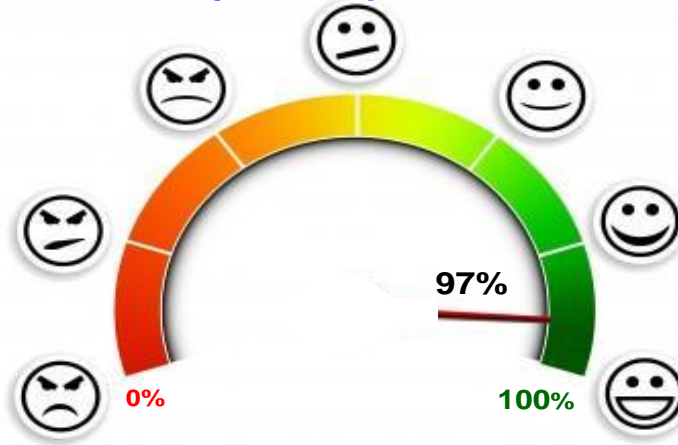


**PROGRESS REPORT**  
**JANUARY 2013 – DECEMBER 2013**  
**National Traffic and Transport Strategy 2010-2020**  
**"Sustainable and Safe Transport System for Current and Future Generations"**



**% of 2013 Project Component Achievements**



<b>Executing Agency</b>	United Nations Development Programme
<b>Country</b>	Kuwait
<b>Project ID</b>	National Traffic and Transport Strategy 2010-2020 for Kuwait
<b>Project Duration</b>	January 2013 - December 2015
<b>Project Budget (USD)</b>	10.4 million
<b>Reporting Period</b>	January 2013 - December 2013
<b>Funds Available (USD)</b>	9.52 million
<b>Contact Persons</b>	UNDP Resident Representative / Dr Kim Jraiwi, UNDP Technical Project Director

January 2014

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## ACRONYMS

BSS	Black Spot System
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
GDP	Gross Domestic Product
GDT	General Directorate of Traffic
GHG	Green House Gases
GIS	Geographic Information System
GTA	General Transport Authority
IDMS	Integrated Data Management System
M & E	Monitoring and Evaluation
MOI	Ministry of Interior
MTDP	Mid-term Development Plan
NDP	National Development Plan
NTMIP	National Traffic Management Improvement Project
NTTS	National Traffic and Transport Sector Strategy 2010-2020 for Kuwait
PB	Project Board
PD	Project Document
PT	Project Team
PTD	Project Technical Director
SCPD	Supreme Council for Planning and Development
UN	United Nations
UNDP	United Nations Development Programme
USD	United States Dollars
WP	Work Plan

## 1. Executive Summary

This progress report of the National Traffic and Transport Strategy 2010-2020 for Kuwait (NTTS) Project reviews key policy reform, and progress towards objective accomplishment during January 2013 - December 2013.

The unsustainable transport system in Kuwait together with the increasing demand for movement of people and goods on the limited road network has generated negative implications such as congestion resulting into waste of time and energy, accidents confusing health and social life, economic cost, vehicle emissions, security issues, and devastating community wellbeing. The cost of traffic problems in Kuwait is over \$9.5 billion per annum

To remove bottlenecks and improve accessibility, the NTTS has been developed for the period of 2010-2020, under agreement of the UNDP, Supreme Council for Planning and Development (SCPD), and Ministry for Interior (MOI).

The key policy reform tasks of the project have included a clear vision for traffic and transport sector during the next 10 years, link of transport sector with the National Development Plan (NDP), efficient transport-urban planning system, integrated information system, reduction of severity, frequency, and cost to the community of road accidents, congestion management, sustainable transport system, efficient traffic law enforcement, building national task force, Monitoring and Evaluation and performance indicators. The tasks have also included institutional reform to restructure the General Directorate of Traffic (GDT), and establish new General Transport Authority (GTA).

In 2013, the project has achieved 97% of its components of the approved Work Plan, while the outputs included continuation of development of engineering issues such as unified specifications, traffic management, GIS, data analysis, enforcement, road safety, and congestion. Road traffic fatalities (445) have witnessed reduction compared with 2012 and the base year (460). 1400 traffic police officers, engineers, teachers, and private sector and NGOs staff have attended specialised training in disciplines which are not available regionally. 2013 has witnessed significant enforcement improvements, resulted in reduction of traffic offences. Various actions have been adopted to alleviate congestion, and the project will build vehicle emissions database in 2014. 6 private sector firms have been provided with licenses to establish 1<sup>st</sup> Vehicle Test Centres. Several programs have been commenced regarding interagency coordination, community awareness, blackspots, guidelines, and partnership with the private sector and NGOs. Legislation of the new GTA, which has been approved by the Ministers Council and Amir Decree and forwarded to the National Assembly, has been revised and prioritized by all parties. Bid has been processed to speed implementation of some of the key components of the project. Equipment and software have been provided to the GDT to facilitate transition from manual work to electronic applications. Key projects of 26 ministries and organizations have been identified and submitted to the Ministers Council and relevant bodies.

Involvement of the UNDP has added value in connection with providing highly qualified consultants who are not available regionally, smooth implementation process, interagency partnership, and knowledge transfer of the best international practice.

The NTTS has become Government commitment before HH the Amir, Ministers Council, National Assembly, community, media, and Arab and Gulf Interior Minister Councils.

The NTTS has fulfilled requirements of the UN Decade of Action 2011-2020 Plan which has been endorsed by Kuwait, and requirements of the UN General Secretary's Post-2015 Plan, which will replace the Millennium Development Goals.

Annex 1 explores the project Framework, including national objective, purpose, outputs, and inputs.

## 2. Introduction

Traffic is one of the most important challenges facing modern society, urban development, socioeconomic growth, health services, security and implementation of the national development plans. It is growing rapidly and falls in the heart of daily living conditions of the community while its ramifications affecting all walks of life.

### Traffic Policy Constraints

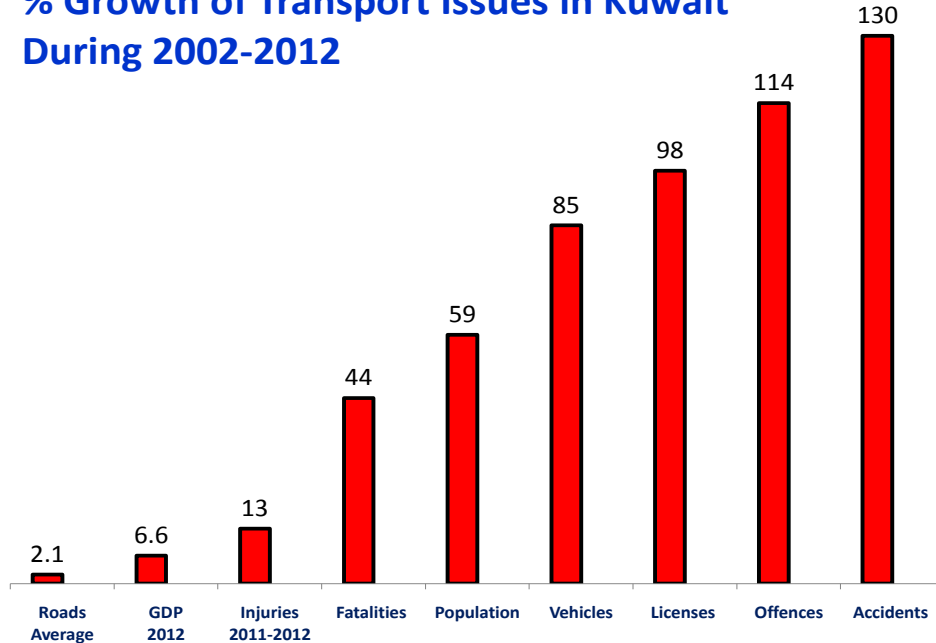
Kuwait is highly urbanized State and most people live in the cities. Policy constraints that contribute to traffic and transport sector problems include the need for: (1) efficient traffic management system associated with integrated road infrastructure, public transport services and congestion monitoring system, (2) transport-land use planning regime, (3) reliable information system to fully understand causes and create effective countermeasures, (4) efficient road safety and traffic enforcement system, (5) institutional reform and human resources development, (6) overcome limited skills and resources in various areas of traffic and transport sector, (7) overcome shortage of the specialized staff, and (8) implementation of the NTTS by all relevant Ministries and organizations in line with the Ministers Council Resolution No 1426 - October 2010, National Development Plan and UN Decade of Action 2011-2020 Plan / Resolutions which have been endorsed by Kuwait and become international obligation.

At operational level, the transport problem issues in Kuwait include:

- Cost of traffic problems in Kuwait is equal to \$9.5 billion per annum (including congestion, accidents and vehicle emissions).
- Lack of reliable data system, and the need to move away from the current paper work practice.
- Supply of transport facilities has not matched the increased demand, due to inadequate infrastructure development.
- Capacity of the current road network is equal to 950.000 vehicles while total number of registered vehicles is over 1.82 million vehicles.
- Fatality Rate per 100.000 populations is 11.4 in 2013 (compared with the rate of the highly developed nations of between 3-6). Total population has exceeded 3.9 million in 2013.
- In 2013, there were 445 traffic fatalities. The accidents have created negative implications on over 430.000 citizen and resident and their families.
- There are over 3.5 million traffic offences per annum.
- The top 3 Causes of Death in Kuwait are: Heart = 48%, Cancer = 20%, and Road Fatalities = 15%.
- Road accidents are number one cause of death for young people aged 15-40 year (the productivity age), over 86% of them Male.
- Traffic injured people transferred by ambulance in 2012 are equal to 9.959 injured, while the number in 2011 was 8.816 injured. The non-specialized public hospital beds are about 4000 only.
- People visiting hospitals due to Asthma (air pollution problems) are equal to: 600 people daily.
- Need for safety-conscious road design and blackspot procedures.
- Transport-Urban Planning is lacking through which roads, ports, airports, land use and urban features can be integrated with community needs, traffic management and traffic enforcement.
- Need for community awareness and education of various transport issues.

- Several agencies are responsible for the transport sector, creating problems in planning, coordination, enforcement and efficient project implementation.
- Expressways are built on the outskirts of urban areas but connections to the city center and residential areas are insufficient.

