Government of Kuwait

United Nations Development Programme

Country: Kuwait

Project Document

KUWAIT

الكــويت

Project Title:	Establishment of the Women Research and Studies Center (WRSC) in Kuwait
Expected CP Outcome(s):	(2.1) Enhanced & expanded scope of women's participation in economic activities, political decision making and gender equality
Expected Outputs:	1. Women's Research and Studies Center (WRSC) established 2. Women's digital database and dynamic website developed 3. Capacity of women's CSOs and institutions developed
Implementing Partner:	Kuwait University
Responsible Parties:	UNDP

Brief Description

The project builds on UNDP's mandate and strategic vision and aims to promote gender equality and empower women, youth, and civil society through participation in national development. It corresponds to the commitment of UNDP Kuwait to address the empowerment of women as stated in its Country Programme Action Plan 2009-2014. This project aspires to establish and build the technical capacity of the Women Research and Studies Center (WRSC) for the benefit of students, statisticians, researchers and other academics including policy-makers and civil society organizations. The WRSC will be equipped with a state-of-the-art digital database housing all the information and data relating to women in Kuwait and will be disseminated on the internet to ensure its ubiquity for ease of access. The WRSC will also provide a forum for local and regional institutions dealing with women related issues to share resources and seek knowledge and advice through networking and capacity development initiatives provided by the center. It is envisaged that the WRSC through these interventions will play a big role in contributing to achieving the national outcome relating to enhancing and expanding the scope of women's participation in economic activities, political decision-making, and gender equality, in consistency with national plans and the long-term strategic vision to support attainment of MDG3.

Programme Period: **2009-2014 CPAP**	
Key Results Area: **"Supporting Human and Social Development"- 3rd Goal of the General Framework of the Development Plan for Kuwait 2010-2014**	
Atlas Project Number: 00079948	
Start date: 2011	
End Date: 2013	
Management Arrangements: **NIM**	

Direct project costs:	783,000 USD
GMS	23,490 USD
Total Project Budget:	806,490 USD
Total Allocated Resources:	500,000 USD
Unfunded amount:	306,490 USD
Activities subject to availability of funds	1,151,540 USD

_30/9/2011_

Agreed by Implementing Partner (University of Kuwait)

Dr. Abdel-Rida Asiri, Dean of the faculty of Social Sciences, University of Kuwait

Adam M Abdehl   _30/09/2011_

Agreed by Responsible Party (United Nations Development Programme)

Dr. Adam Abdelmoula, UNDP Resident Representative

List of Acronyms and Abbreviations

AWP	Annual Work Plan
CAWTAR	Center for Arab Women Training and Research
CPAP	Country Programme Action Plan
CSO	Civil Society Organizations
GSSCPD	General Secretariat of the Supreme Council for Planning and Development
KU	Kuwait University
M&E	Monitoring and Evaluation
NWM	National Women's Machinery
PFA	Platform for Action
SC	Steering Committee
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
WRSC	Women Research and Studies Center

I.   SITUATION ANALYSIS

The national Mid-range Development Plan (2010 to 2014) for the state of Kuwait manifests a revitalization of the country's national policies thereby leading to sustainable economic and social growth. The strategic policies in the development plan are designed as a roadmap to achieving the State's national strategic vision and MDGs.

With its human and societal development policies aimed at building institutional mechanisms and capacities of women and youth; and its planning and statistics policies building gender sensitive statistical indicators, Kuwait is determined to achieve MDG3, in line with its national strategic policies and long-term vision.

Women's economic participation in the private sector is limited compared to their participation in the public sector; however, many work from home and in the informal sector supplying services such as catering and handicrafts. Lack of knowledge due to inexperience and inaccessibility to resources along with inadequate business skills has limited the participation of women entrepreneurs in the private sector.

Women's political participation has been institutionalized by the election law reform in 2005. While 4 women were elected to the 50-seat National Assembly in 2009 (8% of the total seats in the parliament), the only woman in the 16-member cabinet is the Minister of Trade and Commerce, Ms. Amani Boresly. Since cabinet members sit in parliament as ex-officio members, the number of women members of parliament increased to five.

Women Civil Society Organizations (CSOs) are actively engaged in women's political, social, and economic rights. Whereas women's support mechanisms exist, their capacity is often considered insufficient to meet their needs or to provide them with the required empowerment. Similarly, at the civil society level, existing mechanisms appear to be inadequate.

The past few years witnessed unprecedented amendments and enactment of laws such as Act No. 52 of 2007 pertaining to women's employment rights, and Law No. 17 of 2005 pertaining to women's political rights, whereas existing laws that affect women are under consideration to ensure women's issues are addressed. As such, these include Housing Assistance Law (No. 47 of 1993) pertaining to gender inequality to housing for divorced women; and gender inequality in the Kuwait Nationality Act of 1959.

