**Project Progress Report - RBAS - Kuwait[[1]](#footnote-1)**

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| **Type of Reporting** | Annual  |
| **Award ID:** | 00098909 |
| **Project ID:** | 000102106 |
| **Project Full Title:** | The Institutional and Technical support for the establishment of Kuwait Public Policy Centre (KPPC) |
| **Implementing Partner:** | General Secretariat of the Supreme Council for Planning and Development |
| **Executing Partner:** | General Secretariat of the Supreme Council for Planning and Development  |
| **Project Team Members:** | Report Prepared by: Fatima Keaik, Project Coordinator  |
| **Portfolio / Analyst:** | Dima Al-Khatib - Bashar Marafie |
| **Award Start Date:** | 1 February 2017  |
| **Award End Date:** | 31 December 2018 |
| **Total Award Amount:** | 3,033,350 |
| **Reporting Period:**  | 1 February 2017 – 31 December 2017 |
| **Gender Attribute** | 2 |

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| **SECTION 1: OUTPUT (PROJECT) PROGRESS** |
| **UNDP Strategic Plan Outcome and Output:** | **SP Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance** |
| **Country Programme Document (CPD) Outcome, Output and associated indicator(s):** | **CPD Outcome 3. Governance and institutional management is efficient, transparent, accessible, competitive and accountable.** Indicator #1: Government effectiveness aggregate indicator value increased; Baseline: 51.2 (2012); Target: 10% increase (2018)Indicator #2: Percentage of the implementation of national development plan; Baseline: New national plan (2015-2018); Target: 80-100% of the UNDP-supported parts of the plan implemented. **Output 2.3 Capacities of human rights institutions strengthened.** |
| **Project Output 1.1:** | Output 1.1: Institutional and technical preparation for the establishment of KPPC supported. |
| **Output Target(s) (for 2017):** | *1.1.1 (1) Political Economy analysis or Institutional Context analysis.**1.1.2 (1) Business model of engagement and staff structure plan following the results of the PEA or ICA**1.1.3 (1) Recruitment of KPPC staff**1.1.4 (1)* *Launch event for KPPC* |
| **Output Baseline(s):** | *1.1.1 0**1.1.2 0**1.1.3 0**1.1.4 0*  |
| **Output Indicator(s)**  | *1.1.1 Political Economy analysis or Institutional Context analysis conducted. (scale of 0-1)* *1.1.2 Business model of engagement and staff structure plan developed following the results of the PEA or ICA (scale of 0-1)**1.1.3 recruited KPPC staff (0-1)**1.1.4 Launch event establishing KPPC (0-1)* |
| **Main results achieved (1 Jul 17 – 30 Sep 2017):** | * Result

Initial activities took place to support GSSCPD in the institutional development of the KPPC; this included conceptualization of the governance framework and members of the advisory board of the center. In addition, work is ongoing to recruit/ transfer national staff to the center based on list of criteria and requirements. Moreover, an Institutional Context Analysis (ICA) exercise was suggested to the GSSCPD in order to test for the enabling environment to test the enabling environment in Kuwait to establish the center and inform better policymaking. It identified the opportunities for leveraging policy change, and supporting reform.**Performance on Indicators*** + 1. *ICA conducted in November*
		2. *Draft operating model and structure in place*
		3. *Work towards staff recruitment is ongoing*
		4. *Launching event is pending the completion of the above*
 |
| **Project Output 1.2:** | **Output 1.2: KPPC knowledge and behavioral insight (nudge) capacity-building established.** |
| **Output Target(s) (2017):** | *Targets (2017):* *1.2.1 (1) Nudge unit established**1.2.2 (1) One experiment run by the nudge unit**1.2.3 (1) Capacity building activities on evidence based policy making*  |
| **Output Baseline(s) (end of 2016):** | *1.2.1 Zero (0)**1.2.2 Zero (0)**1.2.3 Zero (0)* |
| **Output Indicator(s) (2017):** | *1.2.1 Nudge unit / mechanism established including the experts on behavioral insight recruited**1.2.2 Number of policy experimentations run by the Nudge unit**1.2.3 Public Policy Capacity building on evidence-based policy making* |
| **Main results achieved (1 Jul 17- 30 Sep 2017):** | * Result

