



Country: Kuwait
Initiation Plan

Project Title: Country Programme Document Preparation (2015-2018)

Initiation Plan Start Date: August 2013

Initiation Plan End Date: March 2014

Implementing Partner: UNDP

Brief Description

The goal of this initiation plan is to develop the 2015-2018 Kuwait Country Programme Document. The preparation of the CPD will include evaluating the current 2008-2014 country programming cycle, preparing position papers and conducting research on various thematic areas, and hosting roundtable discussions. This process will assist in defining the outcomes and priorities for the new programming cycle.

Programme Period: 2009-2014

Atlas Award ID:

25650

Total resources required \$181,000

Total allocated resources: \$181,000

Agreed by UNDP Resident Representative:

X

I. PURPOSE

UNDP Kuwait is at the end of its current programming cycle (2008-2014) and is currently planning the preparation of the new CPD (2015-2018). Therefore, it is essential that the CPD is drafted on the basis of wide-ranging national consultations that seek the input of national stakeholders, including government authorities, civil society and those segments of society that are not usually at the forefront of development support. The drafting process will adhere to core principles of national ownership, integrated development, results oriented, and inclusiveness (women, youth, civil society, other groups). The cross-cutting issues of gender mainstreaming, human rights based approached to programming, and environmental sustainability will be incorporated into all stages of the consultative process.

The preparation process will identify UNDP's comparative advantage to foster sustainable development in Kuwait. It will assist in defining the priorities and outcomes of the new CPD. The CPD will be informed by the findings of the 2008-2014 evaluation, roundtable discussions, online platforms and individuals with relevant expertise. In order to streamline the CPD national consultation process, themes will be clustered under the following headlines: (1) Governance, Knowledge and Innovation; (2) Economic and Social Transformation; (3) Climate, Environment and Resilience; and (4) Strategic Partnerships and Cooperation. The CPD preparation process is planned to ensure the following:

- Relevance to Kuwait and alignment with national development strategies and plans
- Consistency with the UNDP Strategic Plan 2014-2017
- Relevance and complimentary to the eleven themes of the post 2015 sustainable development agenda

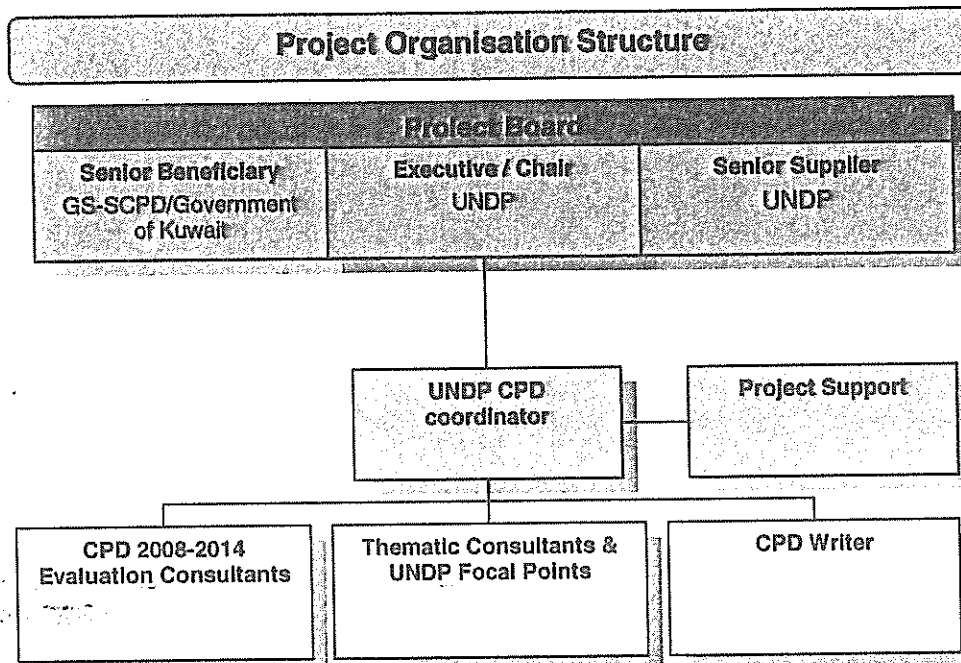
II. EXPECTED OUTPUT

The key output for this Initiation Plan is the 2015-2018 Kuwait Country Programme Document. In the preparation process, the following components are expected to support the development of the 2015-2018 CPD:

1. CPD 2008-2014 Evaluation
2. Position papers on the following areas:
 - a. Governance, Knowledge and Innovation
 - b. Analytical paper on Research and technology
 - c. Economic Transformation
 - d. Social Transformation
 - e. Climate, Environment and Resilience
 - f. Strategic Partnerships and Cooperation
3. Roundtable discussions:
 - a. Governance, Knowledge and Innovation
 - b. Economic Transformation
 - c. Social Transformation
 - d. Climate, Environment and Resilience
4. On-going inclusive consultation process as required

III. MANAGEMENT ARRANGEMENTS

A joint team comprising representatives of SCPD and a few other government departments and UNDP, with RR as the Chair, will be responsible for the policy oversight and overall collaboration during the life cycle of the CPD development process. UNDP will appoint a CPD coordinator to oversee the implementation of the preparation process.



IV. MONITORING

The CPD coordinator will give short weekly progress reports to the UNDP Resident Representative to ensure timely and effective implementation of the work plan. The consultants will report regularly to UNDP staff overseeing the CPD preparation process as well as the Resident Representative for assuring the quality of the 2015-2018 CPD.

A final progress report will be submitted by the CPD coordinator to UNDP detailing the progress, constraints, and lessons learned which will also include a financial summary.

V. ANNUAL WORK PLAN

Year: 2013-2014

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actors	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2013 Q3	2013 Q4	2014 Q1	2014 Q4		Funding Source	Budget Description	Amount
Output 1 Country Programme Document 2015-2018 Prepared	1. Evaluation of 2008-2014 CPD - Recruit Consultant - Submit final evaluation report	X				UNDP	1 Consultant: Fees, DSA and Travel	\$25,000	
Baseline: end of 2008-2014 country programme cycle Indicators: # of roundtable discussions # of position papers # of stakeholders consulted	2. National Consultation process for new CPD - Recruit consultants under the 4 areas: (1) Governance, Knowledge and Innovation; (2) Economic Transformation; (3) Social Transformation; (4) Climate, Environment and Resilience					UNDP	4 Consultants \$15,000/consultant	\$67,000	
Targets: 1. 2008-2014 Evaluation completed 2. Thematic position papers drafted 3. Stakeholders involved in preparation process	- Recruit consultant to prepare analytical paper on Research and Technology - Consult RBAS on Strategic Partnerships and Cooperation - Post 2015 round table - Draft position papers - Hold roundtable discussions and consultative meetings	X	X	X		UNDP	RBAS travel (\$3,000) and DSA (\$5,000) Roundtable costs (\$3,000/roundtable) High-level meeting costs	\$8,000 \$15,000 \$5,000	
	3. Draft the CPD - Recruit CPD writer - Hold second round of consultations to discuss first draft CPD - Prepare second draft of CPD - Obtain government endorsement - Send CPD to RBAS		X	X		UNDP	1 Consultant (CPD Writer) National Consultation Meeting Day	\$40,000 \$6,000	

Country Programme Document for Kuwait: 2015-18

Development Framework

Rationale

UNDP Kuwait initially decided to base the national consultation process for the new CPD on the 11 themes set for the post-2015 sustainable development agenda. The rationale for this alignment was (1), the language and scope of the consultations will be consistent with the global debate on the post-MDGs agenda; and (2), UNDP has a role in supporting the national discussions on the sustainable development goals. However, this does not entail that the 11 themes are all of equal relevance to the development context in Kuwait or that they are all within the scope of UNDP's mandate and the UNDP Strategic Plan 2014 – 2017. Accordingly, it is necessary to determine how the themes can best be examined in order to harmonise with UNDP Kuwait's role in implementing its global Strategic Plan and to encourage a focused discussion on the critical matters to be covered in the next CPD. At the same time, the themes for the next CPD should strive to sustain and build on the successful outcomes and project of the current CPD and CPAP based on the planned evaluation expected by end of September.

