To: Procurement unit
From: Hanan Yasin
Date: 10 Feb 2019
Cc: Khaled Shahwan
Shereen Alsaad
Lateefah Al Wazzan

Subject: NEW IC post Announcement

This is to request the initiation of the necessary action for posting a job. Items with an * are required

<table>
<thead>
<tr>
<th><strong>Description of the assignment:</strong></th>
<th>Evaluation of the project “Achieving Kuwait 2035 Vision Towards Persons with Disability Project &quot;and “Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality”</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Duty station:</strong></td>
<td>Kuwait</td>
</tr>
<tr>
<td><strong>Estimated number of travels</strong></td>
<td>One</td>
</tr>
<tr>
<td><strong>Period of assignment/services (stated in month and days)</strong></td>
<td>30 Working Days (12 May - 20 June 2019)</td>
</tr>
<tr>
<td><strong>Post title</strong></td>
<td>Project Evaluator</td>
</tr>
<tr>
<td><strong>Expected commence date</strong></td>
<td>12 May 2019</td>
</tr>
<tr>
<td><strong>Project Number:</strong></td>
<td>0096747 102365</td>
</tr>
</tbody>
</table>
| **Project Name(s):**            | ▪ Achieving Kuwait 2035 Vision Towards Persons with Disability Project  
▪ Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality |
| **Project fund:**               | 30071 |
| **Country:**                    | Kuwait |
| **Contract Type:**              | □ Direct Contracting ☑ Competitive IC |
| **Job advertised:**             | ☑ Globally advertised (including jobs.undp.org)  
☑ locally advertised (only on CO website)  
☐ Roster: Evaluators |
| **Practice Area:**              | Sustainable Development Goals SDG’s |

I certify that
☑ The necessary funds are available (incl. for possible extension)
☑ Procurement is included in the budget of annual work plan

Attached are
☑ The detailed Terms of Reference (TORs)
☐ The initial request from the GSSCPD

Post position for the duration of: 2 Weeks (min 2-week duration unless IC contract/consultancies min 5 business days)

Special Instructions:
1. BACKGROUND

Title of the first Project: “Achieving Kuwait 2035 Vision Towards Persons with Disability Project”
This assignment is implemented within the framework of the Project: “Achieving Kuwait 2035 Vision Towards Persons with Disability Project”. The project is supported by the United Nations Development Programme (UNDP) Kuwait office and implemented by the Public Authority for Disabled Affairs of Kuwait.

The project “Achieving Kuwait 2035 Vision Towards Persons with Disability” supports PADA to enhance its human capacities and organizational effectiveness towards achieving its mandate. It supports its efforts at integration of PWDs in schools, employment, and social life in partnership with CSOs working for disabilities and supports it to ensure an inclusive physical environment for PWDs. The project will continue until June 2019. It seeks to achieve three outputs:

- Output 1.1: Enhanced human capacities and institutional effectiveness for prevention, early detection, diagnosis and rehabilitation of disabilities.
- Output 1.2: Coordinated and well organized efficient efforts towards removal of barriers to social, economic and educational inclusion of persons with disability.
- Output 1.3: Increased technical expertise and organizational capacities for implementation of Universal Design and countrywide use of technology enablers.

Title of the second Project: “Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality”

On 25 September 2015, HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, pledged Kuwait’s commitment to implementation of Agenda 2030 and the 17 Sustainable Development Goals before assembled world leaders at the United Nations Sustainable Development Summit in New York. The Kuwait National Development Plan (KNDP) 2015-2020 has also established a set of goals and targets that will assist Kuwait to eliminate all forms of discrimination against women. To this end, UNDP Kuwait and the UN Women Regional Office for the Arab States have partnered with the General Secretariat of the Supreme Council for Planning and development and the Kuwait University’s Women Research and Studies Center to support a national programme to accelerate the implementation of SDG 5 in the State of Kuwait.

