



Correct Version

Government of Kuwait
United Nations Development Programme
Country: Kuwait
Project Document

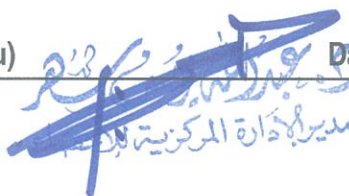


Project Title:	Support the development of the Central Statistics Bureau
Expected CP Outcome(s):	(1.4) Enhanced statistical tools and information systems in support of information management processes and policy development
Expected Outputs:	1.4.2. National statistical tools and information systems developed
Implementing Partner:	Central Statistics Bureau
Responsible Parties:	UNDP
Brief Description Development of the statistical function in the state of Kuwait is considered one of the most important objectives of the National Mid-range Development Plan for Kuwait for the years 2010 - 2014. The fifth goal of the plan aims for "Efficient and effective government administration". The last two strategic objectives of this goal advocate for "Modernizing statistics activity and civil information systems to support development and decision-making processes in all areas" and "Providing and supporting the basic needs to building an information society within the state". Guided by these strategies, the Central Statistics Bureau is planning on developing its national information systems to monitor economic data and national accounts.	

Programme Period: 2009-2014 CPAP Key Results Area: "Efficient and Effective Government Administration"- 5 th Goal of the General Framework of the Development Plan for Kuwait 2010-2014 Atlas Award ID: PAC Meeting Date: 18 December 2011 Start date: 2012 End Date: 2013 Management Arrangements: NIM	Direct project costs: 2,868,000 USD General Management Support 86,040 USD <hr/> Total Project Budget: 2,954,040 USD Total Allocated Resources 3,000,000 USD
---	--

Agreed by Implementing Partner (Central Statistics Bureau)

Dr. Abdallah Sahar, CSB Director


مدير إدارة المركزية للإحصاء

Date:



Agreed by Responsible Party (United Nations Development Programme)

Dr. Adam Abdelmoula, UNDP Resident Representative

25/12/2011

Date:

List of Acronyms and Abbreviations

AWP	Annual Work Plan
CO	Country Office
CP	Country Programme
CPAP	Country Programme Action Plan
CSB	Central Statistics Bureau
GDP	Gross Domestic Product
GSSCPD	General Secretariat of the Supreme Council for Planning and Development
IS	Information Systems
M&E	Monitoring and Evaluation
MRDP	Mid-Range Development Plan
PM	Project Manager
QA	Quality Assurance
QC	Quality Control
RBA	Revised Basic Agreement
SAM	Social Accounting Matrix
SP	Service Provider
UNDP	United Nations Development Programme

I. SITUATION ANALYSIS

Kuwait is in a state of reform and is aspiring to achieve its national vision. The Country's National Mid-range Development Plan (2010 to 2014), endorsed by its National Assembly, reflects a policy of renewal and continued growth. To ensure effective implementation of relevant plans and programmes to fulfil this vision, six broad strategic objectives have been advanced by the Government to channel future efforts, as follows:

1. Increasing GDP and raising citizens livelihood
2. The private sector leads development following stimulating mechanisms
3. Supporting human and social development
4. Development of population policies to support development
5. Efficient government administration
6. Enhancing the Islamic and Arab identity

The fifth strategic objective aims for the effective management of government institutions. This objective reflects the pursuit of the plan to perpetuate and strengthen the mechanisms for the effective administration of development and the related confirmation and the implantation of the concepts of transparency, accountability and integrity in society and the economy and take action to do so. This requires action on multiple axes for the current development plan, such as: the institutional, organizational and electronic restructuring of government agencies in order to improve public services and business services and reduce the burdens of government administration and the restructuring of its roles. It also requires re-activation of the planning function at all levels and time limits in the community and the State bodies. It also requires the modernization of the statistical activity and civil information system to support the development and decision-making processes in all areas, in addition to providing and supporting infrastructure for building the information society in the State.

