



State of Kuwait



*Empowered lives.
Resilient nations.*

Country Programme Action Plan

Between

The Government of Kuwait

and

The United Nations Development Programme (UNDP)

2015 to 2018

The Framework

The Government of Kuwait and UNDP are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals, the Post-2015 Sustainable Development Goals, and the United Nations Conventions and Summits to which the Government of Kuwait and UNDP are committed, including: the Declaration and Programme of Action for the World Summit on Social Development; the Convention for the Elimination of All Forms of Discrimination Against Women; the UN Framework Convention on Climate Change; the UN Convention to Combat Desertification; the Vienna Convention for the Protection of the Ozone Layer; the Convention Against Discrimination in Employment and Discrimination and other International Labour Conventions; the UN Convention Against Corruption; the UN Convention on the Illicit Traffic in Narcotic Drugs and Psychotropic Substances; the Convention on the Rights of Persons with Disabilities; and the UN Convention on the Rights of the Child,

Building upon the experience gained and progress made during the implementation of the previous Country Programme (2009 to 2014),

Entering into a new period of cooperation (2015 to 2018),

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

Part I. Basis of Relationship

- 1.1 WHEREAS the Government of Kuwait (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as “UNDP”) have been guided by a basic agreement to govern UNDP’s assistance to the country [Revised Standard Agreement], which was signed by the United Nations and the Government of Kuwait on 13 February 1962, with a subsequent exchange of letters on 12 August 1968. Based on Article I, paragraphs 1 and 2 of the Revised Standard Agreement, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the assemblies, conferences and other organs of the United Nations Organization, and subject to the availability of the necessary funds.
- 1.2 WHEREAS the Government is a Net Contributor Country and as such, UNDP is following an adaptive country programming approach, including the preparation of a Common Country Strategy with the United Nations Country Team (UNCT), and a Country Programme Document (CPD) specific to UNDP. Further, the Government and UNDP have previously been guided by signed project documents for the implementation of the programme interventions under the former (2009-2014) CPD, with the said project documents conforming to the new definitions of “execution” and “implementation” under the revised rules and regulations which was adopted by the UNDP Executive Board on 28 January 2005. In consideration of the special context and particularities in the country, project and programme level interventions as defined in this Country Programme Action Plan (CPAP) shall be guided by full-fledged project and programme documents, while referring to the current UNDP definitions of “Executing Entity” and “Implementing Partner” as adopted by the Executive Board.

Part II. Situation Analysis

- 2.1 Kuwait is a high-income and high human development country. In 2014, GNI per capita in the country was estimated to be around four times higher than the global threshold for high-income economies. National per capita income also increased by 6% in 2014, with reference to the baseline income level in 2011. Aside from having high incomes, Kuwaiti citizens also enjoy comprehensive welfare benefits from the state, including support for schooling. These contribute to a high level of human development in the country. Kuwait's latest HDI value was reported at 0.814 (2013), which was in the very high human development category and above the average HDI value in the Arab States. Kuwait's HDI value had also increased by 0.45 percent annually from 1980 to 2013.
- 2.2 Kuwait's high-income capacity and ability to provide comprehensive social support to its citizenry have been positive factors for the overall attainment of the MDG targets. As of 2010, the Government of Kuwait reported that three goals (i.e. poverty eradication, child mortality reduction, and establishment of a global partnership for development) were already achieved. The country was also on-track in achieving four other goals (i.e. achievement of universal primary education, promotion of gender equality and women's empowerment, improvement of maternal health, and combating of HIV/AIDS and other diseases).
- 2.3 Kuwait's economic success and its consequent effects on national incomes, human development, and support to social welfare needs have primarily been due to its continued production of oil. Current oil production has increased to 3.3 million barrels per day, and is projected to rise further to 4 million barrels per day by 2020. As an off-shoot of significant oil production in the country, there is a continuing challenge on the achievement of the MDG target on environmental sustainability. While the Government of Kuwait had aimed to reduce carbon dioxide emissions from an estimated baseline of 12.7 metric tons per capita (1990), it was reported that carbon dioxide emissions actually rose by as much as 48% between 1990 and 2010. Kuwait's average carbon footprint per person is estimated to be the second highest in the world, and 3.5 times more than the global average. High levels of carbon dioxide emissions to the atmosphere impacts negatively on the country's air quality and human health. Energy consumption in Kuwait is also believed to be high, at around ten times the global average, largely inefficient due to a subsidized costing scheme in which consumers pay only 5% of energy costs, and unsustainable because of over-reliance on fossil fuel.
- 2.4 The economy of Kuwait is also largely structured around the oil sector. Favorable oil prices since 2010 caused continued reliance on the oil economy: in 2012, the oil sector accounted for around 63% of Kuwait's GDP. Increased state revenues from oil production also led to greater government spending, including subsidies to the private sector. In 2012/2013, government expenditures were reported at KID 19.3 billion, compared to KID 4.7 billion in 2009/2010. Driven by oil production and peripheral activities, the public sector in Kuwait is also the biggest employer in the country, covering around 85% of the total labour force. In contrast, the role of the private sector in the economy still has to advance to a significant level. The business environment in Kuwait has become less competitive: in 2014, the country's ranking in the World Competitiveness Index dropped to 40th, from 35th in 2011.

- 2.5 Drug use and addiction is an emerging concern in Kuwait. Data from the United Nations Office for Drugs and Crime (UNODC) noted that 3.1 percent of the Kuwait population is addicted to hashish. The report cited this to be a high percentage compared to other countries, although addiction to more dangerous drugs like opium and cocaine is much less in Kuwait. There is a need to address the pressing issue of drug use, together with the other social issues facing the country, such as youth violence and aggression. The traffic situation is also a continuing challenge in Kuwaiti society: around three to four hours are spent each day to battle traffic congestion in a country whose population is less than three million. Further efforts thus need to be done to effectively implement the National Traffic Strategy of Kuwait.
- 2.6 While gender inequality exists in Kuwait, there is overall lesser gender inequality in the country compared to the rest of the Arab States. In 2013, the Gender Inequality Index (GII) value for Kuwait was assessed at 0.288, which is lower than the regional value of 0.545. In Kuwait, 55.6% of adult women reached at least secondary education (compared to 56.3% for males) and the female labour force participation rate is 43.4% (compared to 82.8% for males). Although there has been progress in the representation of women in the parliament over time, women still only hold 6.2% of the seats in parliament (compared to 13.8% in the Arab States). Despite overall advances made on the state's ratification and implementation of key conventions on gender equality and women's empowerment such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), there are still gaps that could be addressed through the adoption of a National Gender Equality Strategy.
- 2.7 Kuwait has an inclusive policy towards persons with disabilities, through a Disability Rights Law which mandates the healthcare, educational and employment rights of people with special needs. In addition to a supportive policy framework for the disabled sector, state subsidy for the 36,000 disabled persons who are registered with the system reaches around \$1.2 million a year. However, there are barriers and issues in the implementation of the law that affects the social inclusion of the disabled in Kuwait, such as the lack of national assessment standards for the various types of disabilities that could enable an objective and systematic identification of disabled individuals who can be targeted for programmes on social inclusion and state support. This can be primarily addressed through the strengthening of the Public Authority for Disabled Affairs.
- 2.8 The Youth Sector (18-30 years old) in Kuwait constitutes around 60% of the country's total population of Kuwaiti citizens, and they form the base of the nation's future leaders. A previous national initiative to develop the youth sector in the country led to the creation of a Ministry of State for Youth Affairs, which serves as the government arm to support youth-related activities, and a National Youth Council, which functions as the stakeholder mechanism on youth affairs. However, the effort fell short of finalizing a National Youth Empowerment Strategy that would mainstream the role of the youth in national development.
- 2.9 The Government has consistently emphasized a need to improve public administration in Kuwait by including a component on public administration, planning, statistics and information in the first (2010 – 2014) and second (2015 – 2020) National Mid-Range Development Plan (NMRDP). Governance data from the Worldwide Governance Indicators of the World Bank indicate that the country's global ranking on government effectiveness declined in 2013 (rank 52) from 2010 (rank 61). Parallel dimensions on voice and accountability, and control of corruption also show declines in 2013 (rank 28 and rank 54, respectively) compared to baseline figures in 2010 (rank 31 and rank 68). Key public institutions in Kuwait thus need to be continuously strengthened as expressed in the NMRDP.