The UNDP Strategic Plan 2014 – 2017: Changing with the World sets out three key areas of work for UNDP in accordance with its mandate. These are:

Area of Work 1: Sustainable development pathways that can eradicate extreme poverty and reduce social and economic inequality and exclusion

Area of Work 2: Inclusive and effective democratic governance systems that can deliver sustainable solutions to poverty, inequality and exclusion

Area of Work 3: Resilience-building so that countries can sustain their development gains in the face of shocks and rebound stronger

Framework

The proposed framework for the 2015-18 CPD has been developed building on the outcomes of the current CPD along with relevance and complementarity of the eleven themes of the post-2015 sustainable development agenda and the key areas of the UNDP Strategic Plan 2014 – 2017 to the national vision and mid- range development plan of the State of Kuwait.

Goal

To foster sustainable development in Kuwait

Cross cutting Issues

- ✓ Gender mainstreaming
- ✓ Human rights based
- ✓ Environmental sustainability

The cross-cutting issues will be incorporated into all stages of the consultative process, including the preparation of discussion papers (previously described as 'background notes') and the invitation lists.

Principles

- ✓ National ownership
- ✓ Integrated development
- ✓ Result oriented

- ✓ Inclusiveness (women, youth, civil society, other groups)

In accordance with the principle of inclusiveness, specific attention will be paid to ensuring as complete a representation as possible of Kuwait's diverse population and all segments of the society during the process of national consultation.

Themes and components

In order to streamline the CPD national consultation process, the themes will be clustered under the following proposed headlines:

1. Governance, Knowledge and Innovation

- Institutional excellence and human capital
- Policy reform and response (delivery)
- Leadership and management
- Justice and regulations
- Research and technology
- Others

2. Economic and Social Transformation

- Green and sustainable economy
- Diversification and trade
- Growth and employment
- Private sector and SME
- Food security and safety
- Lifestyles and behaviors (including smoking, diet, physical activity, traffic)
- Education: quality and regulation
- Others

3. Climate, Environment and Resilience

- Green and safe environment (including pollution)
- Ecosystem and biodiversity
- Energy and water
- Others

4. Strategic Partnerships and Cooperation

- International competitiveness
- SDG and post-2015 development agenda
- South-south and triangular cooperation
- Humanitarian response and recovery
- Others

The fourth theme will focus on Kuwait's emerging leadership role at the regional and global levels and will lead to the development of a more strategic engagement between State of Kuwait, UNDP and other development partners.

Process

The components under each theme will be selected and finalized considering:

- findings of the planned evaluation of the current CPD;
- strategic priorities of the next mid-range development plan of the State of Kuwait; and

- recommendations of broad based and inclusive consultation process conducted through round tables and wherever required from focus group discussions, online platforms and individuals with relevant knowledge and expertise.

Consultation events

Consultants will be engaged to conduct the consultation process, with the direct support of the UNDP programme team. The key responsibilities of each consultant will be to research and draft the position paper on the themes as enumerated below; facilitate the roundtable and record the discussions during the roundtable events (transcription) and to finalise the position paper for the respective consultations accordingly. In developing the position papers, the consultants will follow a template to be determined by the UNDP Kuwait Country Office.

