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|  | Final consultancy Report |
|  | Project: “Achieving Kuwait 2035 Vision Towards Persons with Disability” |
|  | Ahmed Ghanem, Project ManagerPeriod Covered: 15th Jun 2017 – 15th Dec 201712/10/17 |

Overall Progress:

PADA Project was officially signed in April 2016, though due to several reasons like the change in PADA management and the difficulty to attract appropriate calibers for the Project Manager position; the project practically started mid- February 2017. However, during the period of mid of February and Dec 2017 a notable progress has been achieved through appointing a project management team that has been able to establish strong coordination and collaboration mechanism between UNDP, PADA, and GSSCPD, including continuous communication channels and conducting three board meetings ensuring communicating and presenting the achieved progress

As a first step UNDP has revisited the Project Document and developed an AWP for 2017 which both were presented to the board and approved whereby the below activities pertaining projects’ outputs were commenced:

* To conduct PADA organizational development and to improve its effectiveness by supporting it to develop its institutional capacity and operational management and to create a dynamic workforce UNDP has developed an integrated comprehensive TOR to provide the services through utilizing UNDP’s LTA procedures; the plan and services provider selection has been finalized and the service provider started to commence in Dec 2017.
* Produced in cooperation with PADA and other services providers a Kuwait model and concept on Early Intervention (EI) that clearly defined the “standard” and procedures for early intervention services based on the good international practices of the EI services.
* Supported PADA to establish an efficient and effective gender-sensitive M&E system for PADA developmental projects and built their staff capacity to utilize the system.
* Developed manuals “Customer Service Guide” & “Complaint Guide” to assist in building the capacity of PADA staff and conducted Customer Service Workshops for PADA customer service employees
* Produced Kuwait Universal Design Code in consultation with various stakeholders (the Kuwait Municipality, the Fire Department, The Ministry of Public Works, Public Authority for Housing Welfare, PADA and the GSSCPD). A Multi-stakeholder committee was formed through the project to review, adapt, and support the national implementation of the Universal Design Code to replace the current building code in the country. “Kuwait Universal Design Workshop” has been successfully conducted during Dec 2017 to launch the code among all concerned counterparts.

Overall a tangible progress has been attained between Jun 2017 and Dec 2017 which were acknowledged and praised by the key stakeholders PADA & GSSCPD. Generally, progress has been made on planning and preparing several components of the project in close consultation with PADA, including; assessment and support of Education fees system, produce media advocacy for inclusion, exploring means and channels of cooperation with CSOs, and ICT accessibility guidelines including accessible online PADA services.

Activities & Tasks Performed

# Key Management Activities:

# Summary

 The project achieved a substantial progress and the project team is trying to balance between achieving the planned progress and fulfill the reporting requirements of the end of the year. The scope of the project is currently covering the three outputs where output 2 will start this month. In addition to the continued progress in output one and three.

The organization of the Kuwait Universal Design Code Workshop consumed a lot of efforts and time during this month to ensure the highest possible quality incept all the challenges.

On the other hand, the coordination with the partner (PADA) is a strong asset to the project where several meetings and discussion with PADA teams have been held to discuss the progress of the activities and the project in general.

# Tasks

* Initiated the assignment with Introduction and project wrap up with UNDP team and PADA team
* Reviewed and reorganize project documents, reports and related information based on the project wrap up and handover report
* Reviewed and update draft RPF (Results & Resources Framework) based on 3rd project board meeting & project updates
* Updated & develop the 2017 & 2018 Project AWP (Annual Work Plan)
* Prepared and submitted work plan for the whole assignment
* Conducted Project Mid-year - Budget Revisions
* Worked with UNDP team to ensure that project financial info is updated within ATLAS system
* Prepared quarterly narrative and financial project progress reports including updated risks issues logs
* Based on Project Board discussion and approval:
	+ Update the RPF (Results & Resources Framework) (Annex)
	+ Update procurement plan (Annex)
	+ Update the budget forecast for Q3 and Q4 2017 and 2018 (Annex)
	+ Update AWP for Q4 2017 and full 2018 (Annex)
* Organized the 3rd Board meeting 25th Sep 2017
* Prepare & revise Project monthly log & deliverable planner
* Follow up the UNDP internal documentation process backup for the project.
* Follow-up the day-to-day implementation of the project in line with the agreed work plan and ensure its timely implementation.
* Start the preparation of annual narrative and financial project progress reports including updated risks issues logs
* Update procurement plan
* Full budget revision and update the budget forecast for Q4 2017 and 2018
* Update AWP for Q4 2017 and full 2018
* Prepare & revise Project monthly log & deliverable plan
* Follow up the UNDP internal documentation process backup for the project.
* Follow-up the day-to-day implementation of the project in line with the agreed work plan and ensure its timely implementation.
* Prepare the 7 monthly progress reports (MPR)