The project supported KPPC in successfully initiating the establishment of the Behavioral Insights Unit with the aim to apply the latest findings on behavioral science and economics into public policies. The purpose is to provide a platform and tools for policy experimentation in challenging areas, particularly related to the implementation of the KNDP. When it comes to building national capacities, UNDP, in collaboration with Amiri Diwan and KFAS, played a pioneering role in hosting a public lecture on the importance of understanding human behavior hen designing policies. The lecture brought the latest innovative findings in the field of behavioral science. Within the partnership between the GSSCPD and Kuwait Foundation for the Advancement of Science (KFAS), the project kicked off a collaboration with KFAS and LSE Health to support the Kuwait Government in conducting a Health System Review and developing a Public Health Strategy. The comprehensive systematic review of the health system will allow the KPPC to capture the state of health in Kuwait including main challenges and opportunities.With regards to the Energy pillar in the KNDP, the project adopted a white paper on a Sustainable National Energy Strategy: “the Future of the Kuwait’s Energy System”. The white paper was developed jointly between Oxford Institute for Energy Studies (OIES), Kuwait Institute for Scientific Research (KISR), and KFAS.One of the major achievements of the KPPC project is the support related to the design of a customized macroeconomic model to provide a rigorous and consistent structure for forecasting and testing economic scenarios. UNDP was able to procure a 5 years generic integrated macroeconomic model that is compatible to 80 countries (among them Kuwait). Work is underway to finalize the design of a customized model.**Performance on Indicators***1.2.1 (1) Behavioral Insights Unit developed with strategy and operating model in place**1.2.2 (0) Experiments will start in 2018**1.2.3 (0.5) One Public Lecture event on Nudge took place in April 2017.* |
| **Project Output 1.3:** | **Output 1.3: KPPC advocacy, outreach and partnership development reinforced.** |
| **Output Target(s) (2017):** | *1.3.1 (1)**1.3.2 (1)**1.3.3 (1)* |
| **Output Baseline(s) (end of 2016):** | *1.3.1 (0)**1.3.2 (0)**1.3.3 (0)* |
| **Output Indicator(s) (2017):** | *1.3.1 Communication strategy for KPPC developed**1.3.2 Community of Practice (CoP) developed**1.3.3 Regional Conference on Policy Planning Challenges and Solutions Pathways (e.g. nudge units)* |
| **Main results achieved** **(1 Jul 17- 30 Sep 2017):** | * Result

The project has been supporting the KPPC in organizing knowledge sharing platforms and events. Monthly lecture series (7 events) took place within the newly established KPPC; where renowned local, regional, and international speakers were invited to give lecture in different sectoral topics related to each of the KNDP pillars. The events create a platform for policy dialogue and discussions among stakeholders on key policy issues. In addition, UNDP managed to work closely with Amiri Diwan and KFAS and mobilize the efforts towards creating Community of Practice for nudge in Kuwait. UNDP played a key role in bringing together key national stakeholders to this innovative policy dialogue in behavioral economics; several meetings took place at the Amiri Diwan to discuss upcoming projects and activities related to nudging.Moreover, the project supported KPPC in mapping out the key local, regional, and international institutions that could be potential partnerships. The project successfully initiated an MOU with Isam Faris Institute at the American University of Beirut (AUB) and the GSSCPD. The project supported the launch of the UNDP Global Report Atlas on: “Mapping the oil and gas industry to the Sustainable Development Goals: An Atlas”. The global launch catalyzed progress towards realizing the SDGs, the national aspirations enshrined in the Kuwait 2035 vision, and the country’s national development plan and goals. **Performance on Indicators***1.3.1 (0) Pending for the last quarter of 2017**1.3.2 (0.5) Community of Practice for Nudge created**1.3.3 (0.6) Completed 6 KPPC Public Lecture Series*  |
| **For all Outputs:** | * **South-South & Triangular Cooperation (SSC/TrC):**

