Independent Country Programme Evaluation
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Annex 1. EVALUATION TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, formerly called “Assessments of Development Results”, to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

• Support the development of the next UNDP Country Programme Document;
• Strengthen accountability of UNDP to national stakeholders;
• Strengthen accountability of UNDP to the Executive Board.

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

An ICPE will be conducted in Kuwait in 2017, as its country programme will end in 2018. This is the first country-level evaluation in Kuwait and the results will feed into the development of the new country programme being developed between 2017 and 2018. The ICPE will be conducted in close collaboration with the Government of the State of Kuwait, UNDP Kuwait country office and UNDP Regional Bureau for Arab States (RBAS).

2. NATIONAL CONTEXT

Kuwait is ranked as a high human development country, positioned at 51 out of 188 countries and territories (Human Development Report. 2016).² The country’s human development indicators show very good performance and are comparable to the OECD countries. All but one goal (i.e. ensuring environmental sustainability) of the eight Millennium Development Goals were reported as achieved or on track to be achieved by the Government of Kuwait in 2010.³ The following paragraphs provide an overview of the key development challenges in Kuwait.


² Kuwait’s human development index (HDI) is 0.800. Human Development Report, Kuwait. 2016

**Economic diversification:** The key priority of the Government of Kuwait is diversifying the largely oil-based economy. Kuwait has been highly dependent on hydrocarbons since the 1960s; oil accounts for nearly two thirds of GDP\(^4\) followed by manufacturing and services. Public sector challenges underlie problems in Kuwait’s economy and impact on investment and business environment. The economy has a small private sector base and most the national labour force (76 percent)\(^5\) is employed by the public sector with its higher wage expectations. Job creation for a growing young population outside of the public sector is a challenge. Improving labour market dynamics, business climate, and other private sector reforms and diversification are key to boosting job creation for nationals.\(^6\)

Kuwait, as in the rest of the GCC countries relies on a large expatriate community to drive the economy, particularly in the private sector. However, the influx of expatriates in recent decades is causing internal tensions. There is growing decline in the ratio of Kuwaitis to the total population with imbalances in the economy, labour force and social structure.

**Public administration and governance:** Kuwait is the first Arab country in the Gulf to create an elected parliament and enjoys a relatively open political system. The relative openness of the Kuwaiti political system is characterized by ongoing tension amongst stakeholders which results in frequent turnover in government and impacts the functioning of institutions and implementation of national development plans. Regarding public administration, the Kuwait National Development Plan identifies several areas for improvement including institutional capacities, strategic planning and enhancement and alignment of development policies, coordination among different government entities and promoting transparency and anti-corruption.

**Environmental sustainability:** Kuwait contends with environmental challenges such as climate change, the destruction of biodiversity, desertification, degradation of arable lands and freshwater supplies, and proliferation of hazardous chemicals. Kuwait’s average carbon footprint per person is estimated to be the second highest in the world, and 3.5 times higher than the global average. The country is targeting to have 13 percent of its energy to be from renewable sources by 2020.\(^7\) Rapid economic and population growth are the immediate causes placing pressure on Kuwait’s environment and leaving it lagging other areas of progress, while unclear policy and regulatory framework, low institutional capacities; inadequate information and lack of awareness are among the underlying causes.

**Gender equality:** The State of Kuwait is committed to achieving gender equality and empowering all women and girls. The Kuwaiti Constitution stipulates equality of all people though gender is not specifically mentioned as a category for distinction. Kuwait has also ratified important international women’s human rights instruments such as the Convention on the Elimination of All Forms of

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\(^{4}\) World Bank, Kuwait’s Economic Outlook – Spring 2016  
\(^{5}\) Public Authority for Civil Information (PACI), 2013 as cited by UNDP  
\(^{7}\)
Discrimination against Women (CEDAW), which it ratified in 1994. Despite this progress, there are discriminatory articles in some national laws. For example, Kuwait’s nationality law prevents Kuwaiti women married to non-Kuwaiti men from passing their nationality on to their spouses and children, while allowing Kuwaiti men married to foreign spouses to do so. Various other laws regulating marriage, divorce, child custody, housing rights, women’s property, such as the Personal Status Law, Civil Law and Penal Code also contain discriminatory articles. Consequently Kuwait does not score well on the 2016 global gender gap index (0.624) and is ranked at 128 out of 144 countries. However, on UNDP’s 2015 gender inequality index it is ranked 70 out of 159 countries (with a score of 0.335).

