United Nations Development Programme
Country: Kuwait
Project Document

Project Title:	**Institutional Capacity Development for Implementation of the Kuwait National Development Plan (ICDI/KNDP)**
Expected UNDP Strategic Plan Outcome(s):	**Outcome 2:** Citizens expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
Expected CPD Outcome(s):	**Outcome 3:** Governance and institutional management is efficient, transparent, accessible, competitive and accountable.
Responsible Party:	UNDP
Executing Party:	General Secretariat of the Supreme Council for Planning and Development (GSSCPD)
Partners:	Central Statistical Bureau (CSB), other Ministries and Public Entities

Brief Description:

GSSCPD as part of its mandate are responsible for the design, coordination and oversight of KNDP implementation. As part of reinforcing the implementation and monitoring and evaluation of the KNDP, the ICDI/KNDP project will provide a framework of technical support to the GSSCPD, the CSB and other public entities to create an enabling environment for KNDP results. The project will also ensure sustainability of its work by transferring knowledge, skills and capacities to the GSSCPD, CSB and other public entities.

In particular, the outcome of this project is the following:

Project Outcome: Capacities of the GSSCPD and Key Government Agencies in Development Planning, Coordination and Monitoring Developed for Effective Implementation of the KNDP.

The overarching outcome will be reached through the following three specific outputs:

- Output 1.1: Improved human capacity and organizational effectiveness of the GSSCPD for development planning;
- Output 1.2: Enhanced institutional and human capacities of the CSB for evidence-based plans and policies on sustainable development;
- Output 1.3: Increased technical expertise and institutional capacities for strategic planning and implementation of KNDP projects by public entities.
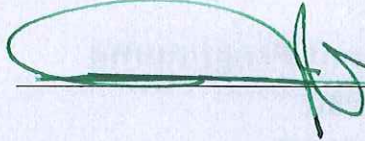
Programme Period: CPAP 2015-2018 ATLAS Award ID: 00091562 ATLAS Project ID: 00096707 Start date: 1 July 2015 End Date: 31 December 2018 LPAC Meeting Date: 12 October 2015 Management Arrangements: Support to NIM	Estimated 2015 Annual Budget: $1,382,475 ▪ **Total Budget:** 22,296,410 USD ▪ **Government:** 20,811,410 USD ▪ Budget from the previous project: 2.000.000 USD ▪ **Net Expenditures:** 22,811,410 USD ▪ GMS (GOV 3%) 664,410 USD

Agreed by Government (implementing Partner):

Secretary General
General Secretariat of the Supreme
Council for Planning and Development
State of Kuwait

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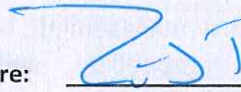الأمين العام للمجلس الأعلى
للتخطيط والتنمية (بالإنابة)

Signature: _____ Date: Nov 3, 2015

Agreed by UNDP (Responsible Party):

Zineb Touimi-Benjelloun
UN Resident Coordinator
UNDP Resident Representative
State of Kuwait

Signature: _____ Date: Nov 3, 2015

List of Abbreviations and Acronyms

AWP	Annual Work Plan
CSB	Central Statistical Bureau
CO	Country Office
CP	Country Programme
CPD	Country Programme Document
CPAP	Country Programme Action Plan
GMS	General Management Support
GSSCPD	General Secretariat of the Supreme Council for Planning and Development
ICT	Information and Communication Technology
KNDP	Kuwait National Development Plan
KOPS	Kuwait Occupational Projections System
NFP	National Focal Point
NIM	National Implementation
PM	Project Manager
PPR	Project Progress Report
QPR	Quarterly Project Report
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement Report
UNDP	United Nations Development Programme
TORs	Terms of References

I. SITUATION ANALYSIS

UNDP and GSSCPD signed a project document in September 2011 focusing on developing the institutional capacities of GSSCPD as well as other Government entities, in strategic planning. This need came as a result of the development of the vision for Kuwait and strategic objectives (2035). A 4-year plan was developed for the period 2010/2011 to 2013/2014.

The project supported the SCPD by providing technical experts who contributed to the development of the second 5 years Kuwait National Development Plan (KNDP) for the period of 2015/2016–2019/2020 as well as its indicators. That entailed technical expertise in macroeconomic modelling and forecasting, demographic studies, communication, engineering and urban planning studies as well as financial planning among others.

The current KNDP plan was approved by the Kuwait National Assembly in 2015 and it is built on two tracks; the first track addresses the challenges of economic development, human and social development, the efficiency of state institutions and administration and combating corruption. The second track addresses the enabling conditions to achieve the Kuwait 2035 vision, especially the transformation of Kuwait as a commercial and financial hub for the region.