- 2.10 Kuwait continues to be at the forefront of the global developmental and regional humanitarian fields. In 2014, the country's Official Development Assistance (ODA) contribution exceeded the global threshold by 0.7%. Kuwait also hosted two major donor conferences (in 2013 and 2014) at which it pledged a total of \$600 Million in humanitarian aid, which was coursed mainly through nine UN Agencies and the International Committee of the Red Cross. As a consequence, the UN Secretary-General officially honored the Amir of Kuwait (His Highness the Amir Sheikh Sabah Al Ahmad Al Jaber Al Sabah) as a Humanitarian Leader in 2014, in recognition of the country's leading role in responding to the humanitarian needs in Syria and in the other crisis countries in the region. Kuwait is also one of few countries with continued support to South-South/Triangular Cooperation initiatives through its funding of the Junior Professional Officers (JPO) Programme, and the building of capacities for the preservation and promotion of Kuwait's cultural heritage.
- 2.11 The General Secretariat of the Supreme Council for Planning and Development (GSSCPD) is UNDP's main partner and Executing Entity for the Country Programme in Kuwait. An institutional and capacity assessment of the GSSCPD shows opportunities in the role, structure, and business process of the institution. Its aspiration to assume a think-tank role, in addition to its part in developing and implementing the National Mid-Range Development Plan, was particularly noted. At the same time, capacity gaps on human resource data management and workforce planning were identified, together with other needs on staff skills/qualifications audit, management training, and staff well-being. The final results of this capacity assessment will be used in coming up with a capacity development plan for GSSCPD. Similar capacity assessments and capacity development plans will also be carried out among the various implementing partners for this CPAP.

Part III. Past Cooperation and Lessons Learned

- 3.1 The past country programme was implemented from 2009 to 2014 in close partnership with the GSSCPD. Under the previous programme, a strategic output delivered was the second (2015-2020) National Mid-Range Development Plan (NMRDP), which outlines the priorities and directions of the Government of Kuwait over the next six years. UNDP support to the development of the NMRDP was done through embedded technical expertise that was placed at the GSSCPD, the government's central development planning authority. Complementary support was also provided through parallel assistance given to the Central Statistics Bureau (CSB), which delivered empirical data that were inputted to the NMRDP. UNDP contributions in Kuwait were essential in creating transformational change through high-caliber expertise and consultancy services that strengthened policy-making, as well as improving and reforming the regulatory framework levels to support an enabling environment for more effective, efficient and results-oriented institutions. Technical knowledge was also used for informed decision-making processes. More broadly, UNDP supported interventions in key strategic areas of work, such as planning, statistics, parliament, and youth, the Public Authority for Industry, the State Audit Bureau, and the Public Authority for Anti-Corruption.
- 3.2 The previous country programme also delivered strategic outputs that addressed social issues, specifically those that were related to the empowerment of women in Kuwaiti Society, and the social inclusion of children with learning disabilities. The legal and institutional issues that affected women in the country were identified and addressed through support to the Women's Research and Studies Center (WRSC), as well as through a parallel initiative called Women's and Children's Rights through Access to Information (WRCATI) Project. Another key output that was delivered was the national assessment tool for the diagnosis of children with learning disabilities in Kuwait. Prior to the adoption of national standards and the assessment tool, there was no systematic way of classifying children with learning disabilities in Kuwait, and as such, these children were not automatically eligible for state support under the country's Disability Rights Law. Country programme interventions also helped in addressing the traffic situation in Kuwait, specifically by strengthening the National Traffic Information System through the infusion of new technologies and the capacity-building of implementing government personnel.
- 3.3 On the field of environmental protection and sustainability, the main output of the country programme was the Air Quality Management Information System (AQMIS) which was developed under a project with Kuwait's Environmental Protection Agency (KEPA). This system is especially important in the context of Kuwait which has a high level of CO₂ emission due to large-scale oil production, as stated in the previous sections.
- 3.4 In addition to the earlier-mentioned outputs, the previous country programme also contributed to the preservation and promotion of Kuwait's cultural heritage by building capacities on artifacts conservation and cultural communication. Support to the JPO Programme also continued, through two batches of 20 JPOs who were fielded to serve in various UN Offices. The JPO Programme in Kuwait increased the participation of Kuwaiti professionals in the UN Secretariat, thereby

promoting Kuwaiti engagement in the international scene, which was one of its contributions to South-South/Triangular Cooperation.

- 3.5 Building on the above-mentioned achievements, there will be a scaling-up of the past initiatives on environmental sustainability, gender equality, social inclusion, and youth empowerment, to jumpstart Kuwait's efforts towards the attainment of the Post-2015 Sustainable Development Goals. The Air Quality Management Information System (AQMIS) that was delivered under the previous programme will be re-positioned as an element for the implementation of the National Environmental Law of Kuwait. The economic, policy and knowledge management outputs produced under the former gender equality projects that were implemented under the former country programme will feed into the formulation of a National Gender Equality Strategy in the country. The innovative approach taken towards the development and adoption of a national assessment tool to diagnose children with learning disabilities in Kuwait will be replicated and expanded to cover all other disability types, to enhance the implementation of the national Disability Rights Law. Finally, the learnings from the youth project implemented under the country programme will be incorporated with the outputs and lessons learned from the implementation of similar youth-related initiatives in Kuwait (e.g. National Youth Project), in order to finalize the formulation and adoption of a National Youth Empowerment Strategy.
- 3.6 An external evaluation of the previous (2009 – 2014) country programme noted that the former CP was fit to the strategic needs of the State of Kuwait, particularly in the areas of governance and capacity-building, environment, and on human and social development. It was recommended that further interventions on these areas should continue under a subsequent programme phase. In consonance with this finding and recommendation, the current CPD/CPAP was mainly designed along the achievement of outcomes related to: (a) inclusive, sustainable growth and development; (b) human development; and (c) governance and institutional management. A fourth outcome related to South-South and Triangular Cooperation was also included in the CPD/CPAP design, to link up with the initiatives of the State of Kuwait on this aspect.
- 3.7 Other lessons were also highlighted through the evaluation process, and the related recommendations on these were forwarded. The major lessons and recommendations included: (a) Focusing the next country programme to a more harmonized structure with lesser outcomes, in view of an assessment that the former country programme was designed with an excessive number of outcome targets – This was applied in the current CPD/CPAP which is now focused on only four outcomes mentioned above; (b) Emphasizing the importance of a sustainability strategy for the next country programme, to improve the sustainability of the interventions – This will be addressed through the formulation and adoption of a clear sustainability strategy for each of the programme interventions; (c) Systematizing capacity assessments and capacity building for key national counterparts to further align with the NIM guidelines – This is already being applied with the GSSCPD and similar capacity-related interventions will be done to the implementing partners; (d) Building country office capacity on operations, monitoring and evaluation, and advocacy in preparation for the next programme phase – Capacity will be strengthened with the recruitment of specialists on operations, monitoring and evaluation, and communications; (e) Accessing technical expertise on economics, governance, and social development planning to meet the demands on these areas – Experts were mobilized for the preparations and finalization of the CPD and this CPAP; and (f) Taking steps to improve the stability and effectiveness of project management, in consideration of the challenges on project management turnovers and changed policies that were faced during the previous programme – This is an acknowledged lesson that will be dealt with through the adoption of standard protocols on project management.

Part IV. Proposed Programme

- 4.1 Following the finalization of the 2015-2018 Country Programme Document (CPD) for Kuwait in early 2014, a national consultation workshop to identify the possible programmatic interventions that would constitute this Country Programme Action Plan (CPAP) was held in December 2014. The two-day CPAP workshop was attended by 70 participants from various government agencies, the academic community, and Civil Society Organizations (CSOs) in Kuwait. The CPAP workshop exercise resulted in the identification of 21 new interventions that were related to the over-arching themes on inclusive and sustainable growth and development, human development, governance and institutional management, and south-south/triangular cooperation, which have been set in the CPD. There were also 11 on-going interventions that were associated with these overall themes.
- 4.2 After the CPAP workshop, working groups were convened to elaborate the identified interventions. The concepts presented in this CPAP document came out of the series of post-workshop discussions with the working groups. Based on the emerging concepts, a draft version of the CPAP was developed and brought up for discussions with the GSSCPD, as the overall executing entity in Kuwait. This final signed version of this 2015-2018 CPAP was formulated along these discussions between the GSSCPD and UNDP.
- 4.3 The programme interventions that are built around the themes of **inclusive and sustainable growth and development, human development, governance and institutional management, and strategic multilateral partnerships** are aligned with the national priorities of Kuwait, as expressed in the 2015-2020 NMRDP. UNDP will thus take the necessary key actions for the implementation of the country programme and the achievement of the objectives of the NMRDP.