### % Growth of Transport Issues in Kuwait During 2002-2012



#### Project Objective

The project aims to develop an efficient traffic demand management<sup>1</sup>, road safety and enforcement system, integrated information system, institutional reform, efficient task force, and monitoring and evaluation system that will assist planning, implementation and management of sustainable transport system<sup>2</sup> in Kuwait. The Project will create an electronic system to overcome current manual-paper data practice and limited information services, analyze and display information related to road network, traffic operations, congestion levels, accidents, blackspots, vehicle emissions, traffic police patrol vehicles, offences, road safety, and relevant issues with Geographical Information System (GIS), which will be made available through website, mobile phones, reports, and publications to a wide audience including planners, engineers, researcher, government officials, students, NGOs, academia, political leaders, decision makers, and community.

The project also aims to improve capacity of the stakeholders in defining and understanding problems based on evidence and research, evaluate performance, strengthen coordination, and promote better initiatives and community awareness for efficient policy development, implementation schemes and reduction of socioeconomic cost of traffic problems.

The project has been built on the outcomes of the National Traffic Management Improvement Project which has achieved 70% of its targets in 2012. The 2013 has

<sup>1</sup> Jraiwi K. Managing Road Traffic for Metropolitan Melbourne. Financed by Victoria Roads Corporation and Australian Roads Research Board. ISBN 0 7306 1374 7, GR/91-13. 1991.

<sup>2</sup> Jraiwi K. Transport and Road Safety Strategy for Asian Developing Cities. Financed by the USA Transport Reassert Board (TRB) and presented at the Annual TRB Meeting and in TRB Journal. 2003.

witnessed a new era in the project development associated with strengthening of the budget and transfer of some budget from the MOI to the UNDP.

### Tasks of the Project

The project tasks have been selected according to their national needs, policy reform requirements and community expectations. They are also in line with the MOI needs, and included in the NDP of Legislation No. 9 - February 2010, MOI Work Plan, Ministers Council Resolution No. 1426 - October 2010, and NTTS. They are needed to meet requirements of the UN Decade of Action 2011-2020 Plan which become international commitment for the State of Kuwait, and requirements of Councils of Arab and GCC Interior Ministers and WHO. The tasks have been addressed under the following titles.

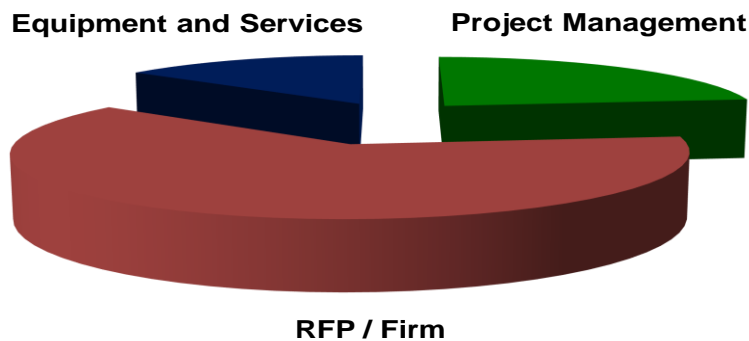
- Development of a Web- Based National Integrated GIS / Traffic Information System.
- Development of a National Road Safety and Black Spot System.
- Development of National Traffic Engineering and Enforcement System.
- Institutional Reform of the GDT and Establishment of the General Transport Authority.
- Development of National Transport Demand Management System.
- Development of National Accident Investigation System.
- Support of relevant National Development Plan Requirements-Transport Sector.
- Development of National Traffic Awareness Campaign.
- Monitoring & Evaluation System and Implementation of the NTTS.

In addition, the following components have been emerged after commencement of the project.

- Political Leader Directives including response to the directions of H.H the Amir of Kuwait during his visit to the MOI in 2013.
- Requests of the Ministers Council and National Assembly.
- Requirements of the UN Decade of Action Plan 2011-2020, which has been approved by the State of Kuwait as international commitment.
- Arab and Gulf Ministerial Council recommendations.
- Community groups and media issues.

The project activities fall under the following 3 areas:

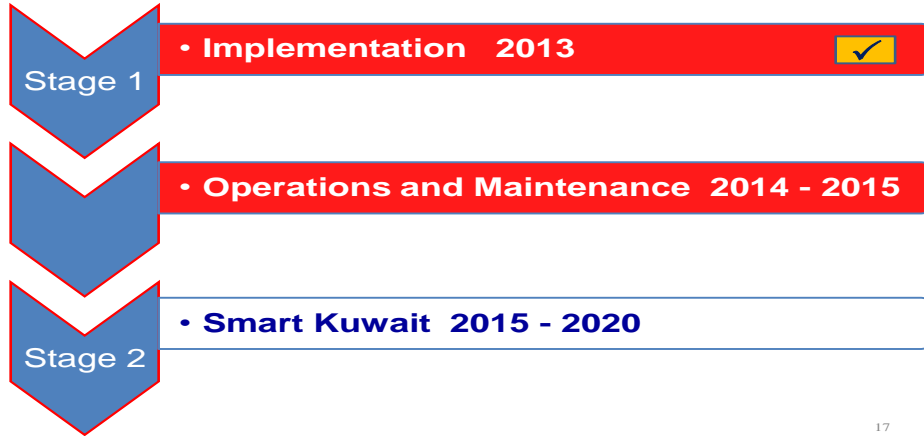
### Key Project Activities 2013



### Project Stages

The feasibility stage of the project has been completed in 2012 and achieved 70% of the defined targets. The implementation stage (stage 1) has been commenced in 2013 for the period 2013-2015.

#### Project Stages



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### Project RFP

To speed implementation of some of the project components an RFP has been issued and it is currently under evaluation by the selection committee, including:

- Development of RFP to speed implementation of 6 of the project components.
- Approval of the RFP by the UNDP Copenhagen and New York Offices.
- Following assessment of the risks, the RFP has been commended by the above offices.
- Advertisement of the RFP in June 2013.
- Organization of site visits for the interested proposers and pre-proposal conference to answer the various clarifications about the project, in July 2013.
- Answering of all emails queries on time.
- The RFP is now at the final stage of technical evaluation.
- The GDT has requested commencement of the successful bidder firm by February 2014.

### Project Budget

The State Ministry for Planning and Development has allocated \$1.9 million for the project in December 2012 in line with the Ministers Council and MOI letters. The MOI has transferred \$8.44 million for 2013-2014 as part of the total project budget of \$16.73 million. The remaining MOI budget will be transferred to the UNDP during 2014-2015 in line with the letter of the Deputy Prime Minister and Minister of Finance of 13 Jan 2013.

### Project Products and Outputs

In 2013 the project has achieved 97% of its Work Plan targets. The following sections highlight some of the project outcomes at policy and operational levels.



### 3. Policy Reform and Project Impacts Nationally

#### 1. UNDP Role and Value Added

Involvement of the UNDP in the projects has added value in various areas including:

- Ability to engage highly qualified international consultants who are not available at local and regional levels and provide them with appropriate payments.
- Credited and qualified policy advice to senior management and staff, and just-on time customer service.
- Enhanced procurement process.
- Flexibility of engaging various international expertises for short term and long term periods.
- Fast delivery of required goods and services.
- Plan ahead and annual work plan and progress reports.
- Efficient coordination with the General Directorate of Traffic, Government and stakeholders, and assignment of a Project Technical Director (international expert) to work in the field on daily basis to speed implementation and meet expectations.
- Project Board comprising all relevant partners to monitor progress.
- Efficient contribution in various Government committees, and legislations of the institutional reform.
- Meeting requirements of the Ministers Council Resolutions and requirements of the UN and GCC plans.
- Targeted knowledge transfer via addressing specific subjects which are needed to fill the gap of local knowledge and enhance skills of the national engineers and practitioners, e.g blackspots, police patrol operations, and transport planning issues.
- Engagement of the leaders, ministers, decision makers and head of departments in the specialized training workshops and project activities to advance knowledge and gain support for the required reform.
- Distribution of various educational and awareness materials, and strengthening credit of the project publications with international ISBN numbers.
- Efficient Monitoring and Evaluation system and monthly and yearly progress reports.

#### 2. Development of Integrated Data Management System (IDMS)

The objective of this task is to develop an efficient tool to support practitioners and decision makers in tackling traffic problems.

As with other developing countries, an effective and integrated computer-based information system using standard police data collection forms is one of the most important prerequisites for Kuwait to improve its road safety and tackle transport drawbacks. The system shall permit the characteristics of the problem to be defined and appropriate countermeasures to be devised, including accidents, traffic, roads, weather, people, vehicles and offences.

In Kuwait, the GDT and relevant organizations do not have an easy access to road accidents and transport information. The current practice does not provide the necessary information, to be of significant benefit in planning, analysis of contributing factors and in the formulation of effective plans and counter measures. The data capturing forms and procedures are also cumbersome or unsatisfactory.

Until an efficient recording, reporting, and retrieval system provides details on the various issues of road accidents and traffic operations, no firm conclusions can be drawn on the causes and contributory factors of accidents. It is precisely for this reason that this project component has been initiated for implementation through the following subtasks:

- Task 2.1:** Development of relevant "forms" for data collection and entry, and processing / analysis of all identified variables of the projects from various sources.
- Task 2.2:** Provide mechanism/procedures for data collection from various sources and various Kuwait Governorates, including the personnel and resources to collect and further entry data on the IDMS.
- Task 2.3:** Provide and tailor well-known international IDMS, including interface with all relevant systems and integration with all Modules, to accommodate all relevant data in one system and provide efficient analysis and planning.
- Task 2.4:** Provide, install and test all required equipment, devices, and software.
- Task 2.5:** Operation, maintenance, enhancement of the system and troubleshooting.
- Task 2.6:** Develop training packages and programs for the relevant cadres.

### **3. National Traffic Engineering and Enforcement System**

The objective of this task is to enhance movement of people and goods, optimize transport system efficiency, improve traffic law enforcement and human resources development.

The 2013 (Jan-Dec) has witnessed 88,480 people applied for driving test, issue of 116,097 driving license permit and education forms, 732,595 vehicle tests, 2,563,901 traffic offences, 25,488 cars impounded and 3872 arrested people. The year has also witnessed collection of about \$121 million traffic fines and 2.4 million registered driving license and 1.77 million registered vehicle, as well as issue of 800 road maintenance permits.

