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**Country programme document for the State of Kuwait  
(2020-2024)**

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## I. Programme rationale

1. The State of Kuwait is a high-income country with a per capita gross domestic product (GDP) of \$33,538 in 2018.<sup>1</sup> Kuwait has a total population of 4.13 million,<sup>2</sup> of whom approximately 30 per cent are Kuwaiti nationals and the remainder are expatriates.<sup>3</sup> The oil and gas sectors account for 90 per cent of total revenue and half of GDP. With surging oil prices, the Kuwait economy experienced high levels of economic growth with per capita income standing at \$31,430 in 2017.<sup>4</sup> Kuwait succeeded in converting its resource wealth into a high standard of living for its people. Between 1990 and 2017, its Human Development Index value increased by 12.6 per cent to 0.803, putting the country in the “very high human development” category and positioning it at 56 of 189 countries and territories.<sup>5</sup>

2. The country’s long-term development priorities are set forth in New Kuwait “Vision 2035” and the Sustainable Development Goal-based Kuwait National Development Plan (KNDP), the latter prepared with UNDP support.<sup>6</sup> The KNDP (2020–2025) aims to promote the transformation of Kuwait into a regional financial hub through seven key pillars: (a) effective public administration; (b) economic diversification; (c) modern infrastructure; (d) sustainable living environment; (e) high-quality health care; (f) creative human capital; and (g) enhanced global positioning.

3. The Government is committed to achieving the Sustainable Development Goals through implementation of the KNDP. According to the country’s voluntary national review,<sup>7</sup> progress has been made for most of the Goals but is lagging for industry/innovation (Goal 9), responsible consumption and production (Goal 12), climate (Goal 13) and life under water (Goal 14). Kuwait has complete data only for Goal 1, affecting its ability to comprehensively track progress. With overall guidance from the Government, represented by the General Secretariat of the Supreme Council for Planning and Development (GSSCPD), UNDP supported the establishment of the National Observatory on Sustainable Development (NOSD) to track achievement of the Goals and an interministerial steering committee headed by the GSSCPD to guide preparation of the voluntary national review.

4. The key to achieving the goals of the KNDP will be the development of policies and strengthening of institutions to implement these policies, while also taking steps to create the policy and regulatory environment which stimulates public-private partnerships.

5. The country’s natural resource-based economy presents two interrelated challenges: the need to diversify the economy to broaden the revenue base and mitigate the impact of potential external shocks; and managing public expenditures at sustainable levels. The drop in oil prices in 2014 led to a fiscal deficit in 2015-2016 of about 15 per cent of GDP, which will require \$116 billion over the next six years to finance.<sup>8</sup> Kuwait has been able to absorb such shocks through domestic and international bond issues and drawdowns from its General Reserve Fund.<sup>9</sup> However, the economy could be affected at a time of external shocks by policies which virtually guarantee public sector employment and provide generous subsidies and cash transfers to citizens. These benefits accounted for more than 50 per cent of the total budget in 2016-2017,<sup>10</sup> which puts pressure on resources available for public services and investments linked to the KNDP and Sustainable Development Goals. Over 70 per cent of Kuwaiti citizens are under age 34 which, in the absence of reform, will increase fiscal pressures,<sup>11</sup> and less than 15 per cent of

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<sup>1</sup> World Bank, Trading Economics (<https://tradingeconomics.com/kuwait/gdp-per-capita>)

<sup>2</sup> Ibid.

<sup>3</sup> Kuwait Public Authority for Civil Information (<http://stat.paci.gov.kw/englishreports/#DataTabPlace:PieChartNat>), June 2018.

<sup>4</sup> World Bank, [Country Profile](#), gross national income per capita based on purchasing power parity (PPP), Sept 2017. See also <http://www.forbes.com/places/kuwait/>

<sup>5</sup> UNDP, Human Development Indices and Indicators: 2018 Statistical Update.

<sup>6</sup> Government of Kuwait, [Vision 2035](#), October 2017.

<sup>7</sup> Government of Kuwait, draft voluntary national review on implementing the 2030 Agenda for Sustainable Development.

<sup>8</sup> International Monetary Fund, [Article IV Consultation](#).

