

**Project Progress Report - RBAS - Kuwait[[1]](#footnote-1)**

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| **Type of Reporting** | Quarterly |
| **Award ID:** | 00091562 |
| **Project ID:** | 00096707 |
| **Project Full Title:** | Institutional Capacity Development for Implementation of the Kuwait National Development Plan (ICDI/KNDP) |
| **Implementing Partner:** | General Secretariat of the Supreme Council for Planning and Development, Central Bureau of Statistics, other ministries and public entities |
| **Executing Partner:** | General Secretariat of the Supreme Council for Planning and Development  |
| **Project Team Members:** | Report Prepared by: Ali M. Montasser, Project Liaison Officer. |
| **Portfolio / Analyst:** | Fatima Al Seri |
| **Award Start Date:** | 1 Jany 2015 |
| **Award End Date:** | 31 December 2018 |
| **Total Award Amount:** | 22,296,410 |
| **Reporting Period:**  | 1 April 2017 – 31 June 2017 |
| **Gender Attribute** | 1 |

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| **SECTION 1: OUTPUT (PROJECT) PROGRESS** |
| **UNDP Strategic Plan Outcome and Output:** | **SP Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance** |
| **Country Programme Document (CPD) Outcome, Output and associated indicator(s):** | **CPD Outcome 3. Governance and institutional management is efficient, transparent, accessible, competitive and accountable.** 1. 3. Government effectiveness aggregate indicator value increased.

***Baseline:*** % rank 51.2 (2012)***Target:***  10% increase (by 2018)1. 5. Percentage of implementation of the National Development Plan.

***Baseline:*** New National Development Plan (2015-2018)***Target:*** 80-100% of the UNDP-supported parts of the plan implemented**Kuwait output 3.1. Systems in place to ensure institutional accountability and transparency and national capacities strengthened for quality planning, implementation and monitoring of development policies, laws and plans.** **Indicator 3.1.1.** Proportion of ministries reporting regularly (records in print and on-line) on established key performance indicator progress (disaggregated by sector).**Baseline:** None; **Target:** Key performance indicators for 5 key ministries developed.**Kuwait output 3.2. Statistical capacity of Central Statistics Bureau for disaggregated data collection, analysis, reporting and informed decision-making strengthened.** **Indicator** **3.2.1.** Number of institutional capacity development plans for Central Statistics Bureau and other Government entities on advanced statistical capacity, standard key performance indicator monitoring and evaluation, and post-2015 development agenda indicators (disaggregated by age, gender and level of employment) implemented. **Baseline:** 0; **Target:** To be determined. |
| **Project Output 1.1:** | **Improved human capacity and organizational effectiveness of the GSSCPD for development planning**  |
| **Output Target(s) (for end of 2017 as per AWP 2017):** | 1.1.1 Four (4) Organigramme revised, SOPs simplification finalised, Job descriptions revised and Communication plan implemented. 1.1.2 Four (4) Training implemented, performance management system in place, and human capital strategy finalised and implementation started.1.1.3 100% of vision is elaborated 1.1.4 (N/A). 1.1.5 50% |
| **Output Baseline(s): (revised as in AWP 2017)** | 1.1.1 One (1)1.1.2 One (1)1.1.3 Vision is available but not elaborated1.1.4 Six (6) 1.1.5 Total Number of KNDP Projects 2015-2018 |
| **Output Indicator(s) (revised as in AWP 2017)** | 1.1.1 GSSCPD Institutional and Business Operations infrastructure in place (scale of 1-4) 1.1.2 Improved GSSCPD’s human resources capacities performance in GSSCPD (scale of 1-4)1.1.3 % of KNDP/Kuwait Vision 2035 elaborated 1.1.4 Number of policy advisory services provided to GSSCPD 1.1.5 Proportion of projects in the new KNDP M&E Framework with data collection |
| **Main results achieved (1 Jan 2017- 31 Jun 2017):** | * Result

A Strategic Plan to articulate Kuwait Vision 2035 was finalized, including Implementation Action Plan for by Government Entities. An analysis of plan pillars and projection of the general direction in 2018/2019 Annual Development Plan under each pillar was undertaken with UNDP technical support. A new mechanism for ensuring fostered alignment to KNDP and Kuwait vision 2035 was developed and utilized for vetting 170 project proposals by public entities. Annual Development plan 2018/2019 has been finalized benefiting with UNDP technical support and through engagement of national stakeholders to ensure sustainability. Support was also provided for development of a “General Framework of Terms of Reference for Engineering Projects”, the framework was designed to ensure improved effective management of projects from this category and provide a unified mechanism for preparing and reviewing Projects ToRs more effectively, and improve accuracy in meeting project implementation targets. UNDP is also supporting further development for the monitoring and preparation database system of development projects, further enhancements were applied to the Monitoring Platform to facilitate monitoring projects implementation schedule, new developed criteria for selecting proposed development projects were integrated in the system ensuring better use of indicators to measure impact of plan implementation and facilitate analysis of data, and extraction of reports.In regard with strengthening institutional capacities of GSSCPD, a documentation for SoPs were finalised, a simplification of operational procedures to increase efficiency is ongoing, to be finalized early 2018, and to be followed by further adjustment of job descriptions to match the simplified SoPs. A draft training and development strategy for GSSCPD personnel was finalized aiming at achievement of GSSCPD human capital vision, an action plan was also developed, the proposed strategy covers the period from 2018 to 2025, and implantation will initiate in January 2018 upon approval of the strategy. KNDP awareness campaign launched in January 2017 “New Kuwait”. campaign plan implementation is ongoing with technical support from UNDP. The project also supported the organization of a talk series on public policy issues to promote the established Kuwait Public Policy Centre. A project document for supporting the establishment of the center was developed, signed and implementation commenced. **Performance on Indicators*** + 1. ***Score 2.4*** *Functional job descriptions are in place for old organogram (0.5) a revised organogram was approved (1.0), operational procedures are in place (0.9) Communication Plan Implemented (0.0)*
		2. ***Score 2****: Training and Development Strategy in Place (1.0) performance management system in place (0.5) human capital strategy finalised (0.5) and implementation started (0.0)*
		3. ***Elaboration almost finalised, 100% of the process completed.***
		4. ***policy advisory services: 2*** *additional policy advisor in the area of Environment Planning, and Construction Projects Management joined in Q1 2017,* ***1*** *Education Planning Consultat joined in Q2,* ***9*** *policy advisory services continued in the reporting period to support the SG office in areas of: strategic and urban planning, International relations, communications and Media, policy analysis, Macroeconomics, Sustainable Development, Knowledge Economy, Econometrics and Social Media.* ***3*** *continued to support the finance, IT, and Training & Development departments.* ***3*** *advisories services continue to support the consultants’ department, public relations department, economic development department. In addition to* ***1*** *translator.*
		5. *No Change*
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| **Project Output 1.2:** | **Enhanced institutional and human capacities of the CSB for evidence-based plans and policies on sustainable development** |
| **Output Target(s) (current year):** | Targets (2017): 1.2.1 100% (Input/output tables and Supply and Use data to be produced by CSB)1.2.2 Needs assessment will be completed in 2017 to link gov. entities with CSB1.2.3 20% TBC |
| **Output Baseline(s) (current year):** | 1.2.1 Zero (0)1.2.2 Zero (0)1.2.3 Zero (0) |
| **Output Indicator(s) (current year):** | 1.2.1 Number of indicators generated through SAM that could be used for policy analysis (shifted to output 1, only I/O tables to be produced by CSB)1.2.2 Number of government entities for the 2020 register based census linked to CSB through the new ICT infrastructure1.2.3 Number of improved or new statistical methods or indicators developed by the project.1.2.4 % of timeliness of statistical reports produced by the project in several fields (Trade, HH Income and Expenditure, Labour, CPI, PPI) |
| **Main results achieved (1 Jan 2017- 31 Jun 2017):** | * Result

The project continues providing technical support to prepare for the data collection of SDGs indicators in coordination with CSB, in this respect, a draft action plan for data collection for the first national report of SDGs was prepared.UNDP is supporting CSB efforts to manage development projects, an annual review was conducted and recommendations aiming at fostering progress were proposed waiting for final approval by CSB. UNDP is also working to strengthen CSB capacity to prepare for managing first registered census in 2020, a Vision and Action plan for implementation of the census was developed, a General Framework and draft action plan was developed in this regard. Continuous technical support is provided to the upgrading and publication of Foreign Trade Statistics. The project has also contributed to the review and development of Methodology for Consumer Price Index survey. The project has also extended support to CSB in the area of labor market statistics, a report on labor market based on Q4 2016 and Q1 2017 was finalized. The project also supported development of a booklet about inflation reflecting inflation in Kuwait during 2016. The project support within above mentioned areas was coupled with regular training sessions and on-the-job training to ensure capacity development and knowledge transfer. **Performance on Indicators***1.2.1 Supply and Use (i/o tables still under development)**1.2.2 Needs assessment was finalized, and action plan was developed for conducting the census.* ***100% of the process completed.****1.2.3 (4) Foreign Trade Statistics, and Consumer Price Index, Inflation, and labor statistics.**1.2.4 Reports for Q3 of 2017 were produced (100%)****100% of the process completed for 2017.*** |
| **Project Output 1.3:** | **Increased technical expertise and institutional capacities for strategic planning and implementation of KNDP projects by public entities.** |
| **Output Target(s) (current year):** | 1.3.1 Thirteen (13)1.3.2 Updated system in place and staff trained on it1.3.3 a mechanism for partnering with private sector to be established in 2017. |
| **Output Baseline(s) (current year):** | 1.3.1 Four (4)1.3.2 System in place is not satisfactory1.3.3 There is no mechanism for partnering with private sector. |
| **Output Indicator(s) (current year):** | 1.3.1 Number of requests for technical experts applying a prioritization process through the system developed and the average response time to requests submitted1.3.2 Monitoring and reporting mechanism for technical experts is in place and used1.3.3 Proportion of KNDP implementation through private sector or public-private partnerships |
| **Main results achieved (1 Jan 2017- 31 Jun 2017):** | * Result