An independent research institute to review the status of women is imminent. An institute that collects data on economic, social, and political status of women is vital to assess needs, empower women, and form national policies based on accurate and reliable figures and findings.

Although National Women Machineries (NWM), government and Non-Governmental Organizations (NGOs) in the State of Kuwait have reported on activities and progress in implementing the Beijing Declaration and Platform For Action (PFA) and the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), yet, the indicators and tools used were not adequate to draw a comprehensive picture of the situation of women and gender equality.

Hence, the availability of gender sensitive indicators and research studies would provide the Governmental and Non-Governmental organizations and NWMs with a tool to lobby for gender equality and demystify the myth of the "imported western ideologies" that is used repeatedly to dismiss requests for gender equality. With the availability of sex disaggregated and gender indicators and statistics, attention would be directed towards concrete aspects within the national context and concerns that are relevant to the public as well as policy makers.

Policy makers, planners and other users of the information under-utilize statistical data collection and additional information to make informed decisions, especially in discussing issues relating to gender equality. The lack of gender statistics and indicators that does not move beyond gathering disaggregated data by sex to understanding the 'cause – effect' relationships reinforces continued gender blind planning and policy setting at both macro and micro levels. Thus gender biases in the society will continue to impede any real progress towards achieving gender equality and equity. While the measurement of women's empowerment and gender equality is complex and multi-faceted, it is necessary to ensure higher levels of accountability for progress and for commitments made.

II. STRATEGY

The ultimate goal of this project is to establish a pioneer Women Research and Study Center (WRSC) in the State of Kuwait to address gender gaps and mainstream gender in policies and programmes to asses and strengthen gender empowerment and enhance women participation in national policy development.

The project timeframe is scheduled for two years and has secured funding to cover the planned activities for approximately one year, as specified in the AWP. The reserved amount of resources in the CPAP is half a million dollars, which will only cover a portion of the initial AWP for the project. UNDP and the national implementing partner will need to undertake extensive resource mobilization efforts to sustain the project beyond the initial AWP. The following is the scope of the planned deliverables for the project:

Output 1: Women's research and studies center established

The main deliverables include developing the branding and image of the WRSC including setting its mandate and formally establishing it as an independent entity. The Center will be run by a Director who will work with the UNDP project manager to develop an organizational structure and work on the implementation of the AWP. This output seeks to formally establish the center and lay the foundations for the internal organization and the proposed activities of the project.

The Women's Research and Studies Center WRSC in Kuwait aims to advance women's empowerment, strengthen their active roles in economic policies, enhance their successful political participation, and facilitate mainstreaming gender in national policies.

The Director and Project Manager will consult with graphic design and publishing firms to establish the WRSC's logo, branding, slogan, and trademark, to form its independent presence and national identity. This may also require developing a license for it to operate a recognized legal entity.

The WRSC will initially operate under the umbrella of Women's Studies Unit at Kuwait University, utilizing the university's in-kind contribution to the project through their facilities and academics who will collate existing documentation and studies on women in Kuwait.

This stage of the project will seek to elect/appoint the WRSC Steering Committee to guide and appraise the development of the center and support the Director and project manager through inter alia, advocacy and fundraising initiatives. The Steering Committee will include representation from a wide array of highly qualified and reputable scholars and experts, NGOs, private and governmental entities, academic institutions, and UNDP representatives. The WRSC will also engage partners to collate existing data and studies on women in Kuwait for the center's library. This includes data already assembled by CAWTAR on women in Kuwait from 1975 to 2001, NGOs, governmental agencies, local libraries, and academic institutions.

Output 2: Women's digital database and dynamic website developed

The activities of this output are planned for the first year of the project, and will utilize the entire portion of the secured funds for the implementation of its AWP. The key deliverable of this output is the development of a highly sophisticated digital database which will be deployed on the WRSC website. The database will include information obtained from surveys and researches on the socio-economic status of Kuwaiti women extracted from national, regional and global surveys. The database will be equipped with advanced search tools, including indexing, an online search-engine, sophisticated graphical representation techniques and statistical analysis tools. The database will be updated on a periodical basis to be determined after its official launch.

The WRSC will recruit staff and train them according to regional and international standards on library archiving, indexing, electronic database search tools and usage, and gender mainstreaming in programmes and statistical indicators. Training sessions on utilization of the database will be conducted during the development and after the launch of the database. A training manual will also be developed for future reference.

The database will identify information gaps in studies and research related to women studies in Kuwait thereby informing statisticians, planners and researchers the focus areas to address when conducting surveys and research papers.