The Five (5) strategic objectives of this vision are:

(1) Increasing the GDP and raising the citizens' standard of living

(2) Encouraging the private sector to play the lead role in national development, through stimulating mechanisms

(3) Supporting human and social development

(4) Promoting demographic policies, supportive of development strategy

(5) Improving the effectiveness of government administration

This project builds on the previous project and is more focused on the technical expertise support for the implementation of the second KNDP, with emphasis on capacity development and transfer of knowledge and skills. Although the previous project achieved tangible results, the GSSCPD requested a review and a thorough evaluation in order to develop a more targeted and focused project, especially linking outputs and activities to the enabling environment for implementing and monitoring the KNDP.

Additionally, in March 2015, a mission of external experts on public administration were deployed to study and assess the capacity of GSSCPD and suggest ways and plans of restructuring for a more effective delivery of the GSSCPD mandate. The business model for a transformed GSSCPD, as suggested by the consultants included the following:

- **Internationally,** a recognized institution of planning excellence in the region.
- **Nationally,** a respected institution facilitating Kuwait's Vision 2035 and National Development Plans.

- **Within government,** an institution capacitated for long-term/strategic and short-term/responsive policies addressing Kuwait's major development challenges and opportunities.

The study presented very highly practical recommendations that will be pursued during the first year of this project with an implementation plan for a new structure and further functional reviews to enhance the human resources capacity at GSSCPD.

Furthermore, in 2011 a technical assistance project for CSB began as a sub project under the umbrella of the "support to GSSCPD" project. The expected outputs of the project were:

- Capacity of the Central Statistical Bureau developed
- National statistical tools and information systems developed
- National information systems centralized at the CSB
- Policies developed to promote decision-making utilizing statistical methodologies in line ministries

The project achieved strong results in the areas of upgrading the Foreign Trade Information System, developing and releasing the Consumer Price Index of Kuwait and upgrading the CSB's Sampling and surveys methodologies, process and quality assurance procedures in preparation for 2020 census.

However, in ICDI/KNDP, technical expertise to the CSB will be integrated as an essential component linking evidence-based data to planning for development results and ensuring effective management at the CSB.

The third and important component of this project is to continue providing technical expertise to other ministries and public entities to ensure implementation of the KNDP and to develop capacities for strategic planning and Monitoring & Evaluation.

This project covers a period of three and a half years from 1 July 2015 until end of December 2018.

II. STRATEGY

While taking into account their empowering, enabling and leadership role, GSSCPD's main areas of focus relate to: Planning; Monitoring and Evaluation and Coordination. ICDI seeks to strengthen a capable national planning, implementation and monitoring team under the General Secretariat of the SCPD.

Therefore, ICDI/KNDP will provide a framework for technical support to the GSSCPD, the CSB and other public entities to create the enabling environment to coordinate, implement and monitor the KNDP. ICDI/KNDP will also ensure sustainability of its work by transferring knowledge, skills and capacities to the GSSCPD, CSB and other public entities.

In particular, the outcome of this project is the following:

Outcome 1: Capacities of the GSSCPD and Key Government Agencies in Development Planning, Coordination and Monitoring Developed for Effective Implementation of the KNDP.

The overarching outcome will be reached through the following three specific outputs:

Output 1.1:   Improved human capacity and organizational effectiveness of the GSSCPD for development planning

Output 1.2:   Enhanced institutional and human capacities of the CSB for evidence-based plans and policies on sustainable development

Output 1.3:   Increased technical expertise and institutional capacities for strategic planning and implementation of KNDP projects by public entities

Output 1.1:   Improved human capacity and organizational effectiveness of the GSSCPD for development planning

This output focuses on GSSCPD with the aim of supporting it to attain the ability to deliver effectively according to its mandate. GSSCPD is not only the planning for development entity in the state of Kuwait, but also the Think Tank that should be able to develop the needed strategic plans, and policy position papers, as well as the coordinating body with public institutions and the private sector on socio-economic development.

In order to strengthen the GSSCPD strategic planning function, an increase of its internal and administrative capacities is needed on three levels: organizational change management, strategic planning and on-going monitoring of progress towards results in the KNDP.

Output 1.2:   Enhanced institutional and human capacities of the CSB for evidence-based plans and policies on sustainable development

This output aims at developing the capacity of the CSB through the development of systematic national statistical tools, information systems and production of periodic statistics and data, especially those needed and linked to implementation of the KNDP. This output will also ensure sustainability by transferring knowledge, skills and building the capacities of CSB staff.

Output 1.3:   Increased technical expertise and institutional capacities for strategic planning and implementation of KNDP projects by public entities

This output aims to enable line ministries and other key public entities with provision of high quality technical expertise and advisory services for effective implementation of public policies and projects under the KNDP. Particularly this output will focus on knowledge sharing for strategic planning, implementation and monitoring and evaluation issues. Additionally project interventions shall seek to enhance the cooperation between different national institutions to effectively partner in the KNDP implementation, oversight and communication processes.

