

كويت جديدة

# DEVELOPMENT COLLABORATION BETWEEN THE STATE OF KUWAIT AND THE UNDP (2015-2022)







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# TABLE OF CONTENTS

## 4 LIST OF ACRONYMS

6 Kuwait Direction Toward Sustainable Development

14 UNDP Major Projects from 2015 to 2022

16 Anti-Corruption in the State of Kuwait

18 Developing a Performance Management Framework and Auditor Training for the State Audit Bureau

20 Achieving Kuwait's 2035 Vision towards Persons with Disabilities

22 National Drug Use Prevention Policy and Management Project

24 National Traffic Strategy Support Project

26 Strengthening National Capacity for the Development of the Kuwait National Energy Outlook Report

28 Project to Support the Establishment of the Kuwait Public Policy Centre

32 Support to the State of Kuwait in the Implementation of SDG 5 on Gender Equality

34 Supporting the Environment Public Authority in Implementing the Environmental Governance Initiative

36 Preserving Kuwait's Cultural Heritage

38 Kuwait's Junior Professional Officer Programme

42 Kuwait Human Development Report

44 Youth and Sports Empowerment in the State of Kuwait

46 Strengthening Labour Market Foundations in the State of Kuwait with the Public Authority for Manpower

49 Project to Support the Implementation of the Kuwait National Development Plan

54 Implementation of the Decent Work Agenda in the State of Kuwait

56 Strengthening Kuwaiti Government Efforts to Promote Ethical Requirements for Recruiting Foreign Workers

57 UNDP support during the COVID-19 pandemic

60 Annex 1

61 Annex 2

# LIST OF ACRONYMS

|        |   |         |  |
|--------|---|---------|--|
| AUB    | American University of Beirut   | NTTS    | National Traffic and Transport Strategy                                |
| BDP    | Bureau for Development Policy   | OCHA    | United Nations Office for the Coordination of Humanitarian Affairs     |
| BERA   | Bureau of External Relations and Advocacy                               | OIES    | Oxford Institute for Energy Studies                                    |
| BPPS   | Bureau for Policy and Programme Support                                 | OIMT    | Office of Information Management and Technology                        |
| CPD    | Country Programme Document  | OSH     | Occupational Safety and Health   |
| CSB    | Central Statistical Bureau  | PADA    | Public Authority for Disabled Affairs                                  |
| DWCP   | Decent Work Country Programme   | PAFN    | Public Authority for Food and Nutrition                                |
| EBRC   | Energy and Building Research Centre                                     | PAHW    | Public Authority for Housing Welfare                                   |
| EPL    | Environmental Protection Law  | PAM     | Public Authority for Manpower  |
| GAAIA  | Governmental Agencies Accountable for Internal Audit                    | PAS     | Public Authority for Sports  |
| GDT    | General Department of Traffic   | SAB     | State Audit Bureau   |
| GSSCPD | General Secretariat of the Supreme Council for Planning and Development | SDGs    | Sustainable Development Goals  |
| IADG   | Internationally Agreed Development Goals                                | SEI     | Stockholm Environment Institute  |
| IEA    | International Energy Agency   | SOP     | Standard Operating Procedures  |
| ILO    | International Labour Organization                                       | SSN     | Social Safety Nets   |
| ILS    | International Labour Standards  | STI     | Science, Technology, and Innovation                                    |
| IMAGES | International Men and Gender Equality Survey                            | UN      | United Nations   |
| IOM    | International Organization for Migration                                | UNCDF   | United Nations Capital Development Fund                                |
| IRIS   | International Recruitment Integrity System                              | UNDESA  | United Nations Department of Economic and Social Affairs               |
| JPO    | Junior Professional Officer   | UNDP    | United Nations Development Programme                                   |
| KCCI   | Kuwait Chamber of Commerce and Industry                                 | UNEP    | United Nations Environment Programme                                   |
| KEPA   | Kuwait Environment Public Authority                                     | UNESCO  | United Nations Educational, Scientific and Cultural Organization       |
| KFAS   | Kuwait Foundation for the Advancement of Sciences                       | UNFPA   | United Nations Population Fund   |
| KIACS  | Kuwait National Integrity and Anti-Corruption Strategy                  | UNOCT   | United Nations Office of Counter-Terrorism                             |
| KISR   | Kuwait Institute for Scientific Research                                | UNODC   | United Nations Office on Drugs and Crime                               |
| KNDP   | Kuwait National Development Plan  | UNV     | United Nations Volunteers  |
| KNEO   | Kuwait National Energy Outlook  | UNWOMEN | United Nations Entity for Gender Equality and the Empowerment of Women |
| KPAL   | Kuwait Policy Appraisal Lab   | VAGW    | Violence Against Girls and Women                                       |
| KPI    | Key Performance Indicators  | VNR     | Voluntary National Review  |
| KPPC   | Kuwait Public Policy Center   | WEO     | World Energy Outlook   |
| KRADMS | Kuwait Road Accident Data Management System                             | WEP     | Women Empowerment Principles   |
| KTUF   | Kuwait Trade Union Federation   | WHO     | World Health Organization  |
| LSE    | London School of Economics  | WJP     | World Justice Project  |
| MEA    | Multilateral Environmental Agreements                                   | WSRC    | Women's Studies & Research Center                                      |
| NCCAL  | National Council for Culture, Arts and Letters                          | YPA     | Youth Public Authority   |
| NCSA   | National Capacity Self-Assessment                                       |         |  |
| NIM    | National Implementation   |         |  |







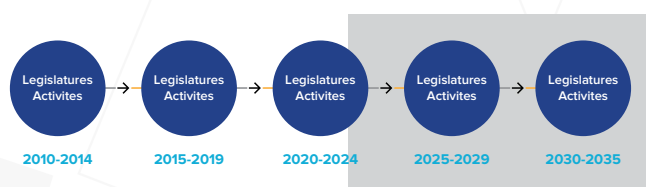
# KUWAIT DIRECTION TOWARD SUSTAINABLE DEVELOPMENT

## Kuwait Vision 2035

Since the State of Kuwait became the 111th member of the United Nations (UN) in 1963, it has been an effective partner in the maintenance of international peace and security, a committed partner in sustainable development, and a leader in humanitarian action. Indeed, the United Nations named the Emir of Kuwait, His Highness Sheikh Sabah Al- Ahmad Al-Jaber Al-Sabah, a Humanitarian Leader, in 2014. This was in recognition of the remarkable humanitarian role played by Kuwait during the many crises experienced by the countries of the region, as well as Kuwait's leadership and generous funding towards saving thousands of lives, and inspiring others to be part of this international solidarity. The country currently hosts the meetings of the Top Donor Groups for Syria, and the yearly Regional Conference on Partnerships.

A few years prior to the adoption of the Sustainable Development Goals (SDGs), Kuwait had formulated Vision 2035. The Vision is premised on five interlinked strategic goals to be achieved over five quinquennial development plans. The Vision aims at positioning the country as a centre for trade and finance, creating the favourable conditions for boosting foreign investment and advancing the role of the Kuwaiti private sector in economic growth, education, training of young people and overall development. It brings into focus the critical role of scientific research in economic development and overall sustained peace and prosperity.

The five consecutive development plans are illustrated in the figure below:



Largely in tune with the SDG five dimensions of People, Prosperity, Planet, Peace and Partnership, Kuwait Vision 2035 consists of seven mutually supportive pillars representing the backbone of the entire strategy. These pillars are as follows:

1. Effective Public Administration – aims at reforming administrative and bureaucratic practices for the purpose of reinforcing transparency, accountability, and efficiency in the government.
2. Diversified Sustainable Economy – aims at developing a prosperous and diversified economy for the purpose of reducing the dependency on revenues generated from oil exports.
3. Developed Infrastructure – aims at developing and modernizing the national infrastructure for the purpose of improving the quality of life for all.
4. Sustainable living environment – aims at ensuring the availability of living accommodation through environmentally sound resources and tactics.
5. High Quality Healthcare – aims at improving the quality of services in the public health care system and developing national capabilities at a reasonable cost.
6. Creative Human Capital – aims at reforming the education system for the purpose of better preparing youth to become competitive and productive members of the workforce.
7. Global Positioning – aims at enhancing Kuwait's regional and global presence in scopes such as diplomacy, trade, culture, and philanthropy.



### Aligning the Kuwait Vision 2035 and the National Development Plan with the Global Sustainable Development Goals 2030

Shortly after the State of Kuwait officially endorsed the 17 goals, 169 targets and 232 indicators of the Sustainable Development Goals (SDGs) in September 2015, the State had taken full ownership of Agenda 2030 and made it its own, to the point of reflecting its premises in Kuwait's Vision 2035. Since then, Kuwait has been strategically and persistently engaged in mobilizing all government and non-government actors and stakeholders including the private sector, at the policy, institutional, resource-base, advocacy and consensus building level. Its aim was to raise awareness among all partners regarding the transformative breadth and scope of Agenda 2030, the interdependence of the three economic, social, and environmental sustainability premises of SDGs, and the interlinkages between SDGs and Kuwait Vision 2035. Its ambition was to strategically match the seven pillars of Kuwait's

Vision 2035 and the National Development Plan with the SDGs goals and targets, under the five critical SDGs dimensions of People, Prosperity, Planet, Peace, and Partnership.

The Pillars of Kuwait Vision 2035 in relation to SDGs, are showcased in Table 1 below:

Table 1.

| KUWAIT VISION 2035 PILLARS        | SUSTAINABLE DEVELOPMENT GOAL  |
|-----------------------------------|---|
| Effective Public Administration   | <p><b>SDG 10:</b> Reduce inequality within and among countries</p> <p><b>SDG 12:</b> Ensure sustainable consumption and production patterns.</p>  |
| Sustainable Diversified Economy   | <p><b>SDG 8:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>  |
| Strong Progressive Infrastructure | <p><b>SDG 6:</b> Ensure availability and sustainable management of water and sanitation for all.</p> <p><b>SDG 9:</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</p>  |
| High Quality Healthcare           | <p><b>SDG 3:</b> Ensure healthy lives and promote well-being for all at all ages.</p>   |
| Sustainable living environment    | <p><b>SDG 7:</b> Ensure access to affordable, reliable, sustainable and modern energy for all.</p> <p><b>SDG 11:</b> Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts.</p> <p><b>SDG 14:</b> Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p> <p><b>SDG 15:</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p> |
| Creative Human Capital            | <p><b>SDG 1:</b> End poverty in all its forms everywhere.</p> <p><b>SDG 2:</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</p> <p><b>SDG 4:</b> Ensure inclusive and equitable quality education.</p> <p><b>SDG 5:</b> Achieve gender equality and empower all women and girls.</p>   |
| Global Positioning                | <p><b>SDG 6:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p> <p><b>SDG 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.</p>   |



# SUSTAINABLE DEVELOPMENT GOALS



## General Secretariat of the Supreme Council for Planning and Development

The General Secretariat of the Supreme Council for Planning and Development (GSSCPD) is mandated with guiding the country's development process that is embedded in the Kuwait Vision 2035 and the national development strategy through evidenced based macro-micro development plans that are endorsed by the Supreme Council for Planning and Development (SCPD). It undertakes the implementation and follow-up of the council's decisions and submits periodic reports. During implementation, the GSSCPD may seek the assistance of governmental or non-governmental agencies to participate and contribute to the plan and submit studies that would inform reporting.

The General Secretariat undertakes the following functions:

1. Prepare the national development strategy proposals, government work programme in cooperation with all relevant authorities as well as economic and social development projects and workplans. It oversees the implementation process and regularly reports on its progress
2. Conduct research and forecasts national development planning according to latest social and economic developments and trends
3. Coordinate and monitor the technical assistance programmes as extended by international organizations under Kuwait's Country programme



and action plans of the State of Kuwait

4. Collect and analyse data and reports on social and economic activities.
5. Prepare and submit periodical progress reports to the members of the Supreme Council for Planning and Development.

## United Nations Development Programme

The United Nations Development Programme (UNDP) works in over 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. UNDP helps countries to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience to sustain development results.

Inclusive growth, better services, environmental sustainability, good governance, and security are fundamental to development progress. UNDP offers expertise in development thinking and practice and has decades of experience of supporting countries to meet their development aspirations while bringing the voices of the world's people into deliberations.

## Partnership between the General Secretariat of the Supreme Council for Planning and Development and the United Nations Development Programme

The main counterpart of the UNDP Kuwait is the GSSCPD as they work on projects and activities that are directly aligned with Kuwait's National Development Plan (KNDP) and the 2030 Agenda for Sustainable Development. The GSSCPD's International Cooperation Department oversees the implementation of projects throughout its programming cycle. The projects are nationally managed with the support of UNDP. Some development projects have sought the assistance of other United Nations technical agencies to complement its implementation.

## Government of the State of Kuwait and the United Nations Development Programme

The Government of the State of Kuwait and the UNDP

have had a long-standing partnership dating back to the 9th of March, 1963. However, the type of support has varied, and can be looked at over 4 different phases:

**The first phase** lasted for 12 years and coincided with the beginnings of Kuwait's modern development. The years following Kuwait's independence, development needs began to appear as infrastructure and public facilities required the support of international expertise. The technical assistance of the UNDP was sought to fulfil this need therefore a joint development projects were formed. Projects which include improving education, water sanitation, health care, agriculture and transportation were amongst the areas supported by the UNDP.

**The second phase** which was for a period of 14 years, during which UNDP played a major role in coordinating and providing Kuwait with specialized technical assistance. This was carried out within the framework of the National programme prepared and supervised by the Ministry of Planning and in cooperation with the Ministry of Foreign Affairs. During the fourteen years, four national programs were implemented, starting with the first national programmes (1975-1979), and ending with the fourth national programme (1986-1989).

**The third phase** which is considered the "transitional phase" extended past the period following the liberation of the State of Kuwait in 1991. It revolved around rebuilding the country in response to destruction and sabotage carried out by the Iraqi occupation forces during the first Gulf war. In addition to the economic,

environmental, and social challenges which resulted from the occupation, the development projects that had been prepared in advanced had been put on hold. The programme resumed after the war had ended and Kuwait was liberated.