The WRSC aims to create a center referenced for its reliability, accuracy, and up-to-date data. The center seeks to be a reliable resource that will influence national policies and strategies, in addition to international indicators and priorities on gender equality and empowerment. The project will add momentous

value to national studies and statistics, and complement existing studies and data by bridging research and data dissemination gaps.

Output 3: Capacity of women's CSOs and institutions developed

This component is planned for the second year of the project due to funding constraints. The income for this component will be derived from fundraising efforts and the income generated from the training courses provided by the WRSC. The priority for the first year is to establish the WRSC, its internal organization and the digital database to enable it to provide services to institutions and CSOs related to women's work. These services include conducting capacity-building workshops and periodic training courses to develop the capacity of women's organizations and groups. These courses will be facilitated by specialized local and international training institutes with the objective of ensuring that local institutions possess relevant skills to advocate, develop policies, priorities and programmes that improve the lives of women in Kuwait.

This component will also focus on establishing networks for information-sharing with other gender studies centers in the GCC and the Arab region with the intention of hosting regional forums to discuss and deliberate on key issues facing women in the region. Another objective will be to create a database of gender experts and studies in the region to serve all stakeholders. The WRSC aims at bringing together women's organizations, academic institutions, governmental and UN agencies, and other key actors, including the private sector, to integrate data and findings; avoid duplications of efforts; and provide accurate and reliable unified data to build upon future plans and strategies. This further guarantees mainstreaming gender into policies and programmes. It is envisaged that this will strengthen the roles of CSOs and WNMs and their participation in national economic policies, and allow them to effectively contribute to policy formulation to ensure that their issues and rights are mainstreamed in the state's economic aspirations.

III. ANNUAL WORK-PLAN

AWP for 2011-2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1: Women's Research and Studies Center (WRSC) established Baseline: 1. Lack of existence of center on research, statistics, indicators exclusively on women in Kuwait 2. Lack of effective mechanism for supporting women to access reliable information & accurate data Output indicators: 1. WRSC logo and branding available 2. Availability of a SC to advocate for and guide the development of the WRSC 3. Presence of a library on research and data on women in Kuwait 4. Amount of funds raised for constructing WRSC Related CP Outcome: (2.1) Enhanced & expanded scope of women's	Activity 1.1: Develop the advocacy and promotional material for the WRSC *Actions:* 1.1.1. Develop the logo for the WRSC 1.1.2. Develop the branding material for the WRSC 1.1.3. Obtain operating license for the WRSC (if required)			√	√	(PM-WRSC Director & Project Manager) UNDP	UNDP	Cost of advocacy and promotional material for center	150,000
	Activity 1.2: Appoint a Steering Committee for the WRSC and develop its TOR *Actions:* 1.2.1. Identify members of the steering committee through informal discussions with governmental and NGOs, professional & academic institutions, and UNDP 1.2.2. Develop TOR for SC with confirmed members			√	√	(PM-WRSC Director & Project Manager) UNDP	UNDP		
	Activity 1.3: Collect existing data and studies on women in Kuwait. *Actions:* 1.3.1. Collate information from CAWTAR, Ministry of Social Welfare & Labour, Central Statistics Bureau, UNDP and CSOs and private institutions dealing with women's issues 1.3.2. Develop a repository of women's documents at the WRSC			√	√	(PM-WRSC Director & Project Manager) UNDP	UNDP		

7

| participation in economic activities, political decision making and gender equality | **Activity 1.4: Identify independent location to build and establish WRSC.** *Actions:* | | | √ | √ | (PM-WRSC Director & Project Manager) UNDP | UNDP | |
| | 1.4.1. Discuss with Kuwait University on the allocation of land or infrastructure for the WRSC 1.4.2. Develop a funding proposal for construction of the WRSC 1.4.3. Engage with the Office of the Amir to present the funding proposal 1.4.4. Engage in fundraising efforts with UNDP and KU to fund the construction of the WRSC | | | | | | | |