III. RESULTS & RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Document:
Governance and institutional management is efficient, transparent, accessible, competitive and accountable.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator:	Baseline:	Target:
Percentage of implementation of the National Development Plan	New National Development Plan (2015-2018)[1]	80-100% of the UNDP-supported parts of the plan implemented[2]

Project title and ID (ATLAS Award ID): Institutional Capacity Development for Implementation of the Kuwait National Development Plan (ICDI-KNDP)

Project Outcome: Increased capacities for the GSSCPD and Key Government agencies to enable effective planning, coordination and monitoring for effective implementation of the KNDP

Intended Outputs	OUTPUT TARGETS	Responsible Partners	Indicative Activities & Actions	Inputs (USD)
Output 1: Improved human capacity and organizational effectiveness of the GSSCPD for development planning Indicators: • GSSCPD Institutional and Business Operations infrastructure in place (scale of 0-4[3]) • Improved GSSCPD's human resources capacities performance in GSSCPD (scale of 0-4[4]) • % of GSSCPD Strategic Plan Implemented • Increased efficient and effective policy advisory services delivery within GSSCPD[5]	Targets: • 4 • Developed strategic plan is endorsed with KPIs integrated • To be determined (TBD) • At least two productivity assessments conducted with satisfaction surveys • To be Determined (TBD)	GSSCPD & UNDP	Activity Result 1.1: Develop an institutional organizational structure for GSSCPD Actions: • Conduct an institutional skills audit and analysis of all GSSCPD job descriptions to create functional job categorization and descriptions • Create, approve and implement new GSSCPD organogram/structure with delegations of authority and defined lines of reporting • Implement standard operating procedures, business/administrative processes and systems improvements	1.1.1. Consultants – $878,000

[1] Implementation of the KNDP officially begins 1 September 2015

[2] UNDP project interventions will target KNDP objective 3 on human development and objective 5 on effective planning, governance and public administration

[3] Cumulative scale where upon completion of each of the following are awarded one point: GSSCPD functional job descriptions in place; GSSCPD revised organogram implemented; GSSCPD have an automated and digitised system, GSSCPD Communications plan implemented

[4] Cumulative scale where upon completion of each of the following are awarded one point: accessible HR database in place; GSSCPD Human Resources Strategy in place; capacity development programme for GSSCPD to reinforce the implementation of the KNDP implemented, merit based Performance Management System for GSSCPD staff approved,

[5] This will be measured against data generated in the consultancy productivity assessments (conducted at least twice) in contrast to a satisfaction survey (conducted at least once in between productivity assessment intervals)

• Proportion of projects in the new KNDP M&E Framework with data collection **Baseline:** • 1 • 1 • To be determined (TBD) • No on-going productivity assessments conducted or tools • Total Number of KNDP Projects 2015-2018[6]	• Implement a communication plan for internal administration and with external institutions **Activity Result 1.2: Implementation of GSSCPD Human Capital Strategy** Actions: • 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[7] HR database • Conduct staff capacity needs assessment and create capacity development plan including design and implementation of a skills and mentoring programme • Pilot a Performance Management System for merit based assessment of GSSCPD staff **Activity Result 1.3: Align GSSCPD's Strategic Planning for improved implementation and monitoring of the KNDP** Actions: • 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 • Develop an "action plan" for KNDP implementation establishing tasks and key performance indicators (KPIs) to achieve the objectives of the KNDP and identification of	1.2.1. Consultants – $126,000 1.2.2 Travel/Study Tours/Knowledge Exchange/Training $600,000 1.3.1. Contracted Consulting Firm(s) $4,650,000 1.3.2. Workshops/ Conferences $350,000

potential challenges with a risks/mitigation strategy, and monitoring plan
- Operationalise centres for future forecast, KNDP research and knowledge economy as part of an innovative and evidence based approach to national development planning in Kuwait

Activity Result 1.4: Improve GSSCPD policy advisory services to support decision making

Actions:
- Technical advisory services to the Office of the Minister of State and Secretary General for SCPD on follow up for the KNDP implementation
- Facilitate office(s) of GSSCPD in coordination with various national, regional and international development partners
- Production of strategic policy position papers on thematic development areas
- Conduct needs assessment and implement substantive capacity development strategy
- Establish a consultancy roster for functional and technical advisory services that applies a an on-going assessment of productivity for service delivery

1.4.1 Consultants $5,182,000

Activity Result 1.5: Upgrade GSSCPD monitoring and evaluation mechanisms for implementation of KNDP Actions: • Apply improvements to KNDP M&E mechanism based on an assessment, gaps analysis that includes necessary database, systems or tools • Put in place a framework of KNDP results oriented and evidence based indicators • Develop and implement an M&E capacity development programme for national entities relevant technical staff	1.5.1 Consultants $252,000
	Total for Output 1: 12,038,000 million USD

