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## United Nations Development Programme

Country: Kuwait

Project Document

### Project Title: Achieving Kuwait 2035 Vision Towards Persons with Disability

**UNDAF/CPD Outcome:** Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development.

**Strategic Plan outcome:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

**Implementing Partner:** The Public Authority for Disabled Affairs.

#### Brief Description

The Public Authority for Disabled Affairs (PADA) is a Governmental entity, part of its mandate is to implement an integrated action plan clearly responsible for all aspects of persons with disability welfare, in addition to provide solutions for diagnostic and rehabilitation challenges and the ongoing extensive social care services for all nationals with disabilities on an equal basis. The focus areas of PADA work includes: promotion of awareness about the rights of persons with disabilities, sustainable development targets aiming to fully integrate persons with disability within the an inclusive society model, in addition to provide sustainable priority services including: prevention levels, medical rehabilitation, education, vocational training services and to coordinate collaborative efforts around the international and regional disability conventions with an aim to achieve and implement the country ratification of the United Nations Convention for Persons with Disability (UNCRPD).

The project will provide a framework for technical support to the PADA and other Governmental entities dealing with persons with disability to create an enabling environment for Kuwait National Development Plan (KNDP) vision and outcomes towards persons with disability. This project will also ensure sustainability of work by transferring knowledge, skills and capacities to PADA, other related public entities and civil society organizations working for the benefit and empowerment of persons with disabilities.

Strategic Plan Outcome/Output: SP # 1.2

Atlas Project ID: 00091631

Start Date: 01/05/2016

End Date: 31/12/2018

PAC Meeting Date: 20/04/2016

Total resources required: 2,000,000 USD

Total allocated resources: 2,000,000 USD

Regular

Other: \_\_\_\_\_

Donor: \_\_\_\_\_

Government: 2,000,000 USD

Pipeline: \_\_\_\_\_

Unfunded: \_\_\_\_\_

In-kind Contributions: \_\_\_\_\_

Agreed by (Government): Dr Khalid Mahdi – Secretary General, General secretariat of the Supreme Council for Planning and Development

Date: April 25<sup>th</sup>, 2016

Agreed by (Implementing Partner): Dr Tareq Al-Shatti – Head of Public Authority for Disabled Affairs

Date: 25-04-2016

Agreed by (UNDP): Ms. Zineb Touimi-Benjelloun – UN Resident Coordinator/ UNDP Resident Representative

Date: 25/04/2016



## List of Abbreviations and Acronyms

<b>AWP</b>	Annual Work Plan
<b>CPD</b>	Country Programme Document
<b>CPAP</b>	Country Programme Action Plan
<b>GMS</b>	General Management Support
<b>GSSCPD</b>	General Secretariat of the Supreme Council for Planning and Development
<b>KNDP</b>	Kuwait National Development Plan
<b>MOH</b>	Ministry of Health
<b>NIM</b>	National Implementation
<b>PADA</b>	Public Authority for disabled Affairs
<b>QPR</b>	Quarterly Project Report
<b>RRF</b>	Results and Resources Framework
<b>SBAA</b>	Standard Basic Assistance Agreement
<b>UNDP</b>	United Nations Development Programme
<b>UNCRPD</b>	United Nation Convention for Persons with Disability
<b>TORs</b>	Terms of References
<b>WHO-ICF</b>	World health organization international classification of function and health

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## I. DEVELOPMENT CHALLENGE

Kuwait has recently developed an inclusive policy and strategy towards persons with disability, through the disability rights law which mandates the healthcare, education and employment rights of persons with disability. In addition, to a supportive policy framework for the disability sector, state subsidy for the 41,396 persons with disability who are registered with the PADA finance system reaches around 126 million KD i.e. 430,916,552 US\$ for this financial year (2015-2016). However, there are many barriers and issues in the implementation of the law articles that affects the social inclusion and full participation of persons with disability in Kuwait. There is lack of national assessment standards for the various types of disability that affects objective and systematic identification of disabled individuals who can be targeted for programmes on social inclusion and state support. This can be primarily addressed through the strengthening of the Public Authority for Disabled Affairs (PADA).

A key output from the previous UNDP projects and efforts (2009-2014) was the delivery of the national assessment tool for the diagnosis of children with learning disabilities in Kuwait and more important introduction and implementation of “WHO-ICF” adapted tools for classification and evaluation of all types of disabilities, that explicit direct positive impact on implementation of disability rights law, as this the only known current tool internationally been used to help national development plans related to disability issues. Prior to the public authority adoption of the national standards and the “WHO-ICF assessment tool”, there was no systematic way for classifying the types and degree of disability affecting adult, elderly or young children, in addition to special group of children with learning disabilities.

The General Secretary of Supreme Council for Development and Planning (GSSCPD) included four policies related to PADA’s Mandate as below:

- Protection, health and social care for persons with disability, to be achieved through a comprehensive well established health and social care systems and long term programs for prevention, early detection, inclusive education model, increasing awareness of community and families about ways of dealing and supporting of various types of disabilities and encouragement of national human resources to work with disability and special needs field.
- Increase awareness of persons with disability about their rights and chances in active participation, to challenge negative social behaviours and impressions towards persons with disability through social awareness campaigns aiming for better understanding of circumstances related to various types of disability with special focus on intellectual disability.
- Establishment of a collaborative system for comprehensive social inclusion of persons with disability i.e. (inclusion in education, labours market, sports, entertainment and general life welfare cultural activities), on basis of non-discrimination of persons with disability in the society through multiple various mechanisms e.g. inclusion in labour market through marked improvement of work and employment environment according to the essential needs and requirements of persons with disability, maximizing chances of educational inclusion of persons with disability and inclusion in cultural, sports and entertainment activities.
- Encouragement of implementation of partnership initiatives between the government, private sector and civil society organizations to integrate disability issues within the national priorities vision particularly in social responsibilities of the private sector.

### **UNDP technical support to the Public Authority for Disabled Affairs 2011-2014:**

PADA has achieved the transformation phase from of the old disability evaluation system and tools including tables used for forensic compensations and occupational injuries used since 1995 to 2011, that transformed and shifted to the WHO disability concept and also started at the same time to develop a unique adapted methodology to implement the international classification for function and health (WHO-ICF), through various medical committees including most medical specialties and subspecialties within the MOH and other medical institutions including the faculty of Medicine at the University of Kuwait.

The above described transformation aimed to achieve most of national development plans related to disability issues and also to overcome challenges through the adaptation of criteria consistent with:

- A. The definition of persons with disability as per the UNCRPD-2008, and equally consistent with Kuwait law for persons with disability 8-2010.
- B. Kuwait development plan especially outputs related to persons with disability empowerment.

- C. The United Nations Sustainable development Goals (SDGs) addressing the needs of persons with disability; these SDGs includes:
- **Goal 8:** Promote inclusive and sustainable economic growth, employment and decent work for all. **Target 8.5:** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
  - **Goal 10:** Reduce inequality within and among countries. **Target 10.2:** y 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
  - **Goal 11:** Make cities inclusive, safe, resilient and sustainable. **Target 11.2:** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, and children, persons with disabilities and older persons. **Target 11.7:** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.
  - **Goal 17:** Revitalize the global partnership for sustainable development. **Target 17.18:** By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

In fact, the transformation process to WHO concept and implementation of WHO-ICF made Kuwait the first country in the Middle East formally achieve such goals and targets in a creative manner considering balance between achievement of development goals and the essential support of human rights of persons with disability. All above mentioned efforts have been invested in development and implementation of Kuwait vision 2035.

