



**50
YEARS**

Empowered lives. Resilient nations.

PROJECT DOCUMENT

Kuwait



Project Title: Support to the effective management of the UNDP Kuwait Junior Professional Officer Programme

Project Number: 00101063

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

Start Date: 1 July 2016 **End Date:** 31 December 2018 **PAC Meeting date:** 28 June 2016

Brief Description

Kuwait's participation in the flagship UNDP JPO programme has contributed towards national efforts to achieve "State Vision: Kuwait 2035" of His Highness Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, as translated to the Kuwait National Development Plan 2015 – 2020. Since 2012, the State of Kuwait has sent 20 Junior Professional Officers (JPOs) to serve in UNDP and affiliated United Nations offices around the world. In particular, the UNDP Kuwait JPO programme is contributing to youth empowerment, development of human capital and strategic positioning of the State of Kuwait as a leader in sustainable development and South-South and Triangular Cooperation. The UNDP Kuwait JPO programme has also increased Kuwait's representation in the United Nations staffing table while enhancing national awareness of the role of Kuwait as a United Nations member State.

This project is intended to ensure that Kuwait's investment in the JPO programme provides greatest returns with enhanced recruitment of the third and subsequent batch(s) of Kuwaiti JPOs, increased national and regional awareness of the Kuwait model of engagement in the JPO programme and that a strategy is prepared to facilitate successful re-entry of the JPOs into the national workforce and enable Kuwait to benefit from their enhanced capacities upon completion of their assignment. The project will build national capacity to manage the programme and ensure its sustainability.

The Outcome for this project is: Enhanced capacity to optimise the impact of the UNDP Kuwait Junior Professional Officer programme by the State of Kuwait to promote youth empowerment and strategic positioning.

This Outcome will be achieved through the following specific Outputs:

Output 1: Third and subsequent batch(s) of Kuwaiti JPOs effectively recruited, with necessary institutional arrangements in place;

Output 2: Effective communications and advocacy strategy drafted and implemented; and

Output 3: Comprehensive reinsertion strategy prepared.



Contributing Outcome (UNDAF/CPD, RPD or GPD):

CPD 4.2

Indicative Output(s): **4.1**

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

Agreed by (signatures):

Government of Kuwait	Implementing Partner / UNDP
 Dr. Khaled Mahdi Secretary-General of the General Secretariat of the Supreme Council for Planning and Development, Government of the State of Kuwait	 Ms. Zineb Touimi-Benjelloun UN Resident Coordinator UNDP Resident Representative
Date:	Date:

د. خالد المحدي
الأمين العام للمجلس الأعلى
للتخطيط والتنمية



I. DEVELOPMENT CHALLENGE

The State of Kuwait is committed to ensuring the successful implementation of the 2030 Sustainable Development Agenda. A number of the Sustainable Development Goals (SDGs) are of particular relevance to Kuwait's national development priorities, including SDGs related to partnerships for development, environment, gender equality and decent labour. According to the 2015 Human Development Report, the Kuwaiti youth unemployment rate is 14.6%. The need to build the capacity of youth to be active participants in the implementation of the 2030 Agenda is also in alignment with the key objectives of "State Vision: Kuwait 2035" of His Highness Sheikh Sabah Al-Ahmad Al-Jaber, Amir of the State of Kuwait, as translated to the Kuwait National Development Plan (KNDP) 2015 – 2020.

The UNDP Kuwait Junior Professional Officer (JPO) programme is an important entry-point to achieve these aims under the KNDP and to contribute towards implementation of the 2030 Sustainable Development Goals (SDGs). The JPO posts will be selected according to the priority human capital needs under the seven pillars of the KNDP to ensure this project's full alignment with the KNDP.

Globally, the UNDP JPO programme, administered by the UNDP JPO Service Centre (JPOSC) provides a framework to recruit Kuwaiti youth (aged 34 years and under) to serve for two years in professional positions in UNDP and affiliated offices at the headquarters, regional and country levels. JPOs gain professional experience and exposure to international best practices in the multicultural and multidiscipline setting of the chief development entity of the world's largest and most inclusive intergovernmental organisation. They benefit from specialised orientation on the mandate and function of UNDP upon deployment and have access to mentoring by former JPOs from all donor countries now employed in the UN common system.

In 2012, the General Secretariat of the Supreme Council of Planning and Development (GSSCPD) signed a Memorandum of Agreement (MoA) with UNDP to participate in the UNDP JPO programme. Kuwait is considered a "Category 2" donor, which entails that the recruitment process from the outset up to and including the shortlisting stage is managed by the donor. JPOSC then conducts the interviews of the shortlisted candidates, in conjunction with the recruiting unit (with the donor invited to attend as an observer) and administers the selection, confirmation and on-boarding of the final successful candidates. Kuwait has a fully-fledged UNDP Country Office (CO), which has supported GSSCPD in the management of the recruitment of the two batches of JPOs recruited to date. The CO has also served as a regular liaison between GSSCPD and the JPOSC as well as fielding questions from applicants and maintaining close interaction with the current and former JPOs to support their engagement with the national partner, support resolution of issues arising during the course of their assignment and track their career pathway following completion of their assignment. The CO has provided other necessary support such as information management, advocacy and communications outreach. This "Kuwait model" of engagement has proven very successful in facilitating Kuwait's effective participation in the UNDP JPO programme.

Kuwait has established itself as a regional leader in the UNDP JPO programme and as an innovator at the global level in terms of the model of engagement developed by Kuwait as a JPO donor country. Kuwait is the only country in the Arab region currently supporting the UNDP JPO programme. Globally, it is the only country currently participating in the UNDP JPO programme that is also benefiting from a UNDP Country Programme as a Net Contributing Country. As such, Kuwait offers a new model of engagement for High Income Countries to benefit from participation in the UNDP JPO programme. Kuwait's experience and achievements as a donor to the UNDP JPO programme should serve as an example to these countries of the benefits of participating in the programme. It is also critically important that the Kuwaiti population is better informed of the programme to attract high quality candidates and to establish a national constituency and ownership of the programme to ensure its sustainability.