Output 2: Women's digital database and dynamic website developed	Activity 2.1: Establish a digital database and indices for studies and data on women in Kuwait	√	√	√	√	(PM-WRSC Director & Project Manager) UNDP	UNDP	Contract for web-development partners	510,000
Baseline: 1. Lack of digital database on research, statistics, indicators on women in Kuwait and GCC 2. Lack of new and updated data and existence of duplicate information 3. Lack of staff capacity building and ability to identify and address gender in all data production phases **Output indicators:** 1. Availability of an information system on women's surveys and research 2. # of surveys incorporated in the WRSC database 3. # global indicators referenced by the WRSC data 4. Presence of an organizational structure for the WRSC 5. # of trainings planned by the WRSC	*Actions:* 2.1.1 Develop a TOR for the database specifications 2.1.2. Publish RFP to invite web-development companies to submit proposals 2.1.3. Evaluate proposals based on competitive bidding process and select appropriate partners 2.1.4. Contract web development agency and define database specifications 2.1.5. Provide survey data and research material for the database to the service provider 2.1.6. Develop digital database based on TOR 2.1.7. Launch WRSC database and website 2.1.8. Deploy database on the website for the WRSC 2.1.9. Update the database on a periodic basis								**Cost breakdown:** 2.1.6: Database & dynamic website costs = 500,000 2.1.7: Launch ceremony for database & website = 10,000

6. # of trainings conducted 7. # of individuals trained on the WRSC database 8. # of staff recruited to run the WRSC 9. # of WRSC trained on administration, information systems and gender mainstreaming tools 10. # new research on women in Kuwait commissioned 11. Availability of a training manual for the database Related CP Outcome: *(2.1) Enhanced & expanded scope of women's participation in economic activities, political decision making and gender equality*	**Activity 2.2: Recruit and train staff of the WRSC** *Actions:* 2.2.1. Develop an organization chart for the office 2.2.2. Fundraising for staff recruitment 2.2.3. Recruit staff to operate the WRSC 2.2.4. Train staff on operations management, information systems, and statistics 2.2.5. Develop a training schedule for the WRSC database 2.2.6. Conduct planned training sessions at the WRSC 2.2.7. Develop a training manual for the database	√	√	√	√	(PM-WRSC Director & Project Manager) KU/UNDP	UNDP	Contracts for local/International consultants	**40,000** **Cost breakdown:** 2.2.2. Staff recruitment will be subject to availability of funds 2.2.5. Training costs for WRSC subject to availability of funds = 40,000
Monitoring & Evaluation Activities		√	√	√	√	GSSCPD &UNDP	UNDP	M&E activities	**15,000**
Annual Project management expenses									**108,000**
Annual Project Budget									**783,000**
Annual General Management Support (GMS)									**23,490**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 3: Capacity of women's CSOs and institutions developed Baseline: 1. No women's training centers in Kuwait. Output indicators: 1. # of workshops conducted 2. # of participants attending workshops 3. # of seminars held 4. Amount of funds raised for seminars	Activity 3.1: Conduct workshops for local and regional women's CSOs Actions: 3.1.1. Develop an AWP for the workshops 3.1.2. Develop TORs for each workshop 3.1.3. Contract facilitators, purchase material and conduct administrative preparations on a continuous basis 3.1.4. Develop cost-recovery system from income generated from workshops 3.1.5. Conduct pre-planned workshops 3.1.6. Update website and archives with workshop material	√	√	√	√	(PM-WRSC Director & Project Manager) UNDP	N/A – Subject to fundraising activities and income generation	Costs of workshops and materials	400,000 (Resource Mobilization of funds)
5. # of women's CSOs and institutions participating in seminars Related CP Outcome: (2.1) Enhanced & expanded scope of women's participation in economic activities, political decision making and gender equality	Activity 3.2: Conduct seminars on key issues affecting women in Kuwait Actions: 3.2.1. Identify a topic to address on a monthly basis for the seminar 3.2.2. Identify sponsor for the event 3.2.2. Identify and contract an MC and presenter for the forum 3.2.3. Engage in media campaign to raise awareness of seminars and make administrative arrangements 3.2.4. Ensure seminars have substantial media coverage	√	√	√	√	(PM-WRSC Director & Project Manager) UNDP	N/A – Subject to seminar sponsors	Costs seminars and media campaign	600,000 (Resource Mobilization of funds)
Project Final Assessment		√	√	√	√	GSSCPD &UNDP	UNDP	M&E activities	10,000
Annual Project management expenses									108,000
Annual Project Budget									1,118,000
Annual General Management Support (GMS)									33,540

IV. MANAGEMENT ARRANGEMENTS

The project will be implemented by Kuwait University who will act as the national implementing agency and UNDP will support them as a responsible agency; as defined in UNDP's National Implementation Manual released by UNDP on 1 July 2011 and is hereby incorporated by reference. The General Secretariat of the Supreme Council for Planning and Development will act in its capacity as national coordinating agency and will conduct field visits and receive regular progress and financial reports on the status of the project's progress. The management arrangements for this project are in line with UNDP requirements as reflected in the UNDP national implementation manual referenced above, and are as follows:

