



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



**KUWAIT**

الكويت

<b>Project Title:</b>	<b>Support Project to the Kuwait National Assembly</b>
<b>Expected CP Outcome:</b>	<b>(1.4.) Improved parliamentary role in oversight and legislation</b>
<b>Expected Outputs:</b>	<b>(1.4.1) Capacity building for parliament secretariat</b>
<b>Implementing Partners:</b>	<b>General Secretariat of the National Assembly</b>
<b>Responsible Parties:</b>	<b>UNDP</b>

**Brief Description**

Parliaments can play an important role in delivering good governance and empowers a capable legislature that passes and formulates laws, conducts research on parliamentary affairs, oversees the activities of the executive and holds it to account on behalf of the citizens, and collects, aggregates and expresses the concerns, opinions and preferences of citizens. Henceforth, the smooth functioning of the National Assembly in Kuwait is imperative, which explains why it is important to enhance its effectiveness through assisting its General Secretariat in upgrading the skills and the capacity of its staff. The overall objective of the project is to develop the institutional capacities that allow the parliament to fully and effectively perform its constitutional mandate. Achieving this objective will include developing a long-term training plan to strengthen the Secretariat of the National Assembly through establishing a Parliamentary Training Centre.

Programme Period: <b>2009-2014</b> Key Results Area: <b>5<sup>th</sup> goal of the General Framework of the Development Plan for Kuwait 2010-2014</b> Atlas Award ID: Start date: <b>2011</b> End Date: <b>2012</b> PAC Meeting Date: <b>8<sup>th</sup> March 2011</b> Management Arrangements: <b>NJM</b>	Total Project Budget: <b>840,480 USD</b> Total Allocated Resources <b>850,000 USD</b> General Management Support <b>24,480 USD</b> In-kind contribution: <b>N/A</b>
--	--

*Handwritten signature and name: Adam Abdelmoula*

Agreed by (Implementing Partner - General Secretariat of the National Assembly) Date:

Mr. Allaam Al Kandari, Secretary-General of the National Assembly

*Handwritten signature: Adam Abdelmoula*  
 Agreed by (Responsible Party – UNDP)

*Handwritten date: 14/9/2011*  
 Date:

Dr. Adam Abdelmoula, UNDP Resident Representative

## List of Acronyms and Abbreviations

AWP	Annual Work Plan
CPAP	Country Programme Action Plan
GMS	General Management Support
GSSCPD	General Secretariat for the Supreme Council for Planning & Development
MAKNAZ	Database for information management for the Administrative Development Department
M&E	Monitoring and Evaluation
MP	Minister of Parliament
NIM	National Implementation
PMU	Performance Monitoring Unit
QPR	Quarterly Progress Report
RBA	Revised Basic Agreement
TOT	Training of Trainers
UN	United Nations
UNDP	United Nations Development Programme
USD	United States Dollars

---

## I. SITUATION ANALYSIS

Kuwait is in a state of reform and is aspiring to achieve its national vision. The country's five-year National Mid-range Development Plan (2010 to 2014), which has been endorsed by the National Assembly, reflects a policy of renewal and continued growth. With its liberal market-based economic policy and openness to the world of international investment, Kuwait is striving to become a regional hub for foreign and regional investments. To that end, industrial and commercial zones are being established with the necessary infrastructure, facilitating policies and incentives. In the next few paragraphs, we'll elaborate on the vision of Kuwait and the challenges that face the civil service to achieve such vision. These goals need an effective legislature which plays an important role in areas of legislation oversight, and representation.

The Government of Kuwait realizes that to maintain economic growth and social stability, it should have an effective system of legislation and governance. Plans for improving the management and performance of the legislative and executive branches are given high priority in the Government Action Plan, and several projects have been planned to achieve this goal. In this context, it is clear that the effectiveness of the National Assembly in performing its primary roles in legislation, oversight, and representation are key pillars for the success of Kuwait's vision. Parliamentary strengthening aims to enhance the effectiveness of the parliament, through building the capacity of Parliamentary MPs and staff of the General Secretariat.