Inclusive and Sustainable Growth and Development

- 4.4 **UNDP's work in this area over the CPAP period (2015 – 2018) will lead to the development and implementation of key policy and regulatory frameworks in the social, economic and environmental dimensions that will build resilience for inclusive, sustainable growth and development in Kuwait.** This outcome is linked to the economic and social development goals and policies that are articulated in the NMRDP. In partnership with key implementing partners from the Government of Kuwait, the academic community, the business sector, and civil society:
- 4.4.1 **UNDP will re-focus its partnership with the Environmental Protection Agency (KEPA) towards the implementation of the new National Environmental Law, the adoption of a Climate Change Mitigation Strategy and Action Plan in light of the outcomes of the United Nations Conference of the Parties (Paris CoP21, November 2015), and to generally support the implementation of the State of Kuwait's obligations to international and regional treaties and conventions on the environment.** A National Environmental Law in Kuwait was enacted on the last quarter of 2014, and UNDP will respond to the new needs of EPA in leading the implementation of the law. In particular, UNDP will support EPA in the formulation of by-laws emanating from the main law, in strengthening the capacities of other government agencies in complying with the technical requirements mandated by the law, and in re-engineering the EPA as the main planning and reporting agency of the government with respect to the implementation of the new law. UNDP will play a unique role for EPA in terms of

its ability to harmonize this effort with the larger environmental aims that have been committed in the NMRDP, as well as the succeeding initiatives on energy. UNDP will work closely with the EPA in strengthening the country's ability to keep pace with global environmental commitments, such as the UN Climate Change Conferences from 2015 to 2018 or the Conference of Parties (COPs) 21 – 24. UNDP will also support the EPA in integrating these with related international and regional commitments, such as those pertaining to the combating of desertification and the protection of the ozone layer.

- 4.4.2 **UNDP will also support the Ministry Of Electricity and Water and other key Kuwaiti institutions in developing and implementing a National Strategy and Action Plan for Energy Efficiency in the State of Kuwait, part of which will be the production of evidence-based Energy Outlook Reports with the Kuwait Institute for Scientific Research (KISR).** The evidence-based planning capacity of the Ministry of Electricity and Water will be upgraded to a level where it can achieve measurable energy use reduction goals through energy-saving programmes, such as a joint initiative with the Housing Authority for the application of energy-saving housing codes for the housing sector, and a similar undertaking on building codes that will guide the construction of buildings in the country. UNDP will hold an integrative role in this effort, in terms of bringing together the programmes of the MOEW and the Housing Authority towards the same goal. UNDP will also broker the infusion of technical expertise into the programmes, nationally from the Kuwait Institute for Scientific Research (KISR), and regionally from the United Nations Environment Programme (UNEP) which is a non-resident agency of the UNCTD in Kuwait. KISR will also be the strategic partner in the production of Energy Outlook Reports will provide updated and substantive energy-related information, such as energy sources, costs, and consumption forecasts, that will enable key stakeholders from the government, civil society, academic community, and the private sector to engage in a multi-sectoral dialogue and consensus to address the energy issues in Kuwait, and to come up with actions to achieve energy security in the country in the long-run.
- 4.4.3 **UNDP will sustain its previous engagement with the Traffic Authority of Kuwait in improving the implementation of the National Traffic Strategy, by upgrading the national traffic and transport system with the latest technologies and skills that will allow faster processing of data needed for traffic management.** UNDP will also work with the Ministry of Interior for this intervention and will have a special role on this effort by linking its mainly technical features with key environmental and social perspectives and safeguards, such as the possible impact of car emissions to overall air quality, and special considerations that ought to be given to women and the disabled over the traffic situation.
- 4.4.4 **UNDP will address the drug use and addiction problem in the country through a partnership with the Ministry of Interior for the development and implementation of a Drugs Prevention Strategy.** Specific attention will be given as to how the drugs problem could be impacting on the vulnerabilities of women and girls in Kuwaiti society, and in coming up with gender-based strategies to combat these vulnerabilities. UNDP will provide value-added on this intervention as an impartial broker that can bring the government, civil society, and the academic community together in arriving at an inclusive and multi-sectoral consensus on the drugs problem affecting the country and the most appropriate solution to these. UNDP will also have a distinct role in linking the initiative on drugs prevention with international best practices, as well as knowledge products and expertise that are lodged with other UN Agencies such as the UN Office on Drugs and Crime (UNODC). UNDP will also provide limited consultancy support to the Social Development Office in order to respond to the other social issues besetting the country.

- 4.4.5 **Also in line with Kuwait's Vision 2035, UNDP will further collaborate with GSSCPD for the Development of a Strategy and Action Plan to Strengthen the Role of the State of Kuwait as a Regional and International Center for Finance and Commerce.** This initiative will complement the support to GSSCPD in “developing an Action Plan for the Implementation of Kuwait 2035 Vision” and be a higher-level undertaking that will enable Kuwait in the long-run to establish its financial and commercial niche within the member-states of the Gulf Cooperation Council, the Arab Region, and the global business community. UNDP will leverage its linkages with the World Bank and the International Monetary Fund in the UN Country Team in building a broad partnership approach that would be appropriate for this task.

Human Development

- 4.5 **UNDP will take steps that will accelerate human development in Kuwait over the coming four-year period (2015-2018) through increased social empowerment and advancement of human capital.** Specific focus will be placed on the scaling up of previous efforts for the social inclusion and advancement of the youth and disabled sectors. This outcome is related to the human development targets in the NMRDP.
- 4.5.1 **UNDP will collaborate with the Ministry of Social Affairs and Labour (MOSAL) in developing a gender-sensitive National Social Development Strategy and Social Security Network for the State of Kuwait, including a component on a National Gender Equality Strategy.** Social development priorities based on the NMRDP will be addressed through the overall strategy. Part of the overall strategy would be a gender equality strategy that will also respond to the gender issues and targets articulated in the NMRDP, as well as build on previous initiatives (e.g. Kuwaiti Declaration) and commitments (e.g. CEDAW).
- 4.5.2 **UNDP will move forward with the formulation and adoption of a National Youth Empowerment Strategy and Action Plan for Youth Support in Kuwait, drawing on previous initiatives about the development of the youth sector.** In the past country programme, UNDP implemented a Fostering Youth Resiliency Project that launched an information, education and communication campaign on the various issues affecting the youth sector. A parallel effort was made by civil society organizations through the National Youth Project that resulted in the creation of a National Youth Council which is officially recognized by the State of Kuwait and a Ministry of State for Youth Affairs. UNDP will work closely with the Ministry of State for Youth Affairs in integrating these efforts, and in moving further with the formulation and adoption of a National Youth Empowerment Strategy and Action Plan for Youth Support that will be adopted by both the Government of Kuwait and by youth-oriented civil society organizations.
- 4.5.3 **In partnership with the Public Authority for Disabled Affairs, UNDP will scale-up its previous initiative on social inclusion to a wider scope by developing similar standard assessment tools that can be applied to all other disability types in Kuwait.** In the past country programme, UNDP was successful in introducing a national assessment tool and methodology that identified children with learning disabilities. These were eventually adopted as a national standard tool and procedure by stakeholder institutions from both the government and the private sector. UNDP will replicate the same approach to the other applicable disability types in Kuwait that could benefit from a standardized assessment system, which will eventually lead to a matching of state responses under the country's Disability Rights Law to their specific needs.

4.5.4 **UNDP will also enter into a separate partnership with MOSAL to strengthen its engagement with Civil Society Organizations (CSOs) in the delivery of selected social services.** The role of CSOs in social service delivery will be maximized through an analysis of the comparative advantages of CSOs in delivering specific social services to target groups, such as women's shelters and drug rehabilitation centers, vis-à-vis the government sector. UNDP will complement this effort by bringing in tested models of Government-CSO collaboration in other countries.

