PROJECT DOCUMENT
Kuwait

Project Title: Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality
Project Number: 00102365
Implementing Partner: Kuwait University
Start Date: 18/04/2017   **End Date:** 31/12/2018   **PAC Meeting date:** 15/01/2017

Brief Description

On 25 September 2015, HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, pledged Kuwait's commitment to implementation of Agenda 2030 and the 17 Sustainable Development Goals before assembled world leaders at the United Nations Sustainable Development Summit in New York. The Kuwait National Development Plan (KNDP) 2015-2020 has also established a set of goals and targets that will assist Kuwait to eliminate all forms of discrimination against women. To this end, UNDP Kuwait and the UN Women Regional Office for the Arab States will partner to support a 2-year project with national partners to accelerate the implementation of SDG 5. This project will set in motion longer term transformative changes that will enable Kuwait in achieving the ambitious goals set under the women's empowerment agenda of the SDGs in Kuwait. The project capitalizes on previous work carried out by UNDP during the previous 2009-2012 CPAP cycle on women's empowerment and supports Outcome 2 of the current CPAP, and on work currently being carried out by UN Women in the rest of the Arab States region. This project will focus on three key areas including: 1) the enhancement of women's participation in political and public life; 2) women's participation in all sectors is enhanced through increased awareness and application of gender-positive policies to promote women's participation; and 3) Making data available to support elaboration of a comprehensive national plan to address violence against women.
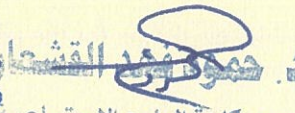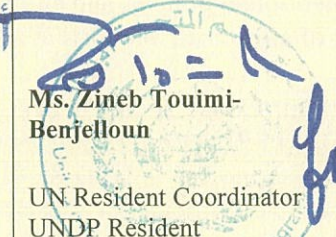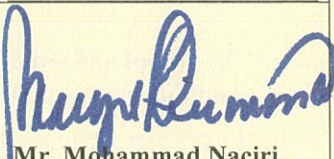
Contributing Outcome (SP/CPD/CPAP):		Total resources required:		2,856,716.00 USD
Strategic Plan: Outcome #4 Faster progress is achieved in reducing gender inequality and promoting women's empowerment		**Total detailed resources allocated**	**(NET) Total Expenditures:**	2,568,066.00USD
			UN Women GMS (8%)	205,445.00USD
UNDAF/CPD: Outcome #2 Human development accelerated through high-calibre human capital and increased social empowerment			**UNDP GMS (3%)**	83,205.00 USD
		Total Budget		2,856,716.00 USD

Agreed by (signatures):

Government-GSSCPD	Kuwait University	UNDP	UN Women
Dr. Khaled Mahdi	Dr. Hmood Al Qashaan	Ms. Zineb Touimi-Benjelloun	Mr. Mohammad Naciri
Secretary-General General Secretariat of the Supreme Council for Planning and Development State of Kuwait	Dean of College of Social Sciences Kuwait University State of Kuwait	UN Resident Coordinator UNDP Resident Representative	Regional Director of UN WOMEN Arab States
Date:18 /04/2017	Date:18 /04/2017	Date:18/04/2017	Date: 18/04/2017

I.   DEVELOPMENT CHALLENGE

On 25 September 2015, HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, pledged Kuwait's commitment to implementation of Agenda 2030 and the 17 Sustainable Development Goals before assembled world leaders at the United Nations Sustainable Development Summit in New York. Since then, the State of Kuwait has taken a number of steps to set in motion a broad-based, inclusive, national implementation process, including prioritisation of those SDGs that require accelerated efforts to ensure full and effective implementation by 2030. An initial workshop on the SDGs and the steps towards national implementation was co-convened by the General Secretariat of the Supreme Council for Planning and Development (GSSCPD – as coordinating authority for SDG implementation in Kuwait) and UNDP on 10 December 2015. From this workshop and further discussions (as well as earlier dialogue during the UNDP CPD and CPAP preparation process and the lessons learned by the State of Kuwait during the MDG era), it was recognised that one Goal requiring priority attention to ensure full implementation is SDG 5: Achieve gender equality and empower all women and girls.

The nine targets of SDG 5 commit States to the following:

5.1 End all forms of discrimination against all women and girls everywhere

5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

Kuwait, a member of the Gulf Cooperation Council (GCC), enjoys high national income and high human development. In 2015, GDP (PPP) per capita was estimated to be almost USD 79,395, which is one of the highest globally.[1] Its per capita income is USD 85.819 and in 2014 it arrived at number 48 on the Human Development Index.[2] Since the Millennium Declaration, Kuwait has made significant strides towards achieving gender equality. Most notably, in 2005, the political participation rights of women were recognised in national law. Kuwaiti women and men enjoy many rights and privileges, including access to universal health care and education, civil liberties and social security benefits. The Constitution[3] of the State

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[1] http://reports.weforum.org/global-gender-gap-report-2015/economies/#economy=KWT
[2] Data retrieved from the HDR of the UNDP. see http://hdr.undp.org/en/data . For female being 0.793 and for male 0.816
[3] Art. 7 on Equality, Art. 26 on the Right of citizens to hold a public office.

of Kuwait acknowledges and guarantees gender equality by setting a high threshold of protection in conjunction with a number of Laws, Regulations and Amiri Decrees that, prima facie, promote the enjoyment of women's rights. Legislation has been passed and Resolutions issued to guarantee equality between women and men in a number of fields including: the workforce (Art. 22 Law 6/2010, Art. 17-19 Law of Manpower); political participation (Art 4 Law 2000/1962 modified in 1992 to address women's rights to vote and be elected); and education (Law 11/1965 that makes education for all obligatory).

The ratification of CEDAW[4] has played an important role in solidifying the strong commitment of the Government of Kuwait to the gender equality and women's empowerment agenda. However, Kuwait has entered reservations to the ratification of CEDAW which effectively permits Kuwait to retain and pursue policies that discriminate against women. Prominent examples include citizenship rights under the Kuwait Nationality Act of 1959, which prohibits Kuwaiti women from transferring their nationality to their foreign spouses or children, in contrast to men who are eligible to transfer the nationality.[5] Through the Parliamentary Committee on Women and Family, several bills were recently submitted in support of the elimination of all forms of discrimination against women, in the area of housing rights, citizenship and leadership positions.

The gender gap in education has been bridged (and exceeded with regards to women's enrolment in tertiary education)[6], and the maternal mortality rate of 14 deaths per 100,000 live births[7] is far below the global and regional averages and the SDG 3 target of 70 deaths per 100,000 live births.[8] A number of public authorities and private sector companies are headed by women (eg. National Bank of Kuwait, Equate) and Kuwaiti women have also made their mark in sports and the arts.

However, while women have exercised available opportunities in employment, entrepreneurship, and to run for political office, they remain under-represented in leadership positions, and the achievements made in education parity are not translated into broader empowerment across all sectors. As such, despite the successes to date, Kuwait still ranks number 117 out of 145 countries on the Global Gender Gap Index.[9] Kuwait's performance in the Gender Gap Indexes of both 2014[10] and 2015[11] is fixed on the score of 0.646[12] (where 0.00 equals inequality and 1.00 equality). More specifically, Kuwait achieved 0.608 in the field of Economic Participation; 0.027 in the field of Political Empowerment; and 0.991 in the field of Educational Attainment. Notwithstanding the fact that these numbers indicate that gender inequalities exist,[13] the inequality levels are lower than in many other Arab States. Kuwait holds the highest percentage among the Arab States in terms of voice and accountability of women.[14]

Notwithstanding the positive intent behind a number of policy and legislative achievements, analysis of some measures designed to promote and protect the rights of women in Kuwait can also have inadvertently adverse impacts. One example of a positive law with adverse impact is Art. 22 of Law 6/2010, which forbids women to do "dangerous jobs" and to work between the hours 10pm and 7am, subject to the exceptions of Arts. 17-19, which allow women to work during these hours for specific reasons and only if they have a private car for transportation to and from the workplace. At first glance, this seems to protect women from any dangers they could encounter while going to work at these hours; however, this provision indirectly infringes a woman's right to work, as not all women have access to private transportation. Another example is that of the Personal Status Act (1984), which regulates the institution of marriage and enacts unequal treatment of men and women concerning parental authority,[15] consent of a woman to enter into marriage, and justification of physical violence against women by men under the right to discipline. The right to

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[4] Kuwait has entered reservations to CEDAW in respect of Articles 9 & 2(passing nationality), 16f (contradiction with Islamic rules for inheritance) and 29&1(arbitration on interpretation of articles of CEDAW).