The unique story of PADA adoption of “the WHO disability concept and the implementation of WHO-ICF” for the first time in Middle East helped PADA in agreement and partnership with Kuwait institute for scientific research KISR, UNDP and ILO to develop and launch an exceptionally important projects and new program lines, aiming to establish six advanced vocational training sheltered workshop based on the WHO-ICF in determination of the persons eligibility to each sheltered workshop that specially well designed for persons intellectual disability classified as mild or moderate degree with some challenge in identification of each sheltered workshop and advanced program and production line, beside one more initiative aims to create employment opportunities within the private sector for persons with types of disabilities other than mental, intellectual or cognitive impairments.

Obviously from the above mentioned facts, this project carries the highest potential for south-south collaboration from advanced countries experienced in disability field and also through knowledge transfer and sharing of Kuwait unique experience with other countries within GCC region and Arab countries just starting to develop disability classification services and persons with disability rights empowerment programs.

In partnership with PADA, UNDP will scale-up its previous initiative on social inclusion to a wider scope by developing similar standard assessment tools that can be applied to all other disability types in Kuwait. In the past country programme, UNDP was successful in introducing a national assessment tool and methodology that identified children with learning disabilities. These were eventually adopted as a national standard tool and procedure by stakeholder institutions from both the government and the private sector. UNDP will replicate the same approach to the other applicable disability types in Kuwait that could benefit from a standardized assessment system, which will eventually lead to a matching of state responses under the country’s “Disability Rights Law” to their specific needs. Six key gaps were identified based on global benchmarking exercise carried out during the development of PADA strategy (2015-2020)<sup>1</sup>, the bench marking considered Norway’s Ministry of Health and Care Services, UAE’s Ministry of Social Affairs and Singapore’s Ministry of Social and Family Development. Main gaps revolve around the lack of high-quality assessment and diagnosis techniques and a diversified residential care model. Another rising concern is the absence of a modern and communal rehabilitation center with programs complying with international standards.

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<sup>1</sup> PADA national development plan strategy 2015-2020.

Figure 1: Classification of persons with disability in Kuwait as per their current status in PADA.

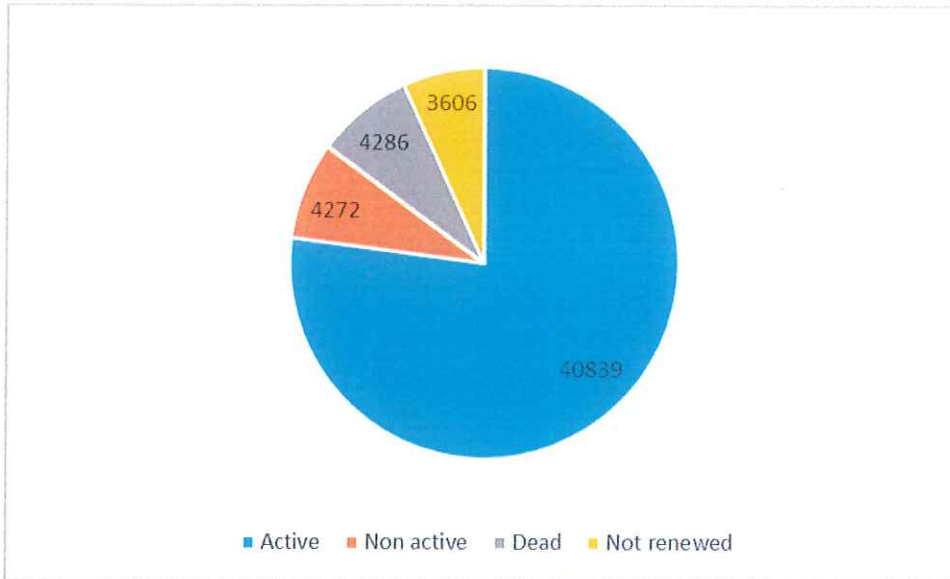


Figure 2: Persons with disability registered with PADA age and gender chart.

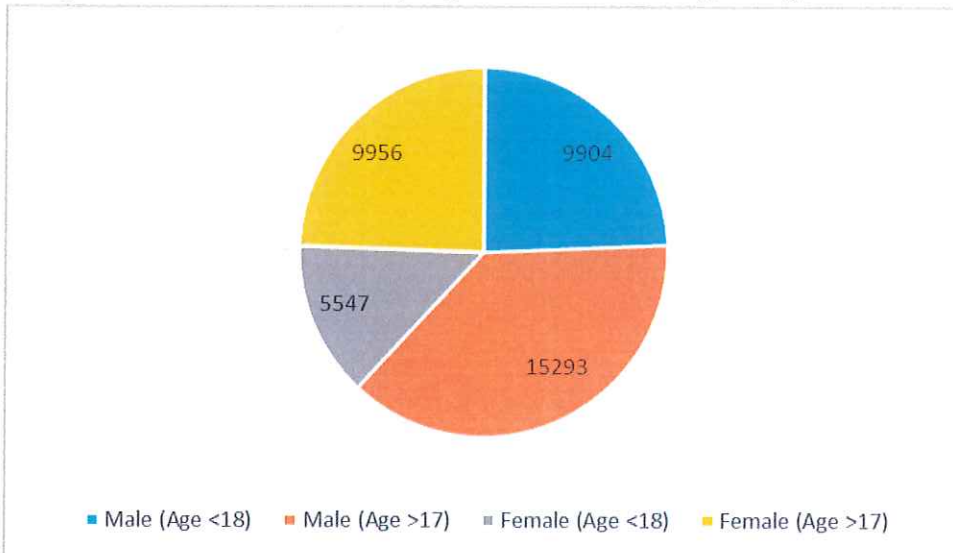
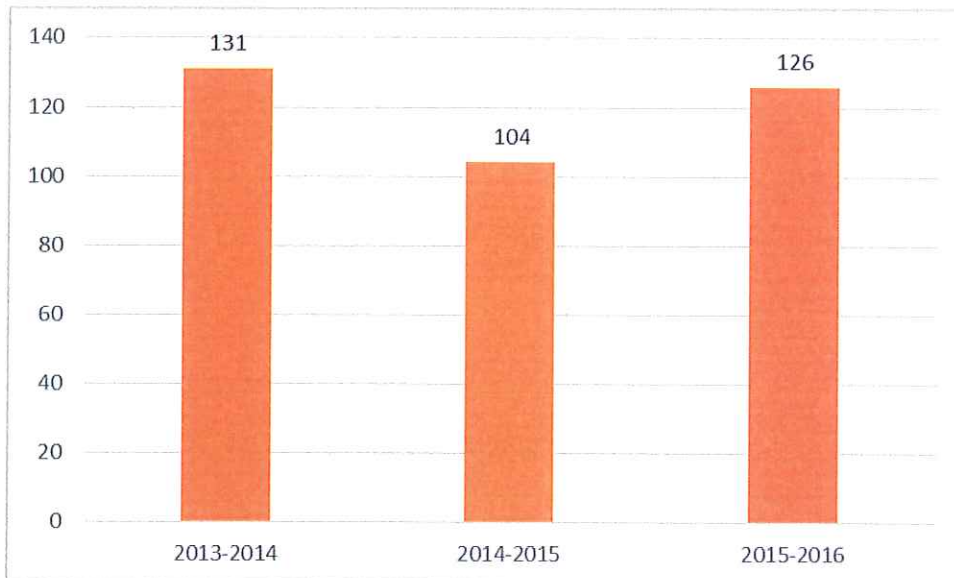


Figure 3: Government expenditure on disability issues KD million.





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## II. STRATEGY

**In particular, the outcome of this project is the following:**

**Outcome 1:** Enhanced human capacities and organizational effectiveness towards prevention, early detection and accurate diagnosis associated with maximum rehabilitation for persons with disability to achieve full participation of persons with disability in social life and national development with considering human rights perspective.