Since signing the Agreement, two batches of 10 Kuwaiti JPOs have been deployed, including five women in batch 1 and seven women in batch 2. Of the first batch, three (one male and two females) were recruited to regular international staff posts by their UNDP recruiting unit upon completion of their assignment. They are the only Kuwaiti citizens currently employed by UNDP as international staff. Three other JPOs were engaged on short-term contracts (ranging from three to 12 months) by their recruiting units on a fully UNDP-funded basis. Another former JPO was recruited to the Organisation for Economic Cooperation and Development (OECD). Former JPOs from batch 1 have also gone on to further postgraduate studies to complement their professional experience. The second batch of 10 Kuwaiti JPOs are now in the second year of deployment and the first of these will finish her assignment in November 2016. The question of how to ensure that the professional expertise gained during the JPO assignment is channelled into productive and useful employment to promote Kuwait's policy objectives is particularly pertinent at this juncture.

In February 2016, UNDP Kuwait and GSSCPD organised a national symposium on the UNDP Kuwait JPO Programme under the auspices of H.E. the Minister of Social Affairs and Labour and Minister of State for Planning and Development, to examine the lessons learned from the first two rounds of recruitment in order to enhance the impact of the JPO programme for achievement of Kuwait's national policy goals. National stakeholders from a diverse range of government, civil society and private sector entities working on youth empowerment, South-South Cooperation, foreign affairs, public sector reform and private sector diversification were in attendance. Representatives of JPOSC and UNDP Kuwait outlined the programme at the global level and Kuwait's participation to date. JPOs from the first and second batches shared their insights into the programme. The discussion resulted in a consensus on the need to increase awareness of the JPO programme and to leverage the programme to support achievement of the Kuwait's policy goals, including those related to the national development agenda, private sector diversification, youth empowerment and strategic positioning of Kuwait as a regional leader.

II. STRATEGY

The Outcome for this project is: **Enhanced capacity to optimise the impact of the UNDP Kuwait Junior Professional Officer programme by the State of Kuwait to promote youth empowerment and strategic positioning.**

This Outcome will be achieved through the following specific Outputs:

Output 1: Third and subsequent batch(s) of Kuwaiti JPOs effectively recruited, with necessary institutional arrangements in place;

Output 2: Effective communications and advocacy strategy drafted and implemented; and

Output 3: Comprehensive reinsertion strategy prepared.

The formulation of this project document relies on the best practices and lessons learned garnered from the joint experience of GSSCPD and UNDP in managing the recruitment and deployment of the first two batches of 20 JPOs (in total) funded by the State of Kuwait. The State of Kuwait, in partnership with UNDP CO and the JPOSC, has developed a Kuwait model of donor engagement in UNDP JPO programme that facilitates a strong recruitment process which in turn promotes implementation of the national policy goals while promoting Kuwait's role as a leading international development partner.

The project will provide an effective framework for the JPO programme in Kuwait by dedicating human capital to the full-time management of the programme, including all aspects required to ensure a sustainable and targeted programme that builds Kuwaiti human capital for national development. Long-term sustainability of the Kuwait JPO programme requires skills transfer in project management and expertise on the relevant policies and procedures for UNDP recruitment as applied by category 2 donors to the JPO programme. Skills and knowledge transfer will be

facilitated by the co-location of the Project Coordinator in the offices of the GSSCPD, where the Project Coordinator will engage on a frequent basis with the personnel of the Technical Cooperation Department (TCD) to support the establishment of a dedicated unit within the TCD to manage the JPO programme beyond the life of the project.

Communication and outreach to the Kuwaiti public is essential for the long-term success of the Kuwait JPO Programme. The programme's success stories, including the participation of Kuwaiti youth on the international development stage, provide an excellent entry-point to highlight Kuwait's expanding role as an international donor as well as the achievements of the national development programme. National ownership of the programme will be enhanced through effective communications and outreach. Simultaneously, enhanced communications, including a targeted outreach campaign prior to and during the applications phase, will ensure that the applicants for the third and subsequent recruitment rounds have the most appropriate qualifications and skills profiles. The project will also contribute towards Kuwait's South-South and Triangular Cooperation initiatives on two levels. First, by deploying young Kuwaiti professionals to support international development work of UNDP; and second, by promoting the Kuwaiti model of engagement in the JPO programme for adoption by other High Income Countries and in particular the member States of the Gulf Cooperation Council (GCC). This promotion will include the convening of a symposium for the GCC member States.

The UNDP Kuwait JPO programme is intended to make a substantial contribution to implementation of "State Vision: Kuwait 2035" of HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, and the 2030 Sustainable Development Agenda. It is therefore critical that arrangements are in place to harness the talents and expertise of former JPOs upon completion of their assignment. The project will support this aim by preparing a comprehensive reinsertion strategy.

Output 1: Third and subsequent batch(s) of Kuwaiti JPOs effectively recruited with necessary institutional arrangements in place

This output focuses on the core of the JPO programme, recruitment of a third (and subsequent, as agreed with the Government of the State of Kuwait) batch of Kuwaiti JPOs. "Recruitment" here is taken to include all stages required to select posts for funding, advertise the positions and post them on the UNDP jobs website, conduct initial screening of applicants for eligibility, convene panels for longlisting and shortlisting and forward these posts to the JPOSC for preparation of the interview panels. The methodology applied for the recruitment process will be informed by the documented lessons learned and best practices of the first and second rounds of recruitment and recommendations made during the February 2016 national symposium on the JPO programme. In order to contribute to the success of this output, and building on the experience of the first and second rounds of recruitment, the project will also see the establishment of certain institutional arrangements to facilitate effective support to JPOs from selection through their course of their assignment. These will include a pre-departure orientation, establishment of a mentoring system with former Kuwaiti JPOs (and other significant role models in the Kuwaiti government, private sector and civil society), design of a performance appraisal system (in addition to the standard JPO appraisal system) and creation of a database to track the career progression of former and current JPOs.