[5] Haya al-Mughni, Kuwait country Profile, p. 7 https://freedomhouse.org/sites/default/files/inline_images/Kuwait.pdf

[6] World Economic Forum, Gender gap report 2015. http://reports.weforum.org/global-gender-gap-report-2015/economies/#economy=KWT

[7] ibid

[8] SDG 3 targets: http://www.unwomen.org/en/news/in-focus/women-and-the-sdgs/sdg-3-good-health-well-being

[9] ibid

[10] http://reports.weforum.org/global-gender-gap-report-2014/rankings/

[11] http://reports.weforum.org/global-gender-gap-report-2015/rankings/

[12] On 2014 Kuwait was ranked 113th out of 142 countries and on 2015 was ranked 117th out of 145 countries.

[13] Kuwait scored 0.387 on the Gender Inequality Index (GII) of the HDR of the UNDP. See http://hdr.undp.org/en/countries/profiles/KWT

[14] Country Programme Document for the State of Kuwait (2015-2018), Executive Board of the United Nations Development Programme, the United Nations Fund and the United Nations Office for Project Services, 2014, Geneva

[15] This concept of guardianship is codified under Art. 110 of the Civil Code and Art. 209 of the Personal Status Act.

divorce is regulated under the same Act, establishing divergent grounds for men and women to seek divorce, with women restricted to seek divorce only in certain limited circumstances. There are also substantial limitations to women's right to spousal support upon dissolution of the marriage.

In an effort to address some of the issues pertaining awareness on legal rights, during the 2009 – 2014 CPAP, UNDP supported GSSCPD to conduct the WRACTI (Women's and Children's Rights through Access to Information) project[16], which aimed to build the knowledge of key partners and increase public awareness of women's legal rights and the relevant laws and regulations impacting on women's rights. Among other things, this project developed a database of key legislation and policies pertaining to women's rights in Kuwait.

SDG 5 comprises nine targets addressing various dimensions of gender equality and women's empowerment. While Kuwait, as all UN member States, is committed to achieving all nine targets of SDG 5, certain targets require particular attention from the outset of national implementation efforts in order to ensure achievement by 2030. These targets include those related to women's role in decision-making in political, economic and public life and ending all forms of violence against women and girls.

Kuwaiti women's rights to political participation have been recognised since 2005 and by 2006, 35% of the voters in that year's National Assembly elections were women, with 27 female candidates standing. In 2009, four women were elected to the 50-member unicameral National Assembly; however, by 2014, there were no female National Assembly members. Women's representation in the Council of Ministers (appointed by the Prime Minister), has been steady yet limited. Today, there is only one woman member of the Council of Ministers, who holds two significant portfolios: Social Affairs and Labour and Planning and Development.[17] A study conducted by Kuwait University[18] suggested that there are three factors limiting women's political participation: first, cultural dynamics and lack of trust of women in the election process; second, the misunderstanding and misinterpretation of religious texts concerning the role of women in public and private life; and, third, the comparatively limited ability of women to mobilise volunteers and resources to mount effective political campaigns.

As noted above, Kuwait is a leader in the field of women's participation in education. Indeed, the number of women in different levels of education, especially the higher levels, is greater than men (31% vs 14%). However, when it comes to the use of this education and the applicability of their knowledge by accessing the labour market, the previous higher percentage decreases and the number of males in the workforce prevails upon the number of females. Kuwait is doing well on economic empowerment of women in comparison with the rest of the region, with the percentage of women entering the labour market being 37.6% (compared to 54.2% for males), where the regional average is at 23%. Unemployment rates among women in Kuwait (those actively seeking employment) increased from 4.9% in 2008 to 6.4% in 2014,19 but remain the lowest in the GCC. The relatively recent growth of women's participation in the labour market in Kuwait is reportedly a consequence of the occupation of the country by Iraq in 1990-1991, when thousands of Kuwaiti women assumed important responsibilities outside the home; for example, managing hospitals and developing networks to distribute essential resources.[20] However, in 2016 Kuwaiti women remain under-represented in leadership positions. Data collected by the Kuwait Public Authority for Civil Information shows that the percentage of women in leadership positions is much lower than that of men (including general managers, board members and government's officials).[21] This is substantiated by findings of the World Economic Forum, which found that only 16% of legislators, senior officials and managers in Kuwait are women.[22] During the previous programme cycle, UNDP supported GSSCPD and the Ministry of

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[16] www.wracati.com

[17] Share of seats in parliament held by women is 1.5%. Data retrieved from the HDR of the UNDP. See http://hdr.undp.org/en/countries/profiles/KWT

[18] Alqabandi, S. A. (2013). The Refraining of Kuwait working women from political participation: A study applied in the College of Social Science of Kuwait University. Journal of Social Sciences, 41(3), 11-66.

[19] Information taken from the Labor Market Information System of Kuwait http://www.csb.gov.kw/Default_EN.aspx

[20] Sigi, Kuwait country report, 2014

[21] Public Authority for Civil Information, 2015 https://www.paci.gov.kw/

[22] World Economic Forum, Global Gender Gap report 2015, table C, p. 55 http://www3.weforum.org/docs/GGGR2015/cover.pdf

Social Affairs and Labour (MOSAL)[23] to establish women´s business incubators in Kuwait, whose institutional sustainability was ensured by MOSAL's leadership role in project implementation.

In respect of the elimination of violence against women, there appears to be no data available for analysis or any official national research project conducted to date. While the consultation process conducted for this project indicates that there is a general consensus among stakeholders that violence against women and girls is a concern, a consolidated approach to understand the scope of the challenge and address has not yet been established. Generally, violence against women and girls is not an openly discussed phenomenon in Kuwait. The Parliamentary Committee on Women and Family recommended the issuance of a law penalizing all forms of domestic violence which will be discussed in the next Parliamentarian session in November 2016, stressing the need for cooperation between the government and the institutions of society to find legal and administrative solutions to women's issues. A study in 2010 showed that the average number of court cases related to physical violence is 368 cases per year.[24] However, the study covered only reported cases associated with major violence such as physical assault that lead to death, kidnapping or rape. As far as UNDP and UN Women could discern from the consultations, there are no psychosocial or legal support services currently available for women exposed to violence, nor is a referral pathway in place. Women are eligible to seek some medical and legal support through established channels, including the Social Development Office (SDO), who have contributed significantly to this area of work, but there is no dedicated office equipped with the personnel and institutional capacity required to address VAW and associated legal, medical and social concerns adequately. As of December 2015 the Parliament approved the new Family Court Act, which consists of 17 items designed to protect the family and prevent them from settling disputes in the public courts, as it separates personal status disputes from civil and criminal cases. It is expected that the establishment of Family Law Courts in each governorate will positively impact the emotional well-being of family members as well as preserve the privacy and confidentiality to reach amicable solutions and resolve conflicts in a positive way while shortening the litigation process.

The Women and Family Committee at Kuwait Parliament suggested that the Ministry of Social Affairs and Labour (MOSAL) implement training programs for law enforcement personnel who deal with reports of domestic violence, identifying the legal and social rights of the complainant, methods of treatment and informing the corresponding judicial authorities. It is also recommended that MOSAL appoints a lawyer at public expense to provide legal support to survivors of domestic violence, and to provide temporary shelters of no more than one year, until a final judgment in the case is issued or an agreement on conciliation is reached.

Kuwait has exceeded regional averages for women's participation in education and the labour force (53% for males and 47% for females). Data also shows that the number of women in leadership positions in the private sector is also substantially lower to that of men. The government has identified the need to support women to move into the productive sector as well as increase their participation in leadership positions as a key priority of the 2015-2020 National Development Plan. The government has worked actively to enhance women's and men's participation in the private sector. This includes facilitation of start-up loans, and the development of an economic incubator for women supported by UNDP during the 2009 – 2014 programme cycle, among other initiatives.