# Output 1: Institutional effectiveness for PADA

# Summary

 The project worked on Activity 1.2 (Early Intervention) where the final report and work plan for Early Intervention have been produced. During this month, the project team and the consultant worked closely to disseminate the results and deliverables of the consultancy to all relevant stakeholders. The conclusion of activity 1.3 that aims to support PADA’s Planning and Research Department in M&E of PADA’s development projects. The consultation conducted a review of the PADA development projects and reviewed of the design of the projects including indicators, in addition to developing PADA staff capacity on M&E. In addition to(customer service and communication for PADA staff) and finished the first phase. The purchasing order (PO) of Activity 1.1 (Institutional Development) have been issued by the end of the October, however, some legal issues delayed the signing process to Dec. We have conducted two meetings with KPMG consultant.

# Tasks

* Managed, followed up on implementation and ensure delivery of Early Intervention consultation during the final phase of the consultancy including:
	+ Orientation workshop and Training for PADA on Early Intervention concepts and practice
	+ Leadership Workshop with Director Abdullah and senior center staff
	+ Visits/workshop with medical practitioners in hospitals who are referring children
	+ Small focused group discussions with invited parents
	+ Workshop with invited cross-sector representatives from academia, Ministry of Health, Ministry of Social Welfare
	+ Focus Group discussions with lead therapists
	+ Roundtable discussion with PADA and UNDP
	+ Meeting Sharing of Review Report for comments
	+ Sharing of Draft full proposal with PADA / UNDP team for comments
	+ Presentation of Full Proposal to PADA, UNDP and Centre Staff
* Followed up on implementation and ensure delivery of current M&E consultancy include review deliverables 1 & 2 and several meetings with the consultant and follow-up capacity building workshops for PADA staff for M&E /RBM
* Concluded the M&E consultancy include review, and start the preparation for the approval of final deliverables, finalize payment and conduct individual consultant performance evaluation.
* Planned and developed ToRs to contribute to Output 1 activity 1.3. In this sub-activity, the project should conduct workshops to improve the effectiveness of PADA. Regarding the topic of this workshop, PADA focal points highlight the needs to support PADA to enhance the level of customer service for people with disabilities receive direct services from them. Based on that and after consultation with PADA and UNDP Programme Analyst, we develop a ToR of an IC assignment that focuses on improving customer service and communication skills for PADA staff to deliver solutions and services that are accessible, results-oriented and customer focused.
* Finalize approvals and PROMPT procurement request for sub-activity 1.3 (customer service and communication for PADA staff).
* Develop exchange visits idea and start the discussion with PADA.
* Concluded the Early Intervention consultancy include review, and start the preparation for the approval of final deliverables, finalize payment and conduct individual consultant performance evaluation. The main reports are:
	+ Report 1: Developing a concept of early intervention (EI) that clearly defines the “standard” for early intervention services;
	+ Report 2: Review of International practice in EI
	+ Report 3: Review of the existing early intervention centers in Kuwait
	+ Report 4: A full proposal for a “model” Early Intervention Centre in all aspects that PADA can utilize in building its new centers.
* Finalized procurement process and selection committee for sub-activity 1.3 (customer service and communication for PADA staff) based on the process conducted, the Evaluation Committee recommends awarding IC to Mr. Salah Al Kuadi.
* Managed, followed by implementation and ensure delivery of sub-activity 1.3 (customer service and communication for PADA staff) including:
	+ Negotiate with PADA the setup of the training.
	+ Work closely with the consultant to develop:
		- Capacity building work plan
		- CS manual of procedures
		- Complaints management manual
		- TOT training package
		- Organize and finalize the CS ToT training over 4 days
* Initiated discussion with the procurement team and the consultant for Activity 1.1 (Institutional Development) to solve the problem of contract signing (the PO has not been signed until now)
* Two meetings have been conducted with KPMG to discuss the inception phase and one commencement meeting with PADA leaders.