Output 2: Effective communications and advocacy strategy drafted and implemented

This output will focus on communications and advocacy for the JPO programme as a recruitment tool to attract applicants and to showcase Kuwait's achievements to the domestic, regional and international audience. The communications and advocacy strategy will have two tracks: during the application phase and for long-term communications and advocacy during the life of the project.

The implementation of the communications strategy will support output 1 through ensuring maximum publicity for the JPO programme prior to and during the application phase to attract a broad range of qualified candidates. The communications and outreach strategy will be gender-

sensitive by including messages designed to appeal to qualified women candidates and highlighting that UNDP is an equal opportunity employer. Interviews, articles and online messaging will highlight the experiences and individual achievements of former and current JPOs, as well as the opportunity to contribute to global development efforts. The strategy will make use of all high-profile social media, print, television and radio to reach all demographics of Kuwaiti society, including prospective applicants, their family members and other interested stakeholders who may have a role to play in future reinsertion of returning JPOs. It is expected that the activities under this output will ensure a wide pool of qualified and committed candidates for application to the JPO programme.

As a corollary to the applications phase outreach campaign, the communications strategy will also address how to showcase Kuwait's achievements in the JPO programme more broadly. The strategy will keep the JPO programme in the public imagination by producing a series of articles, social media messages, blog pages, interviews etc. highlighting the experiences and achievements of the Kuwaiti JPOs in their work, their training experiences, field missions etc. An activity will be conducted each year to link the UNDP Kuwait JPO programme to International Youth Day (12 August) and celebration of Kuwait's broader youth empowerment achievements. A symposium for the Gulf Coordination Council (GCC) member States will be organised to showcase the achievements of the Kuwait model of engagement in the JPO programme and lessons learned to promote broader participation by other GCC countries. This activity will contribute to Kuwait's South-South and Triangular Cooperation efforts and highlight Kuwait's regional leadership role in the areas of youth empowerment, public policy and sustainable development.

Output 2 will also contribute to national reporting on the 2030 Agenda, due in 2018, with respect to the SDGs and targets supported by this project. These are: SDG 4.7 "By 2030, ensure all learners acquire the knowledge and skills needed to promote sustainable development"; and SDG 17.9 "Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable development Goals, including through North-North, South-South and triangular cooperation".

Output 3: Comprehensive reinsertion strategy drafted

This output will involve a broad-based engagement with Kuwaiti stakeholders to prepare a draft strategy for employment of Kuwaiti JPOs upon completion of their assignment, whether in government, private sector, academia / research centres, UN agencies, regional development funds or civil society organisations. Preparation of the strategy will include an analysis of existing mechanisms and channels for recruitment to the public service, appropriate State and private institutions, organisations, corporations etc. Consideration will be given to how best the former JPOs can apply their enhanced professional skills and expertise to optimise the investment of the State of Kuwait in the JPO programme. The strategy will identify potential categories of positions across these sectors that could be filled by Kuwaiti JPOs and outline necessary steps to facilitate this recruitment, including proposed necessary amendments to existing legislation and policies governing recruitment as required. The strategy will include a roadmap to establish a leadership track for former JPOs, including approaches to promote the professional empowerment of women former JPOs as future leaders across all sectors. The strategy will also consider appropriate mechanisms to promote retention of former JPOs in the UN common system and recruitment by other key intergovernmental organisations. The successful realisation of this output will enhance Kuwait's human capital for implementation of the national development agenda.

III. RESULTS AND PARTNERSHIPS

Expected Results

- This project will optimise the impact of the UNDP Kuwait JPO programme on the achievement of national policy goals, including the priority aims of the national development agenda. The project will ensure that recruitment of the third and subsequent batch(s) of Kuwaiti JPOs is conducted in accordance with UNDP rules and procedures and the

lessons learned in the two previous recruitment rounds. In order to support JPOs during their assignment and facilitate closer engagement between GSSCPD and the JPOs, institutional arrangements will be established including a mentoring network, career tracking database and comprehensive appraisal system, building on best practices developed by the JPO Service Centre. The recruitment process will also be enhanced by the implementation of a widespread communications campaign to stimulate public interest in the programme and attract a broad pool of highly-qualified applicants. Beyond the recruitment phase, sustainability and national ownership of the programme will be enhanced by an ongoing communications campaign and a regional symposium for GCC member States to showcase the Kuwait model of engagement as an example to other HIC countries. Following inclusive and comprehensive analysis, a strategy will be drafted to establish a framework to ensure that the talents and expertise nurtured by the JPO programme will be effectively utilised by the State of Kuwait upon completion of the JPOs' assignment. The development of this strategy will be informed not only by an analysis of Kuwaiti laws and policies in this area but also by the best practices of other JPO donor countries.

Resources Required to Achieve the Expected Results

- UNDP will provide technical expertise and guidance to the Project Coordinator to ensure effective and appropriate application of UNDP recruitment policies and procedures. UNDP CO will also provide resources in the form of ongoing advocacy support for the programme at the national, regional and international levels, as well as technical support to the organisation of events in accordance with the workplan.