The overarching outcome will be reached through the following specific outputs:

**Output 1.1:** Enhanced human capacities and institutional effectiveness for prevention, early detection, diagnosis and rehabilitation of disabilities.

**Output 1.2:** Co-ordinated and well organized efficient efforts towards removal of barriers to social, economic and educational inclusion of persons with disability.

**Output 1.3:** Increased technical expertise and organizational capacities for implementation of Universal design and country wide use of technology enablers.

*This project aims to prepare PADA and other related Government institutions to adapt and implement KNDP 2015-2019 projects related to disability. This project will provide the technical support needed for triggering and expediting the process of KNDP intervention and projects including automating PADA operational work and link it to other related agencies, societal inclusion of disabled, provide general architectural description design of buildings services oriented for the disabled, implement coordination project for CSOs work in disability issues and build their staff capacity, conduct sheltered workshops for different categories of disabled, improve and develop vocational training workshops and expand in the early intervention services for the disabled children.*

**Output 1.1: Enhanced human capacities and institutional effectiveness for prevention, early detection, diagnosis and rehabilitation of disabilities.**

This output focuses on the role of PADA in co-ordination with MOH according to the disability rights law (No: 8/2010), with the aim of supporting both entities to have the ability to deliver effectively according to their mandate. That is based on situation analysis, global benchmark finding and gap analysis<sup>2</sup> performed to develop a strategy for PADA in May 2015. The main finding of the gap analysis was lagging prevention and early disability detection measures and both were identified as first and top main challenges. On the other hand, Kuwait lacks high-quality assessment and diagnosis tools and techniques to detect disabilities (at the early stage), which require highly-qualified and well-trained medical professionals, dedicated detection centers and sufficient medical equipment complying with international standards. In regard to the rehabilitations services benchmarking identified the following: Kuwait's rehabilitation centres are currently isolated within the community (with limited access to those services for persons with disabilities) and lack programs complying with international standards.

**Output 1.2: Co-ordinated and well organized efforts towards removal of barriers to the inclusion of persons with disability.**

The ultimate aims of this output are (1) to remove barriers to social, economic and educational inclusion of individuals with disabilities in Kuwait, (2) to empower individuals with disabilities in Kuwait to achieve their full potentials and (3) to enable them to fully contribute to the society they live in.

The seven targets mentioning disability within the United Nations guidelines to collect data on persons with disability must be monitored with specific disability disaggregated indicators.<sup>3</sup>

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<sup>2</sup> Source: PADA strategy 2015, gap analysis included Norway, UAE and Singapore.

<sup>3</sup> Current guidelines to collect data on persons with disabilities are available at: <http://www.un.org/disabilities/default.asp?navid=13&pid=1515#current>

<sup>7</sup> Including smart technology

<sup>8</sup> Including public facilities and outdoor areas (e.g. government buildings, hospitals, public schools and universities, mosques).

<sup>9</sup> Including private facilities and outdoor areas (e.g. malls, cinemas, supermarkets, private schools and universities, private hospitals, sports clubs).

In addition, target indicators on inclusion are needed to ensure equal access, e.g. it is not enough for children with disabilities to enrol/attend school - access to education for all requires that teachers have the capacity to teach students with special educational needs. Therefore the following indicator is proposed: 'Percentage of teachers in service who have received in-service training in the last 12 months to teach students with special educational needs' (this indicator is also linked to inclusion targets). In addition, elimination of gender disparities in education and employment with emphasis to equal access to all levels of education. Vocational training and employment chances for persons with disabilities.

Moreover, this output aims to increase collaboration and building capacity of Civil Society Organizations (CSOs) specialized in working with persons with disability issues for better services and utilization of KNDP funds.

### **Output 1.3: Increased technical expertise and organizational capacities for implementation of Universal design and country wide use of technology enablers.**

This output focuses on actively promoting both concept and practical implementation of the Universal design model including smart technology and transport. Taking in practical considerations the public facilities and outdoor areas (e.g. government buildings, hospitals, public schools and universities and mosques), private facilities and outdoor areas (e.g. malls, cinemas, supermarkets, private schools and Universities, private hospitals and sports clubs). Most of that will be replication and simulation to the Planning and Building Act for Universal Design issued in Norway and the 2010 ADA Standards for Accessible Design in USA. It is also similar to "Accessibility Fund" launched by Singapore.

The aims and objectives of PADA Universal design project's strategy are: To develop and implement universal design<sup>7</sup> to ensure buildings, facilities and outdoor areas are accessible for persons with disabilities, by focusing on:

- Issuing new universal design codes and modify most relevant law article.
- Support establishment of a modern Universal design Department within PADA to achieve the following targets as per the national development plan:
  - a) Monitoring and evaluation of implementation of the newly approved universal design codes in: Upgrading 285 existing and building new government and public buildings<sup>8</sup> as per universal design by 2020 noting that any fixed payments will be through KNDP funds not the provision amount of this project.
  - b) Monitoring and evaluation of implementation of the newly approved universal design codes in: Upgrading 570 existing and building new private sector buildings<sup>9</sup> as per universal design by 2020 noting that any fixed payments will be through KNDP funds not the provision amount of this project.
  - c) Monitoring and evaluation of implementation of the newly approved universal design codes and nationally approved strategy on existing buildings noting that any fixed payments will be through KNDP funds not the provision amount of this project.

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## **III. RESULTS AND PARTNERSHIPS**

### **Expected Results**

- This project aims to enhance, expedite and implement disability projects within KNDP in more efficient and effective mechanism. It will start by providing support to PADA as the key institution in the country in charge of disability issues, this will include development of their policies and strategies, provide capacity building for their staff and all related Government agencies, automate their work and link it to the related agencies, develop communication strategy, enhance their statistical reporting. Based on the above, this project will tackle disability definition and its classification using best practices and international agreements; this will include developing a system for measuring the disability, define its level and link it to the related Government and private institutions. The system will be piloted first for collecting the feedback then a final agreement should be adopted to be applied on the country level. It will also help PADA in classifying CSOs fund requests through developing a systematic approach on which one is eligible for KNDP funds. Finally, it will tackle the Universal design of public and private buildings to be friendly for the

disabled. By this the project will research the current architecture design of the buildings and produce strategies that should be applied through KNDP funds and projects.

### **Partnerships**

- The project will only be successful if maximum collaboration and partnership between PADA and other stakeholders including General Secretariat of the Supreme Council for Planning and Development (GSSCPD), Ministry of Health (MOH), Ministry of Education, Public authority for Youth, Universities, Civil Society organizations (CSOs), Ministry of Work affairs and other relevant Governmental entities.

### **South-South and Triangular Cooperation (SSC/TrC)**

- This project carries very high potential for knowledge transfer and sharing of experience that could have direct contribution to the advance of the disability field in the country and with the region in general, that also include some sort of advance in the field of technology enablers and adaptive strategies that will be conducted in collaboration with KISR.

### **Sustainability and Scaling Up**

- The project will be implemented with a view to achieve sustainable institutional capacity and transfer of knowledge and skills. A sustainability and capacity indicator would be in place during the initial phases of the project based on an institutional capacity assessment.