A. The Project Organization Structure
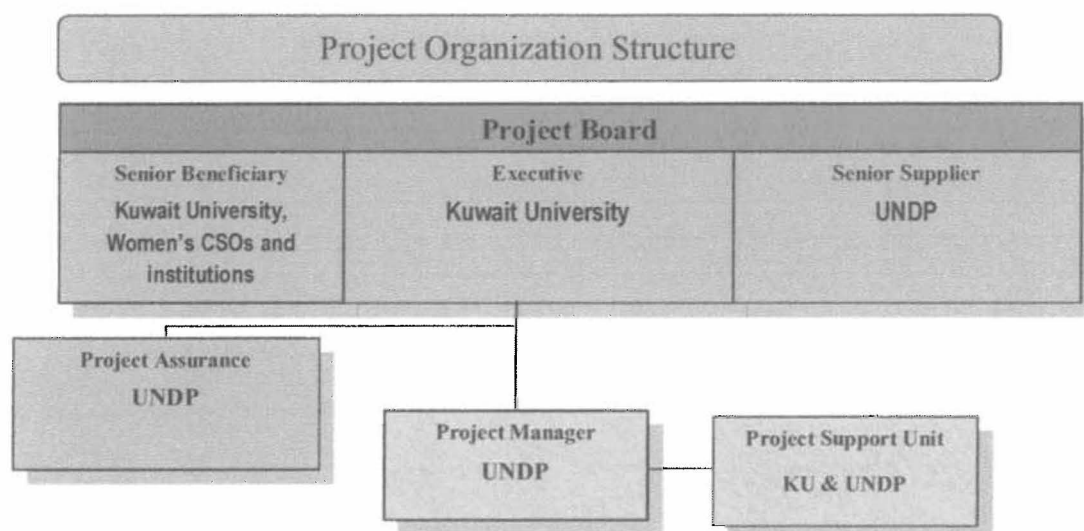
The Project Board: A Project Board will be established to take executive management decisions and to provide guidance to the Project Manager, including approval of project revisions and of the project's annual work plan. Project assurance reviews by this group are made at designated decision points during the running of the project or as necessary when raised by the Project Manager. The Board contains three roles: an Executive to chair the group, a Senior Supplier to provide guidance regarding the technical feasibility of the project, and a Senior Beneficiary to ensure realization of project benefits from the perspective of project beneficiaries.

The group will meet on a necessary basis and will be composed of:
o   The Executive: Kuwait University
o   Senior Supplier: UNDP
o   Senior Beneficiaries: Kuwait University, Women's CSOs and institutions
Ex officio: The Project Manager

The Project Manager will act as secretariat for the group (organization structure), being responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings.

Project Assurance: This role is held by UNDP and supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.

The Project Manager is responsible for the day-to-day implementation of the project in coordination with different stakeholders and the project's team. This includes ensuring the quality and timeliness of all project activities and outputs and supervising the work of consultants; requesting the advancement of project funds; preparing Quarterly and Annual Progress Reports; liaising with the Project Assurance role, and requesting ad-hoc directions from the Project Board when required. The draft terms of reference are attached.

Project Support Unit:

The Project Support will provide project administration and management support to the Project Manager as required by the needs of the project or Project Manager.

B. *UNDP Support to Implementation:* As implementation proceeds, UNDP will provide specific services to the implementing partner in support of delivering the expected outputs. The costs of these support services will be charged directly to the project budget.

C. *Facilities and Administration (F & A):* The budget includes 3% Facilities and Administration to UNDP defined as General Management Support (GMS).

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- ➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in UNDP Quality Management tables.
- ➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- ➢ Based on the initial Risk Analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- ➢ Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- ➢ A project Lesson-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- ➢ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- ➢ Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- ➢ Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- ➢ A Final Project Review shall be conducted during the fourth quarter of the last year of the project by the Project Board as basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes.

M&E Procedure and Resources: The project will be evaluated by independent consultants (national or international). The timing, TOR and composition of the evaluation team will be agreed to by the Project Board. The project budget reflects an allocation of $ 15,000 for the conduct of monitoring activities and an allocation of $ 10,000 for the conduct of the final project assessment ($ 20,000 total).