A new monitoring and reporting mechanism for GSSCPD linked with the request system for efficient and effective service deliver is being implemented with on-the-job training for GSSCPD staff on its implementation, work started for transforming the paper based system into an automated system to further improve efficiency and effectiveness of procedures workflow. However, the activity of establishing the automated system was removed by project board and is the responsibility of IT department at GSSCPD. UNDP provided support to strengthening institutional capacities and skills of staff from Department of Anti-Dumping at the Public Authority for Industry in implementation of WTO agreements and GAT treaty, Department of Planning and Monitoring at the Ministry of Finance in strategic planning, IT department at The Central Agency for Remedying Illegal Residents’ Status (CARIRS) to deliver on their mandate through technical advice, UNDP is also supporting the Public Authority of Housing Welfare in establishment of a project management office, and develop its institutional capacities through development of strategic communication plans, SoPs, and communication strategy. In addition to the quality assurance over implementation of a Mega Infrastructure Project (South Mutla City Development Programme) which is a strategic project within KNDP. UNDP also provided technical support for Construction Projects department at the ministry of Foreign Affairs to improve security stadards of the diplomatic area development project, it has also supported the Government Restructuring Programme with conducting series of research studies for formulation of a strategy aiming at development of work opportunities for Kuwaiti Nationals within the private sector. UNDP also supported organizing a coordination event between government and representatives from the private sector, supported by UNDP center for Public-Private Partnerships, Project Document aiming at strengthening cooperation with private sector and foster its contribution to the socio-economic development was developed. UNDP also supported the development and implementation of a research strategy for the Research and Studies Department (RSD) at the Ministry National Assembly’ Affairs, aiming at improving the ministry’s capacity to provide quality research studies on issues of priorities to the national legislator particularly the development related issues. A comprehensive capacity development programme on research and analysis was implemented for civil servants from the ministry. UNDP also provided technical support the development of knowledge society and promote innovation and creativity during 2017 through the design and implementation of (training of trainer’s) programme on modern methods for teaching science and technology in public schools. UNDP also supported the formulation of a National Education Reform Strategy.A leadership development program was implemented with support from UNDP, the programme targets around 50 Assistant Secretary General from GSSCPD and other government entities involved in KNDP implementation.**Performance on Indicators***1.3.1 Eight (8).**1.3.2 Technical Experts’ existing system reviewed including. All reports, contracts, TORs, templates were reviewed. New system approved upon intensive series of discussions with all sections of the International Cooperation Department.* *1.3.3 A Project Document aiming at strengthening cooperation with private sector and foster its contribution to the socio-economic development was developed)* |
| **For all Outputs:** | * **South-South & Triangular Cooperation (SSC/TrC):**

Under output 1 and 3, cooperation agreements between GSSCPD and Japan International Cooperation Agency (JICA) has been facilitated by the project, the agreement allows for development of institutional Capacities in several areas including Leadership skills development at Senior and middle level managers of GS-SCPD, The project has facilitated the signature of MoU between the US- Commercial Law Development Programme and the chamber of commerce of Kuwait, the MoU aims at providing technical assistance in the area of arbitration to the Chamber of Commerce for the establishment of an arbitration centre. Additionally, the project supports the continuous collaboration between GSSCPD and ENA (École nationale d'administration) for implementing a pilot training programme targeting assistant undersecretaries at GSSCPD and other entities, discussions is also taking place for formulation of MoU with ENA to support Kuwait Public Policy Centre to provide technical assistance and research services for policies related to admirative development.Moreover, the project continues to facilitate and coordinate roadshow visits to several countries to promote the International Knowledge Transfer SME expo, in addition to the facilitation of Kuwait Participation in 7th Bosporus Summit: “Global Future; Global Goals” which was Co-organized by UNDP’s Istanbul International Center for Private Sector and Development (IICPSD) and International Cooperation Platform (ICP) end of 2017. The project also coordinated liaison for formulation of MoU with DMG, an international firm specialized with connecting global business communities to support in organizing Entrepreneurship and SME forum within the context of the International Expo and conference for Knowledge Economy in planned for February 2018. Support was also provided to facilitating the liaison with University of Ottawa’s Centre of Public Management and Policy, an MOU was signed to support Kuwait Public Policy Centre by providing technical assistance and research services related to public administration policies. Coordination is being provided to the preparatory arrangements of the participation of GSSCPD in the “World Economic Forum on Middle East and North Africa 2017” to be organized in Jordan, Dead Sea. Finally, Coordination and liaison is ongoing with Korean Development Institute on areas of cooperation including Knowledge Sharing Mechanisms and Knowledge Economy. * **Targeting:**

The target group includes GSSCPD, CSB and other public entities whose work is in line with the implementation of the KNDP Flexibility and responsiveness to provide expert support in line with the requests of the target group, whether it is GSSCPD, CSB or other public entities. GSSCPD has been quite keen to improve its responsiveness through this project to the requests that are in line with the Kuwait National Development Plan, Moreover, the project targets CSOs and the public at large with organizing an awareness raising campaign for Government Development Plan to foster public engagement.* **Sustainability:**

To face the sustainability challenge, specific measures were adopted through the Monitoring and Reporting system to ensure capacity assessment and training programmes are developed are implemented by project consultants to maximize the transfer of knowledge and foster sustainability of technical and functional capacities of national staff.. The revised organogram and other systems such as the merit based performance management, orientation to new staff being implemented will give a better opportunity to focus on building institutional know-how and ensure transfer of skills to a caliber who has the basic requirements as per their functions in the GSSCPD. In the same context, training of staff in the different departments, institutionalizing processes such as the SOPs and automation has started to provide for sustainability of the UNDP project. Particularly successful is the experience of CSB in capacity and skills’ transfer. The productivity and satisfaction assessments, reporting and monitoring system include capacity building and skills transfer elaborately. A Training-of-Trainers programme in the area of teaching science for school teacher is also being implemented in cooperation with MoE and specialized International NGO.* **National capacities:**

Implemented activities are at the heart of capacity building of national institutions: the SOPs, and advisory and technical assistance, international cooperation agreements, training on statistical methods, and hands on training on surveys and strategic planning systems. For the impact to be achieved these would have to be taken forward adamantly and implemented fully by the GSSCPD and other public entities. The revised Monitoring and reporting system ensures greater focus on the capacity development of consultants and knowledge transfer to national staff. Training is also taking place for staff from other public entities, one example is the training courses on Microsoft Project, project management , and QlikView for smart reporting and statistics undertaken, and the Integrated data management system for The Central Agency for Remedying Illegal Residents’ Status (CARIRS), another example is the 1 year capacity development plan developed based on needs assessment exercise, and implementation of the level 1 of a “Master class in political science, public administration, and political analysis skills for civil servants” for Research and Studies department at the Ministry of National Assembly’s Affairs. Training for 7 staff from the public relations department at GSSCPD in now finalized in the area of on monitoring media articles and news about GSSCPD and KNDP, analyze collected data on monthly basis, with the aim at sensing the public opinion and improve the engagement with the public.* **Gender Attribute and Contribution to Gender mainstreaming[[2]](#footnote-2):**

The Project is supporting the formulation of strategy for the supreme council for family affairs, the strategy includes several elements that aims at empowerment of women particularly in terms of advocating for doping a domestic violence criminalization law, preventive and support measures against domestic violence, awareness raising activities and mechanisms on family issues that would aim at fostering equality. The gender attribute has been included in all new Terms of Reference (TORs). However, it should be more included in the deliverables of consultants. It can also be included in their evaluation as applicable, in the organogram and HR strategy as most staff are women and in supporting the statistics and choice of institutions that GSSCPD responds to under output 3. Gender statistics were mentioned in the main three priorities by CSB in this project and it would be necessary to include that. Therefore, all new ToRs include gender attribute component and it will also be included in the monitoring and reporting system to trace consultant’s work with reference to gender. * **Knowledge Management:**

Several Knowledge products were completed with support from the project including 1st National Report on Housing and Urban Development, a project document to support drafting and preparation of National Human Development Report, a comparative Analysis for subsidies value in last and current fascial years, an analysis on the deficit of public budget and financial funding options, and an analysis for economic development goals and policies in the KNDP in the sectors "Economic Growth" and "Support to Private Sector“, Moreover, the project is supporting preparation of a manual related to protection of national industries in accordance with relevant international conventions for use of national industry practitioners to allow for better understanding of the relevant conventions and guidance on its implementation to protect their products, another manual is under preparation for the use of the staff of Public Authority of Industry. In the area of Statistics, particularly, Producer Price Index (PPI), an annual publication on the Produced Prices for 2016 is under development with support from the project, this is the first annual report on this subject in Kuwait. In addition to another annual publication on Consumer Prices for Kuwait in 2016.**Innovation:** Launching of media campaign that aims at fostering public engagement in support to the KNDP implementation was organized end of January 2017, the campaign includes several innovative elements such as animated infographic videos, a campaign website, a mobile website, and, Social media campaign, in addition to a documentary. work will carry throughout the 2017 for implementation of the campaign activities, In addition, new capacity building initiative for leadership skills of a number of senior government officials was launched with Harvard Business leadership programme. A new Kuwait Public Policy Centre (KPPC) is being established with support from the project, a Decarate project document for capacity building of the center was signed, the centre will serve as think-tank for policy research providing evidence-based policy advice mainly to GSSCPD and other Government institutions. Work is in progress in preparation for a Knowledge Transfer International Expo to strengthen SMEs development, a major step towards diversifying the state economy. Additionaly, in the same area the project is supporting development of knowledge society and promote innovation and creativity through organising the implementation of training programme of trainers in teaching since and technology, Work in progress for the establishment of “Scientific Activities Research Centre”, including the technical advise on the design of science and technology museum, selection of scientific books for the library in cooperation with MILSET, a leading international NGO in this field. Work has also started on a research project in partnership with Kuwait Fund for the Advancement of Science (KFAS), the research aim at assessing the awareness level among different institutions, and map the needs of different sectors in terms of knowledge based services, products, and processes, the findings of the research will be validated and feed into formulation of a national strategy to develop potential knowledge workers in Kuwait. several interviews being conducted with private sector, CSOs, government agencies, and other state institutions, the research will be finalized later in 2017. * **Problems/Challenges encountered:**
* The Stability aspect of the project management has been improved by recruitment of a project Liaison Officer who is acting as a focal point for all experts and relatively taking responsibilities of the Project Manager in terms of monitoring project progress, liaising with project partners, and managing aspects of implementation of project activities. However, due to lack of clarity on project management position, current project management team including project liaison officer is not empowered to move certain components forward due to their critical importance of those to the GSSCPD’s work. This can be solved by taking such key decisions in the Board and delegation to the PLO/PM to take things forward. Currently project management lies in the hands of several people with no clear delegation of authority or power to manage the direction of the project.
* The implementation of Approved Monitoring and Reporting system, as well as the recruitment plan is progressing slowly due to a capacity gap in the International cooperation department, this puts more pressure on the project team to support the implementation of relevant activities.
* Slowness in response by the responsible public entities was reported by some consultants.
* Reported in GSSCPD: Staff capacity, management support, boosting staff morale, creating more bonding opportunities between all staff levels such as an open day. Organizing events/activities outside the office environment that can bring all the employees and senior management together **is** recommended.
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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 1.1:** Description: **Develop an institutional organizational structure for GSSCPD** |
| **Start Date: 01-Jany-2015** | **End Date:** *31-December-2018*  |
| **Purpose** | New organizational structure for GSSCPD with defined line of authorities and implementation of new standard operating procedures and analysis of job descriptions.  *I* |
| **Description** | Develop an institutional organizational structure for GSSCPD. |
| **% of progress to date:** | 60% |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **GSSCPD Institutional and Business Operations infrastructure in place**  | *Documented Feedback from expert**Monthly Reports**Approval of GSSCPD* | Monthly  | 8 | 8 | 8 |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| **Activity 1.1: Develop an institutional organizational structure for GSSCPD** * + 1. **Conduct an institutional skills audit and analysis of all GSSCPD job descriptions to create functional job categorization and descriptions**
* Job description were reviewed in 2016, in addition, a Manuel on functional description for all department has been developed and approved. In June 2017, an Institutional skills audit and analysis was conducted through a needs assessment exercises, Job Descriptions will be revisited to apply the changes in SOPs as a result of simplification process in 2018.
	+ 1. **Create, approve and implement new GSSCPD organogram/structure with delegations of authority and defined lines of reporting**
* Activity Completed in 2016, however, and due to changes in the Consultants Department Mandate based on decree by the cabinet in 2017, the project contributed to the preparation of proposal for restructuring of the (Development and Consultancy Support Assistant Secretariat Sector) through provision of technical advice upon request from GSSCPD.

