To: Procurement unit  
From: Bashar Marafie  
Date: 28 October 2018  
Cc: Khaled Shahwan

**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 &quot;Kuwait Annual National Energy Outlook (KNEO)&quot; and &quot;Kuwait Environmental Governance Initiative&quot;</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>
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<tr>
<td><strong>Period of assignment/services (stated in month and days):</strong></td>
<td>25 Working Days (27 January - 28 February 2019)</td>
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<tr>
<td><strong>Post title:</strong></td>
<td>Project Evaluator</td>
</tr>
<tr>
<td><strong>Expected commence date:</strong></td>
<td>27 January 2019</td>
</tr>
<tr>
<td><strong>Project Number:</strong></td>
<td>00096803 00096804</td>
</tr>
<tr>
<td><strong>Project fund:</strong></td>
<td>30071</td>
</tr>
</tbody>
</table>
| **Project Name:**                | Kuwait Annual National Energy Outlook (KNEO)  
Kuwait Environmental Governance Initiative |
| **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:** Millennium Development Goals (MDGs)

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

UNDP provides technical support to the Government of Kuwait in the form of Capacity Development Projects in different areas including Governance, and Sustainable Development through a mutually agreed Country Programme Action Plan (CPAP) between Government of Kuwait represented by the General Secretariat for Supreme Council for Planning and Development (GSSCPD), the main technical counterpart for UNDP in Kuwait, and the executing agency of the CPAP, which identifies the priority sectors and areas for UNDP during a 4 years cycle. Under the framework of the CPAP, projects are formulated to support different national agencies, who represent the project implementing partners. The (National Implementation Modality (NIM) of UNDP projects allows for strengthened national ownership and sustainability of results. The Terms of Reference are prepared to cover two projects under the CPAP.

The first project, “Kuwait Annual National Energy Outlook (KNEO)” was signed in August 2017 between UNDP as management partner, KISR as implementing partner and GSSCPD. The project covers the period of 18 months from (August 2017 – December 2018) and was extended in September 2018 for another 3 months to be concluded in March 2019. Total approved budget of the project is 900,000 USD.

The goal of the project is to strengthen the institutional capacity of KISR to assist in diversifying Kuwait’s energy resources and achieve its 2030 energy vision of increasing energy supply from renewables to 15% and reduce energy usage per capita through energy efficiency measures. The expected outcome of the project is:

**Project Outcome:** Strengthened capacity for Kuwait Institute of Science and Research (KISR) to support evidence-based sustainable energy policy development and planning through annual production of Kuwait National Energy Outlook (KNEO).

The overarching outcome will be reached through the following two specific outputs:

- **Output 1.1:** Annual production of Kuwait National Energy Outlook (KNEO) report initiated.
- **Output 1.2:** Institutional Capacity Development for KISR strengthened.

The project is managed by UNDP and implemented by KISR on behalf of the Government and supported by UNDP in partnership with GSSCPD. Other Ministries that will play specific roles in data collection or related to the production of KNEO include: MEW, Kuwait Environment Public P Authority, and Public Authority for Housing Welfare, Ministry of Education, and the oil sector. At UNCT level, partnership will be built with UNEP.

The second project “The Kuwait Environmental Governance Initiative” was signed in July 2017 between UNDP as a management partner, UNEP as a supporting partner, the Kuwait Environment Public Authority (KEPA) as the implementing partner and GSSCPD. The project covers the period of 18 months (July 2017 - December 2018) and was extended in September for another 3 months to be concluded in March 2019. The total budget of the project is 2,000,000 USD.

The goal of the project is to support the improvement in the sustainable management of the environment and natural resources in Kuwait. The project seeks to contribute towards development, and implementation of comprehensive and integrated environmental strategies and policies for Kuwait based on the new EPI, and
Kuwait's commitment under the MEAs, and new SDGs.

**Project outcome:**
An enabling environment for the effective participation and strengthened capacity in addressing the Multilateral Environmental Agreements; strengthened readiness to implement the Sustainable Development Goals and efficient implementation of the Environment Protection Law. The project will also provide support to enhance the integration, connectivity, and reliability of the Environmental Information Systems (EIS) within KEPA including validation of environmental data and use of related statistics and indicators for measuring EPL implementation.

The project will support implementation of a set of integrated interventions, and activities focusing on:

1. Output 1: Participation in Multilateral Environmental Agreements (MEAs) and Internationally Agreed Development Goals (IADGs) Strengthened
2. Output 2: Environmental Information Systems enhanced

The project is managed by UNDP and implemented by KEPA on behalf of the government and supported by UNDP in partnership with GSSCPD and UNEP. Other stakeholders include The Ministry of Electricity and Water, Ministry of Public Works, Kuwait Municipality, Central Statistics Bureau, Public Authority for Industry, KISR and Civil Society Organizations.

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.