The project's ultimate expected outcome is to increase effectiveness of the National Assembly to perform its legislative, oversight, and representation functions. Expected results from the project include: a more efficient National Assembly with organisational structure more in line with modern parliamentary practice; an increased understanding by MPs of key issues, development and constitutional duties to effectively monitor and oversee the work of the executive branch. The focus of the project is on strengthening the administrative capacities of the Secretariat staff, so that it would be able to provide better support to MPs on legislative matters. In other phases of the project, the focus is on strengthening MPs' capacities in relation to the legislative process and their oversight function, by: supporting their involvement in international and regional events; enhancing their capacity to oversee and review government policies, and to analyse and formulate legislations that will contribute to the advancement of national development agenda and the implementation of the National Plan.

## II. ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Responsible Party	PLANNED BUDGET (USD)		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1.4.1 : Capacity building of parliament secretariat</b>  <b>Output Indicators:</b> <ul style="list-style-type: none"> <li>- # of parliament and MP secretariat staff trained</li> <li>- # of training programmes organized</li> <li>- # of protocol agreements signed</li> <li>- # of centers selected</li> <li>- # of workshops planned</li> <li>- # of workshops conducted</li> <li>- # of policies adopted</li> </ul> <b>Targets:</b> <ol style="list-style-type: none"> <li>1. 400 secretariat staff trained in various roles</li> <li>2. 4 TOT workshops conducted</li> <li>3. Communications and promotional strategy developed</li> <li>4. Information systems developed to monitor and access resolutions and administrative development</li> </ol>	<b>Activity 1 Result:</b> Strategic plan for a training centre developed including the organizational structure, the duties of the various units, and job descriptions  <b>Activity 2 Result:</b> Training programmes and course curriculums developed in accordance with the required performance measures  <b>Activity 3 Result:</b> Cooperation protocols established with similar entities in other countries  <b>Activity 4 Result:</b> Promotional strategy developed for the training programmes  <b>Activity 5 Result:</b> Planning for TOT from certified specialized training institutions  <b>Activity 6 Result:</b> 4 TOT workshops conducted by certified training institutions  <b>Activity 7 Result:</b> 400 National Assembly secretariat staff trained in various roles			X	X	Consultant	UNDP	Capacity building of parliament secretariat	30,000
				X	X	Consultant	UNDP	Capacity building of parliament secretariat	45,000
				X	X	Project Manager	UNDP	Salaries for project staff	0
				X	X	Consultant	UNDP	Capacity building of parliament secretariat	15,000
				X	X	Consultant	UNDP	Capacity building of parliament secretariat	15,000
				X	X	Project Manager, Kuwait National Assembly	UNDP	Capacity building of parliament secretariat	100,000
				X	X	Project Manager, Kuwait National Assembly	UNDP	Capacity building of parliament secretariat	200,000