An MOU has been signed between the American University of Beirut (AUB)- Issam Faris Institute (IFI), GSSCPD/ KPPC, and UNDP to establish a partnership on different research activities. * **Innovation:**

The project has taken a major innovative initiative related to the establishment of the nudge or behavioral insights unit in Kuwait. The application of behavioral science into public policies is an innovative way to tackle developmental as well policy challenges that have behavioral roots. It is a new way to apply insights from psychology into the development of public policies, also it complements traditional methods in that it requires testing and experimenting. The nudge unit will be a behavioral lab where policies are tested before implementation using randomized control trials. It is an innovative way to design evidence-based as well as effective public policies. Kuwait is among the first few countries in the region to establish a governmental nudge unit. * **Sustainability:**

Aspects of high policy advice and technical expertise are still at risk of no sustainability. The project is working towards building an institutional framework, governance structure, SOPs and business flow models to ensure that staff are recruited to the center. Moreover, the project will work on building internal capacity by devising a technical capacity development strategy to ensure transfer of sills to a caliber that has the minimum requirements as per the functions of KPPC.* **National capacities:**

The activities of the KPPC are specifically targeting technical capacity building in public policy. First, the capacity building related to establishing a national institution by providing technical advice on development of SOPs, white policy papers, research papers, running evidence based policy experimentations, as well as managing different partnerships and collaborations with regional and international institutions. Moreover, the project is leading the way in building national capacities in public policymaking. This is through monthly lecture series in different policy related topics with renowned speakers. * **Gender Attribute and Contribution to Gender mainstreaming[[2]](#footnote-2):**

One of the KPPC suggested values in the newly developed strategy is Gender Equity. * **Targeting:**

Flexibility and responsiveness to provide expert support in line with the requests of the target beneficiary. * **Knowledge Management:**

Benchmarking analysis and lessons learned from other countries’ experiences for the establishment of the Nudge Unit have been prepared during the reporting period. In addition, the project adopted white paper on a Sustainable National Energy Strategy: “the Future of the Kuwait’s Energy System”. The white paper was developed jointly between Oxford Institute for Energy Studies (OIES), Kuwait Institute for Scientific Research (KISR), and KFAS. Institutional Context Analysis was developed. In addition, two reports on the analysis of the current policies in the health and economic growth pillars have been endorsed. * **Problems/Challenges encountered:**
* Lack of operational support from the KPPC as it still did not recruit permanent staff. Hence, the project management is handling all the operations of the center.
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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 1.1:** * 1. Description: **Activity: conduct a political economy analysis of the KPPC**
 |
| **Start Date: 01-February-2017** | **End Date:** *31-December-2018*  |
| **Purpose** | *Institutional Context Analysis (ICA) developed* |
| **Description** | ICA and political economy analysis to test the enabling environment of KPPC |
| **% of progress to date:** | **90%** |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **ICA developed**  | *Recruitment of Expert**Report and documentation**Workshop developed* | December 2017  |  |  |  |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| **Activity 1.1: Conduct a political economy analysis of the KPPC*** + 1. **Consultant conducting PE/IC assessment**
* The project has been working on the development of an Institutional Context Analysis (ICA) to test the enabling environment in Kuwait to establish the center and inform better policymaking. The opportunities as well as the challenges for leveraging policy change and supporting reform were mapped out. The analysis helps foster country ownership and stakeholder engagement to contribute to improved evidence based policymaking.