<sup>9</sup> The General Reserve Fund is part of the Kuwait sovereign wealth fund whose total assets are estimated at close to \$600 billion in 2016.

<sup>10</sup> Tri-International Consulting Group (TICG), Increasing Private Sector Employment of Nationals in the GCC, 2017.

<sup>11</sup> United Nations Country Team (UNCT) Kuwait, Kuwait Common Country Assessment, May 2018.

nationals entering the labour market over the next five years are expected to be absorbed by the private sector.<sup>12</sup>

6. While overall unemployment is low (2.1 per cent in 2018),<sup>13</sup> significant labour market reforms will be necessary to address imbalances between public and private sector employment. Approximately 80 per cent of Kuwaiti nationals in the workforce are employed by the public sector. Kuwaiti nationals make up only 5 per cent of the private sector workforce,<sup>14</sup> with the remainder comprised of expatriates. The root causes for this imbalance include the fact that public sector work is guaranteed for nationals and better paid, expatriate workers tend to engage in manual labour and the service industry, and workers' skills often are not aligned with the needs of the private sector.<sup>15</sup>

7. Public sector employment and compensation are not necessarily effectively linked with performance management. The country stands at the forty-ninth percentile for government effectiveness<sup>16</sup> and ranks 41 of 193 Member States on the United Nations e-Government Development Index.<sup>17</sup> This contributes to inefficiencies and gaps in government policy coordination, implementation and responsiveness. The current state of transparency, accountability and oversight mechanisms has raised concerns of potential corruption across the branches of government and public enterprises.<sup>18</sup> Kuwait is ranked 78 of 180 countries in the Transparency International 2018 Corruption Perceptions Index, up from 85 in 2017.<sup>19</sup> The Government has established a national anti-corruption authority and strengthened the anti-corruption policy framework.

8. The status of women highlights a disconnect between education and employment, as significantly more women than men complete secondary and tertiary education. On the World Economic Forum 2018 Global Gender Gap Index, Kuwait is ranked 74 of 149 countries for the educational attainment of women and 127 of 149 for women's economic participation and opportunity.<sup>20</sup> In 2005, the National Assembly passed the bill for women's suffrage and the country has demonstrated progress in narrowing gender gaps among professional and technical workers. Yet, Kuwait is ranked 146 of 149 for women's political empowerment,<sup>21</sup> largely due to their underrepresentation in leadership; only 16 per cent of legislators, senior officials and managers are women.<sup>22</sup> Cultural traditions and structural barriers continue to impede more rapid progress and existing laws and policies have not been able to adequately address the needs of women subjected to violence.<sup>23</sup>

9. Rapid urbanization and waste generation have created additional challenges that are compounded by climate change. Temperature rise above the global average has been accompanied by increased frequency of dust storms and changing rainfall patterns.<sup>24</sup> This puts upward pressure on energy consumption, which is one of the highest per capita rates globally, although Kuwait is well positioned to pursue clean energies. Higher industrial demand for water could pose challenges to balancing water supply and demand, which is one of the highest per capita rates in the world.<sup>25</sup> To address these issues, UNDP has helped to build capacities in energy-related analysis and forecasting to produce the Kuwait Energy Outlook report, which identified key data and policy gaps. Kuwait also has one of the world's

<sup>12</sup> International Monetary Fund, Country Report No. 18/21, January 2018.

<sup>13</sup> World Bank <https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS>

<sup>14</sup> Tri-International Consulting Group (TICG), Increasing Private Sector Employment of Nationals in the GCC, 2017 (table page 3).

<sup>15</sup> Ibid.

<sup>16</sup> World Bank, World Governance Indicators, 2018. <https://info.worldbank.org/governance/wgi/Home/Reports>

<sup>17</sup> United Nations Department of Economic and Social Affairs, United Nations e-Government Survey 2018.

<sup>18</sup> Ibid. Kuwait's National Assembly, however, enjoys relative independence and constitutional oversight powers, though this is limited to the actions of the Prime Minister and ministers.

