

**Project Title:** The Institutional and Technical support for the establishment of Kuwait Public Policy Centre  
**Project Award Number:** 00098909  
**Implementing Partner:** GSSCPD  
**Start Date:** 1 February 2017 **End Date:** 31 December 2018 **PAC Meeting date:** 1 February 2017

**Brief Description**

The mandate of the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) is to design, coordinate and oversight the Kuwait National Development Plan implementation. GSSCPD acknowledges the necessity of establishing a Kuwait Public Policy Centre (KPPC) that serves as a think-tank for policy research and analysis capable of providing policy makers and other stakeholders with evidence-based policy advice to make informed decisions. The KPPC is considered a tool to analyse, advocate and back up policy decisions and to direct attention towards concrete aspects within the national context and concerns that are relevant to the public as well as policy makers.

In this project, UNDP will collaborate closely with GSSCPD to support the establishment of a pioneer Kuwait Public Policy Centre to address policy making gaps and mainstream policy research, analysis and studies in the policy making process. The centre seeks to be a reliable resource that will influence national policies and strategies. The project builds on UNDP's mandate and strategic vision and aims to promote efficient governance and institutional management. This project will provide a framework of how UNDP will accompany the GSSCPD in its ambition to improve the quality of policy making in Kuwait and in particular on how the KPPC can contribute to that, while operating under the umbrella of GSSCPD.

The project aspires to enable the environment for the KPPC to digitally house all public policy and strategy data relating to national development plan and general policy making process in Kuwait, and to provide a forum for local and regional institutions pertinent to public policy making with the purpose of sharing resources and seeking knowledge through networking, and to reinforce collaboration with international public policy institutions for good practices sharing.

The Project's Outcome is: **Kuwait Public Policy Centre developed with institutional, technical, Knowledge, and communication competence to ensure the achievements of KNDP objectives.** The overarching outcome will be achieved through the following outputs:

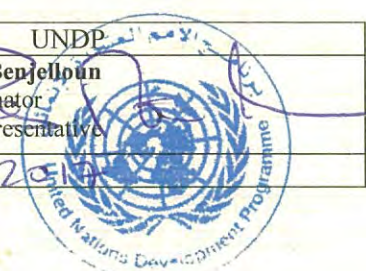
- Output 1.1: Institutional and technical preparation for the establishment of KPPC supported.
- Output 1.2: KPPC knowledge and behavioural insight (nudge) capacity-building established.
- Output 1.3: KPPC advocacy, outreach and partnership development reinforced.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Outcome 3: Governance and institutional management are efficient, transparent, accessible, competitive, and accountable. Indicative Output(s): Output 3.1 Emphasis will be placed on mechanisms that improve the quality and efficiency of policy-making and decision-making support and implementation.	<b>Total resources required:</b>	3,033,350 USD	
	<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
		<b>Donor:</b>	
		<b>Government:</b>	3,033,350
		<b>In-Kind:</b>	
<b>Unfunded:</b>	-		

Agreed by (signatures):

Government of Kuwait	UNDP
<b>Dr. Khaled Mahdi</b> Secretary General of the General Secretariat of the Supreme Council for Planning and Development	<b>Ms. Zineb Touimi-Benjelloun</b> UN Resident Coordinator UNDP Resident Representative
Date: 01.02.2017 Eng	Date: 1/2/2017

Secretary General - Supreme Council for Planning & Development





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## I. DEVELOPMENT CHALLENGE

Kuwait National Development Plan (KNDP) 2015-2020 manifests an ambitious resurgence of the country's national policies thereby leading to sustainable human, economic and social development. The strategic policies in the development plan are devised as a roadmap to achieving Kuwait's national strategic vision 2035, the State's role in human, economic and knowledge development in the light of its pledge to UN 2030 Agenda for Sustainable Development.

With its public administration development policies aimed at building institutional mechanisms and capacities for efficient and effective governance; and its planning and statistics policies building statistical indicators encompassing all aspects of the policy planning and implementation cycle, Kuwait is determined to achieve its national strategic policies, long-term vision as well as the Sustainable Development Goals (SDGs).

The results of the strategic planning of the previous five years' plan (KNDP 2010-2014) indicate that policy targets have not been achieved in most sectors as revealed by the current KNDP 2015-2020. With a straightforward and transparent analysis of its main strategic trajectories, the plan pointed out to the elements of success and shortfall of the previous five-year development plan (2010-2014) in the light of its set objectives and implemented policies. Administrative, institutional and other obstacles have been mentioned as some of the factors behind unfulfilled goals. The outcome has been reported to affect adversely the levels of achievements and spending plans for development projects. An important point acknowledged by the KNDP is that delays in tackling these challenges will not only broaden, but will augment reform costs and deplete the State's resources; something that will disturb the opportunities for the State's promising vision towards occupying a financial and trade world centre<sup>1</sup>. The General Secretariat of the Supreme Council for Planning and Development aims to address this levelling up the policy making performances gearing up and preparing for the KNDP 2020.