4.5.5 Finally, in close partnership with the academic community, UNDP will sustain the pursuit of public discussion on human development issues in Kuwait through the production and dissemination of National Human Development Reports. Building on previous regional and local initiatives that applied human development frameworks on the analysis of contemporary issues, UNDP will take a lead role in the integration of the social and economic progress of Kuwait around a human development framework that can be made comparable in time-series, or with reference to regional and global benchmarks and trends

Governance and Institutional Management

4.6 **UNDP's interventions for the next four years (2015-2018) in the area of governance and institutional management will aspire that governance and institutional management of public agencies in Kuwait are efficient, transparent, accessible, competitive and accountable.** This outcome is associated with the NMRDP's agenda on the improvement of public administration, as well as with the intention to raise government capacities on planning, statistics and information. In partnership with key national institutions in the State of Kuwait, and with members of the UN Country Team (UNCT):

4.6.1 **UNDP will continue to upgrade the capacities of the GSSCPD, Central Statistical Bureau (CSB) and critical government agencies in development planning, implementation and oversight, as well as supporting the development of an Action Plan for the Implementation of Kuwait 2035 Vision which will enable the Government of Kuwait to achieve the objectives and targets of the 2015-2020 NMRDP.** UNDP will support GSSCPD on its distinctive role of coordinating the functions of, and thereby creating synergy between, the main government players that are involved in the NMRDP. GSSCPD's enhanced responsibility on strategic planning, macro-economic modeling, and administering an M&E system for the NMRDP will be complemented by an advanced ability of the Central Statistical Bureau (CSB) to develop real-time social and economic statistical data, including gender-disaggregated data on the effects of the NMRDP to both women and men in Kuwait, which will feed into the planning and monitoring systems of the GSSCPD. A National Communication Strategy will also be developed across the various government agencies that are involved in the NMRDP, to ensure that work being done and the plans are visible; and to inform the general public on the progress of its implementation. The National Assembly will have an improved oversight role on the NMRDP, through evidence-based data and information that will be generated from the knowledge systems of GSSCPD and CSB. Within this initiative, Consultancy Support will be provided to the following agencies in order to achieve certain objectives that are related to the implementation of the NMRDP: (a) The Supreme Council of Privatization for the Development of Institutional Capacity on Privatization; (b) The SME Fund (in possible partnership with UNIDO) for the Strengthening of the Role of the SME Fund on SME Development in Kuwait; (c) The GSSCPD and the Ministry of Housing (in possible partnership with UN Habitat) to conduct a Study about Housing and Urban Development Prospects until 2035 for the State of Kuwait; (d) The Civil Service Commission for the Enhancement of the Civil Service Administration Plan in Kuwait; (e)

The Anti-Corruption Commission, Ministry of Information, and Ministry of Justice for the Development of an Anti-Corruption Strategy; and (f) The Social Development Office to Address Current Social Issues in Kuwait, such as Juvenile Delinquency. This technical support, when needed, may be used as the basis for development of a comprehensive programme of support.

- 4.6.2 **UNDP will also continue the ongoing partnership with the State Audit Bureau in coming up with key performance indicators and national governance indices that will be applied for the public sector in Kuwait**, UNDP's niche on this aspect will be weighed on the delivery of systematic and quality support to the implementing partners, based on international policies and best practices on public administration and anti-corruption, while also carrying a gender equality lens.
- 4.6.3 **UNDP will pioneer a joint programme with the International Labour Organization (ILO) and the International Organization for Migration (IOM) in providing technical support to the Public Authority on Manpower (PAM) to build its capacity on the management and monitoring of Kuwait's workforce**. UNDP's role will be focused on the enhancement of institutional management, and the setting-up of mechanisms that will improve the quality and efficiency of policy-making at PAM, including policies that will protect and promote the role of women in the country's labour force. Parallel emphasis will also be placed by IOM and ILO on modernizing the labour inspection system in Kuwait, in the application of internationally-agreed labour standards, in the setting-up of related labour policies, and on the use of an evidence-based approach to track labour force movement comprised by both Kuwaiti citizens and immigrants. An assessment report on PAM's capacities and performance that will be disseminated and used for evidence-based planning will be UNDP's key output for this joint programme.

Strategic Multilateral Partnerships

- 4.7 UNDP will also further support Kuwait's humanitarian and developmental initiatives to a level that will establish strategic multilateral partnerships at the global and regional levels, in order to advance the post-2015 development agenda. This can be done on several fronts, including through engagement with programmes and projects on South-South and Triangular Cooperation.** This outcome is consistent with the Government of Kuwait's leading actions on development financing and humanitarian response, and its future commitments to the achievement of the Post-2015 Sustainable Development Goals. In partnership with the Government of Kuwait and national institutions:
- 4.7.1 UNDP will enhance the JPO Programme by customizing its design with the strategic interests and objectives of the Government of Kuwait, while effectively responding to the needs of beneficiary institutions.** An assessment of the JPO Programme will be carried out, through which its impact potentials on the visibility of Kuwait in the international scene, other benefits to the State of Kuwait, and its effects on the beneficiary institutions can be systematically determined. Based on the results of the assessment, adjustments will be made on the JPO Programme to position it more effectively to the needs of both the Government of Kuwait and the beneficiary institutions.
- 4.7.2 UNDP will continue to support the Government of Kuwait in its effort to promote South-South and Triangular Cooperation in the field of culture** through the preservation and promotion of Kuwait's cultural heritage. Building on previous support to build national capacities on the preservation and promotion of the country's cultural heritage, UNDP will continue supporting national cultural heritage under the leadership of the Government of Kuwait national institutions.
- 4.7.3 UNDP will help establish a Centre of Excellence for Humanitarian Response and Resilience that will institutionalize Kuwait's humanitarian efforts in the region.** Under the directions of the Government of Kuwait, UNDP will support an initiative that will support in the establishment of a Centre of Excellence for Humanitarian Response and Resilience that will serve as a sustainable mechanism for Kuwait's humanitarian work. The center would also provide a natural progression to ensuring that Kuwait's efforts in this area have maximum impact on those most in need of urgent relief by adopting the resilience based approach to development, aimed at strengthening communities and systems to withstand shock, such as the current crises in the region, with the aim of ultimately limiting damage and reducing costs. The center will also inspire the private sector to contribute to the overall national effort on humanitarian response and resilience based development in the region.
- 4.7.4 UNDP will also support the Government of Kuwait in the design and implementation of other partnership interventions that will arise after the global adoption of the Post-2015 Sustainable Development Goals.** These may include strategic partnerships in support of the country's leading efforts on development aid through key institutions and mechanisms, like the Kuwait Development Fund.

Strategic Multilateral Partnerships

4.8 UNDP will also further support Kuwait's humanitarian and developmental initiatives to a level that will establish strategic multilateral partnerships at the global and regional levels, in order to advance the post-2015 development agenda. This can be done on several fronts, including through engagement with programmes and projects on South-South and Triangular Cooperation. This outcome is consistent with the Government of Kuwait's leading actions on development financing and humanitarian response, and its future commitments to the achievement of the Post-2015 Sustainable Development Goals. In partnership with the Government of Kuwait and national institutions:

4.8.1 UNDP will enhance the JPO Programme by customizing its design with the strategic interests and objectives of the Government of Kuwait, while effectively responding to the needs of beneficiary institutions. An assessment of the JPO Programme will be carried out, through which its impact potentials on the visibility of Kuwait in the international scene, other benefits to the State of Kuwait, and its effects on the beneficiary institutions can be systematically determined. Based on the results of the assessment, adjustments will be made on the JPO Programme to position it more effectively to the needs of both the Government of Kuwait and the beneficiary institutions.

UNDP will continue to support the Government of Kuwait in its effort to promote South-South and Triangular Cooperation in the field of culture through the preservation and promotion of Kuwait's cultural heritage. Building on previous support to build national capacities on the preservation and promotion of the country's cultural heritage, UNDP will continue supporting national cultural heritage under the leadership of the Government of Kuwait national institutions.

4.8.2 UNDP will help establish a Centre of Excellence for Humanitarian Response and Resilience that will institutionalize Kuwait's humanitarian efforts in the region. Under the directions of the Government of Kuwait, UNDP will support an initiative that will support in the establishment of a Centre of Excellence for Humanitarian Response and Resilience that will serve as a sustainable mechanism for Kuwait's humanitarian work. The center would also provide a natural progression to ensuring that Kuwait's efforts in this area have maximum impact on those most in need of urgent relief by adopting the resilience based approach to development, aimed at strengthening communities and systems to withstand shock, such as the current crises in the region, with the aim of ultimately limiting damage and reducing costs. The center will also inspire the private sector to contribute to the overall national effort on humanitarian response and resilience based development in the region.

4.8.3 UNDP will also support the Government of Kuwait in the design and implementation of other partnership interventions that will arise after the global adoption of the Post-2015 Sustainable Development Goals. These may include strategic partnerships in support of the country's leading efforts on development aid through key institutions and mechanisms, like the Kuwait Development Fund.