<sup>19</sup> Kuwait Times <https://news.kuwaittimes.net/website/kuwait-improves-seven-ranks-in-corruption-index/>

<sup>20</sup> World Economic Forum, The Global Gender Gap Report 2018. ([http://www3.weforum.org/docs/WEF\\_GGGR\\_2018.pdf](http://www3.weforum.org/docs/WEF_GGGR_2018.pdf))

<sup>21</sup> Ibid (page 149)

<sup>22</sup> World Economic Forum, The Global Gender Gap Report 2015.

<sup>23</sup> UNDP Kuwait. Project document: support to the State of Kuwait in the implementation of Sustainable Development Goal 5 on gender equality, 2017.

<sup>24</sup> UNCT Kuwait, 2018.

<sup>25</sup> Per capita energy consumption is 8.9 tons of oil (vs. Organisation for Economic Co-operation and Development average of 4.1. source: UNDP Kuwait Energy Outlook 2019), per capita water consumption is 478 litres/day (source: Gulf Cooperation Council (GCC) Stat: Water Statistics Report in GCC Countries

highest per capita waste generation rates, yet lacks an integrated approach to waste management, leaving recycling business opportunities untapped. In the meantime, urban development trends and continued prominence of the extractive sector threaten the country's unique ecosystems and biodiversity.<sup>26</sup>

10. Kuwait is ranked 46 of 141 countries for overall global competitiveness and ranked 108 for innovation capability by the World Economic Forum Global Competitiveness Index.<sup>27</sup> To support economic and energy diversification and public administration reforms, the civil service will require the capacities to develop and implement innovative policies in partnerships with the private sector and civil society. The Government has established the Kuwait Policy Appraisal Lab (innovation unit) as part of the Kuwait Public Policy Centre (KPPC). Continued support is required for its institutional capacity development to continue evidence-based policy analysis and further application of innovations for effective implementation of policies.

11. In 2014 the Secretary-General recognized the humanitarian leadership of His Highness the Amir of Kuwait. The Government has been increasing its leadership role in the region and beyond to support crisis prevention, peacebuilding and stabilization efforts in other countries. Kuwait has successfully played the role of mediator within the Gulf Cooperation Council and hosted mediation efforts between the parties to the conflict in Yemen. Kuwait has advanced its leadership role in providing humanitarian support, including the hosting of international pledging conferences for the Syrian crisis and for Iraq. Kuwait also contributes 2 per cent of its GDP to official development assistance.<sup>28</sup> The Government is exploring ways to build on this legacy and expand the country's role and prominence as a strategic donor to advance the sustainable development agenda abroad.

12. According to an independent evaluation of the previous country programme, UNDP has become a key partner in providing transparent project implementation support for addressing a range of development priorities,<sup>29</sup> including for energy efficiency and environment (with the United Nations Environment Programme (UNEP)), drug prevention and anti-corruption (with the United Nations Office on Drugs and Crime), empowerment of youth (with the United Nations Population Fund) and traffic strategy and automation. UNDP supported the digital strategy for inclusion for persons with disabilities,<sup>30</sup> which requires further support for implementation in partnership with the private sector. UNDP supported the establishment of the KPPC to improve evidence-based policymaking processes, continued to develop pathways for increased women's participation and prepared the ground for a future strategy to address violence against women (with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)).

13. The evaluation highlighted three key recommendations: (a) provide more strategic support in a high-income country context through increased policy advocacy and application of innovation for development impact; (b) employ more nimble and responsive portfolio/project development in support of the KNDP; and (c) maximize the convening role of UNDP to expand partnerships with civil society, academia and the private sector for development dialogue and implementation of solutions.

## II. Programme priorities and partnerships

14. The Government has exhibited strong national ownership of UNDP programming. In consultations about the new country programme, the Government has indicated its continued commitment to work closely with UNDP and build on collaboration begun under the previous programme towards the objectives of the 2030 Agenda for Sustainable Development. As a high-income country, Kuwait increasingly looks to its international partners for cutting-edge policy advice, advocacy and partnerships. The new country programme responds to this call and will focus on strengthening policy processes and advocacy, institutional capacities, innovation, knowledge transfer, expanded engagement with civil

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<sup>26</sup> UNDP Kuwait, Technical Support Mission Report: Energy and Environment, May 2019.

