

**Subject : NEW IC post Announcement**

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

<b>*Description of the assignment:</b>	<b>Government Performance Management System Specialist</b>		
<b>*Duty station:</b>	<u><b>Kuwait</b></u>		
<b>*Period of assignment/services</b>	<b>4 months</b>		
<b>*Post title</b>	<b>Government Performance Management System Specialist</b>		
<b>*Expected commence date</b>	January 2019		
<b>*Project name:</b>	The Institutional and Technical support for the establishment of Kuwait Public Policy Centre	<b>Project Number:</b>	00098909
<b>*Project fund:</b>	<b>30071</b>	<b>Country:</b>	<u><b>Kuwait</b></u>
<b>*Contract Type:</b> <input type="checkbox"/> Direct Contracting <input checked="" type="checkbox"/> Competitive IC		<b>*Job advertised:</b> <input checked="" type="checkbox"/> Globally advertised (Including jobs.undp.org) <input type="checkbox"/> Locally advertised (only on CO website)	
<b>*Practice Area:</b> <i>Public Administration and Governance</i>			

I certify that

- ☒ The necessary funds are available (incl. for possible extension)
- ☒ Position is included in the budget of annual work plan

Attached are

- ☒ The detailed Terms of Reference (TORs)
- ☐ The initial request from the Project Manager for recruitment
- ☐ The RR approval (for CO positions)

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

Special Instructions: Nil

### Individual Contract Terms of Reference

**RECOMMENDED MINIMUM CONTENTS OF TOR FOR AN IC**

## 1. BACKGROUND

UNDP and the State of Kuwait, represented by the General Secretariat of the Supreme Council of Planning and Development (GSSCPD), strive to enhance institutional capacities at various government agencies by providing them with necessary technical support to strengthen their capacities and skills to perform their expected duties.

Under the framework of the Institutional and Technical support for the establishment of Kuwait Public Policy Centre (KPPC) project, UNDP will collaborate closely with GSSCPD to support the establishment of a pioneer KPPC to address policy making gaps and mainstream policy research, analysis and studies in the policy making process.

The KPPC seeks to be a reliable resource that will influence national policies and strategies. The project builds on UNDP's mandate and strategic vision and aims to promote efficient governance and institutional management. This project will provide a framework of how UNDP will accompany the GSSCPD in its ambition to improve the quality of policy making in Kuwait and in particular on how the KPPC can contribute to that, while operating under the umbrella of GSSCPD.

Within this context, the KPPC is seeking to explore performance indicators on government effectiveness, governance and service improvement, and at the same time, address some of the challenges that KPPC has identified in Kuwait context, including but not limited to: accountability for civil servants; financial planning across government entities and relation to performance outcomes; citizen-centric policies that ensure the quality of public services and customer satisfaction; policies that promote efficiencies in service design and delivery; and quality and outcomes of public services and related measurement of performance.

## 2. Scope of Work

### **SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK**

Under the overall guidance and supervision of the Secretary General of GSSCPD and with close coordination with the KPPC Project Team, the overall objective of the review is to establish a system of performance indicators on government efficiency and provide a platform and KPIs that measure government efficiency, particularly related to the implementation of the KNDP's Public Administration pillar.

#### **Policy Research Paper Development**

- Conduct benchmarking review of government performance management system (PMS) in other countries, focus on one country model and conduct full comparative study;
- Summarize best practices, key success factors, and lessons learned from the comparative study of performance management systems experience;
- Based on the above and the lessons learned, develop key requirements for setting up a national integrated results-oriented management;

- Develop key requirements for setting up an efficient accountability mechanism and motivate civil servants to improve performance in Kuwait;
- Develop performance management frameworks and tools to focus on results and improve service delivery in Kuwait;
- Identify and recommend the set of policies needed to setup a good performance management system;
- Identify the drivers for a successful design and implementation of an effective performance management system (internal and external factors, data integration, coordination mechanisms, etc.) in Kuwait;
- Map the roles and responsibilities of various Kuwaiti actors in the implementation of the performance management system;
- Clearly articulate an implementation plan of the system with defined Key Performance Indicators (KPIs) for the development of customized Kuwait performance management system;
- Identify the potential risks and limitations that will be faced during development as well as implementation;
- Ensure close coordination with policy advisors and staff at the KPPC and GSSCPD to ensure alignment with the white policy paper on Public Administration.

