

To: Procurement unit

Date **22 May 2019**

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DRR

**Subject : NEW IC post Announcement**

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

*Description of the assignment:	Final Evaluation of the project "Youth Empowerment in Kuwait", "National Drug Use Prevention Policy and Management" and "Institutional strengthening and Strategic development of Public Authority for Sport ".		
*Duty station:	Kuwait		
*Estimated number of travels	One		
*Period of assignment/services (stated in month and days)	Two Months		
*Post title	Project Evaluator		
*Expected commence date	21 June 2019 – 21 August 2019		
* Project Number:	00103195 00091868 00097664	Project Name:	<ul style="list-style-type: none"> <li>• Youth Empowerment in Kuwait.</li> <li>• National Drug Use Prevention Policy and Management.</li> <li>• Institutional Strengthening and Strategic Development of Public Authority for Sport</li> </ul>
*Project fund:	30071	Country:	Kuwait
*Contract Type: <input type="checkbox"/> Direct Contracting <input checked="" type="checkbox"/> Competitive IC		*Job advertised: <input checked="" type="checkbox"/> Globally advertised (Including jobs.undp.org) <input type="checkbox"/> locally advertised (only on CO website) <input type="checkbox"/> Roster: <u>Evaluators</u>	
*Practice Area: Youth Development			

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:

### Individual Contract Terms of Reference

#### **1. BACKGROUND**

##### **Project A: National Youth Project.**

The State of Kuwait considers youth as key actors in development and as valuable resources to society. Youth are full of energy and potential, and with the proper investment and allocation of resources, they can be active agents of change in society. There have been many initiatives from the State of Kuwait to encourage Kuwaiti youth to voice their needs and concerns. In 2012, the National Youth Project was launched by the Amiri Diwan with a campaign titled "Kuwait Listens". Nation-wide conversations were held with youth and government providing a platform for youth to actively participate in Kuwait's strategic and developmental goals, which was followed by establishing The Ministry of Youth Affairs, in 2013.

Recognizing the importance of the role of youth in the process of national development and the attempt to develop youth strategies and policies that will facilitate and encourage youth participation, is a major societal endeavour that will require the direct and indirect involvement of many partners. Hence, the UNDP – state of Kuwait is working closely with the government of Kuwait on empowering the youth of Kuwait through different initiatives and programs, back In 2012, the Government of the State of Kuwait and the United Nations Development Programme (UNDP) launched the Kuwait Junior Professional Officer Programme (JPO) which more than 30 young Kuwaiti men and women have participated in since then, following that UNDP initiated the 'Youth Empowerment in Kuwait' Project with The government of Kuwait.

The ultimate goal of this project is to develop programmes, activities and actions for implementation that will directly impact the efficient involvement and participation of youth in the development of their societies. It will support future government and youth interventions with the aim to:



- Increase youth's sense of involvement in the country's development and vision and enhance their participation in the socio-economic development.
- Develop a generation of innovative leaders and active agents of change.
- Launch a program on youth volunteerism.
- Provide youth with a platform to contribute to the development debate of the country.
- Support youth to take hold of opportunities and fulfil their individual potential, including through SME development and entrepreneurship.
- Provision of research to support youth related policies.

UNDP is assisting the Government of Kuwait by:

- Enhancing the managerial, technical and organizational capacities of The Ministry of Youth Affairs to manage, direct and coordinate the activities, particularly those relating to youth development, in an effective and efficient manner.
- Assist the Ministry of state for youth affairs in the development of a national youth strategy and policy, and support the formulation and implementation of programmes that will facilitate increasing youth involvement in the national development process.
- Mobilize the support of policy makers, stakeholders, partners and the society at large to advocate and assist youth empowerment through the creation of an environment that is conducive for increased productive participation.
- Positioning Kuwait as a regional and global leader on youth development through different UN related events and programs.

#### **Project B: National Drug Use Prevention Policy and Management.**

The project was signed in January 2017 between the UNDP, the General Secretariat of the Supreme Council for Planning and Development, and the Ministry of Interior. The project initial end date was 31 December 2018 and extended at no cost till 30 June 2019. The total budget of the project is USD 2,000,000.

The project aims to help reducing the extent and effects of the drug use problem and death from drug use overdose in Kuwait, guided by the Kuwait National Development Plan and responding to the identified drug use issues, gaps, and needs, situation appropriate actions will be advanced. Actions towards improving drug use prevention, treatment, rehabilitation, and community reintegration services will be effected. Policies and services will be developed, streamlined, and decentralized. Capacity building will be provided to support the implementation of the services. Awareness raising will also be performed.