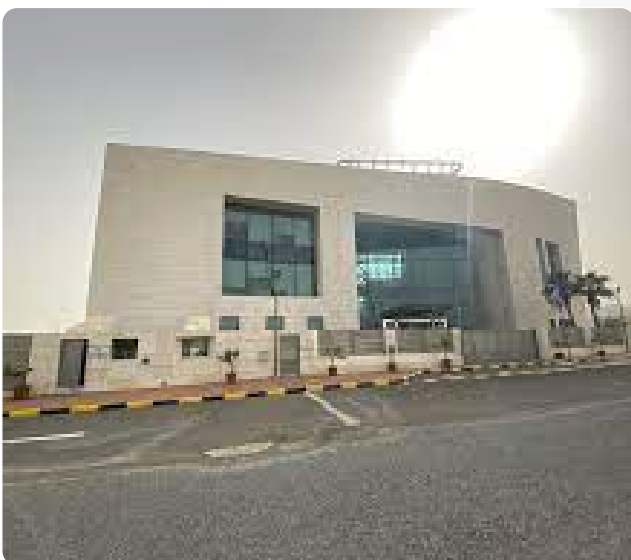
**The fourth phase** extended from 1992 up to date which included multiple programmes and involved many different development projects. The areas of support that the UNDP provides to the Government of the state of Kuwait comes in the form of a Country Programme Document (CPD). The ninth programme covers the period from 2015-2019 and uses the experience of UNDP as a knowledge and partnership manager to foster inclusive, sustainable, and successful multidimensional development objectives. Throughout the implementation of the programme, UNDP Kuwait provided technical expertise, advisory services, networking, and advocacy to support the State of Kuwait and other partners in achieving development goals associated with economic advancement, social and environmental transformation, human development, institutional excellence, and strategic partnership.

In 2015 and during the programme implementation, SDGs were adopted by the United Nations and 193 member states and territories as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

The SDGs encapsulates sustainable development in all its three-pronged dimensions: economic, social, and environmental through a transformative mandate covering all walks of life in the form of interlinked, interdependent, and mutually supportive 17 integrated goals.

UNDP was the sole resident UN agency with a country programme of cooperation in Kuwait aligned with the Kuwait National Development Plan for 2015-2020. The country programme had identified four outcome results to be achieved:

1. Policy and regulatory economic, social, and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development (sustainable growth and development).





2. Human development accelerated through high-calibre human capital and increased social empowerment (human development).
3. Governance and institutional management is efficient, transparent, accessible, competitive, and accountable (governance and institutional management).
4. Strategic multilateral partnerships at the global and regional levels are established, including through South-South and triangular cooperation, to advance the post-2015 development agenda (multilateral partnerships).

### Project Governance Mechanisms

All projects were implemented by the government and supported by the UNDP through a Support to National Implementation (support to NIM) Modality. Where the beneficiary or the government implementing agency is responsible for planning and overall management of project activities, reporting and accounting of the project with support of the UNDP. UNDP support services to national implementation have traditionally been concentrated in procurement and recruitment. In

accordance with the definition of a responsible party, support services may also include carrying out activities such as organizing strategic events or conferences and producing outputs such as research products. In this modality, UNDP undertakes the procurement/commitment action as well as disbursement. It conducts the transaction from requisition to disbursement, with no cash being transferred to the implementing partner.

### Project Board Structure

The Board of Directors of the project consists of the General Secretariat of the Supreme Council for Planning and Development and the Department of International Cooperation, the beneficiary, and the project implementation officials from the Office of the United Nations Development Programme and other organizations involved in the implementation, if any.

The Secretary General or his representative chairs the management of the project board meeting, and the board of directors are responsible for monitoring the progress in the completion of the project and achieving the results.









# UNDP MAJOR PROJECTS FROM 2015 TO 2022

The 2015-2020 KNDP focused on economic and social development and included developing public institutions management and statistical services, and more specifically enhancing performance capacity and quality of the health sector and promoting public private partnership. In response, the UNDP and the GSSCPD conceptualized over fifteen projects and two sub programmes that contribute to the KNDP all of which achieve the goals of sustainable development as follows:

| PROJECT NAME  | ALIGNMENT WITH THE SDGS | PILLARS OF THE PLAN |
|---|-------------------------|---------------------|
| Anti-Corruption in the State of Kuwait  | 16                      | 1                   |
| Developing a Performance Management Framework and Auditor Training for the State Audit Bureau       | 16                      | 1                   |
| Achieving Kuwait's 2035 Vision Towards Persons with Disabilities                                    | 4-8-10-11-17            | 5-6                 |
| National Drug Use Prevention Policy and Management Project  | 3-16                    | 1-5                 |
| National Traffic Strategy Support Project   | 3-11-16                 | 1                   |
| Strengthening National Capacity for the Development of the Kuwait National Energy Outlook Report    | 7-12-13                 | 4                   |
| Project to Support the Establishment of the Kuwait Public Policy Centre                             | 3-4-6-7-8-9-11-16       | 1                   |
| Support to the State of Kuwait in the Implementation of SDG 5 on Gender Equality                    | 5-8-10-16               | 1-6                 |
| Supporting the Environment Public Authority in Implementing the Environmental Governance Initiative | 6-7-11-12-13-14-15      | 4                   |
| Preserving Kuwait's Cultural Heritage   | 11-17                   | 7                   |
| Kuwait's Junior Professional Officer Programme  | 4 - 17                  | 6-7                 |
| Kuwait Human Development Report   | 4                       | 6                   |



|   |             |       |
|---|-------------|-------|
| Youth and Sports Empowerment in the State of Kuwait   | 3-4-8-10-16 | 1-6-7 |
| Strengthening Labour Market Foundations in the State of Kuwait with the Public Authority of Manpower    | 8 - 10      | 1-7   |
| Project to Support the Implementation of the Kuwait National Development Plan                           | 16          | 1     |
| Implementation of the Decent Work Agenda in the State of Kuwait   | 8-10        | 1-6   |
| Strengthening Kuwaiti Government Efforts to Promote Ethical Requirements for Recruiting Foreign Workers | 8-10        | 7     |

# ANTI-CORRUPTION IN THE STATE OF KUWAIT



EFFECTIVE GOVERNMENT  
ADMINISTRATION

16 PEACE, JUSTICE AND  
STRONG INSTITUTIONS



In efforts to strengthen the governance and role of the Anti-Corruption Authority (Nazaha), the GSSCPD collaborated with the UNDP and the United Nations Office on Drugs and Crime (UNODC) to reinforce and strengthen the authority's long-term organizational capabilities and reduce corruption in Kuwait through an ambitious national strategy. Prior to the project launch in 2018, Kuwait was ranked 85 out of 180 countries in Transparency International's Corruption Perception Index; effectively, by 2021, Kuwait's ranking improved to 73 out of the 180 countries. This improvement is evident of the country's commitment to become a society free of all forms of corruption.

The project was designed during the initial stages to contribute Kuwait's commitment to achieving Agenda 2030 for sustainable development, more specifically SDG 16 (Peace, Justice, and Strong Institutions), and contribute to the Kuwait National Development Plan's Effective Public Administration pillar.

As a result, the project completed a series of activities to eventually achieve the following results:

► **The production of Kuwait's first National Integrity and Anti-Corruption Strategy (KIACS).**

The national strategy spans a period of 5 years from 2019 to 2024 and was developed based on a specialized scientific methodology, in line with international standards and best practices, using principles of democracy. The strategy was prepared by taking a participatory approach which involved tapping into the expertise of high-level national and international representatives and stakeholders from the public and private sector and civil society.

The strategy comprises of four primary pillars:

- **The First Pillar** - Public Sector: Protecting the Integrity of the Public Sector and Developing the Efficiency and Effectiveness of the Public Services so that They are Delivered in a Transparent and Accountable Manner;
- **The Second Pillar** - Private Sector: Encouraging the Private Sector to Promote Integrity and Fight Corruption;
- **The Third Pillar** - Society: Enabling the Society to Contribute to Building a Culture that Promotes Integrity and Anti-Corruption;

- **The Fourth Pillar - Specialized Bodies:**  
Enhancing the Efficiency and Effectiveness of Specialized Bodies that Focus on Promoting Integrity and Combating Corruption.

Each pillar consists of a set of objectives and a total of thirteen priority areas, distributed over forty-seven initiatives. The design of each initiative is based upon carefully selected activities, standards, and indicators; culminating an ambitious vision.

▶ **The development and application of Nazaha's internal organizational strategy.**

Given that Nazaha had been a newly established government organization, the need to ensure alignment between the national strategy and their desired internal institutional strategy was necessary. After numerous workshops and consultation sessions with Nazaha, their internal organization structure, policies, procedures, charters, and internal frameworks were reviewed and strengthened, and monitoring and evaluation systems were developed with clear goals, baselines, and targets, and aligned with the National Anti-Corruption Strategy.

On January 15th 2019, the National Integrity and Anti-Corruption Strategy was endorsed by His Highness the late Amir, Sheikh Sabah Al-Ahmed Al-Jaber Al-Sabah and was followed by Kuwait's first international anti-corruption conference "Integrity for Development" held under his auspices. The conference brought in international experts as it set out to promote a culture of integrity in societies and institutions, by raising awareness of the importance of eradicating corruption.

Additionally, through the project, for the first time, Kuwait will be included in the World Justice Project's (WJP) Rule of Law Index, which ranks countries based on 7 factors that include, constraints on government powers, absence of corruption, openness of government, fundamental rights, order and security, civil and criminal justice, and regulatory enforcements. The ranking will further give policy makers an indication of where the country needs to improve.



# DEVELOPING A PERFORMANCE MANAGEMENT FRAMEWORK AND AUDITOR TRAINING FOR THE STATE AUDIT BUREAU



EFFECTIVE GOVERNMENT  
ADMINISTRATION

16 PEACE, JUSTICE AND  
STRONG INSTITUTIONS



As a government regulator that practices its role as an oversight body over the different government entities by providing independent financial and performance audits, the State Audit Bureau (SAB) recognized its need to further improve its governance systems. Their desire to apply a new system that would enable them to increase their effectiveness in monitoring performance and ensuring compliance with audit regulations and international standards was palpable. As part of the Government's reform agenda that builds on developing an effective administrative and oversight unit within the government, the SAB collaborated with the GSSCPD and the UNDP to improve their organizational capabilities and governance systems, and subsequently their role as a government regulator.

The project directly contributed to Kuwait's commitment to achieving the Sustainable Development Goals, more specifically SDG 16 (Peace, Justice, and Strong Institutions), and contributed to the Kuwait National Development Plan's Effective Public Administration pillar.

As a result, the project completed a series of activities to eventually achieve the following results:

- ▶ **The development of a national performance management framework that would be managed under the SAB.**

The framework was developed in response to the increasing interest of the State of Kuwait to instill and develop mechanisms of effective governance systems to promote accountability and integrity amongst government entities. The results were to be used to improve the efficiency and quality of the services provided by those entities and promote transparency across the board. As a result, the framework was developed over four stages.

- The first stage of the project began by conducting a sectoral strengths, weaknesses, opportunities, and threats (SWOT) analysis, that would identify the strengths, gaps, opportunities, and threats in amongst three government sectors (Health, Education and Oil). These 3 sectors would be the three main focuses of the national performance framework;
- The National Performance Management Framework was developed in the second stage. During its development, many consultation and stakeholder engagement sessions took place to ensure all actors were involved throughout the process to ensure



that all involved followed a standard and collaborative approach to meet the objectives of the New Kuwait Vision 2035. Clear processes and standards for the management of national performance management was set;

- During the third stage, a set of 40 Key Performance Indicators (KPI) were identified and spread across the three sectors to be used to monitor progress whilst an implementation plan for the framework was proposed. Baselines and reporting mechanisms for the KPIs were identified. During the development of the KPIs, key stake holders were engaged with during the entire process. Workshops that lead to the development were conducted and all data were validated through the Central Statistics Bureau;
  - The final stage involved training SAB staff and stakeholders on the use of the new performance management framework.
- ▶ **The improvement of its internal audit standards, control systems and capabilities.**

In its role as an audit agency, the SAB set out to further improve and standardize its internal and external audit capabilities. As a result, internal audit manuals titled "Internal Auditors Guide" and "The Auditors: Quality Assurance and Monitoring and Evaluation System Guide" were developed. Both the State Audit Bureau's and its external Governmental Agencies Accountable for Internal Audit (GAAIA) received a systematic and disciplined approach training to evaluate other government financial reporting and performance.

- A gap analysis was performed to assess the current set of standards and procedures of internal audit functions, capabilities, and structure of over 35 different governmental entities. A comprehensive skills assessment was undertaken in to identify the critical gaps and ensure effective solutions were proposed.
- Standard operating procedures were reviewed and improved. Consultation meetings with internal audit departments and 35 GAAIA offices situated in other government entities were consulted throughout the process and as a result a new methodology was developed.
- New quality assurance and monitoring and

evaluation systems were developed. And as a result, the new internal manuals and guidelines were produced.

- Training workshops for over 300 trainees and 35 train the trainers were organized for both the SAB and GAAIA auditors, introducing them to the newly developed and enhanced guides.
- To this extent, the SAB benefitted from the partnership of the UNDP and the GSSCPD.



# ACHIEVING KUWAIT'S 2035 VISION TOWARDS PERSONS WITH DISABILITIES



As the national government entity mandated to support people with disabilities, the Public Authority for Disabled Affairs (PADA) role is to provide various services to persons with disabilities and their families, ensuring that they are integrated into society without being discriminated against. Monitoring its strategy and systems is ever more important to ensure inclusiveness and prosperity. With the fundamental believe that everyone plays an important role to contributing to society and the national development plan, in partnership with the UNDP, the GSSCPD and PADA set out achieve Kuwait 2035 Vision Toward Persons with Disabilities, by enabling and facilitating inclusive and sustainable social protection systems.

Enhancing the organizational performance of PADA directly and efficiently enabled implementation of the Disability Rights Law (No 8/2010). From ensuring equitable quality education and promoting lifelong learning opportunities, to advocating for full and productive employment and decent work for all, improving the Authority's intervention capabilities to improve the current employment opportunities and strengthen the universal education system will reduce inequality within the country.

The project directly contributed to the State of Kuwait's commitment to achieving the 2030 Agenda, specifically SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), and SDG 17 (Building Partnerships for the Goals) while also contributing to the Kuwait National Development Plan's pillars on High Quality Healthcare and "the integration of persons with disabilities" under the Creative Human Capital pillar.

The project completed a series of activities to prepare PADA and other related government institutions to adapt and implement activities relevant to people with disability:

- The project began by conducting a situation analysis which identified areas that were lagging with the primary areas of focus were determined to be early disability detection measures and prevention. Rehabilitation service centres also lacked synergy and international standard compliance. It was also noted that Kuwait lacks high-quality assessment and diagnosis tools and techniques to detect disabilities (at the early stage), which require highly qualified and well-trained medical professionals, dedicated detection centres and sufficient medical equipment



complying with international standards.

