

## Terms of Reference for formulation of a Public Sector Innovation Policy

<b>Assignment Title</b>	Development of a Public Sector Innovation Policy
<b>Project</b>	Public Sector Innovation Initiative
<b>Type of Contract</b>	Individual Contract
<b>Contract Period</b>	120 working days over a period of six months
<b>Supervisor</b>	UNDP Portfolio Manager for Responsive Institutions and Citizen Engagement
<b>Location</b>	Lilongwe
<b>Country</b>	Malawi

### Background

The Public Service in Malawi has over the years experienced deteriorating performance as evidenced in its challenges to deliver public services effectively. The lack of basic services (in other cases) is particularly acute in the rural areas where over 80% of the population resides. Consequently, the country rates poorly on several development indicators including the achievement of the Malawi Vision 2063 and the Sustainable Development Goals (SDGs). and the Sustainable Development Goals (SDGs).

Critical challenges face the accountability dimension of the governance space, which covers the interaction among MDAs in public service. Specifically, to the horizontal accountability dimension, the public service is faced with some of the following issues: Weak knowledge management and information sharing; weak coordination of innovation initiatives for continuous service improvement; ineffective learning and innovation; inadequate space for young people to contribute to new ways of thinking in the public sector; and silo working approaches across the MDAs.

Over the years, government has attempted to tackle these gaps. Through the Public Sector Reforms agenda, a solid policy framework for the implementation of reforms across the public service has been laid. Of note, the government passed the National Public Sector Reforms and Public Service Management policies in 2018 to guide the formulation, implementation, monitoring and evaluation of all reforms in the public sector. Both of these two policies outline continuous improvement through research and innovation as well as coordinated and collaborated approaches among MDAs as being critical for improved service delivery. Public

sector innovation is therefore recognized as a critical enabler for improving public service delivery and overall public sector reforms.

Recently, all ministries, departments, and agencies (MDAs) in the country committed to the achievement of certain reform areas under contracts co-signed by the President and Heads of the various MDAs. The government also recently established an Innovation department in the Office of the President and Cabinet to oversee innovation in the public service. However, while some strides have been made towards putting the policy and institutional framework for innovation and learning in place, the country does not have a Public Sector Innovation Policy. Consequently, implementation of various reform areas has not been effective, with most MDAs still performing below the average standard. Further, while Malawi has subscribed to the African Charter on the Values and Principles of Public Service and Administration that requires African Union (AU) member states to improve service delivery through innovation at both technological and organizational levels; public service innovation has not progressed.

Under the Public Sector Innovation Initiative, UNDP is supporting government to adopt an integrated approach towards innovation, learning and knowledge management in the public sector. As part of the support to the initiative, the services of an Individual consultant are required to undertake the assignment of facilitating the development of a Malawi Public Sector Innovation Policy.

### **Key Objectives**

- To identify the challenges, opportunities, and entry points for Public Sector Innovation in Malawi
- To identify strategic priorities and interventions for Public Sector Innovation in Malawi
- To identify the best model for governance and institutional arrangements for Public Sector Innovation in Malawi

### **Scope of Work, Outputs and Deliverables**

The Individual consultant will be expected to work closely with the Department of Innovation in the Office of the President & Cabinet and the Public Sector Reforms Unit in the Ministry of Economic Planning, Development and Public Sector Reforms to develop a Public Sector Innovation Policy. The Consultant will be required to engage and do wide consultations across all Ministries, Departments and Agencies (MDAs), including Non-State Actors such as the private sector and the civil society and the wider citizenry.

The consultant will be expected to conduct the following tasks in collaboration with the Public Sector Reforms Management Unit and the Department of Innovation in OPC.

- a. Conduct literature review to document existing opportunities, key players, capabilities, policy gaps and resource needs for innovation in the public sector.
- b. Conduct consultations (virtual and/or physical) with a wide range of stakeholders to identify existing opportunities, capabilities, policy gaps and needs for innovation in the Public Sector.