#### IV. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</b> Outcome #1 Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development.</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p> <p><b>Indicator #3:</b> Percent 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.</p> <p><b>Baseline:</b> Health 6.60% in 2011/2010, Education 10.07% in 2011/2010, Social security and welfare affairs 15.28% in 2011/2010</p> <p><b>Target:</b> To be determined by the respective government entities</p> <p><b>Applicable Output(s) from 2014-17 Strategic Plan:</b> 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</p> <p><b>Project title and ID : Achieving Kuwait 2035 Vision Towards Persons with Disability, 00091631</b></p>				
OUTPUTS AND TOC	OUTPUT INDICATORS <sup>4</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
<p><b>Output 1:</b></p> <p>Enhanced human capacities and institutional effectiveness for prevention, early detection, diagnosis and rehabilitation services for persons with disability.</p>	<p>Results Indicator 1.1</p> <ul style="list-style-type: none"> <li>PADA Institutional and Operations infrastructure in place (scale of 0-4<sup>5</sup>)</li> <li>PADA human resources and capacities performance (scale of 0-4<sup>6</sup>)</li> </ul> <p>Data Source: PADA internal</p>	<p>1.1 Activity</p> <p>Develop an institutional organizational structure efficient to deliver disability diagnostic services, and prevention strategy at all levels of prevention (i.e. primary, secondary and tertiary prevention levels<sup>8</sup>)</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>Implement standard operating procedures, administrative</li> </ul>	<p><b>Role of the PADA:</b></p> <p>development of prevention, diagnosis and early detection strategy and implementation action plan of building capacity and organization efficacy.</p> <p><b>Role of MOH:</b> Will be main executing body for the strategy</p>	<p>1.1.1.</p> <p>Consultant for 3 month 50,000 US\$</p> <p>Consultant for 3 month 50,000 US\$</p> <p>Workshops on communication plan</p>

<sup>4</sup> It is recommended that projects use output indicators from the Strategic Plan, as relevant, in addition to project-specific results indicators

<sup>5</sup> Cumulative scale where upon completion of each of the following are awarded one point: PADA functional job descriptions in place; PADA revised organogram implemented; PADA have an automated and digitized system, PADA Communications plan implemented

<sup>6</sup> Cumulative scale where upon completion of each of the following are awarded one point: accessible HR database in place; PADA Human Resources Strategy in place; capacity development program for PADA to reinforce the implementation of the KNDP outcomes towards persons with disability, merit based Performance Management System for PADA staff approved,

	<p>process operation guide.  <b>Frequency:</b> annually  <b>Baseline (2016):</b> 1  (Women : Men: ) 2:1  <b>Target (2018):</b> 4</p> <p><b>Baseline (2016):</b> 1  (Women : Men: ) 2:1  <b>Target (2018):</b> 4</p> <p><b>Results Indicator 1.2</b></p> <ul style="list-style-type: none"> <li>Percentage of implementation of PADA</li> </ul>	<p>processes and systems improvements.</p> <ul style="list-style-type: none"> <li>Conduct staff capacity needs assessment and create capacity development plan including design and implementation of skills and mentoring program</li> <li>Develop and implement Human Resources Strategy 2016-2020 for PADA-MOH aligned with the new PADA-MOH prevention joint body organogram and informed by the institutional skills audit.</li> <li>Implement a communication plan for PADA internal administration and with external institutions (e.g. MOH departments and centers).</li> <li>Pilot a Performance Management System for merit based assessment of staff delivering preventions services.</li> <li>Create, approve and implement new PADA-MOH Joint body organogram/ structure with delegations of authorities and defined lines of reporting</li> <li>Conduct an institutional skills audit and analysis for all PADA and “MOH relevant prevention units and centers” job descriptions to create functional job categorization and descriptions</li> </ul> <p><b>1.2 Activity</b></p> <p><b>Align PADA’s Strategic Planning for improved implementation and monitoring of diagnosis, prevention</b></p>	<p>and plan of action.</p> <p><b>Role of Faculty of Medicine:</b>  Provide technical expertise knowledge and scientific resourcing for early detection aspect.</p>	<p>10,000US\$</p> <p>Consultants 6 month  70,000US\$</p> <p>Workshops 30,000US\$</p> <p><b>1.2.1</b>  Consultants– Consulting firm, ToT workshops  490,000 US\$</p>
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	<p><b>Strategic Plan for prevention.</b></p> <p><b>Data Source:</b> PADA internal process and project strategy operation guide.</p> <p><b>Frequency:</b> annually</p> <p><b>Baseline (2016):</b> 0% (Women : Men. ) 2:1</p> <p><b>Target (2018):</b> 100%</p>	<p><b>and early detection of disability</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Operationalize disability diagnosis center for research and knowledge of disability evaluation, classification and economics as part of an innovative and evidence based approach to national development planning in Kuwait towards disability related issues.</li> <li>Implement an institutional strategic plan for PADA positioning within the KNDP, and identifies diagnosis and prevention priorities.</li> <li>Develop an “action plan” for diagnosis and prevention strategy, establishing tasks and key performance indicators to achieve the objectives of national strategy, with a risks strategy, and monitoring plan.</li> </ul>	<p><b>1.3.1</b></p> <p>Consultant for 6 months \$70,000</p> <p>Short consultancy and workshops 50,000</p>
<p><b>Results Indicator 1.3</b></p> <ul style="list-style-type: none"> <li>Increased efficient and effective prevention policy advisory services delivery within PADA<sup>7</sup></li> </ul>	<p><b>1.3 Activity</b></p> <p>Upgrade PADA monitoring and evaluation mechanisms for implementation and early detection of disability.</p>		

<sup>7</sup> This will be measured against data generated in the consultancy productivity assessments (conducted at least twice) in contrast to a satisfaction survey (conducted at least once in between productivity assessment intervals)

<sup>10</sup> **Definitions:** **Primary prevention** aims to prevent disease or injury before it ever occurs, **Secondary prevention** aims to reduce the impact of a disease or injury that has already occurred, **Tertiary prevention** aims to soften the impact of an ongoing illness or injury that has lasting effects.

	<p><b>Data Source:</b> PADA internal process and project strategy operation guide.</p> <p><b>Frequency:</b> annually</p> <p><b>Baseline (2016):</b> 1 (Women : Men : ) 2:1</p> <p><b>Target (2018):</b> 2</p>	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Apply improvements to M&amp;E mechanism based on an assessment, gaps analysis that includes necessary database, systems or tools.</li> <li>• Put in place a framework of the national diagnosis and prevention strategy using results oriented and evidence based indicators.</li> <li>• Develop and implement an M&amp;E capacity development program for national relevant technical staff and government entities.</li> <li>• Monitoring and evaluation for the efficiency and cost effectiveness of tertiary prevention programs and their sustainability annually.</li> <li>• Improve PADA diagnostic policy and preventions protocols including development services to support national diagnosis and preventions implementation.</li> <li>• Improving disability detection diagnosis, evaluation tools.</li> <li>• Build a central assessment and referral system with high-quality diagnosis tools.</li> <li>• Establish electronic Medical reporting system from MOH hospitals to PAD</li> <li>• Define and deploy audit and quality control protocols</li> <li>• Technical assistance to Implement preventions strategies</li> <li>• Establishment of linkage between recently developed national</li> </ul>	
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<p><b>Output 2:</b> Co-ordinated and well organized efficient efforts towards removal of barriers and contribute to comprehensive inclusion of persons</p>		<p>registry system and the international registry (WHO and ESCWA and other UN relevant agencies).</p> <ul style="list-style-type: none"> <li>• Identification and activation of legislations that could have direct impact on primary prevention (prevention of RTAs, DVLA, Smoking in public areas, carcinogenic materials use etc.) and further assistance of protocols development.</li> <li>• Development of a triangular co-operation protocol i.e. MOU between MOH, PAD and UNDP and further assistance in development of services secondary prevention protocols and screening programs.</li> <li>• Establish statistical reporting system on number of diseases and candidates for tertiary prevention level from PADA statistics department and MOH collaborative centers.</li> <li>• Development of disability tertiary prevention system (rehabilitation protocols on evidence based medicine and further assistance in development of clinical rehabilitation services and health screening programs and home services for severe disability cases).</li> </ul>	<p><b>Total for Output 1:</b> <b>820,000 US\$</b></p> <p>Monitoring Costs: 0</p>
<p><b>Output 2:</b> Co-ordinated and well organized efficient efforts towards removal of barriers and contribute to comprehensive inclusion of persons</p>	<p><b>Results Indicator 2.1:</b> Percentage of persons with disability included in secondary education and</p>	<p><b>2.1 Activity:</b> Access to all types and degrees of disabilities at all levels of education or vocational training.</p>	<p><b>2.1.1</b> Consultants 100,000US\$ Workshops 30,000US\$</p> <p><b>Role of PADA:</b> development of the educational inclusion concept and strategy beside the implementation of an action plan</p>