**1.1.3 Implement standard operating procedures, business/administrative processes and systems improvements*** The SoPs Manual was finalized including Standing Operations Procedures for new departments in the updated GSSCPD Organogram, the Manual includes flowcharts for all procedures.
* SoPs simplification process to address bottlenecks and improve efficiency of GSSCPD operations was carried out during Q2 and Q3 of 2017 with technical support from the project.
* The project supported the development of scope and Workplan for the (SOPs simplification task force), the main objective was to assess all the administrative procedures in different departments in light with relevant regulations, aiming at minimizing the number of procedures and foster more dynamic workflow within GSSCPD and further develop its efficiency to better manage the implementation of KNDP. In this regard, a training session was conducted on technics to manage the simplification of SOP's, and mentoring sessions were organised.
* By end of Q3 2017, the first stage of Simplification of SOPs was completed (90%), draft simplified SoPs were finalised with project support, the final stage were tasked to GSSCPD Administrative Department to discuss the new SoPs with other departments in order to verify actions taken during the simplification process, verification of SoPs is still ongoing with Administrative affaires department.

**1.1.4 Implement a communication plan for internal administration and with external institutions*** No progress during reporting period, the development of communication plan is still pending, finalisation of SoPs, the plan is expected to be finalised by end of March 2018.
 | 1 Jan 2017 | 31 Dec 2017 | Ongoing  | *The SOPs were developed based on the old organogram not the new approved one and would need to be revised in 2017 to match the new organogram.* *The SOPs were documentation and enhancement of existing procedures however were not yet optimized.* |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 1.2** Description:  **Implementation of GSSCPD Human Capital Strategy**  |
| **Start Date: 01-Jany-2015** | **End Date:** *31-December-2018* |
| **Purpose** | *Development of Human Resources Strategy and capacity needs assessment along with piloting a new performance management system.*  |
| **Description** | Implementation of GSSCPD Human Capital Strategy |
| **% of progress to date:** | 77% |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Improved GSSCPD’s human resources capacities performance in GSSCPD** | *Documented Feedback from expert**Monthly Reports* | Monthly  | 8  | 8 | 8 |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| **Activity 1.2 Implementation of GSSCPD Human Capital Strategy****1.2.1 Develop and implement a Human Resources Strategy 2015-2025 for GSSCPD aligned with the new GSSCPD organogram and informed by the institutional skills audit using GSSCPD HR*** The project, through its support to administrative development and training department has contributed to formulation of a draft training and development strategy for Personnel of GSSCPD, the main objectives of the strategy are the establishment of a sustainable plan to develop competencies and to maintain a successful carrier path for all employees, an analysis of current capacities vis-à-vis GSSCPD human capital vision was carried out as part of the formulation process, several consultations were conducted with SG, consultants, administrative affairs department, and with considerations to civil service commission study on career path development of civil servants developed in 2017.
* The formulated draft training and development strategy for Personnel of GSSCPD was approved and implementation shall commence in 2018.
* Other components of the HR strategy such as diagnosis of HR Management system, and finalization of HR strategy is expected to complete in 2018.

**1.2.2 Conduct staff capacity needs assessment and create capacity development plan including design and implementation of a skills and mentoring programme*** In connection with the training and development strategy, an action plan also was developed, the plan included several tools including: employment satisfaction questionnaires, a self-development planning tools for GSSCPD employees, in addition to onboarding platform for new employees and a resignation process tools, the proposed strategy covers the period from 2018 to 2025, and implantation will initiate in January 2018. (Activity Completed)

**1.2.3 Pilot a** **Performance Management System for merit based assessment of GSSCPD staff*** In this respect, the project contributed to the development of (competencies development plan with skills needed to all positions) which was completed in 2017 and is pending approval by SG, a proposal was presented to the SG to pilot the system for Performance Management System, and pending approval.
 | 1 Jan 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 1.3**Description: **Align GSSCPD’s Strategic Planning for improved implementation and monitoring of the KNDP** |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** |  *Identification of GSSCPD priorities for implementation, monitoring and evaluation of KNDP.* |
| **Description** | Alignment of GSSCPD’s Strategic Planning for improved implementation and monitoring of the KNDP  |
| **% of progress to date:** | *83%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  |  |  |  |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| % of KNDP/Kuwait Vision 2035 elaborated | NA | NA | NA | NA | NA |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| **Activity 1.3 Align GSSCPD’s Strategic Planning for improved implementation and monitoring of the KNDP****1.3.1 Design and implement an institutional strategic plan for GSSCPD inclusive of GSSCPD positioning with in the KNDP, and identifies GSSCPD priorities for implementation, monitoring and evaluation of the KNDP.** * Activity Completed in 2017 (See progress under 1.3.2 below).

**1.3.2 Develop an “action plan” for KNDP implementation establishing tasks and key performance indicators (KPIs) to achieve the objectives of the KNDP and identification of potential challenges with a risks/mitigation strategy, and monitoring plan in progress*** The third deliverable was received from the consultancy firm (TICG) in Q1 2017, that is (Implementation Action Plan for Selected Entities, Governance and Monitoring Plans), based on detailed structural and implementation diagnosis of the development plan, a clear cascading process and an enhanced delivery platform was recommended with details to improve levels of reediness and ensure successful definition and delivery of KNDP. KNDP projects were classified into several categories per their impact on Kuwait Vision 2035. The report recommended rescoping or removing of items based on the developed methodology, a governance model that includes measures for reporting, monitoring, performance management, and risk assessment was developed for selected entities to support the implementation of development projects that meet the criteria of contributing to the delivery of Kuwait Vision.
* The fourth and final deliverable was received from the consultancy firm (TICG), that is the final report on the accomplished objectives, and summary on the deliverables with recommendations. (Activity is completed).

**1.3.3 Operationalize centres for future forecast, KNDP research and knowledge economy as part of an innovative and evidence based approach to national development planning in Kuwait.** * The reviewed Organigram contains 4 centres, Knowledge Economy Centre, Kuwait Public policy Centre, National Observatory for sustainable development and future foresight, and the national centre for development research.

Knowledge Economy Centre* Work is ongoing to follow-up the implementation of the developed package for Knowledge Sharing Tools within GSSCPD, as part of implementation of this pilot project.
* The Centre, with technical support from the project, started in 2017 to work a research project in partnership with Kuwait Fund for the Advancement of Science (KFAS), the research aims at assessing the awareness level among different institutions, and map the needs of different sectors in terms of knowledge based services, products, and processes. data collection phase completed in Q1 2017 where several interviews has been conducted with private sector, CSOs, government agencies, and other state institutions, work on the analysis continued throughoutQ2 and Q3 of 2017, and the final to be finalized beginning of 2018. the findings of the research will be validated and to feed into formulation of a national strategy to develop potential knowledge workers in Kuwait.
* Work Started on a draft concept note to establish a (Knowledge Index) for Public Institution in Kuwait.
* A Proposal on establishment of “Kuwait Chairs for Knowledge” got the initial approval, the chair will run in coordination with University of Kuwait, College of Business Administration, with a broad aim to support establishing a Knowledge Economy Eco System, including the contribution promotion of knowledge Economy and raising awareness in this area, KEC is following up with ministry of higher education and Kuwait university on the implementation of the establishment plan.
* Work is ongoing to develop a national project (Kuwait Knowledge Hub) partnering in partnership with Public Authority of Information. the proposal is still under review and pending approval from the Cabinet.
* The final draft of the proposed Economic Activities Act was presented to relevant “Legislation Department” for final review, primary approval was granted by the Ministry of commerce and investment, the Act will lay the legal foundation for the knowledge based economic activities in Kuwait.
* ToRs to recruit international consultants for development of knowledge management and R&D curriculum for high school in cooperation with Ministry of Education was announced, but no qualified candidates identified, the consultancy to be re-announced upon revision of the ToRs.
* In addition, A proposal was developed to establish a national committee for formulation of Labor Market Policies, the proposal is still under study by GSSCPD and other relevant governmental agencies.
* Another proposal is under discussion jointly with Civil Service Commission on a mechanism to facilitate increased employment of graduates from Public Authority of Applied Education and Training into the private sector.
* The project contributed to the facilitation of visit mission by the (Korean Institute of Development), discussions is ongoing to mobilize support to Knowledge Economy Centre through the Korean (Knowledge Sharing Programme) KSP.
* With Regard to the preparation of the upcoming Knowledge Economy Forum 2018, and upon finalization of the concept note and list of candidate speakers, candidate speakers were contacted, and final list was approved, coordination is ongoing with relevant ministries for the organization of the Forum.
* The Project also facilitated discussions with officials from Kuwait Ministry of Commerce to formalize their support to the Knowledge Economy Expo 2018.
* Several meetings with country representatives of (Malaysia, Saudi Arabia, and United Arab Emirates to coordinate and facilitate their countries formal participation in the upcoming Knowledge Economy Expo.
* Coordination and facilitation of several missions by a delegation from other countries (Taiwan, Korea, and others) was supported by the project to support the participation in the upcoming knowledge expo.

National Observatory for Sustainable Development and Future Forecast* Technical Assistance in the area of capacity development and preparatory work for the 1st National SDG report is undergoing, an Action Plan for the production of the report was proposed, additionally mentoring and training programme for GSSCPD staff is ongoing on Sustainable Development.
* The project continued providing technical support to the (Sustainable Development Observatory), particularly in its efforts to prepare for the data collection phase for SDGs indicators in coordination with CSB, in this respect, dummy tables for the collection of quantitative data for all the 231 indicators of the 17 SDGs were prepared, data collection templates for gap analysis on SDG targets were prepared for SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9 and 10 and a draft action plan for data collection for the first national report of Kuwait on SDGs by SDG team members was prepared with technical support and guidance from the project. In addition, capacity development through training and coaching continues with support from the project.
* ToRs was approved to recruit a consultant to support NOSD in the formulation of National Reports on Sustainable Development Goals and provide relevant capacity development activities, the ToRs were announced for the second time in December 2017 and selection process shall be carried out in January of 2018.