**1.1.2**  **Workshop presenting the findings of the assessment and suggested ways forward*** The workshop to present the findings of the ICA mission will be conducted in January 2018.

  | 1 Feb 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 1.2** Description: **Develop an institutional organizational structure and strategy for KPPC** |
| **Start Date: 01-February-2017** | **End Date:** *31-December-2018* |
| **Purpose** | *Laying out the institutional structure and framework for KPPC* |
| **Description** | *Provide technical advice on how to institutionally develop the center in terms of operating model and governance structure* |
| **% of progress to date:** | **25%** |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Organizational structure and operating model in place and governance framework developed** | Reports Approval from beneficiary |  |  |  |  |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| **1.2.1 Develop an institutional organizational structure and strategy for KPPC*** With regards to the institutional development of the KPPC, the project has been working on the development of the governance structure (advisory board, governance framework, and SOPs). This is assisting the Centre in laying the foundations for the internal organization including an internal structure of the KPPC as well as a business model of how the KPPC is to be approached and how it will interact with other units within the GSSCPD as well as other ministries.
 | 1 Feb 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 1.3**Description: **Develop Strategy for KPPC including a technical capacity plan for KPPC** |
| **Start Date: 01-February-2017** | **End Date: 31-December-2018** |
| **Purpose** | *Capacity Development Strategy to ensure sustainability of the KPPC*  |
| **Description** | Develop a technical capacity development plan and build digital database |
| **% of progress to date:** | *10%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  |  |  |  |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| Capacity development plan developedDigital database established | Satisfaction from beneficiary | NA | NA | NA | NA |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| **1.3.1. Develop Strategy for KPPC including a technical capacity plan for KPPC*** Capacity Development Strategy Pending until staff recruitment under KPPC.
 | 1 Feb 2017 | 31 Dec 2017 | Pending |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 2.1**Description: **Establish KPPC Knowledge base** |
| **Start Date: 01 February 2017** | **End Date:** *31 December 2018*  |
| **Purpose** | Develop evidence based policy research and analysis and establish behavioral insights unit |
| **Description** | Provide technical advisory services to produce white policy papers and research documents as well as establish nudge unit |
| **% of progress to date:** | *20%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Number of white policy papers generated****Number of policy research and analysis conducted****Behavioral insights unit established****Number of policy experimentation conducted** | *Assessment surveys* *Approval and satisfaction of beneficiary* | NA | NA | NA | NA |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| * + 1. Policy Analysis of the KNDP policies

The existing policies related to each of the 5 pillars in the 2015-2020 KNDP (public administration, economic growth, energy and environment, healthcare, and human capital) are being thoroughly reviewed and a research agenda with priority is being developed. Two reports related to the health and economic growth pillars in the KNDP were developed and endorsed. The reports present a thorough analysis of the current policies and identify gaps and challenges in order to come up with clear research agenda for each pillar. A roundtable discussion on “Strengthening the Kuwait National Health System: transforming it from Good to Excellent” was conducted to present the findings of the report to national stakeholders related to the health pillar in Kuwait. * + 1. Generation of White Policy Papers

