



REQUEST FOR PROPOSALS Final Evaluation

PartnersGlobal seeks an experienced evaluator to carry out a final project evaluation of its 18-month project entitled *Empowering Kuwaiti Women in Politics* (“EKWIP” hereafter), a women’s empowerment program aimed at supporting individual women interested in running for elected office in Kuwait. Additionally, the program supported Kuwaiti civil society in lifting up women’s voices and building awareness for women-focused issues and civil equality.

This Request for Proposals (“RFP”) defines the work that must be carried out by the external evaluator. It provides a brief outline of the project; specifies the scope of the evaluation and outlines the evaluation method.

1. Background

1.1. Project Summary

The EKWIP project promotes the role of Kuwaiti women in their country’s political, social, and economic landscape. Working in cooperation with local partners en.v and Ibtkar Strategic Consultancy, EKWIP programming worked both at an individual level and a civil society level. In implementation, en.v was the lead local organization for civil society networking and activities. This component, nicknamed *Manara*, was tasked with solidifying a women-focused civil society network and driving a gender issue-focused media campaign. Ibtkar took the lead on developing the political participant component of activities. This included study tour accompaniment, personal brand development, building political skills, and working to network the women to political changemakers and influencers inside Kuwait. This 18-month project contributed toward the objectives of:

Objective 1: To prepare women for assuming leadership roles and increasing their capacity for effective civic participation.

Objective 2: To build the skills and provide the tools for women’s civil society groups to effectively advocate for gender equality.

The final evaluation will examine whether project implementers advanced the objectives previously mentioned, as well as describe any tangible and/or anecdotal impacts project activities had in Kuwait. The evaluation will also detail lessons learned by implementers and participants and describe opportunities for similar programming to be pursued or built upon in political empowerment program, both in Kuwait and the larger Middle East and North Africa region.

1.2 Organizational Background

PartnersGlobal has a vision for the world where all of us—communities, governments, and businesses—work together to peacefully manage change. We believe in the power of local leadership and global collaboration to achieve inclusive, sustainable, and prosperous societies

where:

- Rights are respected
- Conflicts are resolved without resorting to violence
- Ordinary people can shape decisions that affect them
- Resources are carefully managed and conserved for future generations

Mission

PartnersGlobal works through a global network to support local leaders and create partnerships that transform conflict, strengthen democratic institutions, and achieve sustainable development.

Values

- **Partnership:** We listen to and learn from each other in humility and friendship to work together collaboratively and effectively.
- **Innovation:** We develop and use the most groundbreaking methods and practices to drive progress in our fields.
- **Learning:** We evaluate and adjust our approaches continuously, so we can learn from mistakes and successes quickly.
- **Respect:** We value and respect individuals, their roles, their responsibilities, as well as their ability to shape the decisions that affect their lives the most.

For nearly 30 years, **PartnersGlobal** has been forging more resilient communities throughout the MENA region. Our work in preventing and mitigating conflict is rooted in inclusive approaches of dialogue, collaborative consensus methodologies, conflict resolution, empowerment of marginalized groups, and the promotion of good governance and citizen participation. By leveraging the knowledge and expertise in our network of 22 independent, sustainable centers located in the Middle East, Africa, Europe and Latin America, we emphasize the importance of locally driven interventions that address a community's most critical issues. This is at the heart of the *Partners Way*. The most common belief in all of our collective work is that 'process matters' and that impartial, skilled facilitators, mediators and trainers have an important role to play in bringing about peaceful change. **PartnersGlobal's** international network, which brings over 240 local experts in the field of democracy and peacebuilding, emphasizes a multi-stakeholder approach to help effect positive change and good process to all activities.

2. Required Documents

2.1 Proposal/Letter of Interest

Interested applicants should submit a proposal of no more than 10 pages in PDF or MS Word format that meet the following guidelines:

1. Cover page (not included in page count) with relevant contact information of applicant;
2. All pages numbered;
3. Formatted to 8 ½ x 11 paper size; and,
4. Single-spaced, 12-point Times New Roman font, with 1-inch margins. Captions and footnotes may be 10-point Times New Roman font.

2.2 Budget

The budget should include standard costs associated with conducting a final evaluation. Examples of standard costs includes international travel (if required), consultancy fees, communication, graphic design, etc. The budget should be submitted in MS Excel format with a budget summary tab in addition to a detailed line item breakdown.