This project has set in motion longer term transformative changes that will enable Kuwait to achieve the ambitious goals set under the women’s empowerment agenda of the SDGs in Kuwait. The project capitalizes on, and complements, previous work carried out by UNDP during the previous 2009-2012 CPAP cycle on women’s empowerment and supports Outcome 2 of the current CPAP, and on work currently being carried out by UN Women in the rest of the Arab States region. The project will continue until June 2019. It seeks to achieve three outputs:

1) the enhancement of women’s participation in political and public life;
2) women’s participation in all sectors is enhanced through increased awareness and application of gender-positive policies to promote women’s participation; and
3) Making data available to support elaboration of a comprehensive national plan to address violence against women.

The KNDP plays an integral part in the future of development in Kuwait and thus requires active engagement from the necessary stakeholders and highlighting their achievements including Kuwaiti women, this can greatly facilitate the optimal execution of the KNDP enabling better results and prosperous growth in Kuwait.

Both projects are mobilizing technical assistance, supporting capacity development activities and knowledge
transfer, development of national systems for better formulation and implementation of development plans in line with Kuwait vision 2035.

2. Scope of Work

PURPOSE OF THE EVALUATION

The Project evaluation is undertaken with the aim of gaining a deep understanding of project(s) development impacts. This will involve assessing project progress toward its stated objectives as well as contribution to relevant Country Programme Document (CPD) outcome.

The evaluation is intended to draw on lessons learned and achievements of projects so far to determine what can be done to achieve better project results and identify what improvements and adjustments can be made that would ensure achievement of project goals by mid of 2019. It should generate evidence-based findings, conclusions and recommendations regarding the results, challenges, sustainability and cost-effectiveness and analyze the reasons for deviations, if any, from the project goals and outcomes. It will also further reflect on developments brought about by internal of external events that may have resulted in possible change in priority. The evaluation will review of UNDP’s support added value to the government and provide concrete
recommendations towards sustainability and provide recommendations on improving strategies that will feed into the new CPD.

The evaluation is launched by UNDP Kuwait. The findings of the evaluation will enable UNDP and key stakeholders to gain a deeper independent perspective of project’s progress toward the intended results in order to adjust the design and/or strategy, make informed decisions and choices and consider alternative approaches to achieving project results.

**EVALUATION SCOPE AND CRITERIA**

Both projects evaluation should cover implementation of the projects. The geographical scope of the evaluation is the State of Kuwait. The evaluation will focus on the extent of projects’ achievements in meeting the identified priority areas needs. The evaluation should also cover the projects’ concepts and activities, outputs, outcomes and provide information for further enhancement of the projects’ monitoring and evaluation strategy.

The evaluation scope should include findings, lessons learned and recommendations in the following areas:

- An analysis of how efficiently project planning and implementation are carried out. This includes assessing to which extent organizational structure, managerial support and coordination mechanism used by UNDP supports the project.
- Whether there has been progress made towards achievement of the project results, as well as implementing the related Country Programme Document (CPD) outcomes.
- Whether the project addresses the identified needs/problem (relevance) taking into consideration evolving context and institutional priorities.
- Good practices identified by the projects, key lessons learned from programme implementation, and recommendations for similar programmes/projects.
- Recommendations for future implementations and follow-up by GSSCPD.

The scope should also include issues of:

- Relevance and attainability of the objectives and the extent to which the development intervention of the projects meet the beneficiaries needs.
- Resource efficiency, cost effectiveness and how economically efficient the resources were converted into results.
- The usefulness of results and outcomes and the positive and negative impacts over the long-term and short-term.
- Sustainability of expected results and the continuation of the benefits and probability of the continued long-term benefits after the project is completed.
- Problems and constraints encountered during implementation.
- Project’s contribution to human and institutional capacity building and to which extent the project contributed to the capacity development needs of the beneficiaries and its partners.

The evaluation should review following aspects of the projects:

- Effectiveness: Are the projects achieving satisfactory progress toward their stated objectives?
- Appropriateness: Are the projects the appropriate solution to the problems?
- Relevance: Are the projects’ objectives still relevant? What are the values of the projects in relation to other priority needs and efforts in the sector? Are the problems addressed still a major problem?
- Results: Were the expected results achieved? Did the reach the expected number of target groups? Are the beneficiaries satisfied with the quality and delivery? What are the improvements and changes resulted
directly by the projects? have the projects’ indicators been achieved and how far along are they to being achieved?

