

## Annex 1

### Terms of Reference

#### **Background**

In 2018, the Bahrain Institute for Public Administration (BIPA), and the United Nations Development Programme (UNDP) Country Office signed an agreement on establishing a Public Administration Innovation Lab at BIPA. The lab aims to enhance the capability of BIPA in serving the public sector and promote BIPA as the reference point for Quality Assurance in training, consulting and research for governmental institutions in Bahrain.

BIPA has been launched with the core mandate of providing value-added training to the public sector. Moreover, BIPA's ambition has been increasingly to invest the 'governance agenda' through leadership training, consulting and research, a 'think tank' approach to strategic issues in the Public Sector and providing assessment services to Government and Public Directorates. The above necessitates an evidence-based research and consulting approach to ensure bespoke solutions are provided.

The UNDP office wishes to support BIPA in the establishment of the first Government Innovation Lab in the country. The lab will be a collaborative space where citizens and front-line public servants will join forces to design, prototype and test public services or products that will help Bahrain improve its sustainability and urban resilience, thus improving the life of the citizens. To be able to achieve its goals and challenge traditional thinking to build game changing models & solutions, the Lab will use different methodologies and approaches based on co-design and co-creation such as: user-led and open innovation (public innovation camps, crowdsourcing, hackathons and others), design thinking, behavioral science, big-data, foresight, etc.

Following the inception phase, now a continuous planning, coordination, execution and monitoring is needed to enable smooth and effective operation of the Lab. Monthly plans for the work of the lab, continuous communication with the citizens and the stakeholders, realization of trainings/workshops for capacity building of the city administration, organization and realization of design thinking camps with different stakeholders on relevant challenges, as well as organization of different innovation events and public innovation conferences are part of the activities that need to be performed.

#### **Objectives**

The overall objective of the engagement with the innovation consultancy firm is to support the work of BIPA Innovation Lab and provide technical and advisory support in planning, coordination, designing and implementation of the Lab's activities.

The firm will work to build the Lab's portfolio, plan, coordinate and run number of activities in the Lab as described below aimed to test the lab-like approach and prove the concept having in mind the following points:

Developing a specific module through which Public Innovation lab is introduced.



Delivering a 5-day specialized workshop, whereby module focuses on supporting the participants (From different Government Ministries) to create innovation solutions to identified challenge.

Training of Trainers on all different techniques and methodologies of conducting the mentioned workshop.

Provide tailored-support to the on-going solution piloting.

Conclude the Finale where all the lessons learnt will be shared and discussed. The participants will present their innovation path and the pilot case for all.

Grants participants certificates of completion to the above mentioned programme.

### **Duties and Responsibilities**

Under direct supervision of the UNDP Project Manager and close consultations with BIPA, the innovation consultancy firm will perform the following duties and tasks:

1. Provide technical support in the implementation of the Lab's plan of activities, including but not limited to:

Identify entry points for introducing innovative approaches and processes in public service design and delivery and propose most suitable method and approach to tackle them (e.g. human center design, behavioral science, data innovation, etc.)

Facilitate the process for development of most appropriate tools for systematic collection of citizens' challenges and ideas for service design or improvement and develop pipeline projects for the lab

Lead the process for design and testing of pilot services

Develop short training modules and online training materials for capacity building in public service innovation

Develop a monthly schedule of Lab's activities and coordinate the activities by ensuring that all relevant stakeholders including citizens are represented

Prepare and run several design thinking workshops with the city administration and relevant stakeholders on relevant challenges

Prepare and coordinate the implementation of the Lab's monthly schedule of activities and work with the other members of the team for its full implementation.

Develop a monitoring plan with results and indicators framework for measuring the results and the impact of the Lab-like approach

Evaluate the results of the Lab at the end of the testing period and prepare final report with results and recommendations for future development of the Lab.

2. Provide advisory support for partnership building, networking and resource mobilization for future projects of the Lab

Continuous update of the innovation ecosystem map in the country relevant for the work of the Lab (existing academic and private sector potential partners who are already doing work in: youth engagement, technology innovation, incubation, social start-ups, mentoring, PPPs, etc. and come up with a mapping structure for partners).

Expand the solver community (persons interested to work on identification of solutions and development of prototypes)

Identify potential mentors and connect them with solvers

Maintain the Lab's profile on social media and draft texts/blogs for publishing at the Lab's website

Support the establishment and functioning of a social innovation network

Support the resource mobilization efforts by identification of potential sources of funding for the Lab

### **Deliverables**

The innovation consultancy firm shall deliver the following:

Monthly schedules (plans) for Lab's operation including interaction with citizens and reports on their implementation – every month until the end of the assignment

Monthly reports from the implementation of Lab activities until the end of the assignment

Final report with recommendations for future steps and activities for the work of the Lab

### **Duration of The Assignment**

The Innovation Consultancy firm will be hired by UNDP for a period between November 2019 and end of May 2020.

### **Reporting**

The consultancy firm shall report to UNDP through the Head of the Innovation Lab Project Manager.

Activities report shall be submitted monthly, and a final report at the end of the

assignment. Deliverables will be evaluated by UNDP and the Government counterpart to assess the quality activities and reported (Deliverables mentioned-above) are up to UNDP's quality and standard.

### **Desired Competencies of Experts**

Good leadership skills; capacity to prioritize and manage a diverse range of projects and activities

Exceptional ability for research (use of digital research methods will be a plus) and writing reports

Experience in Project Management (knowledge of agile methodologies will be a plus) and client communication

Demonstrated ability to work with or implement user-centered design/design thinking methodology in development of innovative solutions

Ability to work with a diverse set of partners to create problem specifications, system requirements, and then coordinate the process for development of software and technology innovations

Excellent presentation skills - able to make clear presentations, and objectively present opinion with confidence.

Excellent communication skills.

Ability to produce consistent operational documents

Familiarity with international trends in innovation & innovation practices, methodologies, especially in public sector innovation & government innovation/innovation labs

Strong ability and desire to solve problems, multi-tasking, and deliver on commitments.

Experience in processes for generation of new ideas with a clear business model. Ability to combine entrepreneurial attitude with interests in business and design thinking.

Ability to work independently, as well as in group.

### **Desired Skills and Experience of Experts**

#### **Academic Qualifications**

Master degree in innovation management, business and design, social sciences, business administration or other relevant fields.

#### **Professional Experience**



At least three years of professional experience in innovation management, project management, research, development and implementation of management and/or innovation systems/policies/strategies.

Working with public sector innovation and government labs will be a plus.

At least 5 projects aimed at capacity building for innovation, innovation events organization and social media engagement.

Practical experience in introducing design thinking methodology and co-design approaches is required.

Experience with writing blogs/stories related to innovation

**Language requirements:**

Fluency in English (written and spoken) and Arabic languages is required.

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