2.3 Required Attachments

- CV of Team Lead or Lead Evaluator
- Proposed Workplan or timeline for the evaluation based on the deliverable dates outlined below (no more than 2 pages)
- Risk Mitigation, Contingency, or Security Plan for operating and moving freely in Kuwait (no more than 2 pages)

2.4 Submission Instructions and Point of Contact

Applicants should direct any questions and submit proposals by 11:59PM EST on February 15, 2019 via email to Jeffrey Zimmer at jjzimmer@partnersglobal.org.

3. Scope of Work

This evaluation is intended to be independent and provide findings that are useful and relevant to support evidence-based program management and broader strategic decision making. The overall methodology should be based on the program's theory of change, operationalized through questions to analyze program results at different levels.

3.1 Deliverables:

Final Report:

The report should be written in English language and should not exceed 30 pages. It should be submitted electronically in a MS Word and a PDF document. It should include:

- Executive Summary of key findings and recommendations;
- Evaluation findings, analysis, and conclusions with associated evidence and data clearly illustrated. Use of tables, graphs, quotes, anecdotes, and stories to illustrate findings and conclusions is encouraged;
- Recommendations for future action, which should be practical and linked directly to conclusions; and,
- Appendices, including methodology and evaluation tools, list of interviewees, questionnaire, and brief biography of evaluator.

The evaluator will incorporate the comments furnished by **PartnersGlobal** and will submit an edited final report at the end. **PartnersGlobal** encourages the successful applicant to convey data in text, graph, and picture form, and applicants should feel comfortable supplying appendices that provide well-crafted snapshots of program successes.

3.2 Duration & Deadlines

The duration of contract will be a total of two (2) months between March 1 and April 30, 2019.

- The evaluation plan should be submitted as an attachment to the proposal submission, subject to modification by **PartnersGlobal** after awarding;
- The final evaluation should take place in March 2019;
- The first draft report should be submitted by March 31, 2019; and,
- The final evaluation report should be submitted by April 30, 2019.

Please note there is a possibility of time extension, and thus the applicant should indicate any restrictions on time availability through May 2019.

3.3 Logistical Support

PartnersGlobal will provide preparatory and logistical assistance to the evaluator(s), to include:

- Background materials (project proposal, periodic reports, existing evaluations, etc.)
- Meetings, phone/e-mail communication with program administrators
- Identifying interviewees and providing contact information
- Technical assistance, e.g., input for questionnaire development, background information, etc.
- All logistical support for the field visit, including the travel cost (local as well as air travel)
- Arranging meetings and appointments with stakeholders and beneficiaries in the field (if necessary).

3.4 Evaluator's Role and Competencies

Evaluator's Role

The Evaluation will be carried out by a single external evaluator or organization who would report to and work under the guidance of **PartnersGlobal** Senior Technical Expert.

The external evaluator will:

- Identify and define evaluation priority areas, methodology and indicators;
- Design and implement data collection;
- Analyze data and findings and prepare report;
- Write and submit a final report; and,
- Make a brief presentation of findings and recommendations to **PartnersGlobal**.

Evaluator competencies

- Sound knowledge about the domestic social and political context of Kuwait
- Sound knowledge on political participation issues, especially in relation to electoral politics and women
- Academic degree in political science, gender studies, or a related field
- Demonstrated technical skills in political or gender-focused project evaluations
- Advanced proficiency in English
- Advanced proficiency in Arabic is desirable

4. The Evaluation

4.1 Evaluation Goal and Audience

The goal of this evaluation is to inform **PartnersGlobal** staff, local partners, and the program funder about the successes, shortcomings, and impact of the EKWIP project. To do this, the evaluation should account for the individual and communal impacts of program activities. These should be measured against the program's stated objectives. Additionally, anecdotal stories of personal or communal change by program participants will be valuable to the overall narrative.

The primary audience of this evaluation includes:

- The staff and members of **PartnersGlobal** and implementing partner organizations for drawing out reflections and lessons learned from the project and to use the recommendations for future project design; and,
- The funding agency for assessing the effective and efficient use of the funding to achieve stated goals and results of the project.

4.2 Evaluation Methodology

The external evaluator will update the monitoring and evaluation plan based on actual results obtained during quarterly reports and seek out intended and unintended changes.

The evaluation will specifically focus on the following dimensions taken from the OECD's *DACs Guidance on Conflict Prevention and Peacebuilding* activities: Relevance; Effectiveness; Sustainability; Impact; Efficiency; Coherence and Coordination.

4.3 Evaluation Approach:

The **PartnersGlobal** approach to evaluation is grounded in the guiding principles of our work: participatory, culturally sensitive, committed to building capacity, affirmative and positive while honest, as well as productively critical and valuing knowledge and approaches from within the local context. In addition, the standards of the utility, feasibility, propriety and accuracy developed by the American Joint Committee on Standards for Evaluation will be adhered to.