Currently, there is only one woman in the 50-seat National Assembly (two percent), compared to 4 women (eight percent) in 2009. Women’s political representation has been declining due to cultural, institutional, and structural barriers. Despite higher educational attainment at the tertiary level (women ranked significantly higher in terms of enrollment; 31 percent compared to 15 percent for men in 2004), the labour force participation rate for women aged 15 and above is 44 per cent compared to 83 per cent for men. Among factors restricting women’s participation in employment are traditional social norms, which still prevail in Kuwaiti society and constrain the type of employment and duration of work.

3. UNDP PROGRAMME STRATEGY IN KUWAIT

The first cooperation agreement between the Government of Kuwait and UNDP was signed in 1962. Currently UNDP is the only resident UN agency in Kuwait with a country programme of cooperation. UNDP contribution in Kuwait is intended to be catalytic and to enable transformational change through high-calibre embedded support to key national institutions. The cooperation between the Government of the State of Kuwait and UNDP is formalized in the Country Programme Action Plan (CPAP). Based on extensive national consultations, the country programme 2015-2018 is designed to provide technical support, capacity development and procurement services in four priority areas: (a) inclusive and sustainable growth and development; (b) human development; (c) governance and institutional management; and (d) strategic multilateral partnerships. Gender equality, human rights and environmental sustainability are treated as cross-cutting issues.

The country programme has four planned outcome results (Table 1) with an indicative budget of US$ 51 million. The total expenditure so far, during 2015-2016 was US$ 12.9 million. The Government of Kuwait fully funds the country programme.

<table>
<thead>
<tr>
<th>Thematic area</th>
<th>Planned outcome result</th>
<th>Indicative budget (US$)</th>
</tr>
</thead>
</table>

9 UNDP Kuwait, Results-oriented annual report (ROAR), 2016
11 UNDP,
13 Ibid
Under the thematic area of inclusive and sustainable growth and development UNDP is supporting several ministries and national agencies including the Ministry of Interior, Ministry of Environment, Ministry of Health and the General Directorate of Traffic on strategic planning for the realization of the National Development Plan (NDP) of Kuwait. UNDP has been providing institutional capacity building to these institutions to develop and implement programmes related to traffic and road accidents management, environmental sustainability, and drug abuse prevention. Under the human development pillar UNDP has been working with the Ministry of State for Youth Affairs, Ministry of Justice and Ministry of Social Affairs on initiatives aimed at youth empowerment and participation; strengthening technical capacities in institutions dealing with people with disabilities; as well as advancing gender equality and women’s empowerment. Under the governance and institutional management thematic area UNDP provides institutional and technical capacity building to the General Secretariat of the Supreme Council for Planning and Development for the implementation and monitoring and evaluation of the NDP. UNDP is also working with the Central Statistics Bureau and the State Audit Bureau in strengthening technical capacities to generate updated socio-economic statistics, and to develop a performance management framework respectively. Under the fourth pillar on multilateral partnerships UNDP aimed to utilize its global network to support the Kuwaiti goal of achieving greater visibility on the international and regional humanitarian field.

The previous country programme was from 2008-2013 (extended to 2014), and was largely focused on similar thematic areas. It had 15 outcome results, and a budget of about US$ 36 million.

4. SCOPE OF THE EVALUATION

This is the first IEO-led independent country programme evaluation in Kuwait. The ICPE recognizes the context of Kuwait is unique and different from other programming countries of UNDP, and the programme approach has had to be adapted to the context and priorities of the country. Kuwait’s status as net contributor country\(^\text{14}\) has meant the country programme is demand-driven and responds to the

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\(^\text{14}\) In 1997 UNDP determined that a programme country with a per capita gross national income of USD 4,700 or more would be considered a net contributor country. The threshold has been increased since but the main implication is that such countries do not receive UNDP core funding and governments must finance the UNDP country programme.
direct support needs of the Government. This in turn has informed the approach of the evaluation. ICPEs
normally apply four (effectiveness, relevance, efficiency and sustainability) of the five standard DAC
evaluation criteria but given the context of the country programme and nature of interventions, the
evaluation will assess the country programme’s effectiveness and efficiency. The evaluation has an
additional criteria, value addition of UNDP in Kuwait. Other DAC criteria may not be feasible to apply
given the demand-based and short-term nature of the interventions supported by the country
programme.

The evaluation is formative in nature, covering the ongoing country programme 2015 – 2018, assessing
achievements to date and likelihood of achieving anticipated results by the end of the programme cycle.
The period covered by the evaluation is 2015-2017. The evaluation is intended to inform the remainder
of the current programme cycle as well as beyond. All active projects of the current cycle will be covered
by the evaluation along with interventions carried over from the previous country programme. The unit
of analysis is the country programme. Primary audiences for the evaluation are the UNDP Kuwait
country office, the Regional Bureau for Arab States (RBAS), the UNDP Executive Board and the
Government of Kuwait.