This task is required to develop efficient traffic management scheme, promote sustainable development, and reduce the socioeconomic costs<sup>3</sup> via:

- Better traffic flow and congestion alleviation.
- Efficient and safe road infrastructure.
- Improved facilities for road users and Non Motorized Transport.
- Less travel cost.
- Better understanding and predictability of road traffic.
- Flow of people and goods rather than vehicles.
- Continuous monitoring of traffic operations and traffic management scheme.
- Pro-active incident management to immediately minimize delay of traffic, and strengthen coordination with emergency agencies.
- Public transport services for bus priority, and efficient taxi and high occupancy vehicle movements.
- Management of freight vehicle operations, selection of better routes, schedules, and monitoring of overloaded cases.
- Integrated system to create monitoring capabilities across all modes of transport.
- Business efficiency to assess and allocate budget and staff requirements.
- Environmental and climate change mitigation through better traffic management which contributes to CO2 reduction.

The subtasks of this component include:

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<sup>3</sup> Jraiwi K. Integration of Area Wide Road Networks: A New Tool for Planning and Management. Visiting Professorship Program. Dalian University of Technology. China. 2007.

- Task 3.1:** Enhance capacity of the current Traffic Police Patrol Vehicle System, including the database, GIS, vehicle tracking system, communication, and integration with the IDMS, and provide guidelines, to enhance capacity of the current traffic police operation.
- Task 3.2:** Develop database to enhance activity of the international border crossing stations of vehicle inspection (currently 3 stations with manual/paper process) and link with the IDMS.
- Task 3.3:** Develop Air Quality database and guidelines and one mobile field measuring device and integration with the IDMS.
- Task 3.4:** Develop mechanism / system to download data/pictures/video from various sources and display on various screens to explore and assess various traffic, transport, accidents, offences, congestion, socio-economic impact and cost issues.
- Task 3.5:** Develop Transport Demand Management guidelines for Kuwait including assessment of current transport operations, feasibility of using some Transport Demand Management Techniques, development of Action Plans for implementation such as improvement of public transport, Improvement of transport-land use planning, pedestrian friendly environment, bus lane, heavy vehicle lane, and parking system, ride sharing, and pricing system.
- Task 3.6:** Develop other relevant guidelines, e.g ITS, parking, traffic problem cost, traffic police operation and traffic management.
- Task 3.7:** Develop training packages and programs for relevant cadres.
- Task 3.8:** Operation, maintenance, enhancement and troubleshooting.

#### **4. National Road safety and Blackspot System <sup>4</sup>**

The objective is "to minimize the severity, frequency and cost to the community of road traffic accidents in line with the new UN Decade of Action Plan 2011-2020 through road safety program and development of a national blackspot system to introduce more efficient "safety-conscious" road design and traffic management system - on the basis that: "Prevention is better than cure".

The 2015 Goal has been defined to reduce road traffic fatalities by 30%, while the 2013 has witnessed reduction in the road traffic fatalities to 445.

The first nine months of 2013 have also witnessed 65,293 traffic accidents. The highest accident were in Al-Asma (18620) and Al-Hawalli Governorates (18146) followed by Al-Farwaniya Governorate (11429), Al-Ahmadi Governorate (8676), Al-Jahra Governorate (4623) and Mubarak Al-Kabeer Governorate (3799). In terms of fatalities and sex, there were 291 (91%) males and 28 (9%) females. Regarding fatalities and nationality, there were 42.3% Kuwaiti, 8.2% Gulf Citizens, 18.2% Arab, and 25.7% Asians. In connection with the age group the highest percentage was amongst 21 to 30 years age group (24.8%) followed by 11 to 20 years age group (20.7%), 31 to 40 years age group (18.2%), 41 to 50 years age group (14.1%) and 51 to 60 years age group (10.3%).

The subtasks of this component include:

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<sup>4</sup> Jrai K. Sustainable Road Safety Requirements. Qatar ITS and Road Safety Summit. 2012. Qatar.

- Task 4.1:** Develop Protocol for blackspot identification, assessment and treatment, and accident investigation to promote accident prevention and accident reduction and mitigation.
- Task 4.2:** Develop Road Safety and Blackspot Action Plan.
- Task 4.3:** Develop Accident Information System and integrate with the IDMS (Module 4). The system might initially deal with paper / manual data captured on the new system, and should provide for future on-site electronic capturing of data.
- Task 4.4:** Development Guidelines including specifications, definitions, standards, procedures, costs, causes, link with offences, and required counter measures.
- Task 4.5:** Develop necessary training materials, and provide training of the national cadres.
- Task 4.6:** Operation, maintenance, enhancement and trouble shooting.

## 5. Institutional Reform and HR Development

The objective is to enhance the capacity of General Directorate of Traffic, including new organizational structure, institutional needs and building of national task force.

The 2013 has witnessed commencement of the institutional reform including finalisation of the legislation of the General Transport Authority which has been included as a priority for the Government and National Assembly, enhancement of the GDT capacity and providing of the relevant equipment and services. It has also witnessed training of 1400 traffic police officers, engineers, technicians, teachers and other national cadres through International workshops addressed by Ministers, specialised training sessions, and joint workshop in coordination with the GDT's Training Centre, Kuwait Society of Engineers, Kuwait Journalists Association, Ministry of Public Works and relevant bodies and stakeholders. Support has also been provided to the Ministry of Communications and other bodies regarding the new Kuwait Metro, Regional Rail Networks, Public Transport and Road projects in line with the request of HE Minister of Communications and Ministry of Public Works. Subtasks of this component include:

- Task 5.1:** Development of National Road Safety Centre of Excellence.
- Task 5.2:** Development of National Traffic Training Centre of Excellence.
- Task 5.3:** Enhancement of Traffic Planning and Research Directorate activities.
- Task 5.4:** Enhancement of General Directorate of Traffic Capacity.
- Task 5.5:** New Accident Investigation System in Kuwait, including establishment of 7 new units in 6 Governorates within the General Directorate of Traffic.
- Task 5.6:** Provide the required technical support as required.
- Task 5.7:** Provide support regarding establishment of the National Transport Authority

## 6. National Traffic Awareness Campaign

The objective is to advance the community awareness on the use of the road network.

- Task 6.1:** Develop national traffic awareness campaign program, including promotion and media materials, providing relevant software and hardware, publications, videos, CD's, leaflets, and ADs.
- Task 6.2:** Develop proposal and provide support for establishment of 7 units within the General Directorate of Traffic in various Governorates.

- Task 6.3:** Training in Kuwait for local cadres.
- Task 6.4:** Promotion of the overall project outputs amongst the stakeholders.
- Task 6.5:** Develop guidelines.

## 7. Monitoring and Evaluation System

The objective is to monitor performance and efficiency of the action plan against the required targets.

- Task 7.1:** Assess current information and identify a set of Key Performance Indicators (KPI's) and set realistic annual performance targets that will provide the necessary information to monitor the efficiency of the developed systems and improvement to traffic flow, road safety and accident management systems and congestion alleviation.
- Task 7.2:** Develop a dashboard facility with various graphic and analysis formats, web environment, mobile phone applications and terminal services to provide the end user with the required information.
- Task 7.3:** Develop an analysis system to manipulate data and statistics and provide reports, adhoc query, and analysis.
- Task 7.4:** Develop a system that will enhance project office correspondence, filing structure, search, incoming and outgoing mail and email, tracking of task activities and measures, integration of paper and electronic correspondence, letter exchange, publications, storage of data, follow up, project planning, budget monitoring, deadlines, delivery of services, and monitoring and evaluation.
- Task 7.5:** Operation, maintenance, enhancement and trouble shooting.
- Task 7.6:** Training in Kuwait for relevant cadres.

The project is not purely an academic exercise, but it is a practical tool to provide information, guidance and assistance to the planners, designers, managers, and decision makers.

The following facilities and activities will also be provided during the implementation in 2014.

- Creation of the Project Website (under current MOI website) and provide link between the IDMS, Project Office and other systems.
- Delivery and install 5 big monitoring LED screens and systems in the project HQ to explore downloaded live videos, pictures, images, GIS maps, traffic movement, locations, Google images, congestion, and accidents data.
- Provide requirement of the Monitoring and Evaluation system of the project HQ.
- Provide the Specialized Software Programs including Installation, Testing, Full Operation, Maintenance and training of local cadres.
- Deliver Equipment including installation, testing, full operation, maintenance and training of local cadres.
- Deliver and install 30 terminals/computers for data entry in various Governorates.
- Deliver and install 30 terminals/computers to display system outputs and queries for senior management, relevant ministries, and organizations and provide the required 30 smart mobile phones to display outputs for senior management.

## 4. Operational Achievements

### Office Requirements

Due to the close link between the UNDP and GDT, the GDT has provided project office, full furniture, 17 computers, 13 black & white and colour printers, plotter, various software, meeting room, internet, 2 photocopy machines, 2 projectors, 2 servers, 5 local staff, and stationary. The GDT has also issued order to maintain new / independent project office with full furniture during the next 2 months.

The UNDP has provided the project with:

- 50 iPADS and 10 smart phones for operational police.
- Equipment and software - 3 A4 Printers, 1 B/W Multifunction Photocopier, 25 PCs, 2 Portable LCDs
- Vehicle.
- Photocopier, Scanner, Fax, Internet, LCD, Cartridges and Stationery for the project office

### **Project Staff**

The UNDP Project Team during the year has included:

- Project Technical Director and GIS Consultant.
- 9 short term international consultants
- 6 volunteer consultants
- 9 GDT officers

### **Capacity Building**

- Playing key role in the transport sector reform and capacity building including: Revising legislation of the new General Transport Authority, and commencement of the GDT reform and capacity building.
- Organisation of 2 international workshops addressed by the Deputy Prime Minister, UNDP representative, and other Ministers and attended by people from various organisations to promote targeted subjects which are not available at local and regional levels and attended by 470 participants.
- Organisation of specialized training sessions in various targeted subject attended by 213 participants. Subjects included Accident Invitations System, Vehicle Inspection, Driver License System, Blackspots System, Transport Planning, and Traffic Police Operations.
- Provide Support for the Traffic Training Center of the GDT and training of 400 police officers.
- 703 certificates have been provided for the workshop and training participants signed by the UNDP Representative and Under Secretary for Traffic Affairs.
- Over 20 certificates have been signed by the HE State Minister for Planning and Development, UNDP Representative and Under Secretary for Traffic Affairs for the Project Team.
- Over 80 certificates have been provided to the engineers of the various Ministries and Project Team regarding blackspot training signed by the UNDP Representative, Under Secretary for Traffic Affairs, and Under Secretary for Road Engineering Sector of the Ministry of Public Works.
- Organisation of workshop during the annual Gulf Traffic Week, and Annual Day of road accident victims.
- Participations at 11 regional meetings, international conferences and ministerial meetings.
- Presentation of the Project at various Arab and Gulf States Ministerial and Chief of Traffic Police meetings.

