

PROJECT DOCUMENT

Kuwait

Project Title: Human Development Report of Kuwait 2016

Project Number: 00098910

Implementing Partner: General Secretariat of the Supreme Council of Planning and Development

Start Date: 2 January 2017

End Date: 1 January 2018

PAC Meeting date: 2 November 2016

Brief Description

Kuwait is a high income country with a very high human development rank of (48). Currently however, with a slowing economic growth rate and the recent drop in oil prices, the need has emerged to diversify the economy, privatize economic activities and cut government spending. With high percentages of expatriate workers in Kuwait, there is also a need to create a competitive work force and to empower a highly skilled citizenry with social capital, solid identity and sense of citizenship. Integrated policy analysis and responses that are supported by a variety of stakeholders are therefore critical to help Kuwait achieve its development objectives in a sustainable manner. Producing a National Human Development Report around a specific theme based on a selected priority development challenge in the country would help achieve that as well as lead to higher awareness and understanding about human development. The NHDR Kuwait 2016 project overall outcome is "Publicly supported shifts in (theme related) policies, laws and/or positions of policy makers occur in line with human development". This overall outcome will be achieved through the following outputs: 1) Innovative, gender-sensitive knowledge, policy analysis and alternative policy options that promote human development are identified and publicly disseminated 2) Spaces/platforms for dialogue and advocacy on the human development paradigm and policies are established by various stakeholders. Through the various orientations, trainings and committee membership, the project also seeks to build national capacity in understanding of human development, data collection and analysis. The process of development of the report will ensure national ownership and include wide-scale consultations of various stakeholders. It is expected to be completed in one year.

Contributing Outcome (CPD): Human development accelerated through high-calibre human capital and increased social empowerment



Project Outcome: Publicly supported shifts in policies, laws and/or positions of policy makers occur in line with HD.

Indicative Project Outputs:

1. Innovative gender-sensitive knowledge, policy analysis and alternative policy options that promote human development are identified and publicly disseminated
2. Spaces/platforms for dialogue and advocacy on the human development paradigm and policies are established by various stakeholders.

Total resources required:	US\$ 500,000	
Total resources allocated:	-	
	UNDP TRAC:	-
	Donor:	-
	Donor:	-
	Government:	US\$ 500,000
	In-Kind:	-
Unfunded:	-	

Agreed by (signatures):

<p>Dr. Khaled Mahdi Secretary-General of the General Secretariat of the Supreme Council for Planning and Development,</p> 	<p>Ms. Zineb Touimi-Benjelloun UN Resident Coordinator UNDP Resident Representative</p> 
Date: 16 ديسمبر 2016	Date: 20/12/2016

الأمين العام للمجلس الأعلى
 للتخطيط والتنمية

I. DEVELOPMENT CHALLENGE

Kuwait is classified as a high-income country (World Bank, 2014). Citizens enjoy comprehensive welfare and extensive support from the state. According to the Global Human Development Report 2015, Kuwait ranks 48 in the world by its human development index (HDI) and is thus considered among the “very high human development” countries. It ranks fifth within GCC countries whereby Qatar takes the lead (32), followed by Saudi Arabia (39), UAE (41) and Bahrain (45). It however regressed one step from its 2013 rank at 47. Kuwait’s HDI has increased from a 0.715 in 1990 with an average annual growth rate of 0.55 since. The Gross National Income/Capita is high however with gender disparity, estimated at US\$ 111,988/males and US\$ 42,292/females (2011 PPP\$). The Gender Development Index (GDI) is quite high and stands at 0.972 which shows that Kuwait has progressed regarding women empowerment, however the Gender Inequality Index (GII) stands at 0.387 and is high in comparison to other countries in its Human Development (HD) category indicating higher inequality.

In 2015, the oil sector contributed equivalent to approximately 54.9% of the total gross domestic product (Kuwait National Development Plan 2015). Wages and salary expenditures represent a large portion of the gross domestic product of Kuwait, as the majority of the national labour force is employed by the Government. According to the UNDP Country Programme Document, “the primary national development concerns include: (a) reliance on oil revenue and public sector employment for economic growth; (b) limited transparency, accountability and service delivery within and from governing institutions; and (c) the impact of rapid population growth on housing and environmental constraints” (UNDP CPD 2015-2018). The 2015 Kuwait National Development Plan (KNDP) identified human and social development challenges represented in the demographic challenge resulting from foreign labour migration, the inadequate quality of education, quality of health care services and youth empowerment (KNDP 2015). The Global Human Development Report of 2015 confirmed the education challenge. The adult Literacy rate (among 15 years and older) in Kuwait stood at 95.5% in 2013 although it is higher among youth (15-24 years) reaching 98.8% among females and 98.7% among males. Although primary and secondary school enrolment rates are high, tertiary enrolment stands only at 28% and people over the age of 25 with at least some secondary education stands at 56%, which is low in comparison to countries with similar levels of human development. The mean years of schooling is also low comparing to its HD rank and stands at 7.2. Perceptions of the quality of education by citizens stands at 53% which is lower than perception of the standard of living (81%). Another challenge is the mismatch between the outputs of higher education and labour market needs especially in scientific and technological specializations, which the Government aims to address with annual surveys of the public and private labour market to improve the compatibility of the higher education¹. Possible reasons are the quality of education, the lack of communication between the educational institutions and the labour market and the motivation of graduates². Labour force participation is much higher for males than females and stood at 83.1% and 43.6% respectively (2013), which is likely a result of high male expatriate workers rather than local national factors. Kuwait’s life expectancy stands at 74.4%, slightly higher for females than males which is comparable to countries of its HD categories, and the maternal mortality ratio stood at 14 per 100,000 in 2013 and adolescent birth rates at 14.5/1000 which explains partly the lag in gender equality (Refer to Annex 6 for HDI table).

Kuwait has long focused on the necessity of diversification of the economy and job creation. Around 76% of nationals work in the public sector, filling 71% of jobs; nationals make up only 5% of the private sector, where 93% of expatriates’ work. Kuwait’s fiscal position is becoming unsustainable with the drop in oil prices and efforts are being made to rationalise public spending. According to the Economist Intelligence Unit information on Kuwait, “the political gridlock of Kuwait, rather than the availability of funding and resources...is the biggest risk to the implementation of the development agenda and the public sector remains the main drivers of economic activity supporting growth” (The Economist Intelligence Unit- Kuwait 2014). Additionally, “lack of data collection, management and analytical tools has limited the ability of government institutions to publicize and promote their achievements and to use an evidence-based approach for planning (UNDP CPD 2015-2018).

¹ KNDP

² Academic study on Investigating the skills-gap in the Kuwaiti Labour Market:

<https://www.escholar.manchester.ac.uk/api/datastream?publicationPid=uk-ac-man-scw:218157&datastreamId=FULL-TEXT.PDF>

Kuwait's long-term vision based on the "Kuwait Vision 2035" is to become a financial and commercial centre that attracts investments through 1) creating an enabling institutional and legislative environment for the private sector to take the lead on economic activities and enhance productivity, 2) improving public management efficiency and public services including national statistics systems, 3) as well as through improving human capital, developing social capital and achieving higher levels of social stability, better standards of living and a deeper sense of citizenship and identity for Kuwaitis. The Kuwait second five-year National Development Plan was developed for the years 2015-2020 and involves a two track approach. The first track of the plan is concerned with addressing economic diversification and imbalances, including Kuwait's dependence on the oil sector, and improving infrastructure and efficiency, as well as public services such as education and health. It also seeks to improve the country's attractiveness to foreign investors. The second track will involve a focus on the redevelopment of the country to achieve its vision. It defines a set of development directions in three key areas: economic development, human and social development and administrative development which translates into five goals.³ The second KNDP builds on evaluation of the previous plan and goes under the slogan: Towards human development and sustainable economy"⁴. (KNDP 2015 – 2020).

II. STRATEGY

The Theory of Change

The current development challenges of Kuwait as stated above include the slowing growth rate in the past couple of years, more recent reduction in oil prices, fiscal pressure, the need to diversify the economy, privatize economic activities and some services, the need to create a competitive work force and the need to empower a highly skilled citizenry with social capital, solid identity and sense of citizenship. In order to address these challenges in an integrated and sustainable manner, the theory of change would utilize the human development paradigm as follows to ensure that:

1. Economic growth accelerates and benefits all,
2. Enhanced human capabilities and choices lead to higher productivity and a better quality of life,
3. Resources are utilized in a sustainable manner that does not threaten future generations and
4. Avenues for dialogue among the different political players and the public are opened up and contribute to a stable enabling environment.

It is therefore assumed in the Project's Theory of Change that integrated policy analysis and responses that are supported by a variety of stakeholders are critical to help complement Kuwait's efforts to achieve its development objectives in a sustainable manner. Producing a National Human Development Report around a specific theme based on a selected priority development challenge in the country would help achieve that as well as lead to higher awareness and understanding about human development. It will give policy makers, investors, and the local population a better insight into the current development situation and eventually leading to policy implications.

Background and Definition of the Human Development Approach

The human development approach "arose as a result of growing criticism of the leading development approach of the 1980s, which presumed an automatic link between economic growth and human advance". "Human development can be defined as a process of enlarging people's choices and building human capabilities, enabling them to: live a long and healthy life, have access to knowledge, have a decent standard of living and participate in the life of their community and the decisions that affect their lives.

The emergence of this new concept initiated a process by which the development debate moved away from one primarily concerned with macro-economic policy issues, to one concerned with the impact of economic development on people and, more importantly, with people's place in the development process

³ KNDP 2015-2020 Arabic text

⁴ Translation

itself. There are four central components to this concept, or paradigm coined by one of the founders, Mahbub Ul-Haq: Equality, Sustainability, Productivity and Empowerment.

The human development approach is thus holistic and integrated, in that it strives to find the virtuous circle between Efficiency (to increase availability of goods/services for basic needs), Equity (in the distribution of opportunities) and Freedom (for both intrinsic and instrumental value).

Human Development Reports

The concept of Human Development was initially expounded by UNDP in its first global Human Development Report (HDR), published in 1990. Since the paradigm is applicable to people everywhere, irrespective of nationality or place of residence, it has become a fundamental cornerstone of UNDP's policy. The global HDRs do not attempt to portray the full complexity of human development problems worldwide, but they highlight issues relevant to many countries and provide a methodology for comparative human development research (UNDP HDR Toolkit). Human development has been measured in Human Development Reports using four main Human Development Indices⁵ as follows:

- The HDI (Human Development Index): provides a summary measure of human development. Its main dimensions include 1) Long and healthy life measured by life expectancy at birth, 2) Knowledge measured by the mean years of schooling and expected years of schooling and 3) A decent standard of living measured by the GNI/Capita (PPP\$).
- IHDI (Inequality adjusted Human Development Index), the same dimension as above adjusted for inequality.
- GDI (Gender Development Index): HDI adjusted for gender inequality calculated by providing the HDI for males and the HDI for females.
- GII (Gender Inequality Index): measures gender equality in health, economic and political participation and decision making. Its dimensions include 1) health measured by maternal mortality ratio and adolescent birth ratio, 2) empowerment measured by female and male with at least secondary education and female and male shares of parliamentary seats and labour market measured by female and male labour force participation rates.
- MPI (Multidimensional Poverty Index): captures the level of human poverty. Its dimensions include 1) Health measured by nutrition and child mortality 2) Education measured by years of schooling and enrolment of children and 3) Standard of living measured by type of cooking fuel, toilet, floor, access to water, electricity and assets and utilizing the intensity of poverty and poverty headcount.