Kuwaiti authorities, civil society, academia and the private sector are cognisant of Kuwait's achievements to date in the field of gender equality and of the nation's commitments under Agenda 2030. The diverse aspects of gender equality and women's empowerment contained in SDG 5 are already on the national development policy agenda of the Government of Kuwait and there is clear recognition of the need to engage in a public debate around gender equality, the root causes of inequalities and how to bridge these gaps in order to achieve HH the Amir's State Vision: Kuwait 2035 and the Kuwait National Development Plan (2015 - 2020). Civil society, academia and the private sector are actively supporting key issues such as legal reform, economic empowerment and research and analysis. Elections for the National Assembly, expected in July 2017, will precipitate engagement on women's political empowerment. With support to establish effective networks and build capacity on gender equality issues, civil society groups have potential to contribute greatly to public awareness and governmental efforts in implementing SDG 5.

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[23]Economic Empowerment of Kuwaiti Women (WEE) Project 2009-2014, UNDP, Supreme Council for Planning and Development, and Ministry of Social Affairs, Kuwait.
[24]UNDP And Kuwait Women Society in collaboration with the Supreme Council for Planning and Development Esra Yusuf Hussein Al-Amiri, Protection of Women from violence study

The Kuwait National Development Plan (KNDP) aims to support women's empowerment in Kuwait and the table below includes the list of indicators and related targets that the government has identified in the KNDP with regards to women's empowerment:

Indicator	Baseline in 2013	2015	2016	2017	2018	2019	2020
Number of laws that will be revised to end all forms of discriminations against women (per year).	-	5	5	5	5	5	5
Number of economic and craft courses for women (per year)	50	50	50	50	50	50	50
Number of show rooms to market the products of women who participated in the craft session posts.	40	40	40	40	40	40	40
Number of sessions that will be implemented to discuss family problems (per year)	8	8	8	8	8	8	8
Number of seminars that will be implemented for awareness and education to Kuwaiti women in all fields	2	2	2	2	2	2	2
Number of receivables from social assistance to widows and divorcees, as well as Kuwaiti women married to non-low-income people	13227	13700	14000	14200	14400	14500	14700
Number of trainees who are able to work from recipients of social assistance (cumulative)	1580	2000	2300	2600	2900	3200	3500
Number of women who had moved from the category of recipients of financial assistance to producers	95	100	200	350	400	450	500
Number of women beneficiaries of the housing loan for women	230	116	118	120	122	124	-

Other aspects of the KNDP are in broad alignment with the spirit of SDG 5. The government has outlined in the KNDP its aim to review and update all legislation related to Kuwaiti women's issues to remove all forms of discrimination against them, as long as they do not conflict with the principles of Islamic law. The KNDP also notes the need to establish institutional mechanisms to protect women from all forms of violence. [25]

The Kuwait University hosts the Women's Research and Studies Center, which conducts a range of analytical studies that promote norm-setting in Kuwait and promotes public awareness. During the previous programme cycle, UNDP supported the establishment of the Center as well as a comprehensive database containing more than 3000 sources of written, audio and visual resources about Kuwait women since 1990 until present, inclusive of national legislation impacting on the promotion and protection of women's rights.

Kuwaiti civil society is very active, including in the area of gender equality and women's empowerment, and civil society organisations have lobbied for the amendment of policies that are discriminatory or hindering the advancement of women. Kuwaiti youth enjoy high levels of education and youth volunteerism is encouraged and appreciated in Kuwait. In addition to their role as beneficiaries, the participation of youth in driving SDG 5 implementation efforts will be important to encourage the positioning of gender equality within a larger scheme of youth empowerment and civic engagement.

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[25] Kuwait National Development Strategy 2015-2020, page 128

II.   STRATEGY

The project to Support Implementation of SDG 5 will be one of the first standalone programmes to support SDGs implementation in Kuwait, and the first to address SDG 5 in the GCC sub-region. The programme will build on Kuwait's achievements to date in promoting gender equality and women's empowerment, by leveraging the demonstrated political will and stakeholder commitment to work collaboratively to reach all nine targets of SDG 5 by 2030. The project has been prepared under Outcome Two of the UNDP CPD/CPAP 2015-2018: Human development accelerated through high calibre human capital and increased social empowerment. This CPD outcome includes three outputs that underpin the strategy of this project including: 1) Strengthening institutional capacity to produce national human development policy frameworks and with a comprehensive assessment of vulnerable groups; 2) Support the engagement of civil society in formulation of human development and human rights policies; and 3) Support the development and implementation of a national gender equality strategy.[26] The CPD/CPAP Outcome will be supported by the Outcome of this project, which is: *The State of Kuwait takes concrete steps to accelerate the implementation of SDG 5 and its targets*. The project has three expected outputs, which address to a certain extent the nine targets of SDG 5 and will aim to facilitate their advancement in alignment with Kuwait's national priorities as identified during the project consultation process. The project will address the strategic priorities of the State of Kuwait under SDG 5 in a coherent and comprehensive manner.

To support synergies between implementation of SDG 5 and the KNDP, the project is fully aligned with the KNDP strategic objectives and targets including: 1) increasing the share of women that occupy positions of leadership in different fields in the private and public sector; 2) addressing the low levels of participation of women in parliament; 3) increasing the efficiency of social assistance to provide income earning opportunities for women and move them into the productive sector.[27]

This project has been formulated according to a broad-based and inclusive approach. In April 2016, UNDP and UN Women conducted more than 50 consultations with over 100 stakeholders in Kuwait. The initial findings from these consultations were then presented during a national forum on SDG 5, held on 27 April and co-convened by GSSCPD, UNDP and UN Women. Representatives from civil society, government, private sector, academia, the UN Country Team and the media attended. The purpose of the forum was to review the key findings of the consultation process and to reach a consensus on the elements that would form a national gender equality strategy to implement SDG 5 and other relevant targets of Agenda 2030. The needs identified by the participants during the consultations and the subsequent forum have been taken into consideration to inform the intended plan for the next two and a quarter years. The successful implementation of this project will position Kuwait to address longer-term milestones to achieve SDG 5 over subsequent planning cycles to ensure full implementation by 2030.

The UNDP Kuwait Country Office (CO) in partnership with UN Women Regional Office (CO) for the Arab States will collaborate on the implementation of this project with the selected national counterparts. The UNDP CO will oversee the implementation of the project, be represented on the Project Board and provide quality assurance in accordance with UNDP practices and the CPAP agreed with the State of Kuwait. The key government partner is the GSSCPD, as the authority with responsibility to coordinate national implementation of Agenda 2030. The project will benefit from the regular engagement with, and access to expertise and best practices of, the UN Women RO.

III.   RESULTS AND PARTNERSHIPS

Expected Results

This project will contribute to accelerate implementation of SDG 5 by the State of Kuwait by addressing to a certain extent the nine targets of SDG 5.

The Outcome for this project is: *The State of Kuwait takes concrete steps to accelerate implementation of SDG 5 and its targets.*

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[26] Country Programme Document for the State of Kuwait (CPD 2015 to 2018, page 10).
[27] Kuwait National Development Strategy 2015-2020, page 124

This Outcome will be supported through the achievement of the following three Outputs:

Output One: Public perceptions of both men and women are positively influenced by campaigns and public dialogue informed by elections research to pave the way for an expanded cadre of interested and capable women to run for election.;

Output Two: Women's empowerment and participation in all sectors is enhanced through greater awareness and application of gender-positive policies to promote women's participation in public life; and

Output Three: Data is available to support elaboration of a comprehensive national plan to address violence against women.

Women have exercised their political rights as voters and electoral candidates since 2005, however there are no women serving in the National Assembly today. Consultations carried out during the preparation of this project revealed that women would like to continue to expand their participation in politics, increase the number of women in parliament and ministerial positions. These opportunities are often constrained by lack of political space within the national cultural context for women to convene and campaign, which tends to favour men's candidacy as many of them often take place in *Diwanyas*.[28] Women's participation in politics is also often constrained by limited resources or knowledge of how to obtain information and manage a campaign, mobilise resources, draft and present a policy platform etc. These challenges will therefore be addressed through the establishment of political incubators to support the preparation of women to run for parliament and complemented by establishing linkages with Ra'edat, the UN Women-supported regional parliamentarian network established in 2015. The political incubators will provide training on public speaking, running campaigns, debates, policy-making and other identified areas of need. Through partnership with civil society organisations, women interested in running for election will be targeted to participate in the incubators.