- c. Prepare an issues paper (with recommendations) and present to Technical Committee on Public Sector Innovation.
- d. Draft a Public Sector Innovation Policy and present to Technical Committee on Public Sector Innovation.
- e. Present the draft Policy to a Validation workshop and prepare a record of the discussion and recommendations from the workshop,
- f. Review the draft policy document considering comments from the validation workshop.

### **Deliverables**

The Consultant will be expected to deliver on the following:

- An Inception Report that includes consultant's understanding of the exercise, methodology, data collection tools, detailed workplan and a comprehensive stakeholders' mapping.
- Preliminary stakeholders' consultation and report
- An issues paper with recommendations.
- Draft policy document
- Final draft policy document

Expected deliverables start date of the consultancy being September 2021 subject change per date of signing.

<b>Key milestones or deliverables</b>	<b>Report due</b>	<b>Payment Percentage</b>	<b>Review and Approvals</b>
Payment upon submission and acceptances of following deliverables:  - An Inception Report that includes consultant's understanding of the exercise, methodology, data collection tools, detailed workplan and a comprehensive stakeholder mapping	(10 days) 17/09/21	20%	UNDP Portfolio Manager for Governance/Programme Analyst-Public Sector Management
Payment upon submission and acceptances of following deliverables:  -Preliminary consultations with all key stakeholders . - Power point presentation and report on feedback from key stakeholders as informed by the stakeholder map.	(10 days) 01/10/21	20%	UNDP Portfolio Manager for Governance/Programme Analyst-Public Sector Management

Payment upon submission and acceptance of following deliverables:  - An issues paper with recommendations	(20 days) 26/11/21	20%	UNDP Portfolio Manager for Governance/Programme Analyst-Public Sector Management
Payment upon submission and acceptance of following deliverables: -Draft policy document	(30 days) 30/12/21	20%	UNDP Portfolio Manager for Governance/Programme Analyst-Public Sector Management
Payment upon submission and acceptance of following deliverables: -Final draft policy document	(20 days) 25/02/2022	20%	UNDP Portfolio Manager for Governance/Programme Analyst-Public Sector Management

### **Time Frame**

'The Consulting Firm shall be contracted for a maximum of 6 months covering the period of October 2021 to March 2022.

### **Institutional arrangements/ Reporting:**

The consultant will work under the joint supervision of UNDP Portfolio Manager for Responsive Institutions and Citizen Engagement and Programme Analyst responsible for Public Sector Management. The Consultant will also work closely with OPC-Department of Innovation and the Public Sector Reforms Management Unit.

### **Resources Provided**

The Consultant shall provide his/her own working equipment (hardware and software) and baseline connectivity except in situations where specialized equipment is required in-country (e.g. workshop costs with task force, office printing) where upon the Country Office shall avail as required.

## **Education and Experience Required**

### **Competences Required**

- Minimum of 7 years' experience in development policies, programmes and social innovation.
- Proven professional knowledge and experience in social innovation approaches such as Design Thinking, behavioral insights, Qualitative and Quantitative User Research, Experiment Design & Validation, data empowerment, and collective intelligence.
- Demonstrated ability to work in participatory methods and follow the lead of people as experts in their own sustainable development
- Demonstrated ability to work with clients to help surface unarticulated needs

### **Qualifications and Experience of Consultant:**

- At least a Masters' degree in Social Science, Public Administration, Social Innovation, International Development, Science, Public Policy, Law, or related areas
  - Minimum of 7 years of professional experience in development planning; development programming; social innovation; partnership building; and public and private sector partnerships
- Experience working with government particularly in public sector reforms is desirable.

**Languages:** Fluency in English and Chichewa required.

## **Evaluation**

### Cumulative analysis

The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically, and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:

When using this weighted scoring method, the award of the contract may 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 a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weighting; 70%

\* Financial Criteria weighting; 30%

Only candidates obtaining a minimum of 49 points in the Technical Evaluation would be considered for the Financial Evaluation. Interviews may be conducted as part of technical assessment for shortlisted proposals.