UNDP Kuwait will facilitate contacts with UNCT partners, NRAs and other country offices that may provide useful insights. Programme team-members will be assigned to each thematic cluster (see below) and will provide integral support to the process, including: facilitating meetings with national stakeholders as required, identifying key national documents for desk review, providing analytical insights based on their expertise in the relevant area, substantively reviewing the first draft of the position paper; planning and organizing the roundtables and other forms of consultation as may be required including the agenda, developing invitation lists, issuing invitations and confirming attendance; and management of logistic arrangements with the support of Operation team.

Governance, Knowledge and Innovation

The topics listed under this heading will be addressed in one roundtable. In light of the scope of the current UNDP project 'Support to the Capacity Development of the GSSCPD', the emphasis will be on UNDP's potential role in fostering sustainable institutional excellence and capacity-building to support Kuwaiti ownership of its national development agenda. An additional analytical paper may be developed on the potential and opportunities in the field of research and IT. This will be subsequently used as one of the reference documents for consultations.

**Huda Al Dakheel : Governance Portfolio Analyst*

Economic Transformation

The topics of green and sustainable economy; diversification and trade; growth and employment and private sector and SME will be addressed in a position paper. It will acknowledge both the high priority that the Government of Kuwait has attached to expansion and proactive

participation of the private sector in the development process and looks forward to innovative approaches, including the benefits offered by green economy principles. It is recommended that participation in this roundtable and the roundtable on social transformation be as broad-based as possible (emphasizing civil society, marginal groups and the private sector) and that the two events take place consecutively, to highlight the direct linkages.

**Qaiss Dashti: Private Sector Development Portfolio Analyst*

Social Transformation

The topics of food security and safety; lifestyles and behaviors (including smoking, diet, physical activity, traffic); and education: quality and regulation will be analyzed and presented. The position paper will address these issues from a development perspective ie. how Kuwait's relatively low performance in health and education outcomes (compared to per capita government investment) will impact on long-term development through rising costs and inadequate skills base.

**Sahar Shawa: Gender and Social Development Portfolio Analyst*

Climate, Environment and Resilience

The topics related to green and safe environment (including pollution), ecosystem and biodiversity, energy and water will be addressed under this theme. A significant aspect of energy policy was

explored during a stakeholder's roundtable event held on 30 May 2013, considering issues related to the development of a more effective energy consumption policy in Kuwait. The report of this event would also be presented to the CPD writer for incorporation in the initial CPD report.

* *Huda Al Dakheel : Governance Portfolio Analyst*

Strategic Partnerships and Cooperation

The fourth theme will focus on Kuwait's emerging leadership role at the regional and global levels and will lead to the development of a more strategic engagement between UNDP and the State of Kuwait. Rather than holding a broad-based national consultation on what is a specialised technical matter, UNDP will conduct a policy meeting with high-level Government stakeholders such as the GSSCPD, the Ministry of Foreign Affairs and the Amiri Diwan. The RR Office will develop this position paper, with the support of RBAS, who may be asked to visit Kuwait on mission to participate (RBAS Deputy Director and Desk Officer for Kuwait).

Use of communication channels: Key messages or questions highlighting significant aspects of each of the above topics should be drafted by the above consultant/UNDP programme teams and disseminated on social media with the support of the UNDP Communications Unit. This would be aimed at opening an online discussion, the responses to which would then be incorporated in the final position papers. These 'key questions' could take the form of open-ended questions or hypotheses posed for input/challenge etc. by online commentators. In order to reach a significant audience, these messages should be posted as early in the process as possible (certainly prior to the roundtable events) and be the subject of a communications sub-strategy on social media.

Time Frame

CPD Activity	30th of September	15th of November	10th of December	5th of January 2014	20th of January 2014	25th of January 2014
Evaluation of program						
Round tables, discussion, and reports						
First draft CPD						
Second round of consultation including national meeting						
Second draft CPD						
Endorsement of CPD by government						
Final CPD to RBAS						

Oversight and guidance

A joint team comprising representatives of SCPD and a few other government departments and UNDP, with RR as the Chair, will be responsible for the policy oversight and overall collaboration during the life cycle of the CPD development process.