<sup>27</sup> World Economic Forum, The Global Competitiveness Report 2019.

<sup>28</sup> \$135.2 billion in 2014. Source: Independent Evaluation Office, UNDP, Independent Country Programme Evaluation – Kuwait, August 2018.

<sup>29</sup> Ibid.

<sup>30</sup> UNDP, Disability-Inclusive Development in UNDP, 2018.

society and the private sector, and support to the country's regional and global leadership initiatives. The country programme is aligned to the KNDP, which is based on the Sustainable Development Goals, and will adopt an integrated programmatic approach to improve the inter-connectedness of interventions.

15. This country programme will contribute primarily to the three outcomes of the United Nations Sustainable Development Cooperation Framework (UNSDCF), 2020-2025, specifically outcome 1 (public administration and economy), outcome 2 (living environment) and outcome 3 (international positioning). The country programme will also contribute to outcome 2 (accelerate structural transformations for sustainable development) and employ signature solutions 2, 4, 5 and 6 of the UNDP Strategic Plan, 2018-2021.<sup>31</sup>

16. Particular emphasis will be placed on increased South-South and triangular cooperation between entities in Kuwait and other programme countries. Collaboration with civil society and the private sector will emphasize increasing their role as partners in development solutions for achievement of the Sustainable Development Goals. Central to all UNDP policy work will be mainstreaming the principle of "leaving no one behind" into national policy design mechanisms by supporting the collection of disaggregated data and application of innovations to accelerate efficiency in achieving the Goals.

### **Supporting more effective public administration**

17. This priority area will strengthen institutional capacities for improved evidence-based policymaking across government institutions in general (Goal 16), public administration reform and anti-corruption (Goal 16), women's and youth empowerment (Goals 5, 10), persons with disabilities (Goal 10), and environmental, urban, and energy sustainability (Goals 7, 11, 13).

18. UNDP will continue to strengthen the institutional capacities of the KPPC for producing evidence-based policy briefs to inform the implementation of the KNDP; expanding public engagement in policymaking processes; improving collaboration across government institutions to inform cross-sectoral policies; brokering partnerships with internationally reputed academia to ensure high-quality knowledge management; and strengthening the link between research findings and KNDP objectives/reforms. The KPPC will experiment with sector-specific and system-wide innovations in pursuit of custom solutions for its economic and public administration transformation. This will include providing institutional and technical capacity-building support to the NOSD to address data gaps (in cooperation with the Central Statistical Bureau (CSB) as required) in monitoring progress under the KNDP and the Goals; utilization of big data and reporting; prototyping policy innovations and establishing interinstitutional linkages for greater cross-sectoral integration; and a feasibility study on practical applications of artificial intelligence in pursuit of development solutions. The work will be informed by behavioural insight research to be undertaken by the Kuwait Policy Appraisal Lab (the KPPC innovation unit) in cooperation with regional experts in behavioural economics.

19. To support the Government in implementing the KNDP, UNDP will also support institutional capacities to implement policies and strategies. First, UNDP will support the establishment of a technical support office within the GSSCPD to provide project management and implementation support and project-related capacity development training for relevant government entities. Secondly, UNDP will contribute to supporting the development and implementation of national policies and strategies in line with the KNDP. This includes a national integrity and anti-corruption strategy; a national strategy for persons with disabilities with the Public Authority for the Disabled to increase employment of persons with disabilities; and a national strategy to combat violence against women. To advance women's empowerment, UNDP will work with the Women's Research and Study Centre on increasing women's political participation and economic empowerment; strengthen the capacity of the CSB, upon their request, to produce disaggregated data; and, in close partnership with UN-Women, scale up the Gender Seal initiative for public and private sector entities to integrate gender equality considerations in their institutional/corporate structures.

<sup>31</sup> <https://www.undp.org/content/undp/en/home/six-signature-solutions.html>.

20. In partnership with the GSSCPD, UNDP support for institutional capacity development will focus on addressing some of the underlying and root causes of challenges to public administration. This includes strengthening performance management systems to promote a more merit-based system; supporting improved strategic planning processes to ensure more coherent KNDP project design and screening; project implementation support; and coordination towards the objectives of the KNDP and 2030 Agenda.