As a start, following up on the fall 2016 elections, the programme will conduct an assessment/study on the outcome of the elections (including voter's perceptions), and women´s engagement in the elections.

Based on the outcomes of the study, a public awareness campaign (including social media) will be developed to encourage women to exercise their political rights at the ballot box and promoting the role of women as decision-makers. It is therefore expected that through the increased constructive engagement of women in political life and shifting changes in perceptions towards their participation in leadership positions to influence and increase women´s engagement in subsequent elections.

Simultaneously, efforts will be made to establish a political incubator for training of women candidates to be better prepared to run for elections in subsequent years. This incubator will consist of targeted communications trainings, organization of political campaigns, etc. The incubator will be linked to the regional network of women parliamentarians Ra´edat, and will also aim to create a national network of former, current

Output One will address SDG 5 target 5.1 (end all discrimination against women and girls everywhere), target 5.5 (ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life), and to a certain exchange target 5.b (Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women).

Output Two: Women's empowerment and participation in all sectors is enhanced through greater awareness and application of gender-positive policies to promote women's participation in public life.

An analysis of current laws, policies and regulations and their impact on the promotion and protection of women's rights would include an assessment of how those measures are applied by key government entities in the fulfilment of their mandates.

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[28] *Diwanya*: the term refers both to a reception hall and the gathering held in it, and visiting or hosting a diwaniya is an indispensable feature of a Kuwaiti man's social life.

The effective implementation of SDG 5 by 2030 will require a supportive normative framework, a multi-stakeholder partnership, and adequate funding sources. To this end the project will aim to facilitate south-south exchanges and learning from other countries in the region to have a better understanding of Gender Responsive Budgeting. This is a longer-term process that will benefit from a solid initiation during the current programme cycle and which will be crucial for the implementation and delivery of a national strategy to support the implementation of SDG5.

Under this output, the project will support the development of national indicators to measure effective implementation of SDG 5. This will ensure technical specialist expertise is applied to a priority Goal for national implementation of Agenda 2030. And will contribute to the broader national implementation and acceleration strategy. The project also includes an allocation to support reporting on SDG 5 under the first report by the State of Kuwait on progress in Agenda 2030 implementation, due in 2018.

Although women's rate of participation in the labour force in Kuwait is one of the highest in the region, women remain under-represented in senior management positions in both the public and private sectors. To this end, the programme will partner with private sector companies to implement and support the achievement of the women's empowerment principles, which seek to ensure that private sector companies champion gender equality through their hiring and human resources practices. UN Women and UNDP will work with selected private sector companies with demonstrated interest in improving their gender-related interventions to promote women to leadership positions through the implementation of the women's empowerment principles.

In order for the government of Kuwait to achieve its ambitious goals in relation to women's empowerment outlined in the National Development Plan, appropriate budgets and policies must be supported by adequate data and analysis. The Women's Research and Studies Center (WSRC) of the Kuwait University will conduct a number of studies on the social and economic conditions of women in Kuwait, building on the WRACATI project efforts and produced studies, including on women's participation in the informal sector, women entrepreneurs and an in-depth analysis of the sectors they occupy including challenges and success stories. The data and analysis from these studies will contribute to the establishment of a comprehensive knowledge-base to support the development of gender-sensitive policies and legislative measures to promote gender equality and women's empowerment.

A fertility and demographics study will provide data on national fertility rates and patterns, which will inform the development of appropriate policies to empower women who choose to raise a family while remaining actively engaged in the public realm, including the workplace and political sphere.

The revival of the Supreme Council for Family, and the collaboration efforts of GSSCPD and MOSAL to put together a comprehensive policy and strategy for the family in Kuwait, will also be part of the project which will support in the initial steps in that direction.

Public activities will be organised to raise awareness of SDG 5 and its targets in the context of International Women's Day (8 March) in 2017 and 2018.

Output Two will address SDG 5 target 5.1 (End all forms of discrimination against all women and girls everywhere), target 5.4 (Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate), target 5.a (Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws); and will start a discussions to support the achievement of target 5.c (Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels).

Output Three: Data is available to support elaboration of a comprehensive national plan to address violence against women.

Data on violence against women (VAW) is very limited in Kuwait. The consultations that informed the development of this project showed that evidence data, tracking and monitoring on the prevalence and

incidence on VAW is required. The KNDP has committed to "Finding institutional mechanism to protect women from violence in all its forms at the community and family level through the establishment of a national centre for anti-domestic violence, and to provide required protection and support in cooperation with the government agencies concerned." [1] As a starting point, the project will conduct a quantitative survey and qualitative research to explore perceptions, attitudes and practices about gender equality with a focus on violence against women. The findings will allow a full understanding of the scope, dimensions and correlates of violence against women, which will support policy devolvement and design of appropriate responses aimed at properly addressing or preventing such violence.

The survey shall use the International Men and Gender Equality Survey (IMAGES) methodology as it is one of the most comprehensive household studies carried out on men's attitudes and practices around violence and equality – and has been developed in the region to include an equally comprehensive component on women´s experiences with violence, prevalence in their families and communities and their own attitude to empowerment. The survey has a large component on violence, personal experiences, prevalence in the household, and attitudes and practices around this, and such will be able to inform a better understanding of VAW in Kuwait, including establishing baseline data.

The findings provide important insights into designing program and policy interventions to transform inequality and end violence against women and girls. Promundo has long experience of conducting the IMAGES study in a number of countries and is currently doing it in Palestine, Morocco, Egypt and Lebanon, under a UN Women regional program. In this project, the key research partner will be Kuwait University, WRSC, and the existing questionnaire will be tailored further from the existing Arab region master copy (already available in Arabic) to fit the specificities of Kuwaiti society.

IMAGES generates data which has directly informed policy-making and grass-roots programming of immediate relevance to several key Goal 5 targets[29]:

- Ending all forms of discrimination against all women and girls everywhere;
- Eliminating all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation;
- Eliminating all harmful practices, such as child, early and forced marriage and female genital mutilation;
- Recognizing and valuing unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate;
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life;
- Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences;
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws;
- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

A representative household sample survey will be carried out with a nationally-representative sample of women and men (ages 18-59), ensuring equal sample size of both. Subject to governmental approval, the study will include both Kuwaiti nationals and resident foreigners, given the demographic make-up of Kuwait in which more than two-thirds of the population are expatriates.

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[1] Kuwait National Development Plan 2015-2020 (Page 128)

Qualitative research will also be carried out together with the IMAGES survey to adapt and test the survey items and to further investigate key areas in around gender relations and women´s empowerment and where these are changing to review where policies and programs can intervene to accelerate change, empowering women and guaranteeing their realization of the full suite of political, economic and social rights.

The qualitative research will also be used to inform quantitative question development in Kuwait, and/or to contextualize and understand survey findings, depending on context and existing data and research. Through this process, additional topic areas, relevant to the sample population, may be added to the questionnaire.

Results will be widely disseminated at the national level together with key partners, and at the regional level together with UN and civil society partners. Findings will also be used to drive program development and advocacy work together with partner non-governmental organizations (NGOs). Furthermore, research findings will serve as a baseline for UNDP's and UN Women's programming in the country.

A key research organization (or several as needed) will be identified in Kuwait, and will receive technical assistance to carry out the research. Other key women's rights, children's rights, and NGO partners will be engaged at the national and regional level and will be identified in the first phase of the project.

Furthermore, the research will benefit from the experiences in 4 other MENA countries, where the research was rolled out in 2016. There are opportunities for study tours and learning for the Kuwaiti research partners from their counterparts in Morocco, Lebanon, Egypt and Palestine, and Kuwait will be the first country in the GCC to conduct such a study, as such, championing this in the region.

Complementing the study will be a comprehensive mapping of existing health, community, legal, services on VAW available to support survivors, this will identify gaps, and also allow for awareness campaigns around what services are available.

Output Three will support the establishment of mechanisms to address target 5.1 (end all forms of discrimination against all women and girls everywhere), target 5.2 (eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation) and target 5.3 (eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation).