Output 2: Enhanced institutional and human capacities of the CSB to support evidence-based plans and policies on sustainable development	CSB & UNDP	Activity Result 2.1: Transition to a Social Accounting Matrix (SAM) for national accounts 2008-2013	2.1.1 Consultants - $576,000
Indicators:		**Actions:**	
		• Identify National Accounts and other economic data between 2008-2013 for SAM	
• Number of analyses conducted using SAM with 2008-2013 data[8]		• Review and update the input – output tables & economic data between 2008-2013 for SAM	
• Number of government entities for the 2020 register based census linked to CSB through the new ICT infrastructure		• Strengthen statistical indicators to review and upgrade Supply & Use tables	
• % of CSB statistical reporting related to KNDP		• Ensure generation of sound and representative SAM analyses	
		Activity Result 2.2: Develop information technology infrastructure for data management	2.2.1 Consultants - $792,000
Baseline:		**Actions:**	
		• 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	
• To be confirmed (TBC)[9]		• Facilitate development of reliable and efficient software data management systems	
• 0			
• To be confirmed (TBC)[10]		• Improvements to CSB information system(s) for monitoring and review of CSB development plan project(s)	
Targets:			
• 2			
• 9 (To be confirmed (TBC))			
• 20%			

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[8] Analyses can be conducted by any governmental entity (including but not limited to the CSB) applying the data developed and available through the new SAM

[9] Based on number of analyses conducted with "pre-SAM" modeling analyses by Government of Kuwait

[10] To be based on the % during the previous KNDP.

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Activity Result 2.3: Improved capacity and statistical quality management Actions: • Standards and Quality Control for CSB and the statistical departments of the national institutions relevant to the administrative data in place and applied • Assist statistical quality assurance to build framework and to raise the statistical capacity of CSB, some ministries and relevant government agencies • Provide advisory services and training activities for CSB, ministries and relevant agencies • Assist national accounts for quality assurance in national accounts and supporting economic statistics to ensure the quality of the statistical data produced **Activity Result 2.4: Develop and enhance statistical foundation for new KNDP indicators** Actions: • Review CSB development plan and projects for alignment to the KNDP • Improve statistical collection and databases (in sectoral areas to include: Household Expenditures, demographic data, ICT, labor market, gender, international trade, environmental sustainability etc.) • Reinforce CSB capacities for surveys and sampling processes • Create a Composite Index of Leading Indicators • Improve national reports, aligned with developed indicators and data collection on areas such as trade, ICT, gender, environment etc.	2.3.1. Consultants - $672,000 2.3.2. Travel/Study Tours/Knowledge Exchange/Trainings $500,000 2.4.1. Consultants - $3,228,000 **Total Output 2: 5,768,000 million USD**

Output 3: Increased technical expertise and institutional capacities for strategic planning and implementation of KNDP projects by public entities	GSSCPD, Public Institutions & UNDP	Activity Result 3.1: Create a targeted and proactive system for delivery of technical expertise/advisory services in response to requests from public entities	
Indicators:		**Actions:**	3.1.1. Consultants - $252,000
• Number of requests for technical experts applying a prioritisation process through the system developed and the average response time to requests submitted	**Targets:** • To be confirmed (TBC) • 50% • 15%	• Conduct a baseline assessment for current advisory service delivery mechanisms, including identification of gaps, roles and responsibilities and a prioritisation framework	3.1.2. Study Tour/Knowledge Exchanges - $500,000
• % of technical experts with data entered in the GSSCPD monitoring and reporting mechanism		• Procure IT development services for design and implementation of a modular request system for advisory services	
• Proportion of KNDP implementation through private sector or public-private partnerships		• Develop capacity of GSSCPD as a reference institution to manage and provide future projections for the advisory service requests system	
Baseline:		• Capacity development of the Technical Cooperation Unit mandated to manage the service delivery system	
• To be confirmed (TBC)[11] • 0% • To be confirmed (TBC)[12]		**Activity Result 3.2: Provision of demand-based recruitment of technical experts for public entities, with a monitoring and reporting mechanism in place**	
		Actions:	3.2.1. Consultants - $2,331,000
		• Reinforce strategic planning capacities of public entities to ensure submission of technical expertise requests in a timely and quality manner	
		• Create and implement a new monitoring and reporting mechanism for GSSCPD linked with the request system for efficient and effective service delivery	

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[11] To be based on the number of ad-hoc requests received during the previous UNDP-GSSCPD project

[12] To be established based on analysis conducted on the previous KNDP implementation, as part of the strategy development activities under the action

Activity Result 3.3: Enhance partnerships for experience exchange & knowledge transfer Actions: • Create and implement a partnership strategy with other governmental institutions outside Kuwait • Private sector development strategy in place for increased socio-economic development impact		3.3.1 Consultants – $ 378,000 **Total Output 3: 3,461,000 million USD**
Management Unit Project Manager Project Assistant Project Administration Costs Project NIM Audit Costs		$480,000 $225,000 $50,000 $75,000 **Total Management Output: 830,000 USD**
Evaluation (on-going, outcome and final independent evaluations)		50,000 USD
Total Expenditures		22,147,000 USD
GMS (3%)		664,410 USD
Total Cost including GMS		22,811,410 million USD