<p>with disability.</p>	<p>vocational training<sup>9</sup>.</p> <p><b>Data Source:</b> Ministry of education</p> <p><b>Frequency:</b> annually</p> <p><b>Baseline (2016):</b> 5-10%.</p> <p><b>Target (2018):</b> 50% of students with disability to be included in secondary education or vocational training.</p>	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Ensure legal backing in place, disabled-friendly class-rooms and facilities, train teachers and caregivers through workshops and training and launch online courses via digital learning platforms by top educational institutions and promote maximum recognition.</li> <li>• Develop curriculum in co-ordination with ILO and KISR for sheltered workshops and vocational training.</li> <li>• Taking specified sustainable key role in development of sheltered workshops for training and employment of intellectual disabilities and mixed disabilities (role to be determined with KISR).</li> <li>• Improve employment assistance and job opportunities and launch initiatives to encourage employers to hire<sup>10</sup>.</li> </ul> <p><b>2.2 Activity</b></p> <p><b>Coordinate and Build capacity of civil society organizations (CSOs) working with persons with disabilities.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Initiate a network for CSOs working with persons with disabilities.</li> <li>• Implement collaboration agreements</li> </ul>	<p>for building capacities and organization efficacy.</p> <p><b>Role of MOE and MOSAL:</b> Will be main executing body for the inclusion strategy and plan of action.</p> <p><b>Role of Universities and educational institutions:</b> Provide technical expertise knowledge and scientific resourcing for social and educational inclusion concept</p>	<p><b>2.2.1</b> Consultants 240,000 US\$ workshops 30,000 US\$</p>
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<sup>9</sup> 30% of people with learning disabilities; 67% of those with learning disabilities graduated from secondary school in the US. This data is from the US not Kuwait.

<sup>10</sup> Internships, online jobseekers platform - launch e-Fair online platform for jobseekers with special needs (UAE); e.g. Open Door Program in Singapore (supports employers in enhancing the employment and employability of persons with disabilities) - funding support to hire, train and integrate .

<p>social affairs and PADA  <b>Frequency:</b> annually  <b>Baseline (2016):</b> 1.  <b>Target (2018):</b> Increase number of collaborative initiatives with CSOs to exceed two initiatives per year.</p> <p><b>Results Indicator 2.3:</b>  Number of requests for technical experts applying a prioritisation process through the system developed and the average response time to requests submitted.</p> <p><b>Data Source:</b> Supreme Council for development and planning SCPD and UNDP  <b>Frequency:</b> annually</p>	<p>with CSOs and provide mechanism of funding for specific activities (to help GSSCPD in classifying CSOs needs and funds categories).</p> <ul style="list-style-type: none"> <li>• Provide capacity building initiatives for CSOs for better services and funds management.</li> <li>• Launch social life and sport inclusion program initiatives (e.g. disabled sports and recreation) in collaboration with PADA and public authority for youth and sports.</li> <li>• Launch inclusion program and initiatives in education, labor market and social life for non-Kuwaiti disabled population in collaboration with other UN relevant agencies UNHCR and IOM under UNDP management.</li> </ul> <p><b>Activity 2.3:</b>  Create a targeted and proactive system for delivery of technical expertise/advisory services in response to requests from CSOs</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Conduct a baseline assessment for current consultancy services delivery mechanisms, including identification of gaps, roles and responsibilities and a prioritization framework</li> <li>• Procure IT development services for design and implementation of a modular request system for advisory</li> </ul>	<p>2.3.1  Short consultancy and IT system development  30,000US\$</p>
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	<p><b>Baseline (2016):</b> 2-3 requests <b>Target (2018):</b> 5-6 per year</p> <p><b>Results Indicator 2.4:</b> Percentage of technical experts with data entered in the GSSCPD and PADA monitoring and reporting mechanism.</p> <p><b>Data Source:</b> Supreme Council for development and planning SCPD and UNDP <b>Frequency:</b> annually <b>Baseline (2016):</b> 0% <b>Target (2018):</b> 50%</p>	<ul style="list-style-type: none"> <li>and consultancy services</li> <li>Develop capacity of PADA as a reference institution to manage and provide future projections for the Consultancy service requests system</li> <li>Capacity development of the Technical Cooperation Unit and relevant Unit in PADA mandated to manage the service delivery system.</li> </ul> <p><b>Activity 2.4:</b> <b>Provision of demand-based recruitment of technical experts for CSOs, with a monitoring and reporting mechanism in place</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Reinforce strategic planning capacities of CSOs to ensure submission of technical expertise requests in a timely and quality manner</li> <li>Create and implement a new monitoring and reporting mechanism for PADA and GSSCPD linked with the request system for efficient and effective service delivery</li> </ul>	<p><b>2.4.1</b> Short Consultancy 30,000US\$</p> <p><b>Total Output 2:</b> <b>360,000 USD</b></p> <p>Monitoring Costs: 0</p>
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<p><b>Output 3:</b> Increased technical expertise and organizational capacities for implementation of Universal design and country wide use of technology enablers for persons with disability.</p>	<p><b>Result indicator 3.1:</b> No. and/or percentage of Public Buildings implemented the universal design through KNNDP projects.</p> <p><b>Data Source:</b> Ministry of Work affairs and municipicinary <b>Frequency:</b> annually <b>Baseline (2016):</b> 2% <b>Target (2018):</b> Upgrading 285 existing and building new government and public buildings as per universal design by 2020<sup>11</sup></p>	<p><b>Activity 3.1:</b> Issuance of Code and guidance for implementation of universal design within public government buildings (schools, health and social care buildings)</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Inventory which public buildings, facilities and outdoor areas need to be upgraded and prioritize based on traffic.</li> <li>• Develop a strategy, action plan with mechanism for upgrading existing public buildings, facilities and outdoor areas through KNNDP projects and funds.</li> <li>• Issue code and guidance to implement assistive technologies in public schools, government buildings, health and social care building.</li> </ul>	<p><b>Role of PADA:</b> development of the Universal design unit and monitoring and evaluation strategy in addition to endorsement of universal design code.</p> <p><b>Role Ministry of social work and Municipality:</b> Will be main executing body for the Universal design.</p> <p><b>Role of Universities and educational institutions:</b> Provide technical expertise knowledge and scientific resourcing for implementation of technology enablers and adaptive strategies</p>	<p>3.1.1. Short consultancy 50,000US\$ Workshops 30,000US\$</p>
<p><b>Result indicator 3.2:</b> No. and percentage of Upgraded existing private buildings and housing facilities through KNNDP projects.</p> <p><b>Data Source:</b> Ministry of Work affairs and municipicinary</p>	<p><b>Activity Result 3.2:</b> Ensure upgrading of existing buildings, housing, facilities and outdoor areas in the private sector<sup>12</sup></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Issue regulations for upgrading</li> <li>• Inventory which private sector buildings, facilities and outdoor areas require upgrade and prioritize based on traffic.</li> <li>• Set up a universal design authority</li> </ul>	<p><b>3.2.1</b> Short consultancy 50,000US\$ Workshops 30,000US\$</p>		

<sup>11</sup> PADA projects strategy 2015-2020.