National Development Research Centre* A proposal for establishment of a database for national economic indicators was approved, the database shall strengthen the capacity of the department by providing a basis for further research on national development issues, it will also function a primary macroeconomic data processing system to feed into the Macroeconomic model. Ongoing training for national staff in the centre to develop their capacities for management of the database as well as contribute to the establishment process including the collection and processing and entry of data, carrying out statistical analysis and other aspects for database management, approximately 30% of the data collected from different sources, Liaison is ongoing with CSB with regard to obtaining the rest 70% of the data, GSSCPD IT department is tasked with the design of the database. However, this project is dfacing some administrative challenges.
* The project supported the establishment of the 1st Annual Plan for the newly established (National Center for Development Research and Studies) 2017-2018,
* The project also supported Designed and implementation of a study on (Kuwait Labor Market) to examine the dynamics Kuwaiti labour market and its role in the development of private sector economy, the study shall expand to include examining several sectors, ability of forecasting future requirements by sector.
* The project provided technical support to formulating economic and statistical figures presented by “Kuwait Chart Book” in order to provide a quick, chart-based briefing on the key developments and trends in the Kuwaiti Economy and stock market.
* The project provided technical support to formulating “Kuwait Economic Brief” to provide briefing on the key developments in the Kuwait economy as oil sector, Fiscal and monetary developments.
* The project continues to provide technical support to formulating (Periodic Reports on Kuwait Economy) on quarterly and annual basis.

Kuwait Public Policy Centre* The project facilitated the liaison and discussions for formulation of MoU with “École National D'administration” ENA for support of the Kuwait Public Policy Centre to provide technical assistance and research services for policies related to admirative development.
* Support was also provided to facilitating the liaison with University of Ottawa’s Centre of Public Management and Policy, an MOU was signed to support Kuwait Public Policy Centre to provide technical assistance and research services related to public administration policies.
* Support provided to implementation of a public speaking series by Kuwait Public Policy Centre, during Q1 2017, Speaking Sessions on “Driving Implementation in the public sector” and “Economic Inclusiveness of Women”, were organized.
* The Project supported drafting of (Terms of Reference) for the establishment of a of a Macro-Economic Model for Kuwait, procurement process has been carried out through KPPC project and with technical support from ICDI/KNDP project
* In parallel, and upon obtaining a temporary license for a “Generic Macroeconomic Model”, support was provided for running different scenarios and reporting using the generic model of Oxford Economics, providing lessons learned and necessary elements for the customized model to be designed under the framework of KPPC project.
* Work was undertaken to study economic policies and simulation scenarios for using policies and its impact on the Kuwait Economy as part of the testing process of the generic Macroeconomic Model.
 | 1 Jan 2017 | 31 Dec 2017 | Ongoing  |  |
| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 1.4** Description: **Improve GSSCPD policy advisory services to support decision making**  |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** | *For more informed decision making, to develop the technical capacity of GSSCPD through provision of advisory services, establishment of national roster and implementation of substantive capacity development strategy.*  |
| **Description** | Improvement of GSSCPD policy advisory services for more informed decision making |
| **% of progress to date:** | *63%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Increased efficient and effective policy advisory services delivery within GSSCPD****Number of policy advisory services provided to GSSCPD and percentage of those with gender objectives** | *Documented Feedback from expert**Monthly Reports* | Monthly  | 8 | 8 | 8 |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| **1.4.1 Technical advisory services to the Office of the Minister of State and Secretary General for SCPD on follow up for the KNDP implementation*** The Project provided technical support to Kuwait municipality via GSSCPD for the formulation and implementation of Kuwait Master Plan 4 (KMP4), including the contracting process with a consultancy firm to design the Urban Master Plan 2040, the contract includes developing a Training Programme in the area of Urban development that is tailored to the Maser Plan targeting 50 engineers from different state institution,
* Training started and ongoing on bi-weekly basis within a framework of a 2 years training progamme, throughout the design and implementation phase of the Master Plan.
* Project continued to provide support to the establishment of the new GS-SCPD premises (Tamiya Tower), the selection completed of consultancy firm for the conceptual design of the Tower, and development of ToRs. However, approval is pending from Ministry of Finance to proceed with signature of the contract, the contract also include training of 10 engineers from GSSCPD. Work is ongoing to locate temporary premises for GSSCPD during the construction period of Tanmiya Tower.
* The project facilitated establishment of communication channels between GSSCPD with (Institution of International Finance), a global association the financial industry, and an independent source of global economic and financial research for formulation of financial and economic policies, aiming to foster global financial stability and sustainable economic growth. A skype call was organized for GSSCPD SG with representatives from IIF to discuss how GSSCPD can benefit from institution membership, a trial access to the online portal of the institution was granted to GSSCPD, pending decision to proceed with the full subscription to get the full access to the website.

**1.4.2 Facilitate coordination of GSSCPD with various national, regional and international development partners*** Coordination has been provided to the preparatory arrangements of the participation of GSSCPD in the “World Economic Forum on Middle East and North Africa 2017” to be organized in Jordan, Dead Sea.
* In addition, Coordination and liaison was provided to facilitate exchange of technical expertise with Korean Development Institute on areas of cooperation including Knowledge Sharing Mechanisms and Knowledge Economy.
* The project also facilitated signing an MoU between GSSCPD and JICA, the implementation of the MoU is still pending the ratification from the Japanese Parliament during the reporting period.
* The project also supported liaison efforts for GSSCPD with US States Department’s CLDP (Commercial Law Development Programme) the project facilitated the participation of Kuwait in a regional workshop organized by CLDP for Judiciary participants to shed the light on best practices for establishment of effective commercial courts. an MoU was also signed with CLDP that included clauses to foster cooperation in commercial legislation development and arbitration through implementing training sessions for Judges and Public Prosecutors, organizing joint workshops and round table discussions, and conduct an evaluation on public procurement process. with the aim of development of commercial regulations and enabling environment for foreign investment and free trade in Kuwait, under the framework included one training workshop in collaboration with the chamber of commerce and industry in Kuwait, the training targeted judges, lawyers, private and government officials, the workshop aimed at raising awareness on arbitration regulations on international level, within the context of supporting the establishment of the arbitration center.
* Coordination continued with support from the project for organizing UN YPP exam in Kuwait, the project facilitated receiving materials, and organizing online briefings in addition to multiple conference calls with UN HR office in New York. The exam took place as planned on December 14th, 2017, 13 participants undergo the exams and results are expected during 1q of 2018.
* The Project Facilitated signing an MoU with NDRC and CDB (Chinese Development Bank) and (National Development and Reform Commission) of the People's Republic of China, formerly known as State Planning Commission. The MoU is part of the recent high-level talks between both governments to develop the north part of Kuwait known as “silk city”.
* The project facilitated several missions for GSSCPD and representatives from the government of Kuwait to France and Russia to meet the chamber of commerce representatives in both countries as part of the roadshow plan to market Kuwait Expo 2018.

**1.4.3 Production of strategic policy position papers on thematic development areas*** Pending availability of data, work on the quarterly economic report suspended until data is made available by CSB, in parallel the format of the report was developed, follow-up continues with CSB in this respect.
* The project contributed to the preparation of the Annual Government Working Programme for the 15th Annual legislation Session through providing analysis papers on the priorities: "sustainability of public finance", "infrastructure development" and "establishing the foundations of the knowledge economy".
* The project supported the preparation of following studies/reports:
	+ Analytical papers on the priorities: "sustainability of public finance", "infrastructure development" and "establishing the foundations of the knowledge economy".
	+ a study on "The State's Vision for the Future: The Economy from a Strategic Perspective".
	+ The "Kuwaiti Economy Report", a report with historical analysis on the development of the Kuwaiti economy during the period from 1990 to 2015.
	+ an analysis for KNDP pillars "Diversified and Sustainable Economy" "Developed Infrastructure".
	+ A study on (Investment and Financing Strategies),
	+ Reports on "Directions of the Global Economy and Investment Horizons", "Role of GSSCPD in achieving Kuwait Vision 2035",
	+ Summary for new report from World Bank "GCC Economic Observatory",
	+ An Assessment report was finalised for world bank report on the ease of doing business in Kuwait, the assessment cover comparison of Kuwait's key business doing indicators with highest ranked and other GCC economies. The assessment doesn't only highlight the extent of obstacles to doing business; but also, help to identify the source of those obstacles, supporting policy makers in designing regulatory reform.
	+ Additionally, a review for the existing Kuwaiti education system and research institutions was carried out, including recommendations for reforms and restructuring to redefine the role of education in maintaining economic growth, creating decent work opportunities, and fostering research and development.
* The Project provided technical support conduct a situation analysis exercise to identify challenges of the education sector, the findings of the situation analysis were validated involving national stakeholders, the project also supported the formulation of a National Education Reform Strategy.
	+ A report was finalized about National Labour Market, the examines issues affecting macroeconomic performance to strengthen economic policy decision making for effective national planning. A central feature of this work has been the determination of where the economy currently is (referred to as nowcasting) and where it is heading-the forecast or projection. By Sedat Dizmen
	+ Assessment report was finalized for IMF's Special Data Dissemination Standard for Central Statistical Bureau, the purpose of the assessment is to review current data compilation and dissemination practices against the IMF's SDDS macroeconomic statistics programme requirements with an objective to identify data categories' gap, and provide recommendations to bridge identified gaps in order to enable Kuwait to graduate the IMF's SDDS macroeconomic statistics program, which will assist the authorities in developing more focused plans. By Dr. Tasleem Siddiqui
	+ Analysis of the KNDP 7 pillars, 20 indices and 86 KPIs in line of government policies, and projects initiated and its respective strategic direction & sub-initiatives, including: policies, projects, primary owners, measurable of successes, current performance, targets performance, reporting frequency, source of data, data categories and measuring method, the analysis suggests framework systems for tracking targets and key performance indicators needed to measure the performance of strategic initiatives towards the Vision 2035. The suggested system will be helpful to facilitate the easy monitoring of all KPIs. The system will check the rate at which the chosen KPI is succeeding (or failing). If the results of the KPI are not improving, the system will visually alert. It will then be possible to analyze what could have caused the shortcoming and allow to quickly remedy the situation. Besides, the system can get "the right information to the right users at the right time to optimize decisions, enhance efficiency, and accelerate results". By Dr. Tasleem Siddiqui
	+ Success story and Key driven of success - A quick & short study for South Korea, Finland, Singapore, Ireland and Malaysia, By Dr. Tasleem Siddiqui. (joint study with Dr. Arif and Dr. Sungsoo from KPPC).