The National Human Development Reports (NHDR) take the Global Human Development Report approach to the national level, therefore are prepared and owned by national teams around national priorities. They both feed into and draw upon the data and analysis of the global HDRs. The process of NHDR preparation has been facilitated by UNDP in countries and over 500 national and sub-national HDRs have been produced so far in over 143 countries, in addition to 28 regional reports. NHDRs are policy advocacy documents, they have introduced the human development concept into national policy dialogues — not only through human development indicators and policy recommendations, but also through the country-led and country- owned process of consultation, research and report writing. As a knowledge tool, the NHDR is an independent research piece that maintains the high quality of academic research and provides innovative and in-depth analysis informed by a wide variety of stakeholders. As advocacy tools designed to appeal to a wide audience, the reports can spur public policy debates and mobilise support for action and change. They have helped to articulate people's perceptions and priorities, and have served as a source of alternate policy opinion for development planning across varied themes. The National Human Development Report can also be a tool to monitor progress towards agenda 2030. Some human development indicators may be aligned to certain Sustainable Development Goals (SDGs) measures and could be used for tracking progress. The commitment of 2030 agenda to leave no one behind and protect

⁵ Refer to UNDP's "HDR 2015 Technical Notes" for details of the calculation of HDIs

the planet can provide a framing tool to prioritize attention to certain human development dimensions and groups of people which may require a new approach to development. The NHDR can also make intellectual contributions to the SDGs including through its indicators, and strengthen the policy options to achieve the SDGs nationally. The NHDR project can be linked to other SDG monitoring initiatives in the country.

UNDP's Corporate Policy on NHDR: Six Principles for a successful HDR

Those HDRs that have been most successful in influencing development debates best exemplify the six UNDP corporate principles set out in the UNDP Corporate Policy on NHDRs, which guide the HDR process. Those principles are:

- National/regional ownership
- Independence of analysis
- Participatory and inclusive preparation
- Quality of analysis
- Flexibility and creativity in presentation
- Sustained follow-up

Kuwait's Human Development Report

The Kuwait Human Development Report of 2016 will focus on a priority development issues that will be identified through a national consultative process as elaborated in the following sections. The conceptual framework for the report would be derived from those consultations and further developed in the process of report preparation. The conceptual framework should identify the linkages of the selected theme with human development, and the report output and its process would serve to spread awareness and understanding among policy makers as well as the general public about the concept of human development and its implications on policy as well as provide an independent in-depth analysis of the selected theme from the point of view of human development to inform policies that support its achievement in Kuwait.

The National Human Development Report should be much more than just a publication; it should be a dynamic policy and advocacy tool created through a process of broad participation and active engagement within the country. Therefore, wide scale consultations from the outset that continue throughout the phases of preparation of the report and its publication and dissemination should take place involving various stakeholders from the government, civil society, parliament, academia, experts, media, international organizations as well as the public that is most affected by the theme of the report. A communication and media strategy should be developed at an early stage, including establishing social media platforms to initiate debates around the theme. An advocacy strategy should also be developed and implemented starting with the launch of the report and follow up activities implemented after completion of the report to make sure it remains a live document and its recommendations taken on. In addition to calculation of the standard HDIs, it is recommended that specific indices/indicators are also identified and measured based on the local context and informed by the theme and the conceptual framework of the report.

The Kuwait Human Development Report of 2016 would be the third HDR of Kuwait. The first report was published in 1997 and it was a general report on human development and the second, published in 1999, focused on human development within the Economic Reform Plan of the Government. The theme of the third report will be selected through a consultative process.

Lessons Learnt from other countries' experiences and HDR resources

UNDP's corporate policy and the UNDP National and Regional Human Development Reports toolkit⁶ provide elaborate guidelines to ensuring the report has the desired impact. Good practice from previous HDRs shows the impact that the report could have in terms of policy change, laws enactment, media coverage, civil society campaigns, and incorporation of human development indicators in national statistics systems, budget shifts and other. A UNDP publication entitled "Ideas, Innovation, Impact: How Human Development Reports Influence Change- UNDP Publication⁷" includes various good examples of successful NHDRs such as the Azerbaijan Report 2003: Harnessing Technology for Human Development, which was innovative in joining Turkey in the analysis which allowed for collaboration between the two countries in addressing common challenges, Egypt's Report 2003: Local Participatory Development and Governorate Human Development Report where use local data revealed development disparities and Jordan Report 2004 on Building Sustainable Livelihoods which challenged macro-economic gains that- due to policy flaws -did not lead to even distribution of benefits. Training the HDR teams responsible for writing the report ahead of starting the work, wide stakeholders' consultations, an array of experts responsible for thematic background papers, an advisory group of national stakeholders and a peer review group of international and national renowned experts, a participatory methodology depending on a combination of tools such as quantitative and qualitative analysis, focus groups, interviews and polls were among factors leading to successful HDRs. It is recommended that the HDR team be familiarized with all these resources. Evaluation of the NHDR system corporately by UNDP⁸ confirmed the value of the NHDR in addressing policy issues and provided several recommendations including ensuring national ownership, disaggregation of statistics to tackle sensitive issues, avoiding gaps between reports and strengthening outreach efforts. Another assessment of NHDR in Laos⁹ draws lessons related to the importance of creating a monitoring mechanism and budget for the NHDR project, conceptualizing dissemination as a parallel activity of the NHDR formulation and production process, rather than an activity initiated after an NHDR has been completed, moving away from one-off workshops or training sessions to a more systematic approach including sustained programs of capacity-building on data collection, analysis and national planning for HD in cooperation with the Universities and existing training centers. The NHDR project in Kuwait will incorporate in its design this learning from previous experiences.

Contribution to UNDP-Kuwait Country Programme and Country Programme Action Plan

The project will contribute to the fulfilment of the UNDP-Kuwait Country Programme Document and Country Programme Action Plan which specifies human development as one of its three programmatic priorities. It prioritizes social empowerment and building high-calibre human capital that promotes values of humanity, social and personal responsibility, building skills that match labour market needs and engaging of youth and civil society in discussing and formulating human development policies. The CDP commits to supporting women's social, economic and political empowerment and recognizes the need for identification and inclusion of vulnerable groups, such as the disabled, as priorities in its programme.

UNDP and GSSCPD recognize that human development cannot be achieved without building partnerships with national and international stakeholders such as relevant government institutions and United Nations partners. Scaling up the partnerships with the Kuwait Central Statistics Bureau, as the leading national authority on statistics, on empirical data capacity-building and advocacy is explicitly mentioned.

⁶ <http://hdr.undp.org/en/country-reports>

⁷ http://hdr.undp.org/sites/default/files/impact_publication.pdf

⁸ <http://web.undp.org/evaluation/documents/thematic/nhdr/NHDR-main-report.pdf>

⁹ Final Project Assessment, National Human Development Report Project 2004-2009, Rosenberg 2009

III. RESULTS AND PARTNERSHIPS

Expected Results

The NHDR project is expected to contribute to the following higher levels outcomes and output as in the CPD and the CPAP:

CPD Outcome# 2: Human development accelerated through high-calibre human capital and increased social empowerment

CPD Output # 2.1. Institutional capacity strengthened to produce national human development policy frameworks and conduct comprehensive needs assessment for vulnerable groups.

The NHDR project is expected to achieve the following specific outcome and outputs. The specific interventions are planned under each output in line with the human development report toolkit. The sequence of the activities is outlined in section IIV.

Project Outcome: Publicly supported shifts in (*theme related*) policies, laws and/or positions of policy makers occur in line with human development

Project Output1: Innovative knowledge, policy analysis and alternative policy options that promote human development are identified and publicly disseminated

This end product of this output is completion and dissemination of the National Human Development Report of Kuwait 2016. The language of the NHDR would be English and would be translated in full and in summary to Arabic. The production of the NHDR is the process, laid out below which is as important as the product. The first of which would be:

Activity 1.1: Theme Selection

Selection of a compelling theme centred on a top priority development challenge that country faces while ensuring linkages are withdrawn with persistent or emerging issues. The theme should be vital, strategic and timely and should be amenable to analysis that highlights the advantages of the human development approach to national problems. For this purpose the following activities would take place:

1. **Review of documentation** such as Regional and National HDRs, national policies, KNDP, and meetings and discussions with various policy makers, UNDP Regional Bureau/Center for possible theme selection.
2. Prepare a **concept note** for the tentative theme selection and hold a **multi-stakeholder workshop** to present and discuss it. It should include government entities, civil society organizations, academia, UN organizations and others. The concept note should include the justification for the selection of the theme, the availability of data, the ability to collect data and generate analysis, the stakeholder support and a work plan. It is recommended to consult the UNDP Human Development Report Office on the theme due to their experience.
3. Identify the key stakeholders in the theme of the NHDR and hold a **press conference** to announce the theme.

Activity 1.2: Set up the Project Structures and Build the HDR team

In parallel to or after the selection of the theme, the main structures of the project should be set up. These structures include management structures, the core report team (the HDR team) and internal partnership and consultative mechanisms described in brief as follows. The detailed TORs are provided in Annex 5.

1. Establish the **Management structures**¹⁰

The management structures of the NHDR consist of the following and should follow the UNDP's Programme and Operations Policies and Procedures (POPP).

- **Lead institution:** The lead institution for the NHDR of Kuwait is the General Secretariat of the Supreme Council of Planning and Development. GSSCPD will be responsible for supervising the report process and linking with appropriate advisors, consultants and experts, including institutional actors. UNDP would support the GSSCPD to ensure inclusive consultations, a diversity of perspectives and methodological integrity. As in all NHDR, the UNDP country office remains the holder of the ultimate responsibility for ensuring the quality of the report according to the standards in UNDP's Programme and Operations Policies and Procedures.
 - **Project Board (Project Board):** The Project Board is a decision-making body that coordinates the HDR process and has overarching responsibility for HDR production, launch, advocacy and follow-up. The Project Board of the NHDR project should be inclusive to ensure national ownership. Membership should therefore extend beyond the government or UNDP to encompass significant representation among local and national policy-making communities, technical experts in the area of the report theme, and non-governmental and civil society organizations.
2. Select the **Core report team:** the Core report team is responsible directly for the production of the report and includes both authoring and coordination.
- **Team leader and lead author** is responsible for supervising the preparation of the report on a day-to-day basis. The selection would be done by the Project Board including partners and UNDP Regional Bureau or Centre. Criteria for selection would include knowledge of the theme of the report and the local context, professional reputation and technical skills, are most important in the selection. The lead author engages on a continuous basis with the advisory board. The Project Board will take a decision on whether separate team leader and lead author would be selected.
 - **Focal point:** The focal point will be located within the UNDP Country Office in Kuwait. The focal point is responsible for routine interaction between the UNDP Country Office, Regional Bureau, or Regional Centre, the lead institution, and the national or regional HDR team through the Project Coordinator. The focal point for this project is the Governance Programme Associate.
 - **Researchers and analysts** to contribute to writing background and conceptual papers and sections of the NHDR. A gender specialist and statistics expert must be included in the team.
 - **Project Coordinator:** will be selected by and reporting to the Project Board, the Project Coordinator will be responsible for ensuring that production is according to the agreed timelines and deadlines and liaises directly with appointed personnel of the project.
 - **Content editors and proof-readers:** will be assigned for full editing of the report, assuring coherence of the various sections, ensuring the language style is consistent and in line with NHDR corporate policy and proofreading language and graphs.
3. Conduct a **stakeholder mapping** and set up **internal partnership and consultative mechanisms** after selection of the theme: The following structure should be set up at the outset determined by the Project Board. A stakeholder mapping would be conducted after selection of the theme to identify members of the following groups. The mapping would be conducted at Project Board meeting with support from UNDP's focal point and the Project Coordinator, lead author and team members if already selected.
- **Advisory committee:** The advisory committee's primary function is quality assurance. It provides thematic insights and assistance in framing the content of the HDR particularly in terms of national or regional interests and ongoing debates. It also supplies technical input on the report methodology and on the approaches to be adopted in analysis.
 - **Reader and peer reviewer group:** With UNDP's support a group of independent academics, subject

¹⁰ See also Section VIII. Governance and Management Arrangements

experts, UNDP resource people from the Regional Bureau or Regional Centers, UN agencies and HDR practitioners from other countries would be established to conduct a review of the report and provide input and perspectives to enrich the report. The group should include among its members a statistician from the HDRO office and gender expert.