IV. Annual Work Plan: Year 1 (1 July-31 December 2015)

EXPECTED OUTPUTS	PLANNED ACTIVITIES — List activity results and associated actions	TIMEFRAME Q3	TIMEFRAME Q4	RESPONSIBLE PARTY	PLANNED BUDGET — Funding Source	PLANNED BUDGET — Budget Description	PLANNED BUDGET — Amount (USD)
Output 1: Improved institutional human capacity and organizational effectiveness of the GSSCPD for development planning Indicators: • GSSCPD Institutional and Business Operations infrastructure in place (scale of 0-4[13]) • Improved GSSCPD's human resources capacities performance in GSSCPD (scale of 0-4[14]) • Alignment of approved KNDP/Kuwait Vision 2035 actions plans • Increased efficient and effective policy advisory services delivery within GSSCPD[15] • Proportion of projects in the new KNDP M&E Framework with data collection Baselines: • 1 • 1 • 0 • No on-going productivity assessments conducted or tools • Total Number of KNDP Projects 2015-2018[16] Targets: • 4 • Developed strategic plan is endorsed with KPIs integrated	**Activity Result 1.1: Develop an institutional organizational structure for GSSCPD** Actions: • Conduct an institutional skills audit and analysis of all GSSCPD job descriptions to create functional job categorization and descriptions • Create a Human Resources Strategy 2015-2025 for GSSCPD, informed by the institutional skills audit with an HR database, executive plan, SOPs and a staff capacity development plan (skills) • Create, approve and implement new GSSCPD organogram/structure with delegations of authority and defined lines of reporting • Pilot a Performance Management System for GSSCPD staff • Implement business/administrative process and systems improvements	X	X	GSSCPD and UNDP			
	• Conduct an institutional skills audit and analysis of all GSSCPD job descriptions to create functional job categorization and descriptions	X	X		KWXXX	Capacity Assessment and skills audit Consultant	$ 43,000
	• Create a Human Resources Strategy 2015-2025	X			KWXXX	Public Administration Consultant	$20,000
			X		KWXXX	Software Developer for IT Unit	$11,000
						Total:	$74,000

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[13] Cumulative scale where completion of each of the following are awarded one point: GSSCPD functional job descriptions in place; GSSCPD revised organogram implemented; GSSCPD have an automated and digitised system, GSSCPD Communications plan implemented

[14] Cumulative scale where completion of each of the following are awarded one point: accessible HR database in place; GSSCPD Human Resources Strategy in place; capacity development programme for GSSCPD to reinforce the implementation of the KNDP implemented, merit based Performance Management System for GSSCPD staff approved,

[15] This will be measured against data generated in the consultancy productivity assessments (conducted at least twice) in contrast to a satisfaction survey (conducted at least once in between productivity assessment intervals

[16] Number of total KNDP projects to be confirmed by GSSCPD

• 4 • At least two productivity assessments conducted with satisfaction surveys • To be Determined (TBD)				
Activity Result 1.2: Implementation of GSSCPD Human Capital Strategy Actions: • Develop a strategic vision, objectives and policies for GSSCPD from 2015 to 2020	X	KWXXX	Public Administration Consultant	$21,000
• Create an executive plan for GSSCPD designating directorate tasks and key performance indicators (KPIs) established to achieve the objectives of the KNDP	X	KWXXX	Strategic Planning Consultant	$30,000
• Implement a communication plan for internal administration and with external institutions • Develop a risk plan with the key performance indicators (KPIs)				Total: $51,000
Activity Result 1.3: Align GSSCPD's Strategic Planning for improved implementation and monitoring of the KNDP • 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 • Develop an "action plan" for KNDP implementation establishing tasks and key performance indicators (KPIs) to achieve the objectives of the KNDP and identification of				Total: $0

potential challenges with a risks/mitigation strategy, and monitoring plan

- Operationalise centres for future forecast, KNDP research and knowledge economy as part of an innovative and evidence based approach to national development planning in Kuwait

Activity Result 1.4: Improve GSSCPD quality assurance and policy advise to support decision makers at GSSCPD

Actions:

- Technical advisory services to the Office of the Minister of State for SCPD on follow up for the KNDP implementation
- Facilitate office(s) of GSSCPD in coordination with various national, regional and international development partners
- Production of strategic policy position papers on thematic development areas
- Conduct needs assessment and implement substantive capacity development strategy
- Establish a consultancy roster for functional and technical advisory services that applies a an on-going assessment of productivity for service delivery

			Code	Description	Amount
	X	X	KWXXX	Consultant on Civil Engineering	$46,200
	X	X	KWXXX	Consultant on Strategic Planning and Urban Development	$46,200
		X	KWXXX	Consultant on Communications and Public Awareness	$30,693
	X	X	KWXXX	Consultant for Quality Control	$21,600
	X	X	KWXXX	Consultant on Macro-Economic Policy	$69,230
	X	X	KWXXX	Consultant on Macro-Economic Policy	$71,286
		X	KWXXX	Consultant on Policy Analysis	$11,000