The evaluator and/or their team will operate within Kuwait for the purpose of the evaluation. They will meet with the project participants, partners, implementing partner staff, and relevant stakeholders. The methodology and tools of the evaluation will be further developed and finalized in consultation with the **PartnersGlobal**.

5. Statement of Qualifications

5.1 Facts about the Firm/Consultant:

- Number of years in business under the current name and location
- Business and/or professional license numbers and expiration dates
- Previous experience working with US Government donors within the last 3 years
- If sub-awards are proposed, list similar information regarding their experience
- DUNS Registration, if applicable

6. Monitoring, Reporting and Information

6.1 Monitoring and Reporting

In relation to the deliverable schedule outlined above, the evaluator will be expected to provide **PartnersGlobal** with a progress status update via email or telephone on at least a biweekly basis for the duration of the performance period, which will be determined upon contract signing.

Where possible, the evaluator will provide at least one progress update in person to **PartnersGlobal** staff in Washington, DC.

6.2 Miscellaneous Information

- **PartnersGlobal** reserves the right to accept or reject, either in whole or in part, any and all submittals in response to this request, to waive irregularities, or take whatever action deemed necessary to protect the **PartnersGlobal** best interest.
- All material submitted regarding this RFP becomes the property of the **PartnersGlobal**.
- **PartnersGlobal** is not responsible for any costs incurred by the consultants prior to conveying this agreement or its rights, title or interest therein, or its power to execute such agreement to any other person, company or corporation with the prior written consent of the **PartnersGlobal**.
- **PartnersGlobal** reserves the right to make reference checks with any client listed in the documents for further information and verification of the consultant's qualifications.

7. Procurement of Professional Services

7.1 Selection Process

All submittals will be evaluated by the **PartnersGlobal** selection panel based on the following criteria:

Evaluation Planning/Ability to Achieve Objectives – 30%

A strong application will include a clear articulation of how the proposed evaluation contributes to the overall objectives outlined in this RFP, and each activity will be clearly developed and detailed. A comprehensive work plan should demonstrate substantive undertakings and the logistical capacity of the organization or consultant. If local coordinators have been identified, **PartnersGlobal** strongly encourages applicants to submit letters of support from proposed in-country partners. Additionally, applicants should describe the division of labor among the direct applicant and any local partners. If appropriate, applications should identify target areas for activities, target participant groups or selection criteria for beneficiaries, and the specific roles of subgrantees, among other pertinent details. In particularly challenging operating environments, applications should include contingency plans for overcoming potential difficulties in executing the original work plan and address any operational or evaluation security concerns and how they will be addressed.

Cost Effectiveness – 25%

PartnersGlobal strongly encourages applicants to clearly demonstrate program cost-effectiveness in their application, including examples of leveraging institutional and other resources. Applications should include budgets with low and/or reasonable overhead and administration costs and provide clear explanations and justifications for these costs in relation to the work involved. All budget items should be clearly explained and justified to demonstrate its necessity, appropriateness, and its link to the program objectives.

Quality of Evaluation Approach – 30%

Applications should be responsive to the RFP, appropriate in the country/regional context, and should exhibit originality, substance, precision, and relevance to **PartnersGlobal**'s mission and values. Applications that have a strong academic focus will not be deemed competitive.

Organizational/Consultant's Capacity and Record – 15%

Applications should demonstrate an institutional record of successfully evaluating similar programming, with a special preference to evaluation of previous projects in Kuwait. Applicants should be able to demonstrate staff or human resources that can freely move in Kuwait. Proposed personnel and institutional resources should be adequate and appropriate to achieve the evaluation's objectives.

7.2 Interviews

As its option, **PartnersGlobal** may conduct interviews with any consultant to determine the best qualified firm and reserves the right to interview only the top-ranked firms based on the review of qualifications.

7.3 Negotiations

Upon completion of the selection process, **PartnersGlobal** will commence negotiations with the selected firm to establish a final scope of services and an appropriate fee to be paid to the consultant for such services. Negotiations will be suspended from any firm being considered and may commence with any other firm if an agreement cannot be agreed to.

7.4 Agreement

PartnersGlobal shall prepare the proposed final agreement between **PartnersGlobal** and the selected consultant.

7.5 Final Approval

PartnersGlobal's selection committee will forward a final recommendation for selection to the Director of Operations for the final approval. Final approval is expected to take place no later than 5 business days after the RFP closing date.