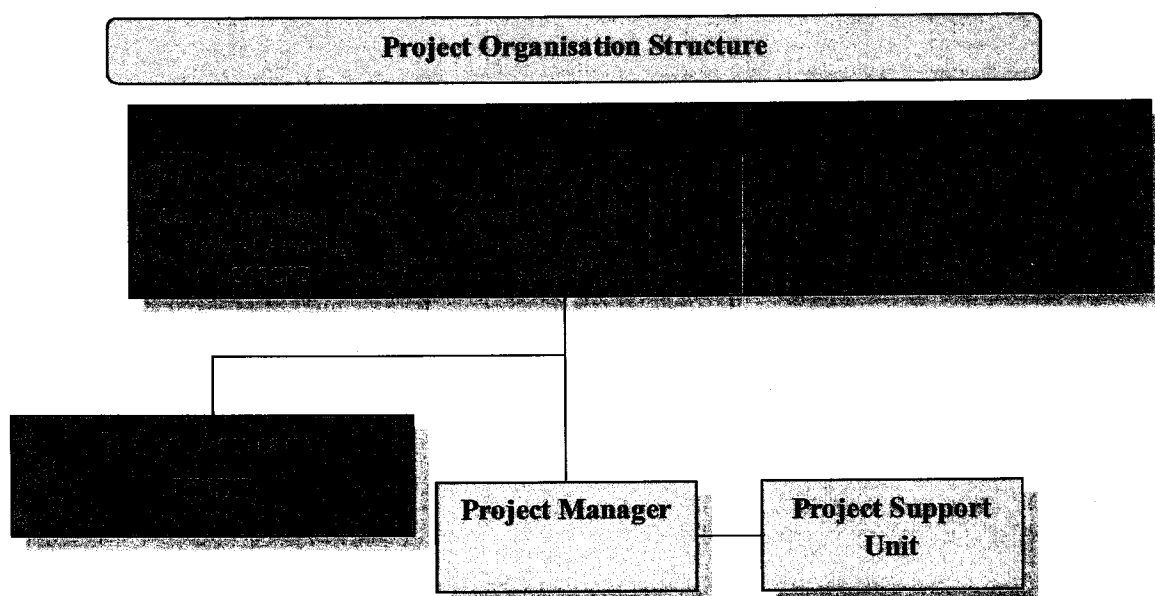
<b>Related CPAP Outcome:</b> 1.4: Improved parliamentary role in oversight and legislation  <b>Baseline :</b> Existing skills need upgrading	Activity 8 Result: Communication strategy developed to enhance the relationship of the National Assembly with all stakeholders		X	X			Consultant	UNDP	Capacity building of parliament secretariat	30,000	
	M & E, Audit and Project Evaluation									25,000	
	Project Management costs									108,000	
	General Management Support (GMS - 3%)									17,040	
	Total Annual Work-Plan Budget(2011)									585,040	
	<b>Year 2012</b>										
	Activity 9 Result: Monitoring system developed for the parliamentary branch to produces regular reports of new UN Resolutions which require adherence through enacting laws and policies		X	X			Consultant	UNDP	Capacity building of parliament secretariat	10,000	
	Activity 10 Result: National Assembly Library developed		X	X			Consultant	UNDP	Capacity building of parliament secretariat	20,000	
	Activity 11 Result: Database for information management for the Administrative Development Department developed (MAKNAZ)		X	X	X		Consultant	UNDP	Capacity building of parliament secretariat	30,000	
	Activity 12 Result: Organizational chart of the Administrative Department restructured and job descriptions revised				X	X	Consultant	UNDP	Capacity building of parliament secretariat	15,000	
Activity 13 Result: Policies developed and administrative regulations revised for effective management of National Assembly staff				X	X	Consultant	UNDP	Capacity building of parliament secretariat	10,000		
Activity 14 Result: Career Development Plan produced for National Assembly staff				X	X	Consultant	UNDP	Capacity building of parliament secretariat	30,000		

	M & E, Audit and Project Evaluation	25,000
	Project Management costs	108,000
	General Management Support (GMS - 3%)	7,440
	Total Annual Work-Plan Budget(2012)	255,440
<b>Total project budget</b>		<b>840,480</b>

### III. MANAGEMENT ARRANGEMENTS

The project will be nationally implemented by the Secretariat of the National Assembly in partnership with UNDP Kuwait which will act as a responsible party. UNDP will support the national implementation of this project which will adhere to UNDP procedures for recruitment, finance and procurement as stated in the National Implementation Manual released by UNDP on 1 July 2011, and is incorporated here by reference. The General Secretariat of the Supreme Council for Planning and Development will act in its capacity as national coordinating agency and will conduct field visits and receive regular progress and financial reports on the status of the project's progress. The management arrangements for this project are in line with the UNDP requirements as reflected in the UNDP User Guide and are as follows:

#### The Project Organization Structure



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

The Board will meet regularly and will be composed of:

**The Executive Role:** The General Secretariat of the National Assembly

**Senior Supplier:** UNDP

**Senior Beneficiaries:** The General Secretariat of the National Assembly, The General Secretariat of the Supreme Council for Planning and Development

**Ex Officio:** The Project Manager

**Project Manager:** Acts as secretariat for the group (organization structure), being responsible for convening the meetings, preparing the agenda, overseeing preparation of

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

**Project Assurance:**

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

The following are the roles of the project team members:

**The Project Manager** is a resident person in the National Assembly. He is to provide advice to the National Assembly Secretariat in areas related to the project. Besides this, he is responsible for the day-to-day implementation of the project in coordination with different stakeholders and the project's team. This includes ensuring the quality and timeliness of all project activities and outputs and supervising the work of consultants; requesting the advancement of project funds; preparing Quarterly and Annual Progress Reports; liaising with the Project Assurance role, and requesting ad-hoc directions from the Project Board when required. The draft terms of reference are attached.

**Project Support Unit** will provide project administration and management support to the Project Manager as required by the needs of the project or Project Manager. This includes providing office space, coordinators, and secretarial services.