21. Through partnerships with the GSSCPD, KPPC, other national institutions and the private sector, UNDP will provide integrated advisory support for the Government's multisectoral coordination role. UNDP will support the KPPC, NOSD and the Centre for Knowledge Economy to help improve national policymaking capacities and processes regarding data, analysis, cross-sectoral integration, coordination and implementation, particularly in pursuit of the objectives of the KNDP and the Sustainable Development Goals, together with other United Nations agencies.

### **Supporting the global positioning of Kuwait**

22. UNDP will help to build institutional capacities and policies, while facilitating national and international partnerships, for Kuwait to leverage its national wealth and international engagement as a humanitarian leader. UNDP will support Kuwait in advancing the humanitarian, development and peacebuilding nexus and stabilization support beyond its borders (Goal 17) together with UNHCR. Key initiatives utilizing the global UNDP networks, anchored in its field presence, will form the core of partnerships between UNDP and Kuwait to deliver sustained results on the ground. First, UNDP will partner with the Ministry of Foreign Affairs, Kuwaiti non-governmental organizations (NGOs) and foundations active in supporting other countries to share good practices and lessons learned in the area of conflict prevention, which in turn will contribute to informed decision-making by Kuwaiti donor entities for replication, scale-up and greater impact. This will be accompanied by establishment of a centre to provide real-time and demand-based analysis related to conflict prevention and resolution in consultation with the United Nations Department of Political and Peacekeeping Affairs (DPPA) in support of the Government's efforts to champion humanitarian leadership.

23. Secondly, UNDP will support the Government's communications strategy to inform the public about the vision for the enhanced international role of Kuwait and the impact of its assistance to other countries. This will be accompanied by capacity-building support for the collection of relevant data on the external assistance provided by Kuwait, and ensuring that this data is updated and available to relevant stakeholders. Thirdly, UNDP will help to enhance recognition of Kuwait as a pioneer of renewable energy and low-carbon development as part of its strategy to increase the share of renewable energy of the total energy generating capacity to 15 per cent by 2030 (Goal 7) by promoting innovative public-private partnerships to promote energy efficiency. UNDP will help Kuwait to showcase its experiences in developing low-carbon solutions through investments in renewable energy systems in other countries, in part through cooperation with the One Planet Sovereign Wealth Fund Working Group, whose members<sup>32</sup> scale up investments in companies that factor climate risks into their corporate strategies.

24. The GSSCPD and UNDP will continue to invest in the next generation of Kuwaiti leaders in international organizations by scaling up the Junior Professional Officer (JPO) project. The country office will continue to work with the UNDP JPO service centre, United Nations Secretariat and other entities to give young Kuwaiti professionals the opportunity to serve the United Nations system.

### **Partnerships with the private sector for sustainable energy and environment**

25. UNDP will help to build the national capacities required to develop the data infrastructure and policies to support clean energy (Goals 7 and 9). To lay the foundations for greater diversification of the Kuwaiti economy and energy supply and for long-term stability, UNDP, in cooperation with GSSCPD, the Higher Council for Environment, Kuwait Institute for Scientific Research and NOSD, will fill energy data gaps building on the success of the Kuwait Energy Outlook initiative. To promote the innovations

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<sup>32</sup> Abu Dhabi, New Zealand, Norway, Qatar and Saudi Arabia.

necessary to move Kuwait to a more low-carbon economy, UNDP support raising public awareness and bring public and private actors together to exchange and incubate new ideas and innovative solutions for sustainable energy investment with a potential for scaling-up. It aims to minimize financing costs, reduce energy consumption and develop new business opportunities in an expanding sustainable energy sector.

26. UNDP will partner with the private sector and NGOs on creative advocacy and communication efforts to raise environmental awareness and promote actions to achieve the national targets for Sustainable Development Goals 7, 11, 12, 13 and 14 aligned with the United Nations Communication Strategy. This involves inter alia addressing the policy gaps which have been highlighted by KPPC research papers; using behavioural science to raise the awareness of the public and business of recycling and environmental protection; and making Kuwaiti cities greener. For example, UNDP will help to develop a recycling strategy, leveraging the interest of private companies.