The planning activity faces significant challenges relating to the lack of technical resources, tools and best practices for conducting quality planning functions such as feasibility studies, forecasting, simulation, opportunity cost management and operational research. The planning function has been lacking in the State over more than two decades, which has impacted negatively on the vulnerability of the culture of planning in the society in general. The obsolescence of the planning legislative framework and weaknesses of the planning activities in government agencies has deepened the impact of these negative aspects, in addition to the challenges associated with the development of national statistics in support of the planning process and decision-making in the State.

In light of this, the development plan adopted a set of policies aimed at addressing the former challenges over the next five years through the strengthening of government administration and the activation of planning functions and the provision of components of the information society.

The following are the proposed policies to alleviate the shortcomings thereby contributing to the effective management of government institutions:

1. Restructuring government agencies and reducing their size through the modernization of organizational structures and the preparation of regulatory guidelines in the government agencies.
2. Linking information systems in the government sector through the information network of Kuwait by the end of 2009/2010, and the completion of the establishment of the national data center for the preparation of administrative government.
3. Supporting the planning and development activity through the establishment of specialized institute for the planning and preparation of statistical and qualitative studies, covering future and development issues and on the development of scientific methodology and practice of planning in coordination with the Supreme Council for Planning and Development.
4. Attention to the follow-up of the plans and programs activity and stimulate it as a development activity through the proposed development plan for the establishment of an integrated system to follow up on development plans and the government programs.

5. The development of national statistical activity, to support development efforts and provide accurate information for policy makers, decision makers, businesses and external actors.
6. Development of data banks and statistical services in the Central Department of Statistics and the Public Authority for Civil Information.
7. Development of statistical indicators in a number of important areas, such as: empowerment of women, unemployment, manpower survey and residential, real estate and investment buildings survey, and the measurement of consumer confidence.
8. Building various economic databases and indicators to be provided accessible on the Internet, including foreign direct investment statistics.
9. Dissemination of statistical information periodically on the Internet for users, with emphasis on the provision of various economic sectors.

It goes without saying that the adoption of the proposed policies will not change the situation unless they are accompanied by sensitive translation into programs, projects and sub-plans during the timeframe for achieving the proposed vision 2035 (25 years). This must be done in accordance with a timetable and quantitative and qualitative targets, and harnesses the efforts of the entire country, followed up and monitored by responsible parties for the implementation and achievements.

II. ANNUAL WORK-PLAN

AWP for 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
1.4.2. National statistical tools and information systems developed	Activity 1.4.2.1: Transition from SNA 1993 to SNA 2008 for the development of the SAM for national accounts for the period 2005-2010	√	√	√	√	PM	UNDP	Costs for developing SAM for national accounts	2,108,000
Output Indicators:		Activity budget lines							
1. Presence of system for monitoring economic information and national accounts	1.4.2.1.1: Identify the National Accounts and other economic data between 2005-10 for the SAM	√	√			PM/Consultant	UNDP	Contracts for Local/International consultants	1.4.2.1.1-3: Consultant = 9,000*6 months = 54,000
2. Availability of a CGE model for the SAM	1.4.2.1.2: Develop TOR for SAM RFP		√			PM/Consultant	UNDP		
3. # of statisticians trained on newly developed IS	1.4.2.1.3: Advertise RFP and select service provider		√			PM/Consultant	UNDP		
4. # of training courses conducted	1.4.2.1.4: Contract SP to develop SAM		√			PM/Service Provider	UNDP	Contract to SP to develop SAM	1.4.2.1.4-7: Service provider = 2,000,000
5. # of CSB staff benefitting from SAM applications	1.4.2.1.5: Develop composite indices and economic indicators for the SAM			√		PM/Service Provider	UNDP		
6. # of studies published on the national population census	1.4.2.1.6: Design the matrix			√		PM/Service Provider	UNDP		
	1.4.2.1.7: Implement the SAM on a statistical software			√		PM/Service Provider	UNDP		
AWP Targets:									
1. National SAM for national accounts developed	1.4.2.1.8: Conduct due diligence of SAM		√	√	√	PM/Consultant	UNDP	Contracts for Local/International consultants	1.4.2.1.8: Consultant = 9,000*6 months = 54,000
2. National cadres trained on applications of SAM	1.4.2.1.9: Launch SAM				√	PM	UNDP	Costs for launching SAM	-