5. METHODOLOGY

The evaluation has two main objectives: (a) examining the extent to which the country programme is
achieving anticipated results; and (b) examining the value addition of UNDP in Kuwait from the
perspective of the organization’s mandate and the country’s national agenda.

The evaluation will take into consideration country-specific factors that are assumed to have had an
impact on the performance of the country programme, namely Kuwait’s status as a high income and
net contributor country\textsuperscript{15} and support from regional and headquarters to sustain the relevance of UNDP
in the country.

\textbf{Gender:} In addition, ICPEs are expected to undertake a gender analysis of the UNDP country
programme. In the ongoing UNDP Kuwait programme gender is treated as a cross-cutting issue to be
mainstreamed in all interventions as well as a stand-alone component. The evaluation will undertake
an analysis of UNDP’s contribution to gender equality and empowerment of women through its
interventions. This involves validation of the country office self-ratings per UNDP’s gender marker tool.
The evaluation will apply the gender results effectiveness scale (GRES)\textsuperscript{16} as appropriate, to qualify
UNDP’s contribution.

\footnotesize{\textsuperscript{15} In 1997 UNDP determined that a programme country with a per capita gross national income of USD 4,700 or more would
be considered a net contributor country. The threshold has been increased since but the main implication is that such
countries do not receive UNDP core funding and governments must finance the UNDP country programme.

\textsuperscript{16} The gender results effectiveness scale (GRES) has been developed and applied as part of IEO’s “Evaluation of UNDP
Contribution to Gender Equality and Women’s Empowerment” conducted in 2015. The GRES classifies gender results into}
Key questions the evaluation will answer include the following:

- To what extent is the country programme achieving anticipated results (outputs and outcomes)?
- To what extent is the country programme contributing to improved capacities for the implementation of the Kuwait National Development Plan?
- To what extent is the country programme making efficient use of available resources (financial and human) to deliver high-quality outputs in a timely manner?
- What was the value-added of UNDP from the perspective of the organization’s mandate and the country’s national agenda?
- To what extent is UNDP balancing its long-term strategic objectives to promote human development with the short-term needs/initiatives in Kuwait?
- To what extent has support from UNDP regional and corporate levels been adequate to sustain the relevance and effectiveness of UNDP in a net contributor country such as Kuwait?
- What strategic adjustments, if any, are necessary to UNDP strategies and interventions to enhance UNDP’s effectiveness in Kuwait?

The above key questions will be further refined and elaborated in the evaluation framework, to be developed before data collection.

The evaluation will also consider country-specific factors that may have impacted UNDP’s performance, including:

- Kuwait’s status as a net contributor country and the needs and support from regional and corporate levels to sustain the relevance of UNDP in such a country;
- Kuwait’s humanitarian role in the world;

6. DATA COLLECTION

The evaluation will use qualitative approaches, including desk review, semi-structured interviews and focus group discussions as appropriate. A multi-stakeholder approach will be followed and interviewees will include government implementing partners, civil-society organizations, private-sector representatives, UNDP and UN staff.

The following secondary data will be reviewed: background documents on the national context, documents prepared by international partners during the period under review and documents prepared

five categories: gender-negative; gender-blind; gender-targeted; gender-responsive and; gender-transformative.
by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners. The ICPE will contribute to, where possible and appropriate, the ongoing data collection endeavors being undertaken by UNDP projects.

**Assessment of data collection constraints and existing data.** An assessment was carried for each outcome to ascertain the available information, identify data constraints and to determine the data collection needs and method. The assessment outlined the following:

- **Institutional arrangements for monitoring and evaluation:** According to the Country Programme Document (CPD) 2015-2018, an integrated monitoring and evaluation (M&E) plan was to be formulated annually to measure development results. A joint Government-UNDP team was to be formed for ensuring accurate, Government-led measurement of results. In practice, the extent to which these institutional arrangements have been fulfilled is not clear; for example, quarterly and annual project progress reports were not readily available for all years.

- **The country programme evaluation plan** 2015-2018 listed 8 project evaluations which are to be conducted between 2017-2018 and have not yet started\(^\text{17}\) Outcome evaluations as well as an end-of-cycle country programme evaluation were conducted for the previous cycle 2009-2013 and these will be important sources of information for the ICPE.