- Impact: What difference have the projects made to beneficiaries? What are the social, economic, technical, environmental, and other effects on individuals, communities, and institutions – either short-, medium-, or long-term; intended or unintended; positive and negative; on a micro- or macro-level? How the project has supported the government in implementing the Kuwait National Development Plan (KNDP)? Which areas did the project support in regard to the KNDP? Which areas should the project focus on moving forward? How did the project support the government in establishing and promoting best governance practices?

- Sustainability: Do the beneficiaries own up to the project, are they willing to continue, and is the host institution developing the capacity and motivation to administer it? Will the government counterpart be able to carry on the activities supported by the project after the conclusion of the project? Have the consultants transferred knowledge/built capacity to the employees in the government counterparts?

EVALUATION METHODOLOGY

Evaluation methods suggested to be used by the evaluation expert includes:

- Document review, this will include all major documents such as the project documents and its revision, progress reports, beneficiary entities forms... etc (desk review study);
- Presentations/inductions with project staff, primary internal and external stakeholders and social partners explaining the process, methodology, objectives and principles of the participatory evaluation which includes a detailed statement of proposed evaluation methods.
- In country interviews with all key informants and key players: General Secretariat for Supreme Council for Planning and Development (GSSCPD), Public Authority of the Disabled, Women Research and Studies Center at Kuwait University, UNDP, UN Women, and other relevant stakeholders. Phone interviews as necessary, and meetings with relevant focal points at the regional level;
- Presentation of findings and recommendations to selected stakeholders and partners upon completion of the Evaluation Reports.

The evaluation should be conducted be an independent Evaluator that has no prior involvement in the projects. The Evaluator will not act as a representative of any party and should remain independent, neutral, and impartial throughout the evaluation.

The evaluator is expected to prepare 2 separate evaluation reports for both projects and 1 short combined report that would include findings from both projects to feed into the development of the new Country Programme Document.

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:
- Master’s Degree in social science, statistics, public administration, or any other related field, with specialized training in monitoring and evaluation.

II. Years of experience:
- Minimum 5 years of experience in planning, monitoring, evaluation, and management of public administration development or development planning of government counterparts.
- Experience in working with government institutions in Middle East region and UN, is an added advantage;
- Experience in evaluations in the UN system, preferably as team leader.

III. Competencies:
- Possess a solid understanding of the institutional arrangements and resources required to carry out the scope of work;
- Demonstrate flexibility in the event adjustments are required based on the findings, both at the organizational and technical levels, for successful implementation of the consultancy;
- Personal skills: teamwork and cooperation; capability to work with diverse stakeholders; communication; strong drafting skills; analytical skills; negotiation skills;
- Demonstrate competence in report writing, presenting information and consulting with stakeholders;
- Written and spoken proficiency in English is required, knowledge of Arabic language will be an added value.

4. Expected Outputs and Deliverables

<table>
<thead>
<tr>
<th>Deliverables/ Outputs</th>
<th>Target Due Dates</th>
<th>Payment schedule in Percentage</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk review for both projects</td>
<td>5 Working Days (18-22 November)</td>
<td>20%</td>
<td>Programme Analyst</td>
</tr>
<tr>
<td>Draft two inception reports with detailed evaluation plan and methodology prepared;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>including discussion on and finalization of draft inception report, methodology and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>evaluation tools for both projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discussions and documentation with key stakeholders</td>
<td>5 Working Days (25-29 November)</td>
<td>20%</td>
<td>Programme Analyst</td>
</tr>
<tr>
<td>interview with project team, UNDP staff and key national project stakeholders submitting a summary report of meetings findings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data analysis and preparation of draft evaluation reports for PADA and SDGS Project and 1 combined report to feed into CPD:</td>
<td>10 Working Days (2-13 December)</td>
<td>20%</td>
<td>Programme Analyst</td>
</tr>
<tr>
<td>Evaluation draft report with findings, lessons learned and results submitted to UNDP and the national counterpart for review.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalization of the evaluation reports for both projects based on comments received from UNDP and the national counterpart and short combined report:</td>
<td>5 Working Days (16-20 December)</td>
<td>40%</td>
<td>Programme Analyst</td>
</tr>
<tr>
<td>Evaluation finding presented and recommendations refined.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Institutional Arrangement
- The Evaluator shall work under the supervision of UNDP Sustainable Development Programme Analyst and shall update him/her on the progress of his/her evaluation work.
- He/she will liaise directly with project team on day to day matters for supplying documentations, obtaining information and arranging in country interviews.
- The evaluation process should be planned and conducted in close consultation with UNDP Kuwait and GSSCPD.
- The evaluation tools and methodology must be agreed with UNDP Kuwait.
- The independent Evaluator must have access to internet and phone during regular office hours during the entire period of the assignment.
- The project will provide office space, with access to internet during the in-country visit.
- Evaluation expert should bring his/her own laptop.
- The expert will receive the following key documents as part of the desk review:
  - Country Programme Document (CPD).
  - Country Programme Action Plan (CPAP).
- Project document and extension document.
- Quarterly and yearly progress reports.
- Relevant Project Board decisions/documentation.
- Technical /workshop reports.