- **Validation groups:** Workshops with citizens from among those most affected by the theme of the NHDR should take place, in addition to round table discussions, discussion circles nationally and in specific locations or sectors depending on the theme. The project would ensure that validation is incorporated in the methodology of development of the thematic background and conceptual papers submitted by the team of authors. National validation meetings would be planned at small scale sequentially for presenting the report drafts with conclusions and policy recommendations.
- **Follow-up group:** The group consists of all the stakeholders involved in the report preparation as well as members of the academia, private sector, media, women's organizations, and other civil society organizations. Its main function is to implement communication, media and advocacy activities following the launch of the report. Members of the Advisory Committee would be assigned the lead role.

Activity 1.3: Preparation of the NHDR: Planning, Research and Analysis, Reviews and Production

1. **Conduct an orientation session** for the Project Board members in the complexities of the HDR process and the value added of the human development approach. It is recommended that this orientation is at the very early stages of theme selection.
2. Conduct a **3 day training workshop the NHDR team** of authors once selected and advisory committee. The training should include an orientation to the HD concept, process and the selected theme of the report. The workshop should be coordinated with the Regional Center or HDRO with speakers selected from among those with previous experience on the subject's components.
3. Establish a **Production Schedule** which sets the timeline for completion of the activities. It should be set after selection of the NHDR core team, who would develop a proposition in line with the overall timeframe for achieving the NDHR as set out in this project document. The proposition would be presented by the Project Coordinator to the Project Board for approval.
4. Elaborate of **the conceptual framework**, outline of the Kuwait Report and target audience. This should include further discussions of the theme, identifying the link with the concept of human development, and accordingly pinpointing key issues related to the theme. A literature review of the theme and 2 national consultations with stakeholders would be conducted for this purpose preceding the methodology.
5. Prepare a **Methodology** by the NHDR Core Team (namely authors and experts with guidance and support from the NHDR focal point and project coordinator) that would be submitted to the Project Board for approval. The methodology should be in line with the NHDR toolkit and the UNDP Corporate Policy on HDRs. It should include methods for comprehensive secondary and primary data collection and processing including international sources and national sources such as the Central Statistics Bureau (CSB) and specialized governmental, non-governmental and civil society organizations. The methodology should be inclusive of the Advisory Board at clear milestones for meaningful consultation and contribution and should be presented and discussed with them. It should include a broad-based consultation process with wider NHDR stakeholders including methods for gauging perspectives, such as Conferences, ad hoc meetings, workshops, brainstorming sessions, focus groups, and interviews, , with people in various groups identified by different location, age, gender, and socio-economic status. Views of those who may traditionally be excluded such as women, vulnerable, children, elderly, disabled and so on should be included. Furthermore, website and/or social media outlets should be set up where discussions on the theme and the report would take place. The Communication and Media plan should be updated for alignment with the methodology.
6. **Data assessment, surveys commissioning and HD measurement** should include the globally agreed indices in addition to nationally identified indicators that respond to the particular needs of the country. Critical aspects of human development would be commissioned for surveys

- depending on availability of the data. This would be determined upon selection of the theme and assessment of the available data. Early consultation with HDRO on adapted indices or indicators early on for support and guidance should take place. Innovations in HDI can be expansions in relation to the theme or differentiation of HDIs for different populations. A **specific statistical workshop** would be organized on calculation of HDIs based on UNDP's Primer and would target the statistical expert/s responsible for calculation of the indices, members of the Advisory Board with Statistics background and a designated team from the CSB. The statistical expert/s would work closely with the CSB team during data collection and calculation of indices for transfer of knowledge. The HD measurement would be carried out in parallel with the overall study.
7. **Undertake the research** in line with the methodology including preparation of background and conceptual papers on thematic issues
 8. Prepare the **First Draft** of the Report based on the outline and determine its final structure and length. Generally, it should include:
 - HDR theme and related issues: establish a conceptual framework linking the theme and human development concerns stemming from the consultations around the theme,
 - Local context and conditions
 - A clear analysis of human development in the country or region and indices
 - The report's theme examination, related problems and issues
 - Critical evaluation of government development policies
 - Develop conclusions- include all members of the national report including peer reviewers in this process
 - Clear, concrete and practical recommendations- elaborate recommendations are required
 - Research gaps
 9. **Internal review:** The first draft of the NHDR would be submitted to the Project Board, and Advisory Committee, The Core Team for review and feedback. They should gauge the quality of the data; the soundness of the analysis; the openness, fairness and impartiality of the arguments; and the coherence and consistency of the recommendations. UNDP should ensure alignment with UNDP principles and policy. A stakeholder workshop would be conducted to discuss the draft and get feedback. The draft report, the workshop process and expectations from the participants should be shared ahead of time for preparation.
 10. **Second NHDR draft and External Peer Review:** After responding to and incorporation of feedback, a second draft of the report would be submitted to the Peer Review Group for their review and feedback. Specific attention would be paid to the statistical review and gender review. The Peer review provides a fresh insight and input into the report.
 11. **Final Draft and Executive Review:** After refinement of the second draft, the final draft is submitted to the Kuwait Resident Representatives, the Arab States Regional Bureau and HDRO Statistics Expert for final review. The final draft should incorporate all the requirements as per the HDR toolkit including preparing the Executive Summary of the report.

Activity 1.4: Printing and Publication

The Project Board would select the publisher early on from among the highest standard publishers nationally or even internationally and Copyright would be established. NHDR publication standards would have to be followed including corporate guidelines on use of logos, disclaimers, design, etc.

1. Submit the report for **editing** which should ensure coherence of the different chapters of the report, consistency in all the document and a style in line with corporate standards and that match the target audience.
2. Determine the languages of the launch of the report and **submit for translators**.
3. Select and **Design and Publishing firm** for the Report in line with corporate standards. The hiring process should be aligned with the preparation of the first draft of the report.
4. Throughout the research preparation and as part of the communication and media strategy, **ongoing documentation in high quality** pictures of consultations and meetings would take place.

5. Submit draft designed report to HDRO for approval
6. **Publish and print** 500 copies of the report in each language

Project Output 2: Spaces/Platforms for dialogue and advocacy on the human development paradigm and policies are established by various stakeholders

The achievement of this output is interlinked with the first output and its activities would build on and complement those under it. The consultative nature and methodology of the NHDR starting with the theme selection, throughout the research and report production processes provide various venues for discussion and dialogues around the HD concept and the theme of the report. The following activities support the process toward achieving the above output:

Activity 2.1: Outreach and developing a communication and media strategy

1. The **stakeholder mapping** mentioned under output 1 should include media: The stakeholder analysis mentioned above should also include an analysis of media actors and outlets from among those who are specialized or have an interest in the theme both locally and regionally. These could include newspaper editors, reporters specialized on economic or social topics, columnists, radio and television personalities and so on. Opportunities available through the HDRO and UNDP Regional Bureau/Center should also be identified and utilized.
2. Develop a **communication and media strategy**: A strategy would be developed at the outset of the process of development of the report with an implementation plan during the preparation of the report and after its completion. The strategy should include a clear plan for the launch event to achieve most meaningful visibility for the report and mobilize following action. The strategy would be aligned and build on the research activities and it would be updated following the completion of the report. A partnership with one or two reputable and relevant media institutions for the whole process would be established.
3. Conduct **one media training** targeting the focal point responsible for media follow up and key staff from UNDP and main partners who will be involved in communication with media on the NHDR.

Implementation of the communication and media plan achieves the desired outreach, spreading the messages of the report to various groups and thus setting the basis for gaining their support and mobilizing action. The communication and media strategy and plan would be updated following the completion of the report to tailor the messages and prepare for the launch and advocacy. A press kit should be prepared so that it may be distributed before the report launch and also during the launch. It should present the key messages, data and statistics¹¹.

Activity 2.2: Launch of the NHDR

The launch event would be prepared for ahead of time. The first step identifying a date for the launch that is relevant nationally or internationally to the theme of the report. It would be planned for the Production Schedule and therefore abided by throughout the process. Pre-launch activities should include preparing media material with key highlights and messages of the report that attract attention that would be distributed ahead of time including online. The HDRO website or other websites can be used for this purpose. A distribution list should be prepared based on the stakeholder analysis conducted earlier including media and any additional identified stakeholders. The launch event would be to lead to the below workshop. A press kit would be prepared for the launch as part of the communication and media strategy (see above).

Activity 2.3: Initiate advocacy

1. **Two workshops** would be organized, led by the follow up group, with a specific number of stakeholders from among civil society organizations and other interested groups with the purpose

¹¹ Refer to the HDR toolkit for further details

of agreeing an **advocacy strategy and plan** for advocating the policies proposed in the Kuwait NHDR by identifying the compelling data, key findings, main policy messages and recommendations. The first would be to agree on the specific objectives of the strategy and agree on roles and ways of working for developing it. The second would be to endorse it and agree on the plan with responsibilities and detailed budgets. Post launch briefings would be included in this strategy if found relevant.

2. Following the workshops **implementation** should begin as per the plan and may exceed the duration of the project, should additional funding be mobilized beyond the project budget. The advocacy strategy would utilize the products of the communication and media strategy and the latter would be revised and updated to better serve advocacy purposes.

Activity 2.4: Influence Assessment and follow-up

In order to assess the impact of the NHDR process in Kuwait, the following activities would be implemented:

1. Ongoing **pre and post assessments of participants' knowledge** about the concept of human development or specific skills as applicable (e.g. statistics, media) in workshops, conferences and meetings would be carried out on a regular basis.
2. Assess the impact of the Kuwait NHDR policy messages and recommendations through **media monitoring and documentation** of any policy, position of policy decision-maker or legislative change as well as social media monitoring, number of shares, tweets, views through the available tools and level of activity in online platform established for debates.
3. **Develop a project** that builds on the successes of the NHDR including for production of future reports.

Resources Required to Achieve the Expected Results

In order to achieve the expected results, the NHDR structures needs to be set-up as described above which would include the following:

- Full time staff: Project Coordinator.
- Consultants/Experts: Communication and Media Expert, Lead Author and Research experts, Report Editor, Translator, Designer/Publisher, Auditor and evaluation consultant.
- Members of Committees: The Project Board, the Advisory Committee, Peer Review Group
- Resource people from UNDP Kuwait Office (RR/RC, DRR, M&E Specialist, Focal Point, Regional Centre/Bureau, HDRO and other Country Offices) who support the NHDR through reviews and technical input: N/HDR focal points, communication and media staff.
- Media

Additional resources include: Use of commercial venues as well as partners' venues for conducting the activities, transport across Kuwait, Printing and Publication, access to media and social media platforms.

Partnerships

The main partner is the General Secretariat for the Supreme Council of Planning who is the lead Institution. The Central Statistics Bureau Is also a key partner in the data collection, leading on statistical surveys and statistics provision process. Members of the Project Board and the Advisory Board will also be partners however the specific institutions would be selected by UNDP and GSSCPD upon selection of the report's theme. One or two reputable media institutions will be selected as partners throughout the process and defined in the communication and media strategy.

Risks and Assumptions

The assumption in the strategy is that institutional commitment by the main partners remains throughout the process, any change in leadership can at times disruptive. Therefore, involving leadership at different levels, and agreeing on delegated authority would be the response should the risk occur. The Strategy assumes as well that inclusive processes in theme selection and setting up consultative structures during implementation would lead to higher national ownership of the results of the NHDR and thus to dialogue and advocacy. This is supported by the assumption that the quality of the produced report would be high and timely which not only depends on the process but also on the selection of authors and experts, which is key to the success of the NHDR. Lack of engagement by stakeholders should be met by reviews and analysis by the Project Board of any shortcomings in implementation of the consultations and responding accordingly. Training the Committee members on the HDR process and involving them in defining their desired level of involvement and creating non-monetary incentives for stakeholders to participate could be possible responses. If the quality of the work is sub-standard, or in case of continuous delays by the team, the choice of authors should be reviewed and corrective action take. Data is critical in HDRs, the process of theme selections should be informed by the status of availability of data. Early determination of survey needs, available capacity and required expert support would help solve the risk.