Part V. Partnership Strategy

- 5.1 The Country Programme for 2015 – 2018 will be implemented by UNDP in partnership with the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) of Kuwait. The GSSCPD will assume the role of overall Executing Entity for the programme, in accordance with UNDP's revised rules and regulations which was adopted on 28 January 2005.
- 5.2 Under the same rules and regulations, UNDP will undertake the programme interventions in collaboration with the following Implementing Partners:
- 5.2.1 **Inclusive and Sustainable Growth and Development** – Ministry of Interior, Traffic Authority, Environmental Protection Agency, Ministry of Electricity and Water, Housing Authority, Ministry of Education, UNFPA, UNEP, and Kuwait Institute for Scientific Research;
 - 5.2.2 **Human Development** – Ministry of Social Affairs and Labour, Ministry of State for Youth Affairs, National Youth Council, and Public Authority for Disabled Affairs;
 - 5.2.3 **Governance and Institutional Management** – GSSCPD, Central Statistical Bureau, Ministry of Public Works, National Assembly Authority, Ministry of Information, Ministry of Justice, Anti-Corruption Commission, State Audit Bureau, Public Authority on Manpower, International Labour Organization, International Organization for Migration, Civil Service Commission, Social Development Office, UN Habitat, and Supreme Council on Privatization.
 - 5.2.4 **Strategic Multilateral Partnerships** – JPO Service Centre, National Council for Culture and Arts, Kuwait Development Fund
- 5.3 Following an iterative approach, other implementing partners will be identified during the course of programme implementation, while some implementing partners can be consolidated, as deemed appropriate and feasible under the programme approach of UNDP. While being the Executing Entity for the country programme, GSSCPD can also be an implementing partner of UNDP in the programme interventions.
- 5.4 In consideration of the special context in Kuwait, UNDP, GSSCPD, and the Implementing Partners will be guided by a full-fledged Project/Programme Document for each of the country programme interventions. The Project/Programme Documents will spell out the roles and responsibilities of UNDP, GSSCPD, and the Implementing Partners, including distinct and shared roles and responsibilities on project management, execution, monitoring and evaluation (M&E), and cost-sharing. The Project/Programme Documents will be signed by the representatives of UNDP, GSSCPD, and the Implementing Partners.

- 5.5 Partnerships that will be created for the implementation of the country programme will be carried out in accordance with the National Implementation Modality (NIM) Guidelines of UNDP.
- 5.6 Thematic fora and mechanisms specific to the components on inclusive and sustainable growth and development, human development, governance and institutional management, and south-south/triangular cooperation may be organized by UNDP, GSSCPD, and the Implementing Partners to share experiences, and synthesize achievements and lessons in thematic assessments or evaluations that may be conducted for this purpose.
- 5.7 In the implementation of the country programme, a joint project between UNDP, ILO and IOM will be piloted. The partnership strategies arising from the experiences of this joint project will inform future partnerships or joint projects among the member-agencies of the UNCT in Kuwait.

Part VI. Programme Management

- 6.1 The 2015 – 2018 Country Programme for Kuwait will be nationally executed under the overall coordination of the General Secretariat of the Supreme Council for Planning and Development (GSSCPD). Government Ministries/Authorities/Offices (including GSSCPD), Academic Institutions, NGOs, and UN agencies (including UNDP) will implement the programme activities as Implementing Partners. GSSCPD will nominate the Ministries/Authorities/Offices that will be directly responsible for the Government of Kuwait's participation in each UNDP-assisted programme/project. The Programme/Project Documents will describe the specific results to be achieved for each intervention, and will form the basic agreement between UNDP, GSSCPD, and each Implementing Partner on their roles and use of resources.
- 6.2 In programme/project design and implementation, UNDP will work closely with GSSCPD and the implementing partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the Common Country Strategy (CCS) of the UNCT in Kuwait, joint monitoring and evaluation frameworks that will be agreed upon between UNDP, GSSCPD and the implementing partners, and programme/project results and resources frameworks in the CPAP and the programme/project documents.
- 6.3 Programme/Project Documents and Annual Work Plans (AWPs) will be prepared to implement the country programme interventions. UNDP will sign the programme/project documents with GSSCPD and implementing partners in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation will be strengthened through joint programmes and geographical convergence.
- 6.4 All fund transfers to an Implementing Partner will be based on the Annual Work Plans (AWPs) that will be agreed upon between GSSCPD, the Implementing Partner, and UNDP.
- 6.5 Fund transfers for activities detailed in AWPs can be made by UNDP using the following modalities:
- 6.5.1 Fund transferred directly to the Implementing Partner:
 - 6.5.1.1 Prior to the start of activities (direct fund transfer), or
 - 6.5.1.2 After activities have been completed (reimbursement);
 - 6.5.2 Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;

- 6.5.3 Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners.
- 6.6 Direct fund transfers shall be requested and released for country programme implementation within periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. UNDP shall not be obligated to reimburse expenditure made by the Implementing Partners over and above the authorized amounts.
- 6.7 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between GSSCPD, the Implementing Partner and UNDP, or refunded.
- 6.8 Fund transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by GSSCPD and UNDP, may conduct such an assessment, in which the Implementing Partner shall participate.
- 6.9 Fund transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of country programme implementation based on the findings of country programme monitoring, expenditure monitoring and reporting, and audits.
- 6.10 Resource mobilization efforts will be intensified to support the Results and Resources Framework (RRF) and ensure sustainability of the country programme. Mobilization of other resources in the form of cost-sharing, trust funds, or additional government fund counterpart contributions will be undertaken to secure funding for the country programme.

Part VII. Monitoring and Evaluation

- 7.1 The Central Statistics Bureau is the official data provider in Kuwait, producing regular statistics reports. Through its ongoing strategic partnership with the Bureau, UNDP will ensure the systematic use of existing vetted national data for the monitoring process, and of an evidence-based approach in its programme operationalization and planning processes with national implementing partners. The UNDP-Central Statistics Bureau partnership will focus on developing the capacities of the Bureau to carry out disaggregated research and analysis and to ensure data quality, taking into account different targeted groups and promoting innovative research. UNDP will open the cooperation between the General Secretariat of the Supreme Council for Planning and Development, other government institutions, the private sector, civil society, academia and research institutions, to advance new development thinking and ensure the accurate measurement of results.
- 7.2 In response to the call in the country programme evaluation for a robust programme and stronger monitoring and evaluation, UNDP will scale down the project approach towards more strategic programmes. This will be done by reducing the number of fragmented projects and promoting an approach that focuses on strategic interventions that integrate results-based management with well-defined monitoring and evaluation and risk mitigation measures. In addition, building on the recommendations of the evaluation, an integrated, detailed monitoring and evaluation plan will be formulated annually to measure development results and ensure the frequent collection of strong, high-quality data and evidence to support the analysis. The evaluation plan will assess key outputs and outcomes throughout the programme cycle. In accordance with its guidelines on monitoring and evaluation, UNDP will undertake a midterm review of the country programme to measure overall performance, relevance, and response to national priorities.
- 7.3 As part of its internal reorganization, UNDP will strengthen its monitoring and evaluation capacity through the recruitment of a monitoring and evaluation officer, and will build its capacity in results-based management, monitoring and evaluation to institutionalize a results-based management culture. UNDP and GSSCPD will establish a joint team to ensure the accurate, government-led measurement of results, as well as national ownership of outcome-level targets and indicators. In conjunction with those efforts, UNDP will commission independent evaluations in coordination with all project partners and beneficiaries. Mid-term reviews and final evaluations of all projects will be conducted to assess effectiveness and performance against clearly articulated indicators, providing evidence-based analysis for future planning and implementation.
- 7.4 A robust and results-oriented Monitoring and Evaluation (M&E) System will be designed to guide the implementation of the 2015 - 2018 CPAP in Kuwait. The M&E System will be based on UNDP's overall framework and standards as enunciated in the Handbook on Planning, Monitoring and Evaluation for Development Results (2009), and also with reference to UNDP's Companion Guide on Outcome-Level Evaluation (2011), Guidelines for Outcome Evaluators of the UNDP Evaluation Office (2002), and the Results-Based Management Handbook of the UN Development Group (2010).