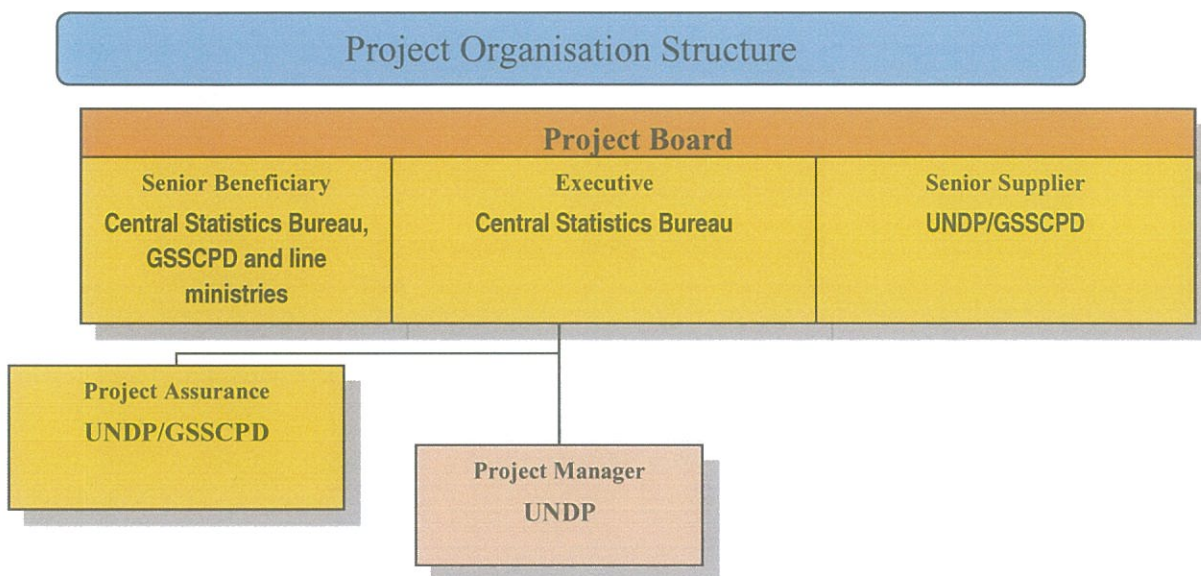
<p>3. National Dynamic CGE developed</p> <p>4. 50 cadres trained on applications of SAM</p> <p>5. 8 studies published on the 2011 National Population and Housing Census</p> <p>Related CP outcome: 1.5: <i>National planning institutions capable of fulfilling the strategic planning role.</i></p>	Activity 1.4.2.2: Dynamic Computable General Equilibrium Model (CGE) for Kuwait developed		✓	✓	✓	✓	✓	✓	PM	UNDP	Costs for developing CGE for Kuwait	144,000	
	Activity budget lines												
	1.4.2.2.1: Identify the National Accounts and relevant economic data	✓	✓	✓	✓	✓	✓	✓	✓	PM/Consultant	UNDP	Contracts for Local/International consultants	1.4.2.1.1-4: Consultant = 12,000*12 months = 144,000
	1.4.2.2.2: Revise and prepare detailed Social Accountability Matrix for the model		✓	✓	✓	✓	✓	✓	✓	PM/Consultant	UNDP		
	1.4.2.2.3: Formulate the model's equations and utilize appropriate software to estimate the model's variables		✓	✓	✓	✓	✓	✓	✓	PM/Consultant	UNDP		
	1.4.2.2.4: Train national cadres on the CGE and SAM applications		✓	✓	✓	✓	✓	✓	✓	PM/Service Provider	UNDP		
	Activity 1.4.2.3: Information technology infrastructure of the CSB developed			✓	✓	✓	✓	✓	✓	PM	UNDP	Costs of conducting training programmes	334,000
	Activity budget lines												
	1.4.2.3.1: Evaluate the automation infrastructure and information network of the CSB		✓	✓	✓	✓	✓	✓	✓	PM/Consultant	UNDP	Contracts for Local/International consultants	1.4.2.3.1-3: Consultant = 12,000*12 months = 144,000
	1.4.2.3.2: Develop a training plan to build the technical capacities of CSB staff after conducting a needs assessment		✓	✓	✓	✓	✓	✓	✓	PM/Consultant	UNDP		
1.4.2.3.3: Procure and install licensed software for CSB network		✓	✓	✓	✓	✓	✓	✓	PM/Consultant	UNDP			
1.4.2.3.4: Recruit Applications Development Specialist for the CSB		✓	✓	✓	✓	✓	✓	✓	PM/Consultant	UNDP	Contracts for Local/International consultants	1.4.2.3.4: Applications Development Specialist = 9,000 * 6 months = 54,000	
1.4.2.3.5: Recruit information systems specialist to develop the technical capacities of the CSB		✓	✓	✓	✓	✓	✓	✓	PM/Consultant	UNDP	Contracts for Local/International consultants	1.4.2.3.5: Information Specialist = 10,000 * 12 months = 120,000	