Stakeholder Engagement

The NHDR process relies heavily on government entities, civil society organizations, education and research institutions, the private sector and media institutions who are stakeholders in the selected theme of the report. The engagement would either be formally structured as described above in executive and advisory board, as well as less formally by seeking to build alliances through the wide scale consultation process during the various stages: theme selection, report preparation, launch and advocacy and follow-up. It is recommended to include Parliamentarians and members of political parties in the consultations where possible and where not, they would be targeted in the advocacy activities. The number of stakeholders involved in the project would increase should the project be successful. Specific groups from the public would be engaged in validation of findings. The NHDR would ensure inclusion of voices of various groups such as women, the elderly, the youth, the disabled, migrant workers, etc. Further elaboration of the stakeholders would be done by the Project Board and NHDR Core Team upon selection of the report's theme.

South-South and Triangular Cooperation (SSC/TrC)

Through the various trainings and workshops, support would be sought from other south countries who have developed NHDRs. Resource people from other UNDP countries would be members in the Peer Review Committee and would give different experience and a fresh perspective. The NHDR UNDP team would explore whether other countries in the GCC or in the Arab Region are preparing NHDRs in parallel or countries from different regions are preparing a similar theme, and cooperation through regional workshops and events would take place for exchange of experience and learning.

Knowledge

Knowledge products include: the National Human Development Report and its executive summary and key messages. The Communication and media strategy which would generate products such as brochures, summaries, data sheets, press releases and other. The project will launch a debate on social media platforms which will give high visibility to the project. The consultation meetings would be venues for sharing and generating knowledge and allowing for exchange of lessons and learning from them. These consultations would be documented. Sharing the report on the HDRO website and other online venues and the distribution of the report will ensure sharing the benefit.

Sustainability and Scaling Up

The project will adopt a capacity building approach in data collection and analysis as follows: the Central Statistics Bureau would be involved in the project by providing a designated team to be trained on

calculation of HD indices and other national developed indicators to be used in the report. They would be involved in data collection and work closely with the Statistics Expert hired on the project. This will ensure transfer of knowledge to the national statistical institution. Members of Advisory Committees will be involved in data collection and analysis, thus developing their capacity as well as enhancing ownership. The NHDR research methodology would need to accommodate that.

The project will develop an advocacy strategy and plan with specific responsibilities and seek interest and resources beyond the project. This will ensure the policies recommended by the project would be referred to and used in lobbying with policy-makers or adopted by those who buy into them. A new phase will be developed at the end of the project to build on the achievements and produce pursuant NHDRs.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project follows the NHDR toolkit and draws on lessons from previous NHDR to achieve the desired efficiency and effectiveness. Therefore, the approach has been tested and tried in over 150 countries. The project will rely on the support of resource people from UNDP Kuwait Office, Regional Centre and HDRO at no extra costs. It will utilize consultants and short term experts to conduct specific assignments efficiently. The NHDR is part of the CPD and is therefore managed overall under the framework of the Country Programme. Depending on the theme of the report, the project would seek to utilize existing processes through other projects to achieve its outputs should those be relevant and satisfy the same purpose.

V. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS		DATA COLLECTION METHODS & RISKS
			Value	Year	2017	FINAL	
<p>Output1: Innovative gender sensitive knowledge, policy analysis and alternative policy options that promote human development are identified and publicly disseminated</p>	<p>1.1 A national human development report prepared and disseminated</p>	<p>UNDP documentation</p>	<p>Two reports published</p>	<p>1999</p>	<p>One report by 2017</p>	<p>One report by 2017</p>	<p>Evidence of the document No. of copies disseminated/online reach Frequency: once upon completion of the report</p>
	<p>1.2 Availability of gender sensitive indicators, data and analysis</p>	<p>The NHDR report, gender reviewers report</p>	<p>NA</p>	<p>2016</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>
<p>Output 2: Spaces/Platforms for dialogue and advocacy on the human development paradigm and policies are established by various stakeholders</p>	<p>2.1 Extent of civil society organization (CSO) and other major groups engagement in the formulation and dissemination of the NHDR</p>	<p>Project Documentation/ Media sources/ social media sources</p>	<p>0</p>	<p>2016</p>	<p>At least 75 invited, at least 75% attend</p>	<p>At least 75 invited, at least 75% attend</p>	<p>-Portfolio of Evidence from media sources -Conferences/ Meeting documentation -Social media sites Frequency: Quarterly</p>

	2.2 Communication and media strategy developed and implemented	<i>Project Documentation/ Media sources</i>	NA	2016	Yes	Yes	<p><i>Press releases, media coverage review</i></p> <p><i>Communication material produced (brochures, leaflets, videos, etc)</i></p> <p><i>Frequency: Quarterly</i></p>
	2.3 No. of advocacy activities carries out by the project and/or by external stakeholders	<i>Project Documentation/ Medio sources/ social media sources</i>	0	2016	At least two advocacy activities carried out with policy makers	At least two advocacy activities carried out with policy makers	<p><i>- Evidence of a strategy</i></p> <p><i>- Documentation/ material of lobby meetings and/or campaigns</i></p> <p><i>Frequency: By end of the project</i></p>

VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	GSSCPD	-
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	GSSCPD	-
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At the end of the project	Relevant lessons are captured by the project team and used to inform management decisions.	GSSCPD	-
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	At the end of the project	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	GSSCPD	-
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Internal Mid Term Review	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	GSSCPD	-
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output	At the end of the project (final report)		GSSCPD	-

	level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	GSSCPD	-

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	GSSCPD	4	2	30 July 2017	GSSCPD	US\$ 20,000 – Government

VII. ANNUAL WORK PLAN ¹²¹³

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Sub-Activities	Planned Activity by Month (Aug 2016 - July 2017)												RESPONSIBLE PARTY		PLANNED BUDGET		
			A	S	O	N	D	J	F	M	A	M	J	J	Funding Source	Budget Description	Amount		
Output 1: Innovative gender-sensitive knowledge, policy analysis and alternative policy options that promote human development are identified and publicly disseminated	1.1 Select the NHDR theme	Review of documentation	x													UNDP/GSSCPD	Gov	Workshop facilitator/Regional Centre- Travel Costs (5*accommodation@30/day + ticket)	3,000
		Prepare a concept note and hold a multi-stakeholder workshop	x														Gov	Workshop Costs (Press and Conference Workshop 75 pple each)	4,000
		Hold a press conference															Gov	Stationary and Printing	1,000
		Establish the Management structures															Gov	Team Leader/Lead Author (60*fees @US\$750/Day)	45,000

¹² Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹³ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

team	Select the Core report team	X	X												Gov	Team of Experts (Gender authors/researchers) 200* Fees@ average US\$ 500/Day)	150,000
	Conduct a stakeholder mapping and		X												Gov	External Peer Reviewers fees (3*fees @US\$1000 lump sum)	3,000
	Set up internal partnership and consultative mechanisms			X											Gov	Travel Costs (assume 3 international Experts) Accommodation =140*accommodation costs @US\$ 250/Day)+ 3 tickets	12,000
	1.3 Prepare the NHDR: Planning, Research and Analysis, Reviews and Production	X													Gov	Costs of statistical surveys and expertise including one training	60,000
	Conduct an orientation session to the Project Board													Gov	Training Workshop Costs (orientation session to Executive Board and 3 day NHDR team training)	3,000	
	Conduct a 3 day training workshop the NHDR team			X										Gov			

established by various stakeholders	by	Prepare media material and participant distribution lists for the launch									x	x	Gov	Communication and Media Material	5,000							
																2.2 Launch the NHDR	Prepare for and conduct the launch event of the NHDR	Project Coordinator/Project Board	Gov	Workshop Costs: Cost of Launch Event	5,000	
																2.3 Develop and implement an advocacy strategy	Conduct two workshops to develop an advocacy strategy	Project Coordinator/Follow up Committee	Gov	Workshop facilitator (10 * workshop + prep days fees @ US\$ 400/day)	4,000	
																	Implement the advocacy strategy		Gov	Advocacy activities costs by the project	5,000	
																2.4 Assess and influence Follow up (Includes Monitoring)	Pre and post assessments of participants' knowledge	Project Coordinator/Follow up Committee	Gov	UNDP Communication and media resource people/NHDR Focal Point	0	
																			Gov	Consultant to develop project document	5,000	
																					Facilities Administration (3%)	1,155
																						39,655

Evaluation (as relevant)	EVALUATION																		Gov	Independent evaluator (20*fee@ 500/Day) US\$	10,000
General Management Support	Project Coordinator																		Gov	12* Salary @US\$ 7,500/Month	90,000
	PCs and Stationary																		Gov	1*Pcs@1,500 Stationary +	3,000
																			Gov	Facilities and Administration (3%)	3,090
Sub-Total for Management																					106,090
TOTAL																					500,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will follow the modality of National Execution and the Implementing Partner of the project will be the GSSCPD. Responsible Parties for implementation of each key activity will be the GSSCPD and related Government entities as will be advised by GSSCPD. GSSCPD will be responsible for planning and overall management of project activities, reporting and accounting of the project. It will be accountable for the production of outputs, the achievement of project objectives and the use of project resources in line with the objectives of this document and the Annual Work Plan. GSSCPD in its role as implementing partner will be supported by a Project Coordinator to ensure the needed support is provided to the Responsible Parties to enable them to carry out the project activities.

GSSCPD will provide their in-kind support with office space and furniture as needed to facilitate implementation of the project activities.

The project management structure will consist of the Project Board, Project Assurance and a Project Coordinator as in the diagram below. The Project Coordinator will be hired through a competitive process led by UNDP and GSSCPD where he/she will work primarily from the premises of GSSCPD with 5% of his/her time to be physically present at UNDP when required. The Project Coordinator will ensure that day-to-day activities are carried out on behalf of the Project Board within the arrangements (time and budget) laid down by the Project Board. The Project Coordinator prime responsibility is to ensure capacity development of the Responsible Partners by providing the needed support to enable them to carry out the project activities and ensure that the project produces the results specified in the project document, and within the specified constraints of time and cost. Any changes in the milestones and outputs of the project will be discussed with and agreed upon by the Project Board. The Project Coordinator will be responsible for liaising with UNDP and GSSCPD specifically on providing inputs and experts to the project. He/she will be responsible for preparing a detailed project work plan and budget, reporting the day-to-day activities and progress of the project, and submitting quarterly progress to UNDP and the Project Board. He/she will also be responsible for managing the project's budget and monitoring expenditures according to standard UNDP financial management rules and regulations, for maintaining all financial and other documentation related to the project and for monitoring the project's overall progress. The Project Board will consist of:

- **Executive:** individual representing the project ownership to chair the group. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier – The General Secretary of Supreme Council for Planning and Development (GSSCPD) – Secretary General (or as delegated)
- **Senior Supplier:** individual or group representing the interests of the parties concerned which provide technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire resources required. UNDP - Representative (or as delegated)
- **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria – GSSCPD and entities that will be advised by GSSCPD after the theme selection.

