

**Terms of Reference**  
**Capacity development in Result Based Management and Monitoring and Evaluation**  
**Consultant**

**A. Project Title: “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 (PADA).

**B. Project Description**

The Public Authority for Disabled Affairs (PADA)<sup>1</sup> of Kuwait is responsible for all matters related to care and rehabilitation of Persons with Disabilities. Its mandate includes, inter alia, setting the disability policy; setting regulations and procedures for care and rehabilitation of PWDs and developing and overseeing an integrated action plan responsible for all aspects of Persons with Disabilities’ welfare in coordination with relevant government entities. PADA was established as per law no.8 for 2010<sup>2</sup> as a governmental entity. The law is concerned with protecting the rights of Persons with Disabilities in Kuwait and covers their inclusion in society, rehabilitation and employment in addition to care and other government services and entitlements. PADA developed a five-year strategy 2014 – 2019, which includes 15 themes and goals and provides a guiding framework for implementation, and has an annual development plan.

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 December 2018. 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: Co-ordinated 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 country wide use of technology enablers.

Within the framework of the project, UNDP supports PADA in implementation, monitoring and evaluation of its strategy in line with the Kuwait National Development Plan 2014-2019 (KNDP). Within the the Kuwait National Development Plan, several development projects have been identified by PADA. Implementation of these projects is on an annual basis and takes place between 1 April of a specific year and 31 March of the next year, as per Kuwait’s financial year. The GSSCPD has a system for monitoring the implementation of the Kuwait National Development Plan which applies to PADA as well.

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<sup>1</sup> <http://www.pada.gov.kw>

<sup>2</sup> The law no.10 for 2010 on Disability available at <http://www.pada.gov.kw:8000/MainLaw.aspx>

Implementation of the development projects by PADA has so far experienced some challenges. Implementation has been slower than initially planned; there is no central information about the achievements of these projects to date and the projects' designs could use elaboration. The Department entrusted with monitoring the development projects at PADA is the newly established "Planning and Research" Department. The latter is keen to enhance its project implementation component; ensure the projects are implemented in line with the plan and the budget and within the allocated timeframe and that they achieve the required impact for Persons with Disability of Kuwait.

In this context, a consultant with experience in capacity building; Results-Based Management and Monitoring and Evaluation is required to support documentation, elaboration and monitoring of the development projects and provision of hands-on and training sessions to staff to be able to design and monitor their projects more effectively.

### **C. Scope of Work and Tasks**

The purpose of this assignment is to support PADA's Planning and Research Department in oversight and monitoring of PADA's development projects. It will aim to achieve the following specific objectives:

1. Conduct a review of the PADA development projects to take stock of and document progress and achievements so far as well as identify challenges and gaps including in the M&E (15 working days)
2. Work together with the staff responsible for the projects at various levels on elaboration of the design of the projects including indicators (20 working days)
3. Develop staff capacity on monitoring and reporting on their development projects in line with requirements at PADA and the Kuwait National Development Plan (15 working Days)

The assignment will focus on the development projects that are currently in the five-year plan. The review will include the ongoing or completed projects (9 projects) and the elaboration will focus only on the ongoing year's 2017/2018 projects (7 projects). Following are the specific required tasks:

- 1. Conduct a review of the PADA development projects to take stock of and document progress and achievements so far and identify challenges and gaps including in the M&E.**
  - 1.1 Develop the work plan of the assignment in consultation with PADA and UNDP and submit for approval.
  - 1.2 Review and analyse the projects' available information sources at the Department
  - 1.3 Conduct a series of meetings and liaise with project staff to get a full picture of progress, achievements, challenges and gaps and identify and collect/meet with new sources of information and relevant documents.
  - 1.4 Prepare a draft report on the findings: overall achievements of the projects, progress, challenges, gaps. General and project specific information should be provided. Include an assessment of strengths and weaknesses of the existing monitoring system
  - 1.5 Finalize the report based on comments/inputs

**2. Work together with the staff responsible for the projects at various levels on elaboration of the design of the projects including indicators**

- 2.1 Hold individual and group consultation meetings with the project staff
- 2.2 Include aspects of hands on training in the consultation meetings on results-based management, project design and monitoring
- 2.3 Provide guidance and inputs to arrive at specific propositions for elaboration and internal alignment of the development projects to ensure they can be monitored: which includes revising the brief description and expected impact/results; revising/proposing key indicators; reviewing activities and timelines; training on budgeting
- 2.4 Submit the elaborated project descriptions documents

**3. Develop staff capacity in monitoring and reporting on development projects in line with requirements at PADA and the Kuwait National Development Plan**

- 3.1 Identify training needs for monitoring and reporting based on consultation meetings
- 3.2 To propose training plan that enhance quality and enable compliance to the existing monitoring system of the Kuwait National Development Plan implemented by the General Secretariat of the Supreme Council of Planning and Development
- 3.3 Train staff on drafting terms of reference for obtaining consultancy services, focusing on defining objective of service and the required output.
- 3.4 Train staff accordingly (such as on what kind of information needs to be collected and reported according to standard requirements and deadlines).
- 3.5 Develop and train on specific tools for monitoring and collecting information when/if applicable