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2. **Scope of Work**

**PURPOSE OF THE EVALUATION**

The Project evaluation is undertaken with the aim of gaining a deep understanding of project development impact. 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 or external events that may have resulted in possible change in priority.
The evaluation will review 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**

The project evaluation should cover implementation of the project from January 1st 2017 - December 1st 2018. The geographical scope of the evaluation is the State of Kuwait. The mid-term evaluation will focus on the extent of project achievements in meeting the identified priority areas needs and the project’s response to those needs as they have evolved over the lifespan of the project. The evaluation should also cover the project concept and activities, outputs, outcomes and provide information for further enhancement of the project’s 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 project, 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 project meets 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 project:

- Effectiveness: Is the project achieving satisfactory progress toward its stated objectives?
- Appropriateness: Is the project the appropriate solution to the problem?
- Relevance: Are the project objectives still relevant? What is the value of the project in relation to other priority needs and efforts in the sector? Is the problem 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 project? have the project indicators been achieved and how far along are they to being achieved?
- Impact: What difference has the project 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 document 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), Central Statistics Bureau, UNDP, 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 by an Independent Evaluator that has no prior involvement in the project “Institutional Capacity Development for the Implementation of Kuwait National Development Plan”.

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: team work 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 Draft two inception reports with detailed evaluation plan and methodology prepared; including discussion on and finalization of draft inception report, methodology and evaluation tools for both projects</td>
<td>5 Working Days (27-31 January)</td>
<td>20%</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>Discussions and documentations with key stakeholders Interview with project team, UNDP staff and key national project stakeholders submitting a summary report of meetings findings</td>
<td>5 Working Days (3-7 February)</td>
<td>20%</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>Data analysis and preparation of draft evaluation reports for KNEO and KEPA Project and 1 combined report to feed into CPD: Evaluation draft report with findings, lessons learned and results submitted to UNDP and the national counterpart for review.</td>
<td>10 Working Days (10-21 February)</td>
<td>20%</td>
<td>Programme Officer</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: Evaluation finding presented and recommendations refined.</td>
<td>5 Working Days (24-28 February)</td>
<td>40%</td>
<td>Programme Officer</td>
</tr>
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</table>

5. Institutional Arrangement
- The Evaluator shall work under the supervision of UNDP Governance Programme Officer 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

   a) 27 January - 28 February 2019 (total of 25 working days)
   b) To complete the tasks, selected evaluator will need to visit Kuwait during (27-31 January), 2019.

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

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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.
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

Cumulative analysis

Total score = Technical Score + Financial Score.
Technical Criteria weight - 70%, 700 scores maximum
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>
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</thead>
<tbody>
<tr>
<td>1. Master's degree in social science, statistics, public administration, or any other related field, with specialized training in monitoring and evaluation.</td>
</tr>
<tr>
<td>2. Minimum 5 years of experience in planning, monitoring, evaluation, and management of public administration development or development planning of government counterparts.</td>
</tr>
<tr>
<td>3. Written and spoken proficiency in English.</td>
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</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 development or development planning of government counterparts.</td>
<td>100</td>
</tr>
<tr>
<td>For each additional year of experience - 10 points, but not more than 50 points in total.</td>
<td>50</td>
</tr>
<tr>
<td>Experience in working with government institutions in Middle East region and UN, is an added advantage.</td>
<td>50</td>
</tr>
<tr>
<td>Experience in evaluations in the UN system - 50 points, experience as a team leader in an evaluation in the UN system - additional 30 points.</td>
<td>80</td>
</tr>
<tr>
<td>Knowledge of Arabic language is advantage 20 - 30 points - excellent</td>
<td>30</td>
</tr>
<tr>
<td>9 – 19 points – good</td>
<td></td>
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<tr>
<td>----------------------</td>
<td></td>
</tr>
<tr>
<td>0 – 8 points – poor</td>
<td></td>
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</tbody>
</table>

| Proven oral and written communication and analytical skills (interview and submitted proposal based) | 30 |
| Technical proposal with clear methodology presented (interview and submitted proposal based) | 360 |
| 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:

<table>
<thead>
<tr>
<th>Formula applied</th>
<th>( P = y(\mu/z) )</th>
</tr>
</thead>
<tbody>
<tr>
<td>( P )</td>
<td>points for the financial proposal being evaluated</td>
</tr>
<tr>
<td>( y )</td>
<td>maximum number of points for the financial proposal equal to 300</td>
</tr>
<tr>
<td>( \mu )</td>
<td>the lowest priced proposal</td>
</tr>
<tr>
<td>( z )</td>
<td>price of the proposal being evaluated</td>
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</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 Offeror's letter/filled-in template to UNDP confirming interest and Breakdown of Costs Supporting the Final All-Inclusive Price as per Template. 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 [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], 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
Khaled Shahwan, UNDP DRR

Date of Signing