### **Technical Outputs**

- Development of specifications, procedures, protocols, establishment of interagency coordination and police operation teams, project management, and monitoring and evaluation system.
- Collecting data manually from various sources with the help of voluntary people.
- Development of traffic and GIS information system, and database.
- Creation of road network maps, speed limits, GIS maps, congestion locations, public transport routes, locations of various car parks, petrol stations, hospitals, fire stations, and urban features of all Governorates.
- Development of a traffic police patrol system to enhance capacity especially during the special event such as Ramadan and School period.
- Analysis of road accidents, traffic offences, fatalities, injuries, ambulance service, and black spots.
- Assessment of 2015 goal of road fatalities reduction.
- Analysis of all traffic congestion locations nationwide.
- Productions of various reports, maps, data analysis, black spot, studies, training materials, and national recommendations, and circulation to various stakeholders and leaders.
- Link congestion with urban features and traffic police patrol vehicles to enhance efficiency.

#### **Gender**

- The MOI has assigned 3 officers (females) to work with the project team permanently, in analysis of traffic information, administration, legal affairs, and programming.
- Over 160 females attended the international workshops and training sessions, including engineers, teachers, police officers.

#### **Community Awareness**

- Distribution of over 500 CDs to promote the project activities and Traffic Law.
- Distribution of over 2500 booklets and 1000 leaflets, and 3 ISBN documents.
- Creation of the Digital Sustainable Transport and Road Safety Network Middle East (StRsNet) to expand knowledge of local cadres and promote best practice.

#### **Project Consultant Awards**

- The Technical Director of the project has been provided with several awards from the UNDP Representative, State Minister for Planning and Development, and Under Secretary for Traffic Affairs and Under Secretary for Road Engineering Sector of the Ministry of Public Works.
- GIS consultant and Secretariat of the project have also gained awards.

#### **Recommendations of Tackling Road Traffic Problems in Kuwait**

- Development of recommendations of tackling road traffic problems in Kuwait, including duties of 26 organisations and ministries, and submission of the recommendations to the Ministers Council.

#### **Administration and Meetings**

The project activities have included:

- Help in issue of over 200 letters from the GDT to the SCPD and other parties to facilitate project implementation.
- Conducting of over 100 meetings with various parties.
- Conducting of 10 Project Board meetings.
- Development of the Digital Documents and Correspondence Management System to move away from the traditional paper work practice and enhance efficiency.

**Participation at the UN Activities**

- Celebration of the UN Day and organisation of exhibition.
- Creation of the project website by the UN Decade of Action 2011-2020 Team, and promotion of the UN Decade Plan in Kuwait.



## 5. Progress Review: January 2013 – December 2013

The reporting matrix below depicts the summary of achievements based on the Work Plans of the projects.

EXPECTED OUTPUTS AND INDICATORS	PLANNED ACTIVITIES	PLANNED BUDGET 2013 (In USD)	EXPENDITURE S (In USD)	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
<p><b>Output 1</b> <b>National Traffic and Transport Strategy 2010-2020 for Kuwait</b></p> <p><b>Targets:</b> Stage 1 of the Strategy will be completed in December 2015.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Skills of traffic police and engineers strengthened, to engender their leadership role in modern enforcement, transport and traffic issues.</li> <li>• Institutional reform to enhance capacity of the GDT and relevant agencies.</li> <li>• All relevant components of the project are fully operational.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the procurement plan (equipments &amp; services).</li> <li>• Project Management.</li> <li>• Assignment of the relevant consultants.</li> <li>• Implementation of the project Bid by the successful proposer.</li> <li>• Support implementation of the relevant National Development Plan projects.</li> <li>• Provide support for the relevant stakeholders.</li> <li>• Establishment of stakeholders / private sectors / NGOs / coordination groups.</li> <li>• Institutional reforms and human resources developments.</li> </ul>	<p>\$8.4 m + \$2 m = \$10.4 m for all project outputs / components (exchange rate 1 KWD = \$3.5)</p> <p>(2014 – 2015 budget = \$7.35. About 2.1 KWD)</p>	<p>Around \$882,000 for all project outputs / components.</p> <p>No expenditure spent on the RFP / successful RFP bidder.</p>	<ul style="list-style-type: none"> <li>• Full implementation of the procurement plan of the consultants.</li> <li>• Implementation of the procurement plan (equipments &amp; services).</li> <li>• Preparation of the RFP, advertisement, answering clarifications and evaluation of the submitted proposals.</li> <li>• Training of the national cadres.</li> <li>• Preparation of the legislation of the National Transport Authority.</li> <li>• Enhancement of GDT capacities.</li> <li>• Coordination with the stakeholders, private sectors and NGOs.</li> <li>• Support for the Ministry of Communications regarding the Mega Public Transport, Metro and Rail projects.</li> <li>• Organisation of 2 international workshops attended by 470 participants.</li> </ul>	<p><b>Progress</b> Fulfilled all requirements of the project as per the Work Plan.</p> <ul style="list-style-type: none"> <li>• Support of HE State Minister for Planning and Development and UNDP Representative.</li> <li>• Support by the Ministers Council Resolution.</li> <li>• Council of Ministers recommended continuation of the UNDP and Project Team involvement in the project.</li> <li>• The project presented at meetings of the National Assembly.</li> <li>• GDT provided the required equipment and resources.</li> <li>• UNDP commenced the technical evaluation of the Bid.</li> <li>• Training of over 1400 local cadres.</li> <li>• Website created as part of the UNDP site.</li> </ul>

			<ul style="list-style-type: none"> <li>• Organisation of specialized training sessions attended by 213 participants.</li> <li>• 803 certificates provided for the workshop and training participants.</li> <li>• Organisation of workshop during the annual Gulf Traffic Week, and Annual Day of road accident victims.</li> <li>• Participations at 11 regional meetings, international conferences and ministerial meetings.</li> <li>• Presentation of the Project at various Arab and Gulf States Ministerial and Chief of Traffic Police meetings.</li> <li>• Development of specifications, procedures, protocols, data analysis, GIS, traffic management, congestion, enforcement, accidents and establishment of interagency coordination.</li> <li>• Development of a traffic police patrol system to enhance capacity.</li> <li>• Over 160 females attended the international workshops and training sessions.</li> <li>• Issue of 12 monthly reports and distribution of over 500 CDs, 2500 booklets, 1000 leaflets and 3 ISBN</li> </ul>	<p><b>Targets</b> 97% of the defined targets of the Work Plan achieved.</p> <p><b>Risks</b> Risks mitigated due to transfer of budget and provided project requirements.</p>
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				<p>documents.</p> <ul style="list-style-type: none"> <li>• Creation of the Digital Sustainable Transport and Road Safety Network Middle East (StRsNet) to expand knowledge of local cadres and promote best practice.</li> <li>• The Project Team provided with several awards by senior management.</li> <li>• Development of recommendations of tackling road traffic problems in Kuwait for 26 organisations.</li> <li>• Project Technical Director, GIS consultant, 9 short-term international consultants and 6 volunteer consultants and 9 GDT officers involved in the project.</li> </ul>	
<p><b>Output 2</b>  <b>Development of Integrated Data Management System (IDMS).</b></p> <p><b>Targets:</b>  System is fully operational by Dec 2015.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Skills of traffic police and engineers strengthened, to engender their leadership role in modern enforcement,</li> </ul>	<p>The objective is to develop reliable tool to support practitioners and decision makers.</p> <p>The subtasks are as per Section 3. Policy Reform and Project Impact Nationally.</p>			<ul style="list-style-type: none"> <li>• RFP completed.</li> <li>• Interested proposers submitted their Bid and technical and financial requirements.</li> <li>• Site Visit organised for all interested proposers.</li> <li>• Pre-proposal conference organised to explain the project requirements and answered questions of the interested proposers.</li> <li>• Proposers email queries addressed.</li> </ul>	<p><b>Progress</b></p> <p>All requirements met on time</p> <ul style="list-style-type: none"> <li>• All required specifications, data sources and explanation of the system components developed to help the successful Bidders.</li> <li>• Establishment of road classification and speed limit system.</li> <li>• GDT provided full support for implementation of the system and training provided for local cadres.</li> </ul>

<p>transport and traffic issues.</p> <ul style="list-style-type: none"> <li>• Establishment of the relevant units within the GDT to operate the system.</li> <li>• Mechanism to provide efficient operation and maintenance system provided.</li> </ul>				<ul style="list-style-type: none"> <li>• Evaluation of the Bid's commenced and award is expected in January 2014.</li> <li>• Recruitment of technical Bid evaluation consultant.</li> <li>• Methodology prepared.</li> <li>• Training conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• Office premises provided by the GDT for the system and the project.</li> <li>• Development of a GIS, production of electronic maps, identification of all key location nationally to help the successful bidder.</li> <li>• Production of various reports for senior management and stakeholders.</li> </ul> <p><b>Targets</b> All targets met on time.</p> <p><b>Risks</b> Risks mitigated due to transfer of budget and providing project requirements.</p>
<p><b>Output 3</b> <b>National Traffic Engineering and Enforcement System</b></p> <p><b>Targets:</b> Establishment of efficient system by Dec 2015.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Skills of traffic police and engineers strengthened, to engender their leadership role in modern enforcement, transport and traffic issues.</li> <li>• System fully operational and maintenance regime in place.</li> <li>• System adopted by GDT</li> </ul>	<p>The objective is to enhance movement of people and goods, optimize transport system efficiency and improve traffic law enforcement. The subtasks are as per Section 3. Policy Reform and Project Impact Nationally.</p>			<ul style="list-style-type: none"> <li>• Training for national cadres successfully completed.</li> <li>• Cadres of various ministries and organisations participated at the training workshops and training.</li> <li>• Best management practice provided by the international consultants.</li> <li>• Capacity building conducted to enhance enforcement practice and management and operational skills.</li> </ul>	<p><b>Progress</b> All project requirements met.</p> <ul style="list-style-type: none"> <li>• System developed to help Patrol vehicles regarding GIS issues, congestion, benchmarks, speed limits, road classifications and relevant issues to enhance enforcement efficiency.</li> <li>• Preparation of organisational structure.</li> </ul> <p><b>Targets</b> All project requirements have been fulfilled.</p>