The recommended presentation of Evaluation report:
- Language of the report is English.
- The desirable report outline:
  - Executive summary (maximum 4 pages)
  - Introduction
  - Background (project description)
  - Evaluation purpose and objective
  - Evaluation Methodology
  - Major findings
  - Lessons learned
  - Constraints that impacted project delivery
  - Recommendations and conclusions
- Annexes to the evaluation report should be kept to an absolute minimum. Only those annexes that save to demonstrate or clarify an issue related to a major finding should be included. Existing documents should be referenced but not necessarily annexed. Maximum number of pages for annexes is 15.

6. Duration of the Work\(^1\)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>12 May - 20 June 2019 (total of 30 working days)</td>
</tr>
<tr>
<td>b)</td>
<td>To complete the tasks, selected evaluator will need to visit Kuwait during (19-23 May), 2019.</td>
</tr>
</tbody>
</table>

7. Duty Station

Home based work with 1 mission to Kuwait (5 working days in duty station)

8. Scope of Price Proposal and Schedule of Payments

The financial proposal submitted shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. The financial proposal will include a breakdown of this lump sum amount (including travel, living allowance, and number of anticipated working days).

Travel: All envisaged travel and other related costs related to join the duty station must be included in the financial proposal. Any other trips outside the scope of work are to be covered from consultant’s expenses.

9. Evaluation

<table>
<thead>
<tr>
<th>Cumulative analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total score=Technical Score + Financial Score.</td>
</tr>
<tr>
<td>Technical Criteria weight - 70%, 700 scores maximum</td>
</tr>
</tbody>
</table>

---

1 The IC modality is expected to be used only for short-term consultancy engagements. If the duration of the IC for the same TOR exceeds twelve (12) months, the duration must be justified and be subjected to the approval of the Director of the Regional Bureau, or a different contract modality must be considered. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.
Financial Criteria weight - 30%. 300 scores maximum

The selection of candidates will be done in 3 stages:
1st stage: Prior to detailed evaluation, all applications will be thoroughly screened against eligibility criteria (minimum qualification requirements) as set in the TOR in order to determine whether they are compliant/non-compliant.

<table>
<thead>
<tr>
<th>Shortlisting criteria</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Master’s degree in social science, statistics, public administration, or any</td>
<td>Master’s degree in social science, statistics, public</td>
</tr>
<tr>
<td>other related field, with specialized training in monitoring and evaluation.</td>
<td>administration, or any other related field, with specialized</td>
</tr>
<tr>
<td>2. Minimum 5 years of experience in planning, monitoring, evaluation, and management</td>
<td>planning, monitoring, evaluation, and management of public</td>
</tr>
<tr>
<td>of public administration development or development planning of government</td>
<td>administration development or development planning of government</td>
</tr>
<tr>
<td>counterparts.</td>
<td>counterparts.</td>
</tr>
<tr>
<td>3. Written and spoken proficiency in English.</td>
<td>Written and spoken proficiency in English.</td>
</tr>
</tbody>
</table>

2nd stage: Evaluation of technical proposals
Short-listed candidates will be evaluated based on the following criteria. Only candidates obtaining a minimum of 490 points (70%) at the Technical Evaluation would be considered for the Financial Evaluation.