Criteria	Points	Percentage
<b>Qualification</b>		<b>10%</b>
At least a Masters' degree in Social Science, Public Administration, Social Innovation, International Development, Public Policy, Law or related areas	10	
<b>Experience</b>		<b>50%</b>
<ul style="list-style-type: none"> <li>Minimum of 7 years of professional experience in development planning; development programming; social innovation; partnership building; and public and private sector partnerships</li> </ul>	15	
<ul style="list-style-type: none"> <li>professional knowledge and experience in social innovation approaches such as Design Thinking, behavioral insights, Qualitative and Quantitative User Research, Experiment Design &amp; Validation, data empowerment, and collective intelligence</li> </ul>	15	
<ul style="list-style-type: none"> <li>Demonstrated ability to work in participatory methods and follow the lead of people as experts in their own sustainable development</li> </ul>	10	
<ul style="list-style-type: none"> <li>Experience working with government particularly in public sector reforms is desirable</li> </ul>	10	
<b>Competencies</b>		<b>10%</b>
<ul style="list-style-type: none"> <li>Competence in assessment and documentation techniques;</li> </ul>	2	
<ul style="list-style-type: none"> <li>Excellent analytical and report writing skills;</li> </ul>	1	
<ul style="list-style-type: none"> <li>Good people and communication skills is a requirement;</li> </ul>	1	
<ul style="list-style-type: none"> <li>Must be a self-starter and be able to work independently with excellent demonstrated teamwork, coordination and facilitation skills;</li> </ul>	1	
<ul style="list-style-type: none"> <li>Fluency in English and Chichewa required.</li> </ul>	1	
<ul style="list-style-type: none"> <li>Ability to perform a variety of specialized tasks related to implementation of projects, managing data, and reporting;</li> </ul>	1	
<ul style="list-style-type: none"> <li>Ability to establish contact with UN agencies and other international partners;</li> </ul>	1	

<ul style="list-style-type: none"> <li>Knowledge of data collection and reporting.</li> </ul>	1 1	
<b>Technical Criteria</b>		70%
**If necessary interviews shall also be conducted as part of the technical evaluation to ascertain best value for money.		
<b>Financial Criteria – Lowest Price</b>		30%
<b>Total</b>		<b>100%</b>

### Documents to be included when submitting Consultancy Proposals

The following documents may be requested:

- a) Latest updated Curriculum vitae (CV) or Resume
- b) Duly executed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP. (Separate file from technical proposal (P11 and Brief description), password protected). **Template of Letter of Confirmation of Interest and Availability can be accessible from this [UNP PNG Procurement page](#)**
- c) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must stipulate that arrangement at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

### Lump-sum contracts

The financial proposal shall specify a total lump-sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump-sum amount (including travel, living expenses, and number of anticipated working days).

### Travel

Where domestic travel is required and is undertaken, the consultant will be expected to cover for their travel costs as part of the lump sum payment agreed as part of the contract. The consultant will pay for their lodging and will be reimbursed after the travel.

### Submission Instructions

Proposals may be submitted on or before the deadline as indicated below. Proposals must be submitted using this generic email [procurement.mw@undp.org](mailto:procurement.mw@undp.org) , cc [tirnesh.prasad@undp.org](mailto:tirnesh.prasad@undp.org) address only.

Incomplete proposals and failure to comply with proposal submission instruction may not be considered or may result in disqualification of proposal.

Completed proposals should be submitted using no later than **(Malawi Time)**.

For any clarification regarding this assignment please write to Tirnesh Prasad on [procurement.mw@undp.org](mailto:procurement.mw@undp.org). Only written communication will be responded.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

### **Approval**

**This TOR is approved by:**

Name: Julie Vandassen

Designation: Portfolio Manager