Quality Management for Project Activity Results

OUTPUT 1: Women's Research and Studies Center (WRSC) established		
Activity Result 1 (Atlas Activity ID)	*Develop the advocacy and promotional material for the WRSC*	Start Date: 01/10/2011 End Date: 31/3/2012
Purpose	To contribute to the achievement of the project output.	
Description	• Actions: - 1.1.1. Develop the logo for the WRSC - 1.1.2. Develop the branding material for the WRSC - 1.1.3. Obtain operating license for the WRSC (if required)	
Quality Criteria	Quality Method	Date of Assessment
- WRSC logo and branding available	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Women's Research and Studies Center (WRSC) established		
Activity Result 2 (Atlas Activity ID)	*Appoint a Steering Committee for the WRSC and develop its TOR*	Start Date: 01/10/2011 End Date: 31/03/2012
Purpose	To contribute to the achievement of the project output.	
Description	• Actions: - 1.2.1. Identify members of the steering committee through informal discussions with governmental and NGOs, professional & academic institutions, and UNDP - 1.2.2. Develop TOR for SC with confirmed members	
Quality Criteria	Quality Method	Date of Assessment
- Availability of a SC to advocate for and guide the development of the WRSC	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Women's Research and Studies Center (WRSC) established		
Activity Result 3 (Atlas Activity ID)	*Collect existing data and studies on women in Kuwait.*	Start Date: 01/10/2011 End Date: 31/03/2012
Purpose	To contribute to the achievement of the project output.	
Description	• Actions: - 1.3.1. Collate information from CAWTAR, Kuwait University, Ministry of Social Welfare & Labour, Central Statistics Bureau, UNDP and CSOs and private institutions dealing with women's issues - 1.3.2. Develop a repository of women's documents at the WRSC	
Quality Criteria	Quality Method	Date of Assessment
- Presence of a library on research and data on women in Kuwait	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 1: Women's Research and Studies Center (WRSC) established		
Activity Result 4 (Atlas Activity ID)	*Identify independent location to build and establish WRSC.*	Start Date: 01/10/2011 End Date: 31/03/2012

Purpose	To contribute to the achievement of the project output.	
Description	• Actions: - 1.4.1. Discuss with Kuwait University on the allocation of land or infrastructure for the WRSC - 1.4.2. Develop a funding proposal for construction of the WRSC - 1.4.3. Engage with the Office of the Amir to present the funding proposal - 1.4.4. Engage in fundraising efforts with UNDP and KU to fund the construction of the WRSC	
Quality Criteria	Quality Method	Date of Assessment
- Amount of funds raised for constructing WRSC	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 2: Women's digital database and dynamic website developed		
Activity Result 1 (Atlas Activity ID)	*Establish a digital database and indices for studies and data on women in Kuwait*	Start Date: 01/10/2011 End Date: 30/06/2012
Purpose	To contribute to the achievement of the project output.	
Description	• Actions: - 2.1.1 Develop a TOR for the database specifications - 2.1.2. Publish RFP to invite web-development companies to submit proposals - 2.1.3. Evaluate proposals based on competitive bidding process and select appropriate partners - 2.1.4. Contract web development agency and define database specifications - 2.1.5. Provide survey data and research material for the database to the service provider - 2.1.6. Develop digital database based on TOR - 2.1.7. Launch WRSC database and website - 2.1.8. Deploy database on the website for the WRSC - 2.1.9. Update the database on a periodic basis	
Quality Criteria	Quality Method	Date of Assessment
- Availability of an information system on women's surveys and research - # of surveys incorporated in the WRSC database - # global indicators referenced by the WRSC data commissioned	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

OUTPUT 2: Women's digital database and dynamic website developed effectively		
Activity Result 2 (Atlas Activity ID)	*Recruit and train staff of the WRSC*	Start Date: 01/10/2011 End Date: 30/06/2012
Purpose	To contribute to the achievement of the project output.	
Description	• Actions: - 2.2.1. Develop an organization chart for the office - 2.2.2. Fundraising for staff recruitment - 2.2.3. Recruit staff to operate the WRSC - 2.2.4. Train staff on operations management, information systems, and statistics - 2.2.5. Develop a training schedule for the WRSC database - 2.2.6. Conduct planned training sessions at the WRSC	

	- 2.2.7. Develop a training manual for the database		
Quality Criteria	Quality Method		Date of Assessment
- **Presence of an organizational structure for the WRSC** - **# of trainings planned by the WRSC** - **# of trainings conducted** - **# of individuals trained on the WRSC database** - **# of staff recruited to run the WRSC** - **# of WRSC trained on administration, information systems and gender mainstreaming tools** - **# new research on women in Kuwait** - **Availability of a training manual for the database**	**Progress reports on a quarterly and annual basis.**		**Quarterly/Annual basis**

OUTPUT 3: Capacity of women's CSOs and institutions developed		
Activity Result 1 (Atlas Activity ID)	*Conduct workshops for local and regional women's CSOs*	**Start Date: 01/09/2012** **End Date: 31/08/2012**
Purpose	**To contribute to the achievement of the project output.**	
Description	▪ Actions: - 3.1.1. Develop an AWP for the workshops - 3.1.2. Develop TORs for each workshop - 3.1.3. Contract facilitators, purchase material and conduct administrative preparations on a continuous basis - 3.1.4. Develop cost-recovery system from income generated from workshops - 3.1.5. Conduct pre-planned workshops - 3.1.6. Update website and archives with workshop material	
Quality Criteria	Quality Method	Date of Assessment
- # of workshops conducted **- # of participants attending workshops**	**Progress reports on a quarterly and annual basis.**	**Quarterly/Annual basis**