- Strategies built on international success stories and standards were introduced and a complete revision to the organizational structure, organization units' functions, Human Resources strategy, competency framework and job descriptions were proposed.
- A model for educational support had been produced and mainstreamed in schools including educational fees support situational analysis, a framework, and guideline for educational support programmes and implementation guidelines. An Inclusive employment model for PADA was developed and included a strategy and action plan.
- During the project implementation, a media campaign under the name "My Abilities" (#qodraty) was launched in addition to various events that were held to raise awareness, engage with people with disabilities, and create opportunities for them to effectively be part of their community.
- The Kuwait Universal Design Code was developed and modifications of the existing laws were reviewed. The conceptual and practical implementation of the of the design model were promoted including smart design technology and transport, and within PADA, a universal design unit was established to aid in its monitoring and

evaluation. To ensure its sustainability, extensive capacity building workshops were conducted to ensure full national ownership and transfer of knowledge. Since its initiation, the unit has overseen the Universal Design codes for 570 existing and new privately owned buildings. A model for educational support for Kuwait has also been produced and mainstreamed in schools including guidelines for support programmes and their implementation.

- A digital accessibility framework was developed, which includes web accessibility strategy and guidelines including and digital accessibility and full training manuals.

As a result, the organizational capabilities were better equipped to address prevention, early detection, and accurate diagnosis of persons with disabilities and to support improve and integrating the participation of persons with disabilities into social society.

# NATIONAL DRUG USE PREVENTION POLICY AND MANAGEMENT PROJECT



The UNDP, in collaboration with the UNODC and the GSSCPD, supported the Drug Control General Department of Kuwait's Ministry of Interior (MOI), to develop and launch the National Drug Use Prevention Policy and Management Strategy 2017-2021 in Kuwait. The ambitious strategy set out to help guide MOI to decrease the extent and effects of the drug use. Guided by the KNDP, the project was developed to address the identified challenges, local problems, and urgent needs of the country's drug use problem, in order to help ensure a healthy, productive, and satisfied population, while reducing the prevalence of drug use and death due to overdose.

The project directly contributed to the State of Kuwait's commitment to achieving the Sustainable Development Goals, more specifically SDG 3 (Good Health and Well-being), and SDG 16 (Peace, Justice, and Strong Institutions) while also contributing to the Kuwait National Development Plan's pillars on High Quality Healthcare and Effective Public Administration.

To develop the first Kuwaiti Drug Use Prevention Policy and Management Strategy 2017 – 2021, a series of activities were achieved over four stages, setting out to improve drug use prevention, treatment, rehabilitation, and community reintegration services:

1. The first stage of the project began by conducting several assessments and studies to attain in-depth information on drug use prevention services which would serve to guide efforts to develop the strategy. The assessment served as a starting point for targeting efforts to improving institutional capabilities, raising awareness, and implementing necessary interventions. The assessment conducted across various ministries, authorities, and non-government organizations, including, the Ministry of Interior, Ministry of Health, Ministry of Social Affairs, Ministry of Awqaf and more. Several institutional capacity-building workshops were carried out to guarantee the enrichment of public institution services, an important component that plays a critical role in the progression of the national strategy. Knowledge transfer was a key component of the project to ensure national ownership and the sustainability of the interventions.
2. The National Drug Use Prevention strategy was developed in the second stage. During its development, many consultation and stakeholder engagement

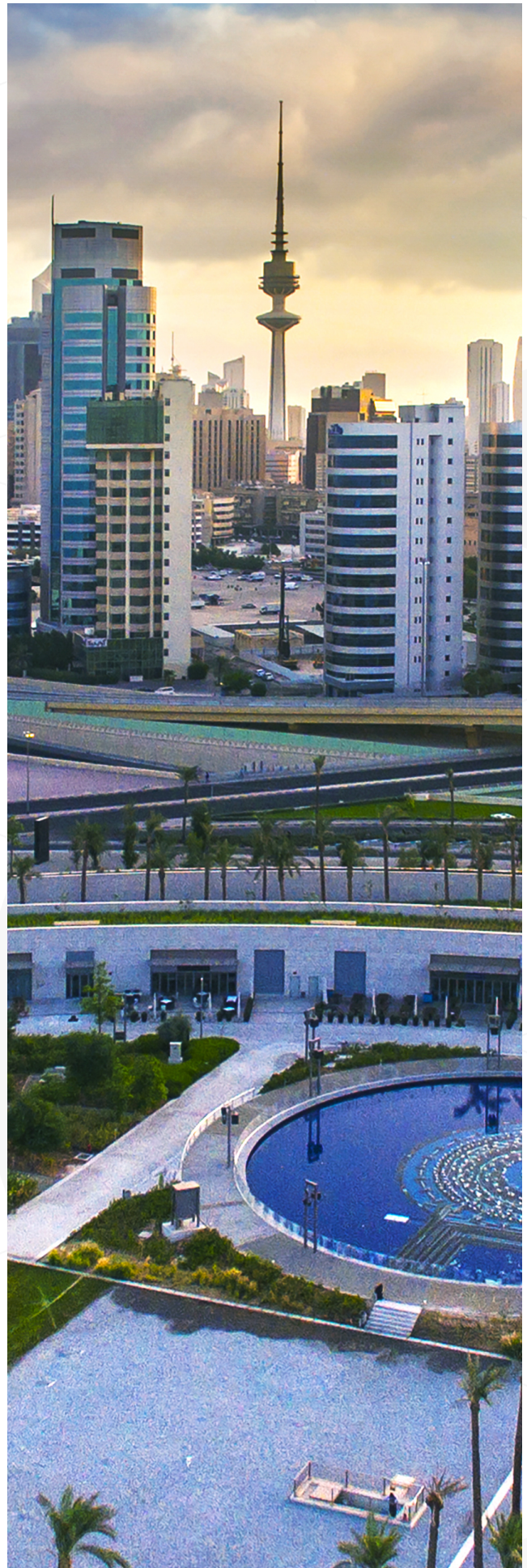




sessions took place to ensure all actors were involved throughout the process by utilizing information attained from the in-depth assessments and studies, as well as the experiences of the local and regional experts. Technical team and working groups were formed and trained on drug control issues to implement and report on the strategy.

3. During the third stage, a communication and advocacy plan was developed which included preparing awareness raising material and activities. A drug use awareness e-application, and an awareness forum module were developed.
4. The final stage involved validating the strategy through stakeholder engagement which involved both governmental and non-governmental entities.

Overall, the project improved in-depth knowledge of drug use prevention-related services and reinforce national awareness of the increased drug use epidemic.



# NATIONAL TRAFFIC STRATEGY SUPPORT PROJECT



In efforts to improve traffic control in Kuwait, the UNDP and the GSSCPD partnered with the General Department of Traffic (GDT) of the Ministry of Interior to support the implementation of the long-term and comprehensive National Traffic and Transport Strategy 2010-2020 (NTTS). In order to contribute to its implementation, national capacities needed to be improved and systems needed to be in place. Managing traffic data and its administration required concerted efforts which involved having the right human resource capacities.

In line with the priorities identified in the NTTS, the project was designed to support the Kuwaiti government in the development of an efficient and sustainable traffic management, road network, and road safety and enforcement system. It sought out to address road safety, traffic congestion, mobility and accessibility, data collection, and road accident investigation issues as well as to automate internal process and enhance the efficiency and delivery of services to the public. The activities were intended to improve planning and design process; reduce severity, frequency, and cost of road accidents to the community; alleviate congestion; optimize movement of people and goods; enhance public transport services; strengthen law enforcement; and contribute to the reduction of emissions which contribute to climate change.

The project contributed to the State of Kuwait's commitment to achieving the Sustainable Development Goals, namely SDG 16 (Peace, Justice, and Strong Institutions), SDG 11 (Sustainable Cities and Communities), and SDG 3 (Good Health and Well-being) while also contributing to the Kuwait National Development Plan's Effective Public Administration pillar.

The project completed a series of activities that would contribute to achieving some of the NTTS priorities through the following:

- Traffic data management as well as organizational performance were improved through strengthened technical human and administrative capabilities of GDT. It was done so with the view to contribute to the achievement of the twin objectives of strengthening evidence based and coordinated response to traffic related challenges.
- Through the project, the following systems were obtained to help the Ministry of Interior update and



improve its e-government services:

1. Kuwaiti Road Accident Data Management System (KRADMS) – It is electronic system for the management of information on road accidents, including the identification of black spots. KRADMS enables mobile users to input information directly from the spot where the accident has happened and allows distant uploading of pictures from that location.
2. Electronic Driving License System – The system is intended to assist citizens in renewing (replacing) driving licenses without having to show up in-person at the relevant GDT departments. Instead, applicants will be able to complete their application online and connect to the driver's license database system through kiosks located in commercial centres and other locations to obtain a printed license. The system expedites procedures for the issuance of driving licenses, as well as substitutes current driver licenses with smart cards in line with international standards.
3. Archiving System – The system automates the process of document management for driving licenses, vehicle registration and vehicle inspection documents through an electronic document archiving database. GDT staff can store/file organize, and retrieve documents for the purpose of undertaking review and producing reports as well as allowing for quick access to vehicle registration and driving license records. The system is installed and implemented at the Driver License and Vehicle Registration Departments in six governorates.
4. Correspondence System – This system allows GDT departments to manage official correspondence more effectively by using secure electronic channels. Scanners and barcode readers are used to digitize correspondence and route letters in record time.



Training workshops and programmes for all the systems were carried and the relevant teams mandated to run the systems were trained. Full access and national ownership is now with the GDT.



# STRENGTHENING NATIONAL CAPACITY FOR THE DEVELOPMENT OF THE KUWAIT NATIONAL ENERGY OUTLOOK REPORT



Over the years, the state of Kuwait has made significant improvement in its human development capacities, however, long-term sustainability challenges remain. Since the root cause for many of the challenges are a result of the continued economic dependence on crude oil, as highlighted in Kuwait Vision 2035, the urgency for moving to a diversified economy is even greater.

In order to move to a more diversified economy, integrating sustainable sources of energy is key to implementing strategy of the KNDP. The development plan calls for increasing the percentage of renewables in the range of energy sources, and rate of energy efficiency in the Kuwaiti economy. It also calls for the development of institutional and its human resource capacities to support the implementation. Effective implementation requires evidence-based planning for energy resources with clear data sets of current and future forecasts of energy situations. Refining local capacities to annually produce the Kuwait National Energy Outlook (KNEO) is an important feature of evidence-based planning whilst contributing to the goals set out by the Kuwait National Development Plan.

Recognizing the challenges faced by the energy sector and the current national development priorities, the GSSCPD and KISR collaborated with UNDP on the preparation of the first edition of Kuwait National Energy Outlook report.

The project was designed to support Kuwait's efforts towards its commitments and achievement of SDG7 (Affordable and Clean Energy); SDG12 (Responsible Consumption and Production); and SDG13 (Climate Action). It also contributed to the achievement of Kuwait National Plan Pillars on Living Environment and Infrastructure.

As a result, the project completed a series of activities to eventually achieve the following results:

## ► The production of Kuwait's first National Energy Outlook Report

The process to initiate an annual production of the KNEO report was an important step towards generating, processing, and managing data, codifying information and figures for evidence-based planning, capacity development and tracking progress. Specific

activities were carried out to initiate the report based on international best practices which involved the following:

- An editorial committee comprising individuals from seven government institutions had been assembled and were under the direction of the Council of Ministers. The committee had the ability to provide KISR to legitimately mobilize input from other organizations during the development of the KNEO;
- Strong progress was made in terms of establishing a viable governance mechanism for data collection, processing protocols and peer review;
- Working partnerships were established between KISR and international agencies such as Stockholm Environment Institute (SEI) and the International Energy Agency (IEA), which resulted in hosting the launch of IEA's annual flagship publication, World Energy Outlook (WEO) for the year of 2018 for the first time in a gulf country.
- The Energy and Building Research Centre (EBRC) within KISR was fully equipped with dedicated space for the Kuwait Energy Policy Team to work on the production of KNEO, and all necessary specialized software.
- As a result, the official launch of the report was on the 17th of February 2019. The event was largely covered in the local and international media.

► **Refining KISR's institutional capabilities to regularly produce KNEO reports**

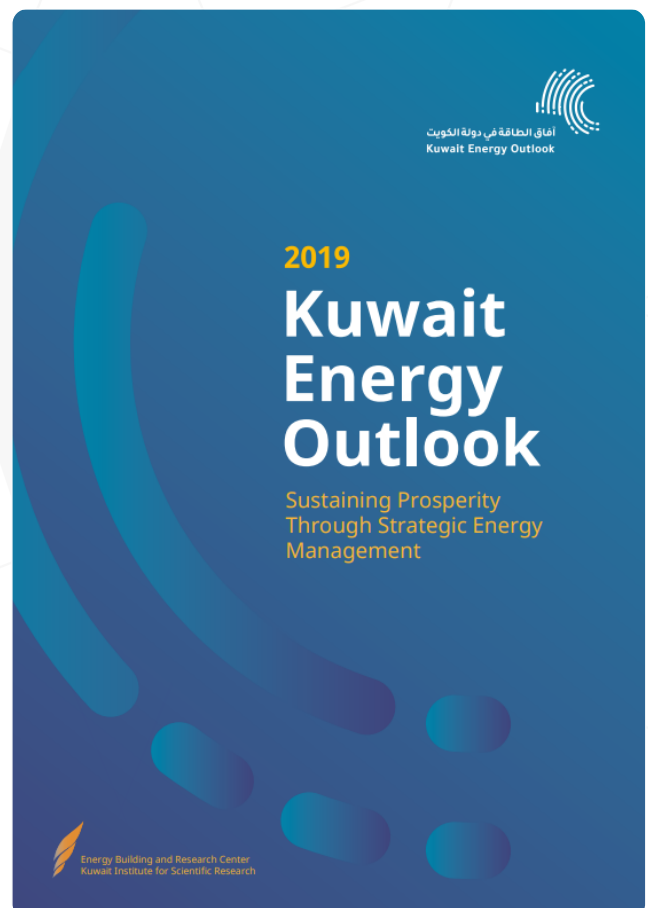
Strengthening the institutional capabilities of KISR to annually produce the KNEO report was a critical element of evidence-based development. The following activities were carried out to support institutional capacities:

- An institutional assessment, examining the Existing capacity gaps in within KISR were identified and as a result, tailored interventions were designed to address these knowledge gaps.
- A series of capacity development activities have

been organized within the project to ensure that KISR had strengthen its in-house expertise that would review and analyse the national energy outlook. Hence, three specialized training courses were organized on (a) energy analysis, (b) energy economics, and (c) energy statistics. Each of the trainings were designed to address the knowledge gaps within KISR which are necessary and critical for conducting energy analytics and preparation of the report.