	1.4.2.3.6: Conduct specialized courses as per the training plan				✓	✓	✓	PM/Consultant	UNDP	Contracts for Local/International consultants	1.4.2.3.6: Costs of training courses = 16,000
	Activity 1.4.2.4: A series of statistical studies and researches on the results of the National Population and Housing Census developed				✓	✓	✓	PM/Consultant	UNDP	Contracts for Local/International consultants	144,000
Activity budget lines											
	1.4.2.4.1: Prepare a study on the characteristics of growth trends in the private sector in the light of the results of General Census of Establishments 2011				✓	✓	✓	PM/Consultant	UNDP	Contracts for Local/International consultants	1.4.2.4.1-2: Consultant = 12,000*12 months = 144,000
	1.4.2.4.2: Preparation of a series of population studies on the results of the census, as follows: 1. Demographic profile of the population in Kuwait 2. Gender & age composition of the population in Kuwait 3. Levels, patterns and fertility trends in Kuwait (Kuwaiti women only) 4. Patterns and trends of marriage and divorce in Kuwait 5. Assess the quality of the 2011 census data in comparison with previous censuses 6. Analysis of census databases to build a data warehouse 7. The application of an automated system for data warehouse				✓	✓	✓	PM/Consultant	UNDP	Contracts for Local/International consultants	
	Monitoring & Evaluation Activities & Final Review				✓	✓	✓	UNDP	UNDP	M&E activities	30,000
	Project Staffing Costs										108,000
	Total										2,868,000
	General Management Support (GMS)										86,040

III. MANAGEMENT ARRANGEMENTS

The project will be implemented by the Central Statistics Bureau with operational support provided by UNDP. The CSB has agreed to delegate support services to UNDP which will act in its capacity as a responsible party. These support services include recruitment, procurement and direct payments. UNDP will support the national implementation of this project which will adhere to UNDP procedures for recruitment, finance and procurement as stated in the National Implementation manual released by UNDP on 1 July 2011, and is incorporated here by reference. The General Secretariat of the Supreme Council for Planning and Development will act 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. The management arrangements for this project are in line with UNDP requirements as reflected in the UNDP national implementation manual referenced above, and are as follows:

A. The Project Organization Structure



The Project Board: A Project Board will be established to take executive management decisions and to provide guidance to the Project Manager, including approval of project revisions and of the project's annual work plan. Project assurance reviews by this group are made at designated decision points during the running of the project or as necessary when raised by the Project Manager. The Board contains three roles: an Executive to chair the group, a Senior Supplier to provide guidance regarding the technical feasibility of the project, and a Senior Beneficiary to ensure realization of project benefits from the perspective of project beneficiaries.

The group will meet on a necessary basis and will be composed of:

- The Executive Role: Central Statistics Bureau
 - Senior Supplier: UNDP/GSSCPD
 - Senior Beneficiaries: Central Statistics Bureau, GSSCPD & line ministries
- Ex officio: The Project Manager

The Project Manager will act as secretariat for the group (organization structure), being responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for

presentation to the meeting and for preparing and distributing minutes of the meetings.

Project Assurance: This role is held by UNDP and supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.