- 7.5 The M&E System for the CPAP will be built on two levels. First, a country programme (CPAP) level M&E System will be designed based on the outcomes, outputs, and indicators in the Results and Resources Framework (RRF) accompanying the approved CPD and this CPAP. Second, project/programme level M&E Systems will also be designed with reference to the results statements and indicators on the RRFs or Results Frameworks (RFs) in the approved project/programme documents. The M&E Systems at the project/programme level will complement the overall country programme (CPAP) level M&E System. Both systems should be able to track progress on the achievement of outputs and outcomes in time series, using baseline and periodic information and data.
- 7.6 The M&E System at the CPAP level will be designed and administered by UNDP, in partnership with GSSCPD, as the Executing Entity for the country programme in Kuwait. The M&E Systems at the project/programme levels will be a responsibility of the management teams that will be set up for the projects/programmes. UNDP and GSSCPD will supervise the design and implementation of the M&E Systems at the level of the project/programmes.
- 7.7 The M&E Systems will focus on the measurement and reporting of development results (i.e. outputs and outcomes). Financial audits and spot checks that are part of the NIM Guidelines will be covered by separate systems under the said guidelines.
- 7.8 Stakeholder mechanisms for inclusive, empowering, and accountable M&E will be organized for the implementation of the CPAP. At the CPD/CPAP level, an M&E Committee (or the CPAP Steering Committee itself) will be composed primarily by UNDP and GSSCPD, to also possibly include key national implementing partners such as the Central Statistical Bureau. At the project and programme level, similar M&E Committees or the (Project Steering Committees itself) will be convened among the involved implementing partners, including UNDP. The M&E Committees shall serve primarily as the mechanism for joint tracking and assessment of the interventions, which will feed into the problem-solving, decision-making, and reporting needs of UNDP, GSSCPD, and the implementing partners.
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Part VIII. Commitments of UNDP

- 8.1 UNDP will add value to the implementation of the 2015-2018 Country Programme by bringing in the necessary international expertise and best practices that will facilitate the delivery of solutions to the social, economic, environmental, human development, and governance issues in Kuwait. UNDP will also guide the Government in transitioning from its international development commitments under the 2000 – 2015 Millennium Development Goals (MDGs), to the Post-2015 Sustainable Development Goals (SDGs). Towards this direction, UNDP will pro-actively and systematically apply its core corporate lenses and approaches on gender equality and women's empowerment, environmental protection and sustainability, and a rights-based framework to development. At the national level, UNDP is committed to pursue its role as the Government's key development partner in implementing the 2015 – 2020 National Mid-Range Development Plan (NMRDP).
- 8.2 UNDP will ensure coherence between the NMRDP, this CPAP/CPD, the Programme/Project Documents, and the AWP. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government through GSSCPD, and the Implementing Partners will be emphasized.
- 8.3 In case of direct cash transfers or reimbursements, UNDP shall notify the Implementing Partners of the amounts approved by GSSCPD and UNDP and shall disburse funds to the Implementing Partner within ten working days.
- 8.4 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within five working days.
- 8.5 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partners and a third party vendor.
- 8.6 Where more than one UN agency provides funds to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

Part IX. Commitments of the Government

- 9.1 The Government will honor its commitments in accordance with the provisions of the Revised Standard Agreement, which was signed by the United Nations and the Government of Kuwait on 13 February 1962, with a subsequent exchange of letters on 12 August 1968. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations Agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition, the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the Revised Standard Agreement.
- 9.2 To facilitate the operationalization of the CPAP, the Government is committed to contribute, on a cost-sharing basis, the required financial resources. The contributions will be made through two modalities. A Country Programme Cost-Sharing modality will be applied by GSSCPD to cover the new financial resource requirement of US\$ 51.00 Million for country programme implementation over the four-year period (2015 – 2018). This amount is over and above the remaining balance of US\$ 7.73 Million from the previous CPAP. A Programme/Project Cost-Sharing modality may also be applied by the implementing partners for each of the approved programmes/projects, in addition to the omnibus GSSCPD contribution. For this modality, an amount of US\$ 8.26 Million from the Ministry of Interior for the traffic project has been included in the overall budget, which is in the total amount of US\$ 66.98 Million.
- 9.3 The country programme cost-sharing contribution of GSSCPD will take into account the following details:
- 9.3.1 For the new contribution of US\$ 51 Million from GSSCPD, annual contributions of approximately US\$ 12.75 Million per year over a period of four years (2015 – 2018) will be transferred by GSSCPD to a bank account that will be designated by UNDP. UNDP may request for different amounts of the annual contributions depending on its resource mobilization targets for the year.
- 9.3.2 The value of the contributions, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government.
- 9.3.3 The annual schedule of contributions will be based on the progress of implementation of planned activities. It may be amended to be consistent with the overall progress of CPAP delivery.

- 9.3.4 UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- 9.3.5 All financial accounts and statements on the government cost-sharing contributions shall be expressed in United States dollars.
- 9.3.6 If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
- 9.3.7 Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.
- 9.3.8 In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the contributions shall be subject to cost-recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3% - 7%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
- 9.3.9 Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
- 9.3.10 The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.
- 9.4 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme, involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.
- 9.5 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of funds received. The Implementing Partner shall identify the designated official(s) authorized to provide

the account details, request and certify the use of funds. The FACE will be certified by the designated official(s) of the Implementing Partner.

- 9.6 Funds transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.
- 9.7 Funds received by the Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that the funds are expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received funds are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.
- 9.8 In the case of international NGO and IGO Implementing Partners, funds received shall be used in accordance with international standards, in particular ensuring that the funds expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received funds are submitted to UNDP within six months after receipt of the same.
- 9.9 To facilitate scheduled and special audits, each Implementing Partner receiving funds from UNDP will provide UNDP or its representative with timely access to:
 - 9.9.1 All financial records which establish the transactional record of the fund transfers provided by UNDP; and
 - 9.9.2 All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the fund transfers have passed.
- 9.10 The findings of each audit will be reported to GSSCPD, the Implementing Partner, and UNDP. Each Implementing Partner will furthermore:
 - 9.10.1 Receive and review the audit report issued by the auditors.
 - 9.10.2 Provide timely statements of the acceptance or rejection of any audit recommendation to the auditors and UNDP so that the auditors can include those statements in their audit report and submit it to UNDP.
 - 9.10.3 Undertake timely actions to address the accepted audit recommendations.
 - 9.10.4 Report on the actions taken to implement accepted recommendations to UNDP on a quarterly basis (or as locally agreed).

Part X. Other Provisions

- 10.1 Where a Government Agency is the Implementing Partner of a particular programme or project under this CPAP, 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. To this end, each 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; and (b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.
- 10.2 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 the Implementing Partner's obligations under this CPAP, and its constituent programme/ project documents and AWP's.
- 10.3 Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme/Project Document (CPAP and AWP) 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Programme/Project Document.
- 10.4 The foregoing shall also apply to Programmes/Projects under this CPAP where the Implementing Partner is an inter-governmental organization that has signed a standard basic executing agency agreement with UNDP.
- 10.5 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until December 31, 2018.
- 10.6 This CPAP supersedes any previously signed CPAP between the Government of Kuwait and UNDP, and may be modified by mutual consent of both parties.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 10 May 2015 in Kuwait City, Kuwait.

For the Government of Kuwait

For the United Nations Development Programme



Mr. Hashim M. Al-Rifaai
Secretary General
General Secretariat of the Supreme
Council for Planning and Development
State of Kuwait



Dr. Mubashar Riaz Sheikh
United Nations Resident Coordinator
United Nations Development
Programme Resident Representative



Annex I: CPAP RESULTS AND RESOURCES FRAMEWORK

CPD Outcome #1: Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development							
Relevant UNDP Strategic Plan Result: Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded							
Outcome-Level indicators, Baselines and Targets for UNDP Contribution to CPD outcomes	Country Programme Outputs	Implementation Modality and Implementing Partner(s)	Indicative Resources by Outcome (per year, US\$ Million)				
			2015	2016	2017	2018	Total
<p>1. Ease of doing business index ranking improved <i>Baseline:</i> 104 (World Bank 2013) <i>Target:</i> 103</p> <p>2. Number of new business licenses approved for Small and Medium-sized Enterprises disaggregated by gender, age, and governorates <i>Baseline:</i> None <i>Target:</i> 300</p> <p>3. Percent increase of public expenditure on health promotion, higher education and social welfare, and coverage of the social protection system, disaggregated by gender, age, and governorates</p>	<p>Output 1.1: A comprehensive National Strategy for the environment, with focus on housing and other urban challenges is developed and implemented</p> <p>Indicator 1.1.1. National environment strategy approved and number of sectoral strategies and actions plans developed and implemented in line with multilateral agreements</p> <p>Baseline: There are no national or sectoral strategies on the environment</p> <p>Annual Targets: 2015 – 0 2016 – 0 2017 – 0 2018 – One By-Law on integrated water resource management developed by 2018</p> <p>Gender Marker Rating and Motivation: GEN1 – While this intervention is primarily focused on environmental protection, gender issues will likewise be considered in the analysis and the strategy to be developed, specifically in terms of how women and men are affected by the environmental challenges in Kuwait.</p> <p>Output 1.2: Developing and implementing a National Strategy and Action Plan for Energy Efficiency in the State of Kuwait</p> <p>Indicator 1.2.1. Number of evidence-based Energy Outlook Reports published.</p>	<p>Implementing Modality: NIM</p> <p>Government and/or UN Implementing Partners: Environmental Protection Agency UNEP UN Habitat Public Authority for Disabled Affairs State Ministry for Youth Affairs Ministry of Social Affairs</p>	<i>Regular Resources</i>				
			12.43	6.93	6.93	5.00	31.29