- **Official statistics:** The Central Bureau of Statistics is the official provider of data in Kuwait. This will be the main source of official statistics used in the evaluation.

**Validation.** The evaluation will use triangulation of information collected from different sources and/or by different methods to ensure that the data is valid.

**Stakeholder involvement:** At the start of the data collection field mission, a stakeholder analysis will be conducted to identify all relevant UNDP partners, as well as those who may not work with UNDP but play a key role in the results to which UNDP contributes.

### 7. MANAGEMENT ARRANGEMENTS

**UNDP Independent Evaluation Office:** The IEO will conduct the ICPE in consultation with the UNDP Kuwait country office, the Government of the State of Kuwait and the Regional Bureau for Arab States. An IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Kuwait:** The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information and access regarding UNDP’s programmes, projects and activities in the country. Following the preparation of a draft report, the country office will provide factual verifications of the report on a timely basis. The country office will provide the evaluation team support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits as appropriate). The country office staff will not participate in interviews and meetings with external partners during data collection. The country office will prepare a management response, in collaboration with the Regional

\(^{17}\) UNDP Kuwait, Evaluation Plan 2015-2018
Bureau, for inclusion in the final ICPE report. The country office will facilitate the organization of the stakeholders’ debriefing workshop, facilitating government participation. The office will establish a national reference group which will review the draft terms of reference and the draft evaluation report.

**UNDP Regional Bureau for Arab States:** The Regional Bureau will support the ICPE through information sharing and participation in the stakeholders’ debriefing workshop. It is also responsible for monitoring the status of implementation of the evaluation recommendations after the completion of the ICPE.

**National Reference Group:** Depending on interest and feasibility, the evaluation will establish a reference group comprising representatives of the Government, other national stakeholders such as civil society or private sector, UNDP country office and IEO. The group is responsible for reviewing the terms of reference of the ICPE and the draft evaluation report. A ToR will be developed to guide the reference group.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. It will ensure an appropriate gender balance in the team, which comprises the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for designing the evaluation design, including drafting of terms of reference; data collection and analysis, preparing the evaluation report; and organizing the stakeholders’ debriefing workshop, together with the country office.

- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in data collection and analysis; and preparation of the evaluation report.

- **Research Assistant:** An IEO research assistant will provide background research and documentation support.

8. **EVALUATION PROCESS**

The ICPE will be conducted in accordance with the approved IEO process, as outlined in the ICPE Methodology Manual. The following are the key stages of the process:

**Phase 1: Preparation.** The IEO prepares the TOR and the evaluation design, following desk review and consultations and discussions with the UNDP Kuwait country office and the Regional Bureau for Arab States.

**Phase 2: Data collection and analysis.** The phase will commence in April. An evaluation matrix with detailed questions will be developed to guide data collection. The following process will be undertaken:
- Pre-mission activities: Evaluation team members conduct desk reviews of reference material, and prepare a summary of the context and other evaluative evidence, and identify the outcome theory of change, outcome-specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.
Data collection mission: The evaluation team will undertake a mission to the country to engage in data collection activities. The estimated duration of the mission is 2 weeks, 23 April to 05 May. Data will be collected according to the approach and responsibilities outlined in Section 6.

Phase 3: Synthesis, report writing and review. The LE and ALE will undertake a synthesis process. The first draft of the evaluation report will be prepared and subjected to the quality control process of the IEO, including review by the IEO’s International Evaluation Advisory Panel. Once cleared by the IEO, the first draft will be circulated to the country office and the UNDP Regional Bureau for Arab States for factual corrections. The second draft, which takes into account factual corrections, will be shared with national stakeholders for review.

The draft report will then be shared at stakeholder’s debriefing workshop where the results of the evaluation will be presented to key national stakeholders. The debriefing workshop may be conducted via video teleconference or may involve a physical workshop. The purpose of the debriefing is to enhance uptake of the evaluation recommendation and to strengthen accountability of UNDP to national stakeholders. The evaluation report will be finalized taking into account the discussions and comments received during the stakeholders’ debriefing. The UNDP Kuwait country office is expected to prepare the management response to the evaluation recommendations, under the oversight of the Regional Bureau for Arab States and present it during the debriefing.

Phase 4: Production, dissemination and follow-up. The evaluation report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of approving the new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Kuwait country office and the Government will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website as well as in the Evaluation Resource Centre. The Regional Bureau for Arab States will be responsible for monitoring and overseeing the implementation of follow-up actions on the Evaluation Resource Centre.