**M&E Procedure and Resources:** The project will be evaluated by a team of independent consultants (national or international). The timing, TOR and composition of the evaluation team will be agreed to by the Project Board. The project budget reflects an annual allocation of \$ 10,000 for the conduct of monitoring activities; an annual allocation of \$ 5,000 for the conduct of the annual project audit and an annual allocation of \$ 10,000 for the conduct of the project evaluation (\$ 50,000 total).



---

## **IV. MONITORING FRAMEWORK AND EVALUATION**

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

### **Within the annual cycle**

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

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

Based on the initial Risk Analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot. A project Lesson-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### **An Annual Review Report**

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

### **Annual Project Review**

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

A Final Project Review shall be conducted during the fourth quarter of the last year of the project by the Project Board as basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes.

### Quality Management for Project Activity Results

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 1 (Atlas Activity ID)	<i>Strategic plan for a training center developed including the organizational structure, the duties of the various units, and job descriptions</i>	Start Date: 01/10/2011 End Date: 31/12/2011
Purpose	To guide development of a training center for secretariat staff	
Description	<i>Consultant to produce a detailed plan on the requirements of the training center as well as an organizational structure and job descriptions of the secretariat staff</i>	
Quality Criteria	Quality Method	Date of Assessment
Assessment of Strategic Plan	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis
Organizational structure and definition of responsibilities of secretariat staff	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 2 (Atlas Activity ID)	<i>Training programmes and course curriculums developed in accordance with the required performance measures</i>	Start Date: 01/10/2011 End Date: 31/12/2011
Purpose	To plan for the training courses and capture the key learning objectives for the respective roles	
Description	<i>Consultant to produce a training programme for secretariat staff based on their responsibilities and key performance requirements</i>	
Quality Criteria	Quality Method	Date of Assessment
Training programmes adhere to the needs of the secretariat	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis
Recognition of training courses	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 3 (Atlas Activity ID)	<i>Cooperation protocols established with similar entities in other countries</i>	Start Date: 01/10/2011 End Date: 31/12/2011
Purpose	To develop the effectiveness and efficiency of the Kuwait National Assembly by utilizing the best practices in parliamentary affairs	
Description	Project Manager to seek and develop cooperation agreements with other parliaments to facilitate exchange of experiences for mutual benefit	
Quality Criteria	Quality Method	Date of Assessment
# of protocol agreements signed	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 4 (Atlas Activity ID)	<i>Promotional strategy developed for the training programmes</i>	Start Date: 01/10/2010 End Date: 31/12/2011
Purpose	To advocate for the development of the National Assembly secretariat	
Description	Consultant to develop a strategy to advocate for the training programmes	
Quality Criteria	Quality Method	Date of Assessment
Assessment of the strategy	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 5 (Atlas Activity ID)	<i>400 National Assembly secretariat staff trained in various roles</i>	Start Date: 01/10/2011 End Date: 31/12/2011
Purpose	To develop the effectiveness and efficiency of parliamentarians of the Kuwait National Assembly	
Description	Conduct the proposed training programmes to 400 staff of the National Assembly	
Quality Criteria	Quality Method	Date of Assessment
# of staff trained	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis
Course Satisfaction Survey	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 6 (Atlas Activity ID)	<i>Planning for TOT from certified specialized training institutions</i>	Start Date: 01/10/2011 End Date: 31/12/2011
Purpose	To develop the effectiveness and efficiency of parliamentarians of the Kuwait National Assembly	
Description	Selection of International Parliamentary Training Centers and developing a plan for training of specialized professional secretariat staff	
Quality Criteria	Quality Method	Date of Assessment
# of centers selected	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis
# of workshops planned	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 7 (Atlas Activity ID)	<i>4 TOT workshops conducted by certified training institutions</i>	Start Date: 01/10/2011 End Date: 31/12/2011
Purpose	To develop the effectiveness and efficiency of parliamentarians of the Kuwait National Assembly	
Description	Conduct TOT workshops for selected secretariat staff	

Quality Criteria	Quality Method	Date of Assessment
# of workshops conducted	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis
Course Satisfaction Survey	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

<b>OUTPUT 1: Capacity building for parliament secretariat</b>		
Activity Result 8 (Atlas Activity ID)	<i>Communication strategy developed to enhance the relationship of the National Assembly with all stakeholders</i>	Start Date: 01/10/2011 End Date: 31/12/2011
Purpose	To support the establishment of good working relationships between the National Assembly and other Governmental bodies and the public	
Description	Consultant to develop communication strategy of engagement and public information	
Quality Criteria	Quality Method	Date of Assessment
Impact of engagement and outreach initiatives	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