Activity			Budget
	Consultant on Finance	KWXXX	X	$8,000
	Consultant on Graphic Design	KWXXX	X	$6,000
			Total: $310,209
Activity Result 1.5: Upgrade GSSCPD monitoring and evaluation mechanisms for implementation of KNDP Actions: • Creation of an effective M&E mechanism based on an assessment, gaps analysis that includes necessary database, systems or tools • Put in place a framework of KNDP results oriented and evidence based indicators • Develop and implement an M&E capacity development programme for national entities relevant technical staff • Implement an awareness and capacity development programme for GSSCPD to reinforce the implementation of the KNDP	NEC Conference Participation	KWXXX	X	$5,000
			Total: $5,000
			Output Total $440,209

Output 2: Enhanced institutional and human capacities of the CSB to support evidence-based plans and policies on sustainable development		CSB and UNDP			
Indicators:					
• Number of analyses conducted using SAM with 2008-2013 data[17]					
• Number of government entities for the 2020 register based census linked to CSB through the new ICT infrastructure					
• % of CSB statistical reporting related to KNDP					
Baseline:					
• To be confirmed (TBC)[18]					
• 0					
• To be confirmed (TBC)[19]					
Targets:					
• 2					
• 9 (To be confirmed (TBC))					
• 20%					
Activity Result 2.1: Development of a Social Accounting Matrix (SAM) for national accounts 2008-2013					
Actions:	X		KWXXX	Consultant specialized in National Accounts Management	$31,500
• Identify National Accounts and other economic data between 2008-2013 for SAM					
• Review, update the input – output tables & economic data between 2008-2013 for SAM					
• Strengthen statistical indicators to review and upgrade Supply & Use tables					
• Ensure generation of sound SAM analyses					Total: $31,500
Activity Result 2.2: Develop information technology infrastructure for data management					
Actions:	X		KWXXX	Consultant on Information Systems	$30,000
• 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					
• Facilitate development of reliable and efficient software data management systems					
• Develop automated information system for monitoring and review of CSB development plan projects					Total: $30,000

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[17] Analyses can be conducted by any governmental entity (including but not limited to the CSB) applying the data developed and available through the new SAM

[18] Based on number of analyses conducted with "pre-SAM" modeling analyses by Government of Kuwait

[19] To be based on the % during the previous KNDP.

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Activity Result 2.3: Improved capacity and statistical quality management

Actions:
- Standards and Quality Control to at CSB and the statistical departments of the national institutions relevant to the administrative data in place and applied
- Assist statistical quality assurance to build framework and to raise the statistical capacity of CSB, some ministries and relevant government agencies
- Provide advisory services and training activities for CSB, ministries and relevant agencies

Total: $0

Activity Result 2.4: Develop and enhance statistical foundation for new KNDP indicators

Actions:
- Review CSB development plan and projects for alignment with the KNDP
- Improve statistical collection and databases (sectoral areas to include: Household Expenditures, demographic data, ICT, labor market, gender, international trade, environmental sustainability etc.)
- Reinforce CSB capacities for surveys and sampling processes
- Create a Composite Index of Leading Indicators
- Improve national reports, aligned with developed indicators and data collection on areas such as trade, ICT, gender, environment etc.

Budget code	Item			Amount
KWXXX	Consultant for Development Plans		X	$30,000
KWXXX	Consultants (2) on International/Foreign Trade	X	X	$126,000
KWXXX	Consultant in Labour Market Statistics for National indicators for economic development	X	X	$63,000
KWXXX	Consultant contributing to the development of the report on national	X	X	$63,000

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				indicators on ICT	
	X	X	KWXXX	Consultant on sampling and survey techniques	$63,000
	X	X	KWXXX	Consultant to assess and monitor KOPSII	$63,000
	X	X	KWXXX	Consultant for Quality Control	$44,000
		X	KWXXX	Consultant in macroeconomic and econometrics	$31,500
					Total: $545,000
Output 3: Increased technical expertise and institutional capacities for strategic planning and implementation of KNDP projects by public entities **Indicators:** • Number of requests for technical experts applying a prioritisation process through the system developed and the average response time to requests submitted • % of technical experts with data entered in the GSSCPD monitoring and reporting mechanism • Proportion of KNDP implementation through private sector or public-private partnerships **Baseline:** • To be confirmed (TBC)[20]				**Activity Result 3.1: Create a targeted and proactive system for delivery of technical expertise/advisory services in response to requests from public entities** Actions: • Conduct a baseline assessment for current advisory service delivery mechanisms, including identification of gaps, and roles and responsibilities and a prioritisation framework • Procure IT development services for design and implementation of a modular request system • Develop capacity of GSSCPD as a reference institution to manage and provide future projections for the advisory service requests system • Capacity development of the	GSSCPD and UNDP	Total: $0

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[20] To be based on the number of ad-hoc requests received during the previous UNDP-GSSCPD project