Partnerships

- The success of this project will be dependent on the close partnership between UNDP and GSSCPD. In order to achieve the outputs of the project, the Project Coordinator will serve as the regular liaison between GSSCPD and UNDP JPO Service Centre, under the guidance of the UNDP CO. In the achievement of output 2, the Project Coordinator will also seek the engagement of the Ministry of State for Youth Affairs and the Ministry of Information, as well as private sector media outlets, professional associations, universities etc. In preparing the reinsertion strategy under output 3, the Project Coordinator will engage with all relevant national authorities, institutions, civil society organisations and private sector entities to conduct the analysis and identify entry-points and avenues to recruit former JPOs. A non-exhaustive list would include the Civil Service Commission, Ministry of Foreign Affairs, Manpower and Restructuring Authority, Kuwait Fund for Arab Economic Development, Kuwait Institute for Scientific Research, University of Kuwait, Kuwait Red Crescent Society, Kuwait Chamber of Commerce etc.

Risks and Assumptions

- There are several key risks that would impact on the success of this project, as reflected in the Risk Log (Annex 2). First, there is a risk that the outreach strategy during the recruitment phase would not result in an adequately broad pool of highly qualified candidates applying for the post. In order to mitigate this risk, it will be necessary to bear in mind the nature of the Kuwaiti youth labour market and qualifications profiles as a criteria when making the final selection of posts to be recruited in each batch. Furthermore, it will be essential to ensure that the communications strategy, and in particular the outreach activities to be implemented during the applications phase are well-targeted to reach young Kuwaiti professionals and present the JPO programme in a manner that will appeal to high quality candidates with a passion for development.
- Second, there is a risk that the GSSCPD may decline to proceed with further recruitment rounds following the third batch. To mitigate this risk, the Project Coordinator will liaise closely with GSSCPD to establish a timeline for recruitment and will also liaise with JPOSC to ensure that the list of potential vacancies is available in a timely manner to proceed with the subsequent recruitment rounds.

- The third key risk is that stakeholders may not be inclined to participate in the consultations to prepare the draft reinsertion strategy. Clear and early communication with all stakeholders and the identification of key interlocutors who can champion the development of the strategy will help to mitigate this risk.

Stakeholder Engagement

- The key stakeholder and beneficiary relevant to this project is the GSSCPD, as the administering authority responsible for the UNDP Kuwait JPO programme. The Project Coordinator will engage with the GSSCPD at all stages of implementation of the project and will be co-located at the GSSCPD premises to ensure effective communication and support to decision-making by the GSSCPD personnel in the management of the UNDP Kuwait JPO programme.
- The Kuwaiti JPOs are indirect beneficiaries of this project. The Project Coordinator will engage regularly with the JPOs prior to deployment and during their assignment to facilitate information-sharing, trouble-shoot any concerns that may arise and seek their inputs as required to the implementation as required of various activities under the project. National authorities, institutions and organisations that may recruit former JPOs upon completion of their assignment are also indirect beneficiaries of this project and the need to appeal to them as recruiters will be taken into consideration during the implementation of the communications strategy. Key representatives of this cohort will be consulted during the preparation of the reinsertion strategy.

South-South and Triangular Cooperation (SSC/TrC)

- This project is closely linked to Kuwait's overall policy to promote South-South and Triangular Cooperation. The project will enhance Kuwait's participation in the JPO programme, which is an expression of Triangular Cooperation through contribution by Kuwaiti JPOs to international development efforts. The project also envisages knowledge transfer to the GCC region (and potentially other HIC States) on the Kuwait model of engagement in the UNDP JPO programme. In due course, the Kuwait model and this project could be adopted by other potential donors to the JPO programme.

Knowledge

- The project will result in a database to track the career progression of former and current JPOs. The project will also result in a compendium of media articles, messages, interviews etc. that will be archived to record the project's contribution to national development. The regional symposium will be informed by a background paper on the lessons learned and success stories of the Kuwait model.

Sustainability and Scaling Up

- Sustainability of the UNDP Kuwait JPO programme is an overall objective of this project and the successful achievement of outputs 1 and 2 are preconditions to long-term sustainability. The project will be implemented with a view to promoting skills and knowledge transfer to personnel of the GSSCPD TCD with a view to strengthening the institutional capacity of the GSSCPD to manage the JPO programme as a category 2 donor.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will deliver maximum impact with the available resources by applying the best practices and lessons learned of the two previous recruitment rounds. Technical support and guidance will be provided by UNDP to facilitate timely and effective implementation. Implementation of the communications strategy will emphasise the use of available resources such as social media and establish a partnership with the Ministry of Information to produce appropriate content for national media outlets at no additional cost to the project.

Project Management

The project is designed to support the institutional capacity of the GSSCPD to manage the UNDP Kuwait JPO programme. Consequently, the Project Coordinator will be co-located in the offices of the GSSCPD Technical Cooperation Department (TCD). Mentoring and coaching the personnel of the TCD to apply relevant UNDP recruitment procedures when required will be a significant component of the programme. The UNDP CO will provide overall guidance to the Project Coordinator. The CO will also provide essential logistic support as needed e.g. for the organisation of workshops, on a cost-recovery basis.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

CPD Outcome 4: Strategic multilateral partnerships at the global and regional levels established, including through South-South and triangular cooperation, to advance the post-2015 development agenda.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

4.1. Number of strategic partnership agreements at the global and regional levels established through South-South and triangular cooperation to advance the post-2015 development agenda.

Baseline: 0

Target: One partnership agreement concluded.

Indicator 4.1.2. No. of Junior Professional Officers (JPOs) placed each year and returning to work in Kuwait (disaggregated by gender, sector and level of employment).

Baseline: 10 JPOs deployed (2013)

Target: 40 JPOs deployed (by 2017)

Applicable Output(s) from the UNDP Strategic Plan: Outcome 7. Development debates and actions at all levels prioritize sustainable economic and human development, poverty, inequality and exclusion, consistent with our engagement principles.