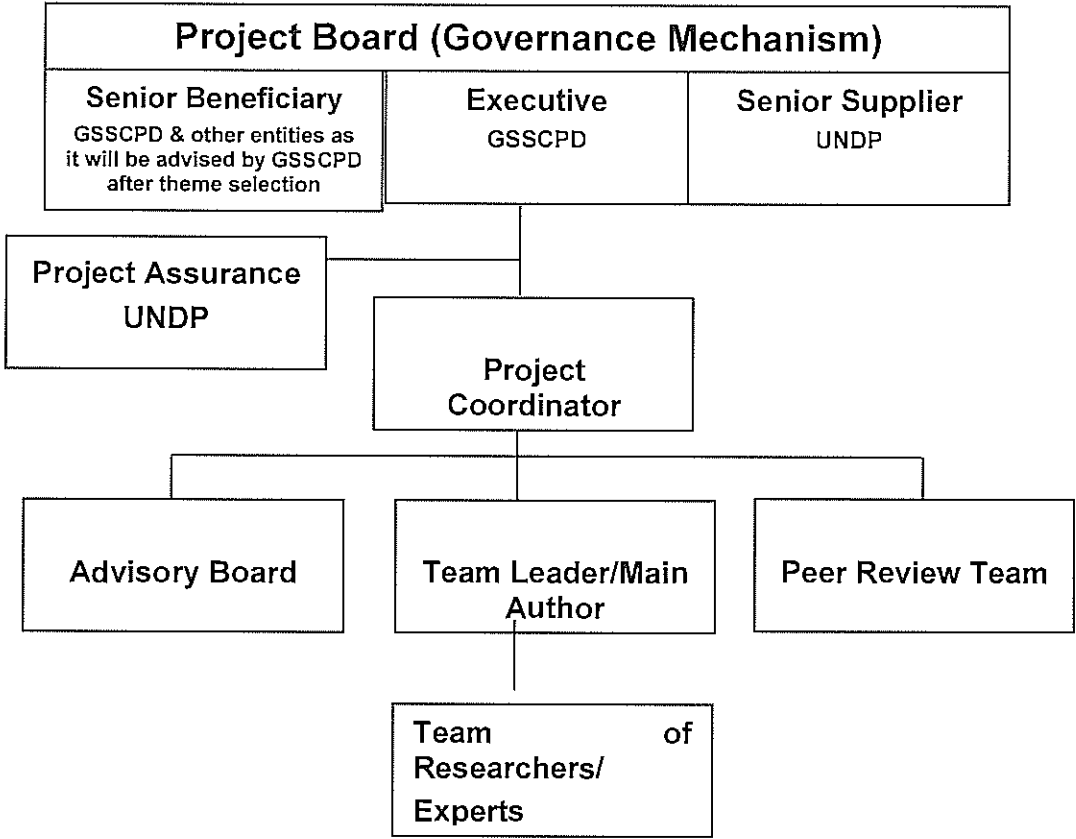
The Board is responsible for making consensus basis management decisions for the project when guidance is required by the Project Coordinator, including recommendation for approval of project revisions. Project reviews by the Board are made at quarterly basis during the running of a project, or at milestones when raised by the Project Coordinator. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board during the first meeting. The Board is consulted by the Project Coordinator for decisions when tolerances have been exceeded. Project Assurance supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The DRR will hold the Project Assurance role for the UNDP Board member.

The project duration will be for one year after signature of the Project Document. GSSCPD will assign a focal point to kick start implementation and hiring of the Project Team. GSSCPD will provide a contribution of US \$ 500,000. UNDP will be the budget holder of the funds under the National Implementation modality. Purchase of non-expendable equipment and services will be done by UNDP at the request of the implementing partner and/or the Project Coordinator once he/she is in place. The request should be based on a procurement plan submitted along with the work plan and on an agreement to be signed with the government. UNDP charges Implementation Support Services fees as per the Universal Price List. The project will be subject to audit at least once in its lifetime based on UNDP's financial rules and regulations if no Letter of Agreement (LOA) is signed.

GMS is recovered at a flat rate of 3 percent from Government of Kuwait funds, under a waiver agreement with UNDP corporately. GMS covers the following services:

- ✓ Project identification, formulation, and appraisal.
- ✓ Determination of execution modality and local capacity assessment.
- ✓ Briefing and de-briefing of project staff and consultants.
- ✓ General oversight and monitoring, including participation in project reviews.
- ✓ Receipt, allocation and reporting of financial resources.
- ✓ Thematic and technical backstopping.
- ✓ Systems, IT infrastructure, branding, knowledge transfer.

Project Organisation Structure



IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

2. Implementing Partner:

- Government Entity (NIM)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

X. ANNEXES

Annex 1: Project Quality Assurance Report

Program QA standards and rating tool – will be congruent with Project QA.

Roles and Responsibilities

Responsibilities of the QA Assessor and the QA Approver	Project QA Responsibility
QA Assessor UNDP staff responsible for project QA, who is not the project coordinator or part of the project team (at the CO level, this person is typically a Program Officer responsible for QA of the project)	<ul style="list-style-type: none">- Conduct the project QA assessment, in consultation with relevant expertise as necessary. Inputs can include members of the Project Board, individuals providing project assurance, and other stakeholders.- Complete the project QA report
QA Approver This role must be separate from the QA assessor, functioning at a higher level of accountability for the project (At the CO level, typically the DRR, CD, DCD, or Head of Portfolio).	<ul style="list-style-type: none">- Review the project QA report for completeness, comprehensiveness, and accuracy with additional support personnel as appropriate.- Adjust and approve the final project QA report as necessary in review with the QA Assessor, including follow up management actions.

Annex 2: Social and Environmental Screening Template

A social and Environmental assessment should be conducted at the project initiation stage by the Project Coordinator. UNDP will provide the template for that

Annex3: Risk Analysis.

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Management Response	Owner	Submitted by
1	Turnover of Government or UNDP leadership delays processes of decision-making	Project Initiation Date	Political	P=2; I=3	Involve decision-makers at various levels in the process from both organizations Assign delegation of authority in case of changes to continue processes.	GSSCPD/ UNDP	UNDP
2	Lack of ability to gather sufficient high quality statistics to calculate the required indices and provide sufficient indicators	Project Initiation Date	Strategic	P=3; I=4	Assess the available data based on the theme existing capacity and determine the level of expert support needed Utilize international expertise to support calculation of proxy indicators.	GSSCPD/ UNDP/CS B	UNDP
3	Lack of engagement of stakeholders especially committee members impacts national ownership and timeliness of the process	Project Initiation Date	Strategic	P=1; I=5	Optimum planning of the level of consultation, Training members on the NHDR process and basing plans on the level of involvement they commit to Clarity of roles and expectations within the Committee	GSSCPD/ UNDP	UNDP
4	Quality or timeliness of the production by the team of experts is not at the required level	Project initiation date	Operational	P=2; I=4	Internal mid-term review to gauge quality level by the Project Board and agreement on corrective measures regarding the selection of experts	GSSCPD/ UNDP	UNDP

5	Delay in recruitment/procurement processes delays production of the report	Project initiation date	Operational	P=3; I=3	Creation of a Procurement Plan based on project Annual Work Plan. Clarification for all procedural requirements with all partners to ensure expectations are reasonably set and met	GSSCPD/ UNDP	UNDP
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Annex4: Project Board Terms of Reference and TORs of NHDR Core Team

Project Board TORs

The Project Board is a decision-making and planning body that coordinates the HDR process and has overarching responsibility for HDR production, launch, advocacy and follow-up. The objectives of the Project Board of the NHDR are:

- It is a platform for assessing political sensitivities,
- It champions the human development approach and encourages the buy-in of decision makers, including in analysis that may be critical of current social and development policies.
- It advocates for the integration of the report findings and recommendations into policies and contribute to debates and analysis of substantial development issues.
- It monitors the project progress towards results
- It ensures publicity of the NHDR and its findings and recommendations

At the beginning of the project:

- Approve the start of the project via acceptance of the Project Document
- Agree on Project Coordinator's responsibilities
- Appraise and approve the project plans submitted by the Project Coordinator
- Delegate any Project Assurance roles as appropriate
- Commit project resources required by the plan

As the project progresses:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Review each completed project stage and approve progress to the next
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes
- Assure that all planned deliverables during each stage are delivered satisfactorily

Specifically related to the NHDR:

- Approve the selection of the HDR team, the outline of the report, the overall Production Schedule, timeline and work plan, members of the Advisory Board and the consultation process;
- Ensure alignment of the methodology with the NHDR process with UNDP corporate standards and policies
- Participate in the initial orientation on the HD and NHDR process provided by UNDP
- Review of the initial findings of the report and the first draft and provide input from management and political perspective;
- Keep abreast of the overall environment and advise on strategic partnerships and alliances that would benefit the NHDR process in terms of outreach and cost-efficiency
- Identify risks and provide mitigations strategies and find solutions to arising bottlenecks or disputes.
- Approve the final draft of the NHDR
- Approve the communication and media strategy, distribution strategy and the advocacy strategy developed in the project, oversee implementation and participate in the process
- Approve the design of the NHDR and its launch event plan
- Approve Project Quarterly and Final Report

- Approve the Project Evaluator, methodology and final evaluation report.
- Other strategic tasks can be agreed during the first meeting

At the end of the project:

- Assure that all products deliverables are delivered satisfactorily
- Review and approve the end project report (if required)
- Make recommendations for follow-on actions if required

Membership and Ways of Working

- The Board meeting should be preceded by an agenda of the issues above and should meet quarterly or as needed.
- The Project Board of the NHDR project should be inclusive to ensure national ownership. Membership should therefore extend beyond the government or UNDP to encompass significant representation among local and national policy-making communities, technical experts in the area of the report theme, and non-governmental and civil society organizations. These would be considered as Senior Beneficiary in the Board Structure and role
- The effectiveness of the committee will depend on who takes part: ideally, people with decision-making experience, who are not too politically engaged and who possess some insight into the theme of the report and the human development approach.
- Member include:
 - The Secretary General of the Supreme Council of Planning and Development
 - The Deputy Resident Representative of UNDP
 - Additional members will be determined upon selection of the theme of the report

Project Assurance TORs

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions, which are mandatory for all projects. Project Assurance is the responsibility of the Project Board. It can be carried out by the Project Board itself, or can be delegated.

Project Assurance has to be independent of the Project Coordinator; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Coordinator.

The Project Assurance role will be taken on by UNDP NHDR Focal Point. The NHDR focal point is responsible for routine interaction between the UNDP Country Office, Regional Bureau, or Regional Centre, the lead institution, and the national or regional HDR team through the Project Coordinator. The focal point for this project is the Governance Programme Associate.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, the objectives of the project document and that no change to the external environment affects the validity of the project.

- User/Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- Focus on the business need is maintained
- Internal and external communications are working

- Applicable standards are being used
- Adherence to quality assurance standards

Responsibilities as NHDR Focal Point

- Ensure alignment of the NHDR process with the UNDP global policies and HDR guidelines
- Contribute to the conceptual framework of the NHDR and input into the methodology
- Liaise with UNDP HDRO office, Regional Bureau, Regional Center, Other Cos for coordination of the Kuwait NHDR including on NHDR statistics
- Identify colleagues from within the UN System and UNDP who would be included in the structures of the NHDR
- Attend the NHDR trainings and initiate contact with resource people from UNDP for that purpose
- Oversee the Project Coordinator's work

Advisory Committee TORs

The advisory committee's primary function is quality assurance. It provides thematic insights and assistance in framing the content of the HDR particularly in terms of national or regional interests and ongoing debates. It also supplies technical input on the report methodology and on the approaches to be adopted in analysis.

- Liaise closely with the NHDR Core team: The Project Coordinator, NHDR Focal Point and the Team of Authors
- Participate in the NHDR training and Media training provided by UNDP.
- Participate in the theme consultations for development of the conceptual framework of the NHDR and agreement on the outline of the NHDR
- Provide input into the methodology of the report (as per each members' expertise)
- Provide technical views, inputs, data, corrections to the NHDR process as required by the methodology to be set by the NHDR Core Team
- Conduct a full review of the first and second drafts of the NHDR and provide consolidated feedback to the NHDR Core Team
- Participate in the launch of the NHDR
- Act as an advocate for the human development theme and the key messages and recommendations of the NHDR throughout the process
- Participate actively in implementation of the media plan (optional) and in coordination with UNDP speak to the media about the NHDR process and content.
- Participate in the advocacy strategy workshops and the following advocacy activities

Membership

- Selection of participants in this group should be among technical experts from relevant institutions. These include national governmental and non-governmental organization, academic researchers and independent experts, statistical experts (at least one), gender experts (at least one), members of relevant committees with the Parliament, a media representative.
- The Committee must ensure female representation, representation of women groups and organizations representing vulnerable groups.
- Members would be assigned specific roles in the committee based on their expertise and this would be agreed at the outset of the process.

- Members will be selected based on the stakeholder mapping and agreed by the Project Board.