- 0% - To be confirmed (TBC)[21] **Targets:** - To be confirmed (TBC) - 50% - 15%	Technical Cooperation Unit mandated to manage the service delivery system				
	Activity Result 3.2: Provision of demand-based recruitment of technical experts for public entities, with a monitoring and reporting mechanism in place Actions: • Reinforce strategic planning capacities of public entities • Create and implement a monitoring and reporting mechanism for GSSCPD linked with the request system for efficient and effective service delivery				
		X	X	KWXXX	Consultant to Ministry of State for National Assembly on Economic Affairs	$63,000
			.		
		X	X	KWXXX	Consultant to Ministry of State for National Assembly for Research Development	$52,500
		X	X	KWXXX	Consultant to Ministry of Industry on Legal Framework for Import/Export Market Analysis	$63,000
		X	X	KWXXX	Consultant to Ministry of Finance on Strategic Planning	$63,000
					Total: $273,000

21 To be established based on analysis conducted on the previous KNDP implementation, as part of the strategy development activities under the action

Activity Result 3.3: Enhance partnerships for exchange experience & knowledge transfer				
Actions: • Create and implement a partnership strategy with other governmental strategic planning institutions • Private sector development strategy in place for increased socio-economic development impact				Total: $0
Project Administration and Staff				Project Manager $68,500 Project Assistant $8,500 Project Administration Costs $7,000 Total: $84,000
Total Activities				$1,342,209
GMS (3%)				$40,266
Total				$1,382,475

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V. MANAGEMENT ARRANGEMENTS

The GSSCPD is designated as the National Executive Agency and Implementing Partner for this project. The Executive Agency will be responsible for co-chairing the Project Board and providing project oversight support to enable it to achieve its intended outputs and results. The Executive Agency and Implementing Partner will be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP or from Government cost sharing.

UNDP National Implementation Modality (NIM), with the support of the UNDP Country Office will prevail. In addition to regular technical backstopping and monitoring activities, the UNDP Country Office shall provide the Implementing Partner with support services for the execution of the project. This will ensure that technical and substantive expertise is available to the project for coordination, recruitment, and procurement and contracting.

Services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, as the designated Implementing Partner, retains overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Implementation Partner and upon its request, for the procurement of goods and services and/or recruitment of project personnel. Costs incurred by the UNDP Country Office for provision of the above described support services will be partly recovered from the project budget.

- **Project Board:**

A Project Board will be formally established to provide technical support, share relevant information, and review progress. The Project Board will comprise: (i) Executive: The Secretary General of the SCPD; (ii) Senior Supplier: a representative of UNDP providing in particular technical guidance to the project and secretariat services; (iii) Senior Beneficiaries: representatives of the CSB administration and other ministries as and when required. The Project Board will meet quarterly to review and approve the work plan and budget and to steer, and monitor the project activities' implementation progress.

- **Project Management:**

A Project Manager will be appointed by UNDP following a competitive and transparent recruitment process. The Project Manager is responsible for day-to-day management and project decision-making. S/he is responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP Country Office; training and mentoring national staff; oversight, guidance and ensuring technical quality of consultants terms of reference and reports; and to prepare and provide the mandatory project progress reporting (quarterly, annual and final reports), and financial management; as well as for early flagging of events and changes in the environment which can affect project implementation and delivery and for providing suggestions for problem solving.

To support project implementation, one additional project staff will be recruited by UNDP. The Project Administrative/Finance Assistant will provide project administration and logistical support as well as procurement and recruitment support services as required by the project.

- **Project Assurance:**

UNDP Country Office will provide objective and independent project oversight and monitoring functions, ensure quality reporting as well as facilitate relations with other UNDP programmes.

- **Project Office:**

The primary project offices will be located at the premises of the GSSCPD but consultants may be based with other public entities as required.

- **Sustainability:**

The project will be implemented with a view to achieving sustainable institutional capacity and transfer of knowledge and skills. A sustainability and capacity indicator will be put in place during the initial phases of the project based on an institutional capacity assessment.

- **Cost recovery:**

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for the provision of support services, namely UNDP General Management Support (GMS).

