



I. Position Information
Job Title: Project Evaluation Consultant
Project: Supporting the Initiation of the Public Administration Innovation Lab
Department/Unit: UNDP BAHRAIN Duty Station: Remote work for Manama, Bahrain
Reports to: Programme Officer - Portfolio Manager – Social Development and Government Efficiency
Contract Type: Reimbursable Loan Agreement (RLA)

I. 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.

The Kingdom of Bahrain has formulated and adopted an ambitious vision and agenda for the development of the country. The “Government Programme of Action 2015-2018” aimed in one of its 6 pillars on the “Improvement of public sector productivity and governance” through the implementation of change management and communication programmes to bring about a major shift in the public sector to accept change and innovation and promote communication channels within it.

Bahrain Economic Vision 2030 and the Sustainable Development Goals (SDGs) describe a clear and preferred destination and serve as navigation tools for the development of government strategies, policies, and services. The Government of Bahrain has enthusiastically embraced the SDGs, forming high-level committees to oversee the implementation of the SDGs and committing significant financial and human resources from the central statistical office to ensure adherence to best practices. Public sector performance, itself a key component of **Goal 16 (Peace, Justice and Strong Institutions)**, will be key to Bahrain’s achievement of the 2030 Agenda, and interventions such as the one proposed below will provide important measurements on progress made (especially against **Indicator 16.6.2 Proportion of the population satisfied with their last experience of public services** and **Indicator 16.7.2 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group.**) The project has also provided digital capacity and technological innovation in response to the changing working environments with the advent of COVID-19.

Moreover, the updated “Government Action Plan (2019-2022)” stressed on the importance of innovation in the public sector, which cannot be obtained in absence of capacity enhancement to its staff members. The public sector is eventually expected to redefine its role from the main driver to a regulator and partner, developing and facilitating government procedures. The government directly Innovation lab is contributing to this goal.

The Public Administration Innovation Lab (PAIL) project’s management has carefully chosen 24 government staff members, called “Innovation Advocates”, to be part of our project, forming inter-ministerial teams,

engaging the world renowned training institution Demos Helsinki coupled with UNDP and BIPA inhouse talents, the intensive training workshops to build participants' innovative competencies, all of that culminated in 5 teams capable of understanding the elements of innovation in public administration.

Upon the spread of COVID-19 in Bahrain, the project experienced a short period of disruption, which was quickly absorbed and overcome by adopting on-line meetings with the trainees, and among different groups. All in all, COVID 19 did not prevent the project from achieving its main outputs of establishing an operational Public Administration Innovation Lab has been established by and at BIPA which initiates, facilitates, leads and promotes innovative policy and service (delivery) solutions that are future-oriented, human-centred, technology-driven, and responsive to evolving needs and demands of governments. Part of the achievement of the project, given the mentioned output, was the physical establishment of the "Innovation Lab" with representation from selected Ministries/Departments/Agencies, and the acquiring of the necessary knowledge on Public Sector Innovation (principles, approaches, and methods) and the necessary skills to facilitate innovation sessions.

BIPA has been launched with the core mandate of providing value-added training to the public sector in contribution to Outcome 2 in Bahrain's Country Project Document (CPD) - Bahraini institutions and programmes are effective, responsive, and accountable in line with international standards and practices, and specifically Output 2.1. Capacity of public administration developed on policy making, government performance, managing change, innovation and using international practice. 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 across the whole Kingdom. The above necessitates an evidence-based research and consulting approach to ensure bespoke solutions are provided. Refer to the annex at the end of this document for more information on the logical framework and theory of change for this project.

The UNDP office is providing its support to BIPA in the establishment of the first Government Innovation Lab in the country. The established lab is a collaborative space where citizens and front-line public servants, males and females, joined 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 in different spectrums of life. The 24 civil servants – 13 males and 11 females, who participated in the different activities of the established lab represented ministries of health, information, e-governance, justice, education, environment, security, Bahrain Institute for Public Administration, among others.

In accordance with UNDP policies and procedures, the project is required to undergo Final Project Evaluation upon completion of implementation. Therefore, the UNDP CO in Bahrain is seeking a qualified international consultant to undertake the final evaluation of mentioned lab project and respective activities undertaken between 2019-2021 and prepare and present the Final Evaluation Report.

The Final Evaluation Report will be conducted according to the guidance, rules and procedures established by UNDP as reflected in the UNDP Evaluation Guidance (please refer to annexes of this TORs).

II. Functions and Deliverables

Project Evaluation:

The consultant will report directly to the designated evaluation focal point and work closely with the project team. The consultancy will be conducted virtually and remotely. The methodology should be detailed in the Inception Report and agreed with the Evaluation Reference Group (To be put in place by UNDP Bahrain CO) and the Evaluation Manager.

The consultant will take responsibility, with assistance from the project team, for setting up meetings with the agreed counterparts, subject to advanced approval of the methodology submitted in the inception report. Government Project focal point will not participate in meetings between consultant and evaluation participants. An updated stakeholder list with contact details (phone and email) will be provided by the evaluation manager to the consultant.

III. Competencies:

Technical Competencies

- Strong interpersonal and communication skills.
- Ability to work in a team.
- Ability to work under pressure and in stressful situations.
- Strong analytical, reporting and writing abilities.
- Strong administrative skills - well-organized, methodical, ability to set priorities and pay attention to detail.
- Ability to produce high quality outputs in a timely manner while understanding and anticipating the evolving client needs.
- Strong organizational skills.
- Ability to work independently, produce high quality outputs.
- Sound judgment, strategic thinking, and the ability to manage competing priorities.
- Good understanding of public staff training and capacity building.

Technical Knowledge and Experience

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment

Language Requirements

- Fluency in written and spoken English is required.
- Fluency in written and spoken Arabic is desired.

IV. Deliverables

Deliverables by project output	Due Date
1. Evaluation inception report: (10- 15 pages): Following and based on preliminary discussions with UNDP after the desk review an evaluation inception report to be produced and provided to UNDP before the evaluation starts.	10 January 2022
2. Evaluation debriefing: The consultant will present his/her initial findings and recommendations.	30 January 2022
3. Draft Evaluation Report: The consultant will share a full draft report; including executive summary with relevant annexes.	5 February 2022
4. Evaluation Report audit trail: Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.	12 February 2022
5. Final Evaluation Report: Submission of final evaluation report with sufficient detail and quality and taking on board comments, with annexes and working papers as required.	20 February 2022

V. Qualifications

Education:	Advanced university degree in social sciences, international development or related field.
Experience:	<ul style="list-style-type: none">- At least 8 years of experience in the field of governmental projects, including technical advice at senior level, capacity building, monitoring, and evaluation.- Sound knowledge of results-based management (especially results-oriented monitoring and evaluation).- Previous work experience working in governmental development and capacity building is desirable.- Gender expertise and knowledge and/or experience of disability inclusion is preferable.- Experience with UNDP or a UN organization in similar assignments is a plus.
Language requirements:	<ul style="list-style-type: none">• Fluency in written and spoken English is required.• Fluency in written and spoken Arabic is desired.

A detailed TOR is attached as **Annex I**.

VI. Timeframe

The IC – Project evaluator is expected to complete his/her deliverables as per the duration mentioned above. (Kindly see Annex for further details)

VII. Signatures- Job Description Certification			
<i>Incumbent (if applicable)</i>			
Name	<i>Dinar Bapth</i>	Signature	<i>[Signature]</i> Date <i>4/1/2022</i>
Supervisor			
Name	<i>Ali Saleh</i>	Signature	<i>[Signature]</i> Date <i>4/1/2022</i>