The outcome of this project is the following:

**Project Outcome Statement:** National Drug Use Prevention Policy and Management Program instituted, customized to local problems and needs, to help ensure a healthy, productive,

satisfied population, decreasing prevalence of drug use, and death due to overdose  
The overarching outcome will be reached through the following three specific outputs:

**Output 1:** Improved in depth knowledge of drug use prevention related services and national situation, and establishment of national policy and management body for national streamlined efforts.

The output focuses on building the information base for evidence-based decision making by:

- Attaining national in-depth information on drug use prevention related services as a baseline for national policy development and targeting efforts in institutional development, capacity building, awareness raising, and implementation of needed interventions. Data disaggregated by gender, age, and governorates among others will be collected and analyzed and information on prevalence of predisposing factors leading to drug use and extended impact of drug use on individuals and families will be studied.
- Establishing a national policy and management body for national policy development, streamlining efforts, and technical monitoring.
- Improving knowledge of population specific related problems and drug use issues for informed policy and service development.

**Output 2:** Increased streamlining of needed services by working within an agreed upon Drug Use Prevention Policy and Management Strategy, Operational Plan, integrating gender equality and sensitivity, and human rights issues, for efficient provision of services.

For streamlined, coordinated pertinent actions, preparation of the following will be done:

- Selecting and streamlining needed services within a multisector approved drug use prevention policy and management strategy.
- Ensuring implementation of strategy within a structured Drug Use Prevention Policy and Management Operational Plan.

**Output 3:** Enhanced institutional services, human capacities, and implementation of targeted services and interventions, to reinforce national awareness of the problem and to reach drug use affected individuals and families.

This output aims at enhancing institutional frameworks, human capacities, and implementation of targeted services and interventions, for varied public providers and non-governmental providers, to reach national and specific population groups and individuals, and identified drug use affected beneficiaries by:

- Having drug use prevention related services operating in line with Drug Use Prevention Policy and Management.
- Increasing knowledge and skills of concerned human resources on drug use issues leading to improved provision of service.
- Implementing awareness activities for concerned target groups, related service providers, and beneficiaries.

The strategy of the project is set in line with UNDP guidance of:

1. Decreasing number of overdose deaths and infection rates for HIV, hepatitis B and C and other communicable diseases among people who use drugs.
2. Increasing access to harm reduction, treatment demand and treatment access
3. Increasing investments in health and social welfare benefits, and in the number of people receiving such assistance

Guided by the Kuwait National Development Plan and responding to the identified drug use issues, gaps, and needs, situation appropriate actions will be advanced. Actions towards improving drug use prevention, treatment, rehabilitation, and community reintegration services will be affected. Policies and services will be developed, streamlined, and decentralized. Capacity building will be provided to support the implementation of the services and raising awareness.

#### **Project C : Institutional Strengthening and Strategic Development of Public Authority for Sport (ISSD/PAS).**

The project aims to support implementation of Kuwait's sports development plan, to be aligned with the national development Plan (KNDP) in two main ways:

- Building the internal capacities of the Public Authority of Sport (PAS) to strengthen the institution in IT and Asset management.
- Improving the Sports for all unit to serve the public in Kuwait by developing a sports for all strategy and action plan aligned with the SDGs and diversifying the offering of the unit

The commitment of the government to achieving this initiative is evident in the fifth National Development Plan, in which the government recognizes the importance of sports in youth development. The UNDP Country Program Document (CPD ) and Country Programme Action Plan (CPAP) 2015-2018, addresses the importance of youth empowerment and outline the following:

**CPD outcome 2:** "Human Development accelerated through high-caliber human capital and increased social empowerment.

**CPD output 2.3:** strategic plans for strengthening human capital developed with focus on building capacity and career advancement, with special attention to women and youth.