Within the partnership of the GSSCPD and Kuwait Foundation for the Advancement of Science (KFAS), the project continues to benefit from the collaborations between KFAS and international renowned universities.The project with LSE Health to support the Kuwait Government in conducting a Health System Review and developing a Public Health Strategy presented the first deliverable in September 2017. It provided a baseline assessment of the current state of the healthcare system in Kuwait. The project is also supporting the KPPC through its partnership with KFAS in conducting a review on the Science, Technology, and Innovation (STI) in Kuwait. The project will seek the expertise of OECD to conduct the study and it will inform the Economic Growth Pillar. KPPC project will co-sponsor the study with KFAS. When it comes to the socio-fiscal policies, KPPC recognizes the importance of having an evidence based policy paper on the Social Safety Nets (SSN) in Kuwait. For that, the KPPC has been working closely with KFAS on identifying the specific research areas to work on with the Science Po university. The project is waiting the final proposal from the Science Po university in order to initiate the study. With regards to the Energy and Environment pillar in the KNDP, the project adopted a white paper on a Sustainable National Energy Strategy: “the Future of the Kuwait’s Energy System”. The white paper was developed jointly between Oxford Institute for Energy Studies (OIES), Kuwait Institute for Scientific Research (KISR), and KFAS. The paper presents the status quo of the energy system in Kuwait, implications to the present situation, challenges and proposed mitigation policies with respect to both domestic and international dimensions. The paper concludes that the implementation of the recommended policies should be adopted by national stakeholders, however, the white paper requires a national champion to coordinate the implementation; the KPPC officially adopted the strategy and is working towards the inclusion of the relevant policy options in the upcoming KNDP 2020-2025. 2.1.3. Macroeconomic ModelOne of the major achievements of the KPPC project is the support related to the macroeconomic model to provide a rigorous and consistent structure for forecasting and testing economic scenarios. KPPC staff and advisors, as well as other departments at GSSCPD, are benefiting from the procured 5 years generic integrated macroeconomic model that is specific to Kuwait. The model provides linkages with global industry and economic models and assumptions about trade, exchange rates, competitiveness, capital markets, interest rates, commodity prices and internationally traded goods and services. It also gives global scenario services and continuous capacity building and training to national staff working at GSSCPD on the model. The project successfully generated reliable reports using the model and testing for different policy scenarios. In addition, the KPPC project arranged for two online training sessions where Oxford Economics provided training on how to use the model. When it comes to the development of a customized macroeconomic model for the State of Kuwait to help KPPC move towards evidence-based planning and policymaking, the project finalized the bidding and evaluation process and a contract has been awarded to Oxford Economics in December 2017. A one-week inception visit has been arranged to kick off the project. **2.1.4. Behavioral Insights (Nudge) Unit** The project succeeded in establishing a nudge unit for Kuwait where policies will be tested. The first step was to provide benchmarking analysis and lessons learned from international experience and best practices. Then, the strategy of the nudge unit was laid out along with the vision, mission and values. In addition, the nudge unit key strategic initiatives were identified with key activities and associated KPIs. Finally, the operating model with clear structure and job descriptions was finalized and endorsed by GSSCPD and UNDP. The second phase will take place in 2018 to develop a policy agenda and start policy experimentations on priority areas related to KNDP. It is crucial to note that the establishment of the nudge unit is considered an innovative initiative for Kuwait and the region. Upon establishment of the unit, Kuwait will be among the first few governments in the region to apply the latest findings of behavioral economics into its policy. In addition, UNDP managed to work closely with Amiri Diwan and KFAS (Knowledge Management Department) and mobilize the efforts towards creating Community of Practice for nudge in Kuwait. The CoP includes a team of national experts who are passionate about the application of behavioral economics into policymaking by using policy experimentation and Randomized Control Trials (RCTs). UNDP played a key role in bringing together key national stakeholders to this innovative policy dialogue in behavioral economics; several meetings took place at the Amiri Diwan to discuss upcoming projects and activities related to nudging.When it comes to building national capacities, UNDP played a pioneering role in hosting a public lecture on the importance of understanding human behavior hen designing policies. The lecture brought the latest innovative findings in the field of behavioral science. The event took place in collaboration with KFAS and Amiri Diwan hosting a renowned lecturer and professor in Behavioral Science from London School of Economics (LSE), Dr. Barbara Fasolo. Diwan Amiri continues to play key role in oversighting the establishment of the nudge unit. The project ensured that all reports and deliverables are presented to the Diwan on regular basis to seek feedback.  | 1 Feb 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| **Activity ID: Activity 3.1**Description: **Build strategies for advocating and outreaching KPPC partners** |
| **Start Date: 01 February 2017** | **End Date: 31 December 2018** |
| **Purpose** | *Developing communications and advocacy strategy* |
| **Description** | Bringing Consultant to Develop a communication strategy, including social media outreach |