# Output 2: Removal of barriers to inclusion

# Summary

The current progress of this output is in line with the planned schedule. Activity2.1: The procurement process of educational support consultant has been concluded and based on the process conducted, the Evaluation Committee recommends awarding IC to Ms. Heikkila Eila. However, Eila has apologized and the 2nd candidate Anastasia has been chosen and she will start this week. Regarding activity 2.2 CSOs main concept and ToR. The project board agreed on the first phase (Develop PADA partnership strategy and guideline) and postponed the discussion on the 2nd phase to the next meeting. PADA partnership strategy and guideline consultancy have been announced and the selection process will have started. However, the selection committee is still discussing if re-advisement will be needed or one of the short-listed candidates could be chosen.

The procurement process of Activity 2.2: Media Campaign reached the end phase the 2nd LTA process has ended and APCO company has been selected and signed the contract to start 7th Jan 2018.

# Tasks

* Reviewed and developed the draft TOR for Activity2.1: Educational support program (Schools Assessment)
* Discussed CSO Component with PADA & UNDP and introduce CSOs new suggested ideas for the component during team meetings
* Developed 2 TORs drafts for Activity 2.2: CSOs
* Reviewed and finalize TOR for Activity 2.2: Media Company/ Inclusion Campaign
* Developed RFP for Activity 2.2: Media Campaign and follow-up procurement process
* Analysis of employment current practices has been conducted to identify appropriate country and initiatives within other countries that could strengthen the learning-exchange focus and explore the possibilities of cooperation with that country.
* Produced South-South Exchange visits concept notes for Vocational training and support.
* Finalized approvals and PROMPT procurement request for Activity2.2: partnership strategy and guideline and the announcement.
* Finalized procurement process and selection committee for Activity 2.1: Educational support program.
* Finalized procurement process and selection committee for Activity 2.2: Media Campaign
* Conducted two skype meeting with educational support consultant and finalize the inception phase plan.
* Finalize the procurement process for Activity 2.1: Educational support program.

# Output 3: Universal Design and technology enablers.

# Summary

The project board agreed to accelerate the announcement and distribution of the UD code. It has been agreed that the project organized a workshop to publicly introduce the UD code at International Day of Persons with Disabilities, 3rd December. The workshop has been hosted by UNDP.

On the other hand, several meetings have been conducted with PADA to agree on the structure and scope of the ToRs of the whole output (planned 2018) including activity 3.2 and 3.3.

# Tasks

* Developed draft ToR for activity 3.2 Architectural/Engineering firm for Universal Design that aims to support PADA and the new formed UD unit to ensure that all PADA built environments at various locations are following the Universal Design code
* Developed draft ToR for activity 3.2 Universal Design Unit that aims to support the establishment of a modern Universal Design unit within PADA and develop the capacity of this unit and PADA to enhance the implementation of Kuwait Universal Design Code.
* Meeting with Central Agency for Information Technology (CAIT) and The Communication and Information Technology Regulatory Authority (CITRA) to discuss their involvement in activity 3.3 accessible ICT and web and to agree on the formation of a committee for this purpose.
* Developed draft ToR for activity 3.3 Accessible ICT specialized firm (adaptive strategies) that aims to ensure implementation of technology enablers and adaptive web strategies through inclusive ICTs enabling strategy that focuses on the role of the web to enable and accelerate the social and economic inclusion of persons with disabilities.
* Followed up on implementation and ensure delivery of Universal Design Code consultancy include review of draft Universal Design Code and mission reports
* Followed up the formation and operation of UD Technical Review Committee that conducts 2 meetings so far and reviewed the Universal Design Code
* Reviewed and approved the final report and delivery of Universal Design Code consultancy and conclude the whole consultancy and finalize payment
* Conducted individual consultant performance evaluation.
* Conclude the final revision of UD Technical Review Committee for Universal Design Code
* Most of the tasks in this output was around the Kuwait Universal Design Code Workshop
* Coordinate UNDP, PADA, SCPD budget approvals associated cost (UDC translation, printing and catering)
* Discuss the event media coverage with Abdullah Kamal (UN Head of Communications & Partnerships
* Send official invitations to UDAC counterparts, engineering offices, and Ministries officials.
* Send invitations to embassies, UN Officials, and diplomatic reps
* Send minutes of the UDAC event’s preparation to UNDP, PADA & SCPD
* Coordinate the translation of the Arabic version of the UDC document
* Consultation with the committee over the translation and the printing draft
* Arrange for Media coverage of the event with PR department PADA
* Finalize media plan
* Final review of Media plan with UNDP and agree on circulation plan with Abdullah Kamal
* Speeches preparations.
* Develop Media Contents (press release, op-ed, caption, hashtags,..)
* Event Logistical & Catering coordination
* Support media coverage based on media plan