### III. Programme and risk management

27. This country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the organization's programme and operations policies and procedures and the internal control framework. The programme will be nationally executed. UNDP support to the national execution modality will be continued as an added value of this programme to lessen the operational burden on government counterparts. The harmonized approach to cash transfers may be used if a project involves advance payment to national entities. As per Executive Board decision 2013/9, cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

28. UNDP will adopt a portfolio approach to managing the country programme which will shorten timelines for the design and approval of interventions. This will help to ensure that appropriate value-added linkages are made across areas of intervention for programmatic coherence. UNDP will leverage recent changes to corporate policies to streamline recruitment and procurement processes to provide responsive and timely support on policy advocacy and innovation initiatives. The demand-driven nature of the UNDP relationship with the Government of Kuwait in a net contributor country context means that UNDP will retain programmatic and operational flexibility to respond to emerging opportunities.

29. The successful implementation of this country programme will require the management and mitigation of several potential risks. The first is the risk of a further drop in oil prices which may pose a challenge to implementation of the KNDP. This might also delay progress in addressing women's labour-force participation due to reduced political will for reform. The second potential risk is the limited awareness on the part of the general public of environment and energy issues. UNDP will utilize behavioural insights to design tailored public awareness activities while making an argument, based on data, that sustainable energy makes economic sense. UNDP will also strengthen the Government's capacities for advance planning by utilizing macroeconomic modelling established by the KPPC.

30. An internal risk to UNDP is the potential unavailability of the technical and substantive expertise to necessary to ensure that UNDP policy advisory services meet the needs of Kuwait as a high-income country. This will be mitigated by increased involvement of expertise sourced from the UNDP regional and global policy networks (especially related to women's economic empowerment) in designing UNDP interventions and advocacy efforts. Enhanced and empowered local staff capacity would also contribute to the shift towards more balanced support across project planning and implementation, as well as timely provision of policy advocacy/innovation service lines. Establishment of a technical support office at GSSCPD will help to ensure timely delivery of projects under the KNDP with a capacity development principle at a core.

## IV. Monitoring and evaluation

31. Monitoring and reporting of the country programme will be done in a more integrated fashion within the broader context of United Nations support to Kuwait. UNDP will ensure that monitoring and evaluation frameworks are aligned with programme priorities, including strengthening the capacities of implementing partners in data collection and usage. UNDP will develop results frameworks aligned with the KNDP and UNDP Strategic Plan.

32. Outcome-level results groups for the UNSDCF will be utilized for monitoring progress under the country programme. The results groups will prepare multi-year workplans for each outcome in consultation with GSSCPD and engage partners in identifying key implementation issues and emerging opportunities, undertake capacity assessments for achievement of results, and monitor outputs and their contributions towards the outcomes of the country programme, UNSDCF and KNDP.

33. UNDP will work with the GSSCPD, NOSD, CSB and KPCC to strengthen capacities for the collection, dissemination and use of data and statistics. The emphasis will be on data disaggregation for monitoring impacts on target groups, prioritizing youth, women and persons with disabilities. The country office will ensure consistent use of the UNDP gender marker to monitor expenditures and improve gender-based planning and decision-making. UNDP social and environmental standards will be rigorously applied to ensure that development remains inclusive, human rights-based and environmentally sustainable.

34. To facilitate evidence-based programme design and support the United Nations-wide engagement to broaden the debate on the national development agenda and the Sustainable Development Goals, a multi-year research agenda will produce policy briefs, discussion papers and periodic reports, including the Kuwait Energy Outlook and national Sustainable Development Goal and human development reports, on themes related to economic and public administration transformation.

35. In order to increase the transparency, visibility and impact of the partnerships between UNDP and the State of Kuwait. UNDP will intensify efforts to communicate its achievements and results to the general public inside Kuwait and beyond through traditional and non-traditional media with real-life stories, innovative and user-friendly formats and social media tools to reach diverse audiences.