<sup>12</sup> Similar to "Accessibility Fund" launched by Singapore, providing grants to building owners for upgrading their existing buildings with essential accessibility features.

	<p><b>Frequency:</b> annually  <b>Baseline (2016):</b> TBD.  <b>Target (2018):</b> Upgrading 570 existing and building new private sector buildings as per universal design by 2020<sup>16</sup></p> <p><b>Result indicator 3.3:</b>  <b>No. and percentage of new buildings complies with universal design.</b>  <b>Data Source:</b> Ministry of Work affairs and Municipality  <b>Frequency:</b> annually  <b>Baseline (2016):</b> 0%  <b>Target (2018):</b> 100% by the year 2020<sup>16</sup></p> <p><b>Result indicator 3.4:</b>  <b>Proportion of educational institutions implements technology enablers and assistive adaptive strategies.</b>  <b>Data Source:</b> Ministry of education and higher education and Universities</p>	<p>or Unit for monitoring and inspection</p> <ul style="list-style-type: none"> <li>Develop and introduce universal design upgrading grant scheme through GSSCPD.</li> </ul> <p><b>Activity Result 3.3:</b>  <b>Ensure “new” buildings and facilities comply with universal design<sup>13</sup></b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Set up a universal design authority for design approvals</li> <li>Develop mandatory process for design submission and approval</li> <li>Launch campaigns to explain universal design rules and policies</li> <li>Propose quotas for disabled in yearly housing waiting list.</li> </ul> <p><b>Activity Result 3.4:</b>  <b>Ensure implementation of technology enablers and adaptive strategies</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Identify needs and perform analysis (based on best practices) and work with MOE on defining requirements, policies and regulations and Promote awareness of digital learning platforms among disabled.</li> <li>Implement adaptive strategies in websites and services (best</li> </ul>	<p>3.3.1  Short Consultancy  50,000US\$  Workshops 30,000US\$</p> <p>3.4.1  Short consultancy  50,000US\$  Workshops 30,000US\$</p>
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<sup>13</sup> Only to be applicable for buildings requiring new permit by 2017-2018.

	<p>Frequency: annually  <b>Baseline (2016):</b> TBD  <b>Target (2018):</b> Top 5 educational institutes to launch online courses via digital learning platforms by March 2018, implementing adapted strategies in 77 public websites and assistive technologies in 850 buildings by 2020<sup>19</sup>.</p>	<p>practices: e.g. audio captions, navigational structures)</p> <ul style="list-style-type: none"> <li>Define requirements, policies and regulations and promote use of assistive technologies including Identify needs and perform analysis (best practices: e.g. screen magnifiers, alternative keyboards, adaptive software)</li> <li>Promote implementation of assistive technologies in private sector and Promote use of new assistive devices (speech &amp; vision)</li> </ul>	<p><b>Total Output 3:</b>  <b>320,000US\$</b></p>
<b>Management Unit</b>			<p><b>Project Management budget</b>  <b>Project Assistant personnel</b>  <b>Project NIM Audit Costs</b></p>
<b>Evaluation</b>			<p><b>Total</b>  <b>Output:</b>  <b>421,746 USD</b></p>
<b>(NET) Total Expenditures</b>		<b>Evaluation</b> (Final independent evaluation)	<b>20,000 USD</b>
<b>GMS (3%)</b>			<b>1,941,746 US\$</b>
<b>Total Cost including GMS</b>			<b>58,254US\$</b>  <b>2,000,000</b>



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## V. MONITORING AND EVALUATION

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

### Within the annual cycle

- **Track Progress.** Progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment.
- **Monitor and Manage Risk.** Based on the initial risk analysis submitted (check below), a risk log shall be actively maintained through reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards (to be conducted on the project initiation). Audits will be conducted in accordance with UNDP's audit policy to manage financial risk, if any.
- **Evaluate and Learn.** Evaluation shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated into the project. If project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the project's evaluation plan.
- **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the Project Board meeting.
- **Quarterly progress reports.** The project manager is responsible on developing a quarterly progress report to be submitted to the portfolio and assessed by the M&E CO specialist. This report shall be submitted after its revision to the beneficiary partners and GSSCPD on quarterly basis.

### Annually

- **Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the QA Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.
- **Annual Project Review and Report.** The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, 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 log with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.

### Closure

- 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. A final report should be prepared and submitted by the project management.



## VI. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		2016	2017	2018		Funding Source	Budget Description	Amount
		<p><b>Output 1: Enhanced human capacities and institutional effectiveness for prevention, early detection, diagnosis and rehabilitation services for persons with disability.</b></p> <p><b>Result indicators:</b></p> <p>1.1 PADA Institutional and Business Operations infrastructure in place (scale of 0-4)<sup>14</sup></p> <p>1.2 Improved PADA human resources and capacities performance in PADA (scale of 0-4)<sup>15</sup></p>	<p><b>1.1 Activity:</b> Develop an institutional organizational structure efficient to deliver disability diagnostics services and prevention strategy at all levels of prevention (i.e. primary, secondary and tertiary prevention levels<sup>17</sup>)</p> <p><b>1.1.2 Activity:</b> Implementation of PADA-MOH human capital strategy for disability classification</p>	√		√		UNDP/SCPD
		√		PADA	UNDP/SCPD	Short Consultancy services- Workshop	70,000US\$ 30,000US\$	

<sup>14</sup> Cumulative scale where upon completion of each of the following are awarded one point: PADA functional job descriptions in place; PADA revised organogram implemented; PADA have an automated and digitized system, PADA Communications plan implemented

<sup>15</sup> Cumulative scale where upon completion of each of the following are awarded one point: accessible HR database in place; PADA Human Resources Strategy in place; capacity development program for PADA to reinforce the implementation of the KNDP outcomes towards persons with disability, merit based Performance Management System for PADA staff approved,

<p>1.3 Percentage of implementation of PADA Strategic Plan for prevention.</p> <p>1.4 Increased efficient and effective prevention policy advisory services delivery within PADA<sup>16</sup></p> <p><b>Baselines (2016)</b></p> <ul style="list-style-type: none"> <li>• 1</li> <li>• 1</li> <li>• 0%</li> <li>• 1</li> </ul> <p><b>Target (2018):</b></p> <ul style="list-style-type: none"> <li>• 4</li> <li>• 4</li> <li>• 100%</li> <li>• 2</li> </ul>	<p><b>1.2 Activity:</b> Align PADA's Strategic Planning for improved implementation and monitoring of diagnosis, prevention and early detection of disability</p>	<p>✓</p>	<p>✓</p>	<p>PADA,MO H</p>	<p>UNDP/SCPD</p>	<p>Contracted Consulting Firm(s), Consultants ToT Workshops/ Conferences</p>	<p>490,000US\$</p>
<p><b>1.3 Activity:</b> Upgrade PADA monitoring and evaluation mechanisms for implementation of diagnosis, prevention and early detection of disability.</p> <p><b>1.3.1. Activity:</b> Improve PADA diagnostic policy and preventions protocols including development services to support national diagnosis and preventions strategy implementation</p>	<p>✓</p>	<p>✓</p>	<p>PADA,MO H</p>	<p>UNDP/SCPD</p>	<p>Consultancy services 6 month</p>	<p>70,000US\$ 50,000US\$</p>	
<p>MONITORING</p>	<p>✓</p>	<p>✓</p>	<p>UNDP</p>	<p>UNDP/SCPD</p>	<p>0</p>		
<p><b>Output 2</b> <b>Co-ordinated and well organized efficient efforts towards removal of barriers towards total inclusion of persons with disability.</b></p> <p><b>Result indicator</b> 2.1 Percentage of persons with disability included in secondary education and</p>	<p><b>2.1 Activity:</b> Access to all types and degrees of disabilities at all levels of education or vocational training accordingly.</p>	<p>✓</p>	<p>✓</p>	<p>PADA,MO E, KISR</p>	<p>SCPD/UNDP</p>	<p>Consultancy services TOT Workshops</p>	<p>100,000US\$ 30,000US\$</p>
<p><b>2.2 Activity:</b> Coordinate and Build capacity of civil society organizations (CSOs) working with persons with disabilities</p>	<p>✓</p>	<p>✓</p>	<p>PADA, CSO</p>	<p>SCPD/UNDP</p>	<p>Consultancy services Workshops</p>	<p>240,000US\$ 30,000US\$</p>	