Topics need follow-up:

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| Topic | Response from | Action required |
| Activity 1.2: ICF consultant | PADA | Comment and approve the suggested TOR |
| Activity 2.1: South-South Exchange visits | PADA | Approve the suggested concept and select the visitors |
| Activity2.2: partnership strategy | PADA & UNDP | Finalize the decision to re-advertise or not |
| Activity 3.2 Architectural/Engineering firm | PADA | Comment and approve the suggested TOR |
| Activity 3.2 Universal Design Unit | PADA | Comment and approve the suggested TOR |
| Activity 3.3 Accessible ICT | PADA | Comment and approve the suggested TOR |

Problems Encountered and Corrective Actions Used:

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| Problems Encountered  | Corrective Actions  |
| The long process required for review and approval of different project documents (ToRs, procurements, MoM,…). Due to the nature of the project and the partnership between different actors, the communications and document cycle have different levels:* Project team and PADA team
* Within PADA
* Project team and UNDP
* Within UNDP
* UNDP and SCPD

Which leads sometimes to delay | - Initiated open discussion and direct communication about the contents of the document to reach a mutual understanding before official sharing and reduce back and forth “comments emails”.- Follow-up closely the tasks of the project required review or approval at PADA, SCPD or UNDP level |
| Recommendation:* Start the document cycle (especially procurement) as early as possible (at least 2 to 3 weeks before actual plan)
* Consider discuss and agree on “response time framework” within project board, PADA and UNDP.
* Get all possible required approval from SCPD during the board meeting and sign it in separate approval sheet.
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| Problems Encountered  | Corrective Actions  |
| The limited availability of stakeholders during the Summer period (June –August) and end of the year:Although this was an identified risk during project development and last QPR. However, this was not fully considered during planning the starting date and work timeframe of several consultancies (M&E, UD committee, Early intervention and the PM consultancy ) where most of the peak activates to meet and work with stakeholders was during this period  | - Anticipate involvement required from every stakeholder and start communication and plan the work according to their availability- Postpone the KPMG consultancy actual field work until September and then Dec based on PADA recommendation.  |
| Recommendation:- Consider reforming the project plan for next year to ensure that stakeholders based activities will be outside this period and use this time for another type of activities  |

Mission Deliverable Progress:

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| 1st | * To submit approved work plan for the assignment
 | Achieved |
| 2nd | * To submit monthly report on progress against work plan including an annex synthesis report concerning ongoing contracts
* Project Board Presentation
 | Achieved |
| 3rd | * Quarterly narrative and financial project progress reports including updated risks issues logs, revisions to the Annual Work Plan
 | Achieved |
| * Monthly report on progress against work including the annex synthesis report on ongoing contracts
 | Achieved  |
| 4th | * Monthly report on progress against work plan including annex on process of selection and contracting of 2 new contracts and the annex synthesis report on ongoing contracts
 | Achieved,  |
| * Project Board Presentation
 | Achieved |
| 5th | * 3-4 Terms of Reference for consultancy contracts

(Media, CSOs support, Educational support and customer services) And 3 other ToRs (ICT, ICF, Architectural firm)  | Achieved  |
| * 2 TORs for short-term trainers (customer services & M&E)
 | Achieved  |
| * Monthly report on progress against work plan including annex synthesis report on ongoing contracts
 | Achieved |
| 6th | * Monthly report on progress against work plan including annex synthesis report on ongoing contracts
 | Achieved |
| * Quarterly narrative and financial project progress reports including updated risks and issues logs, revisions to the Annual Work Plan when/if necessary
 | Achieved |
| * Project Board Presentation
 | Med of Dec 2017  |
| 7th | * Final report on consultancy assignment and handover notes
 | Achieved |

Annexes:

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| Annex no. | Document | Location |
| 1 | PADA\_AWP\_2018\_Updated | Attached |
| 2 | Updated Procurement Plan | Attached |
| 3 | PADA Budget revisions | Attached |