The Project Manager is responsible for the day-to-day implementation of the project in coordination with different stakeholders and the project's team. This includes ensuring the quality and timeliness of all project activities and outputs and supervising the work of consultants; requesting the advancement of project funds; preparing Quarterly and Annual Progress Reports; liaising with the Project Assurance role, and requesting ad-hoc directions from the Project Board when required. The draft terms of reference are attached.

Project Support Unit:

The Project Support will provide project administration and management support to the Project Manager as required by the needs of the project or Project Manager.

- B. UNDP Support to Implementation: As implementation proceeds, UNDP will provide specific services to the implementing partner in support of delivering the expected outputs. The costs of these support services will be charged directly to the project budget.
- C. Facilities and Administration (F & A): The budget includes 3% Facilities and Administration to UNDP defined as General Management Support (GMS).

IV. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in UNDP Quality Management tables.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial Risk Analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- A Final Project Review shall be conducted during the fourth quarter of the last year of the project by the Project Board as basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes.

M&E Procedure and Resources: The project will be evaluated by independent consultants (national or international). The timing, TOR and composition of the evaluation team will be agreed to by the Project Board. The project budget reflects an annual allocation of \$ 10,000 for the conduct of monitoring activities and an allocation of \$ 10,000 for the conduct of the final project assessment (\$ 30,000 total).

Quality Management for Project Activity Results

OUTPUT 1.4.2: National statistical tools and information systems developed		
Activity Result 1.4.2.1 (Atlas Activity ID)	<i>Transition from SNA 1993 to SNA 2008 for the development of the SAM for national accounts for the period 2005-2010</i>	Start Date: 01/01/2012 End Date: 31/12/2012
Purpose	To contribute to the achievement of the project output.	
Description	1.4.2.1.1: Identify the National Accounts and other economic data between 2005-10 for the SAM 1.4.2.1.2: Develop TOR for SAM RFP 1.4.2.1.3: Advertise RFP and select service provider 1.4.2.1.4: Contract SP to develop SAM 1.4.2.1.5: Develop composite indices and economic indicators for the SAM 1.4.2.1.6: Design the matrix 1.4.2.1.7: Implement the SAM on a statistical software 1.4.2.1.8: Conduct due diligence of SAM	
Quality Criteria	Quality Method	Date of Assessment
Presence of system for monitoring economic information and national accounts	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1.4.2: National statistical tools and information systems developed		
Activity Result 1.4.2.2 (Atlas Activity ID)	<i>Dynamic Computable General Equilibrium Model (CGE) for Kuwait developed</i>	Start Date: 01/01/2012 End Date: 31/12/2012
Purpose	To contribute to the achievement of the project output.	
Description	1.4.2.2.1: Identify the National Accounts and relevant economic data 1.4.2.2.2: Revise and prepare detailed Social Accountability Matrix for the model 1.4.2.2.3: Formulate the model's equations and utilize appropriate software to estimate the model's variables 1.4.2.2.4: Train national cadres on the CGE and SAM applications	
Quality Criteria	Quality Method	Date of Assessment
Availability of a CGE model for the SAM # of statisticians trained on newly developed IS # of training courses conducted # of CSB staff benefitting from SAM applications	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1.4.2: National statistical tools and information systems developed		
Activity Result 1.4.2.3 (Atlas Activity ID)	<i>Information technology infrastructure of the CSB developed</i>	Start Date: 01/01/2012 End Date: 31/12/2012
Purpose	To contribute to the achievement of the project output.	
Description	1.4.2.3.1: Evaluate the automation infrastructure and information network of the CSB 1.4.2.3.2: Develop a training plan to build the technical capacities of CSB staff after conducting a needs assessment	

