

## KUWAIT

### الكــــويت

Annual Progress Report: June 2012 - December 2012

Project: Support Project to the Kuwait National Assembly

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List of Acronyms and Abbreviations

AWP Annual Work Plan

CPAP Country Programme Action Plan

GMS General Management Support

NAK National Assembly of Kuwait

GSSCPD General Secretariat for the Supreme Council for Planning & Development

MAKNAZ Database for information management for the Administrative Department

M&E Monitoring and Evaluation

MP Minister of Parliament

NIM National Implementation

PMU Performance Monitoring Unit

QPR Quarterly Progress Report

RBA Revised Basic Agreement

TOT Training of Trainers

UN United Nations

UNDP United Nations Development Programme

USD United States Dollars

1. Executive Summary

This Annual Progress report for the Support Project to the Kuwait National Assembly reviews the project progress from June 2012 to December 2012. It presents a description of the achievements, challenges, and progress towards the accomplishment of the project objectives.

Key developments

The Project Manager came on board and signed the contract on May 31, 2012. A series of discussions were held between the Project Manager, UNDP and the National Assembly General Secretariat that led to the development of 2012 Work plan which covers the period from July to December 2012 with the consent of all parties.

The Project Board meeting was held on July 17, 2012 with the presence of the representatives of the three institutions that constitute the Board which are: UNDP, National Assembly General Secretariat and General Secretariat of the Higher Council for Planning and Development. The 2012 Work plan has been approved in that meeting.

The Terms of References for four consultancies were developed, the jobs were advertised and candidates were shortlisted.

The parties of the Project Steering Committee held a meeting with the Minister of Planning and Development on 17 October 2012. The meeting discussed the consultancies that would be done under the project in 2012 and for which the candidates were shortlisted, and approved the following three ones out of the four:

1. Evaluating the performance of the National Assembly Secretariat staff.

2. Evaluating of the processes and capacities for the National Assembly Training Department.

3 Developing the training passages for the National Assembly Secretariat .

A recruitment meeting incorporating the Higher Council for Planning and Development, the National Assembly and UNDP was held on 18 October 2012 and the consultants were recruited and now they are on board.

Regarding the consultancy "Evaluating the performance of the National Assembly Secretariat staff", the Secretary General of the National Assembly formed a committee to follow on the implementation of this activity. A Coordinator for the project has been appointed, a list containing all the jobs in the National Assembly Secretariat was prepared, interviews with the jobs holders are going on and the jobs analysis is taking place in all sectors of the National Assembly Secretariat. The preliminary results of the analysis have indicated that there is a duplication in the functions of a number of jobs and some jobs are only titles and they do not exist in reality. The jobs analysis so far also reached the conclusion that some staff are recruited against jobs which do not exist and they are actually performing other functions that are totally different. The information gathered from the National Assembly Secretariat is immediately classified and analyzed as a necessary step for designing samples of job performance.

As for the consultancy "Evaluating of the processes and capacities for the National Assembly Training Department", the implementation of this activity has just started and the consultant submitted an inception report that included his work strategy that implied the review of the available information, designing of a questionnaire, review of the organizational structure of the National Assembly Training Department, review of the work mechanisms, processes and capacities, and how to specify the needs of the department.

The consultant for "Developing the Training Passages for the National Assembly General Secretariat" signed the contract on 13 December and submitted an inception report outlining his work strategy. On 17 December he held a meeting with the National Assembly Training Department staff to discuss the strategy and the required information. The consultant organized a training workshop for the department staff on training passages and how they are developed.

Key challenges (risks and issues)

The late recruitment of the Project Manager had a reflection on the late start of the project.

Delay of the approval of the Annual Work plan due to the instable situation that followed the dissolution of the National Assembly the thing that led to the delay of convening the Project Board meeting and consequently, the delay of implementation of the project activities.

The consultancies were re - advertised as the applicants in the first advertisement were not satisfactory to the National Assembly Training Department the thing that delayed the implementation.

The Training Department has changed its mind regarding some consultancies after the work plan, including those ones has been approved by the Project Board.

The reports received from the consultants working on the current consultancies raised the point that it is not easy to get the information needed from the staff of the National Assembly Secretariat as they do not report to the work regularly.

Recommendations (on risks, issues and way forward if applicable)

In the future the Annual Work Plan has to be prepared two month ahead before the beginning of the year so that the implementation can start on time.