16 This will be measured against data generated in the consultancy productivity assessments (conducted at least twice) in contrast to a satisfaction survey (conducted at least once in between productivity assessment intervals)

10 **Definitions:** **Primary prevention** aims to prevent disease or injury before it ever occurs, **Secondary prevention** aims to reduce the impact of a disease or injury that has already occurred, **Tertiary prevention** aims to soften the impact of an ongoing illness or injury that has lasting effects.

<p>vocational training<sup>18</sup>.</p> <p>2.2 Number of collaborative initiatives with CSOs and have direct impact on disabled inclusion policies improvements.</p> <p>2.3 Number of requests for technical experts applying a prioritisation process through the system developed and the average response time to requests submitted<sup>19</sup>.</p> <p>2.4 Percentage of technical experts with data entered in the GSSCPD and PADA monitoring and reporting mechanism.</p> <p><b>Baseline (2015-2016):</b></p> <ul style="list-style-type: none"> <li>• 5-10%</li> <li>• 1 initiatives</li> <li>• 2-3</li> <li>• 0%</li> </ul> <p><b>Target (2018):</b></p> <ul style="list-style-type: none"> <li>• 50%</li> <li>• 2 initiatives</li> <li>• 5-6</li> <li>• 50%</li> </ul>	<p><b>2.3 Activity:</b> Create a targeted and proactive system for delivery of technical expertise/advisory services in response to requests from CSOs</p> <p><b>2.4 Activity:</b> Provision of demand-based recruitment of technical experts for CSOs, with a monitoring and reporting mechanism in place.</p> <p>MONITORING</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>PADA, SC PD, CSOs</p> <p>PADA, SC PD, CSOs</p> <p>UNDP</p>	<p>SCPD/UNDP</p> <p>SCPD/UNDP</p> <p>UNDP/SCPD</p>	<p>Short services development</p> <p>Short services</p> <p>0</p>	<p>30,000US\$</p> <p>30,000US\$</p> <p>0</p>
<p><b>Output 3</b></p> <p><b>Increased technical expertise and organizational capacities for implementation of Universal design and country wide use of technology enablers for persons with disability.</b></p> <p><b>Results indicators:</b></p>	<p><b>3.1 Activity:</b> Issuance of Code and guidance for implementation of universal design within public government buildings (schools, health and social care buildings).</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>PADA, KM, MWA</p>	<p>UNDP, SCPD</p>	<p>Consultancy services</p>	<p>50,000US\$</p> <p>30,000US\$</p>

<sup>18</sup> 30% of people with learning disabilities; 67% of those with learning disabilities graduated from secondary school in the US. **This data is from the US not Kuwait**

<sup>19</sup> Based on project document writing consultation for CSOs workshop held on 11-11-2015 recommendations attached with annex of this project document.

<ul style="list-style-type: none"> <li>No. and/or percentage of Public Buildings implemented the universal design through KNNDP projects.</li> </ul>	<ul style="list-style-type: none"> <li>3.2 Activity: Ensure upgrading of existing buildings, housing, facilities and outdoor areas in the private sector<sup>21</sup></li> </ul>	✓	✓	✓	PADA, KM, MWA	UNDP, SCPD	Short services Consultancy	50,000US\$ 30,000US\$
<ul style="list-style-type: none"> <li>No. and/or percentage of Upgraded existing private buildings and housing facilities through KNNDP projects.</li> <li>No. and/or percentage of new</li> </ul>	<ul style="list-style-type: none"> <li>3.3 Activity: Ensure “new” buildings and facilities comply with universal design<sup>22</sup></li> </ul>	✓	✓	✓	PADA, KM	UNDP, SCPD	Short services Consultancy	50,000US\$ 30,000US\$

<sup>21</sup> Similar to “Accessibility Fund” launched by Singapore, providing grants to building owners for upgrading their existing buildings with essential accessibility features.

<sup>22</sup> Only to be applicable for buildings requiring new permit by 2017-2018.

<p>buildings complies with universal design.</p> <ul style="list-style-type: none"> <li>Proportion of educational institutions implements technology enablers and assistive adaptive strategies.</li> </ul> <p><b>Baseline (2016)</b></p> <ul style="list-style-type: none"> <li>2%</li> <li>TBD</li> <li>0%</li> <li>TBD</li> </ul> <p><b>Target (2018)</b></p> <ul style="list-style-type: none"> <li>Upgrading <b>285</b> existing and building new <b>government</b> and <b>public</b> buildings as per universal design by 2020<sup>20</sup></li> <li>Upgrading <b>570</b> existing and building new private sector buildings as per universal design by 2020<sup>16</sup></li> <li>100%</li> <li>Top 5 educational institutes to launch online courses via digital learning platforms by March 2018, implementing adapted strategies in 77 public websites and assistive technologies in 850 buildings by 2020<sup>19</sup>.</li> </ul>	<p><b>3.4 Activity:</b> Ensure implementation of technology enablers and adaptive strategies</p>	<p>√</p>	<p>√</p>	<p>√</p>	<p>PADA, KISR, KU</p>	<p>UNDP, SCPD</p>	<p>Short services Consultancy</p>	<p>50,000US\$ 30,000US\$</p>	
<p><b>EVALUATION</b></p>									
<p><b>Evaluation</b> (as relevant) (on-going and final independent evaluation)</p>									
<p><b>TOTAL</b> Cost including (GMS 3% and management and admin assistance)</p>									
								<p>20,000US\$</p>	<p>2,000,000US\$</p>

<sup>20</sup> PADA projects strategy 2015-2020.



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## VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will follow the modality of National Execution and the Implementing Partner of the project will be the Public Authority for Disabled Affairs (PADA). Responsible Parties for implementation of each key activity will be the PADA, MOH, MOE and MOWA. PADA will be responsible for planning and overall management of project activities, reporting and accounting of the project. It will be accountable to GSSCPD and UNDP for the production of outputs, the achievement of project objectives and the use of project resources in line with the objectives of this document and the Annual Work Plans. PADA in its role as implementing partner will be supported by a Project Manager and Project Assistant to ensure the needed support is provided to the Responsible Parties to enable them to carry out the project activities.