On the results of the KNDP 2010-2014, the current KNDP 2015-2020 maintains that policies implemented in most sectors have not produced the proper or intended effects. The following can be highlighted<sup>2</sup>:

1. The private sector's contribution to GDP has not attained its goal; whereas an overall increase in GDP was witnessed due to external factors (Global rise in oil prices)
2. Little progress has been witnessed in economic diversification structures as well as in reforming the public financial structures. The latter is attributed to the delays in enacting laws or amending legislations related to envisaged policies.
3. Proposed ratios in most sectors had not been attained: demographic structuring, workforce, higher education, health services, medical care, and some aspects of weakness in public administration, planning, statistics and information.
4. Legislative requirements were not fulfilled (only 17 out of 38 legislations were accomplished comprising 45 %).
5. Percentage of achieved institutional requirements was 55% which has negatively reflected in the world rank of Kuwait in several indicators<sup>3</sup>.

By the same token, the World Bank statistics shows that Kuwait's rank in Institutional competitiveness has not changed since 2010. The Global Competitiveness Report 2016-2017, which assesses the competitiveness landscape of a country and provides insight into the drivers of its productivity and prosperity shows that Kuwait, which ranked 34 in 2015, has not improved in 2016 with a rank of 38.

According to KNDP 2015-2020, the limited results observed in the previous KNDP (2010-2014) are an accumulation of the past decades; hence impeding the path of the development process in all aspects where impacts proliferate to all population groups<sup>4</sup>. The reasons behind the overall development impediment as mentioned in the plan refer to the absence of consensus on a sustainable development priority, the disparity in vision between the legislative and the executive authorities, and the lack of an institutional frame for planning and managing the economic development.

Therefore, the salient development challenge is the **incongruous<sup>5</sup> development policies** which entails the presence of some shortcomings in the policy making process which is "the process by which governments translate their political vision into programmes and actions to deliver 'outcomes' – desired change in the real world" (New Oxford dictionary of

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1 Source: Summary Translation from Arabic, KNDP 2015-2020, p. 9

2 These findings were also echoed during several focus groups with ministries, research centres and civil society organizations held during a UNDP scoping mission 20-24 November 2016.

3 Source: Summary Translation from Arabic, KNDP 2015-2020, p. 27

4 Source: Summary Translation from Arabic, KNDP 2015-2020, p. 10

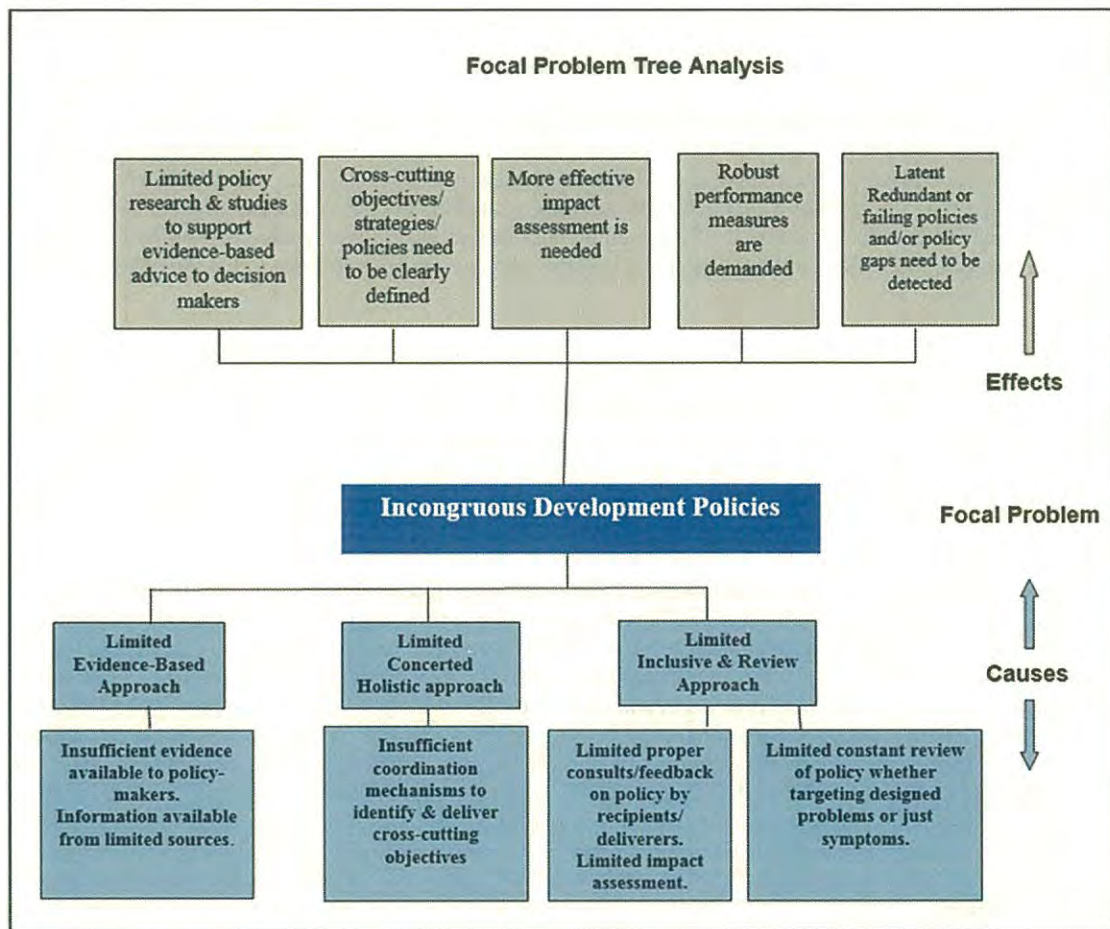
5 Incongruous here means: "not in harmony or keeping with the surroundings or other aspects of something"