Project title and Atlas Project Number: Support to the effective management of the UNDP Kuwait Junior Professional Officer Programme. **00101063**

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS

¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<p>Output 1: Third and subsequent batch(s) of Kuwaiti JPOs effectively recruited with necessary institutional arrangements in place</p>	<p>1.1 Number of pre-shortlisting seminars conducted on the JPO experience.</p> <p>Frequency: annually Baseline (2016): 0 Target (2018): 3</p>	<p>1.1 Activity In respect of each batch, organise a seminar for long-listed applicants on the JPO experience, UNDP mandate and function etc.</p> <p>Assumption:</p> <ul style="list-style-type: none"> • That a batch of 10 JPOs will be recruited on an annual basis between 2016 and 2018 	<p>Role of GSSCPD Provide logistic support to the organisation of each seminar and participate as speakers during the seminar.</p>	<p>USD 24,000 for three seminars</p>
--	---	---	---	--------------------------------------

<p>1.2 Shortlists for each of the selected posts prepared in accordance with UNDP policies and procedures.</p> <p>Frequency: three times per programme cycle</p> <p>Baseline (2016): 0</p> <p>Target (2018): 3</p>	<p>1.2 Activity</p> <p>Coordinate with GSSCPD to prepare draft shortlists for each of the JPO posts in accordance with UNDP policies and procedures.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Finalise selection of positions and advertise them on the UNDP job site; • Establish a hotline, social media page, website and/or other appropriate mechanism to respond to queries regarding the recruitment process; • Conduct initial screening of applications for eligibility; • In conjunction with GSSCPD, convene longlisting panel(s) and conduct longlisting for each post; • In conjunction with GSSCPD, convene shortlisting panel(s) and conduct shortlisting for each post; • Contact applicants to ensure all necessary documentation has been provided; • Submit draft shortlists to JPOSC for screening of qualifications and relevant experience to ensure eligibility for consideration. <p>Assumption:</p> <ul style="list-style-type: none"> • That a batch of 10 JPOs will be recruited on an annual basis for at least two years 	<p>Role of GSSCPD</p> <p>Select the JPO posts to be funded and serve as members of the longlisting and shortlisting panels.</p>	
--	--	--	--

<p>1.3 Number of pre-departure orientation workshops conducted for selected JPOs.</p> <p>Frequency: annually Baseline (2016): 0 Target (2018): 3</p>	<p>1.3 Activity Conduct a pre-departure workshop for each batch of the selected JPOs.</p> <p>Assumption:</p> <ul style="list-style-type: none"> That a batch of 10 JPOs will be recruited on an annual basis between 2016 and 2018 	<p>Role of GSSCPD Provide logistic support to the organisation of the workshop and participate as speakers during the workshop.</p>	<p>USD 24,000 for three workshops</p>
<p>1.4.1 database established to track the career progression of current and former JPOs.</p> <p>Frequency: ongoing Baseline (2016): 0 Target (2018): 1</p>	<p>1.4 Activity Establish institutional arrangements required to support JPOs during and beyond the term of their assignment.</p> <p>Actions:</p> <ul style="list-style-type: none"> Establish a career tracking database for all current and former JPOs; Finalise a comprehensive and effective performance appraisal system for Kuwaiti JPOs; Establish a mentoring network for the third and subsequent batch(s) of JPOs to include former JPOs and key development champions across Government, civil society, private sector and academia sectors in Kuwait; Establish an alumni network to include all former JPOs. <p>Assumption: That former JPOs will agree to participate in the mentoring and alumni networks.</p>	<p>Role of GSSCPD Confirm all arrangements. Identify and engage with key Kuwaiti mentors to seek their participation in the mentor network.</p> <p>Ministry of State for Youth Affairs Include JPOs in the Youth Talent Pool.</p>	

<p>Output 2: Effective communications and advocacy strategy drafted and implemented</p>	<p>1.5.1 study-tour conducted to JPOSC and at least one JPO programme donor country</p> <p>Frequency: one per programme cycle Baseline (2016): 0 Target (2018): 1</p>	<p>1.5 Activity Conduct a study-tour by key GSSCPD personnel to the JPOSC and at least one donor country located in Europe to examine best practices of longstanding donors to the JPO programme.</p> <p>Assumption: That at least one European donor country will be available to share best practices with GSSCPD officials</p>	<p>Role of GSSCPD Participate in the study-tour.</p>	<p>USD 30,000 for study tour to Copenhagen and at least one donor country</p>
	<p>2.1 Number of articles, TV / radio spots and social media messages promoting the UNDP Kuwait JPO programme during the application phase.</p> <p>Frequency: as determined in accordance with the strategy Baseline (2016): 0 Target (2018): 80</p>	<p>2.1 Activity Draft and implement a communications strategy for the UNDP Kuwait JPO programme.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Draft a communications strategy, including analysis of target audiences and relevant media; • Post advertisements in print, radio and social media for the JPO application phase; • Arrange media interviews with current and former JPOs and relevant Government and UNDP personnel to publicise the JPO application phase; • Conduct a social media messaging campaign on the JPO programme to publicise the JPO application phase. <p>Assumption:</p> <ul style="list-style-type: none"> • That a batch of 10 JPOs will be recruited on an annual basis between 2016 and 2018. 	<p>Ministry of Information Support publication of media items publicising the application phase of the JPO programme.</p>	

	<p>2.2 Number of articles, TV / radio spots and social media messages promoting the UNDP Kuwait JPO programme after recruitment of the third and subsequent batch(s) of JPOs.</p> <p>Frequency: as determined in accordance with the strategy Baseline (2016): 0 Target (2018): 40</p>	<p>2.2 Activity Implement the communications strategy for the UNDP Kuwait JPO programme across a range of media to highlight to publicise its success stories to the Kuwaiti stakeholders.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Draft op-eds, arrange media interviews, post social media messages, publish success stories online. • Publish and disseminate facts sheets to stakeholders. • Publish and disseminate an illustrated report on the achievements of the UNDP Kuwait JPO programme since deployment of the first batch of Kuwaiti JPOs in 2013. • Conduct annual activities to celebrate International Youth Day, 12 August. • Contribute to national reporting on the relevant SDGs and targets. <p>Assumption: That a batch of 10 JPOs will be recruited on an annual basis between 2016 and 2018.</p>	<p>Ministry of Information Support publication of media items highlighting the successes of the JPO programme.</p>	<p>USD 20,000 for publication of the illustrated report on the achievements of the UNDP Kuwait JPO programme</p> <p>USD 30,000 for events to mark International Youth Day</p> <p>USD 10,000 for reporting on relevant SDGs and targets</p>
--	--	--	--	--