9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible party</th>
<th>Proposed timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1: Preparation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18 [web.undp.org/evaluation](http://web.undp.org/evaluation)
19 [erc.undp.org](http://erc.undp.org)
20 The timeframe is indicative of the process and deadlines, and does not imply full-time engagement of the evaluation team during the period.
<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Parties</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOR – approval by the Independent Evaluation Office (in consultation with the country office and regional bureau)</td>
<td>LE</td>
<td>April</td>
</tr>
<tr>
<td><strong>Phase 2: Data collection and analysis</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preliminary analysis of available data and context analysis</td>
<td>LE/RA</td>
<td>March-April</td>
</tr>
<tr>
<td>Drafting Chapters 1 (introduction, context analysis, UNDP country programme) of ICPE report</td>
<td>LE/RA</td>
<td>April</td>
</tr>
<tr>
<td>Data collection</td>
<td>LE/ALE</td>
<td>23 April - 05 May</td>
</tr>
<tr>
<td><strong>Phase 3: Synthesis and report writing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data analysis and preparation of draft report</td>
<td>LE/ALE</td>
<td>May - Aug</td>
</tr>
<tr>
<td>Zero draft for clearance by IEO</td>
<td>LE</td>
<td>Aug - Sept</td>
</tr>
<tr>
<td>First draft for CO/RB review (factual corrections)</td>
<td>LE</td>
<td>Sept - Oct</td>
</tr>
<tr>
<td>Second draft for national reference group review</td>
<td>LE/CO</td>
<td>Nov</td>
</tr>
<tr>
<td>Draft management response</td>
<td>CO/Regional Bureau</td>
<td>Dec</td>
</tr>
<tr>
<td>Stakeholder workshop</td>
<td>LE/CO</td>
<td>Nov/Dec</td>
</tr>
<tr>
<td><strong>Phase 4: Production and Follow-up</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Editing and formatting</td>
<td>LE</td>
<td>Dec – Jan 2018</td>
</tr>
<tr>
<td>Final report</td>
<td>LE</td>
<td>Feb 2018</td>
</tr>
<tr>
<td>Dissemination of the final report</td>
<td>LE</td>
<td>Mar 2018</td>
</tr>
</tbody>
</table>
## ANNEX 2: EVALUATION FRAMEWORK

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Key Questions</th>
<th>Data collection method/sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDP Programming Context</td>
<td>Key changes, if any, in the national context?</td>
<td>Interviews with selected Government of Kuwait officials, members of academia, private sector, civil society, UNDP and UN staff</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>To what extent is the country programme achieving anticipated results (outputs and outcomes)?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>To what extent is the country programme achieving its overarching goal of contributing to improved capacities to enhance the implementation of the Kuwait National Development Plan?</td>
<td>Review of relevant Government of Kuwait and UNDP documents.</td>
</tr>
<tr>
<td>Efficiency</td>
<td>To what extent is the country programme making efficient use of available resources (financial and human) to deliver high quality outputs in a timely manner?</td>
<td></td>
</tr>
<tr>
<td>Value addition of UNDP in Kuwait</td>
<td>What was the value-added of UNDP from the perspective of the organization’s mandate and the country’s national agenda?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>How well did UNDP balance long-term strategic human development objectives with short-term responsiveness in Kuwait?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>How well are UNDP corporate policies, strategies, conceptual models and tools relevant to programming in a net contributor country?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>To what extent has support from UNDP regional and corporate levels been adequate to sustain the relevance and effectiveness of UNDP in a net contributor country such as Kuwait?</td>
<td></td>
</tr>
<tr>
<td>Recommendations</td>
<td>What strategic adjustments, if any, are necessary to UNDP strategies and interventions to enhance UNDP’s effectiveness in Kuwait?</td>
<td>Analysis from above</td>
</tr>
</tbody>
</table>
ANNEX 3: PERSONS CONSULTED

**Government of Kuwait**

Adwani, Dr. Tahani, Assistant Undersecretary for Administration and Finance, National Center for Culture, Art and Literature

Al Ajmi, Col. Salem, Chief, Traffic Department, Ministry of Interior

Alazmi, Mr. Mubarak, Public Authority for Manpower

Al Awadhi, Dr. Shafiqa, Director of Public Authority for Disabled Affairs

Al Daas, Ms. Mona, Assistant Under Secretary for Statistical Affairs, Central Statistics Bureau

Al Falah, Dr. Adel, Former Under Secretary of Ministry of Awqaf (religious affairs)

Al-Ghadouri, Brigadier Bader, General Manager, Drugs Department, Ministry of Information