<p><i>Baseline:</i> Health 6.60% in 2011/2010, Education 10.07% in 2011/2010, Social security and welfare affairs 15.28% in 2011/2010</p> <p><i>Target:</i> to be determined by the respective government entities</p>	<p>Baseline: No national strategy for energy efficiency</p> <p>Annual Targets: 2015 – Assessment report 2016 – Energy Outlook Report Published 2017 – Measures recommended for energy efficiency</p>						
<p>4. Number of beneficiaries, disaggregated by gender, age and governorates, benefiting from improved water management systems</p> <p><i>Baseline:</i> Brackish water net consumption, 2011: 19,265 million gallons; potable water net consumption, 2011: 128,026 million gallons</p> <p><i>Target:</i> Brackish water net consumption 16,000 million gallons; potable water net consumption 125,000 million gallons (by 2018)</p>	<p>Output 1.3 National traffic strategy developed and implemented</p> <p>Indicator 1.3.1. Number of traffic safety measures implemented</p> <p>Baseline: Draft strategy developed</p> <p>Annual Targets: 2015 – 0 2016 – 0 2017 – Strategy approved by National Assembly and Action Plan put into implementation by 2017</p> <p>Gender Marker Rating and Motivation: GEN2 – The theme of gender equality and women’s empowerment will be mainstreamed in this intervention. The social welfare policies that will be reviewed will give special attention to policies that are specific to women. The traffic strategy will also be re-oriented to a gender-based perspective, as to how it impacts women (and the disabled) in the context of Kuwait.</p> <p>Output 1.4: A national Drug prevention strategy developed and implemented</p> <p>Indicator 1.4.1 Number of new measures implemented to prevent drug</p>	<p>Implementing Modality: NIM</p> <p>Government and/or UN</p> <p>Implementing Partners: Ministry of Social Affairs and Labour; Traffic Authority of Kuwait, Ministry of Electricity and Water, and Kuwait Institute for Scientific Research (KISR).</p>					

	<p>Baseline: No national strategy for drug prevention</p> <p>Annual Targets: 2015- 50% of drug prevention policies reviewed 2016- 50% of drug prevention policies reviewed 2017- National Drug prevention strategy developed 2018- 2 national drug prevention measures implemented</p> <p>Gender Marker Rating and Motivation: Gen2 Specific attention will be given as to how the drugs problem could be impacting on the vulnerabilities of women and girls in Kuwaiti society, and in coming up with gender-based strategies to combat these vulnerabilities.</p> <p>Output 1.5: Promote Kuwait as an International and Regional Center for Finance and Trade</p> <p>Indicator 1.5.1. An Action Plan is developed through wide consultation.</p> <p>Baseline: Kuwait 2035 Vision Annual Targets: 2015-0 2016- Report on consultation 2017 Action plan developed</p>						
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CPD Outcome #2: Human development accelerated through high-caliber human capital and increased social empowerment							
Relevant UNDP Strategic Plan Result: Outcome 4. Faster progress is achieved in reducing gender inequality and promoting women's empowerment							
Outcome-Level indicators, Baselines and Targets for UNDP Contribution to CPD outcomes	Country Programme Outputs	Implementation Modality and Implementing Partner(s)	Indicative Resources by outcome (per year, US\$)				
			2015	2016	2017	2018	Total
<p>1. Female enrolment in higher education, and national</p> <p>2. Workforce. <i>Baseline:</i> 75%-enrolment of women in higher education, with focus on non-science studies <i>Target:</i> 10% higher enrolment in technical and science specialties</p> <p>3. Human development index value improved disaggregated by age and governorates <i>Baseline:</i> 0.790 (2012) <i>Target:</i> 1% increase (by 2018)</p>	<p>Output 2.1: Gender sensitive national social development strategy and action plan developed and implemented</p> <p>Indicator 2.1.1. Gender equality strategy and action plan and gender-sensitive indicators developed</p> <p>Baseline: None</p> <p>Annual Targets: 2018 – Strategy and Action Plan developed</p> <p>Gender Marker Rating and Motivation: GEN 3 – This is primarily a GEWE intervention</p>	<p>Implementing Modality: NIM</p> <p>Government and/or UN Implementing Partners: GSSCPD and other HDR Partners to be determined</p>	<i>Regular Resources</i>				
	<p>Output 2.2: National Youth Strategy developed in Kuwait</p> <p>Indicator 2.2.1. Number of workshops and focus groups consultation conducted for a national Youth Strategy.</p> <p>Baseline: Youth activities promoted by UNDP.</p> <p>Annual Targets: 2015-1 activity organized to promote youth participation 2016- 2 activities organized with State Ministry of Youth and the Public Commission on Youth Affairs on empowering the youth</p> <p>Gender Marker Rating and Motivation: GEN 2 – Female members of the youth will be particularly promoted.</p> <p>Output 2.3: Provide Technical Support to the Public Authority for Disabled Affairs Indicator 2.3.1: Standard</p>		2.80	5.36	5.36	3.75	17.27

	<p>Indicator 2.3.1: Standard assessment tools developed for the disabled</p> <p>Baseline: UNDP is building on a previous successful initiative with the public authority to support the disabled.</p> <p>Annual Targets: 2016-one standard measurement tools are developed 2017-three tools are developed</p>				
<p>4. Gender inequality index disaggregated by age and governorates value improved <i>Baseline:</i> Overall Gender Gap Index is 0.632 <i>Target:</i> 0.532 (by 2018)</p> <p>5. Knowledge Economy Index (KEI) value improved. <i>Baseline:</i> KEI value = 5.33, rank = 64/144 (2012) <i>Target:</i> Rank = 63/144 (by 2018)</p>	<p>Output 2.4: Support Ministry of Social Affairs to promote CSOs participation</p> <p>Indicator 2.4.1: CSO participation strategy developed</p> <p>Baseline: Scattered activities with CSOs</p> <p>Annual Targets 2016- One CSO strategy developed</p> <p>Gender Marker Rating and Motivation: GEN3 – The output specifically</p> <p>Output 2.5: National Human Development Report Published</p> <p>Indicator 2.5.1. Number of national human development reports prepared, adopted and widely disseminated</p> <p>Baseline: Most recent report published in 1999</p> <p>Annual Targets: 2015 – 0 2016 – 0 2017 – 0 2018 – One report published by 2018</p> <p>Gender Marker Rating and Motivation: GEN2 – The National Human Development Report will include a gender dimension (i.e. Gender Development Index). Policy discussions on the human development report</p>	<p>Implementing Modality: NIM</p> <p>Government and/or UN Implementing Partners: Ministry of Social Affairs and Labour</p>			

CPD Outcome #3: Governance and institutional management is efficient, transparent, accessible, competitive and accountable							
Relevant UNDP Strategic Plan Result: Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance							
Outcome-Level indicators, Baselines and Targets for UNDP Contribution to CPD outcomes	Country Programme Outputs	Implementation Modality and Implementing Partner(s)	Indicative Resources by outcome (per year, US\$)				
			2015	2016	2017	2018	Total
			<i>Regular Resources</i>				
<p>1. Voice and accountability aggregate indicator value increased <i>Baseline:</i> % rank 28.91 (2012) <i>Target:</i> 5% increase (by 2018)</p> <p>2. Control of corruption aggregate indicator value increased <i>Baseline:</i> % rank 53.11 (2012) <i>Target:</i> 10% increase (by 2018)</p> <p>3. Government effectiveness aggregate indicator value increased <i>Baseline:</i> % rank 51.2 (2012) <i>Target:</i> 10% increase (by 2018)</p> <p>4. Rule of law aggregate indicator value increased</p>	<p>Output 3.1: Systems in place to ensure institutional accountability and transparency and national capacities strengthened for quality planning, implementation and monitoring of the NMRDP</p> <p>Indicator 3.1.1. Proportion of ministries reporting regularly (records in print and on-line) on established key performance indicator progress (disaggregated by sector)</p> <p>Indicator 3.1.2. Number of institutional capacity development plans for Central Statistics Bureau and other government entities on advanced statistical capacity, standard key performance indicator monitoring and evaluation, and post-2015 development agenda indicators (disaggregated by age, gender and level of employment) implemented</p> <p>Baseline: NMRDP approved by the National Assembly</p> <p>Annual Targets: 2015 – One capacity development plan developed 2016 – One capacity development plan developed 2017 – One capacity development plan developed 2018 – One capacity development plan developed</p> <p>Gender Marker Rating and Motivation: GEN1- Capacity assessments and development plans will be gender-disaggregated. Statistical data to be developed will also be gender-based.</p> <p>Output 3.2: key performance indicators and national governance indices developed for the State Audit Bureau</p>	<p>Implementing Modality: NIM</p> <p>Government and/or UN Implementing Partners: GSSCPD, Central Statistical Bureau, Ministry of Public Works, National Assembly Authority, Civil Service Commission, Ministry of Information, Ministry of Justice, Anti-Corruption Commission, State Audit Bureau, Public Authority on Manpower, International Labour Organization, and International Organization for Migration</p>	4.32	4.60	4.60	3.75	17.27