**1.4.4 Conduct needs assessment and implement substantive capacity development strategy**Consultants Department* The project provided technical support to the Consultants Department in reviewing the ToRs of the following Projects:
	+ Construction management services of (5) facilities for the Public Authority for Applied Education and Training (PAAET) in Shuwaikh & Al-Ardiya campuses.
	+ International Health Care Consulting in Medical Equipment Operation and Maintenance Services for the Police Hospital - Ministry of Interior (MOI).
	+ Master Plan for Sulaibikhat Coastline Project - Kuwait Municipality
	+ Shuwaikh Port Expansion and Development - Kuwait Ports Authority (KPA).
* A report on the review of the previously published projects’ terms of reference has been finalized, the findings the report was presented and discussed with staff from consultant’s department, outlining lessons learned that can contribute to raising the department capacity for formulation of future projects ToRs, and thus increasing the department ability to implement projects more efficiently, and increase alignment to the development plan.
* Proposal of “General Framework for the ToRs Review” was finalized, including additional templates were included to help improve department capacity of reviewing and evaluating proposals, the proposal is currently being reviewed towards issuing “draft consolidated terms of reference template”. These consolidated terms of reference will provide a mechanism to assist those who are in the process of preparing or reviewing the terms of reference to carry out their tasks in a more efficient and effective manner, thus facilitating the selection of consultancy houses and helping to raise organizational efficiency.
* Data collection completed to study and analyze the causes of delay of projects that adversely affect the development plan in order to present a report explaining the reasons for delay and submitting proposals to address them.
* Capacity Development of Consultants Department: Project consultants continue to implement their training plans for the department, 3 training courses on topics like (Project Stages, Project Teams Identification techniques, and Contract Payments), and one workshop on (Time Management Techniques) in Q1 for consultants Department. In addition to 15 discussion sessions were moderated by the project consultants for the benefit of department staff through discussions of different technical topics.
* The Project continues to provide technical Support to Consultants Department in follow-up the consultancy projects being implemented
* A Report was finalized on the classification of large and complex projects. The report explains the common characteristics of these of projects, the report includes proposed methodologies suggested for managing this category of projects and preparing its “Terms of References” including methods, the recommendations and methods suggested aims at avoiding delay that was usually encountered when managing this category of projects and thus improving the efficiency in implementation.
* The project also supported finalizing the “Draft General Framework of the Terms of Reference for Engineering Projects” outlining standard format of ToRs to be used for Engineering Projects, the new framework includes additional forms to help perform better review and evaluation of proposals. Once finalized, the framework will additionally provide a unified mechanism for preparing and reviewing ToRs of engineering projects in a more effectively and foster better accuracy in estimation and meeting project implementation targets.
* Support was also provided the review of the Terms of Reference for the project “In-House Consultancy Support – Supreme Council for Privatization (SCP)”, set of measures and amendments were recommended to further clarify the scope of work and relevant conditions and better alignment of KNDP requirements.
* A Draft study to analyse and clarify the causes of project implementation delay that negatively impact KNDP, the study proposes measure to limit such delays and mitigate the impact on KNDP implementation. The study includes recommendations for public entities to take specific measures limiting (Change Orders) and consequently improve the efficiency and effectiveness of consultancy services provided by GSSCPD.
* The Project is supporting management of KNDP implementation in (Uncommunicable diseases prevention) through combining several projects under one major programme, the support aims at eliminating duplication in activities and foster coordination among different national stakeholders involved in this area.
* Weekly training sessions were conducted for engineers from the consultants' department on project management and implementation phases and discuss its the rules and systems including hands-on training. Two technical training sessions were conducted for engineers for the consultant’s department about (ToRs checklist) and (Proposals Selection Process).
* In addition, training sessions were conducted on how to study and asses project changing orders aiming at developing the department capacities and further accuracy in reviewing changing orders, and how to mitigate them.
* The Project continues to provide technical Support to Consultants Department in follow-up the consultancy projects being implemented, in addition to conducting several training sessions on project management stages, analysis of change orders, and follow-up on project implementation.
* A study was finalized to analyse and clarify the causes of delay in implementation of engineering project that negatively impact KNDP, the study proposes measure to limit such delays and mitigate the impact on KNDP implementation. The study includes recommendations for public entities to take specific measures limiting (Change Orders) and consequently improve the efficiency and effectiveness of consultancy services provided by GSSCPD.
* The Project is supporting management of KNDP implementation in (Uncommunicable diseases prevention) through combining several projects under one major programme, the support aims at eliminating duplication in activities and foster coordination among different national stakeholders involved in this area.

Financial Department* Support provided to the preparation of a financial analysis of expenditures, commitments and remaining balances for the third quarter of fiscal year 2016/2017 to identify the remaining balances and the extent to which they can be utilized to complete the work planned during the remainder of the fiscal year.
* Moreover, the project supported the preparation of the financial operations performance assessment report for the financial department to identify technical obstacles during the implementation of 2016/2017 fiscal year’s budget, and the implementation of the new system GFMIS.
* Support was provided to the development and update of Contracts Management System and its database, in coordination with the contracts section at GSSCPD.
* The project provided technical support to the preparations of the annual budget 2017/2018, a review for the draft budget was conducted and set of recommendations were provided in this regard, the review included comparative analysis between proposed budget and the previous budget (2016/2017) considering relevant instructions by MoF accordingly.
* Training needs assessment was undertaken for the financial department and a training programme was formulated covering the period (March 2017) to (February 2018), the programme includes monthly training courses tailored to the periodic needs of the financial department regarding the budgetary and management of financial system, in addition to hands-on training.
* Training was provided for the staff from the financial on filling the new electronic tables with data that is required by the Ministry of Finance and Civil Service Commission related to newly recruited staff, in addition to a training session that was organized for new staff as orientation to the department mandate and scope of work of the financial department.
* A mentoring session was organized to with staff from the financial department to discuss the application of MoF instructions regarding preparation of new budgets and settlement of previous budgets. Hands-on training was conducted on mapping, register, and matching the cost of new recruits as part of the monitoring of supplementary budget implementation.

Plans and Programmes Preparation and Follow-Up Department * Project provided continues technical support for the development of the Progress Reporting System, the development process includes upgrade existing follow up reporting forms for better follow-up and tracking of implementation schedule for KNDP projects, in addition to continues support to the development and modernization of the Content Management System, that includes testing and evaluation of application procedures.
* Continuous update to the dashboard of App Store and the Google play for increased access to development plan Apps, and development of manuals for staff at GSSCPD to manage and use different applications.
* The Project contributed to analyzing the system of development projects selection, a report with recommendations was prepared and submitted for review, the development a "Selection Matrix", which includes criteria for selecting KNDP projects to be included in the annual development plan 2018/2019. Additionally, a project assessment template was developed, the template was used by GSSCPD consultants during assessment sessions for development projects, all institutions required to give a presentation for each project proposed for inclusion in the annual development plan.
* The project continues its support to the management and coordination efforts of KNDP implementation, in this regard, technical support was provided to national efforts for formulation of Annual Development Plan 2018/2019. An analysis of several plan pillars and projection of the general direction under each pillar during the above-mentioned period was undertaken with technical input provided through the project.

Human Development Department* A review for the existing Kuwaiti education system and research institutions was carried out, including recommendations for reforms and restructuring to redefine the role of education in maintaining economic growth, creating decent work opportunities, and fostering research and development.
* Several training workshops were organised targeting staff for the programme, the training workshops tackled several crucial subjects such as: (fundamentals of the labor market), (the limits of production and efficiency), (unemployment and economic policies), and (How to evaluate labor market policies using regression analysis).
* Additionally, a review for the existing Kuwaiti education system and research institutions was carried out, including recommendations for reforms and restructuring to redefine the role of education in maintaining economic growth, creating decent work opportunities, and fostering research and development.
* Several training workshops were organised targeting staff for the programme, the training workshops tackled several crucial subjects such as: (fundamentals of the labour market), (the limits of production and efficiency), (unemployment and economic policies), and (How to evaluate labour market policies using regression analysis).
* The project provided technical support to the development of a Selection Criteria and Methodology for Proposed Development Projects by public entities, the criteria and selection methodology was designed to maximise projects contribution to the quality of Education and ensure maximum alignment to KNDP pillars and Kuwait Vision.
* Training Needs assessment for the staff working at the (Education Section) within the Human Development Department was carried out, a training programme was designed and implemented to develop staff capacities in areas such as Educational Planning, education policy analysis and formulation, statistics for Educational Planning, and monitoring and Evaluation.

**1.4.5 Establish a consultancy roster for functional and technical advisory services that applies an on-going assessment of productivity for service delivery** * Procurement specialist selected started on 1st of October, a mission was facilitated by a procurement specialist from RBA to support development of Roster SoPs that was approved by UNDP regional “Assets, and Contracts Panel” RACP, ToRs for 6 profiles was advertised in thematic areas that KNDP pillars and closing date was 31st of December 2017, vetting process to commence in 2018.
 | 1 Jan 2017 | 31 Dec 2017 | Ongoing |  |
| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 1.5** Description: **Upgrade GSSCPD monitoring and evaluation mechanisms for implementation of KNDP**  |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** | *Improve KNDP Monitoring and Evaluation System through enhanced databases, tools and systems as well as build awareness of the KNDP results and achievements.*  |
| **Description** | Upgrade GSSCPD monitoring and evaluation mechanisms for implementation of KNDP |
| **% of progress to date:** | *78%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Improved M&E Framework for monitoring KNDP including at cumulative/strategic level** | *NA* | NA | NA | NA | NA |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| * + 1. **Apply improvements to KNDP M&E mechanism based on an assessment, gaps analysis that includes necessary database, systems or tools.**
* The Project contributed to development of a new mechanism for selecting the annual development plan projects by assessing the proposed projects for inclusion in annual development plan 2018/2019 in terms of its alignment to KNDP. The newly developed possess relied on the analysis of feedback from consultants’ team involved in the assessment process implemented through conducting presentation sessions for proposed project by national entities, the consultants used a standard mathematical model to assess the project against previously determined selection criterion and a matrix to outline correlation between the criterion, additionally, another analytical program was developed to calculate project parameters and priorities new projects to be included in the development plan. The new process among other objectives, aims at enhancing alignment of KNDP development project to KNDP objectives and foster efficiency for achieving Kuwait Vision 2035.

**1.5.2 Put in place a framework of KNDP results oriented and evidence based indicators.*** The project continues to support the Department of Development Plans Preparation and Monitoring in the area of computer system development , the support included further development for the monitoring and preparation database system based on feedback from the department, the updates included further enhancement for platform of time tracking records and project execution schedules monitoring, additionally, further development was applied to the plan preparation platform in terms of applying developed criteria for selecting proposed development projects.
* Further Development for the design of integrated system particularly the use of indicators to measure impact of plan implementation and facilitate analysis of data, and extraction of reports.

