



*Empowered lives.  
Resilient nations.*

# ANNEXES – INDEPENDENT COUNTRY PROGRAMME EVALUATION KUWAIT

United Nations Development Programme  
Independent Evaluation Office



# Contents

<b>Annex 1. EVALUATION TERMS OF REFERENCE .....</b>	<b>2</b>
<b>Annex 2. EVALUATION FRAMEWORK.....</b>	<b>14</b>
<b>Annex 3. PERSONS CONSULTED .....</b>	<b>16</b>
<b>Annex 4. DOCUMENTS CONSULTED .....</b>	<b>21</b>
<b>Annex 5. STATUS OF COUNTRY PROGRAMME ACTION PLAN (CPAP) OUTCOME INDICATORS .....</b>	<b>24</b>

## 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.<sup>1</sup> 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).<sup>2</sup> 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.<sup>3</sup> The following paragraphs provide an overview of the key development challenges in Kuwait.

---

<sup>1</sup> See UNDP Evaluation Policy [http://web.undp.org/evaluation/documents/policy/2016/Evaluation\\_policy\\_EN\\_2016.pdf](http://web.undp.org/evaluation/documents/policy/2016/Evaluation_policy_EN_2016.pdf). The ADRs, now called as ICPEs, are conducted in adherence to the Norms and the Standards and the ethical Code of Conduct set by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

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

<sup>3</sup> UNDP, Country Programme Action Plan between the Government of Kuwait and UNDP 2015-2018. 2015

**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<sup>4</sup> 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)<sup>5</sup> 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.<sup>6</sup> 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.<sup>7</sup> 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

---

<sup>4</sup> World Bank, Kuwait's Economic Outlook – Spring 2016

<sup>5</sup> Public Authority for Civil Information (PACI), 2013 as cited by UNDP

<sup>6</sup> IMF, Country Report No. 17/15. Kuwait. January 2017

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.<sup>8</sup> 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),<sup>9</sup> 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),<sup>10</sup> the labour force participation rate for women aged 15 and above is 44 per cent compared to 83 per cent for men.<sup>11</sup> 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.<sup>12</sup> 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.<sup>13</sup> The total expenditure so far, during 2015-2016 was US\$ 12.9 million. The Government of Kuwait fully funds the country programme.

Table 1. Planned outcome results of the UNDP country programme 2015-2018		
Thematic area	Planned outcome result	Indicative budget (US\$)

<sup>8</sup> Kuwait Society for Human Rights, "A Report on Women's Rights in Kuwait Submitted to the Committee on Elimination of Discrimination against Women during the Session 68." 2017

<sup>9</sup> UNDP Kuwait, Results-oriented annual report (ROAR). 2016

<sup>10</sup> United Nations Statistics Division, "The World's Women." 2015

<sup>11</sup> UNDP,

<sup>12</sup> UNDP, Country Programme Document. 2015-2016

<sup>13</sup> Ibid

Inclusive and sustainable growth and development	Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development.	20 ml
Human Development	Human development accelerated through high-caliber human capital and increased social empowerment.	15 ml
Governance and institutional management	Governance and institutional management is efficient, transparent, accessible, competitive and accountable.	15 ml
Multilateral partnerships	Strategic multilateral partnerships at the global and regional levels established, including through South-South and triangular cooperation, to advance the post-2015 development agenda.	1 ml
		Total: 51 ml

Source: UNDP, Country Programme Document 2015-2018

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<sup>14</sup> has meant the country programme is demand-driven and responds to the

<sup>14</sup> 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<sup>15</sup> and support from regional and headquarters to sustain the relevance of UNDP in the country.

**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)<sup>16</sup> as appropriate, to qualify UNDP's contribution.

---

<sup>15</sup> 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.

<sup>16</sup> 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<sup>17</sup> 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

---

<sup>17</sup> 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<sup>18</sup> 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.<sup>19</sup>

## 9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>20</sup> as follows:

Table 3: Timeframe for the ADR process		
Activity	Responsible party	Proposed timeframe
<b>Phase 1: Preparation</b>		

<sup>18</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>19</sup> [erc.undp.org](http://erc.undp.org)

<sup>20</sup> The timeframe is indicative of the process and deadlines, and does not imply full-time engagement of the evaluation team during the period.