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

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

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

The Board is responsible for making consensus basis management decisions for the project when guidance is required by the Project Manager, including recommendation for approval of project revisions. Project reviews by the Board are made at quarterly basis during the running of a project, or at milestones when

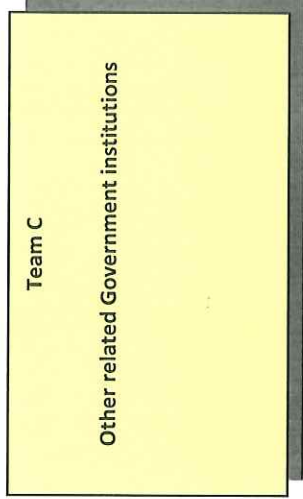
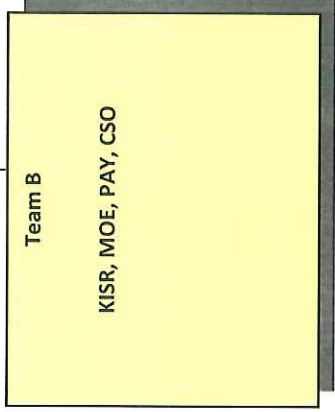
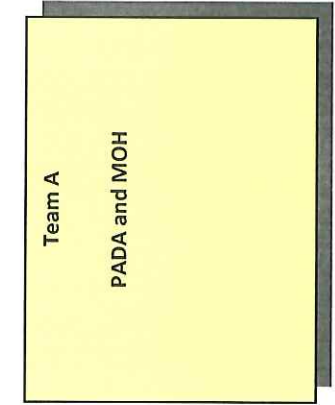
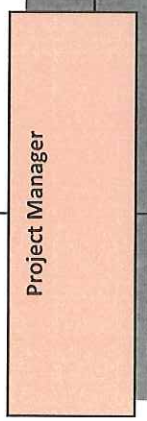
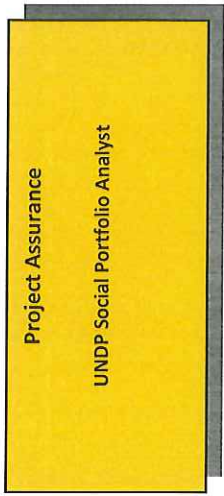
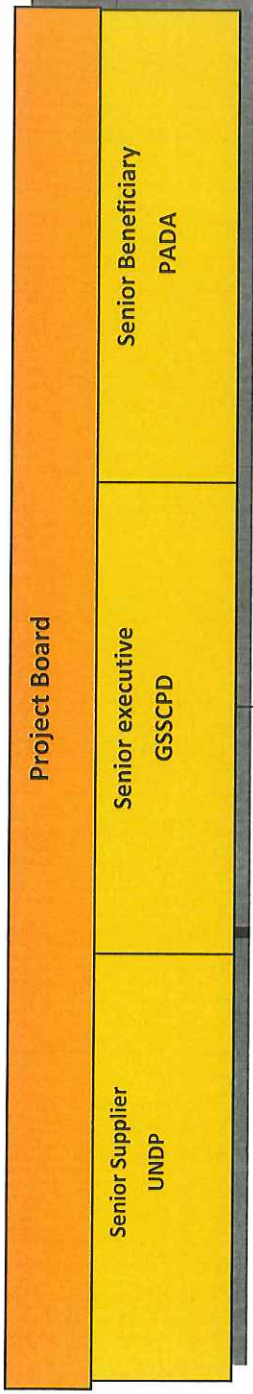
raised by the Project Manager. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board during the first meeting. The Board is consulted by the Project Manager for decisions when tolerances have been exceeded. Project Assurance supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Analyst will hold the Project Assurance role for the UNDP Board member.

The project duration will be for 2.5 years after signature of the Project Document. GSSCPD will assign a focal point to kick start implementation and hiring of the Project Team. GSSCPD will provide a contribution of US \$ 2,000,000. UNDP will be the budget holder of the funds under the National Implementation modality. Purchase of non-expendable equipment and services will be done by UNDP at the request of the implementing partner and/or the Project 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 in annex (3). The project will be subject to audit at least once in its lifetime based on UNDP's financial rules and regulations.

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

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

**Project Organization Structure**



**Evaluation Plan<sup>23</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project final Evaluation	PADA	1	1	June 2018	PADA, GSSCPD UNDP	20,000 USD project budget

**VIII. LEGAL CONTEXT AND RISK MANAGEMENT**

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

1. Legal Context:
  - Country has signed the Standard Basic Assistance Agreement (SBAA)
  - Country has not signed the Standard Basic Assistance Agreement (SBAA)
  - Regional or Global project
  
2. Implementing Partner:
  - Government Entity (NIM)
  - UNDP (DIM)
  - CSO/NGO/IGO
  - UN Agency (other than UNDP)
  - Global and regional projects

<sup>23</sup> Optional, if needed

## 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
<p><b>QA Assessor</b> 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 Program Officer responsible for QA of the project)</p>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Complete the project QA report</li> </ul>
<p><b>QA Approver</b> This role must be separate from the QA assessor, functioning at a higher level of accountability for the project (At the CO level, typically the DRR, CD, DCD, or Head of Portfolio).</p>	<ul style="list-style-type: none"> <li>- Review the project QA report for completeness, comprehensiveness, and accuracy with additional support personnel as appropriate.</li> <li>- Adjust and approve the final project QA report as necessary in review with the QA Assessor, including follow up management actions.</li> </ul>

### 1. Social and Environmental Screening Template

This should be conducted at the project initiation stage by the project management.



## 2. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Management Response	Owner	Submitted by	Status
1	Lack of Governmental body specialized in diagnosis and classification of disabilities	Project Initiation Date	Political operational	P=3; I=4	Consider possible scenarios and develop alternative plans of actions accordingly. Standardize and institutionalize further the project.	PAD/UNDP	UNDP	No Change
2	Governmental/UNDP Leadership cycle shortness and unexpected turnover	Project Initiation Date	Political	P=2; I=3	Develop alternative plans of action. Standardize and institutionalize further the project.	PAD/UNDP	UNDP	No Change
3	Delay in procurement process	Project initiation date	Operational	P=3; I=3	Clarification on timeline, creation of Procurement Plans based on project Annual Work Plans. Clarification for all procedural requirements with all partners to ensure expectations are reasonably set and met	PAD/UNDP	UNDP	No Change
4	Defused government entities responsibilities and mandate	Project initiation date	Operational	P=3; I=4	Clarification of each government entity responsibility; increase efforts on collaboration protocols.	PAD/UNDP	UNDP	No Change
5	Delay in project staff recruitment and contacts related issues	Project initiation date	Operational	P=3; I=3	Development of HR Plans based on project Annual Work Plans. Close coordination with	PAD/UNDP	UNDP	No change

								UNDP's HR Department, UNDP HQ, broader Advertisment, use of UNDP rosters.		
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### 3. Capacity Assessment.

This should be conducted at the project initiation stage by the project management of the project.

### 4. 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 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 should include representatives of the following organisations:

- GSSCPD as elaborated below
- PADA
- UNDP

The Project Board's Responsibilities:

#### *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

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

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

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

- User/Beneficiary needs and expectations are being met or managed

- Risks are being controlled
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- Focus on the business need is maintained
- Internal and external communications are working
- Applicable standards are being used
- Adherence to quality assurance standards

#### Terms of Reference: Project Manager

The Project Manager will be responsible for ensuring needed support is provided to PADA to implement the outputs and to monitor and evaluate the project's overall progress. He/ She will be accountable for ensuring PADA report results are addressed to Project Board. The Project Manager will focus on capacity development outcomes for PADA 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 PADA and will have a dual reporting, line to UNDP and GSSCPD.

#### The Project Manager Responsibilities:

1. Provide leadership and strategic thinking to ensure proper implementation and ownership by PADA of project activities.
2. Support PADA to take on the responsibility of the overall management and planning of the implementation of the project's outputs and activities.
3. Support PADA 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 PADA 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

- 10 years working experience in a field related to disability issues, or social development at the policy level.
- 10 years of experience in disability technical consultancies and disability project general management.
- Previous experience in capacity building and institutional development activities related to disability field.
- Advanced university degree in social science, 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
- Sensitivity to gender issues
- Knowledge of the national social and political situation.
- Capacity to liaise effectively with the media.