Resources Required to Achieve the Expected Results

The implementation of the programme requires resources at different levels. Overall resources required include a dedicated Programme Manager to oversee the day-to-day implementation of the programme, liaise with national partners, UN Women and UNDP, and follow up on the work plan. The Programme Manager will be located at the WRSC at Kuwait University, and will be overall responsible for the timely implementation of the programme across all outputs.

UNDP Kuwait Country Office will provide advocacy, strategic and logistic support in accordance with existing project management structures. UN Women will provide technical expertise throughout the project's lifetime and facilitate access to regional networks.

The technical guidance and support of the programme will be led by UN Women, which will include timely inputs and strategic direction in the thematic areas identified. UN Women will also be supporting in training and capacity building of national partners, and ensure a strong linkage to regional and global gender equality and women's empowerment agendas. This will be managed through a Kuwaiti Junior Professional Officer (JPO), based in the UN Women Regional Office. S/he will be responsible for ensuring the linkages by the Kuwaiti programme with the broader gender equality and women's empowerment agenda in the region, ensuring adequate technical support, and coordinating with counterparts in Kuwait as needed. As needed, other experts will be engaged on short-term consultancies.

Partnerships

Strategic partnerships with the private sector, civil society and relevant research and academic institutions, will support the programme in reaching different constituencies, open opportunities for increased visibility of the goals of the programme, and hopefully establish longer term partnerships for gender equality programming in Kuwait.

Kuwaiti stakeholders are engaged and interested to work on the implementation of the SDGs. They are willing to discuss the issues and make efforts towards positive change. The importance ascribed to gender equality as a principle of Agenda 2030 will buttress national efforts to implement SDG 5 and to mainstream gender throughout the implementation of the SDGs in Kuwait. In this regard it is important to note that HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, pledged Kuwait's commitment to implementing the 2030 Agenda during last year's Sustainable Development Summit. Since then, HE Mrs. Hind Subeah Al-Subeah, Minister of Social Affairs and Labour and Minister of State for Planning and Development, has been a vocal supporter of the SDGs in Kuwait. The programme will be implemented in partnership with different stakeholders drawn from government, civil society, private sector and academia. An initial mapping of ongoing initiatives around gender equality in Kuwait show that there is a strong commitment to the women's empowerment agenda, and several good practices already in place. The programme will aim to serve as a platform to bring key stakeholders together in a consolidated manner to both learn from existing experiences, and ensure synergies on the GEWE agenda beyond the scope of the programme.

Government of Kuwait:

The General Secretariat of the Supreme Council for Planning and Development (GSSCPD) is the government entity with responsibility to coordinate national implementation of Agenda 2030 and is the key counterpart of UNDP Kuwait. The lead implementing partner for the VAW and women's economic empowerment components will be the ministry of Social Affairs and Labour and the Supreme Council for Family. For the component on political participation, the parliamentary committee on women's rights and the inter-ministerial Women's Advisory committee will be key partners and serve as convening powers.

The continuous data collection and statistical analysis will be led by the Kuwaiti Central Statistical Bureau, through the establishment of a women's empowerment database, and using the tools and data already available.

The programme has a very strong advocacy and outreach component, focusing in particularly on reaching young people, to raise awareness on gender equality and Kuwait's commitment to the SDGs. This will be done in partnership with existing structures, including volunteering societies, student clubs in schools and universities, and media companies'/media departments of Universities.

Academia:

To ensure a strong evidence base and analysis of official data to inform future programming, the programme will capitalize on the strong academic presence in Kuwait and partner with key research institutions on conducting studies on the negative impacts of positive laws, and build on existing legislative review. This will be done through the Kuwait University as a key counterpart.

Civil Society:

Capitalizing on existing work in country, the programme will link with established networks and civil society organisations working on women's empowerment (like Abolish 153, and the Kuwaiti Women's Cultural and Social Society). Civil society will act as a catalyst for the programme, leading the push for a stronger GEWE agenda in country and promoting Government implementation of commitments with ongoing monitoring. In an effort to bring stakeholders together, the programme will serve as a convening power for civil society throughout the programme implementation to ensure that synergies are created and efforts are consolidated.

Private Sector:

The private sector in Kuwait is very strong, and a key employer. One of the largest enterprises in country, Alghanim industries has begun its own equality initiative, looking at ensuring both female leadership within the company and gender equality practices in hiring and retaining women staff, including mainstreaming maternity leave benefits. Companies such as Alghanim will serve as an entry point for work on the women´s empowerment principles and gender equality seal. Kuwait Foundation for the Advancement of Sciences may be a partner in the implementation of the Fertility Study.

Stakeholder Engagement

The key stakeholder of the programme is the Government of Kuwait, while the main target group is Kuwaiti women and men, boys and girls. As the programme focuses on a cross-section of society, engagement and buy-in to the programme outcomes will be ensured through regular steering group meetings and stakeholder roundtable discussions that will be open to the public. The engagement will be an integral part of the programme serving a dual purpose; first to ensure that the programme goal remains relevant, in line with priorities, and that the implementation is on track, and secondly to engage the broader public on the GEWE agenda and serve as a platform for advocacy.

South-South and Triangular Cooperation (SSC/TrC)

UN Women will ensure that the programme is interlinked with regional and global initiatives on GEWE, including regional review processes on the implementation of SDG5, working groups through the regional commission and Arab League, and commission on the status of women preparatory meetings. Kuwait, being the first country in the GCC with a stand-alone programme on the implementation of SDG5 will be able to serve as a knowledge hub for the GCC sub-region, and attention will be paid to ensure sharing of best practices from Kuwait with the GCC member States.

The programme will be linked to existing regional networks, including the Raédat network for women parliamentarians, and the Khadija network for economic empowerment.

As far as possible, all learning will be done at the regional level, within the GCC and Arab states, drawing on global best practices when needed.

Knowledge

The programme has a very large knowledge-creation component, including data collection, analysis and the establishment of a GEWE database at the government level in the Central Statistical Bureau. Furthermore, the programme will develop knowledge products beyond evaluations, including ground-breaking research on the unintended adverse consequences of structural inequality fostered by legislative measures originally conceived as benefitting gender equality and women's empowerment. The programme will ensure that data is systematically captured in a sustainable way, feeding into the 9 targets under SDG5 and ensuring that there is national ownership of both the data and subsequent analysis thereof.

Sustainability and Scaling Up

The programme will have an on-going capacity development component built in through the deployment of gender equality experts, and by ensuring linkages to regional and global initiatives. The data collection element, including establishing baselines for SDG5 in Kuwait, will result in a database embedded in the national statistics bureau and will become a natural part of national data collection, providing Kuwait with a solid baseline for the implementation of SDG5. This will also ensure that appropriate monitoring mechanisms can be put in place, and that Kuwait´s reporting will be timely and relevant, potentially tracked in near "real time." The programme development, done in a highly consultative manner, furthermore created a lot of expectations and raise interest on women´s empowerment. This momentum can be capitalised on and taken further into a larger joint strategy between UN and GoK during the next programme cycle. This includes developing a plan until the end of 2029 to ensure the implementation across all gender equality targets in the SDGs (beyond SDG5), and the institutionalization of key components, such as gender responsive budgeting, referral pathways for survivors of violence, and engagement of women in leadership

positions. Throughout the project, emphasis will be placed on transferring of skills to national counterparts, on-going capacity building and investing in human capital. This will be done both through engaging a Kuwaiti JPO with UN Women, and through regular interaction with national partners and counterparts, to ensure that the overall ownership remains national, and the programme is sustainable and embedded in national priorities beyond the initial funding cycle.

IV.   PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will work closely with other projects implemented under the 2015-2018 Country Programme to maximise synergies and improve the effectiveness of its actions. The project will draw the necessary international and regional expertise and best practices of UNDP and UN Women that will increase cost-efficiency while facilitating timely delivery of facilitating and accelerating the achievement of SDG5 in Kuwait.

Project Management

The project will be nationally executed under the overall coordination of the GSSCPD, UNDP and Kuwait University (KU). The Women Research and Studies Center (WRSC) at KU will be directly involved in the implementation of the project activities to achieve specific objectives. Government entities (including GSSCPD), Academic Institutions, NGOs, UNDP and UN Women will implement the programme activities as implementing partners.