| **% of progress to date:** | *10%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Communication and outreach strategy in place** |  |  |  |  |  |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| * Communication and outreach strategy is pending until the start of 2018.
 | 1 Feb 2017 | 31 Dec 2017 | Pending |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** |
| Activity ID: Activity 3.2Description: **Training on Policy development and formulation** |
| **Start Date: 01 February 2017** | **End Date:** *31 December 2018*  |
| **Purpose** | *Build national capacities* |
| **Description** | Periodic training courses on policy research methods and studies. |
| **% of progress to date:** | *30%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Periodic training sessions conducted on policy research and methods** | Feedback from participants | *NA* | *NA* | *NA* | *NA* |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| -The project successfully supported in the launch of a global UNDP report on ”Mapping the oil and gas industry to the Sustainable Development Goals: An Atlas”. The global launch catalyzed progress towards realizing the SDGs, the national aspirations enshrined in the Kuwait 2035 vision, and the country’s national development plan and goals. The overall objective was to promote the importance of linking the oil and gas industry to the achievements of the 2030 global agenda. It also shed the light on the main findings and recommendations of the report as well as key challenges and opportunities that the SDGs pose on the oil and gas industry. The Secretary General of the General Secretariat of the Supreme Council for Planning and Development (GSSCPD), Dr. Khaled Mahdi, moderated the panel discussion; which included Mr. Nabil Bourisly, Executive Director of International Marketing at the Kuwait Petroleum Corporation (KPC), Mr. Mohamad Hussein, Chief Executive Officer at Equate, and Mr. Casper. Dr. Mahdi opened the discussion by shedding the light on Kuwait’s commitment to achieve the 2030 developmental agenda as well as highlighting the key activities and initiatives that are being implemented in Kuwait towards the achievement of the SDGs. The event was very successful as it raised awareness of public and national stakeholders on the launch of the Atlas report and highlighted its keys findings. It also helped to deepen the understanding on the relationship between SDGs and the oil and gas industry; how the latter could most effectively support the achievements of the SDGs and the 2030 agenda. It also engaged and stimulated policy discussions on how to enable key oil and gas industry actors.- With the aim to provide a policymaking dialogue platform, the project supports the KPPC in knowledge transfer and capacity building by bringing on board renowned speakers. 8 public lectures took place since inception of the center; where renowned local, regional, and international speakers were invited to give lecture in different sectoral topics related to each of the KNDP pillars. The lectures were attended by high-level government officials and representatives, NGOs, Civil Society Organizations (CSOs), private sector representatives and other national stakeholders from research and academic institutions. 1. **Future of U.S. Foreign Policy: A Post-Election Perspective** - Dr. Erik R. Peterson -Global Business Council– 2017.
2. **Driving Implementation in the Public Sector: A New Governance Perspective -**  Dr. Eric Champagne - University of Ottawa - 2017.
3. **Women Entrepreneurs & SDGs** -Dr. Dina Sherif – American University of Cairo - 2017.
4. **Economic Sustainability and its related Policies** – Dr. Mohamed Al-Hacene-ESCWA- 2017.
5. **Understanding Human Behavior to inform Public Policy**-Dr. Barbara Fasolo-LSE-2017
6. **Global Economic Trends: Forecasting the Next Financial** – Mr. Tariq Al-Rifai – Quorum –2017
7. **The Role of Academia in Shaping Evidence Based Public Policies**-Dr. Tarek Mitri-AUB-2017
8. **Labor Market Reform in the GCC**-Dr. Neil Partrcik-2017.
 | 1 Feb 2017 | 31 Dec 2017 | Ongoing |  |
| **SECTION 2: ACTIVITY PERFORMANCE** |
| Activity ID: Activity 3.3Description: **Develop new partnerships for KPPC** |
| **Start Date: 01 February 2017** | **End Date:** *31 December 2018*  |
| **Purpose** | Develop Partnerships |
| **Description** | Develop strategic collaboration (MOUs) with regional and international policy centres, corporations and businesses. |
| **% of progress to date:** | *20%* |
| **Quality Log:** |
| **Quality Criteria***How/with what indicators the quality of the activity result will be measured?* *(From the project document)* | **Quality Method***What method are you using to determine if quality criteria has been met.* | **Quality Assessment Due Date** | **User Perspective***Was the user satisfied with what you have actually achieved* | **Timeliness***Was your achievement reached in the planned timeframe* | **Resource Usage***What were your activity* *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9*** ***(1 lowest, 9 highest)*** |
| **Number of national and international partnerships established****Regional and international events conducted**  | Beneficiary satisfaction  | *NA* | *NA* | *NA* | *NA* |
| **Sub Activities** |
| **Key Actions** **(List activity results and associated actions)** | **Start Date** | **End Date** | **Status** | **Comments** |
| The project continues to provide a platform for the KPPC to engage and build partnerships with regional and international institutions. MOU with the American University of Beirut – Isam Faris Institute (AUB-IFI) was signed in November 2017 to capitalize on the institute experience in public policy research in the region. The KPPC also signed an MOU with University of Ottawa, Center of Governance to work with them in policy papers related to the governance and public administration pillar. In addition to the MOU between GSSCPD and KFAS, the project has been working on engaging strategically with the foundation to capitalize on its partnerships with international universities and institutions. The project revised the project document to include KFAS as Implementing Partner under specific activity in Output 2. Hence, this will enable the project to successfully implement and develop research papers and white policy papers in alignment with its priority areas.  | 1 Feb 2017 | 31 Dec 2017 | Ongoing |  |