<p>and plan for future enhancement in place.</p>					<p><b>Risks</b> All risks mitigated due to transfer of Budget and providing project requirements.</p>
<p><b>Output 4</b> <b>National Road safety and Black Spot System</b></p> <p><b>Targets :</b></p> <ul style="list-style-type: none"> <li>• Identification of all black-spots.</li> <li>• System operational operational by 2015.</li> <li>• Guidelines and procedures fully established by 2015.</li> <li>• National cadres trained during 2013 - 2015.</li> <li>• 30% decrease in road Fatalities by 2015.</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Methods and institutional capability to identify black spot established.</li> <li>• System fully operational and maintenance regime on place.</li> <li>• GDT adopted the use of the system.</li> <li>• Training of National Cadres provided.</li> </ul>	<p>The objective is "to minimize the severity, frequency and cost to the community of road traffic accidents" in line with the new UN Decade of Action 2011-2020 through development of a national Blackspot system, and to introduce more efficient "safety-conscious" road design and traffic management practice on the basis that: "Prevention is better than cure".</p> <p>The subtasks are as per Section 3. Policy Reform and Project Impact Nationally.</p>			<ul style="list-style-type: none"> <li>• Protocol developed and blackspots identified in several Governorates.</li> <li>• Some blackspot treatments commenced in 2013.</li> <li>• Assistance provided to the relevant agencies.</li> <li>• National uniform interagency guidelines for new and current roads will be finalised in Mar 2014.</li> <li>• System effectiveness assessed following the collection of Hawalli Governorate data.</li> <li>• Blackspots for Hawalli and Farwaniya Governorates, highway 40 and Al-Salmi highway completed.</li> <li>• Blackspot consultant recruited and inter agency program conducted.</li> <li>• System methodology prepared.</li> <li>• Protocol for identification of black-spot locations according to their priority established.</li> <li>• Proposed low cost engineering method for</li> </ul>	<p><b>Targets</b> All project requirements fulfilled.</p> <ul style="list-style-type: none"> <li>• System development commenced to help relevant Ministries in tackling accident problems.</li> </ul> <p><b>Risks</b> Risks mitigated due to transfer of Budget and providing project requirements.</p>

				<p>black-spot treatments.</p> <ul style="list-style-type: none"> <li>• Assist agencies to ensure adoption of procedures for a more safety-conscious road design and traffic management scheme.</li> <li>• Development of uniform interagency guidelines for new and current roads.</li> <li>• Develop procedures to assess system effectiveness.</li> </ul>	
<p><b>Output 5</b> <b>National Traffic Centre's of Excellence</b></p> <p><b>Targets:</b> Centres established by Dec 2015.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Skills of traffic police and engineers strengthened, to engender their leadership role in modern enforcement, transport and traffic issues.</li> <li>• Establishment of the centre supported by the GDT and Government.</li> <li>• All requirements and resources provided.</li> </ul>	<p>The objective is to enhance the capacity of General Directorate of Traffic.</p> <p>The subtasks are as per Section 3. Policy Reform and Project Impact Nationally.</p>			<ul style="list-style-type: none"> <li>• Training of national cadres commenced.</li> <li>• Organizational structure developed.</li> <li>• Modern traffic engineering issues promoted.</li> <li>• Best management practice provided by the international consultants.</li> </ul>	<p><b>Progress</b> All project targets met.</p> <ul style="list-style-type: none"> <li>• Institutional reform supported by the Ministers Council, National Assembly and GDT.</li> <li>• Identification of training materials.</li> <li>• Identification of future centres trainees and staff and coordination.</li> </ul> <p><b>Targets</b> All project requirements fulfilled.</p> <p><b>Risks</b> Risks mitigated due to the transfer of Budget and provide project requirements.</p>

<p><b>Output 6 National Traffic Awareness System</b></p> <p><b>Targets:</b> System developed by Dec 2015 and campaign started in 2014.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• National action plan developed.</li> <li>• Meeting with the stake holders conducted.</li> <li>• Skill enhanced.</li> </ul>	<p>The objective is to advance the community awareness on the use of the road network.</p> <p>The subtasks are as per Section 3. Policy Reform and Project Impact Nationally.</p>			<ul style="list-style-type: none"> <li>• Awareness international consultant assigned.</li> <li>• Awareness materials distributed.</li> <li>• Creation of the Digital Sustainable Transport and Road Safety Centre Network Middle East (StRsNet) to expand knowledge of local staff.</li> <li>• Modern knowledge provided at workshops and through publications.</li> <li>• Modern traffic engineering issues promoted.</li> <li>• Cadres of various ministries participated at the training workshops.</li> <li>• Best management practice provided by the international consultants.</li> <li>• Promotion of current legislations.</li> <li>• Commencement of national guidelines and sustainable training programs.</li> </ul>	<p><b>Progress</b> All project requirements met.</p> <p><b>Targets</b> All project requirements fulfilled.</p> <p><b>Risks</b> Risks mitigated due to the transfer of Budget and provide project requirements.</p>
<p><b>Output 7 Political Leader Directives and Monitoring and Evaluation.</b></p>	<p>Fulfill requirements of the Political leaders, Resolutions of the Minister Councils, UN Resolutions and regional &amp; international commitments.</p>			<ul style="list-style-type: none"> <li>• Provide credited advise for senior management.</li> <li>• Monitor implementation of Ministers Council and UN Resolutions.</li> <li>• Creation of one stop umbrella to provide</li> </ul>	<p><b>Progress</b> All targets met.</p>

				<p>consultancy and fulfill requirements of the operational projects.</p> <ul style="list-style-type: none"> <li>• Monitor efficiency of the institutional reform.</li> </ul>	
<p><b>Output 8</b> <b>Monitoring and Evaluation System</b></p> <p><b>Targets:</b> Implementation of the relevant components of the NTTS.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Skills of traffic police and engineers strengthened.</li> <li>• Implementation of the first stage of the NTTS by 2015.</li> <li>• Training of national cadres Provided.</li> <li>• Assessment of performance indicator effectiveness.</li> </ul>	<p>The objective is to monitor performance and efficiency of the action plan against the required targets.</p> <p>The subtasks are as per Section 3. Policy Reform and Project Impact Nationally.</p>			<ul style="list-style-type: none"> <li>• Periodical reports.</li> <li>• Analysis.</li> <li>• Advice.</li> <li>• Publications.</li> <li>• Assessment of performance indicators.</li> <li>• Efficiency of meeting targets.</li> <li>• Obstacle assessments.</li> <li>• Implementation plan.</li> <li>• Requirements.</li> <li>• Quality assurance.</li> <li>• Updating of current information and plans.</li> </ul>	<p><b>Progress</b> All project requirements met.</p> <p><b>Targets</b> All project requirements fulfilled.</p> <p><b>Risks</b> Risks mitigated due to the transfer of Budget and provide project requirements.</p>
<b>Total</b>		<p><b>\$10.4 m</b></p> <p>The remaining budget will cover the Bid cost and other project activities in 2014.</p>	<p>\$882,000 for all project outputs / components.</p>		



## 6. Institutional Arrangements

The UNDP is the executing agency. It provides the Project Technical Director and consultants to work on daily basis with the GDT, and process all procurement and payment issues. The focal points of the project within UNDP is the portfolio management officer who is responsible for providing and follow up of all project requirements in coordination with other UNDP units. The UNDP is responsible for providing regular reports regarding expenditures and budget issue and fulfil requirement of the project work plan.

The GDT is the implementing agency and beneficiary of the project. It has provided budget for the implementation of the project, under exceptional case approved by the Ministers Council.

The GDT is responsible for supervision and monitoring and evaluation of the project on daily basis, through a number of mechanisms. The GDT is responsible for selection of the short listed consultants, quality of the provided equipment, software, services and goods, and approval of deliverable to promote quality assurance. The GDT is responsible for providing the available information and services. The GDT is also responsible for providing the required official / approval letters to the SCPD and UNDP regarding project issues and consultant's performance and need for their service. The GDT is responsible for providing the project office, furniture, communications, and office need.

A National Project Director/Coordinator (high rank traffic police officer) has been appointed by the GDT / MOI to facilitate coordination and implementation, supported by some traffic police officers and technical staff.

The SCPD represents the Government of Kuwait, and provides budget to UNDP and support necessary for successful implementation of the project. The SCPD also involve in the monitoring of the project progress.

The Project Board mission is to monitor the project implementation, approve the annual work plan, procurement plans, assignment of consultants and officers, extension of officer and consultant's contracts, assess progress reports, and approve GDT requirements. The Project Board comprises UNDP, SCPD, GDT and Project Technical Director. The Project Board holds quarterly and as required meetings. All project minutes are normally approved and signed by the Project Board members and become mandatory after circulation. All Board members are required to gain the Board approval in case of required change for the minutes.

The Project Technical Director has been appointed (International Consultant) in line with approval of the Project Board, GDT and SCPD after adoption of the project by the Ministers Council and issue of its resolution regarding utilisation of the Project Team and UNDP in the implementation of the project. The Project Technical Director is in charge of implementation of the approved work plan, customer service, managing the technical aspects of the project, consultants and providing TORs, specifications, analysis, system development, project design, development of data forms, multidisciplinary issue of the project, action plan, RFP, project framework, monitoring and evaluation, and monthly, quarterly and yearly progress reports.

The GIS consultant has been appointed by the UNDP in line with the project document and Project Board approval. The GIS consultant is responsible for the GIS system of the project including spatial mapping, identification of accident blackspot locations, road classifications, speed class assignments, police patrol vehicles, landuse, GIS database design, and landmarks. The service of the Project Technical Director, GIS consultant, and IT consultant is required for the whole period of the project in line with the project document. The project activities also involve assignment of various short term consultants.