GMS is recovered at a flat rate of 3 percent from Government of Kuwait funds, under a waiver agreement with UNDP corporately. GMS covers the following services:
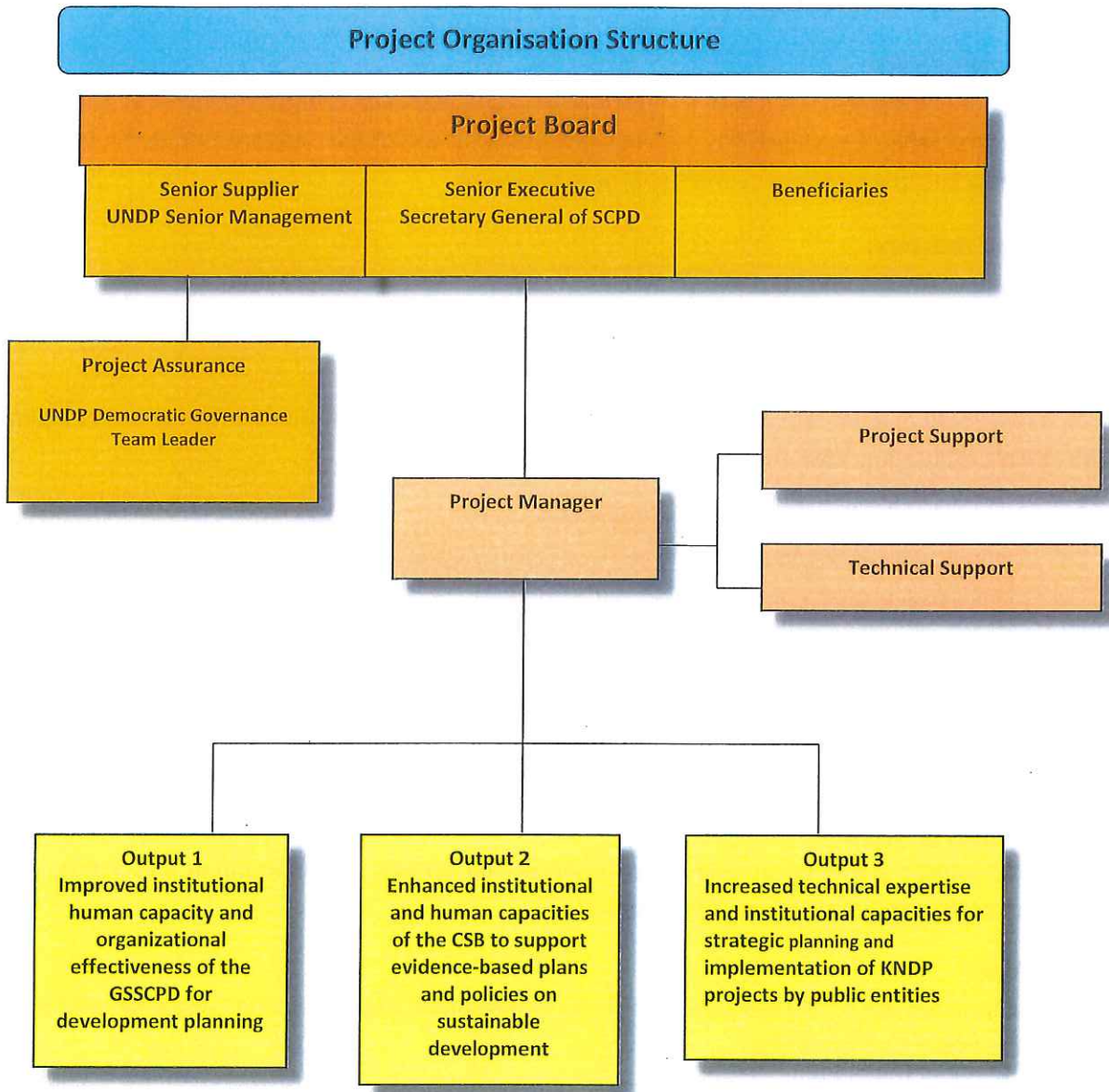
- ✓ Project identification, formulation, and appraisal.
- ✓ Determination of execution modality and local capacity assessment.
- ✓ Briefing and de-briefing of project staff and consultants.
- ✓ General oversight and monitoring, including participation in project reviews.
- ✓ Receipt, allocation and reporting of financial resources.
- ✓ Thematic and technical backstopping.
- ✓ Systems, IT infrastructure, branding, knowledge transfer.

- **Project Evaluation:**

UNDP will conduct a mid-term review/evaluation of the project implementation and a final external evaluation of the project at the end of its period.

- **Audit:**

NIM project audits are conducted based on a risk management approach, and contracted and managed through the UNDP Country Office.

Project Organisation Structure

Project Board

Senior Supplier UNDP Senior Management	Senior Executive Secretary General of SCPD	Beneficiaries

Project Assurance

UNDP Democratic Governance Team Leader

Project Manager

Project Support

Technical Support

Output 1
Improved institutional human capacity and organizational effectiveness of the GSSCPD for development planning

Output 2
Enhanced institutional and human capacities of the CSB to support evidence-based plans and policies on sustainable development

Output 3
Increased technical expertise and institutional capacities for strategic planning and implementation of KNDP projects by public entities

VI. MONITORING FRAMEWORK & EVALUATION

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

Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager who will inform the UNDP-CO and the GSSCPD of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

The Project Board through regular meetings quarterly, or more frequently as deemed necessary will undertake periodic monitoring of implementation progress. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Details of the monitoring requirements are as follows:

i.   Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

ii.   Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP, which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

RISK LOG

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Management Response	Owner	Submitted by	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	UNDP	No Change
2	Lack of responsiveness and coordination	Project Initiation Date	Operational	P=3; I=3	Establishing regular channels of coordination. Liaising regularly with GSSCPD.	GSSCPD/UNDP	UNDP	No Change
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.	GSSCPD/UNDP	UNDP	No Change
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 met	GSSCPD/UNDP	UNDP	No Change