GSSCPD and KU will be directly responsible for the Government of Kuwait's participation in the project. Annual Work Plans (AWPs) for outputs of the project will be prepared. UNDP will sign the project document with GSSCPD and KU in accordance with corporate practices and local requirements. A Letter of Agreement will also be signed to facilitate operational support.

The project manager will report to UNDP and liaise on a regular basis with UN Women. UN Women will provide ongoing technical support to the project throughout its lifetime, facilitating access to regional and global best practices and networks.

Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Human development accelerated through high-calibre human capital and increased social empowerment

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator #3: Per cent increase of public expenditure on health promotion, higher education and social welfare, and coverage of the social protection system, disaggregated by gender, age, and governorates.

Baseline: Health 6.60% in 2011/2010, Education 10.07% in 2011/2010, Social security and welfare affairs 15.28% in 2011/2010

Target: To be determined by the respective government entities

Intended Outcome based on the project document: The State of Kuwait takes concrete steps to accelerate implementation of SDG 5 and its targets.

Applicable Output(s) from 2014-17 Strategic Plan: Outcome #1 Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. Output 1.2. Options enabled and facilitated for inclusive and sustainable social protection

Project title and ID: Support to the State of Kuwait in the implementation of SDG 5 - **00102365**

OUTPUTS AND TOC	OUTPUT INDICATORS[30]	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
Output 1: Public perceptions of both men and women are positively influenced by campaigns and public dialogue informed by elections research to pave the way for an expanded cadre of interested and capable women to run for elections.	Key indicators: 1. Political incubator established with relevant curricula and plan to pave the way for women to be better prepared for the following election and initiate public debate on women in leadership. Baseline: No political incubator in place Target 2017: political incubator established and work plan developed Target 2018: Public campaign and debates started based on research findings from 2016 elections research 2. No. of Kuwaiti women who are interested to be political candidates or who were elected, engaged in existing regional forums and networks that support women's political participation Baseline: Some engagement from former female members of parliament in the UN Women Raedat network Target: engagement of 50% of women candidates/ or women who are part of the established network	Activities: 1. Establish a political incubator for training of women candidates to be better prepared to run for elections, where capacity building is provided on communication, public speaking, debates, running and organizing political campaigns, etc. The incubator will make provisions for south-south exchanges. 2. Establishment of a Political Media Watch Unit within the Political Incubator, the Media Watch Unit will develop and operationalize a Gender Sensitive Media Strategy for to enhance women's participation in political life. 3. Conduct research on the outcome of the 2016 elections including on voter turnout, perceptions, challenges and opportunities to further engage in political life, etc.	CSOs and Women's Research and Studies Center to accommodate and support women's political incubators. Ra'edat to support exchanges Ministry of Information to support public awareness campaign with in-kind provision of broadcasting time and resources.	TOTAL OUTPUT 1 COST$705,000.00
Output 2: Women's	Key indicators: 1. No. of Kuwaiti private sector	Activities: 1. Develop national indicators for each of the	CSB, GSSCPD and MOSAL to provide inputs to the indicator	TOTAL OUTPUT 2

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[30] It is recommended that projects use output indicators from the Strategic Plan, as relevant, in addition to project-specific results indicators

				COST
participation and leadership in all sectors is enhanced through greater awareness and application of policies to promote women's gender equality and empowerment women and girls	companies applying WEP Baseline: 0 Target: 3	nine targets under SDG 5 2. Contribute to first national report on progress in implementation of SDG 5 3. Organize public activities to mark International Women's Day (8 March), 2018 in line with SDG with a focus on the importance of women's participation in the economy using UNW study on the business case for WEE and the gender and economic profile of Kuwait. GBV and leadership awareness and advocacy will also be included. 4. Target private sector companies supported to implement the Women's Empowerment Principles and invited to participate in the Khadija Regional Network on Women's Economic Empowerment 5. Improved knowledge on women's participation in the Kuwaiti economy including study on women entrepreneurs in Kuwait, experiences in the informal economy challenges and prospects. 6. Conduct research study on fertility and access to essential health services and demographics, ensuring that this research feeds into an eventual white paper/policy in Kuwait.	nationalisation process Key private sector entities to participate in workshops on the Gender Equity Seal and subsequently to apply the seal National SME Fund and Chamber of Commerce to participate in workshops on Gender Equality Seal GSSCPD, CSB, MOSAL and personnel of other key government entities to participate in study tours and peer exchanges Women's Research and Studies Center to conduct series of targeted studies Gulf Labour Markets and Migration Program to conduct fertility study GSSCPD to coordinate first national report on SDGs in 2018 MOSAL, GSSCPD, Women's Affairs Committee, WSRC to support public activities	$758,000.00

Output 3: Data is available to support elaboration of a comprehensive national plan to address violence against women.	Key indicators: 1. Indicator: Data on legal frameworks and attitudes towards GE including VAW informs national policy and strategy on VAW Baseline: No data available on VAW and attitudes towards it Target: IMAGES survey undertaken and published.	Activities: 1. Prepare for the implementation of IMAGES along with complementary qualitative research in Kuwait. 2. Advocacy and communications activities designed and implemented in order to widely disseminate IMAGES results and recommendations. 3. Convene policy forum to launch report and discuss findings that will inform a comprehensive strategy and policy on VAW for Kuwait. 4. Knowledge exchanges with other countries in their region carrying out IMAGES 5. Desk review on legal framework on VAW 6. Mapping of existing health, community, legal, services on VAW available to support survivors	Women's Research and Studies Center, Ministry of Social Affairs and Labour, Social Development Office, Ministry of Interior, Ministry of Health, Central Statistical Bureau to participate in IMAGES study MOSAL, Social Development Office, CSOs to support establishment of referral pathway MOSAL, GSSCPD, Women's Affairs Committee, WSRC to organise public activities	TOTAL OUTPUT 3 COST $776,156.00
Management Unit			Project Manager salary and entitlements Cost sharing contribution for JPO based at UN Women	USD 280,000 USD 18,910 Total Management Output: USD 298,910
Evaluation			Evaluation (Final independent evaluation)	USD 30,000
(NET) Total Expenditures				$2,568,066.00
UN Women GMS (8%)				$205,445.00
UNDP GMS (3%)				$83,205
Total Cost including GMS				$2,856,716.00

V.   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.	GSSCPD, Kuwait University, UN Women, and UNDP	-
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, Kuwait University and UNDP	-
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. South- south exchanges with the existing regional and global networks of UN Women.	At least 2 annually	Relevant lessons are captured by the project team and used to inform management decisions. Relevant learning of good practices being done in other places support the implementation of the programme.	GSSCPD, Kuwait University, UN Women and UNDP	-
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.	GSSCPD, Kuwait University, UN Women and UNDP	-
Review and	Internal review of data	At least	Performance data,	GSSCPD,	-

Make Course Corrections	and evidence from all monitoring actions to inform decision-making.	annually	risks, lessons and quality will be discussed by the project board and used to make course corrections.	Kuwait University, UN Women and UNDP	
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 level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, Annually, and at the end of the project (final report)		GSSCPD, Kuwait University and UNDP	-
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. Both UN Women and UNDP will be involved in this process with the relevant local partners. 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, Kuwait University, UN Women and UNDP	-

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	Government of Kuwait, and steering committee members	Outcome 4	Outcome 2	31 December 2018	All programme partners, including government, civil society, academia, private sector	$ 30,000 – programme funds

VI. Multi-Year Work Plan [31][32]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY			PLANNED BUDGET		
		2017	2018		Funding Source	Budget Description	Amount
Output 1: Public perceptions of both men and women are positively influenced by campaigns and public dialogue informed by elections research to pave the way for an expanded cadre of interested and capable women to run for election.	Establish a political incubator for training of women candidates to be better prepared to run for elections where capacity building is provided on communication, public speaking, debates, running and organizing political campaigns, etc.	Q2-Q4	Q1, Q4	UN Women, Raedat Network, University of Kuwait		Travel costs, equipping an incubator, Travel, trainers, workshops, TA from UN Women, development of training materials	247,500
	Conduct research on the outcome of the 2016 elections including on voter turn out, perceptions, challenges and opportunities to further engage in political life, etc.	Q2 – Q4				Travel, trainers, workshops, TA from UN Women, development of training materials	99,000

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[31] 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

[32] 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.