## Annex. Results and resources framework for the State of Kuwait (2020-2024)

<p><b>Kuwait National Development Plan (KNDP) Goal:</b></p> <p><u>Effective Public Administration:</u> Reform administrative and bureaucratic practices to reinforce transparency, accountability and efficiency in the government.</p> <p><u>Sustainable Diversified Economy:</u> Develop a prosperous and diversified economy to reduce the country's dependence on oil export revenues.</p>				
<p><b>UNSDCF OUTCOME INVOLVING UNDP #1:</b> By 2023, there is a policy and regulatory environment for private-sector-led economic diversification that is transparent and promotes fairness and technological innovation</p>				
<p><b>RELATED STRATEGIC PLAN OUTCOME:</b> Accelerate structural transformations for sustainable development.</p>				
UNSDCF outcome indicator(s), baselines, target(s) <sup>33</sup>	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines targets)	Major partners / partnerships frameworks	Indicative resources by outcome (\$) <sup>34</sup>
<p><i>Indicator:</i> Existence of new/revised regulations to facilitate key aspects of business regulations and enforcement (e.g. starting a business, construction permits, credit access) <i>Baseline:</i> <i>Target:</i></p> <p><i>Indicator:</i> N<sup>o</sup> New micro-, small and medium-sized enterprises registered (non-hydrocarbon sectors) <i>Baseline:</i> <i>Target:</i></p> <p><i>Indicator:</i> Manufacturing value added (as proportion of GDP and per capita) (Goal 9.2.1) – <b>or</b> - % Medium and High-tech industry value added in total value added (targeted sectors) (Goal 9.b.1) <i>Baseline:</i> <i>Target:</i></p> <p><i>Indicator:</i> Firms with female participation in leadership (% of firms) (World Bank)</p>	World Economic Forum, Transparency of government policymaking (annual)	<p><b>Output 1.1: Effective public institutions enabled to develop evidence-based policies and systems that respond to the needs of the people.</b></p> <p><b>Indicator 1.1.1:</b> Number of policy papers for public discussions and implementation for KNDP. Baseline:10 Target: 20 Source: GSSCPD</p> <p><b>Indicator 1.1.2:</b> Number of KNDP pillars where behavioural insights is applied. Baseline:0 Target: 5 Source: KPPC</p> <p><b>Indicator 1.1.3:</b> Number of full-time KPPC personnel Baseline: 2No Target: 5 Source: UNDP</p>	<p><u>Government:</u></p> <p>» GSSCPD, Kuwait Environment Public Authority (KEPA), Kuwait Foundation for the Advancement of Sciences (KFAS), Kuwait Policy Appraisal Lab (KPAL), Public Authority for the Disabled (PADA), CSB, Ministries of Finance; Commerce and Industry; Labour and Social Development,</p> <p><u>Civil Society/NGOs:</u></p> <p>» Kuwait Institute for Scientific Research (KISR), Private sector employers and workers organizations; Chambers of Commerce; NGOs</p> <p>FAO, ILO, IOM, UN-Habitat, UNODC, World Bank</p>	<p><b>Regular \$ 0</b></p> <p><b>Other</b></p>

<sup>33</sup> Baselines and targets will be included upon the Government of Kuwait approval of the UNSDCF.

<sup>34</sup> Budget allocations will be included upon the Government of Kuwait approval of UNSDCF.