**1.5.3 Develop and implement an M&E capacity development programme for national entities relevant technical staff.** No Progress During Reporting Period.**1.5.4 Implement an awareness and capacity development programme to reinforce the implementation of KNDP.** * An outstanding progress was the launching of the “New Kuwait” campaign on Jan 31th with high level participation from the government officials, the launching was attended by His Highness, The Prime Minister. Presentation of each pillar by respective minster, the event was attended by parliamentarians and had a huge media coverage by local, regional and international media outlets.
* Support was provided to the campaign in regard with designing media content, development and Launching of the (New Kuwait) media campaign website, and design of TV commercials on KNDP. In addition to publishing awareness materials in the “Oxford Business Group” annual publication on Kuwait, “News Week”,, and “New York times”, the project has also contracted a local advertising company implement several public outreach activities.
* Support was provided to managing the (New Kuwait) media campaign website and social media outlets, which was updated with details on the progress of KNDP projects, design of 2 (New Kuwait) Booth, and facilitate participation in 2 national exhibitions.
* The project provided technical support to facilitate strengthening communication channels between GSSCPD and media outlets, including necessary mentoring for new staff in this respect.
* Moreover, support is provided to the Public Relations Department in the area of social media development, including that is curating content for online use and support the social media campaign of “New Kuwait”, in addition to training for GSSCPD staff on how to analyse and develop reports for multiple social media platforms.
* The project continues to provide guidance to the Public relations team on monitoring of media articles and news about GSSCPD and KNDP, and analyze collected data on monthly basis with the aim at sensing the public opinion and improve the engagement with the public through media outlets, meantime GSSCPD staff is carrying out this task after months of Hands-On, with support and guidance from project consultant, a template of the monthly report has also undergo continues development with technical assistance from the project and in close communication with relevant department and senior management of the GSSCPD to reach its final form.
 | 1 Jan 2017 | 31 Dec 2017 |  | The Quality Could not be evaluated waiting for the work to start after contracting the M&E specialist. |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 2.1**Description: **Transition to a Social Accounting Matrix (SAM) for national accounts 2008-2013** |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** | *To identify national accounts and economic data in order to strengthen the transition to a Social Accounting Matrix.*  |
| **Description** | **Transition to a Social Accounting Matrix (SAM) for national accounts 2008-2013.**  |
| **% of progress to date:** | *17%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Number of indicators generated through SAM that could be used for policy analysis** | *NA* | NA | NA | NA | NA |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| * + 1. Identify National Accounts and other economic data between 2008-2013 for SAM.
* Work is ongoing by CSB to review and update the Economic Data for SAM.
	+ 1. Review and update the input – output tables & economic data between 2008-2013 for SAM
* Will Be carried out as part of 2.1.3
	+ 1. Strengthen statistical indicators to review and upgrade Supply & Use tables.
* ToRs for a National Accounts Specialist was announced 3 times without success, recruitment of the consultant was put on hold by CSB.
	+ 1. Ensure generation of sound and representative SAM analyses

This activity has been shifted to KPPC Project through supporting macroeconomic analysis for GSSCPD, CSB shall be responsible for provision of necessary data for the Macroeconomic Model. (agreed in Project Board). | 1 Jan 2017 | 31 Jun 2017 | Ongoing |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 2.2** Description:  **Develop information technology infrastructure for data management** |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** | *Technically equip the IT infrastructure at CSB in order to prepare for the 2020 register census.* |
| **Description** | Develop information technology infrastructure for data management.  |
| **% of progress to date:** | *38%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Number of government entities for the 2020 register based census linked to CSB through the new Information system** | Monthly ReportsFeedback From Experts  | 8 | 8 | 8 | 8 |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| **2.2.1 Conduct a GIS informed needs assessment of the national institution relevant to the 2020 population census and put in place a system to enhance the data flow to CSB*** Project continues its support to the preparatory work for the registered census through providing specialized technical advisory, the project supported preparing a proposal on the mandates and mission of the 2020 registered census preparatory committee, outlining its mission, a Cabinet Decree authorizing CSB to start coordinating the preparations for the census with other national institutions was issued.
* General Framework for the registered census was prepared with project support, additionally to basic concepts and definitions guide for the data basket which was also approved by CSB and the preparatory committee.
* The Framework Identify a list of 18 government entities owning data registries and a questionnaire was sent to these entities aiming at assessment of suitability and availability of data within their registries for the registered census.
* The response of entities was received, a thorough analysis has been conducted with project support, and findings was presented to the preparatory committee.
* The outcome of discussions of the preparatory committee was consolidated, the project provided technical support to formulating a report on the vision for implementation of 2020 registered census, in addition to Action Plan.
* Th project also contributed to preparing a detailed Governmental Decree for implementation of the registered census 2020.
	+ 1. **Facilitate development of reliable and efficient software data management systems**
* The project is supporting active liaison with data source entities, and provide technical advice to a project aiming at establishment of real-time data exchange network with Kuwaiti Chamber of Commerce.
* A review for the technical proposal for project related to establishment of the national network of statistical information. Support was also provided to identify and review the requirements of CSB in terms of ICT professional Cadre.
	+ 1. **Improvements to CSB information system(s) for monitoring and review of CSB development plan project(s) in KNDP**
* The project provided technical support to the preparation of proposed projects for the 2018/2019 Development Plan including (National Network of Statistical Information), (Registered Census 2020), (Monitoring SDGs Indicators) in coordination with the General Secretariat of the Supreme Council for Planning and Development GSSCPD.
 | 1 Jan 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 2.3**Description: **Improved capacity and statistical quality management** |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** | *Improve the technical statistical capacity of CSB for better quality control.*  |
| **Description** | Improved capacity and statistical quality management |
| **% of progress to date:** | *18%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Number of government entities for the 2020 register based census linked to CSB through the new Information system** | Monthly ReportsFeedback From Experts | 8 | 8 | 8 | 8 |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| **2.3.1 Standards and Quality Control for CSB and the statistical departments of the national institutions relevant to the administrative data in place and applied.*** Terms of Reference for a Specialist on Quality Control of Formal Statistics was Announced.
* 2 attempts to of announcements to recruit a consultant to support in the area of Quality Control of Formal Statistics was not successful, consultancy to be re advertised.

**2.3.2 Assist statistical quality assurance to build framework and to raise the statistical capacity of CSB, some ministries and relevant government agencies** * Technical advisory continues to support improving quality assurance of the general publications system for Foreign Trade Statistics and Consumer Price Index Statistics.
* Technical Support for Quality Control on the methodologies and data through comparing export index and producers index for the 1st, 2nd and 3rd quarters of 2017.

**2.3.3 Provide advisory services and training activities for CSB, ministries and relevant agencies*** The Project provided technical input and review for the 15 Agenda items of the annual meeting of United Nations Statistics Division (7-10 March 2017), upon presentation and facilitation of thorough discussion of agenda items with different focal points from CSB.
* Present the outcomes of Cap Town Forum and its implications on SDGs indicators, in addition to preparing and discussing (peer review technique in National Statistics Institutions.
* Training of new staff on Methodology of FTS and data control system was implemented, additionally to one week of advanced Excel training for 15 staff from CSB, to respond to the emerging needs of publishing data on CSB website in both PDF and Excel formats which will facilitate access to date by different users.
* Training was also provided to three staff from CSB on preparing and reviewing the projects of the development plan related to the information systems, and in follow-up and preparing plans and programs in cooperation with international organizations.
* Support was provided to formulation of CSB input to the Annual Government Programme regarding the labor market regulations in Kuwait, in addition to supporting technical review of the annual publication (52) for the year 2016/2017, also in reviewing and preparing a proposal to review the Statistics Law No. 27 of 1963.
* The project supported preparing a report on the observations and suggestions of the State of Kuwait on the draft resolution of the Statistical Commission of the Economic and Social Council of the United Nations related to sustainable development.
* The project continue to support CSB in in its efforts within the Supreme National Committee to study the imbalances of the population structure in Kuwait for the development of a vision to address this imbalance
* Another area was supporting the preparation of CSB participation in the “Regional Forum to Strengthen Partnerships for Supporting the Economic Policies and Sustainable Development in GCC States”. Including technical advice to preparing a report on the observations of Kuwait CSB on the statistical aspects of the long-term development of GCC states 2010-2025.
* The Project contributed with technical advice to a report on how the data can be made available from Household Income and Expenditure Survey to measure progress in SDGs indicators.
* Additionally, the project provided technical guidance to preparing a study for conducting five basic surveys to measure progress in 5 SDGs indicators: Health and Demographic Survey, multi index clustered survey, standards of living survey, and Manpower and Agricultural Survey, the study included estimations for the cost.
* Project facilitated studying and providing technical advice on the questionnaire of SDGs list of Indicators prepared by the Arab Institute for training and statistics studies.

**2.3.4 Assist national accounts for quality assurance in national accounts and supporting economic statistics to ensure the quality of the statistical data produced*** ToRs for Macroeconomic Statistics Specialist was announced two times, selected Macro-Economic Statistics Specialist withdrew, consultancy to be re-advertised.
 | 1 Jan 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| Activity ID: Activity Result 2.4 Description: Develop and enhance statistical foundation for new KNDP indicators |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** | *To reinforce the CSB capacities in surveys and data collection*  |
| **Description** | Develop and enhance statistical foundation for new KNDP indicators |
| **% of progress to date:** | *38%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **% of CSB statistical reporting related to KNDP** | Monthly ReportsFeedback From Experts | 8 | 8 | 8 | 8 |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| * + 1. **Review CSB development plan and projects for alignment to the KNDP**
* The project continues to provide technical support to the Follow-up and monitoring of progress of the implementation for CSP projects in the KNDP.
* Technical review of annual progress reports 2016/2017 were carried-out, which included evaluation of achievements, identifying the challenges faced by the projects and the issues behind the slow progress, recommendation were provided to foster the implementation including to establish a planning and development unit within CSB and establishment of an internal committee to follow-up on implementation and address challenges.
* The project also continues its technical support to the preparation of proposed projects for the 2018/2019 Development Plan including (National Network of Statistical Information), (Registered Census 2020), (Monitoring SDGs Indicators), and (Institutional, technical and structural modernization of CSB).

**2.4.2 Improve statistical collection and databases (in sectoral areas to include: Household Expenditures, demographic data, ICT, labor market, gender, international trade, environmental sustainability etc.)**  Foreign Trade Statistics* The project continues its support in this area, the project provided technical support to the collection, analysis and publishing Foreign Trade Statistics and Indices for the 4th quarter of 2016, 1st 2nd and 3rd Quarters of 2017.
* Development of “Foreign trade data validation and processing system” and “Calculation of Foreign trade indices system” the system development was completed, and systems tested, the systems are were modified in accordance with requirement and feedback from CSB throughout 2017.
* Work continues through 2017 to upgrade the developed Oracle programme for processing, calculation, and validation of Foreign Trade Data based on input from Foreign Trade Unit to meet the new requirements, the system is now being operated smoothly with various functions and facilitates generation of analysis and publication tables on excel and PDF format. Upgrading process is following new selected methodology applying Fisher Chain Index Formula.
* Foreign Trade Indices Baskets were updated by modifying the list of commodities to better match foreign trade variations in 2017, all commodities were reviewed in from 2016 index basket, 554 commodities for export with 98.2% representation ratio and 1,782 commodities with 84.4% representation ratio were selected from 2016 data.
* A Study on Harmonized system implementation 2017 were completed.
* Support was also provided to the development of “Dissemination Tool of Foreign Trade Statistics for INTRA-Users”, a contemporary tool (IBM BI) has been developed by CSB IT Department with technical support from the project in order to generate all kind of tables to meet data requests. Upon finalization of the development process, a similar tool for external users shall be developed to allow external users to generate customized data tables that suits their requirements directly from CSB website. “

Consumer and Producer Price Indices* Project Continues supporting CSB in This area during 2017, and the Producer Price Index (PPI) was published for Q4 2016, Q1, Q2, and Q3, 2017. in Addition, an annual publication on the Produced Prices for 2016 titles was developed with support from the project, this is the first Annual report on this subject in Kuwait. In addition to other annual publication on Consumer Prices for Kuwait in 2016.
* In 2017, the project provided technical support to the review for the calculation methods of CPI in cooperation with Information Systems Department, including Re-basing the Consumer Price Index. Data collection was carried out to include new and revised commodities, with revised weight to reflect new consumer trends, calculation and review of indices initiated. The review also included the forms of rent survey and its methodology, series of training sessions conducted to train the team on retail price indices, using Excel software, linking numbers and estimating the missing prices before calculation and linking index chains to base years 1978, 2000, 2007 and 2013. The new methodology adopted modern technologies in price surveys, and supported by revision of the system and method of calculating indices using Oracle based system.
* A press-conference was organized on the launching of the new Consumer Price Index, and present publications of the index for June and July- 2017.
* Project also provided support to review the rent questionnaires and its methodologies, training the taskforce on the Retail Price Index, number of recommendations were provided to improve the information systems to develop prices system.