NHDR Coordinator

I. Position Information
Job Code Title: NHDR Project Coordinator Department: Governance Programme Unit Activity: Kuwait National Human Development Report (NHDR) 2016 on [insert theme] Reports to: NHDR Focal Point Timeframe: One Year Contract: Service Contract

II. ORGANIZATIONAL CONTEXT
<p>Under the direct supervision of the UNDP Kuwait Office NHDR Focal Point, the Project Coordinator is responsible for day to day management of the NHDR project, liaising with all the NHDR established structures, and ensuring the NHDR process is in line with UNDP policies and standards.</p> <p>Background</p> <p>“Human development is about people, about expanding their choices to live full, creative lives with freedom and dignity. Economic growth, increased trade and investment, technological advance – all are very important. But they are means, not ends. Fundamental to expanding human choices is building human capabilities: the range of things that people can be. The most basic capabilities for human development are living a long and healthy life, being educated, having a decent standard of living and enjoying political and civil freedoms to participate in the life of one’s community.”¹⁴</p> <p><i>For more than a decade, national and regional Human Development Report (HDR) teams have been helping to advance the human development conceptual framework and apply it to the most pressing development challenges of the day. Now published in over 135 countries, these reports, grounded in thorough analytic research, have become dynamic advocacy tools. They are helping to generate lively debates around the policies and actions needed to accelerate human development and achieve the Millennium Development Goals.</i></p> <p><i>Two National Human Development Reports have been prepared so far in Kuwait. The first report was published in 1997 and it was a general report on human development and the second, published in 1999, focused on human development within the Economic Reform Plan of the Government.</i></p> <p><i>The theme of the Third Report of 2016 will be on [insert theme of the report]</i></p> <p><i>[insert one or more paragraph about the relevance of the selected theme for the human development in the country]</i></p>

¹⁴ United Nations Development Programme (UNDP). 2003. Human Development Report 2003 – *Millennium Development Goals: A Compact Among Nations to End Human Poverty*, p. 28. New York: Oxford University Press.

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key responsibilities and functions:

The Project Coordinator will be responsible for ensuring needed support is provided to GSSCPD to implement the outputs and to monitor and evaluate the project's overall progress. He/ She will be accountable for ensuring GSSCPD report results are addressed to Project Board. The Project Coordinator will focus on capacity development outcomes for GSSCPD by working directly with the staff to ensure they achieve the results of the project. He/she will be supported by other short term advisory inputs and will be responsible for ensuring their timely availability when needed. He/ She will be located at GSSCPD and will have a dual reporting, line to UNDP and GSSCPD.

1. Support GSSCPD to manage and administer the day- to-day operations and coordinate with the Responsible Parties to ensure the effective implementation of the activities of above mentioned project;
2. Mobilization of inputs and expertise needed for the project in consultation with the senior supplier
3. Ensure provision of technical/substantive support to the Responsible Parties during implementation of activities
4. Provide solutions to any constraints faced by the Responsible Parties in implementation
5. Undertake all necessary financial arrangements, processes, request for authorizations, payments and ensure financial accountability.
6. Arrange and coordinate the Board meetings and act as Secretariat of the Board.
7. Develop and support GSSCPD to prepare the work plan, quarterly, progress, annual reports and Terminal Report.
8. Identify, monitor and update the project risks, issues and lessons learned
9. Undertake any other related tasks at the request of the Project Board.
10. Supervise all staff assignment and consulting agreements.

Specific tasks:

11. Coordinate the NHDR project and ensure completion of activities as per the project document's resources of time and budget
12. Oversee the process of preparing the Kuwait NHDR 2016 on [insert theme]
13. Liaise with the Advisory Committee, Readers Committee as required ensuring they are aware of their role in the NHDR process
14. Supervise the NHDR team of Authors liaising directly with the NHDR Team Leader/Lead Author, ensuring they receive all documentation, coordinating any required support from UNDP and receiving draft submissions
15. Discuss the Production Schedule with the NHDR Team Leader prior to submission to the board
16. Contribute to the Stakeholder mapping
17. Coordinate and provide logistics for the theme consultation and press conference, NHDR orientation and training workshop of the NHDR core team and committees, the media training, statistics primer training and the NHDR launch event and the two advocacy preparation workshops.
18. Ensure alignment of the process with agreed timelines, UNDP's HDR corporate policies and standards, the HDR toolkit and the project document.

V. COMPETENCIES	
<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrates coordination, team building and coordinating skills <input type="checkbox"/> Demonstrates commitment to human development principles and values. <input type="checkbox"/> Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability <input type="checkbox"/> Shares knowledge and experience <input type="checkbox"/> Provides helpful feedback and advice <input type="checkbox"/> Plans and produces quality results to meet established goals <input type="checkbox"/> Generates innovative, practical solutions to challenging situations <input type="checkbox"/> Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence <input type="checkbox"/> Demonstrates strong oral and written communication skills <input type="checkbox"/> Demonstrates openness to change and ability to manage complexities <input type="checkbox"/> Responds positively to critical feedback and differing points of view 	

VI. Recruitment Qualifications	
Education:	Recognized degree in social sciences, political science, public administration in a related field. A Master Degree is a plus
Experience:	<ul style="list-style-type: none"> - 5 years working experience in a field related to project management, or social development at the policy level. - 5 years of experience in human development technical consultancies. - Excellent communication skills and maturity in dealing with partners - Sensitivity to gender issues - Knowledge of the national social and political situation. - Capacity to liaise effectively with the media.
Language Requirements:	Excellent command of English and Arabic languages

NHDR Team Leader

I. Position Information
Job Code Title: NHDR Team Leader/Lead Author Department: Governance Programme Unit Activity: Kuwait National Human Development Report (NHDR) 2016 on [insert theme] Reports to: Project Coordinator Timeframe: 60 Days within 9 months Contract: Individual Contract

II. ORGANIZATIONAL CONTEXT
<p>Under the direct supervision of the Project Coordinator, the Team Leader/Lead Author provides guidance and technical services ensuring high quality, accuracy and consistency of work. The NHDR Lead Author works in close collaboration with UNDP Kuwait Office and she/he coordinates the NHDR Team.</p>

Background

“Human development is about people, about expanding their choices to live full, creative lives with freedom and dignity. Economic growth, increased trade and investment, technological advance – all are very important. But they are means, not ends. Fundamental to expanding human choices is building human capabilities: the range of things that people can be. The most basic capabilities for human development are living a long and healthy life, being educated, having a decent standard of living and enjoying political and civil freedoms to participate in the life of one’s community.”¹⁵

For more than a decade, national and regional Human Development Report (HDR) teams have been helping to advance the human development conceptual framework and apply it to the most pressing development challenges of the day. Now published in over 135 countries, these reports, grounded in thorough analytic research, have become dynamic advocacy tools. They are helping to generate lively debates around the policies and actions needed to accelerate human development and achieve the Millennium Development Goals.

Two National Human Development Reports have been prepared so far in Kuwait. The first report was published in 1997 and it was a general report on human development and the second, published in 1999, focused on human development within the Economic Reform Plan of the Government.

The theme of the Third Report of 2016 will be on [insert theme of the report]

[insert one or more paragraph about the relevance of the selected theme for the human development in the country]

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

The objectives of the NHDR Lead Author are as follows:

1. Coordinate the process of preparing the **Kuwait NHDR 2016** on **[insert theme]**
 2. Contribute substantively to the preparation of the report.
 3. Promote a participatory approach to the preparation of the report, and participate in its promotion and dissemination.
1. Coordinate the NHDR team ensuring that:
 - A smooth communication among all team members takes place in all phases of the process
 - An efficient and effective division of labour is allowing all team members to focus on their discipline, and the specific approach required by the various sectors, while facilitating cross fertilisation through brainstorming, joint reviews and collaboration.
 - All team members respect standards and procedures as codified by the NHDR Concept Note and the NHDR Toolkit¹⁶
 - **Act as the main liaison person with the Project Coordinator and the Project Board**
 2. Contribute to the preparation of the report in terms of:
 - **Contribute to the development of the conceptual framework of the NHDR and to the consultative processes around that**
 - **Leading on consolidation of the methodology proposed for the report ensuring its**

¹⁵ United Nations Development Programme (UNDP). 2003. Human Development Report 2003 – *Millennium Development Goals: A Compact Among Nations to End Human Poverty*, p. 28. New York: Oxford University Press.

¹⁶ The NHDR Toolkit is available on-line at <http://hdr.undp.org/en/reports/publications/title,1281,en.html>, nevertheless it would be practical to provide a printed copy of the toolkit to the NHDR Team Leader

alignment with NHDR corporate policies and guidelines and NHDR toolkit.

- Preparing the introductory chapter and the final chapter on conclusions and recommendations
- Provide on-going guidance, advice and substantive comments to the contributions at defined stages in the process, and ensures adequate reviews and consultations, particularly on sensitive topics and materials , Edit the various draft of the NHDR to ensure consistency throughout the report and to include comments and suggestions received during the consultation process to the possible extent.
- **Identify any gaps in the information and ensure ways to address them**

3. Ensure a participatory approach and the promotion of the report by:

- Ensuring that all members of the NHDR team consult relevant stakeholders during the preparation of their contributions
- Actively participating in the consultation process organised throughout the preparation of the report.
- In close collaboration with the UNDP office, **the Project Coordinator**, and the NHDR team brief counterparts on process and findings as they emerge.
- Participating at the launch of the NHDR and other follow up events.

V. COMPETENCIES

- Demonstrates leadership, team building and coordinating skills
- Demonstrates commitment to human development principles and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Shares knowledge and experience
- Provides helpful feedback and advice
- Strong analytical skills
- Plans and produces quality results to meet established goals
- Generates innovative, practical solutions to challenging situations
- Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate
- Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence
- Demonstrates strong oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Responds positively to critical feedback and differing points of view

VI. Recruitment Qualifications

Education:	Recognized degree (preferably PHD level) in social sciences.
Experience:	At least 15 years of relevant experience in the Academia or research institutions, with a focus on socio-economic analysis, experience with gendered analysis and the development of composite indices, and social impact assessment.. Experience with international organisations is considered to be an asset.
Language Requirements:	Excellent command of English and Arabic languages

Expert/ NHDR Author

I. Position Information

Job Code Title: **[insert the name of the discipline]** Expert/NHDR Author

Department: **Governance Programme Team**

Activity: **Kuwait National Human Development Report (NHDR) 2016 on [insert theme]**

Reports to: **NHDR Lead Author/Team Leader**

Timeframe: **Up to 40 working days throughout the 9 months**

Contract: **Individual Contract**

II. ORGANIZATIONAL CONTEXT

Under the direct guidance and supervision of the NHDR Lead Author, the **[insert the name of the discipline]** Expert is in charge of the preparation of **[insert number of the envisage chapter or theme of requested background paper]**, according to the attached concept note. She/he provides assessment of and recommendations on **[insert theme of the report]** in the **[insert name of the discipline]** field and its effects on **Kuwait** human development dimensions, ensuring high quality and consistency of work. The **[insert the name of the discipline]** Expert works in close collaboration with **UNDP Country Office** and the NHDR Team.

Background

“Human development is about people, about expanding their choices to live full, creative lives with freedom and dignity. Economic growth, increased trade and investment, technological advance – all are very important. But they are means, not ends. Fundamental to expanding human choices is building human capabilities: the range of things that people can be. The most basic capabilities for human development are living a long and healthy life, being educated, having a decent standard of living and enjoying political and civil freedoms to participate in the life of one’s community.”¹⁷

For more than a decade, national and regional Human Development Report (HDR) teams have been helping to advance the human development conceptual framework and apply it to the most pressing development challenges of the day. Now published in over 135 countries, these reports, grounded in thorough analytic research, have become dynamic advocacy tools. They are helping to generate lively debates around the policies and actions needed to accelerate human development and achieve the Millennium Development Goals.

Two National Human Development Reports have been prepared so far in Kuwait. The first report was published in 1997 and it was a general report on human development and the second, published in 1999, focused on human development within the Economic Reform Plan of the Government.