- KISR was provided all necessary tools to enable them to produce the KNEO publications annually. The tools included the energy outlook analytical framework and the LEAP software tool for energy policy analysis and climate change mitigation. KISR was also equipped with the CPLEX software, which is the best optimization software in the market.

As a result of the interventions and support given to KISR through the project, KISR's has now produced two additional energy outlook reports .



# PROJECT TO SUPPORT THE ESTABLISHMENT OF THE KUWAIT PUBLIC POLICY CENTRE




With the purpose of strengthening its governance and public administration and organizational capabilities, the GSSCPD collaborated with the UNDP to improve the quality and the evaluation of policy-making in Kuwait. After the establishment of the Kuwait Public Policy Centre (KPPC) as one of the GSSCPD's specialized centres in 2016, the project was developed to put forth a framework that would enable the GSSCPD to reinforce the institutional capacities of the KPPC. KPPC works as a think tank for policy research and analysis that sets out to provide policy makers and other stakeholders with evidence-based policy advice to make informed decisions.

The project worked on developing the governance structure of the centre and its interactions with other entities within the GSSCPD and other ministries. It allowed the expansion of public engagement in the policymaking processes, the improvement of the existing collaborations across government institutions to inform cross-sectoral policies, the negotiation of fruitful partnerships with internationally reputed academic institutes to ensure high-quality knowledge management, and the consolidation of the linkages between research findings and KNDP's objectives and reforms.

The project directly contributed to the State of Kuwait's commitment to achieving the 2030 Agenda for Sustainable Development, more specifically SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), Goal 6 (Clean Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation, and Infrastructure), SDG 11 (Sustainable Cities and Communities), SDG 16 (Peace, Justice, and Strong Institutions). It also contributed to the Kuwait National Development Plan's Effective Public Administration pillar.







The project completed many activities which would eventually lead to an improved policy making landscape through the following:

► **The improvement of KPPC's institutional capacities**

- Upon the project start, an institutional context assessment was performed, looking into the overall governance framework including, the advisory board, governance structure, and Standard Operating Procedures (SOPs). As a result, a new foundation for the internal organization framework was laid out, the internal structure was revised and SOPs were strengthened.
- A Behavioural Insights Unit, known as the Kuwait Policy Appraisal Lab (KPAL) was established within the KPPC that would apply the latest findings in behavioural science to public policy making. Creating behaviourally informed policies are more efficient and effective and have a higher chance of success than the conventional approach. As a result, Kuwait was among the first countries in the region to integrate behavioural economics into its policy making process.
- During the project Implementation KPAL had developed a work programme dedicated to piloting the applications of the four pillars related to education, economic growth, energy and environment, and health care. The programme of work included monitoring testable challenges that have behavioral roots through a participatory approach to consultation with stakeholders, studying biases in potential challenges, visualizing evaluation interventions, lessons learned, and ideas that are suitable for designing an invention plan and experimentation in Kuwait. The work programme was designed to standardize the process of piloting and developing policies to work within the institutional framework based on full study and evaluation of policies and stakeholder interventions.

► **Providing sound research and policy analysis**

- Oxford Economics was contracted to design and

develop a customized 5-year macroeconomic model that can provide a rigorous, consistent structure for forecasting and testing economic scenarios. The model provides linkages with global industries, trade, exchange rates, competitiveness, capital markets, interest rates, commodity prices and internationally traded goods and services. The model was successfully tested and generated reliable reports for different policy scenarios. National staff from different government institutes were trained by Oxford Economics on how to use the model.

- Evidence-based policies were developed that would inform the development of the KNDP 2020-2025 where more than 20 policy papers were developed and fed into the formulation of the policies within the KNDP. As a result, a total of more than 60 evidence based policies were included in the new KNDP.
- The project supported KPPC and GSSCPD in providing technical advice and policy analysis to various requests received from ministerial and parliamentary committees. Various legislative proposals and technical policy notes related to the public administration and human capital pillars were benchmarked against international best practices and recommendations were made. The technical support covered 5 pillars of the KNDP: 1) Economic Growth; 2) Public Administration; 3) Public Health; 4) Human Capital; and 5) Living Environment. White policy papers for each pillar were developed with a strategic roadmap and policy recommendations articulated and backed with hard evidence and thorough analysis.
- A health system review was conducted, and a public health strategy was developed in collaboration with London School of Economics (LSE) health. As a result of the review, the main challenges and opportunities of the healthcare system were captured, and a baseline assessment was identified.
- A review on redesigning the current structure of the government of the State of Kuwait in preparation for its transition away from being primarily a provider of services to becoming that of a regulator was conducted. The overall

aim of the assignment was to review the current government structure and propose alternative structures and scenarios that would balance both the need to improve effectiveness and efficiency of government operations.

### ► **Studies, Strategies and Major Events**

- A study of the analysis of the political economy and analysis of the institutional context of the Policy Centre, including the analysis of the views of stakeholders and the study of the relationship between the Centre and government agencies, academia, and research centres
- Review of the Kuwait Master Plan and industry strategy and while providing an impartial technical opinion to the Public Authority for Industry.
- Policy analyses for each of the five out of seven pillars of the National Development National Plan 2015-2020, Including, Public Administration, Economic Growth, Energy and Environment, Health Care, Human Capital.
- Creating a community of practice by Work with the Amiri Diwan and the Kuwait Foundation for the Advancement of Sciences (KFAS) to bring together national experts who are interested in applying behavioral economics in the policy-making process. Several meetings were held during the year with national cadres, including researchers from Kuwait University.
- The launch of the Global Report on “Connecting the Oil and Gas Industry to the Sustainable Development Goals: The Atlas” and panel discussion in September 2017.
- Support Kuwait University in patent marketing and management policies.
- Preparation of policy reports and briefings on:
  - Public Policy Report on the Healthcare Sector and the Technology Development Plan, June 2019.
  - Policy briefing paper entitled “How can R&D support innovation, human capital and the knowledge economy?”, September 2019.
  - Policy Report on “Challenges, Health

Knowledge and Research Capacity in the Era of the Knowledge Economy”, September 2019.

- Policy Report on “Kuwait National Plan for Healthcare Development 2035”, June 2019.
- Policy Report on the Prevention Plan and Control of Non-Communicable Diseases, April 2019.
- Policy Report on the Strategic Directions for Restructuring the Health Care Service Delivery System, April 2019.
- Policy Report on the Healthcare Workforce Development Plan and Workforce Management System, June 2019.
- Policy Brief Working Paper on Effective Governance for Health and Sustainable Development, May 2019 .
- Develop a Cultural Scope Study
- A diagnostic study on the use of behavioral analytics in understanding the organizational culture and driving the level of performance to implement the vision of “New Kuwait 2035” was conducted. The study was designed based on the results of a survey to identify the current work culture in government institutions and the behavioral changes necessary to bring about cultural change towards achieving Kuwait’s vision, and to monitor the gaps between the current culture and the desired culture and what current behavior hinders the achievement of the objectives of the National Development Plan.
- The Establishment of a Behaviour Change Committee to rationalize energy consumption. The Supreme Committee for Energy, headed by the Minister of Oil and the Minister of Electricity and Water, was keen to form a committee to carry out the following tasks: Develop integrated long-term plans for behavioural change with the aim of rationalizing and raising consumer awareness, work with the Ministry of Education to spread and increase awareness of the importance of rationalization and the use of renewable energy sources and include this in the school curriculum, and advocate for the important policies and legislation related to

energy conservation.

► **Creating partnerships and organizing lecture series**

- Through a close and synergistic partnership with KFAS. KFAS assumed a strategic role in connecting KPPC with its international network from academic and research institutes to provide sound technical support to produce research papers, white papers, and policy support. Through this partnership, KPPC was able to tap into the expertise of Oxford Institute for Energy Studies (OIES) to jointly draft a white paper on the sustainable national energy strategy with Kuwait Institute for Scientific Research (KISR); LSE and LSE Health, to conduct a health system review and develop a public health strategy, and to conduct a thorough and systematic review of the current Social Safety Nets (SSN) programmes and system; and the OECD, to conduct a review on the Science, Technology, and Innovation (STI) in Kuwait.
- A regional partnership with the American University of Beirut (AUB) was also established and a Memorandum of Understanding (MOU) was signed with its Issam Faris Institute. The institute is a regional leader in providing policy related research.
- Strategic Cooperations and MOUs with Regional And international policy centres were established.
- Throughout the duration of the project, KPPC hosted monthly public lectures by bringing in renowned local, regional, and international speakers on topics related to each of the 7 KNDP pillars. The lectures were attended by high-level government officials and representatives, Civil Society Organizations, private sector representatives and other national stakeholders from research and academic institutes. After the project's conclusion, KPPC continued to host these lecture series.



# SUPPORT TO THE STATE OF KUWAIT IN THE IMPLEMENTATION OF SDG 5 ON GENDER EQUALITY



The fifth goal of the Sustainable Development Agenda on Gender Equality comprises of nine targets that address various dimensions of gender equality and women’s empowerment. While Kuwait, as all UN member States, is committed to achieving all nine targets of SDG 5, certain targets require particular attention from the onset of national implementation efforts in order to ensure its achievement by 2030. The targets related to women’s role in decision-making in political, economic, and public life and ending all forms of violence against women and girls were of particular focus.

Recognizing Kuwait’s commitments to gender equality GSSCPD and Kuwait University’s Women’s Studies & Research Centre (WSRC) partnered with UNDP and UNWomen to support Kuwait in implementing SDG 5 and its targets. The project was one of the first standalone programme to support SDGs implementation in Kuwait, and the first to address SDG 5 in the GCC sub-region.

In addition to supporting the efforts of the State of Kuwait towards its commitments and achieving Goal 5 of the Sustainable Development Goals (Gender Equality), it also indirectly addressed Goal 8 (Decent Work and Economic Growth), SDG 10 (Reducing Inequalities) and SDG 16 (Peace, Justice, and Strong Institutions), while also contributing to achieving the Kuwait National Development Plan’s pillars on Creative Human Capital and Global Positioning.

As a result, the project completed a series of activities to eventually achieved the following results:

- Political and economic empowerment trainings were carried out and included providing mentorships to women by allowing them access to necessary tools, while creating awareness and advocating amongst women within society and key stakeholders in the public sector, CSOs and private sector.
- In coordination with the Central Statistical Bureau (CSB), SDG 5 statistical indicators were attained, and



collection methodologies were improved. This allowed for the contribution to developing an SDG 5 national report.

- In the area of empowering women politically, economically, and socially, several trainings were facilitated:
  - A leadership and campaign management training to more than 80 Kuwaiti women. The trainings were attended by aspiring female political candidates and public sector employees that were eager to enhance their careers. Discussions between Kuwaiti political candidates and former female parliamentarians from the Arab world through Arab Women Parliamentary Network for Equality (Ra'edat) were organized. Participants were able to share their first-hand experiences and engage in the knowledge transfer to improve the skills necessary to overcome the hurdles in the political and social stigmas relevant to women running for political office.
  - A gender responsive budgeting training for representatives of 10 ministries was organized. It improved the skills and capacities of public servants on responsive budgeting and future budgeting while considering gender aspects.
  - The Ministry of Information, Non-Governmental Organizations and several other media outlets were also trained in gender sensitive reporting, to address the issues of gender biases and gender representation, with a special focus on social and political issues.
- Several studies and reports were conducted to set the groundwork for any future laws to empower women socially. One of the reports produced is the "The International Men and Gender Equality Survey (IMAGES)" report which focuses on crucial gender equality issues, such as gender-based violence, sexual and reproductive health, and rights, reproductive labour and participation in caregiving, and fatherhood. This report can be used as evidence to drive and inform government policy making at a local and global levels. Another report produced and entitled "The Gender and Justice"

report identifies the main legislative barriers women face. A study on fertility was produced as well as a study by UN Women on women and the labour market.

- To empower women economically, the project had initiated and launched the Women Empowerment Principles (WEPs) and included the participation of numerous private companies including, Agility, Al Hamra real Estate, Alghanim, Gulf Bank, NBK, KIPCO, Burgan Bank, Gulf Insurance Group, Equate and Zain. As a result, Kuwait was viewed as one of the leading Countries in the GCC and MENA region to endorse the WEPs and commit to implementing its principles.
- The Women's Research and Studies Centre was supported in reviewing its objectives, mission, vision, and the organizational structure to become a more sustainable centre. This support led to the development of a three-year strategic plan.
- During the implementation several major events were organized, including the "Ring the Bell" Initiative, a regional forum for Kuwaiti Women as well as sponsoring the Kuwait Award for Distinguished Women.
- Kuwait became the first Gulf country to celebrate International Women's Day by joining the Ring the Bell initiative for gender equality and women's economic empowerment. "Ring the Bell" initiative is a campaign that takes place at stock exchanges from around the world to raise awareness of the pivotal role the private sector can play in advancing SDG 5. Since Kuwait first participated in the initiative on the 8th of March 2018, it has since done so on a yearly basis.

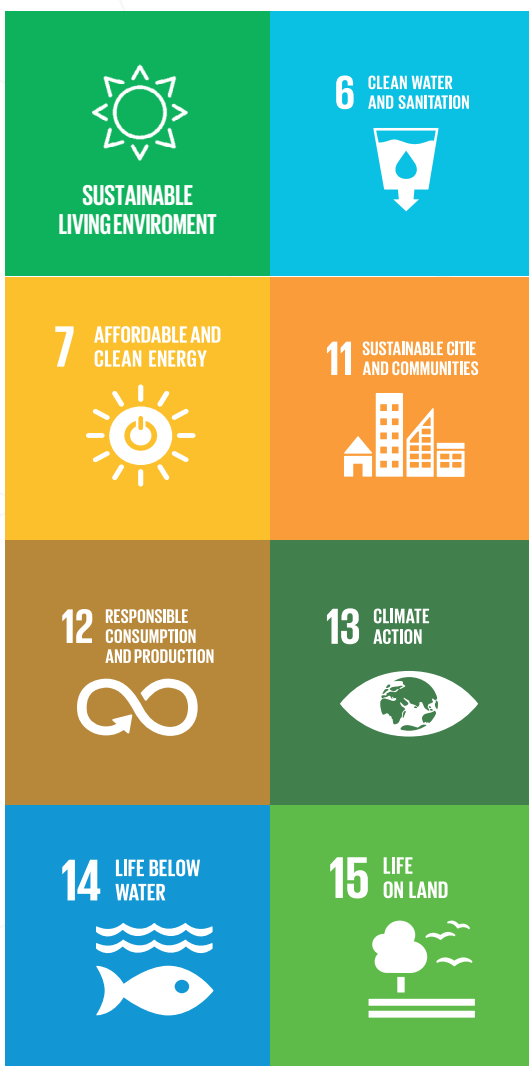


# SUPPORTING THE ENVIRONMENT PUBLIC AUTHORITY IN IMPLEMENTING THE ENVIRONMENTAL GOVERNANCE INITIATIVE

Being a high-income country with rapid urbanization and moderate industrial development, Kuwait faces the challenge of ensuring environmental sustainability. With a rapidly growing urban environment, Kuwait City and its suburbs face the challenge of effectively incorporating sustainable environmental policies into urban and industrial design plans. In response to these and other challenges, and to set the stage for a new more ambitious level of environmental measures, Kuwait has enacted a new Environmental Protection Law (Law No. 42/2014) to ensure an environmentally sound development. The law outlined the bodies involved in the environmental management systems including Kuwait Environment Public Authority (KEPA).