## 7. Monitoring and Evaluation

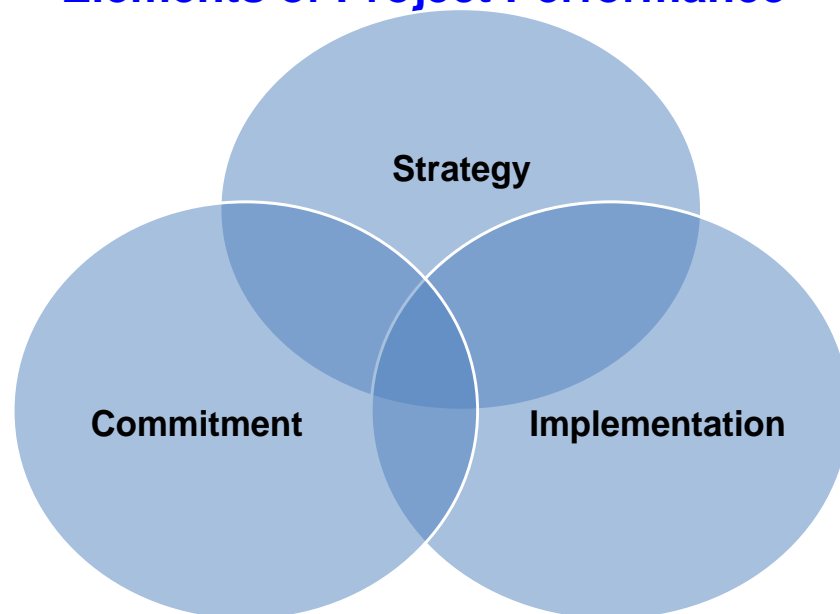
To assess effectiveness, several performance indicators at national and project levels have been adopted taking into the account the following advantages:

1. Establish a uniform and clear evaluation system.
2. Assess risk and evaluate results.
3. Assess effectiveness of the project objectives.
4. Facilitate data and program updating and adoption of countermeasures.
5. Provide solid information to win the community, private sector, and decision maker's support.
6. Comparison with other countries and international standards.

The key performance indicators of the Project include:

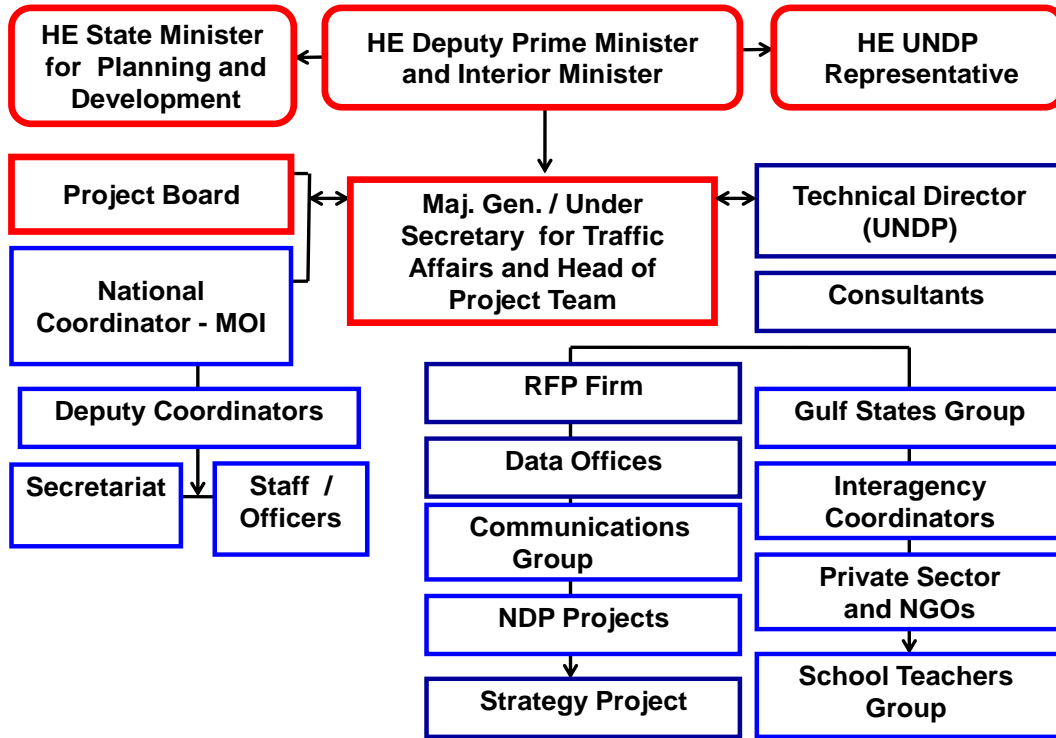
- Sustainable training program in the project related disciplines.
- Uniform technical specifications and guidelines.
- Maintaining of current and reliable data, and issue of periodical reports.
- Meet Ministerial and senior management needs.
- Provide credited and qualified advice to relevant bodies.
- Plan ahead.
- Adoption of an effective action plan.
- 24 hours customers' service.
- Team work environment.
- Follow up.
- Open / Trust Dialogue with stakeholders.
- Listening to customers.
- Innovation.
- Quick problem address.

### Elements of Project Performance

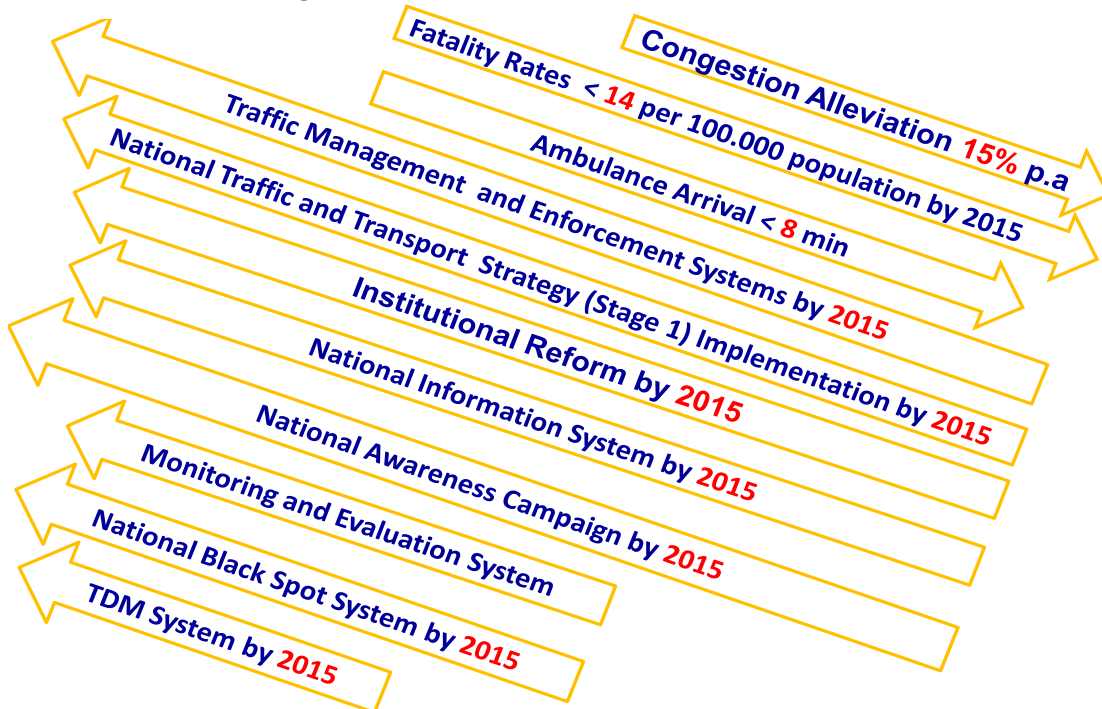


- **Strategy:** A unique way of creating efficient system.
- **Implementation:** Doing things right and accomplish goals.
- **Commitment:** Obligation to optimize use of resources and tackle risks.

### M & E System of the Project



### Example of Performance Indicators



## 8. Challenges and lessons learned

The most important challenges and lessons learned during the reporting period are as follows:

### Key challenges and risks

- Strengthen capacity of the procurement unit.
- Create efficient mechanism for the consultant contracts in line with experience, qualifications, payments, project requirements and UNDP guidelines.
- Provide Project Team with some renewable budget to address urgent project requirements, e.g stationery for training sessions, cartridge / toners for the printers and photo copiers, yellow papers for the Ministerial letters and workshops.
- Lump sum payment (approved by the board) for some external people who provide project services during the workshop, training sessions, transfer of equipments to compensate for their time, activities, fuel costs and the risk of using their vehicles.
- Provide 2014-2015 project budgets in line with the Ministry of Finance and SCPD commitments and approval letters.
- Provide all outstanding 2013 equipment and procurement items.
- Provide 3 members of the Project Team with some budget to attend GCC (1 trip per member annually) and International (1 trip per member annually) meetings / conferences / data collection to advance knowledge and exchange information regarding the best practice.

### Lessons Learned

1. More authority of project management should be delegated to the Project Team and Project Board in order to streamline and speed the implementation process.
2. Efficient and integrated transport system is the key for sustainable development, community welfare, peace and security, economic growth, safety and better health, to tackle the traffic problems which cost Kuwait over \$9.5 billion per annum and over 445 deaths, 9000 injuries and socioeconomic cost annually.

## 9. Sustainability

The strong support provided by the Council of Ministers to the project ensured that all partners and stakeholders remained committed to ensure a conducive environment for the roll out of the project's activities. This was evident during the passing of resolution 1426 on 12 October 2010 by the National Assembly to expedite implementation and inclusion of the project in the 2011-2015 National Development Plan, and transfer of fund from Ministry of Interior to the UNDP.

A series of meetings between the Council of Ministers and the MOI led to recommendations to use service of the Project Team and strengthen partnership with UNDP to speed implementation of the project.

The project has a huge stakeholder base which comprises over 26 government agencies almost all of which participate regularly with inputs to the project. All relevant organizations have nominated coordinators to facilitate project implementation. Strong partnership has been created between the Project Team, private sectors, NGOs, community and media.

The project team has been instrumental in drafting the law of the new General Transport Authority which has been submitted by the Council of Ministers to the National Assembly for formal endorsement.

The MOI has played a significant role in ensuring the continuity of operations by providing the project with the office and other requirements. A national ‘Police Officers Operational Team’ has been established and chaired by the project’s coordinator (MOI) and membership of the UNDP Project Technical Director to support the implementation of the project’s activities. Bid document is now under evaluation to select the successful bidder.

## 10. Financial Summary

The following table depicts a summary of project expenditure during the reporting period.