The theme of the Third Report of 2016 will be on [insert theme of the report]

[insert one or more paragraph about the relevance of the selected theme for the human development in the country]

¹⁷ United Nations Development Programme (UNDP). 2003. Human Development Report 2003 – *Millennium Development Goals: A Compact Among Nations to End Human Poverty*, p. 28. New York: Oxford University Press.

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

4. Develop [insert number of the envisage chapter or theme of requested background paper] by presenting and assessing achievements of and obstacles [insert short description of the required analysis]
5. Contributing to the respect of NHDR standards and approach in terms of quality, consistency and participatory approaches.
6. Offer recommendations to the national stakeholders and their regional and international partners in order to promote human development in **Kuwait**

2. Based on the most updated available data, to make assessment on:

- [insert several points with the main topics that will be the object of the analysis]

2 Ensuring consistency with NHDR standards in terms of:

- Ensure consistency and logical linkages with the general approach of the NHDR while presenting sectoral analysis
- **Ensure the data collection and analysis is gender-sensitive**
- Contribute to the proper structuring of general conclusions and recommendations
- Participate in brainstorming sessions to contribute to the methodological approach and the final structuring of the report
- Ensure consultation with all major stakeholders involved in the sector of interest.
- Editing the whole chapter ensuring consistency among the various contributions received from other members of the NHDR Team. [optional]

3 Contributing to the visibility and reliability of the findings and communicating the NHDR:

- To make available the list of references and data used in preparing the required analysis
- To participate in the launching and other follow up events to answer media and public requests for clarification and additional information about NHDR findings in her/his field of expertise.

V. COMPETENCIES

- Demonstrates commitment to human development principles and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Shares knowledge and experience
- Provides helpful feedback and advice
- Strong statistical and analytical skills
- Plans and produces quality results to meet established goals
- Generates innovative, practical solutions to challenging situations
- Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate
- Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence
- Demonstrates strong oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Responds positively to critical feedback and differing points of view

VI. Recruitment Qualifications	
Education:	Recognized degree (preferably PHD level) in [insert the field of interest] ..
Experience:	At least 10 years of relevant experience in the Academia or research institutions, with a focus on [insert the field of interest] . Experience with international organisations is considered to be an asset.
Language Requirements:	Excellent command of English and Arabic languages

Gender Specialist

I. Position Information
Job Code Title: Gender Specialist Department: Governance Programme Unit Activity: Kuwait National Human Development Report (NHDR) 2016 on [insert theme] Reports to: NHDR Team Leader/Lead Author Timeframe: 30 - 40 Days within 9 months Contract: Individual Contract

II. ORGANIZATIONAL CONTEXT
<p>Under the direct guidance and supervision of the NHDR team leader (supported by the local UNDP Focal Point and Project Coordinator), the Expert on Gender Issues is in charge of securing that gender differentials are systematically and consistently considered in all analyses for the report, including by conducting and promoting gender disaggregated analysis (gender and age disaggregated data collection and indicators), in particular in assessing policy impact, conclusions and recommendations, in giving special consideration to engendered policies that promotes equity in access and outcome. It can entail preparation of a background paper according to the attached concept note, and of reviewing TOR for background papers and contributions to the NHDR in all areas. Ensuring high quality and consistency of work, she/he provides assessment of and recommendations on the role of [insert theme of the report] in promoting gender equality. The Expert on Gender Issues works in close collaboration with UNDP Kuwait and the NHDR Team.</p> <p>Background</p> <p>“Human development is about people, about expanding their choices to live full, creative lives with freedom and dignity. Economic growth, increased trade and investment, technological advance – all are very important. But they are means, not ends. Fundamental to expanding human choices is building human capabilities: the range of things that people can be. The most basic capabilities for human development are living a long and healthy life, being educated, having a decent standard of living and enjoying political and civil freedoms to participate in the life of one’s community.”¹⁸</p> <p><i>For more than a decade, national and regional Human Development Report (HDR) teams have been helping to advance the human development conceptual framework and apply it to the</i></p>

¹⁸ United Nations Development Programme (UNDP). 2003. Human Development Report 2003 – *Millennium Development Goals: A Compact Among Nations to End Human Poverty*, p. 28. New York: Oxford University Press.

most pressing development challenges of the day. Now published in over 135 countries, these reports, grounded in thorough analytic research, have become dynamic advocacy tools. They are helping to generate lively debates around the policies and actions needed to accelerate human development and achieve the Millennium Development Goals.

Two National Human Development Reports have been prepared so far in Kuwait. The first report was published in 1997 and it was a general report on human development and the second, published in 1999, focused on human development within the Economic Reform Plan of the Government.

The theme of the Third Report of 2016 will be on [insert theme of the report]

[insert one or more paragraph about the relevance of the selected theme for the human development in the country]

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

7. Review of/input to TORs for background papers and contributions to the NHDR in all areas for purposes of securing that gender differentials are systematically and consistently considered in all analyses for the report, including through gender disaggregated analysis (gender and age disaggregated data collection and indicators), in particular in assessing policy impact, conclusions and recommendations
8. Contributing to the respect of NHDR standards and approach in terms of quality, consistency and participatory approaches.
9. Offer of recommendations to national stakeholders and their regional and international partners in order to promote human development in **UNDP Kuwait**

3. Based on the most recent available data, to make an assessment of:
 - Impact of [insert the theme of the report] on gender issues
 - Achievements of [insert the theme of the report] in promoting gender equality (e.g. impact on quality of life for women, equal job opportunities, family and maternity protection, fighting family and gender-based violence etc.)
 - Preparation of a background paper by presenting and assessing achievements of and obstacles to [insert theme of the report] in promoting gender equality

4. Contributing to the visibility of the report and the reliability of the findings:
 - To assess how [insert the theme of the report] in the various sectors covered by the other chapters of the report affect gender issues
 - To make available the list of references and data base used in preparing gender analysis for the NHDR
 - advise to other contributors of material to the NHDR on the application of gendered analysis in data, indicators and policies
 - Reviews the draft NHDR for overall use of gender differentiated analysis and recommendations

5. Offer recommendations to national stakeholders and their regional and international partners in order to promote human development in [insert name of the country].
 - To participate in the launching and other follow up events to answer media and public requests for clarification and additional information about NHDR findings in her/his field of expertise

V. COMPETENCIES

- Demonstrates commitment to human development principles and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Shares knowledge and experience
- Provides helpful feedback and advice
- Strong statistical and analytical skills
- Plans and produces quality results to meet established goals
- Generates innovative, practical solutions to challenging situations
- Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate
- Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence
- Demonstrates strong oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Responds positively to critical feedback and differing points of view

VI. Recruitment Qualifications

Education:	Recognized degree (preferably PHD level) in social sciences.
Experience:	At least 10 years of relevant experience in Academia or research institutions, with documented application on gender analysis especially in the Middle East Region. Experience with international organisations is considered to be an asset.
Language Requirements:	Excellent command of English and Arabic languages

Advisor on Statistics

I. Position Information

Job Code Title: **Advisor on Statistics**

Department: **Governance Programme Unit**

Activity Kuwait **National Human Development Report (NHDR) 2016 on [insert theme]**

Reports to: **NHDR Lead Author/Team Leader**

Timeframe: **40 working days within 6 months**

Contract: **Individual Contract**

II. ORGANIZATIONAL CONTEXT

Under the direct guidance and supervision of the NHDR team leader, Advisor on Statistics provides technical services ensuring high quality, accuracy and consistency of data analysis and presentation in the NDHR Statistical Expert works in close collaboration with UNDP **Kuwait Country Office** and the NHDR Team.

Background

“Human development is about people, about expanding their choices to live full, creative lives with freedom and dignity. Economic growth, increased trade and investment, technological

advance – all are very important. But they are means, not ends. Fundamental to expanding human choices is building human capabilities: the range of things that people can be. The most basic *capabilities for human development are living a long and healthy life, being educated, having a decent standard of living and enjoying political and civil freedoms to participate in the life of one's community.*¹⁹

For more than a decade, national and regional Human Development Report (HDR) teams have been helping to advance the human development conceptual framework and apply it to the most pressing development challenges of the day. Now published in over 135 countries, these reports, grounded in thorough analytic research, have become dynamic advocacy tools. They are helping to generate lively debates around the policies and actions needed to accelerate human development and achieve the Millennium Development Goals.

Two National Human Development Reports have been prepared so far in Kuwait. The first report was published in 1997 and it was a general report on human development and the second, published in 1999, focused on human development within the Economic Reform Plan of the Government.

The theme of the Third Report of 2016 will be on [insert theme of the report]

[insert one or more paragraph about the relevance of the selected theme for the human development in the country]

XI. III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

The objectives of the Advisor on Statistics are as follows:

10. Contribute to the prudent, rigorous use of timely data and informative presentations
11. Calculate updated Human Development Indicators for **Kuwait**
12. Ensure consistency between data reported and analysed in the various chapters and the overall conclusions.
13. Collaborates with the National Statistical Office on issues of data quality, coverage etc

- Collect, and review data relevant to the theme of the NHDR, with due consideration to disaggregation on gender, age and potentially vulnerable groups. Based on the most updated available at **the Central Statistics Bureau of Kuwait**

- The Human Development Index
- The Gender Development Index
- The Gender Empowerment Measure
- Present other available data useful to understand human development trends

Prepare a statistical annex that will include:

- A methodological note on the calculation of human development indexes (including challenges and missing or inaccurate data)
- A presentation of the indexes disaggregated according to **[insert type of disaggregation required by the report, e.g. state/region/district; ethnic group; etc.]**.

¹⁹ United Nations Development Programme (UNDP). 2003. Human Development Report 2003 – *Millennium Development Goals: A Compact Among Nations to End Human Poverty*, p. 28. New York: Oxford University Press.

- A comparison with previous estimates of human development indexes and an analysis of their trends (whenever possible)
- A comparison with human development indicators of other countries **in the GCC**
- **Present the data through graphs, charts etc to ensure that it is user friendly and consistent**

6. Prepare a paper on [insert any field for which statistical data are necessary for the analysis of the report]:

- **Work closely with the Central Statistics Bureau to assess the available data required for the theme and for calculation of the indices and their disaggregation as necessary**
- Discuss the HDIs with the NHDR team and agree on any additionally proposed indicators based on availability of data and statistical feasibility
- **Collect and analyse data in relation to the selected theme**
- **Identify trends and dynamics and provide analysis**
- **Design survey for collection of missing indicators as applicable and feasible**
- **Support the CSB in data collection, processing, cleaning and verification and assure quality**
- **Conduct hands on training to CSB on calculation of indices**
- **[insert several bullet point covering envisaged activities; e.g. collecting and analysing available data on XYZ, identify trends and dynamics in the same domains; eventually design a survey for...]**

3. To ensure consistency among the data presented in the report by:

- Reviewing papers and chapters submitted by the various members of the NHDR Team to ensure that data are updated, accurate, and appropriately presented.
- Reviewing the final draft of the report, including the statistical annex, to ensure overall consistency and accuracy in the use of data.
- **During the process of translation of the report into Arabic, review the translation to ensure that all statistical data is presented appropriately.**
- To participate in the launching and other follow up events to answer media and public requests for clarification and additional information about human development indicators and other statistical data.