Recognizing the important role KEPA plays in implementing the new Environmental Protection Law (EPL), the GSSCPD and KEPA collaborated with UNDP and the United Nations Environment Programme (UNEP) for their technical expertise to support achieve the objectives set out under the Kuwait National Development Plan pillar on Living Environment and Infrastructure. The project focused on the greater oversight and coordination responsibilities that KEPA plays amongst other sectoral Ministries, to ensure compliance and enforcement of the Environmental Law. An emphasis was also placed on KEPA's internal technical capacity needs in order to participate in the Multilateral Environmental Agreements (MEAs) and to respond to Kuwait's commitment to implement the new Internationally Agreed Development Goals (IADGs).

The project was designed to support the State of Kuwait's efforts towards its commitments and achievement of the Sustainable Development Goals, specifically SDG 6 (Clean Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 11 (Sustainable Cities and Communities), SDG 12 (Sustainable Production and Consumption), SDG 13 (Climate Action), SDG 14 (Life Below Water), and SDG 15 (Life on Land).







# PRESERVING KUWAIT'S CULTURAL HERITAGE



KNDP 2015-2020 addressed the low level of cultural activity Kuwait has witnessed over the years, specifically in culture and art. Given the country's ambition to raise its global positioning, the National Council for Culture, Arts and Letters (NCCAL) and the GSSCPD collaborated with the UNDP and United Nations Educational, Scientific and Cultural Organization (UNESCO) to develop its cultural framework by creating the bases for strong cultural institutions that are of high standards, and the capacities of its skilled personnel to deliver a rich cultural identity through its programmes. The overall outcome of the project was to lay down the foundation for Kuwait to manageably achieve institutional reform in the culture sector with enhanced management systems and a strong regulatory framework.

The project contributed to the State of Kuwait's commitment to achieving SDG 11 (Sustainable Cities and Communities) and SDG 17 (Partnerships for the Goals) of the Sustainable Development Goals while also contributing to the Kuwait National Development Plan's Global Positioning pillar.

The project conducted many activities throughout its duration and achieved the following:

► **The development of a national cultural policy and framework.**

- A thorough evaluation of the legal framework and a roadmap for upgrading national laws on the protection of cultural heritage was proposed. An assessment of current private sector engagement in the cultural arena was conducted and a mapping document of Kuwait's Cultural Assets was prepared. The framework made an analysis of Kuwait's current cultural position against global trends and contemporary perspectives while examining the role of public institutions supporting culture. Subsequently, NCCAL's strategic plan was reviewed and assessed to outline a plan for preparing a cultural policy while considering the emerging role at the national level of public institutions.
- A Legal framework for the protection of cultural heritage was developed. An evaluation of the current legal framework of cultural heritage was conducted and a roadmap for the revision and implementation was provided. The evaluation included the review of cultural heritage laws within the region and proposed multiple approaches. The reviewed laws also investigated movable and immovable cultural heritage antiquities. Roundtable discussions were

organized to review the antiquities law. As a result, a new structure of the law was proposed on the protection, management, and promotion of tangible and intangible cultural heritage.

- A mapping exercise of the cultural assets had been conducted. It identified challenges cultural constituent face. The review serves as a tool which would support future potential partnerships and develop further areas of cooperation between the NCCAL and the private sector.
- A museum restructuring plan with an alternative governance structure was proposed, that would empower staff to efficiently operate the National Museum .
- A Framework for an upgraded communication strategy was developed and an assessment of its then current branding and communications strategies was carried out and embedded within the overall strategy of the NCCAL to ensure the organization is streamlining its communications efforts.

▶ **Improved institutional functions of the NCCAL's Museums Division**

- A Survey of the Kuwait national Museums Storage condition was carried out and included an assessment of storages and labs. The museum storage facility was re-organized and a training on preventative conservation through a storage management methodology called 'RE-ORG' was organized. The storage methodology is designed to help museum professionals keep their museums storages safe and accessible.
- Various management systems were put in place and a feasibility study for an Arts and Crafts Centre in Kuwait was developed. An analysis to identify potential services, programmes and exhibitions was conducted

▶ **Improved staffing skills and capabilities.**

- A capacity assessment was carried out and a capacity development plan was developed to investigate immediate and future capacity training needs.
- The following training programmes were carried

out throughout the duration of engagement:

- a. Conservation principles
- b. Role of Museums in Kuwait: policies and practices
- c. Adlib Software training
- d. UNESCO 2003 Convention (safeguarding ICH)
- e. RE-ORG training
- f. Conservation of metals
- g. Training for Museums' Guides
- h. Training in Communication for Cultural Organizations
- i. Exhibition Development
- j. Conservation of Siliceous Material
- k. Conservation of Organic Material
- l. Conservation of textiles
- m. Illicit Trafficking of Cultural Property
- n. Conservation of Paper





# KUWAIT'S JUNIOR PROFESSIONAL OFFICER PROGRAMME



In 2012, the State of Kuwait signed a Memorandum of Agreement with UNDP to participate in the Junior Professional Officers (JPO) programme, to send young Kuwaiti professionals to serve in various entities of the United Nations for a period of two years, enabling them to gain experience in international development strategic policy and implementation. Since 2013, the programme has deployed 35 junior professionals to serve within various UN entities to while contributing to youth employment and international visibility of the State of Kuwait in supporting the advancement of Sustainable Development Goals and international cooperation. The Kuwait JPO Programme has increased Kuwait's representation in the United Nations staffing table while enhancing national awareness of the role of Kuwait as a distinct member state of the United Nations.

To ensure management and sustainability of the programme, the UNDP and the GSSCPD developed project in 2016 that would safeguard the continuation of Kuwait's investment in their JPOs while providing returns that would increase national and regional awareness of Kuwait's model of engagement in the programme. A strategy is drawn and implemented to facilitate successful recruitment of the JPOs into the UN international organizations workforce as full-fledged UN professionals upon completion of their assignment. This project enables the State of Kuwait to benefit from their acquired capacities and while contributing to Kuwait's global positioning. The programme engages directly with the JPO Service Centre in Copenhagen and the JPO Office at the Department of Economic and Social Affairs (DESA) in New York, along with other UN agencies such as World Health Organization (WHO), UNESCO, and



the International Labour Organization (ILO).

During the implementation, the project directly to contributed to Kuwait's commitment to achieving the SDGs, more specifically SDG 4 (Quality Education) and SDG 17 (Partnerships for the Goals). It also contributed to the Kuwait National Development Plan's Pillar on Global Positioning and Creative Human Capital.

Since signing the agreement in 2012, the programme had gone through multiple recruitment phases. Each phase went through a recruitment process that follows the UN's competency-based recruitment. Rather than looking at years of experience and field of study alone, it looks at the candidate's ability to deal in certain situations, assessing their competencies against the position they are applying for. Given that one of the UN principals is on gender equality, of the 35 recruited JPOs, 20 were female amounting to 57%.

Prior to the projects signature in 2016, two recruitments had already been completed, and 20 JPOs were already dispatched. Since then, an additional 15 JPOs were recruited. Of the 35 JPOs, 51% of them received full-time employment positions within the UN.

During the launch of the most recent JPO programme in 2018, a communication and advocacy strategy was lunched. As a result, 1,080 applicants had applied to the 10 listed JPO posts. This is an indication of the interest Kuwaiti youth have towards working within the UN system.

During the projects implementation, Kuwait hosted the 13th biannual JPO meeting (virtually) on the 2nd – 3rd of November, 2021. It was significant showcase of the achievements of the Kuwait model of engagement with the JPO programme. The meeting gave insights into the lessons learnt while promoting a broader participation of other GCC countries, while highlighting Kuwait's regional leadership role in the areas of youth empowerment, public policy development, and sustainable development.

The Following tables illustrate the sector, agency, and duty station for the four JPO batches:

| 1ST BATCH - JPO PROGRAMME SECTOR AND ACTIVITY  | UN AGENCY | DUTY STATION |
|--|-----------|--------------|
| Energy and Environment   | UNDP      | Bridgetown   |
| Human Resources  | UNDP      | Copenhagen   |
| Private Sector development   | BERA      | Istanbul     |
| Public Relations, Information and Communication  | BERA      | New York     |
| External Relations and Advocacy  | UNDP      | New York     |
| Local Governance and Microfinance  | BPPS      | New York     |
| SME Development and Private Sector   |           |              |
| Development  | UNIDO     | New York     |
| Energy and Environment   | BDP       | New York     |
| Audit and Investigations   | UNDP      | New York     |
| Private Sector Development and Youth Employment UN Industrial Development Organization | UNIDO     | Vienna       |

| 2ND BATCH - JPO PROGRAMME SECTOR AND ACTIVITY   | UN AGENCY | DUTY STATION |
|---|-----------|--------------|
| Policy Support and Network  | BPD       | Singapore    |
| Biodiversity and community development  | RBAS      | New York     |
| Youth Voluntarism (Civil Society and Civic Engagement)  | UNV       | Bonn         |
| Articulation of Territorial Networks for Human Development Initiative, sustainable human development & MDGs | BERA      | Brussels     |
| Business and Administrative Management  | UNDP      | Copenhagen   |
| Environment and Energy  | UNDP      | Bangkok      |
| Business and Administrative Management  | UNDP      | New York     |
| Local governance and microfinance   | UNCDF     | Bangkok      |
| Policy and Advocacy Sector  | UNCDF     | New York     |
| Strategic Donor Partnerships and Resource   | UNIDO     | Vienna       |

| 3RD BATCH - JPO PROGRAMME SECTOR AND ACTIVITY            | UN AGENCY | DUTY STATION |
|--|-----------|--------------|
| Supporting Country Offices implementing solar PV         | OIMT      | Copenhagen   |
| Local governance and micro-finance                       | UNCDF     | New York     |
| Population and Sexual and Reproductive Health and Rights | UNFPA     | Geneva       |
| Policy Planning  | DESA-DPKO | New York     |
| Humanitarian Affairs                                     | OCHA      | Geneva       |
| Youth Affairs  | UNDESA    | New York     |



| 4TH BATCH - JPO PROGRAMME SECTOR AND ACTIVITY       | UN AGENCY | DUTY STATION |
|---|-----------|--------------|
| Urban Heritage and SDG Indicators                   | UNESCO    | Paris        |
| Regional Bureau of Arab States                      | RBAS      | New York     |
| Strategic partnerships and resource mobilization    | BERA      | New York     |
| Air Quality, Health & Climate Change                | WHO       | Bonn         |
| Energy Systems and Infrastructure Division          | UNIDO     | Vienna       |
| JPO in Innovation                                   | UNFPA     | New York     |
| New technologies, diversification, and job creation | ILO       | Geneva       |
| Architecture  | UNOG      | Geneva       |
| United Nations Office of Counter-Terrorism          | UNOCT     | New York     |

\*For UN organizations, please refer to the abbreviations table on page 4.



# KUWAIT HUMAN DEVELOPMENT REPORT



Human capital development is central to sustainable development, diversification of an economy, and, harnessing a knowledge-based economy. One of the main pillars of Kuwait's Vision 2035 is Human capital development, as it sets out to transform Kuwait into a financial and trade hub. The vision aims at equipping the country's future generations with the knowledge necessary to succeed in transforming the into a diversified competitive economy.

In partnership with UNDP, the GSSCPD set out to develop its first Human Development report since 1999. Based on stakeholder consultations, the government of Kuwait decided to develop the report around the field of Education. The report would raise awareness and understanding about human development as well as develop and integrated policy analysis and responses that are supported by a variety of stakeholders.

As a result, the project completed a series of activities to eventually produce the report and that includes:

- National consultation and multi-stakeholder workshops, which resulted in selecting Education to be the theme of the report as one of the top priority development challenges.
- The establishment of the management structure of the report to put together a national HDR team that would be responsible to produce the report, in addition to the Advisory Committee, Peer Review Group and others.

The report provides decision makers with the insight and recommendations to enhance Kuwait's human development through high calibre human capital and increased social empowerment, resulting in shifts in education policies, laws and/or positions of policy makers which would occur in line with human development.

The project was designed to support Kuwait's efforts towards its commitments and achievement of SDG4 (Quality Education) while also contributing to the achievement of Kuwait National Plan Pillar on Creative Human Capital.

The National Human Development Report was produced in 2022 and highlights forward-looking agendas for human capital development, with a special focus on education as a "whole-of-government" approach beyond being treated as a sectoral issue. The report also explores further partnership

with civil society and the private sector to be equipped with the necessary skills required for the 21st century through strategic transformation for human capital development. It stressed on the importance of human capital development and education to be more future-proof, anticipatory and agile in order to meet the needs of future generations and the evolving market needs. This would be in line with Kuwait Vision 2035 that also aims to become a knowledge-based digitized economy.

| Country ▲                        | HDI value (2019) | Life expectancy at birth (years) SDG3 | Expected years of schooling (years) SDG 4.3 | Mean years of schooling (years) SDG 4.6 | Gross national income (GNI) (PPP) |
|----------------------------------|------------------|---------------------------------------|---|---|-----------------------------------|
| Korea (Republic of)              | 0.916            | 83.0                                  | 16.5  | 12.2                                    |                                   |
| Kuwait                           | 0.806            | 75.5                                  | 14.2  | 7.3                                     |                                   |
| Kyrgyzstan                       | 0.697            | 71.5                                  | 13.0  | 11.1                                    |                                   |
| Lao People's Democratic Republic | 0.613            | 67.9                                  | 11.0  | 5.3                                     |                                   |
| Latvia                           | 0.866            | 75.3                                  | 16.2  | 13.0                                    |                                   |
| Lebanon                          | 0.744            | 78.9                                  | 11.3  | 8.7                                     |                                   |
| Lesotho                          | 0.527            | 54.3                                  | 11.3  | 6.5                                     |                                   |
| Liberia                          | 0.480            | 64.1                                  | 9.6   | 4.8                                     |                                   |
| Libya                            | 0.724            | 72.9                                  | 12.9  | 7.6                                     |                                   |
| Liechtenstein                    | 0.919            | 80.7                                  | 14.9  | 12.5                                    |                                   |

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# YOUTH AND SPORTS EMPOWERMENT IN THE STATE OF KUWAIT



In 2012, the Amiri Diwan began implementation of a national youth project titled “Kuwait Listens”. The project sought out the voice of youth to actively participate in Kuwait’s development agenda. Based on the recommendations of the project, the Ministry of Youth Affairs was officially established in 2013. The Ministry’s vision was to foster a generation of youth with strong cultural values that will become innovative partners in sustainable development. Prior to its establishment the governing body of youth affairs was mandated to Public Authority for Youth and Sport. Upon the Ministry’s inception, the Authority was repositioned under the ministry and as a result it was split into two separate authorities; the Youth Public Authority (YPA); and the Public Authority for Sports (PAS). Given that the ministry was a fairly new government entity, and both authorities now have separated mandates, institution support was needed.