#### **National Consultation and Capacity Building**

- Conduct 2 presentations on the report findings, proposed performance management system and implementation plan to senior officials at GSSCPD (specifically the Administrative Development department) and KPPC to build national capacities;
- Conduct workshop for senior officers in the Kuwaiti administration on performance management systems to introduce the model and find ways to identify ideas and suggestions for a customized Kuwaiti performance management.
- Present the findings of the paper to relevant stakeholders in the public sector to validate the policy recommendations;
- Present the findings of the research paper in a public presentation to a broader audience in the context of the KPPC monthly lecture series;
- Develop three short educational videos (5 to 10 minutes) that summarize the issues and the potential solutions, to ensure lasting impact to the project and help KPPC disseminate the findings to broader audience.
- Present final report with consolidated policy paper based on stakeholders feedback with recommendations on the way forward with key steps to implement the customized Kuwait performance management system.

### 3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

#### I. Academic Qualifications:

- Minimum Masters in Public Administration, Public Policy, or any related field;
- PhD is preferable.

#### II. Years of experience:

- Minimum 7 years experience in applied policy research and analysis in public administration and governance;
- Experience working on performance management systems in governments;
- Familiarity with the Public Sector in the MENA region, GCC is highly desirable;
- Excellent research and analytical skills;
- Proven ability to develop research papers and publications.
- Fluency in English.

#### III. Competencies:

##### **Core Competencies**

- Reliably delivers on promises and honours commitments, holding himself/herself accountable for actions taken.
- Gains cooperation from others through understanding of the political and organizational culture.
- Works collaboratively with team members sharing information openly and displaying cultural awareness and sensitivity.
- Synthesizes multiple/complex messages, identifies appropriate key points for different audiences and communicates concepts in a manner that influences the perceptions/behaviours of others.
- Expresses own point of view in a neutral manner rather than in an argumentative tone, avoiding unproductive conflict.

##### **Functional Competencies**

##### *Job Knowledge/Technical Expertise*

- Understands more advanced aspects of social development as well as the fundamental concepts of related disciplines.
- Continues to seek new and improved methods and systems for social planning.
- Keeps abreast of new developments in area of public policy development and international organisations and seeks to develop him/herself professionally.

### 4. Expected Outputs and Deliverables

The duration and timeline of the deliverables is indicated in the below table:

<i><b>Deliverables/ Outputs</b></i>	<i><b>Target Due Dates</b></i>	<i><b>Payment schedule in percentage</b></i>	<i><b>Review and Approvals Required (Indicate designation of person who will review output and confirm acceptance)</b></i>
1- Inception Report with work plan and timeline.	After 2 weeks from date of contract issuance	10%	<b>GSSCPD and UNDP</b>
2- Policy paper on the suggested performance management system with comparative case on one specific model	2 months after contract signature	30%	<b>GSSCPD and UNDP</b>
3- Workshop to validate and present the findings of the paper and one day public presentation for KPPC lecture series. Conduct at 2 training sessions to KPPC and GSSCPD staff.	3 months after contract signature	30%	<b>GSSCPD and UNDP</b>
4- Three short educational videos (5 to 10 minutes delivered in English) to disseminate the findings. Final report with consolidated policy paper and recommendation on the next steps.	4 months after contract signature	30%	<b>GSSCPD and UNDP</b>

## 5. Institutional Arrangement

- The consultant will work under the supervision of the Secretary General of the GSSCPD and in will coordinate his/her work directly with the KPPC Project Team.
- The GSSCPD is responsible for provision of available information and access to any related information that is essential to complete the assignment.
- The consultant will submit draft reports on the analysis, research performed, policy documents on the public administration and governance sector with highlights on the assignment results as per above to be certified by and approved by the GSSCPD and UNDP Authorized Officer. These interim and final reports and documents will serve as a justification for payment.