		<p>improved institutional governance structure  <b>Baseline: 0</b>  <b>Target: 10</b>  <b>Source: GSSCPD</b></p> <p><b>Indicator 1.3.2:</b> Functional GSSCPD Technical Support Office in place.  Baseline: No  Target: Yes (2020)  Source: GSSCPD</p> <p><b>Indicator 1.3.3:</b> Number of people with disabilities benefiting from UNDP-private sector partnerships  Baseline: 0  Target: 250  Source:</p> <p><b>Indicator 1.3.4:</b> Number of innovation initiatives for Sustainable Development Goals jointly implemented with the private sector and KFAS  Baseline: 0  Target: 8  Source: GSSCPD</p> <p><b>Output 1.4: Public institutions' capacities strengthened for improved talent management and performance measurement.</b></p> <p><b>Indicator 1.4.1:</b> Government performance management strategy in place  Baseline: No  Target: Yes  Source: UNDP</p> <p><b>Indicator 1.4.2:</b> National Integrity and Anti-corruption Strategy implemented.  Baseline: No  Target: Yes  Source: GSSCPD</p>		
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	<p>WRSC (Annually)</p> <p>KPPC (Annually)</p>	<p><b>Indicator 1.4.3:</b> National Strategy to Combat Violence against Women developed            Baseline: No            Target: Yes            Source: Women’s Research and Study Centre (WRSC)</p> <p><b>Indicator 1.4.4:</b> Number of private institutions that adopt the inclusion of persons with disabilities strategy            Baseline: 1            Target: 10            Source: PADA and UNDP</p> <p><b>Output 1.5: Female leadership enhanced</b></p> <p><b>Indicator 1.5.1:</b> % of female leaders in legislative, executive and judicial branches            Baseline: 12%            Target: 20%            Source: WRSC</p> <p><b>Indicator 1.5.2:</b> % of female chief executive officers (CEOs) and deputy CEOs in the private sector            Baseline: 15%            Target: 20%            Source: WRSC</p> <p><b>Output 1.6: National policymaking is developed and tested with the support of an <i>Innovation Unit</i></b></p> <p><b>Indicator 1.6.1:</b> # of policies which are designed and implemented by applying behavioural insights of KPAL            Baseline: 0            Target: 10            Source: KPPC</p>		
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<p><b>KNDP GOAL:</b> <u>Sustainable Living Environment</u>: Ensure the availability of living accommodation through environmentally sound resources and tactics.</p>				
<p><b>UNSDCF OUTCOME INVOLVING UNDP:</b> By 2023, there is stronger implementation, monitoring and enforcement of environmental and urban policies, laws, and regulations .</p>				
<p><b>RELATED STRATEGIC PLAN OUTCOME:</b> Accelerate structural transformations for sustainable development.</p>				
<p><i>Indicator:</i> Investments in energy efficiency (public and private) as % GDP (Goal7.b.1)  <i>Baseline:</i>  <i>Target:</i></p> <p><i>Indicator:</i> National recycling rate/ tons of material recycled (Goal 12.5.1)  <i>Baseline:</i>  <i>Target:</i></p> <p><i>Indicator:</i> % Land area designated as nature reserves/ protected areas for biodiversity preservation (<i>proxy</i> Goal15.1.2)  <i>Baseline:</i> 3%  <i>Target:</i> <u>20%</u></p> <p><i>Indicator:</i> Availability of data for public expenditure on conservation and sustainable use of biodiversity (<i>proxy</i> Goal15.b.1)  <i>Baseline:</i> No (2018)  <i>Target:</i> <u>Yes (2023)</u></p>	<p>KEPA, KISR, CSB (annually)</p>	<p><b>Output 3.1: Data infrastructure on energy and environment, strengthened:</b></p> <p><b>Indicator 3.1.1:</b> Number of knowledge products produced on low-carbon development/renewable energy                      Baseline: 1                      Target: 4                      Sources: KISR</p> <p><b>Indicator 3.1.2:</b> Number of partnerships to generate real-time monitoring of energy and environmental protection                      Baseline: 0                      Target: 1                      Source: KEPA and CSB</p> <p><b>Indicator 3.1.3:</b> Number of energy diversification and environmental management plans and projects developed                      Baseline: 0                      Target: 2                      Source: KEPA, KISR, Higher Council for Environment</p>	<p><u>Government:</u>                      KEPA                      KISR                      Supreme Council for Environment</p> <p><u>Civil Society/NGOs:</u>                      EN.V                      Kuwait Diving Team</p> <p>UNEP                      UN-Habitat                      FAO</p>	



	<p>Kuwait Environment Public Authority (annually) and the private sector</p>	<p>Baseline: 0 Target: 1 Source: KEPA</p> <p><b>Output 3.4: National/local institutions have improved policies, systems, and partnerships to protect biodiversity and marine environment</b></p> <p><b>Indicator 3.4.1:</b> Number of joint initiatives with CSOs and the private sector with UNDP assistance Baseline: 0 Target: 2 Source: KEPA and the private sector</p>		
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