1. Introduction

The country’s five-year National Mid-range Development Plan (2010 to 2014), which has been endorsed by the National Assembly, reflects a policy of renewal and continued growth. With its liberal market-based economic policy and openness to the world of international investment, Kuwait is striving to become a regional hub for foreign and regional investments. To that end, industrial and commercial zones are being established with the necessary infrastructure, facilitating policies and incentives. In the next few paragraphs, we'll elaborate on the vision of Kuwait and the challenges that face the civil service to achieve such vision. These goals need an effective legislature which plays an important role in areas of legislation oversight, and representation.

The Government of Kuwait realizes that to maintain economic growth and social stability, it should have an effective system of legislation and governance. Plans for improving the management and performance of the legislative and executive branches are given high priority in the Government Action Plan, and several projects have been planned to achieve this goal. In this context, it is clear that the effectiveness of the National Assembly in performing its primary roles in legislation, oversight, and representation are key pillars for the success of Kuwait's vision. Parliamentary strengthening aims to enhance the effectiveness of the parliament, through building the capacity of Parliamentary MPs and staff of the General Secretariat.

he project’s ultimate expected outcome is to increase effectiveness of the National Assembly to perform its legislative, oversight, and representation functions. Expected results from the project include: a more efficient National Assembly with organisational structure more in line with modern parliamentary practice; an increased understanding by MPs of key issues, development and constitutional duties to effectively monitor and oversee the work of the executive branch. The focus of the project is on strengthening the administrative capacities of the Secretariat staff, so that it would be able to provide better support to MPs on legislative matters. In other phases of the project, the focus is on strengthening MPs’ capacities in relation to the legislative process and their oversight function, by: supporting their involvement in international and regional events; enhancing their capacity to oversee and review government policies, and to analyse and formulate legislations that will contribute to the advancement of national development agenda and the implementation of the National Plan.

1. Progress Review

|  |  |  |
| --- | --- | --- |
| EXPECTED OUTPUTS AND INDICATORS | PLANNED ACTIVITIES | PROGRESS TOWARDS ACHIEVING OUTPUTS |
| Output: Capacity building of National Assembly secretariat  Baseline :  Existing skills need upgrading  Output Indicators:   * Training Center strategy developed. * Training Department processes and performance evaluated and a training curriculum developed. * General Secretariat performance reviewed. * Training passages for the General Secretariat developed. * # of protocol agreements signed * # of centers selected * # of workshops conducted * Training promotional plan developed.   Targets:  4 TOT workshops conducted  Training passages developed.  Secretariat staff performance evaluated.  Training department processes and capacities evaluated.  Training promotional plan developed  Protocols signed with the other parliaments.  Training Curriculum  developed.  Training Centre strategy developed.  Flow of information between the National Assembly and UNDP.  Related CPAP Outcome:  1.4:Improvemed parliamentary role in oversight and legislation | Activity 1 Result: Strategic plan for a training centre developed including the organizational structure, the duties of the various units, and job descriptions  Activity 2 Result: Assessment of the Training Department processes, capacities and performance and development of a training curriculum.  Activity 3 Result: Development of the training map, including the capacities needed for each post  Activity 4 Result: Planning for TOT from certified specialized training institutions  Activity 5 Result: Cooperation protocols established with similar entities in other countries  Activity 6 Result: Review of National Assembly Secretariat organizational structure  Activity 7 Result: Evaluation of the National Assembly Secretariat staff performance  Activity 8 Result: Development of communication strategy  Activity 9 Result: Development of a system to link between the parliamentary department and UNDP  Activity 10 Result: Development of a promotional strategy for the training programme | Indicators:   * Training Center strategy developed (post re - advertised and no suitable candidates were found) * Training Department processes and performance evaluated and a training curriculum developed (The consultant has been recruited and he submitted the inception report that tells his work strategy) * General Secretariat performance reviewed (The consultant has been recruited and he submitted the inception report that contains his work strategy) * # of protocol agreements signed (letters prepared to be sent to parliaments) * # of centers selected * # of workshops conducted * Training passages for the National Assembly General Secretariat developed (The consultant has been recruited and he submitted the inception report that contains his work strategy). * Training promotion plan developed (The Minister of Planning and Development cancelled this consultancy)   Targets:  2. 4 TOT workshops conducted  3. Communications and promotional strategy developed  4. 2 Protocols signed with the other parliaments.  5. Training Curriculum developed.  6. Training Centre strategy developed.  7. Flow of information between the National Assembly and UNDP (post advertised) |

1. Challenges and Lessons Learnt

The dissolution of the Kuwait National Assembly caused a big delay to the approval of the work plan and the start of the implementation of the project activities.