## 6. Duration of the Work<sup>1</sup>

<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

The overall duration of this consultancy will be 4 months.

## 7. Duty Station

The consultant will be required to be present in the State of Kuwait for the inception mission and data gathering and for the workshop period or as agreed with the beneficiary.

## 8. Scope of Price Proposal and Schedule of Payments

<input checked="" type="checkbox"/> Lump Sum Amount <ul style="list-style-type: none"> <li>i) <i>Clearly state that the lump sum amount must be “all-inclusive<sup>2</sup>”;</i></li> <li>ii) <i>Clearly state that the contract price is fixed regardless of changes in the cost components;</i></li> <li>iii) <i>Include in its initial payment the actual cost of the IC’s travel to arrive at the designated Duty Station. Such cases therefore imply that the completion of the journey can be considered as one of the deliverables payable upon arrival.</i></li> </ul>	<input type="checkbox"/> Daily Fee <sup>3</sup> – <p><i>When the daily fee option is used, the TOR must clearly specify that:</i></p> <ul style="list-style-type: none"> <li>i) <i>The Daily fee must be “all-inclusive<sup>4</sup>”; and</i></li> <li>ii) <i>an IC Time Sheet must be submitted by the Contractor, duly approved by the Individual Contractor’s supervisor, which shall serve as the basis for the payment of fees.</i></li> </ul>
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## 9. EVALUATION

### Selection process:

#### Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation:

Total score=Technical Score + Financial Score.

Technical Criteria weight - 70%, 700 scores maximum

Financial Criteria weight - 30%. 300 scores maximum

*Only candidates obtaining a minimum of 490 from 700 point in the Technical part of evaluation would be considered for the Financial Evaluation*

The lowest technically qualified proposal receives 300 points and all the other technically qualified proposals receive points in inverse proportion according to the formula:

$P=Y*(L/Z)$ , where

$P$ =points for the financial proposal being evaluated

$Y$ =maximum number of points for the financial proposal

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Head of the Business Unit.

<sup>2</sup> Same as above

<sup>3</sup> The IC policy requires that the approval of the Director of the Regional Bureau must be obtained for daily consulting fees exceeding \$1,000. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.

<sup>4</sup> The term “All inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

*L= price of the lowest price proposal*  
*Z=price of the proposal being evaluated*

**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	Minimum Masters in Public Administration, Public Policy or any related field
2	Minimum 7 years experience in applied policy research and analysis in public administration and governance;
3	Fluency in English language

**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.

Technical Evaluation Criteria (Desk review and Interview based)	Maximum obtainable points – 700; Threshold – 490 points
PhD in Public Administration, Governance, Public Policy or any related field	60
Minimum 7 years of experience in applied policy research and analysis in public administration and governance	120
<i>For each additional year of experience – 20 points, but no more 100 points in total</i>	100
Proven ability to develop research papers, reports and publications on governance and government performance management issues (please provide with minimum 2 reference links to documents drafted or published)	80
Proven experience and knowledge of the MENA region (30 points)	60
Proven experience and knowledge of the GCC (additional 30 points)	
Technical proposal with clear methodology presented	280
<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 according to 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.**

*Following documents should be submitted:*

- 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;
- b) **Complete and signed P11 form**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate;
- c) At least three **(3) professional references**;
- d) **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and description of Approach to Work (Methodology);
- e) Copy of diploma/s
- f) Copy of ID card (passport)



**This TOR is approved by**

Signature

Name and Designation

Mr. Khaled Shahwan, Deputy Resident Representative

Date of Signing