In collaboration with the GSSCPD, the Ministry of Youth, the Public Authority for Sports, and the Public Authority for sports, sought out the UNDP to support strengthen institutional capacities, as well as support the development of a national Youth Policy and Strategy. As a result, two projects we conceptualized to support youth empowerment and sport development in Kuwait.

Both projects directly contributed the achieving SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities) and SDG 16 (Peace, Justice, and Strong Institutions). It also contributed to the Kuwait National Development Plan’s Effective Public Administration, Creative Human Capital, and Global Positioning.

The project completed many activities which would eventually lead to an improved policy making landscape through the following:

- ▶ **Improved institutional structure and human resource capabilities of the Public Authority for Sports**
  - An institutional context assessment of PAS was carried out to assess the organizational gaps and included a review of its SOPs, internal policies, and strategy. As a result, an organizational manual with functional descriptions aligned with a new organization structure was developed. Detailed job descriptions for all sectors and departments were developed and a new IT Governance framework,

asset management system was put in place and a new knowledge center was established. A sponsorship strategy to support sports clubs and federations was proposed which would assess PAS' current holdings.

- A human capacity needs assessment was conducted, and a new human capital strategy was developed and implemented. It also supported the development of a new "Sports for All" Unit with a strategy and action plan to promote a culture of sports entertainment in Kuwait. The strategy emphasized the importance to recognize that all members of society have the right to participate in sport and leisure activities. It also touched on the investment opportunities that may arise that could lead to the creation of new jobs. This would involve partnerships with other government entities, the private sector and NGOs, and international cooperation with other countries, and in return it could facilitate knowledge-sharing and exchange of resources.
- Workshops on project management, events management, marketing and communications and PR, digital and technology, renewable energy, greening building, facility management and asset management were carried out to staff within the authority
- ▶ **Improved strategic direction for youth engagement**
  - A National Policy for Youth was developed which included consultation with relevant stakeholders and took in consideration an intensive survey that was carried out in public and private schools. It was crucial that the youth felt a sense of involvement in the country's development and vision and enhance their participation in the socio-economic development. The data was analysed and fed into Kuwait's first National Youth Policy to set key performance indicators for the Ministry of State Youth Affairs and the Youth Public Authority. The Youth Policy set baselines and indicators to assess the progression of the youth in various fields, including education, employment, and social life. Workshops on professional development of youth to ensure the sustainability of the youth



strategy were administered.

- A strategic roadmap with a document detailing its strategic goals, mission modernization and the current objective of the Ministry of State for Youth Affairs had been prepared.
- Two studies to improve public education, knowledge of the Sustainable Development Goals as well as two technical notes were prepared and for the government to support in integrating the relevant SDGs to youth into national and local strategies and policies.
- ▶ **Improved volunteerism with the youth community**
  - Volunteerism was addressed during the engagement to develop a future generation of youth volunteers. The UN Volunteers (UNV) conduct conducted multiple training workshops to youth volunteer groups.
- ▶ **Improved awareness of youth initiatives**
  - A communications strategy was developed, and awareness campaigns and community outreach programmes were implemented, and programmes had been developed for the Ministry and both Authorities to attract various members of the community to highlight the important role youth play in society and the importance of participating in sports and recreational activities.
  - The project also included events to highlight the role of Kuwaiti youth in society and aid the global positioning of Kuwait as a youth empowered. In addition to the development of communication strategy

# STRENGTHENING LABOUR MARKET FOUNDATIONS IN THE STATE OF KUWAIT WITH THE PUBLIC AUTHORITY FOR MANPOWER



As the State of Kuwait sets out to achieve its 2035 vision, several legislative activities were necessary to ensure that the proper institutions are put in place. One of those institutions is the Public Authority for Manpower (PAM), which was established in 2013. It is mandated with laying down the necessary foundations, bylaws, and procedures to address labour related needs. The Authority is recognized for its principles of raising productivity of the market while providing protection to labour rights where the private sector could flourish with new opportunities that could contribute directly to economic growth. Given that the Authority was a young government institution, its internal capacities needed to be revamped to respond to labour related issues.

As a result, in collaboration with the GSSCPD and PAM, the UNDP, ILO and International Organization for Migration (IOM) developed a joint UN programme that would capitalize on the expertise of the three UN agencies to address the labour related impairment. The joint UN programme set out to provide an intense training and technical support to PAM which would directly contribute to the Kuwait National Development Plan's Effective Public Administration and Global Positioning pillars while also contributing to the Kuwait's commitment to achieving Agenda 2030 for sustainable development, more specifically SDG 8 (Decent Work and Economic Growth) and Goal 10 (Reducing Inequalities).

To improve labour regulations in Kuwait, various activities were carried out which led to:

► **Improved research and evidence-based policy making abilities of PAM's staff**

- Three research studies on: social networks and relation to Kuwaiti labour market; process improvements and documentation of employment and procurement practices; and scenario analysis and future composition of Kuwaiti labour market, were conducted and contributed to PAM policy making and daily work.
- An intensive capacity development programme training was delivered to 274 participants, which included staff from PAM, judges, and representatives of employers and workers organizations.
- PAM's organization research capacities were significantly improved by organizing participatory research and training programmes by applying a practical learning-by-doing approach with the



research unit. It resulted in 10 recommendations and a suggested model for estimating the needs of Kuwaiti labour market. Dissemination workshops also took place with concerned government partners to address the suggested model and relevant policy changes. These dissemination workshops included training to relevant government and social partners on issues related to:

- a. Occupational Health and Safety in the construction sector
- b. Conference protocol and international relations
- c. Inspection of Occupational Safety and Health in the oil sector
- d. International Labour Standards (ILS) for judges
- e. Awareness Media Tool on working conditions, violation of working condition and international labour standards
- f. Review of Kuwait labour law

► **Improved tripartite participation in the International Labour Standards system.**

- An international training workshop organized by the ILO Training Centre in Turin, Italy on International Labour Standards was attended by National participants. Of the participants from PAM, one was made responsible for preparing and submitting Kuwait annual reports to the ILO file at the foreign relations office, while the other is a focal person between the Labour Inspection (LI) department and the foreign relations office. Both were chosen as members of the labour market restructuring team at PAM.
- Three tripartite training courses on international labour standards were launched in Kuwait and were attended by participants from PAM as well as employers and workers organizations.

► **Improved labour inspection systems with improved knowledge of ILS and Occupational Safety and Health services.**

- A technical mission from the ILO HQ took place in Kuwait to collect labour inspection data, conduct interviews, observe the current state, and prepare documents for the preparation of

labour inspection assessments and training, and an assessment report was developed. In line with ILO's assessment report and to enhance PAM's uptake of Occupational Safety and Health (OSH) standards, the following trainings were delivered:

- a. Policy and planning of the Labour Inspection.
  - b. Introduction to the occupational safety and health in the workplace
  - c. Basic occupational safety, health, and risk assessment.
  - d. Inspection of occupational safety and health in the construction sector.
  - e. Inspection of occupational safety and health in the oil sector.
  - f. Training techniques and soft skills including a Training-of-Trainer's certification programme
- The Hemaya initiative was supported and posters and infographics on occupational health and safety in five languages were produced. This was done so in collaboration with civil society organization. Volunteers were also trained on OSH. Three flash videos on OSH and ILS were developed.

► **Operationalized institutional strengthening strategy**

- A scoping mission to examine PAM's institutional capacities was carried out and business processes within the organization were reviewed. A strategy with KPIs was developed based on the research study which produced manuals to improve PAM's processes. The support eventually strengthened PAM's capacities to produce reports and support the organizations transparency.

The joint UN programme provided an intense capacity training and technical support throughout the duration of the project. The work has raised awareness and readiness for PAM and general institutional coherence around the labour sector in Kuwait. Stakeholders involved in the implementation recognized that a main contribution of the support had been the identification of needs and gaps realized through the implementation.

The project support was timely, with key learning and technical inputs implemented through an



adaptive management approach. The results include a strategic policy recommendation and products on labour relations, labour standards and institutional effectiveness and performance that are valuable to help reorient the Kuwaiti labour sector toward a global labour standard as it takes forwards its reforms linked to its national development plan.

# PROJECT TO SUPPORT THE IMPLEMENTATION OF THE KUWAIT NATIONAL DEVELOPMENT PLAN



EFFECTIVE GOVERNMENT  
ADMINISTRATION

16 PEACE, JUSTICE AND  
STRONG INSTITUTIONS



In 2010, the Government of Kuwait launched its 2035 vision which was designed to be implemented over five consecutive development stages to transform the country into a regional, financial, and commercial hub. The stages consist of five five-year development plans which started in 2010 and focus on: legislative activities (2010–2015); infrastructure (2015–2020); private sector engagement (2020–2025); knowledge-based economy (2025–2030); and moving towards a smart Kuwait (2030–2035). The vision is the responsibility of all government and non-government entities and requires their full cooperation if Kuwait were to achieve this vision.

Being at the centre of Kuwait's development agenda, the GSSCPD plays a lead role the strategic planning and coordination of the vision to ensure it is on track and milestones are being achieved. In order to do so, its institutional capabilities needed to be reequipped with improved capacities. As a result, the GSSCPD collaborated with the UNDP to provide a framework of technical support that would improve its capacities as well as other government entities' capacities to implement the 2015–2020 KNDP. The collaboration was formalized as an umbrella project that would have three main outputs that would focus on providing support to the GSSCPD, the CSB and other key government entities. The project's main objective was to ensure capacities are being build and the main condition of all consultancies that were contracted, on the job training to staff would be provided.

The project outcomes would directly contribute to Kuwait's commitment to achieving Agenda 2030 for sustainable development, more specifically SDG 16 (Peace, Justice, and Strong Institutions), while also contributing to the Kuwait National Development Plan's Effective Public Administration pillar.

To achieve the three strategic outputs, various activities were conducted:

► **Improving GSSCPD's institutional capabilities.**

- Upon the project launch, GSSCPD's organizational structure was revised. The new organogram includes clear job descriptions with defined tasks and responsibilities, delegations of authority, as well as reporting channels. An institutional skills audit and analysis was conducted and as a result, jobs were categorized according to their functionality, and SOPs



were simplified to address bottlenecks and improve efficiency of operations. A national SOP manual for good governance was developed.

- An automated system for following up the progress of the Kuwait National Development Plan was developed
- A human resources strategy was developed. The strategy includes a long-term training and development strategy that is designed develop competencies and maintain a successful career path for all employees. A performance management system, as well as an orientation package for new staff were also developed.
- As part of the GSSCPD's new organizational structure, 4 centres were established: the Kuwait Public Policy Centre, the Kuwait Knowledge Economy Centre, the National Centre for Development Research and Studies, and the National Observatory for Sustainable Development. These centres are part of an innovative and evidence-based approach to planning and implementing the KNDP.

- Numerous departments within the GSSCPD including the four centres were provided with fulltime consultants to provide support in various functions, with expertise amongst many, ranging from economics, macroeconomics, statistics, knowledge economy, management, management information systems, human resources, project management, international relations, governance, education, translation, communications, graphic design, and sustainable development. These consultancies contributed to sharing knowledge with staff working within the departments as well as across other departments. A leadership development training was carried out by Harvard Business and benefitted 52 senior officials and 75 middle managers.
- Additional specialized leadership capacity training courses were carried out to leadership positions of various governmental agencies as illustrated below:

| Training Entity  | Course Name                                      | Number of attendees | Trainee Categories                        |
|--|--|---------------------|---|
| Harvard Business   | Administrative Leadership Development            | 34                  | Undersecretary – Assistant Undersecretary |
| DODS Company   | Strategic Planning Leadership Training Programme | 70                  | Director - Observer - Head of Department  |
| UNITAR United Nations Institute for Training and Research (UNITAR) | Leadership Skills Workshop for Future Leaders    | 13                  | Director – Assistant Undersecretary       |

- A strategic plan to articulate Kuwait Vision 2035, including Implementation Action Plans for government entities were developed and supported. An analysis of the KNDP pillars and a projection of the general direction for 2018/2019 Annual Development Plan under each pillar was undertaken with UNDP technical support and through the engagement of national stakeholders. A new mechanism for ensuring alignment to KNDP and Kuwait's Vision 2035 was developed and used for vetting 170 project proposals by public entities.
- Various reports, briefs, policy papers and studies were developed through the engagement, including quarterly economic briefs, weekly intelligence reports featuring macroeconomic developments, current affairs and issues affecting national industries, policy papers on Higher Education and Scientific Research, Development of Public Administration in Kuwait, and on Establishing a Framework for Public Administration Institutional Governance. A national report for enhancing Kuwait sovereign credit rating was prepared. Its objective was to implement short, medium, and long-term economic reform policy measures that would eventually improve Kuwait's sovereign credit rating. The World Bank was assisted in the review of preparing the "Ease of Doing Business 2018 Report" which had a special focus on Kuwait.
- A National Housing Report for the State of Kuwait was prepared and presented to the United Nations Conference on Housing and Urban Development in Ecuador in 2016.
- Kuwait's first and second Voluntary National Review (VNR) reports were produced in 2019 and 2023, showcasing the country's progress towards the SDGs.. Their productions underwent vigorous consultative processes to ensure all stakeholders were involved. Most of these studies have contributed to the preparation of the 2020-2025 KNDP.
- The branding of "New Kuwait" was carried by the programme and a media campaign was launched to raise public awareness on role all stakeholders have toward KNDP, to promote Kuwait's global positioning and to attract foreign direct investments. The campaign involved the UNDP throughout its design, conceptualization, and launch. Awareness materials were published in the "Oxford Business Group," "Newsweek," and "The New York Times," as well as local media outlets.
- Several events such as the Knowledge Economy Forum, the New Kuwait Annual Event, Youth Leadership Programme (YLP2) National and Regional Workshop, "International Expo 2018," and more were conceptualized and carried out through the programme. Awards initiatives were also carried out and include the Ministry of Finances "The Award of Excellence" and "the Sustainable Development Award" which intends to encourage participation of private and government sector companies and NGOs to promote sustainable business practices and contribute to the KNDP and SDGs.
- A study to improve Kuwait's sovereign credit rating was develop and a national roadmap was proposed with several reform plans to meet Kuwait's challenges in 6 areas including, government spending, fiscal policies, economic policies, housing policies, privatization policies, and the establishment of the development bank. The Government of Kuwait has endorsed the roadmap and established an inter-ministerial working group under the leadership of the General Secretariat of the Supreme Council for Planning and Development and the Ministry of Finance to formulate and supervise the implementation of action plans.
- A higher education and scientific research policy and white paper was produced in support of the Ministry of Higher Education to conduct a comprehensive analysis of higher education and scientific research landscape in Kuwait. A Current state assessment was prepared that examines Kuwait's existing policies on gaps and key challenges and synthesizing the evidence around the current Higher Education and Scientific Research ecosystem to improving quality programmes of higher education and scientific research, address imbalances in the

labour market, increase the capacity of higher education to lead the knowledge economy and identify opportunities for improvement. Additionally, a structured benchmarking against countries with similar profiles as Kuwait, including countries from the MENA region and internationally including policies, standards, strategies, etc. the benchmark report identifies regional and international best practices and standards around 12 different facets which are the bases of the policy. Lessons learn and KPIs were identified.