1. Partnerships and Sustainability

The project is nationally implemented by the Secretariat of the National Assembly in partnership with UNDP Kuwait which acts as a responsible party. UNDP supports the national implementation of this project which adheres to UNDP procedures for recruitment, finance and procurement as stated in the National Implementation Manual released by UNDP. The General Secretariat of the Supreme Council for Planning and Development acts in its capacity as national coordinating agency and will conduct field visits and receive regular progress and financial reports on the status of the project’s progress.

1. Financial Summary

The following table depicts an overview of the project expenditure for 2012:

|  |  |
| --- | --- |
| Categories | Expenditure |
| International Consultancy Fees | 103,320.96 |
| Miscellaneous (travel, medical, visa, advertisement etc) | 2,645.24 |
| GMS | 5,898.60 |
| Total | 111,864.80 |

Annex 1: Annual Workplan 2012

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| PLANNED BUDGET (USD) | | | Responsible Party | TIMEFRAME | | | | PLANNED ACTIVITIES | EXPECTED OUTPUTS |
| Amount | Budget Description | Funding Source | Q4 | Q3 | Q2 | Q1 |
|  | | | | | | | | | Output: Capacity building of National Assembly secretariat  Output Indicators:   * Training Center strategy developed. * Training Department processes and performance evaluated and a training curriculum developed. * General Secretariat structure and performance reviewed. * # of protocol agreements signed * # of centers selected * # of workshops planned * # of workshops conducted * Communication and promotional strategies developed. * # of policies adopted   Targets:  1. 50 secretariat staff trained in various roles  2. 4 TOT workshops conducted  3. Communications and promotional strategy developed  4. 2 Protocols signed with the other parliaments.  5. Training Curriculum developed.  6. Training Centre strategy developed.  7. Flow of information between the National Assembly and UNDP.  Related CPAP Outcome:  1.4:Improvemed parliamentary role in oversight and legislation  Baseline :  Existing skills need upgrading |
| 30,000 | Capacity building of parliament secretariat | UNDP | Consultant  (four weeks) |  | X |  |  | Activity 1 Result: Strategic plan for a training centre developed including the organizational structure, the duties of the various units, and job descriptions |
| 60,000 | Capacity building of parliament secretariat | UNDP | Consultant  (3 months) | X | X |  |  | Activity 2 Result: Assessment of the Training Department processes, capacities and performance and development of a training curriculum. |
| 60,000 | Salaries for project staff | UNDP | Consultant  (3 months) | X | X |  |  | Activity 3 Result: Development of the training map, including the capacities needed for each post |
| 100,000 | Capacity building of parliament secretariat | UNDP | Project Manager | X | X |  |  | Activity 4 Result: Planning for TOT from certified specialized training institutions |
| 00,000 | Capacity building of parliament secretariat | UNDP | Director of Training Department & Project Manager |  | X |  |  | Activity 5 Result: Cooperation protocols established with similar entities in other countries |
| 40,000 | Capacity building of parliament secretariat | UNDP | Consultant  (3 months) | X |  |  |  | Activity 6 Result: Review of National Assembly Secretariat organizational structure |
| 40,000 | Capacity building of parliament secretariat | UNDP | Consultant  (3 months) | X |  |  |  | Activity 7 Result: Evaluation of the National Assembly Secretariat staff performance |
| 10,000 | Capacity building of parliament secretariat | UNDP | Consultant  (4 weeks) | X |  |  |  | Activity 8 Result: Development of communication strategy |
| 40,000 | Capacity building of parliament secretariat | UNDP | Consultant  (3 months) | X |  |  |  | Activity 9 Result: Development of a system to link between the parliamentary department and UNDP |
| 10,000 | Capacity building of parliament secretariat | UNDP | Consultant  (4 weeks) | X |  |  |  | Activity 10 Result: Development of a promotional strategy for the training programme |
| 30,000 |  | | | | | | | Project Management costs |
| 420,000 |  | | | | | | | | Total Annual Work Plan Budget |