Activity	Timeline	Partners	Inputs	Budget
South-south exchanges established and best practices shared with other parliamentarians through national and regional caucuses/networks.	Q2 – Q4 / Q1, Q2,		Travel, accommodation, meeting space, joint conferences, UN Women's support coordination, development of exchanges, visibility and coms, travel	153,450
Establishment of a Political Media Watch Unit within the Political Incubator.	Q2, Q3, Q4		Setting up of unit, equipment, travel, UN Women TA, consultancies, communications support and expertise, visibility, travel	64,350
Operationalize the Gender Sensitive Media Strategy to enhance women's participation in political life.	Q3, Q4 / Q1, Q2, Q3, Q4		Media campaign costs, documentary, website updates and training, UN Women TA, training, support, travel	133,650
MONITORING				7,050
Output 1 Total:	705,000			
Output 2: Women's empowerment and participation in all	Regional workshop on GRB for government personnel in Kuwait and GCC supported by GRB centers of excellence.	Q2, Q3	UN Women, Kuwait University, ILO	Consultancy and travel, UN Women TA	29,700

Output / Result	Activity	Timeframe	Partners	Budget line	Amount
sectors is enhanced through greater awareness and application of policies to promote women's gender equality and empowerment women and girls	Develop national indicators for each of the nine targets under SDG 5	Q3		Consultancy and training to CSB personnel- Travel and UN Women TA	60,000
	Contribute to first national report on progress in implementation of SDG 5.			Report preparation- UN Women TA	13,000
	Organise public activities to mark International Women's Day (8 March) 2018 in line with SDG 5- with a focus on the importance of women's participation in the economy using UNW study on the business case for WEE and the gender and economic profile of Kuwait. GBV awareness will also be included.			Campaign costs and documentary- UN Women TA	80,000
	Target private sector companies supported to implement the Women's Empowerment Principles and invited to participate in the Khadija Regional Network on Women's Economic Empowerment.	Q3, Q4	UN Women, Khadija Network, Selected Private Sector Companies	Consultancy, meetings, workshops- Women's TA, UN	103,950
	Improved knowledge on women's participation in the Kuwaiti economy including study on women entrepreneurs in Kuwait, experiences in the informal economy challenges and prospects.	Q2, Q3, Q4	Kuwait University, UN Women	coordination, training, travel	118,800
	Conduct research study on fertility and access to essential health services and demographics	Q2, Q3, Q4	GSSCPD		350,000
	MONITORING				2,550
	Output 2 Total: 758,000				
Output 3: Data is available to	Prepare for the implementation of IMAGES along with complementary qualitative research	Q1, Q2	UN Women, Promundo,	Promundo Costs	716,914

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support elaboration of a comprehensive national plan to address violence against women.	in Kuwait.				
	Advocacy and communications activities designed and implemented in order to widely disseminate IMAGES results and recommendations				
	Convene policy forum to launch report and discuss findings that will inform a comprehensive strategy and policy on VAW for Kuwait.				
	Knowledge exchanges with other countries in the region carrying out IMAGES				
	Desk review on legal framework on VAW	Q1, Q2			22,000
	Mapping of existing health, community, legal, services on VAW available to support survivors	Q1, Q2	Kuwait University		30,000
	MONITORING				7,242
	Output 3 Total: 776,156				
Management unit (Project manager and operational costs)					298,910
Monitoring and Evaluation	Final Project Evaluation				30,000
UN Women GMS 8%					206,245
UNDP GMS 3%					83,205
TOTAL					2,856,716

VII. 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 Kuwait University. 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 UN Women RO for the Arab States in terms of supporting the Project team to access international and regional best practices in gender equality and women's empowerment, including in gender-responsive budgeting and addressing violence against women. The Project team will be located in the Kuwait University, which will provide office space as required. In addition, technical support will be provided by UN Women Regional Office based in Cairo, which will facilitate access to regional and global networks and expertise concerning gender equality and women's empowerment. A Kuwaiti JPO, funded by the Kuwaiti Government, will be recruited and stationed in UN Women's Regional Office to act as a liaison between UNDP and UN Women to support the project implementation process.

The project management structure will consist of the Project Board, Project Assurance and Project Manager. The Project Manager will be engaged through a competitive process conducted by UNDP with the coordination of GSSCPD and the Kuwait University in accordance with applicable Standard Operating Procedures. The Project Manager 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 Manager will be responsible for liaising regularly with UNDP CO, Kuwait University and GSSCPD to provide inputs to the day to day implementation of the project. The Project Manager in close coordination with UN Women's Programme Specialist in charge of the overall implementation of this project and the JPO based in Cairo, will prepare a detailed project work plan and budget, will provide monthly progress reports and will submit quarterly progress reports to the Project Board. The Manager 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: The Executive is the General Secretary of Supreme Council for Planning and Development (GSSCPD), represented by the Secretary-General (or as delegated). It represents 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 will ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

- Senior Supplier: The Senior Supplier is the UNDP, represented by the Resident Representative (or as delegated). It represents 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.

- Senior Beneficiary: The Senior Beneficiary is the Kuwait University. WRSC at KU will be the focal entity to support the day-to-day implementation of the project capitalizing on the previous work implemented with the center. It is the 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.

- UN Women Regional Office: Regional director (or as delegated) will be a full member and participate in all project board meetings.
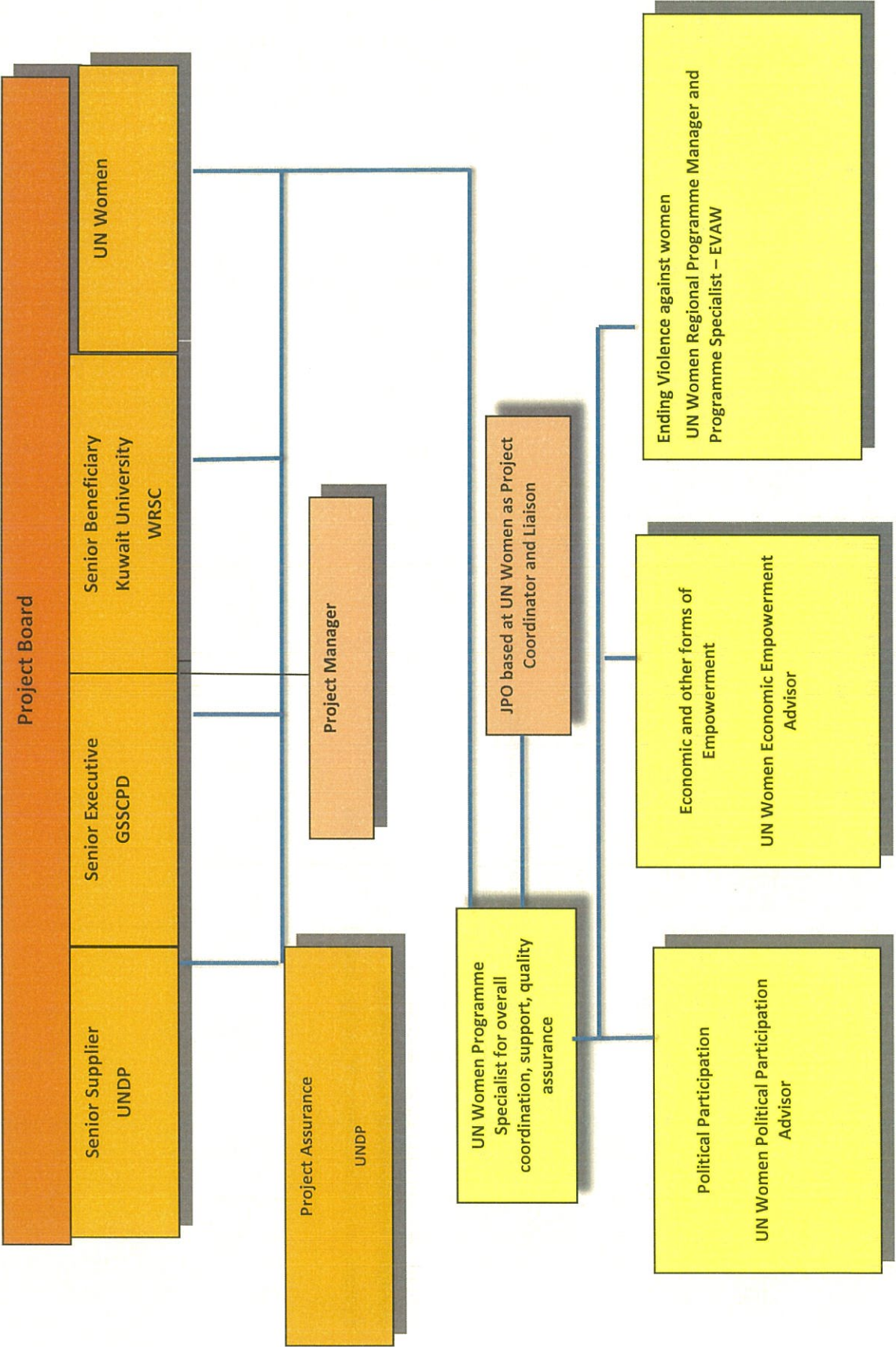
The Board is responsible for making consensus-based management decisions for the project when guidance is required by the Project Manager, including recommendations for approval of project revisions. Project reviews by the Board will be made on a quarterly basis during the life of the project, or at milestones when raised by the Project Manager. 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 Manager 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 will end on 31 December 2018. GSSCPD will provide a contribution of USD 2 million. 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 Manager 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.