► **Improving the CSB's Institutional capabilities**

- Several departments within the CSB have been assigned fulltime consultants to support in various functions, with expertise ranging from macroeconomics, quality assurance, cyber security, statistical economics, demography, national statistics, agricultural statistics, national registry and more. These consultancies contributed to sharing knowledge with staff working within the departments as well as across other departments, while regular training workshops were carried out including courses on the use of STATA software. Study tours to Egypt and the High Commission for Planning in Casablanca were also arranged with the purpose of transferring information and experiences on using specialized IT tools for extracting and processing information for the 2020 Registered Census.
- Technical capabilities within CSB in survey sampling, upgrading statistical systems for collection and publication of data, and revising statistical methodologies were improved. The revamped capacities contributed to the preparation to the 2020 registered census. The capacities of staff to work on the collection, analysis and publication of quarterly Foreign Trade Statistics and Indices was also improved.
- A household income and expenditure survey from 2019-2021 was carried out. The survey identified household spending and income depict the standards of living in Kuwait and how it would impact demographic, social and economic factors. The survey provided an


important update of household and individual economic, social, and demographic data that would inform policy making and planning.

- A survey was conducted on the impact of the Corona pandemic on consumer behavior and household income in the State of Kuwait

► **Increasing existing technical expertise and institutional capacities of public entities and key Government agencies**

- Various government entities benefitted from the programme and were provided with in house experts to build their internal capacities. Those entities include the Ministry of Finance, Social Development office, Al-Saad Charity, Public Authority for Food and Nutrition, Public Authority for Industry, Ministry of Foreign Affairs, Ministry of Defence, Public Authority for Sports, Public Authority for Housing Affairs, Ministry of State for National Assembly, Public Authority for Manpower, the Supreme Council for Family Affairs and Dar AlAthar Alislamiyah.
- Dar AlAthar Alislamiyah and over 30 trainees received specialized training courses to enable them to improve exhibition design, museum management and hold international exhibitions.
- Several sectoral and thematic strategies and reports were formulated, and initiatives were supported including the following:
  - The development of a new strategy and action plan for the Supreme Council for Family Affairs mapping out KNDP policies related to family and ensuring the new strategy is aligned with these policies. The strategy includes several elements that aim at empowerment of women particularly in terms of advocating for developing a law criminalizing domestic violence, preventive and support measures against domestic violence, awareness raising activities and mechanisms on family issues that foster equality.
  - Providing technical assistance to the Ministry of Finance in the area of strategic planning and aligning the ministry's strategies to the fiscal reform objectives while supporting the





drafting of a memorandum to establish a high-level committee to oversee the 'Najah' IT system and in preparing the annual work plan for 2017-2018.

- The development of the Urban Development Master Plan and the 1st national report on Sustainable Urban Development in Kuwait.
- The development and implementation of a research strategy of the Research and Studies Department of the Ministry of National Assembly's Affairs while providing technical departmental support.
- The Anti-Dumping department of the Public Authority for Industry was supported on implementing World Trade Organization agreements including providing technical advice and preparing relevant studies, legal memos and facts reports.
- The Public Authority for Food and Nutrition's (PAFN) was assisted in the development of its 5-year strategic plan. A situation and SWOT analysis was conducted and PAFN's vision and mission were formulated.
- The Ministry of Defense was supported specifically to improve its administrative department structure.
- A Strategic Programme Office for the Public Authority for Housing Welfare (PAHW) to manage South Mutlaa city project was established. A technical review of the master delivery schedule, the construction logistics plan, as well as a second round of reviews of SOPs for the Strategic Programme Team was conducted, and as a result of the technical support received, PAHW was able to make a saving of approximately 50 million Kuwaiti Dinars.

# IMPLEMENTATION OF THE DECENT WORK AGENDA IN THE STATE OF KUWAIT



Complying with international labour standards, PAM, the Kuwait Chamber of Commerce and Industry (KCCI) and the Kuwait Trade Union Federation (KTUF), in partnership with the ILO signed the country's first Decent Work Country Programme (DWCP), with intent to jointly address labour market challenges and achieve decent work in the State of Kuwait. As a result, and to implement the DWCP, the ILO collaborated with the GSSCPD and UNDP through its Country Programme Document.

The DWCP focused on the following three priorities:

- Priority1: Enhance skills of foreign women and men labourers.
- Priority2: Improve governance of foreign labour.
- Priority3: Strengthen social dialogue and tripartism.

During the programme implementation, its activities directly contributed to the Kuwait National Development Plan's Effective Public Administration and Creative Human Capital pillars while also contributing the Kuwait's commitment to achieving SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduce inequality).

The collaboration focused on the implementation of the following three main interventions:

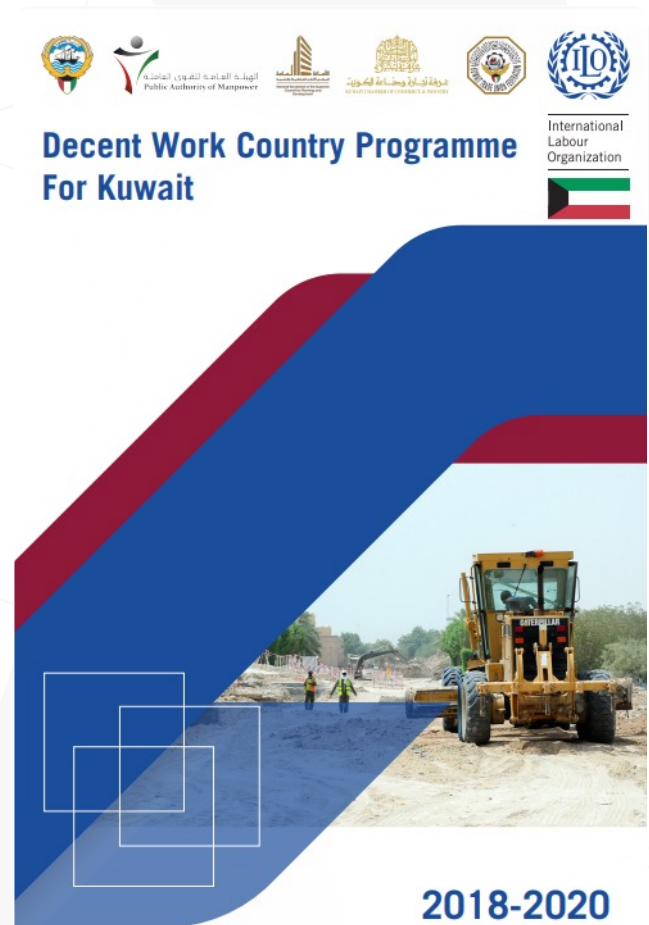
1. Improving skills anticipation frameworks and certification systems of responsible government agencies.
  - PAM and GSSCPD staff were trained on skills anticipation and matching as well as Skills for Trade and Economic Diversity.
  - A desk review of the current skills testing practices in Kuwait was conducted and existing ILO modules was also used to develop SOPs on Skills Testing and Certification.
  - A review of PAM's contribution to SDG 8 was conducted and report was submitted.
2. Improving the protection of both women and men foreign workers, including improved dispute prevention and resolution mechanisms, and access to justice procedures for foreign and domestic workers
  - The ILO organized a National Consultation on Strengthening Individual Labour Dispute Resolution Systems with PAM, to discuss dispute resolution systems and access to justice for foreign workers in Kuwait. The consultation was attended by

representatives from PAM, KTUF, KCCI, ILO, other UN agencies, embassies, and civil society organizations.

- Individual staff interviews were carried out to gather data which would lead to a diagnostic study of the Domestic Workers' Department at PAM. Capacity gaps were identified and a training programme for the investigators at PAM's Labour Relations Department, who are at the forefront of dispute resolution was conducted. The training aimed to shed light on labour dispute-resolution mechanisms in Kuwait and teach soft-skills necessary for effective communication, negotiation, and interview techniques.
  - Outreach to workers' organizations and their members through a collaborative ILO-KTUF workshop on dismantling the kafala (sponsorship) system was carried out. The workshop explored the different themes of the governance of foreign labour, skills development and recognition, and social dialogue. The workshop was also attended by various government representatives and civil society organizations.
  - Under a grant agreement concluded with KTUF, a legal assistance unit was established within KTUF's Migrant Workers' Office. Roles and responsibilities of lawyers and volunteers were determined and a training was conducted to ensure labour complaints are recorded and addressed.
3. Improving the legal framework and structure of Social Dialogue and capabilities of social partners.
- An assessment and scoping study on social dialogue in Kuwait was conducted. Several online validation consultation workshops and meetings were organized for PAM, GSSCPD, KTUF and KCCI.

High-level discussions with its constituents had taken place, and as a result, high-level documents were produced which support the DWCP agenda in promoting decent work in Kuwait. Successful capacity-building training programmes for government staff were implemented. The DWCP has contributed greatly

to the overall development objective as expressed in the three DWCP priorities.



# STRENGTHENING KUWAITI GOVERNMENT EFFORTS TO PROMOTE ETHICAL REQUIREMENTS FOR RECRUITING FOREIGN WORKERS

In its efforts to strengthen the ethical recruitment of foreign workers, PAM and GSSCPD collaborated with the IOM, and the UNDP to promote and enable national agencies to improve institutional governance for the protection of foreign workers. The collaboration also had a special focus on secondary COVID-19 response by promoting good migration/movement governance.

The project directly contributed to the Kuwait National Development Plan's strengthening of Kuwait's Global Positioning pillar while also contributing to Kuwait's commitment to achieving SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduce inequality).

During the implementation of the programme, IOM organized a workshop for PAM technical officers to introduce them to the International Recruitment Integrity System (IRIS). The training falls under the larger umbrella of ethical recruitment. The Initial phase of the engagement was to focus on increasing the knowledge of key national actors to equip them with the skills to operationalize ethical recruitment schemes across different sectors. The workshop set out to define ethical recruitment, explore modalities of implementing IRIS in Kuwait, take a dive into how the IRIS principles should guide different tasks and functions of PAM in adherence with international standards, discuss how select departments can contribute to the achievement of international standards and the National Anti-corruption Strategy; in addition to discussing how inter-departmental initiatives and updates could promote ethical recruitment, while aligning recommendations and action points for following steps. Technical officers from select departments within PAM, including its Labour Market Estimation department, Labour Inspection department, Governmental Contracts department, Domestic Work department, Private Sector Recruitment department, and International Relations department as well as representatives from the GSSCPD and the World Bank benefited from the technical training.

IOM facilitated two technical workshops on human trafficking, the first focused on the concepts, national frameworks, and indicators, while the other dove into victim assistance, coordination of efforts, cooperation, and referral mechanisms of human trafficking. The workshop was attended by representatives from PAM, the Ministry of Justice, the Ministry of Foreign Affairs, the Ministry of Social Affairs, the Ministry of Health, and the Ministry of Interior.





# UNDP SUPPORT DURING THE COVID-19 PANDEMIC

During the disruption, and devastation caused by the COVID-19 pandemic, the state of Kuwait was in flux. Systems that were once sound, were no longer dependable. Business took a major hit as the local economy was affected by the lockdown. To support the government's efforts during the pandemic, the UNDP conducted a series of activities to mitigate and respond to some of the effects of the pandemic.

## Launch of an SME Hackathon: #Q8vsCOVID19

In collaboration with the GSSCPD, the National SME Fund, KFAS and the UNDP, the first Kuwait Hackathon titled "Kuwait Hacks the Crisis" was launched as part of UNDP's #Q8vsCOVID19 series in April 2020. The hackathon posted two challenges that the country was facing during pandemic:

**Overcoming supply-chain vulnerabilities** - By challenging SME participants to put together innovative solutions to overcome potential supply-chain constraints, slowdowns, and breakdowns for commercial commodities and services affected by pandemic in the following sectors: Food, non-food commodities, and services.

**New innovative business ideas for health services and wellbeing** - By seeking innovative business ideas in the health service sector at the time of the pandemic over long-term and any future unforeseen disruptions.

The Hackathon set out to identify innovative business ideas in the healthcare sector during the COVID-19

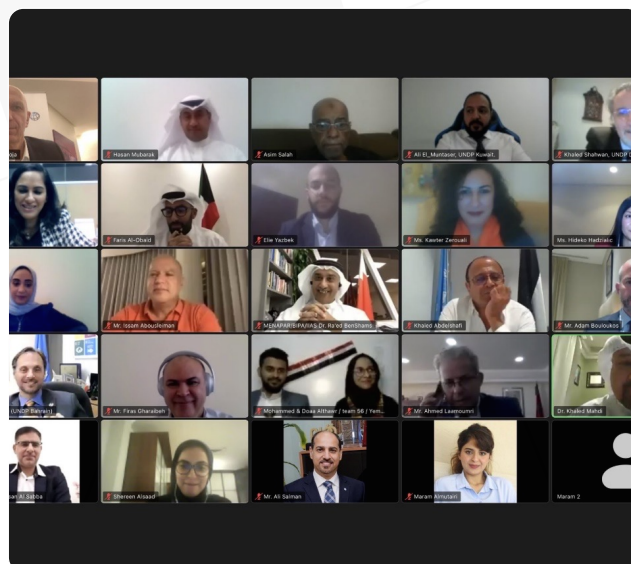
pandemic by targeting local Kuwait-based SMEs with innovative solutions to tackle socioeconomic challenges incurred by the pandemic. Participants were coached by a multidisciplinary team of advisors and experts from various backgrounds, ranging from innovation, business administration, science, and public administration. The role of the coaching team was to facilitate teams' design thinking and encourage discussions amongst team members to arrive at a set of innovative solutions. The teams were given five days to develop a solution and present it to a multi-disciplinary team consisting of consultants from different institutions and organizations. Two different challenges and a set of criteria were given, and two winners received a prize of 5,000 Kuwaiti Dinars. The two winning ideas were:

**First Challenge:** Tested - Kuwait Dairy & Food Corporation.

**Idea Statement:** Thiqa is a virtual marketplace to reduce unnecessary waste of vegetables and fruits by connecting farmers and consumers while ensuring quality assurance.