CATEGORIES	EXPENDITURE (USD)
International Consultants	410,000
DSA – International	40,000
Travel Costs (Field Travel for Activities)	32,000
Facilities, Equipments & Administration	400,000
<b>Total</b>	<b>882,000</b>

**Project Budget and Expenditure for  
Jan - Dec 2013 (\$ millions)**

<b>Item</b>	<b>Budget (Jan - Dec 2013)</b>	<b>Total Expenditures</b>	<b>Total Balance</b>
<b>Total Budget</b>	<b>10.400</b> <b>(\$2 SCPD + \$8.4 MOI)</b>	<b>0.882</b>	<b>9.518</b>
<b>RFP / Consultancy Firm</b>			
<ul style="list-style-type: none"> <li>• Project Requirements</li> <li>• Project Consultants</li> <li>• Specialized Programs</li> <li>• Equipments</li> </ul>	6.500	0.000*	6.500
<b>Procurement Plan – UNDP</b>			
<ul style="list-style-type: none"> <li>• Equipment &amp; Services</li> <li>• Office Maintenance</li> </ul>	1.500	0.350	1.150
<b>Project Management - UNDP</b>			
<ul style="list-style-type: none"> <li>• Individual Consultants</li> <li>• Workshops and Trainings</li> <li>• Administration and Contingency</li> </ul>	2.400	0.532	1.868
<b>Total</b>	<b>10.400</b>	<b>0.882</b>	<b>9.518</b>

\* As stated in the project Work Plan and in line with the provided funds of the SCPD and the MOI, the RFP budget will be transferred to 2014. The RFP award is expected in January 2014. The remaining UNDP budget for project management and equipments & services together with the miscellaneous budget will cover the 2014 activities.

### Cost Estimate for Jan - Dec 2014 (\$ millions)

Item	Budget (Jan - Dec 2014)	Total Expenditures	Total Balance
<b>Total Budget</b>	<b>9.518</b>	<b>0.000</b>	<b>9.518*</b>
<b>RFP / Consultancy Firm</b> <ul style="list-style-type: none"> <li>• Project Requirements</li> <li>• Project Consultants</li> <li>• Specialized Programs</li> <li>• Equipments</li> </ul>	6.500	0.000	6.500
<b>Procurement Plan – UNDP</b> <ul style="list-style-type: none"> <li>• Equipment &amp; Services</li> <li>• Office Maintenance</li> </ul>	1.150	0.000	1.150
<b>Project Management - UNDP</b> <ul style="list-style-type: none"> <li>• Individual Consultants</li> <li>• Workshops and Trainings</li> <li>• Administration and Contingency</li> </ul>	1.868	0.000	1.868
<b>Total</b>	<b>9.518</b>	<b>0.000</b>	<b>9.518</b>

\* As stated in the project Work Plan, the RFP award is expected in January 2014. In line with the provided funds by the SCPD / Ministry of Finance / MOI, and cost sharing agreement, the remaining MOI budget for 2014-2015 will be transferred in 2014 to cover the project activities till December 2015.

The cost estimate table and work plan will be modified following the transfer of fund.

## Annex 2

### PROJECT FRAMEWORK<sup>5</sup>

Design Summary	Performance Indicators/Targets	Monitoring Mechanism	Assumptions and Risks
<b>National Objective</b>			
<ul style="list-style-type: none"> <li>Promote socioeconomic growth through linking traffic and transport sector with the National Development Plan and "Kuwait 2035" goal, to serve current and future generations.</li> </ul>	<ul style="list-style-type: none"> <li>Development of IDMS, and other project components by Dec 2015.</li> <li>Gross Domestic Product (GDP) is expected to grow by 2016 and beyond.</li> <li>Link of the GDP and transport sector growth (16%) by Dec 2015.</li> <li>Increase in per capita income per annum by 2016 and beyond.</li> <li>Reduction in socioeconomic impacts of traffic problems in Kuwait by 2016 and beyond.</li> </ul>	<ul style="list-style-type: none"> <li>Award of the advertised Bid to an appropriate firm by Jan 2014.</li> <li>Monthly progress reports.</li> <li>Project Completion Report (PCR).</li> <li>Evaluation of national statistics of economic growth and GDP.</li> <li>Conduct project Monitoring and Evaluation (M &amp; E) during the project and 3 years thereafter.</li> <li>Development of socioeconomic cost system.</li> <li>Progress toward achieving goal of road traffic fatality reduction.</li> <li>Percentage of congestion alleviation and vehicle emissions control per annum.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the project during 2013-2015, and the required budget provided.</li> <li>All project components are fully operational by Dec 2015.</li> <li>Sound macroeconomic conditions.</li> <li>Implementation of project components by all relevant Ministries.</li> <li>Continued economic growth in the State of Kuwait.</li> </ul>
<b>Purpose</b>			
<ul style="list-style-type: none"> <li>Development of sustainable traffic and transport system which is economically viable, socially acceptable, environmental friendly and safe.</li> </ul>	<ul style="list-style-type: none"> <li>Better traffic management enforcement systems by Dec 2015.</li> <li>Travel Demand Management System is in place by Dec 2015.</li> <li>Traffic fatalities reduced to below 460 during 2013-2015.</li> <li>Traffic injuries reduced to below 10,000 by 2015.</li> <li>Reduction of Ambulance arrival time to the accident site to 8 minute by 2015.</li> <li>Reduction of fatality rate per 100,000 populations to below 14.</li> <li>System to monitor congestion alleviation is in place by Dec 2015.</li> <li>Monitoring system of vehicle emissions and database are in place by 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Traffic survey before and after the Project.</li> <li>Performance indicators are in place.</li> <li>Direct measures of cost and benefit of the project.</li> <li>Efficient evaluation and reporting system.</li> </ul>	<ul style="list-style-type: none"> <li>The MOI and Government adopt the policy measures, traffic and transport improvement initiatives and institutional reform.</li> <li>Effective enforcement of traffic regulations.</li> <li>Implementation of a blackspot and road safety audit program.</li> <li>Adoption of project components by relevant Ministries.</li> <li>The project is successfully implemented in line with the specifications, schedule and budget.</li> <li>Community and stakeholders are aware of the benefit of the new project.</li> </ul>

<sup>5</sup> Source: Jraiw K. Technical Project Director, National Traffic and Transport Strategy 2010-2020 for Kuwait, UNDP (Based on Multilateral Development Bank Practices).



## PROJECT FRAMEWORK <sup>5</sup>

<b>Design Summary</b>	<b>Performance Indicators/Targets</b>	<b>Monitoring Mechanism</b>	<b>Assumptions and Risks</b>
<ul style="list-style-type: none"> <li>Implementation of the institutional reform and HR development program and improving coordination among Ministries concerned.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce traffic delay and congestion by 15% per annum in 2016 and beyond.</li> <li>Vehicle emissions monitoring system is in place in Dec 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> <li>Traffic survey before and after the Project.</li> <li>GDT and Government statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Using of the available road space efficiently by implementing appropriate traffic management measures and policies as well as institutional reforms.</li> <li>Adoption of efficient traffic law enforcement for all transport modes.</li> </ul>
	<ul style="list-style-type: none"> <li>Implementation of the Ministers Council Resolution No 1426 - Oct 2010.</li> <li>Establishment of the new General Transport Authority during 2014 - 2015.</li> <li>Continuation of General Directorate of Traffic restructuring during 2014-2015.</li> <li>Implementation of the Project recommendations by relevant Ministries.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>There is a general consensus on the policy and institutional reforms.</li> <li>The Project Team reporting to the Under Secretary of Traffic Affairs.</li> <li>Extent of adoption of agreed policies, plans, and institutional reforms of the project.</li> </ul>
<ul style="list-style-type: none"> <li>Strengthening links with the private sector, NGOs, and media.</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of policies and plans to promote project activities.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> <li>Establishment of communications unit as part of the project team.</li> </ul>	<ul style="list-style-type: none"> <li>There is a general consensus on supporting the project.</li> </ul>
<b>Outputs</b>			
<b>Policy Reform and Project Impacts Nationally</b>			
<ul style="list-style-type: none"> <li>UNDP Role and Value Added</li> </ul>	<ul style="list-style-type: none"> <li>Continuation of UNDP support for the project.</li> <li>Processing of the project Bid on time.</li> <li>Continuation of providing technical and specialized consultants to speed project implementation.</li> <li>Provide Project Team and Project Board with authority regarding implementation of some approved issues of the Work Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>Strong coordination between the Government and UNDP.</li> <li>Assignment of Consultants on time.</li> <li>Budget, resources and procurement mechanism and administration staff are in place.</li> <li>Technical Project Director assigned on time.</li> <li>GDT provided all required facilities and project office.</li> <li>Project Team promotes UNDP reputation, and reflects its noble principles.</li> </ul>
<ul style="list-style-type: none"> <li>Fulfill requirements of the Ministers Council, Senior Management, UN Decade of Action 2011-2020 Plan and recommendations of the Arab Councils of Interior Ministers and GCC Interior Ministers</li> </ul>	<ul style="list-style-type: none"> <li>Timely respond to all queries by the Project Team.</li> <li>All requirements fulfilled efficiently.</li> <li>Sound advice provided by the Project Team.</li> <li>Project Team created efficient coordination protocol.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledgeable UNDP Consultants.</li> <li>UNDP Consultants assigned on time.</li> <li>Technical Project Director assigned on time.</li> <li>Project Team created strong coordination with the Government agencies.</li> </ul>

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<b>Design Summary</b>	<b>Performance Indicators/Targets</b>	<b>Monitoring Mechanism</b>	<b>Assumptions and Risks</b>
<ul style="list-style-type: none"> <li>Partnership with the Beneficiary, Private Sector, Stakeholders, and NGO's.</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of the project initiatives by the beneficiary.</li> <li>Involvement of the private sector, stakeholders, and NGO's in the project activities.</li> <li>Project Team created communications unit to strengthen partnerships and promote the project.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> <li>Feedbacks of the relevant bodies.</li> </ul>	<ul style="list-style-type: none"> <li>Full cooperation between all parties.</li> <li>Close monitoring to ensure efficiency of the partnership.</li> </ul>
<ul style="list-style-type: none"> <li>Development of Integrated Data Management System (IDMS).</li> </ul>	<ul style="list-style-type: none"> <li>All project components and modules, e.g GIS and link with other systems are in place by Dec 2015.</li> <li>Continuation of the Project Team in developing project engineering requirements and analysis of data.</li> <li>Project Team provided access and relevant information to the Bid firm.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> <li>The Bid firm provided all requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Full cooperation between the GDT, UNDP, Project Team and firm.</li> <li>Effective performance of the Bid firm and consultants.</li> <li>Close monitoring by the Project Team to ensure quality and timing of the project.</li> </ul>
<ul style="list-style-type: none"> <li>National Traffic Engineering and Enforcement System.</li> </ul>	<ul style="list-style-type: none"> <li>The system is fully operational by Dec 2015.</li> <li>Continuation of the Project Team in developing project technical requirements and analysis of data.</li> <li>Project Team provided access and relevant information to the Bid firm.</li> <li>Better traffic management system is in place by Dec 2015.</li> <li>Adoption of efficient enforcement system during 2014-2015.</li> <li>Enhancement of the accident investigation system during 2014-2015.</li> <li>Establishment of 6 accident investigation units within GDT during 2014-2015.</li> <li>Travel Demand Management System and Guidelines are in place by Dec 2015.</li> <li>Congestion monitoring, vehicle emissions monitoring, border and other databases are in place by Dec 2015.</li> <li>All relevant guidelines, e.g parking, are available in Dec 2015.</li> <li>In line with HE the Minister, Project Team provides support to the Ministry of Communications regarding public transport enhancement and new Rail and Metro projects.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> <li>The Bid firm provided all requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Full cooperation between the GDT, UNDP, Project Team and firm.</li> <li>Effective performance of the Bid firm and Consultants.</li> <li>Close monitoring by the Project Team to ensure quality and timing of the project.</li> </ul>