<p><i>Baseline:</i> % rank 63.03 (2012) <i>Target:</i> 10% increase (by 2018)</p>	<p>Indicator 3.2.1: At least 3 institutions develop KPIs</p> <p>Baseline: None</p> <p>Annual Targets: 2015-0 2016-KPIs in three sectors developed 2017-Governance indicators developed 2018- 3 institutions implement KPIs</p> <p>Gender Marker Rating and Motivation: GEN1- Capacity assessments and development plans will be gender-disaggregated. Statistical data to be developed will also be gender-based.</p>						
<p>5. Percentage of implementation of the National Development Plan <i>Baseline:</i> New National Development Plan (2015-2018) <i>Target:</i> 80-100% of the UNDP-supported parts of the plan implemented</p>	<p>Output 3.3: Capacity of the Public Authority on Manpower (PAM) on the management and monitoring of Kuwait's workforce developed.</p> <p>Baseline: None</p> <p>Annual Targets 2015-0 2016- one capacity assessment study conducted 2017- three capacity development activities implemented</p> <p>Gender Marker Rating and Motivation: GEN1- Number of women and youth in middle and upper management positions (as % of labor force participation rate disaggregated by age, gender, industry and level of employment)</p>	<p>Implementing Modality: NIM</p> <p>Government and/or UN Implementing Partners: Central Statistics Bureau; Other Government Entities to be determined</p>					

CPD Outcome #4: Strategic multilateral partnerships at the global and regional levels established, including through South-South and triangular cooperation, to advance the post-2015 development agenda							
Relevant UNDP Strategic Plan Result: Outcome 7. Development debates and actions at all levels prioritize sustainable economic and human development, poverty, inequality and exclusion, consistent with our engagement principles							
Outcome-Level indicators, Baselines and Targets for UNDP Contribution to CPD outcomes	Country Programme Outputs	Implementation Modality and Implementing Partner(s)	Indicative Resources by outcome (per year, US\$)			Total	
			2015	2016	2017		2018
<p>1. Number of strategic partnership agreements at the global and regional levels established through South-South and triangular cooperation to advance the post-2015 development agenda <i>Baseline:</i> 0 <i>Target:</i> One Partnership Agreement concluded</p>	<p>Output 4.1: The national Junior Professional Officers working for International Organizations further developed</p> <p>Indicator 4.1.1. No. of Junior Professional Officers (JPOs) placed each year and returning to work in Kuwait (disaggregated by gender, sector and level of employment).</p> <p>Baseline: 10 JPOs deployed in 2013</p> <p>Annual Targets: 2015 – 10 JPOs deployed 2016 – 10 JPOs deployed 2017 – 10 JPOs deployed 2018 – 10 JPOs deployed</p> <p>Gender Marker Rating and Motivation: GEN1 – The strategic partnership to be developed and the JPO Programme will be gender-sensitive and gender-based</p> <p>Output 4.2: Promote the cultural heritage of Kuwait</p> <p>Indicators 4.2.1: Number of initiatives and activities organized to promote cultural heritage in Kuwait</p> <p>Baseline: Several activities were conducted to promote cultural heritage</p> <p>Annual Targets: 2016: one initiative 2017 2 initiatives</p>	<p>Implementing Modality: NIM</p> <p>Government and/or UN Implementing Partners: GSSCPD and other SSC TRC partners to be determined National Council for Arts and Culture, Dar al Athar al Islamiyah</p>	<i>Regular Resources</i>				
			0.40	0.25	0.25	0.25	1.15

	<p>Gender Marker Rating and Motivation: Role of women in promoting cultural heritage will be emphasized</p>						
<p>2. Number of SSC and TRC regional and global initiatives led by Kuwait drawing on technical, strategic and economic expertise <i>Baseline:</i> Two (2013) <i>Target:</i> Two more (by 2018)</p>	<p>Output 4.3: Position Kuwait as Centre of Excellence for Humanitarian Response and Resilience</p> <p>Indicator 4.3.1: Number of initiatives to position Kuwait as a center of excellence for Humanitarian Response</p> <p>Baseline: Kuwait is very active in providing humanitarian assistance Annual Targets: 2015-0 2016-2 initiatives to support position Kuwait as a Humanitarian center</p> <p>Gender Marker Rating and Motivation:</p> <p>Gender aggregated data for development aid and women affected by crises.</p> <p>Output 4.4 Build development partnerships</p> <p>Indicator 4.4.1. Number of strategic partnership agreements established in areas of common interest, with clearly defined responsibilities assigned to partners</p> <p>Baseline: 0 (2013)</p> <p>Annual Targets: 2015 – 0 2016 – One partnership agreement established</p> <p>Gender Marker Rating and Motivation: GEN1 – The strategic partnership to be developed will be gender-sensitive and gender-based</p>						

CPD Outcome #4: Strategic multilateral partnerships at the global and regional levels established, including through South-South and triangular cooperation, to advance the post-2015 development agenda

Relevant UNDP Strategic Plan Result: Outcome 7. Development debates and actions at all levels prioritize sustainable economic and human development, poverty, inequality and exclusion, consistent with our engagement principles

Outcome-Level indicators, Baselines and Targets for UNDP Contribution to CPD outcomes	Country Programme Outputs	Implementation Modality and Implementing Partner(s)	Indicative Resources by outcome (per year, US\$)				
			2015	2016	2017	2018	Total
<p>1. Number of strategic partnership agreements at the global and regional levels established through South-South and triangular cooperation to advance the post-2015 development agenda <i>Baseline:</i> 0 <i>Target:</i> One Partnership Agreement concluded</p>	<p>Output 4.1: The national Junior Professional Officers working for International Organizations further developed</p> <p>Indicator 4.1.1. No. of Junior Professional Officers (JPOs) placed each year and returning to work in Kuwait (disaggregated by gender, sector and level of employment).</p> <p>Baseline: 10 JPOs deployed in 2013</p> <p>Annual Targets: 2015 – 10 JPOs deployed 2016 – 10 JPOs deployed 2017 – 10 JPOs deployed 2018 – 10 JPOs deployed</p> <p>Gender Marker Rating and Motivation: GEN1 – The strategic partnership to be developed and the JPO Programme will be gender-sensitive and gender-based</p>	<p>Implementing Modality: NIM</p> <p>Government and/or UN Implementing Partners: GSSCPD and other SSC TRC partners to be determined National Council for Arts and Culture, Dar al Athar al Islamiyah</p>	<i>Regular Resources</i>				
	<p>Output 4.2: Promote the cultural heritage of Kuwait</p> <p>Indicators 4.2.1: Number of initiatives and activities organized to promote cultural heritage in Kuwait</p> <p>Baseline: Several activities were conducted to promote cultural heritage</p> <p>Annual Targets: 2016: one initiative 2017 2 initiatives</p>		0.40	0.25	0.25	0.25	1.15

	<p>Gender Marker Rating and Motivation: Role of women in promoting cultural heritage will be emphasized</p>						
<p>2. Number of SSC and TRC regional and global initiatives led by Kuwait drawing on technical, strategic and economic expertise <i>Baseline:</i> Two (2013) <i>Target:</i> Two more (by 2018)</p>	<p>Output 4.3: Position Kuwait as Centre of Excellence for Humanitarian Response and Resilience</p> <p>Indicator 4.3.1: Number of initiatives to position Kuwait as a center of excellence for Humanitarian Response</p> <p>Baseline: Kuwait is very active in providing humanitarian assistance Annual Targets: 2015-0 2016-2 initiatives to support position Kuwait as a Humanitarian center</p> <p>Gender Marker Rating and Motivation: Gender aggregated data for development aid and women affected by crises.</p> <p>Output 4.4 Build development partnerships</p> <p>Indicator 4.4.1. Number of strategic partnership agreements established in areas of common interest, with clearly defined responsibilities assigned to partners</p> <p>Baseline: 0 (2013)</p> <p>Annual Targets: 2015 – 0 2016 – One partnership agreement established</p> <p>Gender Marker Rating and Motivation: GEN1 – The strategic partnership to be developed will be gender-sensitive and gender-based</p>						