V. COMPETENCIES

- Demonstrates commitment to human development principles and values.
- Shares knowledge and experience
- Provides helpful feedback and advice
- Strong statistical and IT skills
- Plans and produces quality results to meet established goals
- Generates innovative, practical solutions to challenging situations
- Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate
- Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence
- Demonstrates strong oral and written communication skills
- Responds positively to critical feedback and differing points of view

VI. Recruitment Qualifications

Education:	Recognized degree (preferably PHD level) in statistics, economics or other social sciences.
Experience:	At least 10 years of relevant experience in the Academia or research institutions, with a focus on analysis of socio-economic data, composite indices and well-being assessment. Experience with international organisations is considered to be an asset.
Language Requirements:	Excellent command of English and Arabic languages

Communication Consultant

<p>I. Position Information</p> <p>Job Code Title: NHDR Communications Consultant</p> <p>Department: Governance Programme Unit</p> <p>Activity: Kuwait Human Development Report (HDR) 2016 on [insert theme]</p> <p>Reports to: NHDR Team Leader/Lead Author</p> <p>Timeframe: 20 working days (10 at the outset of the NHDR and 10 at the time of the Launch)</p> <p>Type of contract: Individual Contract</p>
<p>II. ORGANIZATIONAL CONTEXT</p> <p>Background</p> <p>“Human development is about people, about expanding their choices to live full, creative lives with freedom and dignity. Economic growth, increased trade and investment, technological advance – all are very important. But they are means, not ends. Fundamental to expanding human choices is building human capabilities: the range of things that people can be. The most basic <i>capabilities for human development are living a long and healthy life, being educated, having a decent standard of living and enjoying political and civil freedoms to participate in the life of one’s community.</i>”²⁰</p> <p><i>An HDR should make its voice heard. This calls for an advocacy strategy that generates awareness and dialogue, and influences national development actions. A strategic plan covers outreach, communication, marketing and monitoring of results. It requires a solid financial commitment and specialized expertise.</i></p> <p><i>UNDP is engaging in the preparation of the 2016 National Human Development Report of Kuwait. Two National Human Development Reports have been prepared so far in Kuwait. The first report was published in 1997 and it was a general report on human development and the second, published in 1999, focused on human development within the Economic Reform Plan of the Government.</i></p> <p><i>The theme of the Third Report of 2016 will be on [insert theme of the report]</i></p> <p><i>A communication strategy encompassing sustained outreach campaigns, as well as materials and events tailored for different audiences, has to be developed at the beginning of the HDR preparation process. Throughout the preparation, HDRs can help fuel momentum for changes, whether in stimulating debate or decision-making, that add up to progress on human development. Proactive follow-up magnifies a report’s impact. The right steps must be taken to translate the messages of the reports into concrete progress, keeping in mind that the ultimate goal is poverty reduction and growth with equity, as well as the expansion of human freedoms</i></p>

²⁰ United Nations Development Programme (UNDP). 2003. Human Development Report 2003 – *Millennium Development Goals: A Compact Among Nations to End Human Poverty*, p. 28. New York: Oxford University Press.

and participation.

Under the overall guidance of **the Programme Coordinator with support from UNDP Communication staff**, the Communications Consultant will be responsible for developing the communication **and media** strategy targeting the key audiences identified for the report and the general public.

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

The Communications Consultant will be responsible for developing **a communication and media strategy** that appeals to the general public in terms of substance, form, extension and sensitivity, adapting the messages to each of the communication outlets. The objectives of the HDR Communications Consultant are as follows:

1. Participate in the development of the central messages of the report.
2. Advise on the structure of the report
3. Propose creative titles and subtitles, graphics and other lay out options to strengthen the report readability and appeal to the readership.
4. Advise on accessible language and treatment of information during the drafting phase and assist on the preparation of an executive summary.
5. Review of final texts for the synopsis and the report
6. Design a media plan and supervise the content for each outlet
7. Development of texts for:
 - Press kit
 - Media releases
 - Other materials
8. Provide inputs on the contents of the website/home page
9. **Develop and launch a social media platform**
10. **Conduct a workshop on media for relevant staff**
11. Organise videos for the launching of the report
12. Ensure proper documentation of all activities undertaken, as well as compile articles/write-ups after each activity
13. Advice on the preparation of report presentations to different audiences of civil society.
14. Analyse and provide a report on coverage of the NHDR and assist the analysis on its impact among key audience.
15. Any other activity requested by the NHDR Lead Author/Team Leader

IV. COMPETENCIES
<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrates commitment to human development principles and values. <input type="checkbox"/> Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability <input type="checkbox"/> Shares knowledge and experience <input type="checkbox"/> Provides helpful feedback and advice <input type="checkbox"/> Strong statistical and analytical skills <input type="checkbox"/> Plans and produces quality results to meet established goals <input type="checkbox"/> Generates innovative, practical solutions to challenging situations <input type="checkbox"/> Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate <input type="checkbox"/> Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence <input type="checkbox"/> Demonstrates strong oral and written communication skills <input type="checkbox"/> Demonstrates openness to change and ability to manage complexities <input type="checkbox"/> Responds positively to critical feedback and differing points of view
V. Regime For Payment of Fees
<ul style="list-style-type: none"> • The professionals who submit an expression of interest should set their expectations of monthly rates in US Dollar. • The contract signed as special services agreement does not involve any fees in advance at the beginning of the consultancy.
VI. Qualifications
<p>The incumbent should:</p> <ul style="list-style-type: none"> • Be a college graduate with a degree in Communication, or other relevant social sciences. A master degree will be an advantage. • Be a media professional with experience on advocacy activities and has be familiar with the Kuwait media, governments, NGOs, CSOs, research institutions. • Be familiar with the use of website/homepage as communication tools and video production is an asset. • Be creative and resourceful • Demonstrate proven ability to work independently • Have an excellent command of English and Arabic.

NHDR Editors – English and Arabic

I. Position Information
<p>Job Code Title: NHDR Editor – English and Arabic</p> <p>Department: Governance Programme Unit</p> <p>Activity: Kuwait National Human Development Report (NHDR) 2016</p> <p>Reports to: UNDP Focal Point</p> <p>Timeframe: Estimated at 18 working days (to be confirmed depending on the size of the chapters)</p> <p>Contract: Individual Contract</p>

II. ORGANIZATIONAL CONTEXT

Under the supervision of the NHDR Team Leader and local UNDP Focal Point, the Writer/Editor provides technical services to coordinate synthesize NHDR background material and drafted contributions into a coherent narrative of the HDR.

Background, general

Since 1990, the Human Development Report has been UNDP's flagship document, monitoring and assessing the development situation from a human-centred perspective. It has contributed to shifting the focus of development towards people's lives. In addition to the annual global report, more than 620 national and sub-national Human Development Reports have been produced by 143 countries, as well as 34 Regional Human Development Reports (RHDR).

The Global and increasingly the Regional and National reports are attracting attention by media and policy makers at all levels they inspire related analytical initiatives and are looked to as an authoritative sources of data and analysis. It raises the stakes on quality of research, narrative and data analysis narrative and presentation, and a non-partisan HD perspective.

Regional and National reports pioneer themes and approaches based on local level context and expertise. They are supported by Corporate Policy processes. The reports may also reflect on themes of the Global reports.

The reputation of HDRs creates a significant potential in all countries to attract/benefit from media and public attention. Poorly put together reports may in turn weaken the opportunity to stimulate policy debate and also more broadly affect the credibility of the (N)HDRs.

Two National Human Development Reports have been prepared so far in Kuwait. The first report was published in 1997 and it was a general report on human development and the second, published in 1999, focused on human development within the Economic Reform Plan of the Government.

The theme of the Third Report of 2016 will be on [insert theme of the report]

[insert one or more paragraph of justification for selected theme for the human development in the country]

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

The objectives of the NHDR Writer/Editor are as follows:

1. Review, organize, edit, and consolidate material for the Report for clarity and continuity of the argument; as well as clarity of structure and core themes; Identify critical knowledge gaps which may remain; Liaise with UNDP focal point
2. Oversee technical editing and copy-editing of the Report for readability and consistency;
3. Proof-reading of layout files of the Report and Summary. The editor will oversee the implementation of the UNDP corporate editorial guidelines (*UNDP Editorial Manual*, will provided by **UNDP Country office in Kuwait**).
4. **Edit an Arabic translation of the Report to ensure the same standards**

1. Reviewing, organizing and editing
 - The editor will be responsible for editing the Report's chapters and narrative sections with a view to ensure: clarity and continuity of the argument and political focus of the Report; clarity of structure and core themes of the Report; internal consistency, both analytical and stylistic; general readability and accessibility to a broad readership

	(worldwide).
	<ul style="list-style-type: none"> At the beginning of the assignment the editor may be requested to discuss with the NHDR team <i>ad hoc</i> editorial guidelines for the HDR.
2. Technical editing and copy-editing	<ul style="list-style-type: none"> In the later phase of the Report's preparation, the editor will do the technical editing and copy-editing of the Report and statistical tables in close consultation with the Lead Author and the NHDR Team. Special attention will be paid to the role of boxes, graphics and tables, the objective being to bring the different components of the draft together seamlessly into a single Report; the editor shall also suggest catchy and concise titles for those elements. The technical editing and copy-editing will concentrate on flow and clarity of argument, sequencing, consistency, especially between text and tables and figures and integration of text and boxes, content errors, style and punctuation, spelling and grammar. Lastly the editor shall ensure that the statistical data used and referenced in the text are consistent with the data in the respective tables, figures, charts and maps, as well as with the indicator tables.
3. Proofreading	<ul style="list-style-type: none"> Once the Report has been copy-edited and laid out, the editor will perform one or more rounds of proofreading, checking spelling, country and city names as well as acronyms and other abbreviations (making sure that they follow official U.N. terminology and conventions), style consistency, callouts, layout problems, references, etc. The Proofreading will include a translated version of the edited English Report

V. COMPETENCIES	
	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrates leadership, team working and coordinating skills <input type="checkbox"/> Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability <input type="checkbox"/> Shares knowledge and experience <input type="checkbox"/> Provides helpful feedback and advice <input type="checkbox"/> Strong analytical skills <input type="checkbox"/> Plans and produces quality results to meet established goals <input type="checkbox"/> Generates innovative, practical solutions to challenging situations <input type="checkbox"/> Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate <input type="checkbox"/> Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence <input type="checkbox"/> Demonstrates strong written communication skills <input type="checkbox"/> Demonstrates openness to change and ability to manage complexities <input type="checkbox"/> Responds positively to critical feedback and differing points of view

VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> Recognized degree (preferably Masters level) in journalism social sciences/economic fields.
	<ul style="list-style-type: none"> At least 15 years of relevant experience as a

Experience:	<p>Writer/Editor.</p> <ul style="list-style-type: none"> • Proven experience in English and Arabic editing and writing • Familiarity with UNDP/HDRO style and understanding of publication requirements desirable • Preferably the editor must understand the concept of human development and Human Development Reports themes • The editor has experience in working with statistical data and statistical indicators, and be familiar with the logic and structure of complex statistical tables and concepts.
Language Requirements:	Excellent command of English and Arabic languages

Annex 5: Selected Kuwait Human Development Indicators (Global Human Development Report 2015)

	Overall	Females	Males
Human Development Index	0.816	0.793	0.816
Gender Development Index	0.972		
Life Expectancy at Birth	74.4	75.8	73.5
Expected Years of Schooling	14.7	15.2	14.2
Mean Years of Schooling	7.2	7.3	7.1
GNI/Capita	83,961	42,292 (2011)	111,988 (2011)
Gender Inequality Index	0.387		
Maternal Mortality Ratio (per 100,000)	14 (2013)		
Adolescent birth rates (per 1000 aged) 15-19	14.5		
Shares of Seats in Parliament (% held by women)	1.5		
Population with at least some secondary education (% 25 years or older)	56	55.6	56.3
Labour Force Participation Rates		43.6 (2013)	83.1 (2013)

Kuwait Education Indicators

	Overall	Females	Males
Adult Literacy rate (% 15 years and older) 2013	95.5		
Literacy Rate among youth (% 15 -24) 2013		98.8	98.7
Gross enrolment ratio (% of school age population)			
Pre-Primary	81		
Primary	106		
Secondary	100		
Tertiary	28		
Primary school drop out rate	5.9		
Primary school teachers trained to teach	77		
Pupil teacher ratio – primary school	9		
Public Expenditure on Education (%of GDP)	3.8		
Performance of 15 year old students in Reading, Math, Science	NA		
Research and Development Expenditure (% of GDP)	0.1		

Perceptions of Individuals Well being

	Overall	Females	Males
Education Quality	53%		

Quality of Health Care	75%		
Standard of living	81%		
Feeling Safe			
Freedom of Choice		82%	78%
Overall Life Satisfaction Index (10 most satisfied)	6.2		