OUTPUT 3: Capacity of women's CSOs and institutions developed		
Activity Result 1 (Atlas Activity ID)	*Conduct seminars on key issues affecting women in Kuwait*	**Start Date: 01/09/2012** **End Date: 31/08/2012**
Purpose	**To contribute to the achievement of the project output.**	
Description	▪ Actions: - 3.2.1. Identify a topic to address on a monthly basis for the seminar - 3.2.2. Identify sponsor for the event - 3.2.2. Identify and contract an MC and presenter for the forum - 3.2.3. Engage in media campaign to raise awareness of seminars and make administrative arrangements	

	- 3.2.4. Ensure seminars have substantial media coverage		
Quality Criteria	Quality Method	Date of Assessment
- # of seminars held - Amount of funds raised for seminars - # of women's CSOs and institutions participating in seminars	Progress reports on a quarterly and annual basis.	Quarterly/Annual basis

VI. LEGAL CONTEXT

This document together with the revised CPAP signed by the Government and UNDP on 25 July 2011, which is incorporated by reference constitute together a Project Document as referred to in the Revised Basic Agreement, signed on 13 February 1962 and all CPAP provisions apply to this document. Consistent with Article III of the Revised Basic Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

1. Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

2. Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

3. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

4. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution   1267   (1999)   The   list   can   be   accessed   via

18

http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

OFFLINE RISK LOG

Project Title: **Establishment of the Women Research and Studies Center (WRSC) in Kuwait University**			Award ID:	Date: 27/07/2011					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Financial constraints	N/A	Senior Supplier - Funding	Very High	Fundraising	UNDP/KU	N/A	N/A	Continuous effort
2	No Project Manager	N/A	Staffing	Low	Advertise TOR, expedite recruitment process	UNDP	N/A	N/A	Pending endorsement of project document

VIII. ANNEX 2: TOR FOR PROJECT MANAGER

Job Title:
Project Manager
Duty Station:
Kuwait
Section/Unit:
Programme/Human and Social Development
Project Reference:
Establishment of the Women Research and Studies Center (WRSC) in Kuwait University
Duration of Employment:
12 Months, with possibility of extension

Background

The project builds on UNDP's mandate and strategic vision and aims to promote gender equality and empower women, youth, and civil society through participation in national development. It corresponds to the commitment of UNDP Kuwait to address the empowerment of women as stated in its Country Programme Action Plan 2009-2014.

This project aspires to establish and build the technical capacity of the Women Research and Studies Center (WRSC) in Kuwait University for the benefit of students, statisticians, researchers and other academics including policy-makers and civil society organizations. The WRSC will be equipped with a state-of-the-art digital database housing all the information and data relating to women in Kuwait and will be disseminated on the internet to ensure its ubiquity for ease of access. The WRSC will also provide a forum for local and regional institutions dealing with women related issues to share resources and seek knowledge and advice through networking and capacity development initiatives provided by the center. It is envisaged that the WRSC through these interventions will play a big role in contributing to achieving the national outcome relating to enhancing and expanding the scope of women's participation in economic activities, political decision-making, and gender equality, in consistency with national plans and the long-term strategic vision in attaining MDG3.

Scope of the project

The ultimate goal of this project is to establish a pioneer Women Research and Study Center (WRSC) in the State of Kuwait to address gender gaps and mainstream gender in policies and programmes to asses and strengthen gender empowerment and enhance women participation in national policy development.

The project timeframe is scheduled for two years and has secured funding to cover the planned activities for approximately one year, as specified in the AWP. The reserved amount of resources in the CPAP is half a million dollars, which will only cover a portion of the initial AWP for the project. UNDP and the national implementing partner will need to undertake extensive resource mobilization efforts to sustain the project beyond the initial AWP. The following is the scope of the planned deliverables for the project:

Output 1: Women's research and studies center established

The main deliverables of this output include developing the branding and image of the WRSC, setting its mandate and formally establishing it as a separate legal entity initially attached to Kuwait University, and lay the foundations for the internal organization. The UNDP project manager will be responsible for implementation of the AWP and the proposed activities of the project.

The Women's Research and Studies Center WRSC in Kuwait aims to advance women's empowerment, strengthen their active roles in economic policies, enhance their successful political participation, and facilitate mainstreaming gender in national policies.