TOR – approval by the Independent Evaluation Office (in consultation with the country office and regional bureau)	LE	April
<b>Phase 2: Data collection and analysis</b>		
Preliminary analysis of available data and context analysis	LE/RA	March-April
Drafting Chapters 1 (introduction, context analysis, UNDP country programme) of ICPE report	LE/RA	April
Data collection	LE/ALE	23 April - 05 May
<b>Phase 3: Synthesis and report writing</b>		
Data analysis and preparation of draft report	LE/ALE	May - Aug
Zero draft for clearance by IEO	LE	Aug - Sept
First draft for CO/RB review (factual corrections)	LE	Sept - Oct
Second draft for national reference group review	LE/CO	Nov
Draft management response	CO/Regional Bureau	Dec
Stakeholder workshop	LE/CO	Nov/Dec
<b>Phase 4: Production and Follow-up</b>		
Editing and formatting	LE	Dec – Jan 2018
Final report	LE	Feb 2018
Dissemination of the final report	LE	Mar 2018

## ANNEX 2: EVALUATION FRAMEWORK

Criteria	Key Questions	Data collection method/sources
UNDP Programming Context	Key changes, if any, in the national context?	Interviews with selected Government of Kuwait officials, members of academia, private sector, civil society, UNDP and UN staff  Review of relevant Government of Kuwait and UNDP documents.
Effectiveness	To what extent is the country programme achieving anticipated results (outputs and outcomes)?  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?	
Efficiency	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?	
Value addition of UNDP in Kuwait	What was the value-added of UNDP from the perspective of the organization's mandate and the country's national agenda?  How well did UNDP balance long-term strategic human development objectives with short-term responsiveness in Kuwait?  How well are UNDP corporate policies, strategies, conceptual models and tools relevant to programming in a net contributor country?  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?	
Recommendations	What strategic adjustments, if any, are necessary to UNDP strategies and interventions to enhance UNDP's effectiveness in Kuwait?	Analysis from above

## 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. Shafiq, 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. Khlood, 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.

Alqabandi, S. A. 'The Refraining of Kuwait working women from political participation: A study applied in the College of Social Science of Kuwait University,' *Journal of Social Sciences*, 41(3), 11-66. 2013.

International Monetary Fund, 'Country Report No. 17/15. Kuwait,' January 2017.

Kuwait Society for Human Rights, 'A Report on Women's Rights in Kuwait Submitted to the Committee on Elimination of Discrimination against Women during the Session 68,' 2017.

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

UNDP, 'Capacity Development: A UNDP Primer,' 2009.

UNDP, 'Country Programme Action Plan between the Government of Kuwait and UNDP 2015-2018,' 2015.

UNDP, 'Human Development Report, Kuwait,' 2016.

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).

United Nations Statistics Division, 'The World's Women,' 2015.

World Bank, 'Kuwait's Economic Outlook,' Spring 2016.

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

Status update as of December 2016

Indicator <sup>21</sup>	Baseline <sup>22</sup>	Target	Status/Progress	
			2015	2016
Outcome 1 Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development				
Ease of doing business index ranking improved	104	103	Significant progress	Regression
			Type: Quantitative Data: 104 Comment: 101	Type: Quantitative Data: 102 Comment: Rank of Kuwait has declined one place from 101 in 2015 to 102 in 2016. However, it is still better than its baseline in 2013 (104 rank). 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.
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 Data: 23170 Comment: 23254	Type: Quantitative 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.
			Some progress	Some progress

<sup>21</sup> Indicators were extracted from CPD.

<sup>22</sup> "Baseline," "Target," and Status/Progress" were extracted from Corporate Planning System.