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| **SECTION 3: PROJECT RISKS AND ISSUES****3.1 UPDATED PROJECT RISKS:** *(as in the project document)* |
| **#** | **Description** | **Date Identified** | **Type** Environmental FinancialOperationalOrganizationalPoliticalRegulatoryStrategicOther | **Impact & Probability**1 (low) to 5 (high) | **Countermeasures/ Mngt Response** | **Owner** | **Last update** | **Status** |
| 1 | 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.  | GSSCPD/UNDP | End June 2017 | Current stability in leadership at both UNDP and Government |
| 2 | Lack of responsiveness and coordination | Project Initiation Date | Operational | P=3; I=3 | Establishing regular channels of coordination. Liaising regularly with GSSCPD.  | GSSCPD/UNDP | End June 2017 | No problems encountered in relation to coordination and responsivenessDedicated staff from the International Cooperation Department are responding to all queries. |
| 3 | Delay in the recruitment process/identification of qualified staff  | Project initiation date | Operational | P=3; I=3 | Development of HR Plans based on project Annual Work Plans. Close coordination with UNDP’s HR Department, UNDP HQ, broader advertisement, use of UNDP rosters. | GSSCPD/UNDP |  | Decreasing No reliance on HR recruitment in the project  |
| 4 | Delay in procurement processes to ensure project delivery | 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 | GSSCPD/UNDP |  | Procurement plan in placeNo major delays in procurement  |