Al Ghanem, Mr. Ismail, Under Secretary, State Audit Bureau

Al Othman, Mr. Othman, Director General of the Central Statistics Bureau

Al Mahdi, Khalid, Secretary General, General Secretariat of the Supreme Council for Planning and Development

Al Musallam, Ms. Fatin, Director, Kuwait Environment Public Authority

Al Sabah, Her Excellency, Ms. Sheikha Hessah, Director Dar Al Athar Al Islamiya

Al Saleh, Mr. Hosam, Assistant Under Secretary, Public Authority for Sports

Al Zamel, Mr. Heyam, Ministry of Awqaf, Family Advisory Directorate

Orifan, Ali, Public Authority for Youth

Mohammad, Ms. Narjas- Director, International Cooperation, General Secretariat of the Supreme Council for Planning and Development

Mtotah, Mr. Abdullah, Public Authority for Manpower

Musa, Mr. Ahmed, Public Authority for Manpower

Mutairi, Abedrahman, Public Authority for Youth

Sayqh, Ms. Najat, Public Authority for Youth

Shihab, Mr. Khloud, Public Authority for Manpower
Civil society and academia

Al Homoud, Dr. Moudhi, Director of Arab Open University
Alomirah, Dr. Husam, Executive Director, Science and Technology Sector, Kuwait Institute for Scientific Research
Kazi, Dr. Lubna, Women’s Research Center, Kuwait University
Kuowd, Dr. Ibtisam, Women’s Research Center, Kuwait University
Al Ghanim, Ms. Ghada, Board Member, Kuwait Women’s Cultural and Social Society
Al Mulla, Ms. Lulwa, Kuwait Women Cultural and Social Society
Al Sayer, Ms. Amal, Head of Kuwait Association for Learning Differences
Alsayegh, Dr. Osamah, Director, Science and Technology Division, Kuwait Institute for Scientific Research
Al Sharhan, Ms. Abeer, The Center for Child Evaluation and Teaching
Al-Sherbiny, Professor Maged, Senior Advisor, Office of the Director General, Kuwait Institute for Scientific Research
Al Suqair, Ms. Moodhi, Treasurer, Women’s Cultural and Social Society
Al Talafha, Dr. Hussein, Deputy Director General, Arab Planning Institute
Arifa, Professor Ali, President, Box Hill College
Laabas, Professor Belkacem, Senior Advisor, Arab Planning Institute
Malallah, Dr. Bader, Director General, Arab Planning Institute

UNDP

Al-Assad, Ms. Sheeran
Al-Batayneh, Mr Mohammad, Monitoring and Evaluation Specialist
Al Khatib, Ms. Dima, Deputy Resident Representative
Al Oseimi, Ms. Nourah, Programme Assistant
Al Seri, Ms. Fatima
Al Sheikh, Ms. Rawan, Program Manager
Al-Zayyat, Ms. Amira
Atissi, Ms. Asmae
Elmuntaser, Mr. Ali
Ghoniem, Ms. Heba
Kamal, Mr. Abdullah
Keaik, Ms. Fatima
Marafie, Mr. Bashar
Matri, Mr. Osama
Moss, Ms. Josephine, UN coordination specialist
Mutawa, Prof. Suhaila
Tarazi, Ms. Rania
Qarman, Mr. Anas Fayyad, Operations Manager
Saad, Ms. Sheeran, Programme Associate
Shawa, Ms. Sahar
Sheikh, Ms. Rawan
Touimi-Ben Jelloun, Ms. Zineb- Resident Coordinator

Other UN agencies
Behiri, Ms. Dina, ILO
Al-Sheikh, Dr. Tarek, Representative, UN Habitat
Qasem, Ms. Zainab, UNOCHA

UNDP Advisory Board
Al Adsani, Mr. Nizar, Chief Executive Officer, Kuwait Petroleum Company
Al Hajiri, Mr. Manaf, Chief Executive Officer, Markaz
Al Najjar, Professor Ghanim, University of Kuwait
Al Rashid, Mr. Fahad, Kuwait National Competitiveness Committee
Al Sanee, Mr. Mohammad, Kuwait Economic Society
Bader, Dr. Malallah, Director of Arab Planning Institute
Hayat, Mr. Omran, Kuwait Chamber of Commerce and Industry
ANNEX 4: DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation reviewed available programme/project documents, annual work plans, briefs, and other material related to the programmes/projects under review. Many related organizations’ websites were also searched, including those of Kuwaiti governmental departments, project management offices and others.


Public Authority for Civil Information (PACI), 2013 as cited by UNDP


UNDP Kuwait, ‘Results-oriented annual report (ROAR),’ 2016.