	1.4.2.3.3.:Procure and install licensed software for CSB network 1.4.2.3.4:Procure peripheral devices to aid in information management and network administration of the CSB 1.4.2.3.5: Recruit information systems specialist to develop the technical capacities of the CSB 1.4.2.3.6: Conduct specialized courses as per the training plan	
Quality Criteria	Quality Method	Date of Assessment
# of training courses conducted # of CSB staff benefitting from SAM applications	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1.4.2: National statistical tools and information systems developed		
Activity Result 1.4.2.4 (Atlas Activity ID)	<i>A series of statistical studies and researches on the results of the National Population and Housing Census developed</i>	Start Date: 01/01/2012 End Date: 31/12/2012
Purpose	To contribute to the achievement of the project output.	
Description	1.4.2.4.1:Prepare a study on the characteristics of growth trends in the private sector in the light of the results of General Census of Establishments 2011 1.4.2.4.2: Preparation of a series of population studies on the results of the census, as follows: 1.Demographic profile of the population in Kuwait 2.Gender & age composition of the population in Kuwait 3.Levels, patterns and fertility trends in Kuwait (Kuwaiti women only) 4.Patterns and trends of marriage and divorce in Kuwait 5.Assess the quality of the 2011 census data in comparison with previous censuses 6.Analysis of census databases to build a data warehouse 7.The application of an automated system for data warehouse	
Quality Criteria	Quality Method	Date of Assessment
# of studies published on the national population census	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

V. LEGAL CONTEXT

This document together with the revised CPAP signed by the Government and UNDP on 25 July 2011, which is incorporated by reference constitute together a Project Document as referred to in the Revised Basic Agreement, signed on 13 February 1962 and all CPAP provisions apply to this document. Consistent with Article III of the Revised Basic Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

1. Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.
3. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
4. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VI. ANNEX 1: RISK ANALYSIS



OFFLINE RISK LOG

Project Title: Support the development of the Central Statistics Bureau
Award ID:
Date: 21/3/2011

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Financial constraints	N/A	Senior Supplier -Funding	Medium	N/A	GSSCPD	N/A	N/A	Resolved
2.	No Project Manager	N/A	Staffing	Low	Advertise TOR, expedite recruitment process	UNDP	N/A	N/A	Pending endorsement of produc

VII. ANNEX 2: TOR FOR PROJECT MANAGER

Job Title:

Project Manager

Duty Station:

Kuwait

Section/Unit:

Programme/Governance and Development Planning

Project Reference:

Support the development of the Central Statistics Bureau

Duration of Employment:

12 Months, with possibility of extension

Background

Development of the statistical function in the state of Kuwait is considered one of the most important objectives of the National Mid-range Development Plan for Kuwait for the years 2010 - 2014. The fifth goal of the plan aims for *"Efficient and effective government administration"*. The last two strategic objectives of this goal advocate for *"Modernizing statistics activity and civil information systems to support development and decision-making processes in all areas"* and *"Providing and supporting the basic needs to building an information society within the state"*. Guided by these strategies, the Central Statistics Bureau is planning on developing a National SAM matrix.

Duties and Responsibilities:

Under the overall supervision of the UNDP Resident Representative and the Director of the Central Statistics Bureau, the project manager is responsible for ensuring the project delivers the outputs as outlined in the project document through the implementation of the project activities. The Project Manager is charged with the following responsibilities:

- Manage all aspects of the project including the financial, technical and human resources ensuring that the outputs of the project are achieved on time and within the allocated budget of the annual work-plan;
- Support the development of policies to ensure that decision-making at the policy level in various ministries is informed by statistical analysis methodologies such as simulation and forecasting methods
- Lead the process of quality assurance and control of the design of current statistical surveys and samples
- Supervise the work of the project teams/consultants;
- Manage project's financial and administrative functions such as requesting the advancement of project funds; preparing Quarterly and Annual Progress Reports.
-

Corporate competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Management and leadership

- Focuses on impact and result for the client and responds positively to feedback

- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

Recruitment qualifications

Education

Advanced degree in Statistics, Business Administration, Economics, Computer Science or related discipline

Work Experience

1. A minimum of 5 years proven practical experience in management of similar projects.
2. Experience working in GCC countries is favourable.
3. Knowledge of UNDP programme policies and procedures is an added advantage.
4. Experience in working with government institutions in Kuwait is greatly desired.
5. Experience in Business Process Reengineering, Training, Development/Management, Organizational Reform and Information Technology is highly desirable.

Language Requirements:

Fluency in English and Arabic is required