### **Project highlights:**

- Development of “sports for All” strategy and action plan
- Development of PAS Events Calendar and implementation plan
- Establishment of a Volunteers framework and knowledge centre framework
- Creation of a new organization chart complete with job description for the institution
- Completed assessment of institute needs, plan for capacity development created
- Asset management with software mockup, standards of methods
- Online survey and communication models developed
- Diagnoses and development of new agreements
- Identification of best practices for mass participants events
- IT governance framework and enterprise architecture set in place

## **2. Scope of Work**

### **PURPOSE OF THE EVALUATION**

The purpose of this evaluation is to:

- Determine if the project has achieved its stated objectives and explain why/why not;
- Determine the impact of the project in terms of sustained improvements achieved;
- Provide recommendations on how to build on the achievements and the possible avenues/intended objectives and results of a second phase of the project
- Document lessons learned, success stories, and good practices in order to maximize the experiences gained;
- Provide recommendations on sustainability of expected results and the continuation of the benefits and probability of the continued long-term benefits after the project is completed
- Examine stakeholder perception of the value-added of the project, and its impact in terms of developing the capacities of national constituents to advance gender equality in the world of work.



## **EVALUATION SCOPE AND CRITERIA**

The Final evaluation should cover implementation of the project for the total project period. The geographical scope of the evaluation is the State of Kuwait. The Final 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), Ministry of State for Youth Affairs, 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 Report.

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.

### 3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

#### I. Academic Qualifications:

- Master 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

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<b>Deliverables/ Outputs</b>	<b>Target Due Dates</b>	<b>Review and Approvals Required</b>
<b>Desk review</b> Review the Project Documents, draft Three inception reports with detailed evaluation plan and methodology prepared for each project; including discussion on and finalization of draft inception report, methodology and evaluation tools.	10 Working Days	<b>Programme Analyst</b>
<b>Discussions and documentations with key stakeholders</b> interview with project team from the Three projects, UNDP staff and key national project stakeholders submitting a summary reports of meetings findings	8 Working Days	<b>Programme Analyst</b>
<b>Data analysis and preparation of draft evaluation reports.</b> Evaluation draft report with findings for each project separately, including lessons learned and results submitted to UNDP and the national counterpart for review.	10 Working Days	<b>Programme Analyst</b>
<b>Circulating the Draft report to key stakeholders</b>	10 working days	<b>Responsibility of Project Manager</b>
<b>Send Consolidated comments to evaluator</b>	2 working days	<b>Responsibility of Project Manager</b>
<b>Finalization of the evaluation report based on comments received from UNDP and the national counterpart</b> Evaluation finding presented for each report separately and recommendations refined.	10 Working Days	<b>Programme Analyst</b>

## **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 serve 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<sup>1</sup>

- a) 21 June 2019 to 21 Aug 2019 (total of 50 working days).
- b) To complete the tasks, selected evaluator will need to visit Kuwait during 01 July 2019 to 11 July 2019.

<sup>1</sup> 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.

## 7. Duty Station

Home based work with 1 mission to Kuwait (8 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

### 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.

### **Shortlisting criteria**

1	Master's degree in social science, statistics, public administration, or any other related field, with specialized training in monitoring and evaluation.
2	Minimum 5 years of experience in planning, monitoring, evaluation, and management of public administration development or development planning of government counterparts.
3	Written and spoken proficiency in both languages Arabic and English is a must.

**2<sup>nd</sup> 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.

Technical Evaluation Criteria (Desk review and Interview based)	Maximum obtainable points – 700; Threshold – 490 points
5 years of experience in planning, monitoring and management of public administration development or development planning of government counterparts.	100



For each additional year of experience – 10 points, but not more than 50 points in total.	50
Experience in working with government institutions in Middle East region and UN, is an added advantage.	50
Experience in evaluations in the UN system – 50 points, experience as a team leader in an evaluation in the UN system – additional 30 points.	80
Knowledge of Arabic language is advantage 20 - 30 points - excellent 9 – 19 points – good 0 – 8 points – poor	30
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
<b>Financial Evaluation Criteria</b>	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	$P=y(\mu/z)$
P=points for the financial proposal being evaluated	
y=maximum number of points for the financial proposal equal to 300	
$\mu$ =the lowest priced proposal	
z=price of the proposal being evaluated	

**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> ;

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| b) <b>Personal CV</b> or <b>P11</b><br><a href="http://www.kw.undp.org/content/kuwait/en/home/operations/procurement.html">http://www.kw.undp.org/content/kuwait/en/home/operations/procurement.html</a> ,<br>indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least <b>three (3) professional references</b> ; |
| c) <b>Brief description</b> of why the individual considers him/herself as the most suitable for the assignment;                                                                                                                                                                                                                                                                                         |
| d) <b>Technical proposal with clear methodology presented:</b> Provide a brief methodology with description of Approach to Work, timeframe.                                                                                                                                                                                                                                                              |

**This TOR is approved by**

Signature

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Name and Designation

Date of Signing

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