Labour Market Statistics * The project provided technical support in the area of labor market statistics, a report on labor market based on Q4 2016 and Q1 2017 was finalized.
	+ 1. **Reinforce CSB capacities for surveys and sampling processes**
* Terms of Reference for a specialist to support on Household Income and Expenditures Survey was developed and consultancy was announced 3 times, but failed to identify a qualified candidate.
* Term of Reference was developed with technical support from the project to conduct Household Income and Expenditures Survey in 2018, the project explored the use of global LTAs to implement the surveys, one company was identified, and contacted, a meeting to discuss the implementation was organised over skype, the company shall provide a quote beginning of January 2018.
	+ 1. **Create a Composite Index of Leading Indicators**

Not a priority for CSB at this stage, further discussion with CSB will take place to take decision in this regard. * + 1. **Improve national reports, aligned with developed indicators and data collection on areas such as trade, ICT, gender, environment etc.**
* The Project Provided Technical Advice for the formulation of a report on the frequency and timing of data dissemination in Kuwait: Comparison between SDDS and GDDS.
* The Project Supported Preparing a booklet about inflation reflecting inflation in Kuwait during 2016.
* The project is providing technical support to the SDGs joint GSSCPD/CSB team in preparation for the mapping process of SDGs data gap to produce the Kuwait voluntarily national report on SDGs for 2018.
 | 1 Jan 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 3.1**Description: **Create a targeted and proactive system for delivery of technical expertise/advisory services in response to requests from public entities** |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** | *To position GSSCPD as a reference institution to manage advisory service requests system.*  |
| **Description** | Creation of a targeted and proactive system for delivery of technical expertise/advisory services in response to requests from public entities.  |
| **% of progress to date:** | *70%* |
| **Quality Log:** |
| **Quality Criteria** | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| Percentage of new requests for technical experts applying a prioritization process through the system developed and includes gender The average response time to requests submitted | SOPs and history of recruitment. | 8 | 8 | 8 | 8 |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| * + 1. Conduct a baseline assessment for current advisory service delivery mechanisms, including identification of gaps, roles and responsibilities and a prioritization framework.

Activity Completed in 2016.* + 1. Procure IT development services for design and implementation of a modular request system for advisory services.
* Activity Was Removed from the project scope and assigned to IT department at the GSSCPD.
	+ 1. Develop capacity of GSSCPD as a reference institution to manage, and provide future projections, for the advisory service requests system.
* Activity Was removed from the project scope.
	+ 1. Capacity development of the Technical Cooperation Unit mandated to manage the service delivery system
* Continuous hands-on-training, and guidance on the implementation of the Monitoring and Reporting system to the staff of the international cooperation department.
 | 1 Jan 2017 | 31 Dec 2017 | Ongoing | *The activities under this output would need to be elaborated.*  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 3.2**Description: **Provision of demand-based recruitment of technical experts for public entities, with a monitoring and reporting mechanism in place** |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** | *To reinforce public entities capacities and create a monitoring and reporting system for GSSCPD for effective advisory service delivery.*  |
| **Description** | Provision of demand-based recruitment of technical experts for public entities, with a monitoring and reporting mechanism in place.  |
| **% of progress to date:** | *95%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Satisfaction and benefit levels with technical expertise provided by GSSCPD by public entities** | Approval of experts reports by public entities indicating acceptance | 8 | 8 | 8 | 8 |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| 3.2.1 Reinforce strategic planning capacities of public entities to ensure submission of technical expertise requests in a timely and quality mannerMinistry of Foreign Affairs* The project assisted the Ministry of Foreign affairs in the development of the diplomatic area through providing technical support to the development and upgrade of the security systems and procedures, in this regard, the specifications of security systems was reviewed and recommendations were provided to upgrade security system specifications, a training plan for projects department at the Ministry of Foreign Affairs prepared and implemented.

Ministry of Finance* The Project provided technical assistance to Ministry of Finance in strategic planning and align the ministry strategies to the fiscal reform objectives.
* In this context, technical support provided to reviewing the old strategy of MoF to strengthen aspects related to transparency, additionally the project is supported the ministry of finance to establish the first MoF Award of Excellence, the award shall be awarded through a competitive process to select the most innovative candidates from MoF staff.
* Project also supported the work of the MoF Executive Committee for Strengthening Transparency, particularly in the development and implementation of MoF Transparency Strategy 2017-2010, guided by a thorough review of relevant reports and guidelines issued by international and local agencies to benefit from best practices. A "Framework of Institutional Values" has been formulated, a training and awareness raising programme was developed, the programme include technical visits to other national institutions and conduct series of meetings to benefit from other experiences in the region. The project provided support the follow-up and monitoring of strategy execution and conducting periodic reviews to capture lessons learned and ensure effective and efficient implementation. A survey was carried out within the ministry to explore employees perception vis-à-vis progress achieved after implementing the previous transparency strategy within the ministry.
* The project is also supported the formulation and implementation of other strategies within MoF for "Labor Force Development Planning", and "Comprehensive Quality". In addition to provision of technical advice to the restructuring process for (Strategic Planning and Institutional Development Department) within MoF.
* Moreover, the project supported data and information gathering to map strategic directions of MoF in preparation for the formulation of KNDP 2021-2026 in coordination with GSSCPD. Additionally, the project supported the preparation of the Quarterly Report issued by the ministry of Finance, and the preparatory report for the upcoming financial year 2018-2019.

CARIRS* The project provided technical support the enhancement of IT infrastructure, IT applications, Data Security and Disaster Recovery plans, and electronic archiving of the Central Agency for Remedying Illegal Residents’ Status (CARIRS); the project supported the process of aggregating of all available data, in one system and assess its features and setup of a plan for regular data update, a back-up copies of the crucial data and systems maintained, ToRs for establishment of Data Security and Disaster Recovery systems and plans was finalized with technical support from the project, procurement process was undertaken by government for establishment of above mentioned systems.
* Review for IT department Projects were undertaken with project support, set of recommendations were provided, including to re-prioritize some projects, in addition, a strategy for data integration was finalized with project support, ToRs for the establishment of the (Integrated System) was approved, and the development of the system initiated by the selected company, first version of the system was launched; it was installed, the project supported in performing testing on the system and provide feedback to the supplier through the government on the developed system for revision.
* A Plan for obtaining Back-up copies for all IT system database is being implemented as part of the developed Security and Disaster Recovery plan, continues update on the comprehensive system is ongoing based on feedback from users, the project is provided technical support to the management of the contract to develop the system and coordination efforts between the agency and the contractor, the project also supported development of ToRs and other bidding process undertaken by the government for procurement of the service to further develop the Disaster Recovery plan, additionally Technical policies for the Technical Department was finalized.
* Technical support was provided to CARIRS for management of two contract related to the Development of comprehensive system, a draft policy and strategy document for technical department was proposed, additionally to technically supporting the implementation of networks and workstations development plan.
* Training course on project management and Microsoft project was organized for the technical affairs departments, including a hands-on training on using Microsoft project for managing the (CARIRS) projects.

MILSET and MoE* MILSET is a non-governmental, non-profit and politically independent youth organisation, which aims at developing scientific culture among young people through the organisation of science-and-technology programmes. The project provided technical support the development of knowledge society and promote innovation and creativity during 2017 through provision of technical support to MILSET and MoE. The project provided technical support to the design and implementation of (training of trainer’s) programme on modern methods for teaching science and technology in public schools targeting 8 trainers, in addition to development of scientific activities under the framework of a strategy for MILST\_Kuwait to support MoE in this area. Including provision of technical for the establishment of “Scientific Activities Research Centre” with MILSET, design of science and technology museum, and selection of scientific books for the library of MILSET Kuwait.
* Several lectures and workshops targeting both students and teachers to encourage innovative thinking and development of scientific activities and its role in development of knowledge society were organised and delivered with project support.

Ministry of National Assembly’ Affairs* The project provided technical support to the Research and Studies Department (RSD) at the Ministry National Assembly’ Affairs, a research strategy formulation process was undertaken, several meetings and group discussions has been carried out as part of formulating a solid situation analysis. a Draft research strategy was finalised and implementation is ongoing
* On the other hand, capacity and training needs assessment finalised, and a capacity development and training programme was developed targeting civil-servants and policy advisors from the Office of the Kuwaiti Minister of State for the National Assembly Affairs in the area of (Strategic Policy Planning), the programme includes a “Political Analysis And Reporting” module completed, and a “Master Class In Political Science, Public Administration, and Political Analysis Skills for Civil Servants”. Another training module implemented on Political and Media Analysis, and Political Reporting. the project has also provided technical support to the research and drafting efforts of different reports, studies, and policy briefings for MoNA.

Public Authority of Housing Welfare* The Project Provided technical support in the area of Public Authority of Housing Welfare in areas of Project Planning and Project Management.
* On the Other Hand, the project continues providing technical support on procurement and contractual arrangements of the new city of “South Metlaa” Development programme (SMCD) via Specialized International Consultancy firm (Ove Arup and Partners) contracted through UNDP LTA.
* The RFP (SMCD) consultancy services was completed through the support of the core Arup team. In addition to reviewing contract documents, recommendations were provided to PAHW and a lesson learned log has been updated.
* During the June 2017, the core Arup team began engaging with the Technical Services Consultant, KEO contracted by PAHW aforementioned RFP. The project has also supported to further refine and enhance the PAHW Strategic Planning Office structure and its role within the overall governance framework of PAHW. Job descriptions, standard operating procedures and information management processes were designed to ensure the proper capacities are defined and fitting to support SMCD.
* The project also provided technical support to PAHW in the preparation of execution plan by consultancy firm and coordination of efforts of PAHW strategic planning team (SPT) & other departments to collect and gather the information. “Creative City Vision” was formulated, technical support was provided for the specification development and budget estimation of the P6 software to improve the quality of tracking progress of the implementation.
* Communication Plan was developed to facilitates effective and efficient communications with the program various stakeholders, project provided support in the form of communication policy review, to contribute to the achievement of Programme Objectives. Stakeholders Management Strategy was Finalized for addressing needs and facilitate the stakeholder’s engagement through various stages of the program. The project also provided technical advisory support for schedule, interface management framework, and cost estimating management to the strategic programme management unit.

