

TERMS OF REFERENCE

FOR INDIVIDUAL CONTRACT

POSITION TITLE:	National Consultant – Policy Innovation Learning and Knowledge Management
AGENCY/PROJECT NAME:	UNDP Thailand / Thailand Policy Lab
COUNTRY OF ASSIGNMENT:	Home-based with no travel
Duration:	1 August 2022 – 31 December 2022 with maximum 120 days worked

1) GENERAL BACKGROUND

The UNDP Strategic Plan 2018-2021 embraces the complexity of development and commits the organization to help countries to find faster, more durable solutions to achieve Agenda 2030. Important development trends like urbanization, climate change, and rising inequalities pose significant challenges to achieve the 2030 agenda and the Sustainable Development Goals (SDGs).

UNDP has begun incubating several strategic initiatives aimed at ensuring UNDP is ‘fit for purpose’ to deliver a new generation of solutions in line with the challenges the world faces. One such key strategic initiative is the Country Accelerator Lab Network. The initiative is a recognition that increasingly interrelated development challenges require going beyond “business as usual” and single point, linear and silver bullet responses in development. Instead, they call for interdisciplinary approaches and non-linear solutions that crowd in the collective efforts of a variety of partners and tap into local insights and the knowledge of people closest to the problem and the solutions.

As an upper-middle-income country, Thailand has advanced far beyond having many of the more basic development challenges affecting other nations. However, several challenges remain. COVID-19 pandemic revealed weaknesses of some public policies and services delivery. It shows that the traditional approach for designing and formulation policy and delivering public services lacks agility and how both efficiency and effectiveness need to be further improved to tackle such challenges.

To address complex development challenges in Thailand, UNDP Thailand and the Royal Thai Government through the Office of National Economic and Social Development Council (NESDC) have partnered to establish the Thailand Policy Lab as a project under UNDP Thailand. The Thailand Policy Lab seeks to identify paradigm shifts emerging from the current response of the Royal Thai Government to current challenges. It will ask which new models of governance can enable better preparedness for future crises and the achievement of the Sustainable Development Goals (SDG) in Thailand and identify interventions that are grounded in system thinking and can accelerate the transition from short-term to long-term policy and planning. To address the challenges, the Thailand Policy Lab project will enhance the capacity of the Royal Thai Government in terms of knowledge, skills and hands-on experiences in applying policy innovations in policy formulation, implementation and evaluation; share good practices and experience on policy innovations; and be a learning platform for a community of innovators.

With the objective of reforming the public policy processes and ecosystem to address increasingly complex contemporary challenges while upholding inclusive and human-centric values, the lab’s core

work seeks to explore innovative tools and approaches and to experiment them in the Thai context alongside working-level policymakers on real policy issues. From these projects, the lab also expects to learn from the application of these tools and approaches to eventually be able to co-design new policy processes that could be further mainstreamed and institutionalised in the broader policymaking ecosystem. In parallel, to support wider adoption in the policymaking community, capacity building and continued engagement with stakeholders are also key cornerstones of work that the Thailand Policy Lab does to achieve an ecosystemic transformation.

Under this particular objective, the Thailand Policy Lab is pursuing the intent to introduce and build capacities of a group of Thai policymakers on systems transformation and portfolio approach and to adapt such a methodology to the policymaking context in Thailand through an intensive training programme, by testing the process on an emerging issue – such as human capital and population planning that Thailand is facing. To this end, the Thailand Policy Lab, aims to support the NESDC and other government partners in Thailand in building their capacities to design and visualise a thematic system, to develop and dynamically manage a portfolio of initiatives or prototypes aimed at facilitating system transformation, and to adapt and codify such an approach for policymaking in Thailand. Simultaneously, the Thailand Policy Lab also expects to provide the participants with a series of strategic options to better understand the key risks they are facing and exploit the transformative opportunities available to them through a portfolio of interventions that can be practically applied from the context of Thailand.

2) OBJECTIVES OF THE ASSIGNMENT

The objective of this assignment is to design and implement a thorough learning and knowledge management process for the training programme on Systems and Portfolio approaches that the Thailand Policy Lab will carry out for its government partners. It is expected that the consultant will monitor, track, draw insights, and collect learnings from the training programme for: (1) the content under the domain issue that arises from the training and (2) the methodology applied during the training. Finally, the consultant is expected to work alongside the Thailand Policy Lab team and its partners to co-design and codify a new policy process based on the training programme to adapt to the context of policymaking in Thailand.

3) SCOPE OF WORK

To achieve the objectives of the Thailand Policy Lab and the objectives of this assignment, the scope of work includes:

- To design and implement a learning and knowledge management process for the Thailand Policy Lab's Systems and Portfolio Approach training programme.
- To attend the training sessions for notetaking, collecting insights and observing participants and the process.
- To carry out additional research around the issues arising from the training.
- To compile research and produce reports for the content under the domain issue that arises from the training.
- To collect inputs from stakeholders and participants on the training programme, and to produce an analytical report on the methodology applied during the training.
- To engage with stakeholders and facilitate a co-creation activity to produce a template for new policymaking process, based on the training programme and the wider framework underlying Systems and Portfolio approaches.

4) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

Duration: 1 August 2022 – 31 December 2022

Required working days: up to maximum 120 working days

Duty Station and expected places of travel: Home-based. No travel is required.

5) Expected Deliverables

Deliverables for the assignment are:

1. Report and presentation (in Thai and English) on the content and insights compiled on the domain issue throughout the training process, supported with additional research.
2. Report and presentation (in Thai and English) on the methodology of the training with observations on the process and additional inputs and reception from stakeholders and participants.
3. Co-designed policy process template based on training programme and consultation with policymakers and participants

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1.Report and presentation (in Thai and English) on the content and insights compiled on the domain issue throughout the training process, supported with additional research.	40 days	15 November 2022	Head of Thailand Policy Lab
2.Report and presentation (in Thai and English) on the methodology of the training with observations on the process and additional inputs and reception from stakeholders and participants.	40 days	15 November 2022	Head of Thailand Policy Lab
3.Co-designed policy process template based on training programme and consultation with policymakers and participants	40 days	31 December 2022	Head of Thailand Policy Lab

6) PROVISION OF MONITORING AND PROGRESS CONTROLS

The consultant will work under supervision of the Head of Thailand Policy Lab and will work closely with the Thailand Policy Lab team UNDP.

7) DEGREE OF EXPERTISE AND QUALIFICATIONS

Consultant should have the following qualifications:

I. Academic Qualifications:

- At least Master's Degree in Social Sciences, Political Science, Public Administration, Business Administration, International Development, Economic, or related disciplines

II. Years of experience:

- At least 4 years of professional experience in public policy, academic or social research, corporate/management strategy, or a similar background
- At least 2 years of experience applying innovative approaches and/or knowledge management in area of work
- At least 3 years of experience in developing, implementing and managing knowledge management and learning systems
- Experience or expertise on social issues preferred

III. Language:

- Excellent command of Thai and English, both spoken and written
- Strong skills in written communication in English, particularly in preparing issue-based papers, reports and presentation

IV. Competencies:

Functional Competencies:

- Excellent demonstration of agility, adaptability, and innovation mindset
- Excellent communication and analytical skills
- Strong facilitation skill among various stakeholders
- Ability to capture, develop, share and effectively use information and knowledge
- Ability to work under pressure and against tight deadlines

8) REVIEW TIME REQUIRED

The review and approval of payments will be made by the assigned supervisor(s) within 14 days.

9) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

☒ NONE ☐ PARTIAL ☐ INTERMITTENT ☐ FULL-TIME

10) PAYMENT TERMS

Consultant shall quote an all-inclusive total lump sum fee for the entire assignment. The term "all-inclusive" implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the proposed fee submitted in the proposal

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:

The payment shall be released upon submission of the deliverables:

Deliverables No.	Description	Payment	Expected period for delivery
1. Report and presentation on the content and insights compiled on the domain issue throughout the training process, supported with additional research. 2. Report and presentation on the methodology of the training with observations on the process and additional inputs and reception from stakeholders and participants.	Upon submission of satisfactory deliverables	70%	15 November 2022
3. Co-designed policy process template based on training programme and consultation with policymakers and participants	Upon submission of satisfactory deliverable	30%	31 December 2022

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 consultant, prior to travel and will be reimbursed.

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.

11) RECOMMENDED PRESENTATION OF OFFER

Interested candidates must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document:

1. **Letter of Confirmation of Interest and Availability with Financial Proposal** (in THB) using the template provided as **Annex III**

[Financial proposal: Consultant shall quote an all-inclusive total lump sum fee for the entire assignment. The term “all-inclusive” implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the proposed fee submitted in the proposal]

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 indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

2. **P11 / Personal CV**, 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;

3. Supportive documents namely:

- **A brief workplan** describing key action steps, methodology, timeline and potential tools for conducting activities related to the Project;

****Failure to submit the above-mentioned documents or Incomplete proposals shall result in disqualification**

****Please group all your document into one (1) single PDF document as the application system only allows to upload maximum one document.**

The short-listed candidates may be contacted and the successful candidate will be notified.

12) CRITERIA FOR SELECTION OF THE BEST OFFER

Cumulative Analysis: The candidates will be evaluated through Cumulative Analysis method. When using the weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of set of weighted combine technical evaluation of desk review and interview (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 Evaluation - 70%

Criteria	Weight	Max. Point
Technical	70%	70
- Education	15%	15
- At least 4 years of professional experience in public policy, academic or social research, corporate/management strategy, or a similar background	15%	15
- At least 2 years of experience applying innovative approaches and/or knowledge management in area of work	15%	15
- At least 3 years of experience in developing, implementing and managing knowledge management and learning systems	15%	15
- Assessment of approach/methodology to assignment	10%	10
Financial	30%	30
Total	100%	100

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

Financial Evaluation (30%)

Financial proposals from all technically qualified candidates will be scored out 30 marks based on the formula provided below. The maximum marks (30) will be assigned to the lowest financial proposal.

All other proposals will receive points according to the following formula:

- $p = y (\mu/z)$.

Where:

- p = points for the financial proposal being evaluated;
- y = maximum number of points for the financial proposal;
- μ = price of the lowest priced proposal;
- z = price of the proposal being evaluated.