<table>
<thead>
<tr>
<th>Technical Evaluation Criteria (Desk review and Interview based)</th>
<th>Maximum obtainable points – 700; Threshold – 490 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 years of experience in planning, monitoring and management of public administration</td>
<td>100</td>
</tr>
<tr>
<td>development or development planning of government counterparts.</td>
<td></td>
</tr>
<tr>
<td>For each additional year of experience – 10 points, but not more than 50 points</td>
<td>50</td>
</tr>
<tr>
<td>in total.</td>
<td></td>
</tr>
<tr>
<td>Experience in working with government institutions in Middle East region and UN,</td>
<td>50</td>
</tr>
<tr>
<td>is an added advantage.</td>
<td></td>
</tr>
<tr>
<td>Experience in evaluations in the UN system – 50 points, experience as a team leader</td>
<td>80</td>
</tr>
<tr>
<td>in an evaluation in the UN system – additional 30 points.</td>
<td></td>
</tr>
<tr>
<td>Knowledge of Arabic language is advantage</td>
<td>30</td>
</tr>
<tr>
<td>20 - 30 points - excellent</td>
<td></td>
</tr>
<tr>
<td>9 – 19 points – good</td>
<td></td>
</tr>
<tr>
<td>0 – 8 points – poor</td>
<td></td>
</tr>
<tr>
<td>Proven oral and written communication and analytical skills (interview and submitted</td>
<td>30</td>
</tr>
<tr>
<td>proposal based)</td>
<td></td>
</tr>
<tr>
<td>Technical proposal with clear methodology presented (interview and submitted proposal</td>
<td>360</td>
</tr>
<tr>
<td>based)</td>
<td></td>
</tr>
</tbody>
</table>

Financial Evaluation Criteria
Maximum obtainable points – 300 (30%)

3rd stage: Financial evaluation
Cumulative analysis will be used based on the following methodology: All the offers of individual consultants who scored 490 (70% from 700) and more points during the desk review are acceptable for financial evaluation. The lowest financial qualified proposal receives 300 points and all the other technically qualified proposals receive points in inverse proportion per the formula:

Formula applied
\[ P = y \left( \mu/z \right) \]

<table>
<thead>
<tr>
<th>Formula applied</th>
<th>P=y(μ/z)</th>
</tr>
</thead>
<tbody>
<tr>
<td>P=points for the financial proposal being evaluated</td>
<td></td>
</tr>
<tr>
<td>y=maximum number of points for the financial proposal equal to 300</td>
<td></td>
</tr>
<tr>
<td>μ</td>
<td>the lowest priced proposal</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------</td>
</tr>
<tr>
<td>z</td>
<td>price of the proposal being evaluated</td>
</tr>
</tbody>
</table>

The candidate achieving the highest cumulative score for both Technical and Financial evaluations will be recommended by the Evaluation Committee for contracting.

10. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

a) Duly accomplished and signed Oferor's letter/filled-in template to UNDP confirming interest and Breakdown of Costs Supporting the Final All-Inclusive Price as per Template. If an Oferor 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 Oferor must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP [http://www.kw.undp.org/content/kuwait/en/home/operations/procurement.html](http://www.kw.undp.org/content/kuwait/en/home/operations/procurement.html);

b) Personal CV or P11 [http://www.kw.undp.org/content/kuwait/en/home/operations/procurement.html](http://www.kw.undp.org/content/kuwait/en/home/operations/procurement.html), 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;

c) Brief description of why the individual considers him/herself as the most suitable for the assignment;

d) Technical proposal with clear methodology presented: Provide a brief methodology with description of Approach to Work, timeframe.

This TOR is approved by

Signature

Name and Designation: Edward Christow, UNDP Kuwait DRR

Date of Signing: 21.07.2019
Subject: SDG5 (102369) - Real Database and Evaluation Tools

Cc:

To:

From: Hanan Yassine, Rabab H. Amezay, Fatma Y. O. Khalifesse, Nora A. Al-Abed

Date: February 26, 2019 9:21 PM

Send: Naseem Mohammied, mohammied@gspsd.kuwait

Deliverables:

- Research and Data Consultancy to update the database
- 5% (5) February, March, April, May, June

Relevant:

- Database and Evaluation tools

Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality

Develop a Networking Structure between Real Women Network for Women Leaders and WRTSC