Team Leader/Programme Specialist Democratic Governance and Social Advocacy Unit. The consultant will also work closely with the Social Innovation Facility Manager who will review the progress and quality of assignment upon outputs prior to issuance the payment. Review/approval time required to review/ approve outputs prior to authorizing payments is 7 – 10 days.

## 5. DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

**Duration:** 15 September 2017 – 28 Feb 2018, **(Maximum of 110 days)**

**Duty Station:** Bangkok, Thailand,

**Travel:** the consultant is expected to travel to Phatthalung, Phichit, Yasothon and Phetchaburi provinces for data collection and consultation meetings. Travel will take two days per trip with max. 3 trips each province.

## 6. DEGREE OF EXPERTISE AND QUALIFICATIONS

### I. Academic Qualifications:

- Bachelor Degree in design studies, innovation studies, development studies, environmental studies, economics, business administration, or other related fields

### II. Years of experience:

- At least 10 years of experience in Innovation for Government, Government Labs, Design for Public Services, Design for Governance, Social Innovation, Organization development or Public Administration and Development;
- Experience in innovation programmes or related work for a UN agency, a donor organization, or international NGO;
- Demonstrated experience in facilitating design and innovation process workshops with governments and public services improvements.

### III. Language:

- Excellent command of English, both spoken and written

### IV. Competencies:

#### **Functional Competencies:**

- Strong facilitation skill among various stakeholders;
- Ability to foster the facilitation in a multidisciplinary and bureaucratic government environment;
- Strong motivation and ability to work with high-level of government representatives;
- Excellent communication and analytical skills;
- Strong networking and interpersonal skills.

## 7. REQUIRED DOCUMENTS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document as the application only allows to upload maximum one document:

- **Duly accomplished Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- **Personal CV or P.11**, indicating all past experience from similar projects, as well as the contact details email and telephone number) of the Candidate and at least three (3) professional references;
- **A brief description of methodology to conduct a research**
- **Financial Proposal** that indicates the all-inclusive professional fee included travel cost for the contract period

Incomplete proposals may not be considered.

## 8. CRITERIA FOR SELECTION OF THE BEST OFFER

Individual consultants will be evaluated based on the cumulative analysis. The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

### Technical Criteria for Evaluation (Maximum 500 points)

- Relevance of Education – Max 50 points
- Relevance of experience in area of Innovation for Government, Government Labs, Design for Public Services, Design for Governance, Social Innovation, Organization development or Public Administration and Development - Max 100 points
- Experience in conducting researches, technical studies, assessments and/or evaluation – Max 100 points
- Special skills e.g communication, presentation and conducting stakeholder consultation with government agencies etc.- Max 100 Points
- Assessment of a methodology – Max 150 Points

Only candidates obtaining a minimum of 350 points (70% of the total technical points) would be considered for the Financial Evaluation.

## 9. CONSULTANT PRESENCE REQUIRED ON DUTY STATION/ UNDP PREMISES

☐ None

☒ Partial

☐ Intermittent

☐ Full Time

### IF FULL TIME – PLEASE ADD BELOW FOR JUSTIFICATION

The facilitator needs to work closely with UNDP's team. The tasks required frequently discussion, meetings, facilitating the workshop, and summary document.

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## 10. PAYMENT TERMS

### Price Proposal and Schedule of Payments

- Consultant must send a financial proposal based on **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration.

Payments will be done upon completion of the deliverables/outputs and as per below percentages:

Output/Deliverable	Content	Percentage of total contract amount	Approximate Date of Output
#1	Research Plan (Methodology, Tools, Framework, Questionnaire)	30%	by the 30 <sup>th</sup> of September
#2	Facilitating the first 3 co-creation workshops  Research findings from contextual interview and workshops	20%	by the 30 <sup>th</sup> October
#3	Facilitating the last 3 co-creation workshops  Final research content for i) Recommendation report on the setting up of the Government Innovation Lab ii) Handbook for future innovation team in setting up Government Innovation Lab with case study, in both 1.) Central and 2.) Regional context. iii) Curriculum for future innovation team's capacity building. iv) Pamphlet, which abstract data from the report	50%	by the end of December

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

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Travel costs shall be reimbursed at actual but not exceeding the quotation from UNDP approved travel agent. The provided living allowance will not be exceeding UNDP DSA rates. Repatriation travel cost from home to duty station in Bangkok and return shall not be covered by UNDP.

## **10.ANNEXES**

n/a