UNDP, ‘Evaluation of the Role of UNDP in the Net Contributor Countries of the Arab Region,’ 2008

UNDP, ‘Strategic Plan, 2018-2021’ (draft).


ANNEX 5: OUTCOME INDICATORS OF THE COUNTRY PROGRAMME 2015-2018

Status update as of December 2016

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
<th>Status/Progress</th>
<th>Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ease of doing business index ranking improved</td>
<td>104</td>
<td>103</td>
<td>Significant progress</td>
<td>Regression</td>
</tr>
<tr>
<td>Type: Quantitative</td>
<td>Type: Quantitative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data: 104</td>
<td>Data: 102</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment: 101</td>
<td>Comment: 102</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The baseline of this indicators is 104 in 2013, when the rank decreases it means the country rank improving. It went from 104 in 2013 to 101 in 2015 (significant progress) but then increased to 102 so it regressed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Number of new business licenses approved for Small and Medium-sized Enterprises disaggregated by gender, age, and governorates. | 23170 | 26000 | Some progress | Some progress |
| Type: Quantitative | Type: Quantitative |
| Data: 23170 | Data: 23536 |
| Comment: The source of this figure is Central Statistics Bureau as the difference between the 2013 and 2014 total number of SMEs. However, this is a country level indicator by the central statistics bureau where it is linked with a new project that will be developed in 2017. | Comment: The source of this figure is Central Statistics Bureau as the difference between the 2013 and 2014 total number of SMEs. However, this is a country level indicator by the central statistics bureau where it is linked with a new project that will be developed in 2017. |

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21 Indicators were extracted from CPD.
22 “Baseline,” “Target,” and Status/Progress” were extracted from Corporate Planning System.
<table>
<thead>
<tr>
<th>Indicator(^{21})</th>
<th>Baseline(^{22})</th>
<th>Target</th>
<th>Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Health 6.60% in 2011/2010, Education 10.07% in 2011/2010, Social security and welfare affairs 15.28% in 2011/2010</td>
<td>Health 8%; Education 12%; Social Security and Welfare Affairs 15%</td>
<td>Type: Quantitative Data: 32.58 Comment: Health 6.9%; Education 11.4%, Social Security and Welfare Affairs 16.8% for the period 2014/2015. Total percentage of these sectors is 35.1%</td>
</tr>
<tr>
<td>Number of beneficiaries, disaggregated by gender, age and governorates, benefiting from improved water management systems.</td>
<td>Brackish water net consumption, 2011: 19,265 million gallons; potable water net consumption, 2011: 128,026 million gallons. Total consumption is 147,291 MIG</td>
<td>Brackish water net consumption 15,000 million gallons; potable water net consumption 125,000 million gallons. Total consumption is 140,000 MIG</td>
<td>Type: Quantitative Data: 147291 Comment: Brackish water net consumption is 16,705 MIG Potable water net consumption is 133,014 MIG Total Consumption is 149,719 MIG</td>
</tr>
</tbody>
</table>

**Outcome 2** Human development accelerated through high-calibre human capital and increased social empowerment.

Some progress

Some progress

Comment: Health 7.4%; Education 15%, Social Security and Welfare Affairs 13% in 2015. Total percentage of these sectors is 35.4%. It is worth to mention that no available data segregated by gender and age.
<table>
<thead>
<tr>
<th>Indicator</th>
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<th>Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Female enrolment in higher education, and national workforce.</td>
<td>75% enrolment of women in higher education, with focus on non-science studies. 32% of Kuwaiti workforce is women in 2008 where it is 61.3% for non-Kuwaiti female</td>
<td>10% higher enrolment in technical and science specialties and increase by 5% in Kuwaiti female labour force participation</td>
<td>Type: Quantitative Data: 75 Comment: 75% enrollment of women in higher education, with no focus on non-science studies 37.6% of Kuwaiti women are enrolled in labour market and 61.3% of non-Kuwaiti women.</td>
</tr>
<tr>
<td>Human development index value improved disaggregated by age and governorates.</td>
<td>0.790 (2012)</td>
<td>1% increase by 2018</td>
<td>Target reached or surpassed Type: Quantitative Data: 0.79 Comment: F 0.801, M 0.812, T 0.814 Increased by 3%</td>
</tr>
<tr>
<td>Gender inequality index disaggregated by age and governorates value improved.</td>
<td>Value = 0.274, Rank = 47/132 (2012)</td>
<td>0.24, Rank = 43 (2018)</td>
<td>Regression Type: Quantitative Data: 0.274 Comment: Value = 0.288, Rank = 50/132</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Type: Quantitative Data: 0.387 Comment: Value = 0.387, Rank = 79/155. There is a dramatic regression in this indicator in the country. The source is the global human development report and the Kuwait HDR country sheet. When the value decreases, it means more equality where this index ranges from 0 (perfect equality) to 1 (extreme inequality).</td>
</tr>
<tr>
<td>Indicator21</td>
<td>Baseline22</td>
<td>Target</td>
<td>Status/Progress</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>--------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Knowledge Economy Index (KEI) value improved.</td>
<td>KEI value = 5.33, rank = 64/144 (2012)</td>
<td>Rank = 63/144 (by 2018).</td>
<td>Data: Quantitative Data: 5.33 Comment: KEI=5.33, Rank = 64/144 Type: Quantitative Data: 5.33 Comment: KEI = 5.33, Rank = 64/144</td>
</tr>
</tbody>
</table>