GMS is recovered at a flat rate of 8 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 Organization Structure

Project Board

Senior Supplier	Senior Executive	Senior Beneficiary	
UNDP	GSSCPD	Kuwait University WRSC	UN Women

Project Assurance

UNDP

Project Manager

JPO based at UN Women as Project Coordinator and Liaison

UN Women Programme Specialist for overall coordination, support, quality assurance

Ending Violence against women
UN Women Regional Programme Manager and Programme Specialist – EVAW

Economic and other forms of Empowerment
UN Women Economic Empowerment Advisor

Political Participation
UN Women Political Participation Advisor

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

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

1. Legal Context:

X 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:

X Government Entity (NIM) – Support to NIM

☐ UNDP (DIM)

☐ CSO/NGO/IGO

☐ UN Agency (other than UNDP)

☐ Global and regional projects

IX. ANNEXES

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 Manager or part of the project team (at the CO level, this person is typically a Programme Officer responsible for QA of the project)	- 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).	- 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. Annex [#]. Social and Environmental Screening Template

Project Information

Project Information

1. Project Title	Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality
2. Project Number	102365
3. Location (Global/Region/Country)	UNDP / RBAS / Kuwait

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
This project embodies human rights-based approach within its outcome and outputs, it relies on the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The core of this project is to enhance capacity of the State of Kuwait to accelerate implementation of SDG 5 and its targets which is key to improve gender equality and women's empowerment. This will be explored through strengthening women candidates' capacity standing for election in the 2017 National Assembly, empower women's participation in all public and private sectors and provide mechanisms for data gathering to support elaboration of a national plan to address violence against women.
Briefly describe in the space below how the Project mainstreams environmental sustainability
This project will disseminate awareness on the environment effect of using paper advertisement for the National Assembly election, awareness on the environment sustainability issues in the state of Kuwait will be part of the women's empowerment and capacity building activities.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.	QUESTION 3: What is the level of significance of the potential social and environmental risks? Note: Respond to Questions 4 and 5 below before proceeding to Question 6			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
No Risks Identified	I = P =			

QUESTION 4: What is the overall Project risk categorization?

Select one (see SESP for guidance)		Comments
Low Risk	x	This project has low risk after the social and environment screening.
Moderate Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply			Comments
Principle 1: Human Rights	☐	N/A	
Principle 2: Gender Equality and Women's Empowerment	☐	N/A	
1. Biodiversity Conservation and Natural Resource Management	☐	N/A	
2. Climate Change Mitigation and Adaptation	☐	N/A	
3. Community Health, Safety and Working Conditions	☐	N/A	
4. Cultural Heritage	☐	N/A	
5. Displacement and Resettlement	☐	N/A	
6. Indigenous Peoples	☐	N/A	
7. Pollution Prevention and Resource Efficiency	☐	N/A	

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/ No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? 33	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	

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33 Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? For example, construction of dams, reservoirs, river basin developments, groundwater extraction	No
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.	No
Standard 2: Climate Change Mitigation and Adaptation	
2.1 Will the proposed Project result in significant34 greenhouse gas emissions or may exacerbate climate change?	No
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive	No

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[34] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	practices)?	
	For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding	
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[35]	No

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[35] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

3. Risk Analysis

Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Management Response	Owner	Submitted by	Status
Resistance from general public or relevant partners to establish political incubator and have debates, campaigns, etc that address issues found in the elections outcome research.	Project initiation date	Political	I=5; P=2	Project will engage fully with CSOs and national authorities from the outset to ensure support	UNDP	UNDP	No change
Partner private sector companies unwilling to invest in supporting the relevant aspects of this initiative through their budgets	Project initiation date	Political	I=5; P=1	The workshops will emphasize the benefit to the private sector of applying the GES	UNDP	UNDP	No change
Lack of commitment from all relevant stakeholders to carry out a national IMAGES survey and disseminate the findings	Project initiation date	Political	I=5; P=3	The project will engage closely with all stakeholders to develop their support for the study, highlighting its social, legal and cultural relevance	UNDP	UNDP	No change
Targeted institutions are reluctant to support gender responsive budgets across sectors	Project initiation date	Political	I=5; P2	The concept and utility of gender responsive budgets will be clearly articulated to stakeholders	UNDP	UNDP	No change
Research and communications strategies fail to generate an informed dialogue in Kuwaiti society	Project initiation date	Operational	I=3; P=2	Study methodology and communications strategies will be carefully prepared in order to appropriately address the Kuwaiti context	UNDP	UNDP	No change

4. Capacity Assessment.

The Capacity Assessment will be conducted by the project management team upon initiation of the project.

5. Project Board Terms of Reference and TORs of key management positions

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 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, Kuwait University and UNDP and UN WOMEN.

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 Manager
- 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 Manager.

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

Draft Terms of Reference: Project Manager

The Project Manager will be responsible for ensuring needed support is provided to General Secretariat of Supreme Council for Planning and Development (GSSCPD) and Kuwait University (KU) to implement the outputs and to monitor and evaluate the project's overall progress. He/ She will be accountable for ensuring GSSCPD and KU report results are addressed to Project Board. The Project Manager will focus on capacity development outcomes for GSSCPD and KU 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 KU and will have a dual reporting, line to UNDP and GSSCPD. The Project Manager will also liaise on a regular basis with UN Women (Regional Office, Cairo)

Project Manager Responsibilities:
1. Provide leadership and strategic thinking to ensure proper implementation and ownership by GSSCPD and KU of project activities.
2. Support GSSCPD and KU to take on the responsibility of the overall management and planning of the implementation of the project's outputs and activities.
3. Support GSSCPD and KU 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;
4. Mobilization of inputs and expertise needed for the project in consultation with the senior supplier
5. Ensure provision of technical/substantive support to the Responsible Parties during implementation of activities
6. Provide solutions to any constraints faced by the Responsible Parties in implementation
7. Undertake all necessary financial arrangements, processes, request for authorizations, payments and ensure financial accountability.
8. Arrange and coordinate the Board meetings and act as Secretariat of the Board.
9. Develop and support GSSCPD and KU to prepare the work plan, quarterly, progress, annual reports and Terminal Report.
10. Identify, monitor and update the project risks, issues and lessons learned
11. Undertake any other related tasks at the request of the Project Board.
12. Supervise all staff assignment and consulting agreements.

Qualifications and Experience

- 7 years working experience in a field related to Gender Equality, Women's Empowerment, Human Rights, or related field at the policy level.

- 7 years of experience in project management, at least 5 of these should be in managing gender equality related projects

- Previous experience in capacity building and institutional development activities related to human rights, gender equality, or related field.

- Advanced university degree in social science, gender studies, public administration or other job-related to disability field disciplines.

- Proficiency in English and Arabic Languages spoken and written.

- Excellent communication skills and maturity in dealing with partners

- Knowledge of the national social and political situation.

- Capacity to liaise effectively with the media.