Indicator <sup>21</sup>	Baseline <sup>22</sup>	Target	Status/Progress	
			2015	2016
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.	Health 6.60% in 2011/2010, Education 10.07% in 2011/2010, Social security and welfare affairs 15.28% in 2011/2010	Health 8%; Education 12%; Social Security and Welfare Affairs 15%	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%	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.
Number of beneficiaries, disaggregated by gender, age and governorates, benefiting from improved water management systems.	Brackish water net consumption, 2011: 19,265 million gallons; potable water net consumption, 2011: 128,026 million gallons. Total conceumption is 147,291 MIG	Brackish water net consumption 15,000 million gallons; potable water net consumption 125,000 million gallons. Total consumption is 140,000 MIG	Some progress	Some progress
			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	Type: Quantitative Data: 152248 Comment: Brackish water net consumption is 15,797 MIG (decreased), Potable water net consumption is 136,451 MIG (increased). Total Consumption is 152,248 MIG. It is worth to mention that no available data segregated by gender and age.
Outcome 2 Human development accelerated through high-calibre human capital and increased social empowerment.				
			Some progress	Some progress

Indicator <sup>21</sup>	Baseline <sup>22</sup>	Target	Status/Progress	
			2015	2016
Female enrolment in higher education, and national workforce.	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	10% higher enrolment in technical and science specialties and increase by 5% in Kuwaiti female labour force participation	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.	Type: Quantitative Data: 75 Comment: 75% enrollment of women in higher education, with no focus on non-science studies. 39.3% of Kuwaiti women are enrolled in labour market and 66.4% of non-Kuwaiti women.
Human development index value improved disaggregated by age and governorates.	0.790 (2012)	1 % increase by 2018	Target reached or surpassed	Target reached or surpassed
			Type: Quantitative Data: 0.79 Comment: F 0.801, M 0.812, T 0.814 Increased by 3%	Type: Quantitative Data: 0.816 Comment: F 0.793, M 0.816, T 0.816
Gender inequality index disaggregated by age and governorates value improved.	Value = 0.274, Rank = 47/132 (2012)	0.24, Rank = 43 (2018)	Regression	Regression
			Type: Quantitative Data: 0.274 Comment: Value = 0.288, Rank = 50/132	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).
			No change	No change

Indicator <sup>21</sup>	Baseline <sup>22</sup>	Target	Status/Progress	
			2015	2016
Knowledge Economy Index (KEI) value improved.	KEI value = 5.33, rank = 64/144 (2012)	Rank = 63/144 (by 2018).	Data: Quantitative Data: 5.33 Comment: KEI=5.33, Rank = 64/144	Type: Quantitative Data: 5.33 Comment: KEI = 5.33, Rank = 64/144
<b>Outcome 3 Governance and institutional management is efficient, transparent, accessible, competitive and accountable.</b>				
Voice and accountability aggregate indicator value increased.	Value = 29.4	5% increase	Regression	Regression
			Type: Quantitative Data: 29.4 Comment: Value = 29.1	Type: Quantitative Data: 28.57 Comment: Decreased from 29.4 in 2014 to 28.57 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.)
Control of corruption aggregate indicator value increased.	Value = 53.1	10% increase	Regression	Some progress
			Type: Quantitative Data: 53.1 Comment: Value = 50	Type: Quantitative Data: 51.44 Comment: Increased from 50 in 2014 to 51.44 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.)
	Value = 51.2	10% increase	Regression	Some progress

Indicator <sup>21</sup>	Baseline <sup>22</sup>	Target	Status/Progress	
			2015	2016
Government effectiveness aggregate indicator value increased.			Type: Quantitative Data: 51.2 Comment: Value = 47.6	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.)
Rule of law aggregate indicator value increased.	Value = 63.0	10% increase	Regression	Regression
			Type: Quantitative Data: 63 Comment: Value = 60.1	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.)
Percentage of implementation of the National Development Plan.	New National Development Plan (2015-2018)	80-100% of the UNDP-supported parts of the plan implemented	Some progress	Some progress
			Type: Quantitative Data: 0 Comment: 10%	Type: Quantitative Data: 30 Comment: Increased implementation from 10% in 2015 to 30% in 2016. Source: Kuwait National Development Plan, the executive plan, and feedback by GSSCPD.
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.				
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	No change
			Type: Quantitative Data: 0 Comment: 0	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.

Indicator <sup>21</sup>	Baseline <sup>22</sup>	Target	Status/Progress	
			2015	2016
2015 development agenda.				
Number of SSC and TRC regional and global initiatives led by Kuwait drawing on technical, strategic and economic expertise.	Two	Two more (by 2018)	No change	No change
			Type: Quantitative Data: 2 Comment: 2	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.