<b>OUTPUT 1: Capacity building for parliament secretariat</b>		
Activity Result 9 (Atlas Activity ID)	<i>Monitoring system developed for the parliamentary branch to produces regular reports of new UN Resolutions which require adherence through enacting laws and policies</i>	Start Date: 1/01/2012 End Date: 30/06/2012
Purpose	To develop the effectiveness and efficiency of the Kuwait National Assembly	
Description	Consultant to develop a system for monitoring requirements of international laws and UN Resolutions	
Quality Criteria	Quality Method	Date of Assessment
Satisfaction survey of system by secretariat staff	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

<b>OUTPUT 1: Capacity building for parliament secretariat</b>		
Activity Result 10 (Atlas Activity ID)	<i>National Assembly Library developed</i>	Start Date: 1/01/2012 End Date: 30/06/2012
Purpose	To develop the effectiveness and efficiency of the Kuwait National Assembly.	
Description	Consultant to develop the National Assembly Library	
Quality Criteria	Quality Method	Date of Assessment
Satisfaction survey for the National Assembly Library	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 11 (Atlas Activity ID)	<i>Database for information management for the Administrative Development Department developed (MAKNAZ)</i>	Start Date: 1/01/2012 End Date: 30/09/2012
Purpose	To develop the effectiveness and efficiency of the Kuwait National Assembly	
Description	Consultant to develop a database for the HRM of the Administration Development Department	
Quality Criteria	Quality Method	Date of Assessment
Satisfaction survey of MAKNAZ by the ADD staff	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 12 (Atlas Activity ID)	<i>Organizational chart of the Administrative Department restructured and job descriptions revised</i>	Start Date: 30/06/2012 End Date: 31/12/2012
Purpose	To develop the effectiveness and efficiency of the Kuwait National Assembly.	
Description	Consultant to review the organogram of the AD and job descriptions of its staff	
Quality Criteria	Quality Method	Date of Assessment
Impact of the review	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 13 (Atlas Activity ID)	<i>Policies developed and administrative regulations revised for effective management of National Assembly staff</i>	Start Date: 30/06/2012 End Date: 31/12/2012
Purpose	To develop the effectiveness and efficiency of the Kuwait National Assembly.	
Description	Consultant to proposed policies to develop the management of the secretariat staff	
Quality Criteria	Quality Method	Date of Assessment
# of policies adopted	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Capacity building for parliament secretariat		
Activity Result 14 (Atlas Activity ID)	<i>Career Development Plan produced for National Assembly staff</i>	Start Date: 30/06/2012 End Date: 31/12/2012
Purpose	To develop the effectiveness and efficiency of parliamentarians of the Kuwait National Assembly	
Description	Consultant to produce plan for career development of secretariat staff	
Quality Criteria	Quality Method	Date of Assessment
Impact of the plan	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

---

## V. LEGAL CONTEXT

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

The implementing partner shall:

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



**VI. ANNEX 1: RISK ANALYSIS**

**OFFLINE RISK LOG**

<b>Project Title:</b> Support Project to the Kuwait National Assembly	<b>Award ID:</b>	<b>Date:</b> September 2011
---	------------------	-----------------------------

	Description	Impact Probability	Impact	Probability	Responsible	Impact	Probability
1	Lack of commitment from the beneficiary	August 2010	Social & Cultural	Slow progress in getting endorsement for the project	Managing change to generate enough cooperation	Project Manager	-----
2	Lack of technical secretariat staff	August 2010	Organizational	Low impact, low probability to affecting the projects objectives	Staff motivation for capacity-building	Top management	-----
3	Biased administrative decision-making	August 2010	Political	High impact, High probability	Ensure transparency in selection of staff for training courses	UNDP & Project Manager	-----
4	Delay due to the CPAP mid-term review	June 2011	Technical	High impact	Expedite the CPAP review process	GSSCPD, UNDP	

## TERMS OF REFERENCE

### **Project Manager**

Job Title:

**Project Manager**

Duty Station:

**Kuwait**

Section/Unit:

**Programme/Governance and Development Planning**

Project Reference:

**Support Project to the Kuwait National Assembly**

Duration of Employment:

**One year, renewable based on project scope and funding**

### **Duties and Responsibilities:**

Under the overall supervision of the General Secretariat of the National Assembly and the direct supervision of the Resident Representative, the Project Manager will be responsible for providing high quality management of the project. The Project Manager has the following responsibilities:

- Develop and execute the project work plan and its implementation strategy;
- Ensure the management and coordination of project implementation according to the UNDP Policies and Procedure;
- Organize, supervise and implement project inputs and activities in a timely fashion;
- Ensure and coordinate meaningful participation of all national and international stakeholders in all phases of the planning and implementation processes;
- Develop and maintain strong partnerships between the project and counterparts including Ministry of the National Assembly and the General Secretariat of the Supreme Council for Planning and Development;
- Coordinate and manage the recruitment of and supervise project staff and consultants;
- Ensure close and standard monitoring and evaluation of the project;
- Responsible for management towards the project's intended results (outputs) following Result Based Management system of UNDP;
- Review and adjust work plan on a bi-annual basis in light of relevant changes in the socio-political context and operating environment;
- Monitor expenditures of the project;
- Responsibility for managing project staff and consultants, procurement and operations of the project;
- Prepare and provide quarterly and annual progress and other relevant reports to concerned parties;

### **Corporate competencies:**

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



### **Management and leadership**

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

### **Recruitment qualifications**

#### Education

Advanced degree in Public Administration, Political Science, Economics, Business Administration or related field

#### Work Experience

1. A minimum of 5 years proven practical experience in management of similar projects.
2. Experience working in GCC countries is favourable.
3. Knowledge of UNDP programme policies and procedures is an added advantage.
4. Experience in working with government institutions in Kuwait is greatly desired.
5. Experience in Business Process Reengineering, Training, Development/Management, Organizational Reform and Information Technology is highly desirable.
6. Thorough and proven understanding of common business and project management practice;
7. Solid ability to exercise judgment and discretion in dealing with sensitive matters;
8. Strong team player with the ability to work under pressure;

#### Language Requirements:

Fluency in English and Arabic is required.



## البرنامج الانمائي للأمم المتحدة مشروع دعم قدرات البرلمان الكويتي

### مقدمة :

في اطار التعاون المستمر بين حكومة دولة الكويت والبرنامج الانمائي للأمم المتحدة، وفي اطار الاهتمام بتفعيل دور البرلمان الكويتي في ممارسة دوره الرئيسي في الرقابة والتشريع والتمثيل الشعبي الديمقراطي للمواطنين، اتفق الطرفان على تنفيذ مشروع مشترك يهدف الى انشاء مركز للتدريب البرلماني يساهم في تدريب البرلمانيين الجدد، وتطوير أداء موظفي الأمانة العامة للمجلس في القطاعات، التي تعتمد قدرة المجلس على القيام بمهامه على خير وجه، والمساهمة في تطوير الوعي الديمقراطي، على فعالية أدائها. وسنتناول في هذا التقرير ملخصاً لأهداف المشروع المقترح، ومكوناته، وأسلوب ادارته، والدعم الذي سيوفره برنامج الأمم المتحدة الانمائي لضمان نجاح المشروع.

### أهداف المشروع :

يهدف المشروع الى تفعيل الأداء البرلماني، والمساهمة في نشر الوعي الديمقراطي بما يساهم في مخرجات تستقيم مع متطلبات الخطة الإنمائية متوسطة الأجل لدولة الكويت (2010/2011 - 2013/2014) في ظل الرؤية الإستراتيجية لدولة الكويت 2035 ، وما يتطلبه ذلك من تفعيل دور البرلمان في التشريع والرقابة.

## مكونات المشروع:

يتكون المشروع وبعد مناقشة المقترح الأولي المقدم من إدارة برنامج الأمم المتحدة الإنمائي مع الجهة المستفيدة من مخرج رئيسي يتبعه مخرجات ثانوية تم الاتفاق على أولويتها من خلال مقابلات ميدانية مع ممثلي القطاعات والادارات المختلفة في مجلس الأمة، استمرت على مدى أسبوعين من 18-29 أغسطس 2010 وفي ضوء الاجتماع التي عقد بين ممثلي إدارة برنامج الأمم المتحدة الإنمائي وممثلي الأمانة العامة لمجلس الأمة بتاريخ 2010/8/17، 2010/10/19، و 2010/11/2 على النحو التالي:

### المخرج الرئيسي: رفع القدرات الادارية للأمانة العامة لمجلس الأمة

حيث يقدم برنامج الأمم المتحدة الإنمائي الدعم الفني للأمانة العامة للمجلس، من خلال تقديم المشورة والخبرة الادارية اللازمة في مختلف مراحل المشروع ويشمل ذلك:

1. مراجعة التنظيم الإداري للأمانة العامة للمجلس، واقتراح الاطار التنظيمي المناسب للتبعية الادارية لمركز التدريب ، ومن ثم تحديد استراتيجية المركز المتمثلة برسالته وأهدافه، ووضع الهيكل التنظيمي المناسب له، وتحديد اختصاصاته، وإعداد الوصف الوظيفي لموظفيه، والمساعدة في اختيار كوادره البشرية على أسس الجدارة والموضوعية.
2. تحديد الاحتياجات التدريبية للبرلمانيين والموظفين في الأمانة العامة للمجلس ووضع الخطوط العريضة لأطر البرامج التدريبية وخططها المختلفة بما يضمن فعاليتها، بما في ذلك وضع معايير موضوعية لتقييم فعالية البرامج التدريبية.
3. عقد بروتوكولات تعاون مع مراكز تدريبية دولية مختارة يتم تحديدها
4. وضع خطة للترويج للبرامج التدريب لكافة المعنيين في المجلس على مختلف المستويات الادارية.
5. وضع خطة لتأهيل مدربين معتمدين من مراكز تدريبية عالمية معتمدة.
6. عقد 4 ورشات عمل لتدريب المدربين بما يضمن حصولهم على الاعتماد من المراكز التدريبية العالمية.
7. تدريب 400 موظف من الامانة العامة لمجلس الامة.

8. وضع استراتيجية وخطة إعلامية (Communication Strategy and Plan) لتعزيز التفاعل بين مجلس الأمة والمجتمع بكافة مكوناته.

9. تطوير نظام يربط بين الشعبة البرلمانية للمجلس وبين الأمم المتحدة بحيث يوفر بشكل دوري تقارير عن القرارات التي تتصل بالمجالات التي توجب تناغم التشريعات في مختلف الدول مع متطلبات الأمم المتحدة والقوانين الدولية، بما يمكن من التوفيق بينها وبين القوانين في دولة الكويت.

10. تطوير مكتبة مجلس الأمة

11. دعم ادارة التوثيق في المجلس لاستكمال جهودها في توثيق أعمال المجلس من خلال تطوير (مكنز) يساهم في مزيد من التطوير في هذه الادارة الهامة التي تشكل ذاكرة مجلس الأمة، بحيث يتم ومن خلال دالات خاصة لمصطلح أو موضوع معين تتبعه في كل وثائق مجلس الأمة،

12. إعادة النظر في الهيكل التنظيمي لإدارة التطوير الإداري، اختصاصاتها والوصف الوظيفي لموظفيها وتقديم المشورة في مجالات تهم الإدارة.

13. مراجعة اللائحة الإدارية ووضع سياسات جديدة لترقيات العمل الإداري وتطوير العمل الفني في الأمانة العامة.

14. وضع خطة للمسار التدريبي لموظفي الأمانة العامة للمجلس بما يكفل رفع الكفاءة والفعالية.

### عوامل النجاح:

تبين ومن خلال المقابلات التي تم إجراؤها مع مختلف المستويات التي شملت سعادة الأمين العام لمجلس الأمة ومعظم الأمناء العامين المساعدين ومديري الإدارات، أن عوامل نجاح البرنامج متاحة وتمثل بما يلي:

1. الدعم الكامل للمشروع من مختلف المستويات في المجلس.
2. الرغبة الصادقة للتعاون وإدراك كافة المسؤولين الحاجة للمشروع بمختلف مخرجاته ورغبتهم بالتعاون لإنجاحه.
3. نشاط إدارة التدريب وحماس وخبرة موظفيها.

ولا بد في الختام من التقدم بالشكر لكافة موظفي الأمانة العامة لمجلس الأمة في مختلف القطاعات والادارات، ومن إدارة التدريب على وجه الخصوص ممثلة بكل من مدير الادارة ورئيس وموظفي قسم التدريب، على بالتعاون الذي قدموه خلال إعداد هذا المشروع مما ساهم في تسهيل هذه المهمة الجلييلة.