The Project Manager will consult with graphic design and publishing firms to establish the WRSC's logo, branding, slogan, and trademark, to form its independent presence and national identity. This may also require developing a license for it to operate a recognized legal entity.

The WRSC will initially operate under the umbrella of Women's Studies Unit at Kuwait University, utilizing the university's in-kind contribution to this important national project through their facility and student volunteerism in collecting the existing documentation and studies on women in Kuwait.

This stage of the project will seek to elect/appoint the WRSC steering committee to guide and appraise the development of the center and support the Director through inter alia, advocacy and fundraising initiatives. The steering committee will include representation from a wide array of highly qualified and reputable scholars and experts, liberal and conservative NGOs, private and governmental entities, academic institutions, and UNDP representatives. The WRSC will also engage partners to collate existing data and studies on women in Kuwait for the center's library. This includes data already assembled by CAWTAR on women in Kuwait from 1975 to 2001, NGOs, governmental agencies, local libraries, and academic institutions.

Output 2: Women's digital database and dynamic website developed

The activities of this output are planned for the first year of the project, and will utilize the entire portion of the secured funds for the implementation of its AWP. The key deliverable of this output is the development of a highly sophisticated digital database which will be deployed on the internet. The database will include information obtained from surveys and researches on the socio-economic status of Kuwaiti women extracted from national, regional and global surveys. The database will be equipped with advanced search tools, including indexing, an online search-engine, sophisticated graphical representation techniques and statistical analysis tools. The database will be updated on a periodical basis to be determined after its official launch.

The WRSC will recruit staff and train them according to regional and international standards on library archiving, indexing, electronic database search tools and usage, and gender mainstreaming in programmes and statistical indicators. Training sessions on utilization of the database will be conducted during the development and after the launch of the database. A training manual will also be developed for future reference.

The database will identify information gaps in studies and research related to women studies in Kuwait thereby informing statisticians, planners and researchers the focus areas to address when conducting surveys and research papers.

The WRSC aims to create a center referenced for its reliability, accuracy, and up-to-date data. The center seeks to be a reliable resource that will influence national policies and strategies, in addition to international indicators and priorities on gender equality and empowerment. The project will add momentous value to national studies and statistics, and complement existing studies and data by bridging research and data dissemination gaps.

Output 3: Capacity of women's CSOs and institutions developed

This component is planned for the second year of the project due to funding constraints and the priority of firstly establishing the WRSC, its internal organization and the digital database to enable it to provide services to institutions and CSOs related to women's work. These services include conducting capacity-building workshops and periodic training courses to develop the capacity of women's organizations and groups. These courses will be facilitated by specialized local and international training institutes with the objective of ensuring that local institutions possess relevant skills to advocate, develop policies, priorities and programmes that improve the lives of women in Kuwait.

This component will also focus on establishing networks for information-sharing with other gender studies centers in the GCC and the Arab region with the intention of hosting regional forums to discuss and deliberate on key issues facing women in the region. Another objective will be to create a database of gender experts and studies in the region to serve all stakeholders. The WRSC aims at bringing together women's organizations, academic institutions, governmental and UN agencies, and other key actors, including the private sector, to integrate data and findings; avoid duplications of efforts; and provide accurate and reliable unified data to build upon future plans and strategies. This further guarantees mainstreaming gender into policies and programmes. It is envisaged that this will strengthen the roles of CSOs and WNMs and their participation in national economic policies, and allow them to effectively contribute to policy formulation to ensure that their issues and rights are mainstreamed in the state's economic aspirations.

Duties and responsibilities:

The project manager will be under the direct supervision on the UNDP Resident Representative in Kuwait. The incumbent will be responsible for the effective management of all of the project's resources to achieve the deliverables of the project. This includes the following:

- Liaising with the implementing partner on all aspects of project management and ensuring that the deliverables of the project are consistent with the quality requirements for the project.
- Leading fundraising efforts to ensure that the AWP is fully funded and adequate use of resources as per donor requirements.
- Management of the project team and equipment entrusted to the project by the implementing partner.
- Monitoring and reporting continuously on project progress in line with the UNDP's monitoring and evaluation framework.
- Acting as the ex-officio for the Project Board Meetings which will be administered and prepared for by the project manager.

Corporate competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Management and leadership

- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

Recruitment qualifications

Education

An advanced degree in social sciences, economics, Women's studies or related discipline.

Work Experience

At least 7 years of progressively responsible experience developing social programmes or projects and working with Government partners on the implementation of complex and socially sensitive programmes. Experience working in GCC countries is favourable. Knowledge of UNDP programme policies and procedures is an added advantage. Experience in working with government institutions in Kuwait is greatly desired.

Language Requirements:

Fluency in English and Arabic is required.