***Indicative Approaches***

- **Gender approach:** the consultant should ensure gender is taken into account in the review, propositions and proposing indicators
- **Participation and ownership:** the consultant should ensure ownership of the propositions by PADA “Planning and Research” Department and project staff through their full participation in the process of analysis and definition of the projects’ updates.
- **Capacity Development approach:** the consultant should work closely with project staff to enable the transfer of know-how as well as through the direct training component of the assignment

**D. Expected Outputs and Deliverables**

Deliverables	Planned date
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<ul style="list-style-type: none"> <li>• Work Plan of the assignment in discussion with PADA and UNDP</li> </ul>	1 week following signature of contract
<ul style="list-style-type: none"> <li>• Report on the review of the development projects (inclusive overall achievements of the projects, progress, challenges, gaps, and an assessment of strengths and weaknesses of the existing monitoring system)</li> </ul>	3 weeks following signature of contract
<ul style="list-style-type: none"> <li>• Elaborated descriptions of all the 2017/2018 development projects (brief description and expected impact/results; revised key indicators; reviewed activities and timelines;)</li> </ul>	7 weeks following signature of contract
<ul style="list-style-type: none"> <li>• Report on consultation sessions including the developed training plan and synopsis of proposed trainings</li> </ul>	8 weeks following signature of contract
<ul style="list-style-type: none"> <li>• Training material (and tools if applicable) and report on the trainings conducted</li> </ul>	10 weeks following signature of contract
<ul style="list-style-type: none"> <li>• Final Report on the assignment</li> </ul>	10 weeks following signature of contract/upon completion of the assignment

#### **E. Institutional Arrangement**

- Capacity development in RBM and M&E Consultant will report on day to day matters to the Project Manager. He/She needs to coordinate closely with the Head of the Planning and Research Department (PADA focal point) and project staff.
- The payment certification will be based on the submitted interim and final reports with required attachments and subject to approval by UNDP Project Manager and PADA Authorized Officer.
- The consultant is required to report through regular meetings to the UNDP Project Manager and PADA. The frequency of these meetings will be agreed at the outset of the assignment.
- PADA will provide all the available projects' information and contacts to the Consultant. He/She will be responsible to research further and identify additional sources of information to fill the gaps.

#### **F. Duration of the Work**

The duration of this assignment is expected to be 10 weeks. The starting date is expected within May 2017.

#### **G. Duty Station**

The consultant will be based in Kuwait at PADA office for the duration of the assignment.

#### **H. Qualifications of the Successful Individual Contractor**

**Education:**

- Master's degree in the social sciences field: social policy, public administration, public policy, public health, sociology, development studies.

**Experience:**

- Minimum of 8 years' experience in working in designing and/or monitoring and evaluation of development projects in government entities or international organizations;
- Demonstrated experience in capacity development training on the project cycle, logical frameworks, Result Based Management and monitoring & evaluation (at least 3 years)
- Experience in one or more countries in the Arab Region (at least 3 years)
- Excellent writing skills;
- Excellent computer skills, with MS. Office (Word, Excel, Power Point).
- Fluency in oral and written Arabic and English is a must.

**Desirable**

- Demonstrated experience in working with participatory approaches
- Experience in GCC countries and Kuwait specifically

**Competencies:**

- Flexibility and adaptability to uncertain environments
- Ability to work independently and find solutions
- Political and cultural sensitivity
- Promoting ethics and integrity
- Gender sensitivity
- Team work and cooperation with colleagues
- Creating and promoting an enabling environment for open communication;
- Sharing knowledge and building a culture of knowledge sharing and learning.

**I. Schedule of Payments**

The following is the proposed schedule of payments as a percentage of total contract:

Deliverables	Planned date	Percentage
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<ul style="list-style-type: none"> <li>• Work Plan of the assignment in discussion with PADA and UNDP</li> </ul>	1 week following signature of contract	10%
<ul style="list-style-type: none"> <li>• Draft and Final Report on the review of the development projects (inclusive overall achievements of the projects, progress, challenges, gaps, and an assessment of strengths and weaknesses of the existing monitoring system)</li> </ul>	3 weeks following signature of contract	30%
<ul style="list-style-type: none"> <li>• Elaborated descriptions of all the 2017/2018 development projects ( brief description and expected impact/results; revised key indicators; reviewed activities and timelines;)</li> </ul>	6 weeks following signature of contract	30%
<ul style="list-style-type: none"> <li>• Report on consultation sessions including the developed training plan and synopsis of proposed trainings</li> <li>• Training material (and tools if applicable) and report on the trainings conducted</li> <li>• Final Report on the assignment</li> </ul>	upon completion of the assignment	30%

#### **L. Further Information**

##### **List of Development Projects:**

- Establishment and development of Vocational Workshops for mental disabilities.
- Modernization and development of vocational rehabilitation workshops.
- Development of funds (Waqf) to establish specialized centre and schools for Person with Disabilities.
- Establishment of National Centre for disability diagnosis and measurement.
- Disability Prevention Project
- Development of Universal building codes to ensure accessibility of person with disabilities.
- Establishment of Centre of Excellence for Persons with Disability through Information and Communication Technologies (ICT) under the auspices of UNESCO (Category 2).
- Expansion of Early Intervention Services for Children with Disability

#### **M. Approval**

##### **This TOR is approved by:**

Signature \_\_\_\_\_

Name and Designation: Ms. Dima Al-Khatib, Deputy Resident Representative

Date of Signing: \_\_\_\_\_