<p>2.3 1 regional symposium on the Kuwait model of engagement in the JPO programme conducted.</p> <p>Frequency: once per programme cycle Baseline (2016): 0 Target (2018): 1</p>	<p>2.3 Activity</p> <p>Conduct a regional symposium for the GCC to showcase the Kuwait model of engagement in the JPO programme and share best practices and lessons learned with prospective donor countries.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Prepare background paper on the Kuwait model • Convene regional symposium. <p>Assumption:</p> <ul style="list-style-type: none"> • That there is a significant degree of interest in the region to participate in the symposium 	<p>GSSCPD</p> <p>Provide logistic support and facilitate networking with relevant authorities in the GCC member States to organise the regional symposium.</p> <p>Ministry of Foreign Affairs</p> <p>Facilitate the protocol arrangements for the regional symposium.</p> <p>Ministry of Information</p> <p>Provide media coverage of the regional symposium and archiving for national records</p>	<p>USD 35,000 for the regional symposium</p> <p>USD 15,000 for the background paper</p>

<p>Output 3: Comprehensive reinsertion strategy prepared</p>	<p>3.1.1 Reinsertion strategy for former JPOs drafted. Frequency: once per programme cycle Baseline (2016): 0 Target: (2018): 1</p>	<p>3.1 Activity Prepare a draft strategy for the appropriate recruitment of former JPOs upon completion of their assignment, in line with national policy goals.</p> <p>Actions:</p> <ul style="list-style-type: none"> Engage a strategic human resources specialist on a short-term consultancy to draft a reinsertion / talent management strategy including an analysis of the Kuwaiti recruitment mechanisms and relevant policies and legislation, entry-points for recruitment and recommendations on mechanisms to support recruitment of former JPOs in appropriate positions in government, civil society, private sector and academia. <p>Assumptions:</p> <ul style="list-style-type: none"> That national partners will be willing to engage in the strategic analysis. That relevant Kuwaiti policies and legislation can be amended as required to enable the establishment of appropriate avenues for recruitment 	<p>GSSCPD To facilitate communication with relevant stakeholders for the analytical consultative phase of the strategy preparation.</p>	<p>USD 30,000 for short-term consultancy to prepare reinsertion strategy</p>
<p>Management Unit</p>			<p>Project Coordinator salary and entitlements Costing of UNDP CO support to the project</p>	<p>USD 247,437</p>
<p>Evaluation</p>			<p>Evaluation (end of project final evaluation)</p>	<p>USD 20,000 for evaluation</p>

Total Expenditure				USD 485,436.89
GMS (3%)				USD 14,563.11
Total Cost including GMS				USD 500,000

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

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.	UNDP, 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.	UNDP, 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 least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, 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.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP, GSSCPD	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP, GSSCPD	
Project Report	A progress report will be presented to the Project Board and key stakeholders.	Annually, and at the end of the			

	<p>consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	project (final report)		UNDP, GSSCPD	
<p>Project Review (Project Board)</p>	<p>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.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	UNDP, GSSCPD	

Evaluation Plan²

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	-	Outcome 7	CPD Outcome 4.1	December 2018	GSSCPD	USD 20,000

² Optional, if needed

VII. MULTI-YEAR WORK PLAN ³⁴

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. Services that will result in direct project costs need to be disclosed transparently in the project document.

EXPECTED OUTPUTS and OUTPPUT INDICATORS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Amount
Output 1 Third and subsequent batch(s) of Kuwaiti JPOs effectively recruited with necessary institutional arrangements in place Indicators: 1.2 Number of pre-shortlisting seminars conducted on the JPO experience. Baseline (2016): 0 Target (2018): 2 1.2 Shortlists for each of the selected posts prepared in accordance with UNDP policies and procedures. Baseline (2016): 0 Target (2018): 3 1.3 Number of pre-departure orientation	1.1 In respect of each batch, organise a seminar for long-listed applicants on the JPO experience, UNDP mandate and function etc.	Y	Y	Y		UNDP, GSSCPD	30071	24,000
	1.2 Coordinate with GSSCPD to prepare draft shortlists for each of the JPO posts in accordance with UNDP policies and procedures.	Y	Y	Y		UNDP, GSSCPD		
	1.3 Conduct a pre-departure workshop for each batch of the selected JPOs.	Y	Y	Y		UNDP, GSSCPD	30071	24,000
	1.4 Establish institutional arrangements required to support JPOs during and beyond the term of their assignment.	Y				UNDP, GSSCPD		

³ 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

⁴ 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.