Manpower and Government Restructuring Programme* The Project has extended its support to the Manpower and Government Restructuring Programme in the area of Strategic Economic Planning, a comparative study on (The high unemployment rates among youth in developed countries), the study draws lessons and recommendations to guide future labour market strategies and policies in Kuwait.
	+ 1. Create and implement a new monitoring and reporting mechanism for GSSCPD linked with the request system for efficient and effective service delivery
* The roll-out of the developed Monitoring and Reporting system (M&R) continues with support from the project, GSSCPD is now involved in the establishing of automated system to enable effective management of the application of M&R system, work is in progress.
 |  01 Jan 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| Activity ID: Activity 3.3Description: Enhance partnerships for experience exchange & knowledge transfer |
| **Start Date:** | **End Date:** *(this should reflect the start and end date of the activity as indicated in the project document/ AWP)*  |
| **Purpose** | *To create partnership strategy with other governmental institutions.* |
| **Description** | Enhance partnerships for experience exchange & knowledge transfer |
| **% of progress to date:** | *100%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Proportion of KNDP implementation through private sector or public-private partnerships** | *NA* | *NA* | *NA* | *NA* | *NA* |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| * + 1. Create and implement a partnership strategy with other governmental institutions outside Kuwait.
* Activity Cancelled by Project Board.
	+ 1. Private sector development strategy in place for increased socio-economic development impact
* Private Sector Roundtable Discussion was organised between GSSCPD and representatives from private sector for the establishment of Public-Private Sector Platform and promote private sector engagement in national development in alignment with the Kuwait National Development Plan priorities and Agenda 2031.
* a Project Document aiming at strengthening cooperation with private sector and foster its contribution to the socio-economic development was formulated, the project document is under review by GSSCPD. Activity Completed
 | 1 Jan 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 3: PROJECT RISKS AND ISSUES****3.1 UPDATED PROJECT RISKS:** *(as in the project document)* |
| **#** | **Description** | **Date Identified** | **Type** Environmental FinancialOperationalOrganizationalPoliticalRegulatoryStrategicOther | **Impact & Probability**1 (low) to 5 (high) | **Countermeasures/ Mngt Response** | **Owner** | **Last update** | **Status** |
| 1 | Turnover of Government or UNDP leadership | Project Initiation Date | Political | P=2; I=3 | Develop alternative plans of action. Standardize and institutionalize further the project.  | GSSCPD/UNDP | End December 2016 | **Steady** |
| 2 | Lack of responsiveness and coordination | Project Initiation Date | Operational | P=3; I=3 | Establishing regular channels of coordination. Liaising regularly with GSSCPD and other stakeholders.  | GSSCPD/UNDP | End Dectember 2017 | **Decreasing**-Board meetings are taking place on regular basis and a Project Liaison officer joined in August 2016. Project coordinator joined in June 2017.  |
| 3 | Delay in the recruitment process/ identification of qualified staff  | Project initiation date | Operational | P=3; I=3 | Development of HR Plans based on project Annual Work Plans. Close coordination with UNDP’s HR Department, UNDP HQ, broader advertisement, use of UNDP rosters.Development of rosters for experts was initiated  | GSSCPD/UNDP | End of December 2016 | **No Change**(See issues-risk occurred) |
| 4 | Delay in procurement processes to ensure project delivery | Project initiation date | Operational | P=3; I=3 | Clarification on timeline, creation of Procurement Plans based on project Annual Work Plans. Clarification for all procedural requirements with all partners to ensure expectations are reasonably set and metRecruitment of Procurement Consultant for the project | GSSCPD/UNDP | End of Dectember 2017 | **Decreasing**- Procurement Specialist and Procurement Officer to Decarately manage the roster both joined the project. |

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| **SECTION 3: PROJECT RISKS AND ISSUES****3.2 UPDATED PROJECT ISSUES:** *(Issues arising during implementation of the project)* |
| **#** | **Description** | **Date Identified** | **Type** | **Countermeasures/ Mngt Response** | **Last update** | **Status**pending, solved |
| 1 | Consultants TORs do not include aspects of transfer of capacity development in terms of knowledge/skills | Feb 2016 | Operational | All new ToRs now Include a component on capacity development and transfer of knowledge/skills, work plans template of the new M&R system includes an output on capacity development and transfer of knowledge/skills, same is included as parameter in the consultants evaluation forms, all consultants were briefed on the planning templates, a follow-up meeting with all consultants is planned during Q4.  | End Dectember 2016 | **Solved** |
| 2 | Lack of linkages among selected advisory support requests to the public entities undermines results reporting  | Feb 2016 | Strategic | Establish a balance between responsiveness to the request and response based on clear criteria and selection mechanism for the remaining part of 2016 and onwards and ensure buy-in by all parties (GSSCPD and public entities) | End June 2016 | Selection criteria for consultancy requests were finalized and approved**Solved**  |
| 3 | No Project Manager on board/interim arrangement  | Feb 2016 | Organizational |  | End December 2016 | **Pending** |
| 4 | Inability to monitor impact of consultants  | Feb 2016 | Operational  | Monitoring and Reporting System is finalized approved, Project Liaison Officer has been recruited to manage consultants and monitor their reporting, and accomplishments | End Dectember 2016 | **Solved** |
| 5 | Gender blindness | Feb 2016 | Strategic  | Include gender requirements/gender analysis as a standard requirement in the TORs Template. Consider revising the indicators | End June 2016 | Gender included in the standard TORs template and mentioned in the satisfaction survey**Partially solved** |
| 6 | Inability to manage the large number of consultants who are under recruitment (up to 52 will be on board by the time all are hired) – will impact ability, monitor and establish linkages, prevent overlap | Feb 2016 | Organizational | Need to revise and enhance of the management structure of the project at GSSCPD and UNDP (add project officer (M&E), Proposal for distribution of tasks among coordinators from GSSCPD to supportAlso a development of an electronic system to support management of consultants. | End Dectember 2017 | A Project Liaison Officer has been recruited to monitor consultants’ work, staff at the GSSCPD International Cooperation Department is receiving on the job training, and electronic system is under development.**Partially Solved** |
| 7 | Resistance to change management or confusion by staff impacting ability to smoothly implement the new structure | Feb 2016 | Strategic | Ensure development of the change committee.A communication plan is in the plan for 2017  | End June 2016 | **No Change** |
| 8 | Risk of departure of existing experts  | End March 2016 | Operational | Include that in the risk planning and AWP updateEnsure proper knowledge transfer to national staff | End June 2016 | Include transfer of knowledge requirement in all ToRs to minimize the impact of this risk.**Partially Solved** |
| 9 | Inability to spend the project budget in 3 years (7 million USD/year) | Feb 2016 | Strategic | Early planning for allocated funds.Elaborate the project document to ensure spending is strategic and results-based. | End June 2016 | **No change****Pending** |
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| **SECTION 4: LESSONS LEARNED LOG**  |
| **#** | **Type****(Management, Results,**  | **Date Identified** | **Successes** | **Shortcomings** | **Recommended Solutions** | **Submitted, updated by** |
| 1 | Project ManagementProject ResultsHuman FactorOther |  | *Describe what has worked well.* *What factors supported this success?* | *Describe the challenges or areas for improvement and what was unanticipated* | *How were challenges overcome and how should things have been done differently/better?* |  |
| 2 | Project ManagementProject ResultsHuman FactorOther |  |  |  |  |  |
| 3 | Project ManagementProject ResultsHuman FactorOther |  |  |  |  |  |

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| **Section 5: MONITORING SCHEDULE/ 2017** |
| **Monitoring Action** *(Description )* | **Due by** | **Completion date** | **Comments** | **Responsibility** |
| 2016 Annual Board Meeting | January 10th, 2017 | January 11th 2017 | - | PMU |
| Q1 Board Meeting | April 10th, 2017 | April 20th, 2017 | - | PMU |
| 1st Quarterly Progress Report | April 20th, 2017 | April 31th, 2017 | - | PMU |
| Audit Mission | May 10th, 2017 | 21st – 25th of May 2017 |  | PMU |
| Q2 Board Meeting | Jany 11th, 2017 | August 29th, 2017 | - | PMU |
| 2nd Quarterly Progress Report | Jany 20th, 2017 | Jany 20th, 2017 | - | PMU |
| Q3 Board Meeting | October 10th, 2017 |  |  | PMU |
| 3rd Quarterly Progress Report | October 20th, 2017 | 22nd of December 2017 |  | PMU |
| Annual Board Meeting | January 11, 2018 | N/A |  | PMU |
| Annual Progress Report | January 20, 2018 | 06 March 2018 |  | PMU |

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| **Section 5: MONITORING BUDGET**  |
| **Output(s)** | **2017 Budget** | **Utilization (1 Jan – Dec 31, 2017)** | **%** | **Comments** |
| **Output 1** | 3,566,840 | 3,446,384.84 | 96.62% |  |
| **Output 2** | 569,790 | 578,489.44 | 101.53% |  |
| **Output 3** | 2,052,285 | 1,889,821.16 | 92.08% |  |
| **Output 4 (Management)** | 163,370 | 289,322.43 | 177.10% | The Recruitment of a Procurement Specialist was not budgeted in 2016, result in a Minor Impact on the overall project budget (less than 2%), therefore a revision was not necessary. |
| **Total** | **6,352,285** | **6,204,017.87** | **97.67%** |  |

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| **SECTION 6: ASSETS LIST** |
| **Asset ID** | **Description** | **Type** | **Serial No.** | **Tag No.** | **Model** | **Location** | **Acquisition Date** | **Currency** | **Cost** |
|   |   |   |   |   |   |   |   |   |   |
| 1 | Laptop  |  Dell |  33724523918 |  FHQPL72 | E7450 | MOBILE |   |   |  1,645.00 |
| 2 | Laptop |  HP | 5CD6455Z09 | XXXXXXX | Pavilion | MOBILE |   |   |  825.08 |
| 3 | Pointer/Clicker  | Logitech |  N/A |  N/A |  R700 |  MOBILE |   |   |  72.37 |
| 4 |   |   |   |   |   |   |   |   |   |
| 5 |   |   |   |   |   |   |   |   |   |
| 6 |   |   |   |   |   |   |   |   |   |
| 7 |   |   |   |   |   |   |   |   |   |
| 8 |   |   |   |   |   |   |   |   |   |
| 9 |   |   |   |   |   |   |   |   |   |
| 10 |   |   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |   |   |
|  |  |  |  |  |  |  |  |  |  |
| Certified by: | Project Manager's signature |  |  |  |  |  |  |  |  |
| Date: |  |  |  |  |  |  |  |  |  |
| Key: |  |  |  |  |  |  |  |  |  |
| Asset ID  | Starts at 1 and increases |  |  |  |  |  |  |  |  |
| Description:  | Short description of the asset eg: Dell Optiplex 660X |  |  |  |  |  |  |
| Type:  | Electrical, Furniture, Vehicle  |  |  |  |  |  |  |  |  |
| Serial No. :  | For vehicle it is the chassis, for electrical equipment it is the serial number from the manufacturer |  |  |
| Tag No. :  | Furniture need a tag number to stick on the item (chose the numbering) |  |  |  |  |
| Location: | The room the asset is in |  |  |  |  |  |  |  |  |
| Acquisition Date: | When it was bought |  |  |  |  |  |  |  |  |

1. This template will be used for purposes of Quarterly, Annual and Final Project Reporting [↑](#footnote-ref-1)
2. *Include description of specific and measurable actions related to gender mainstreaming, gender equality and women’s empowerment, production of gender disaggregated data, participation and involvement of gender specialists or representatives from women’s stakeholders groups, participation of women and men in project activities, gender awareness among project staff and beneficiaries, and any possible steps taken to ensure gender equity in the recruitment of staff and consultants.* [↑](#footnote-ref-2)