### إدارة المشروع:

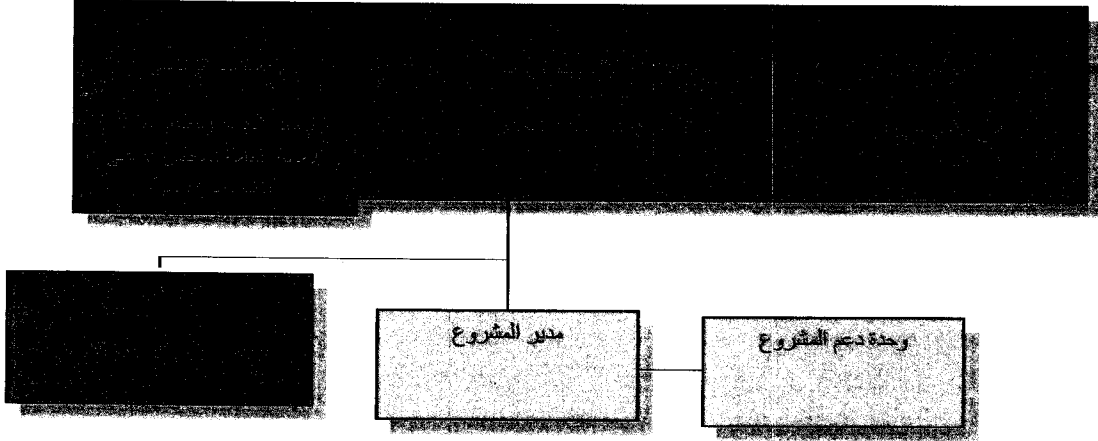
تعتمد إدارة مشروعات البرنامج الإنمائي للأمم المتحدة هيكلًا تنظيميًا محددًا في إدارة مشروعاتها ومتابعتها المستمرة تتمثل في الهيكل التنظيمي التالي:

1. لجنة عليا لمتابعة تنفيذ المشروع **Project board** والتي تضم في عضويتها إضافة

#### لمدير المشروع:

- ممثلًا عن الامانة العامة لمجلس الامة
- المورد الرئيسي وهي برنامج الأمم المتحدة الإنمائي
- ممثلًا عن الجهات المستفيدة ويشمل الجهات التالية:
  - الامانة العامة لمجلس الامة
  - الأمانة العامة للمجلس الأعلى للتخطيط والتنمية

## الهيكل التنظيمي للجنة العليا للمشروع



### آليات الاشراف والمتابعة :

تقوم اللجنة العليا بالاجتماع دوريا كل ستة أشهر لتراجع ما يتم تنفيذه ولتعتمد خطط العمل المستقبلية وتقدم توجيهاتها لمدير المشروع فيما يتعلق بأسلوب التنفيذ.

2. مدير المشروع يساعده مجموعة عمل تسمى وحدة دعم المشروع. ويتولى مدير

المشروع القيام بالمهام التالية:

- المتابعة اليومية لتنفيذ جميع أنشطة المشروع
- متابعة وضع الموازنة
- الاعداد لاجتماعات اللجنة العليا وتنفيذ قراراتها
- تقديم المشورة للأمانة العامة لمجلس الأمة

تتم متابعة المشروع بصفة دورية من خلال إعداد تقارير متابعة بشكل دوري (ربع سنوية، وسنوية) تبين ما تم تنفيذه، المنصرف ماليا، والمعوقات التي تواجه التنفيذ.

## دعم برنامج الأمم المتحدة الانمائي:

يتمثل دعم برنامج الأمم المتحدة الانمائي فيما يلي:

1. توفير الخبرات المحلية والدولية للقيام بمختلف الأنشطة المطلوبة لتحقيق مخرجات المشروع ومن ذلك:

a. وضع كراسات الشروط والمواصفات المطلوبة لأعمال المشروع

b. توفير الخبرة الفنية في إعداد الدراسات المرتبطة بأعمال المشروع

c. توفير الخبرة الفنية اللازمة لبناء قدرات الموظفين العاملين في مجلس الأمة

2. توفير بعض جوانب التدريب الداخلي. أما التدريب الخارجي فسيكون على نفقة مجلس الأمة

3. توفير الخبرة الفنية للمشروع

4. توفير ورش عمل وندوات محلية

5. تنفيذ بعض التعاقدات ذات الطبيعة الاستشارية والارشادية