**Outcome 3 Governance and institutional management is efficient, transparent, accessible, competitive and accountable.**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
<th>Percentage Increase</th>
<th>Type</th>
<th>Data</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voice and accountability aggregate indicator value increased.</td>
<td>Value = 29.4</td>
<td>5% increase</td>
<td>Regression</td>
<td>Type: Quantitative Data: 29.4 Comment: Value = 29.1</td>
<td></td>
</tr>
<tr>
<td>Control of corruption aggregate indicator value increased.</td>
<td>Value = 53.1</td>
<td>10% increase</td>
<td>Regression</td>
<td>Type: Quantitative Data: 53.1 Comment: Value = 50</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>Target</th>
<th>Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government effectiveness aggregate indicator value increased.</td>
<td></td>
<td>Type: Quantitative</td>
<td>2015 Type: Quantitative Data: 52.88 Comment: Increased from 47.6 in 2014 to 52.88 in 2015. Source: Governance indicators Report 2015 – World Bank - <a href="http://databank.worldbank.org/data/reports.aspx?source=Worldwide-Governance-Indicators">http://databank.worldbank.org/data/reports.aspx?source=Worldwide-Governance-Indicators</a> (Percentile rank indicates the country's rank among all countries covered by the aggregate indicator, with 0 corresponding to lowest rank, and 100 to highest rank.)</td>
</tr>
<tr>
<td>Rule of law aggregate indicator value increased.</td>
<td>Value = 63.0</td>
<td>10% increase Type: Quantitative Data: 63 Comment: Value = 60.1</td>
<td>2016 Regression Type: Quantitative Data: 58.65 Comment: Decreased from 60.1 in 2014 to 58.65 in 2015. Source: Governance indicators Report 2015 – World Bank - <a href="http://databank.worldbank.org/data/reports.aspx?source=Worldwide-Governance-Indicators">http://databank.worldbank.org/data/reports.aspx?source=Worldwide-Governance-Indicators</a> (Percentile rank indicates the country's rank among all countries covered by the aggregate indicator, with 0 corresponding to lowest rank, and 100 to highest rank.)</td>
</tr>
<tr>
<td>Percentage of implementation of the National Development Plan.</td>
<td>New National Development Plan (2015-2018)</td>
<td>80-100% of the UNDP-supported parts of the plan implemented Some progress Type: Quantitative Data: 0 Comment: 10%</td>
<td>2016 Source: Kuwait National Development Plan, the executive plan, and feedback by GSSCPD.</td>
</tr>
</tbody>
</table>

**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.**

<p>| Number of strategic partnership agreements at the global and regional levels established through South-South and triangular cooperation to advance the post- | 0 | 1 | No change Type: Quantitative Data: 0 Comment: No change |
| Number of strategic partnership agreements at the global and regional levels established through South-South and triangular cooperation to advance the post- | 0 | 1 | No change Type: Quantitative Data: 0 Comment: New strategic partnership agreements with UN Women, UNESCO, UNEP to advance the work on post-2015 development agenda through development projects. These projects should start by 2017. |</p>
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
<th>Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 development agenda.</td>
<td>Two</td>
<td>Two more (by 2018)</td>
<td>No change</td>
</tr>
<tr>
<td>Number of SSC and TRC regional and global initiatives led by Kuwait drawing on technical, strategic and economic expertise.</td>
<td>Two</td>
<td>Two more (by 2018)</td>
<td>No change</td>
</tr>
</tbody>
</table>

**Type:** Quantitative  
**Data:** 2  
**Comment:** In 2016, UNDP has initiated regional initiative to produce and disseminate Oil and Gas report but it should be implemented in 2017.