**The second challenge:** Blocktech Technology (MAZ - Blocktech Technology)

**Idea Statement:** Ibn Sina Hospital (IBN-SINA) has developed an integrated digital healthcare records system that connects three stakeholders in the healthcare ecosystem: patients, healthcare providers, and Ministry of Health authorities.



## Conduct a Gender-Sensitivity Media Training: "Towards a More Sensitive and Responsive Media to Gender Issues"

In partnership with Kuwait University's Women's Research and Study Centre, GSSCPD, UNDP and UNWomen conducted a gender-sensitive media training in line with SDG 5 and the strategic objectives of the KNDP through a broad-based and inclusive approach with contributions from various internal and external stakeholders from the United Nations, government, civil society, academia, and the media.

The emergence of COVID-19 witnessed increase in violence against girls and women (VAGW), especially with the expansion of the nation-wide lockdown. Women and girls were no longer able to confide in their social support system. With the concern that the pandemic might impact and push back fragile progress on gender equality, local authorities, civil society, academia, and the private sector were actively supporting key issues relevant to, legal reform, economic empowerment, while conducting research and data collection.

Media reporting during the pandemic continued to highlighted mortality rates amongst men while failing to address factors that disproportionately affect women. Women are more likely to take on childcare duties, while having non-COVID related healthcare needs ignored, due to the pandemic.

During the period from 27 to 29 July 2020, UNDP Kuwait held a 3-day virtual workshop (3 hours each) with journalists and media professionals from various local media outlets. In its role as the media, it is obliged to provide and produce professional coverage and reliable information to the public and its portrayal of the pandemic.

The objective of the workshop was to enhance the knowledge and skills of media persons from different outlets to provide a diverse, balanced and gender sensitive coverage and reporting within the context of COVID-19 pandemic. The second objective was to improve the quality of media work from a gender perspective, as well as help the different media outlets to strike a gender balance in their production of

content and avoid gender bias and discrimination in their media coverage.

UNDP and UN Women both contributed to the agenda by providing concepts on how to keep women informed and on the alternative solutions to deliver women related content. Discussions on the following topics took place:

- Gender versus sex
- Inequitable distribution of resources in society from a gender perspective
- Gender equality versus equity
- Gender equality versus gender balance
- Women's empowerment versus gender equality
- Gender-sensitive media took place
- Gender-biased and gender-neglected media
- The gender gap and index and the status of Kuwaiti women in this index
- The need for equal rights for women
- The relationship between the SDGs and women's rights, responsibilities, and opportunities.

The workshops were proven to be successful in creating a safe environment for educating and training media workers to reflect on the micro and macro levels of gender portrayal and its direct impact on gender equality.

## Launch of the SDG Accelerator "Kuwait Pilot"

The SDG Accelerator for SMEs is a UNDP initiative to support SMEs to enable them to contribute the achievement of Agenda 2030 for sustainable development. It involves introducing national stakeholder to a global network of business and SDG as well as other business accelerators. The initiative aims to demonstrate how the SDGs and their targets can be operationalized within business operations while pursuing commercial gains and having a significant positive impact on the goals. The idea behind the SDG Accelerator is to help businesses view the SDGs and country's development priorities and offer new opportunities for sustainable and profitable commercial solutions, not

only for post-pandemic period, but in a longer run.

In many countries, COVID-19 severely impacted the business community with operational disruptions. At the same time, the pandemic also encouraged business to explore new ways of doing business by the introduction of innovative technologies and out-of-box creativities, which have a long-standing impact beyond COVID-19. To support SMEs in Kuwait to apply a more sustainable business models, jointly with the National Fund for Small and Medium Enterprise Development (SME Fund) and the GSSCPD, the UNDP initiated a pilot initiative for the SDG Accelerator to test and demonstrate opportunities for new business models and solutions linked to SDG achievement, that would contribute to the KNDP. Following success stories and lessons learned from Denmark and Moldova, this pilot initiative was designed to contextualize the Kuwait business environment as well as the country's development priorities.

The SDG Accelerator Programme "Kuwait Experience" sought to support selected local SMEs in developing sustainable business models, services, or products, contextualizing the market opportunities and challenges faced by SMEs in the context of the COVID-19 pandemic and post-pandemic period as well as the country's development priorities

## Support Volunteerism and the Development of a Volunteers Manual

During pandemic, 4,000 national volunteers were mobilized to support people and families in need, including underemployed migrant workers. Requests were



### Support Kuwait Volunteerism during Covid-19 Crisis

Capacity Building on Volunteerism Principles and Code of Conduct

expressed by managers and NGO leaders for the need of a training manual for volunteers, and in response, UNV supported by carrying out training sessions on volunteering. In addition, a volunteer handbook had been developed jointly with UNDP, UNV, GSSCPD, and Ministry of Social Affairs. The manual sets out simplify volunteerism and to ensure quality participa-

tion, and help guide individuals, community groups, non-profit organizations, and charitable organizations with the tools for orientation and ongoing volunteering engagements. The handbook includes policies and procedures with practical examples and includes best practices to help adapt to the Kuwaiti context.

<https://www.undp.org/kuwait/press-releases/virtual-workshop-supporting-volunteering-during-covid-19-crisis>

## Develop a study on the effects of COVID-19 on mental health, food consumption and relationship dynamics in the State of Kuwait

In order to promote the wellbeing and health of the Kuwaiti residents during the pandemic, a comprehensive assessment of mental health and wellbeing was needed to be investigated promptly, and the development of behavioural interventions were urgently required.

As a result, a report was developed, focusing on the effect of COVID19 lockdown on mental health, food consumption patterns, relation dynamics and physical wellbeing. The report sets out to inform the Kuwaiti government to tailor actions for an integrated response to both COVID-19 and Non-Communicable Diseases NCDs, while tackling mental health and wellbeing, nutrition, physical activity, and relationship dynamics.

The assessment covered the following areas:

- Demographic and background information perception, attitude, and practice about the COVID-19 pandemic.
- Mental health assessment (depression, stress, anxiety).
- Food consumption.
- Exercise and physical activity.
- Relationship dynamics (domestic tensions, violence).

<https://www.undp.org/kuwait/publications/covid-19-state-kuwait>

# ANNEX 1

## TRAINING OF NATIONAL CAPACITIES WITHIN THE PROJECTS OF THE NATIONAL COOPERATION PROGRAMME BETWEEN THE GOVERNMENT OF THE STATE OF KUWAIT AND THE UNITED NATIONS DEVELOPMENT OFFICE AND THE UNITED NATIONS DEVELOPMENT PROGRAMME

| Project Name   | Number of national cadres trained |
|--|-----------------------------------|
| Anti-Corruption in the State of Kuwait   | 75                                |
| Developing a Performance Management Framework and Auditor Training for the State Audit Bureau                  | 400                               |
| Achieving Kuwait's 2035 Vision towards Persons with Disabilities   | 598                               |
| National Drug Use Prevention Policy and Management Project   | 178                               |
| National Traffic Strategy Support Project  | 332                               |
| Strengthening National Capacity for the Development of the Kuwait National Energy Outlook Report               | 75                                |
| Project to Support the Establishment of the Kuwait Public Policy Centre  | 1000                              |
| Support to the State of Kuwait in the Implementation of SDG 5 on Gender Equality                               | 827                               |
| Project of supporting the Environment Public Authority in Implementing the Environmental Governance Initiative | 137                               |
| Preserving Kuwait's Cultural Heritage  | 139                               |
| Kuwait's Junior Professional Officer Programme   | 17                                |
| Kuwait Human Development Report  | 15                                |
| Youth and Sports Empowerment in the State of Kuwait  | 75                                |
| Strengthening Labour Market Foundations in the State of Kuwait with the Public Authority of Manpower           | 274                               |
| Project to support the Implementation of the Kuwait National Development Plan                                  | 1500                              |
| Implementation of the Decent Work Agenda in the State of Kuwait  | 88                                |
| Strengthening Kuwaiti Government Efforts to Promote Ethical Requirements for Recruiting Foreign Workers        | 20                                |



# ANNEX 2

## INTERNATIONAL AND LOCAL PARTICIPATION IN THE ACTIVITIES OF THE NATIONAL COOPERATION PROGRAMME BETWEEN THE GOVERNMENT OF THE STATE OF KUWAIT AND THE OFFICE OF THE UNITED NATIONS DEVELOPMENT PROGRAMME

### International Participations:

- Eleventh meeting between national bodies and United Nations organizations of the JPO Programme in Bonn, Germany, April 2016.
- ECOSOC High-Level Political Forum on Sustainable Development, July 2016.
- Regional Workshop on Creating an Innovation Function in Public Service - Cairo, April 2018.
- Participation in the 63rd session of the United Nations Commission on the Status of Women - New York, March 2019.
- Participation in BX Arabia Workshop - Beirut, April 2019.
- Participation in the Tunisia Forum for Gender Equality organized by the Ministry of Women, Family, Children, and the Elderly in cooperation with UN WOMEN - Tunisia, April 2019.
- Attending the twelfth meeting of the Young Professional Personnel Programme (JPO) in Rome - Italy, within the National Cooperation Programme between the Government of the State of Kuwait and the United Nations Development Programme Office, May 2019.
- Side Event at HLPF to Discuss Innovation, Inclusion and Global Partnerships - New York, July 2019.

### Local Participations:

- Regional Workshop on the City Prosperity Initiative to Monitor the Indicators of the Eleventh Sustainable Development Goal in Kuwait - May 2017.
- Launch of the second phase of leadership training, April 2018.
- Launch of the second phase of the Expert Data Bank, December 2018.
- UN Sustainable Development Goals Workshop, December 2018.
- Volunteer work workshop within the National

Cooperation Programme in coordination with the General Secretariat of the Supreme Council for Planning and Development, the Ministry of Youth, and the Office of the United Nations Development Programme, September 2018.

- Opening of the activities of the eighth forum organized by the Center for Women's Studies and Research at the College of Social Sciences at Kuwait University under the slogan (Women and Leadership), October 2018.
- Launching the Kuwait Award for Distinguished Women Initiative from inside and outside the State of Kuwait, January 2019.
- Participation in the dialogue session at the Kuwait International Conference (Integrity for Development), January 2019.
- "Kuwait Energy Outlook Report" Launched at Kuwait Institute for Scientific Research, February 2019.
- Honoring the winners of the Kuwait International Award for Distinguished Women, March 2019.
- Launch of the third phase of the National Expert Data Bank, September 2019.
- The first regional conference on the implementation of the fifth goal of sustainable development during the period from 11 to 13 November 2019.
- Workshops on combating human trafficking were organized in cooperation with the IOM and the UNDP office, in the presence of the relevant authorities on the following dates:
  - The first training course will be held on Wednesday and Thursday, 10-11 November 2021
  - The second training course will be on Sunday and Monday, 14-15 November 2021.
- A high-level event with the European Union in Kuwait on economic empowerment with the aim of presenting developments in women's empowerment, the fifth goal of the sustainable development goals and success

stories of leading Kuwaiti companies on November 2022.

- A virtual seminar between the General Secretariat of the Supreme Council for Planning and Development in partnership with the Office of the United Nations Development Programme Environmentally friendly cities workshop to discuss constructive development solutions for eco-cities and towards achieving the National Development Plan of the State of Kuwait 2035 on January 2022.
- Workshop on (Training workshop for NGOs, charities, for training on financial skills and project management in the context of the COVID-19 crisis) in the UNDP office, the Anti-Corruption Public Authority, and the Ministry of Social Affairs, July 2020.
- Workshop on (Training workshop to support volunteer work in Kuwait during the COVID-19 crisis) in the UNDP office and the Ministry of Social Affairs, July 2020.
- Workshop on (Towards More Sensitive and Responsive Media to Women's Issues) in the presence of the UNDP Office and the Center for Women's Studies and Research at Kuwait University, July 2020.
- Workshop on (Private Sector-Led Economy) in the presence of the Office of the Representative of the Secretary-General of the United Nations and the Resident Coordinator in the State of Kuwait, July 2020.
- Launch of the first Ideathon competition with UNDP, September 2020.
- Panel discussion on (Future Cities after the COVID-19 Pandemic) attended by UNDP and UN-HABITAT, September 2020.
- A workshop on introducing the international system for employment integrity within the Tamkeen project in the presence of the Public Authority for Manpower, the International Organization for Migration, and the UNDP during the period from 23-25 November 2020.
- On December 2020, the participation of the General Secretariat of the Supreme Council for Planning and Development with the Office of the United Nations Development Programme in announcing the results of the winners of the Ideathon competition.
- Under the auspices of the General Secretariat of the

Supreme Council for Planning and Development, the thirteenth meeting of the Junior Professional Officers Programme was hosted with the participation of 112 countries in addition to the relevant United Nations agencies on 2-3 November 2021.

- A virtual seminar between the General Secretariat of the Supreme Council for Planning and Development, in partnership with the Office of the United Nations Development Programme, and the workshop on environmentally friendly cities, in order to discuss constructive development solutions for environmental cities and towards achieving the National Development Plan of the State of Kuwait 2035 on January 2022.
- Participation in a workshop to discuss recovery index of COVID-19 - in cooperation with the Investment Promotion Authority and the Office of the United Nations Development Programme on May 2022.
- Sponsoring and participating in a workshop for national consultations for the Education Transformation Summit 2022 - State of Kuwait, 3-4 August 2022.
- Participation in the workshop on the impact of investment in Islamic finance and green sukuk in the sustainable development goals State of Kuwait between 11-14 December 2022.
- Organizing the celebration of International Women's Day on March 2023.
- A virtual workshop on the application of behavioural insights to reduce burnout of employees dealing with domestic violence in the State of Kuwait, December 2023.







**Development Collaboration  
between the State of Kuwait  
and the UNDP (2015-2022)**