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| **SECTION 3: PROJECT RISKS AND ISSUES****3.2 UPDATED PROJECT ISSUES:** *(Issues arising during implementation of the project)* |
| **#** | **Description** | **Date Identified** | **Type** | **Countermeasures/ Mngt Response** | **Last update** | **Status**pending, solved |
| 1 | Aspects of high policy advice and technical expertise are still at risk of no sustainability. | April 2017 | Risk  | Capacity Development strategy needs to be in place when staff are recruited to KPPC | End of Dec 2017 | Pending |
| 2 | Lack of national staff in the KPPC to assist in all operational work related tasks  | June 2017 | Problem | Support the GSSCPD in determining the staff profile for the KPPC | End Dec 2017 | Pending |
| 3 | Gender blindness | April 2017 | Problem  | Include gender in the analysis of policies and in the generated policy recommendations related to each pillar.  | End Dec 2017 | Pending |

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| **SECTION 4: LESSONS LEARNED LOG**  |
| **#** | **Type****(Management, Results,**  | **Date Identified** | **Successes** | **Shortcomings** | **Recommended Solutions** | **Submitted, updated by** |
| 1 | Project ManagementProject ResultsHuman FactorOther |  | *Describe what has worked well.* *What factors supported this success?* | *Describe the challenges or areas for improvement and what was unanticipated* | *How were challenges overcome and how should things have been done differently/better?* |  |
| 2 | Project ManagementProject ResultsHuman FactorOther |  |  |  |  |  |
| 3 | Project ManagementProject ResultsHuman FactorOther |  |  |  |  |  |

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| **Section 5: MONITORING SCHEDULE/ 2017** |
| **Monitoring Action** *(Description)* | **Due by** | **Completion date** | **Comments** | **Responsibility** |
| Initiation Meeting  | March, 2017 | March 2, 2017 |  | PMU |
| Board Meeting | June, 2017 | June 6, 2017 |  | PMU |
| Board Meeting | September, 2017 | - |  | PMU |
| Board Meeting | December 2017 |  - |  | PMU |
| Quarterly Progress Report | July, 2017 | July 27, 2017 |  | PMU |
| Quarterly Progress Report | September, 2017 | October 2017 |  | PMU |
| Quarterly Progress and Annual Report | December, 2017 | - |  | PMU |

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| **Output(s)** | **Budget** | **Utilization (Jul 1 – Sep 30, 2017)** | **Comments** |
| **Output 1** | 75,000  | 8862.9 | The payments for the 2 consultants were delayed until January 2018 to get the final approval from GSSCPD.  |
| **Output 2** | 509,000  | 259,774 | Delay in procuring the company (RFP) for the micromodel Delay in procuring the third policy advisor in Public Administration and Human Capital.  |
| **Output 3** | 25,000  | 24,757 |  |
| **Output 4** | 58,500  | 69,307 |  |
| **Total** | **687,525**  | **362,703** |  |

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| **SECTION 6: ASSETS LIST** |
| **Asset ID** | **Description** | **Type** | **Serial No.** | **Tag No.** | **Model** | **Location** | **Acquisition Date** | **Currency** | **Cost** |
|   |   |   |   |   |   |   |   |   |   |
| 1 |  PC? |   |   |   |   |   |   |   |   |
| 2 |   |   |   |   |   |   |   |   |   |
| 3 |   |   |   |   |   |   |   |   |   |
| 4 |   |   |   |   |   |   |   |   |   |
| 5 |   |   |   |   |   |   |   |   |   |
| 6 |   |   |   |   |   |   |   |   |   |
| 7 |   |   |   |   |   |   |   |   |   |
| 8 |   |   |   |   |   |   |   |   |   |
| 9 |   |   |   |   |   |   |   |   |   |
| 10 |   |   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |   |   |
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| Certified by: | Project Manager's signature |  |  |  |  |  |  |  |  |
| Date: |  |  |  |  |  |  |  |  |  |
| Key: |  |  |  |  |  |  |  |  |  |
| Asset ID  | Starts at 1 and increases |  |  |  |  |  |  |  |  |
| Description:  | Short description of the asset eg: Dell Optiplex 660X |  |  |  |  |  |  |
| Type:  | Electrical, Furniture, Vehicle  |  |  |  |  |  |  |  |  |
| Serial No. :  | For vehicle it is the chassis, for electrical equipment it is the serial number from the manufacturer |  |  |
| Tag No. :  | Furniture need a tag number to stick on the item (chose the numbering) |  |  |  |  |
| Location: | The room the asset is in |  |  |  |  |  |  |  |  |
| Acquisition Date: | When it was bought |  |  |  |  |  |  |  |  |

1. This template will be used for purposes of Quarterly, Annual and Final Project Reporting [↑](#footnote-ref-1)
2. *Include description of specific and measurable actions related to gender mainstreaming, gender equality and women’s empowerment, production of gender disaggregated data, participation and involvement of gender specialists or representatives from women’s stakeholders groups, participation of women and men in project activities, gender awareness among project staff and beneficiaries, and any possible steps taken to ensure gender equity in the recruitment of staff and consultants.* [↑](#footnote-ref-2)