workshops conducted for selected JPOs. Baseline (2016): 0 Target (2018): 2 1.4.1 database established to track the career progression of current and former JPOs. Baseline (2016): 0 Target (2018): 1 1.5.1 study-tour conducted to JPOSC and at least one JPO programme donor country Baseline (2016): 0 Target (2018): 1	1.5 Conduct a study-tour by key GSSCPD personnel to the JPOSC and at least one donor country located in Europe to examine best practices of longstanding donors to the JPO programme. MONITORING	Y	Y	Y	UNDP, GSSCPD	30071	Study tour	30,000
Sub-Total for Output 1								
Output 2 Effective communications and advocacy strategy drafted and implemented Indicators: 2.1 Number of articles, TV / radio spots and social media messages promoting the UNDP Kuwait JPO programme during the application phase. Baseline (2016): 0 Target (2018): 80 2.2 Number of articles, TV / radio spots and social media messages promoting the UNDP Kuwait JPO programme after recruitment of the third and subsequent batch(es) of JPOs. Baseline (2016): 0 Target (2018): 40 2.3.1 regional symposium on the Kuwait model of engagement in the JPO programme conducted. Baseline (2016): 0 Target (2018): 1	2.1 Draft a communications strategy for the UNDP Kuwait JPO programme. 2.2 Implement the communications strategy for the UNDP Kuwait JPO programme across a range of media to highlight to publicise its success stories to the Kuwaiti stakeholders. 2.3 Conduct a regional symposium for the GCC to showcase the Kuwait model of engagement in the JPO programme and share best practices and lessons learned with prospective donor countries. MONITORING	Y	Y	Y	UNDP, GSSCPD	30071	Report of success stories IYD activities SDG reporting Symposium Background paper	20,000 30,000 10,000
Sub-Total for Output 2								
110,000								

Output 3	3.1 Prepare a draft strategy for the appropriate recruitment of former JPOs upon completion of their assignment, in line with national policy goals.									30071	UNDP GSSCPD	30,000
Indicator: 3.1.1 Reinsertion strategy for former JPOs drafted. Baseline (2016): 0 Target: (2018): 1	MONITORING	Y	Y	Y	Y	Y	Y	Y	Y		UNDP GSSCPD	
Evaluation	Sub-Total for Output 3											30,000
Project Coordination	FINAL EVALUATION											20,000
General Management Support (3%)												247,437
TOTAL												14,563
												500,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented according to the Support to National Implementation modality ("Support to NIM") and the implementing partner will be the General Secretariat of the Supreme Council for Planning and Development (GSSCPD). The Support to NIM modality is considered most appropriate due to the significant level of support that will be provided to implementation by the UNDP CO and the JPO Service Centre in terms of supporting the Project Coordinator to apply appropriate UNDP recruitment policies and procedures and ongoing liaison with JPOs during their deployment in UNDP offices. As the Project Coordinator will be co-located in the office of the GSSCPD Technical Cooperation Department, GSSCPD will provide office space as required.

The project management structure will consist of the Project Board, Project Assurance and Project Coordinator. The Project Coordinator will be engaged through a competitive process conducted by UNDP with the coordination of GSSCPD in accordance with applicable Standard Operating Procedures. The Project Coordinator will spend approximately two - three days per week working from the GSSCPD TCD premises, and up to five days per week when necessary e.g. during the JPO recruitment phase. 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) established by the Board. The Project Coordinator will be responsible for liaising regularly with UNDP CO, JPOSC and GSSCPD to provide inputs to the day to day implementation of the project. The Project Coordinator will prepare a detailed project workplan and budget, will provide monthly progress reports and will submit quarterly progress reports to the Project Board. The Coordinator will be responsible for managing the project budget and monitoring expenditure according to UNDP financial management rules and regulations and 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 the following:

- 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 Executive is the General Secretary of Supreme Council for Planning and Development (GSSCPD), represented by the 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. The Senior Supplier is the UNDP, represented by the Resident 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. The Senior Beneficiary is the GSSCPD, represented by the Secretary-General (or as delegated).

The Board is responsible for making consensus-based management decisions for the project when guidance is required by the Project Coordinator, including recommendations for approval of project revisions. Project reviews by the Board will be made on a quarterly basis during the life of the 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. Project assurance will be conducted by UNDP CO.

The project duration will be for 2.5 years after signature of the Project Document. GSSCPD will provide a contribution of USD 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.

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.

Role of GSSCPD as a Category 2 Donor to the UNDP JPO programme

GSSCPD will continue to be responsible for all decisions regarding the selection of JPO posts to be funded and will conduct and shortlisting of candidates with the technical assistance of UNDP (in the person of the Project Coordinator, guided by the JPO Service Centre), in accordance with the Standard Operating Procedure agreed with UNDP Kuwait in 2015 on the recruitment of personnel to support projects under the NIM modality.

Role of the UNDP Kuwait Country Office

The UNDP Kuwait Country office will supervise the Project Coordinator in the performance of his / her tasks and responsibilities under the project document and Terms of Reference of the post. The Country Office will continue to provide high-level advocacy for the JPO Programme and strategic support to the Project Coordinator as required to facilitate activities at the national, regional and international levels, in accordance with the Country Office's agreement with the State of Kuwait under Outcome 4 of the Country Programme Document.

Role of the JPO Service Centre

The JPO Service Centre will continue to have full responsibility to administer the recruitment process from the shortlisting stage onwards and will continue to provide all human resources, financial and other administrative support to the Kuwaiti JPOs prior to and through the course of their deployment, end of assignment and separation. JPOSC will provide technical support to the Project Coordinator in the course of the performance of his / her duties, concerning the application of relevant UNDP recruitment procedures etc. as required during the initial stages of the recruitment process (i.e. prior to the shortlist screening and interview round).

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) – **Support to NIM**
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

X. ANNEXES

1. Project Quality Assurance Report

Responsibilities of the QA Assessor and the QA Approver	Project QA Responsibility
<p>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 Programme Officer responsible for QA of the project)</p>	<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
<p>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).</p>	<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.

2. Risk Log

#	Description	Date Identified	Type	Impact & Probability (1=low, 5=high)	Countermeasures / Management Response	Owner	Submitted by	Status
1	Decision not to proceed with recruitment of subsequent batch(s)	Project Initiation Date	Political	P=3; I=5	Clarify timeline for recruitment process of subsequent batch(s); liaise with JPOSC to provide TORs for consideration in a timely manner.	UNDP	UNDP	No Change
2	Limited number of qualified candidates apply for the JPO posts	Project Initiation Date	Political	P=2; I=4	Ensure widespread publicity for the application phase by designing and implementing an effective communications strategy; ensure selected posts reflect national development priorities and are appealing to potential applicants.	UNDP	UNDP	No Change
3	Key stakeholders unwilling to engage in consultations analysis for the reinsertion strategy	Project initiation date	Operational	P=2; I=3	Early and clear communication with stakeholders to encourage participation.	UNDP	UNDP	No Change

3. Capacity Assessment.

To be determined following initiation of the project.