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Design Summary	Performance Indicators/Targets	Monitoring Mechanism	Assumptions and Risks
	<ul style="list-style-type: none"> <li>• Rail and Metro projects.</li> <li>• Project Team provides support to the Ministry of Public works regarding enhancement of Road network.</li> <li>• Coordination with all relevant organizations and Ministries regarding the project implementation.</li> </ul>		
<ul style="list-style-type: none"> <li>• <b>National Road safety and Blackspot System</b></li> </ul>	<ul style="list-style-type: none"> <li>• The system is fully operational in Dec 2015.</li> <li>• Continuation of the Project Team in developing project technical requirements and analysis of data.</li> <li>• Project Team provided access and relevant information to the Bid firm.</li> <li>• Reduction of road traffic fatality rate per 100,000 population to below 14 during 2014.</li> <li>• Reduction of road fatality rate per 10,000 registered vehicle to below 2.8.</li> <li>• Modern blackspot system is in place by Dec 2015.</li> <li>• National blackspot guidelines are available in Dec 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> <li>• The Bid firm provided all requirements.</li> <li>• Speed formulation of the National Blackspots team, including the UNDP Project Technical Director by Feb 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Full cooperation between the GDT, UNDP, Project Team and firm.</li> <li>• Effective performance of the Bid firm and Consultants.</li> <li>• Close monitoring by the Project Team to ensure quality and timing of the project.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Institutional Reform and HR Development</b></li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of the Project Team in processing institutional reform.</li> <li>• Reform completed in Dec 2015.</li> <li>• Multidisciplinary and modern capacity building and HR plan (in the project related disciplines which are not available regionally), and implementation process are in place by Dec 2015.</li> <li>• Project Team provided access and relevant information to the Bid firm.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> <li>• The Bid firm provided all requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Full cooperation between the GDT, UNDP, Project Team and firm.</li> <li>• Effective performance of the Bid firm and Consultants.</li> <li>• Close monitoring by the Project Team to ensure quality and timing of the project.</li> <li>• Implementation of agreed reform by the Government.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>National Traffic Awareness Campaign</b></li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of the Project Team in processing awareness campaign in partnership with the stakeholders.</li> <li>• Campaign developed during 2014-2015.</li> <li>• Development of awareness campaign action plan by the Project Team in Mar 2014.</li> <li>• Strengthening link with the relevant Government agencies, private sectors, NGO's and media.</li> <li>• Establishment of communications unit within the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> <li>• The Bid firm provided all requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Full cooperation between the GDT, UNDP, Project Team and firm.</li> <li>• Full cooperation between the Project Team, Private Sectors, NGO's and media.</li> <li>• Close monitoring by the Project Team to ensure quality and timing of the project.</li> <li>• Implementation of agreed campaign by the Government.</li> </ul>

## PROJECT FRAMEWORK <sup>5</sup>

Design Summary	Performance Indicators/Targets	Monitoring Mechanism	Assumptions and Risks
	<ul style="list-style-type: none"> <li>Establishment of 6 awareness units within the GDT, 1 in each Governorate and provide them with the required equipment and services.</li> <li>Public awareness of the opportunities offered by the project.</li> </ul>		
<ul style="list-style-type: none"> <li><b>Links with GCC member countries and International bodies</b></li> </ul>	<ul style="list-style-type: none"> <li>Coordination between the Project Team and peer and counterparts of the relevant organizations and Government agencies in the GCC region and internationally.</li> <li>Establishment of knowledge network and exchange of information mechanism.</li> <li>Creating of mechanism regarding joint activities, exchange of visits and promotion of best practice.</li> <li>Attend relevant international conferences and workshops.</li> </ul>	<ul style="list-style-type: none"> <li>Efficient monitoring system is in place to assess effectiveness of the partnership and links.</li> </ul>	<ul style="list-style-type: none"> <li>Project Team created efficient cooperation regime with the relevant peer and counterparts at regional and international levels.</li> </ul>
<b>Inputs</b>			
<b>Provide adequate funds</b>	<ul style="list-style-type: none"> <li>Fund provided on time for 2013 - 2014 and 2014 - 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Follow up of the fund transfer to the UNDP by the Project Team.</li> <li>Cost sharing agreement signed by the UNDP and the Government.</li> <li>Project Document signed by the SCPD, MOI and UNDP.</li> </ul>	<ul style="list-style-type: none"> <li>Adequate fund is in place for the whole period of the project.</li> </ul>
<b>Project Management</b>	<ul style="list-style-type: none"> <li>High quality and inter-disciplinary technical project management.</li> <li>Monitoring and evaluation and capacity building provided to implement the project and enhance GDT and relevant body's capacity.</li> <li>Project Technical Director, GIS, and IT consultants recruited for the whole period of the project, till Dec 2015 in line with the Project Document and GDT and Project Board recommendations to facilitate planning.</li> <li>Project Assistant, Procurement Assistant and Communications Assistant recruited on time.</li> <li>Procurement Plan for short term consultants and staffing is in place for 2014.</li> <li>Payment for the consultants is within one week of the portfolio management approval.</li> </ul>	<ul style="list-style-type: none"> <li>Achievement in quality control and timely implementation.</li> <li>Improved GDT capacity.</li> <li>All consultants and required staff recruited on time.</li> <li>All equipment and services provided on time.</li> <li>All financial and resources provided on time.</li> <li>Project office and furniture provided for the Project Team and Bid firm staff.</li> <li>Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>Support provided to the Project Team.</li> <li>Coordination between the Project Team and relevant parties is in place.</li> <li>Selection of competent consulting team.</li> <li>Adequate capacity building program.</li> <li>All project components implemented on time in line with the specifications, allocated budget, and plan.</li> </ul>

## PROJECT FRAMEWORK <sup>5</sup>

Design Summary	Performance Indicators/Targets	Monitoring Mechanism	Assumptions and Risks
	<ul style="list-style-type: none"> <li>• Continuation of the Project Team in running workshops, specialized training sessions and other project activities.</li> <li>• Procurement Plan for equipment and services is in place for the whole period of the project.</li> <li>• Project Team provided with the required resources / minimum fund to run the urgent issues of the project.</li> <li>• Project Team provided with the mechanism to enhance coordination with the Government agencies, stakeholders, private sector, NGO's and media.</li> <li>• Mechanism is in place to strengthen the link between the Project Team and peer and counterparts in the GCC region and internationally.</li> </ul>		
<b>Technical and Specifications of the Project</b>	<ul style="list-style-type: none"> <li>• Continuation of the Project Team in developing project technical requirements, specifications, analysis of data and coordination with the stakeholders.</li> <li>• Continuation of the Project Team in providing sound technical advice to the senior management / stakeholders.</li> <li>• Training program established by the Project Team.</li> <li>• Training candidates selected and trained.</li> <li>• Capacity building and reform plan developed by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Close coordination between UNDP, Government and Project Team.</li> </ul>
<b>RFP Bid Firm</b>	<ul style="list-style-type: none"> <li>• Contract awarded to the successful bidder in Jan 2014.</li> <li>• Successful bidder commenced work in Feb 2014.</li> <li>• Successful bidder met all targets of the implementation plan.</li> <li>• Payment for the completed bidder's work is within one week of the date of the approval by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly, half yearly, yearly progress reports and project completion review report by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective performance of the Bid firm and Consultants.</li> <li>• Close coordination between UNDP, Government and Project Team.</li> </ul>

## PROJECT FRAMEWORK <sup>5</sup>

Design Summary	Performance Indicators/Targets	Monitoring Mechanism	Assumptions and Risks
<b>Monitoring and Evaluation System</b>			
<p><b>To monitor performance and efficiency of the implementation plan against the required targets.</b></p>	<ul style="list-style-type: none"> <li>• Collection of recent information.</li> <li>• Monitoring and Evaluation system is in place.</li> <li>• Efficient coordination with all stakeholders regarding performance.</li> <li>• Efficient feedbacks mechanism.</li> <li>• Performance indicators are in place.</li> <li>• Website, electronic information and mobile application services are available to the stakeholders by Dec 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly, half yearly, yearly and project completion review reports by the Project Team.</li> <li>• Organization of joint workshops to exchange information, best practice and project progress issues.</li> <li>• Development of guidelines and specifications to provide uniform sources for decision makers and practitioners.</li> <li>• Provide publications and awareness materials to all stakeholders and communities.</li> <li>• Efficient customer service is in place by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Full cooperation between the GDT, UNDP, Project Team and firm.</li> <li>• Full cooperation between the Project Team, Private Sectors, NGO's and media.</li> <li>• Close monitoring by the Project Team to ensure quality and timing of the project.</li> </ul>
<b>Cost-Benefits of the Project</b>			
<p><b>The project will optimize the use of resources, enhance Government agency capacities and strengthen human resources development.</b></p>	<p>Anticipated benefits within five years after the project completion include:</p> <ul style="list-style-type: none"> <li>• Saving of over \$28 Billion due to reduction of the socioeconomic cost of traffic problems.</li> <li>• Help in implementation of the NDP where the NTTS projects represent over 40% of the NDP cost.</li> <li>• Optimize the use of the national resources.</li> <li>• Building of national electronic information system to move away from the paper work.</li> <li>• Provide stakeholders with on line electronic services.</li> <li>• Build sustainable transport system.</li> <li>• Reduce pressure on Government services.</li> <li>• Social and economic benefits.</li> <li>• Build efficient national tasks force and enhance institutional capacity.</li> <li>• Provide services for the national plan, transport-landuse planning, road engineering and transport system, traffic police, health and emergency services, research institutes, education and community awareness.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly, half yearly, yearly and project completion review reports by the Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>• The Government adopts policy measures and initiatives of the project.</li> <li>• The project is successfully implemented.</li> </ul>