4. Project Board Terms of Reference and TORs of Project Coordinator

Terms of Reference: Project Board

The Project Board will include a number of concerned groups below and will act as a planning body. The Board will be responsible for monitoring the project progress towards results. The Board meeting should be preceded by an agenda of such issues and should meet quarterly or as needed. Members will include representatives of GSSCPD and UNDP.

Responsibilities of the Project Board:

At the beginning of the project

- Approve the start of the project via acceptance of the Project Document
- Agree on Project Management Project'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

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

Terms of Reference: Project Assurance

Performance of 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 may be carried out by the Project Board itself, or delegated. Project assurance is independent of the Project Coordinator.

The following list includes the key suggested aspects that must be monitored and confirmed by the project assurance element 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

Terms of Reference: Project Coordinator

The Project Coordinator will be a Kuwaiti national, fluent in both written and spoken Arabic and English. In light of the specific knowledge required for this post, it is desirable that the Project Coordinator is a former Kuwaiti JPO, preferably with experience in human resources, strategic communications or a related field. 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. The Project Coordinator will focus on enhancing the capacity of the GSSCPD Technical Cooperation Department to manage the UNDP Kuwait JPO programme as a category 2 donor by working directly with the staff to ensure they successfully apply UNDP recruitment rules and procedures to support achievement of 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.

Project Coordinator Responsibilities

Under the overall guidance and supervision of UNDP Kuwait, the Project Coordinator will be responsible for all tasks related to the effective administration of the JPO Project and will provide essential support to facilitate the recruitment of Kuwaiti JPOs, including the following key duties:

Liaise with GSSCPD and other relevant Government of Kuwait entities:

- Liaise with GSSCPD as the donor to ensure full participation in the recruitment process, to share information and updates as necessary and to promote the JPO programme as a support to the national development agenda.
- Support GSSCPD in the recruitment process in accordance with its status as a "Category 2" donor and developed practice.
- Liaise between GSSCPD and other relevant Government of Kuwait entities on the JPO Programme (eg Ministry of State for Youth, Public Authority for Manpower and Restructuring, Ministry of Information, Ministry of Social Affairs and Labour, Civil Services Commission, Kuwait Fund for Arab Economic Development).
- Liaise between GSSCPD and relevant regional bodies on the JPO Programme (eg Arab Fund for Economic and Social Development, Arab Planning Institute).
- Assist GSSCPD in the organization of a regional symposium on the JPO programme for the GCC.

Manage day to day JPO Programme activities:

- Liaise with JPOSC to facilitate day to day arrangements for the UNDP Kuwait JPO Programme.
- Conduct outreach and communications activities to promote the JPO Programme in Kuwait, particularly among target demographics and national partners.
- Liaise with UNDP Communications personnel for regular web content updates and the preparation of success stories as part of advocacy efforts.
- Provide quarterly and annual reporting and related financial planning and reporting (including on cost-sharing basis as required).
- Organise a seminar for long-listed candidates on the JPO experience, working for UNDP generally, Q and A etc., prior to shortlisting.
- Respond to day to day questions from prospective candidates and former JPOs.
- Review and finalise the Kuwait JPO final appraisal report, and liaise with JPOSC to ensure its implementation.
- Any related administrative tasks.

Support Kuwaiti JPO learning and career needs:

- Organise a pre-departure orientation workshop for JPOs.
- Collect and disseminate information to Kuwaiti JPOs on options for use of the Duty Travel and Training Allowance (DTTA), taking into account the DTTA use guidelines and procedures.
- Prepare a draft reinsertion strategy for returning JPOs.
- Take necessary steps to include former JPOs in the UNDP Kuwait roster of consultants in accordance with their experience and qualifications.
- Track Kuwaiti JPOs through the UN system.
- Establish a national mentoring programme for current Kuwaiti JPOs, linking with former Kuwaiti JPOs and connected to an alumni network for JPOs.

Required Qualifications and Experience

- An advanced degree in human resources, development studies, business management or a related field;
- Three years relevant experience with an advanced degree or five years with a Bachelors degree;

- Demonstrated written and oral communications skills and presentation skills;
- Strong analytical aptitude;
- Experience in project management;
- Previous knowledge of UNDP human resources policies is an advantage;
- Excellent English and Arabic language skills;
- Ability to work in interdisciplinary and mixed teams;
- Experience of working in a multicultural team is advantage;
- Demonstrated ability to handle multiple tasks concurrently and to prioritise competing tasks;
- Demonstrated familiarity with media outreach tools, including social media;
- Good interpersonal skills, and understanding of local culture and customs.

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF THE STATE
OF KUWAIT FOR THE PROVISION OF SUPPORT SERVICES**

Dear Dr. Khaled Mahdi,

1. Reference is made to consultations between officials of the Government of State of Kuwait (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
 - (a) Identification and/or recruitment of project and programme personnel;
 - (b) Identification and facilitation of training activities;
 - (c) Procurement of goods and services.
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project,

the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the Revised Standard Basic Assistance Agreement of 13 March 1962 (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or explained within the programme management section in the project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP
Zineb Touimi-Benjelloun
United Nations Development Programme Resident Representative



For the Government
Dr. Khaled Mahdi, Secretary-General of the General Secretariat of the Supreme Council for Planning and Development
28 June 2016

د. خالد المحدثي
الأمين العام للمجلس الأعلى
للتخطيط والتنمية