English). Looking at the main features that enable efficient and effective policy making, the following can be attributed to be integral triggers causing most of the mentioned problems:

1. Limited concerted holistic approach (IMMEDIATE cause) to cross-cutting strategic objectives among different departments and entities. Several development sectors encompass different entities that devise their own strategies. For instance, the higher education sector features entities such as ministry of education, Kuwait University, the public authority for technical education, and Private Universities Council. The strategies these entities design are not the outcome of a joined up approach in which clear visions are defined and understood and barriers are identified and addressed in a way that can avert the possibilities of having overlapping policies or policy gap.
2. Some flaw in the inclusive and review approach (UNDERLYING cause) of the policy-making process. Lack of holistic approach underlies lack of impact assessment or feedback mechanism that can recognize whether policies are constantly meeting the needs of the people and whether their impact is being realized. It also entails constant accurate checks of performance to examine whether the established policy is really dealing with problems it was designed to solve or is merely treating the symptoms. In such a manner, policy-makers might be able to decide to scrap redundant or limited policies.
3. Some inconsistencies in the methodological policy and policy planning approach (ROOT cause) where policy making is not established on the best available evidence from a wide range of sources and stakeholders and often lacks implementation relevance. An evidence-based approach relies on policy studies that consider a combination of policy analysis and a program evaluation. Analysis includes the analytical and descriptive analysis used to explain existing policies and their impact, and the prescriptive analysis for new policies to be formulated. Policy studies are the product of existing and new research, consultation with experts and relevant partners. This is evident in the presence of several Science, Technology and Information (STI) research institutions in Kuwait, such as KISR and KFAS, and of several research and studies departments within ministries and public institutions. Some are of great contribution to the STI research base in Kuwait. However, there is no public policy making unit that can serve as a synergy tool to synchronize and synthesize these studies into accurate policy studies and policy papers that can offer properly costed and appraised options of advice to policy makers.





(Figure 1.1: Development Challenge Analysis Tree)

In general, the policy making process in Kuwait is an institutionalized cooperative process characterized by large number of key players, and repeated interaction with occasional reactive approach. The long-term strategic national vision is laid down by H.H. the Emir, head of the country. According to article (2) of law no (33/ 2004), the Supreme Council for Planning and Development, is mandated to set up the long-term national development plan and to contribute to setting up strategies and objectives of general, sectoral plans and strategic projects plans. This include proposing laws, legislations and other decisions required to attain development goals. The Ministerial Council has to approve the national development Plan (the five-year plan) and the annual plans. The plan is only activated when endorsed by the National Assembly. Other players in the policy making field include the parliament whose members can also propose laws and legislations (mostly populist) for deliberation and approval by the National Assembly. On the other hand, ministries sometimes play a role in the making of new policies by issuing decisions that react to a certain incident or event, such as when Ministry of Finance issues new decisions related to fiscal and economic reforms in reaction to the parliament refusal of planned subsidies removal on fuel and electricity.

The structure of the process and in particular the level of integration merits some review to scale up achievements of development policies. This is true from a meta-policy analysis approach where contextual and structural factors can contribute to policy problems. In fact, sustainable development planning and action cuts across a large number of traditional boundaries and requires integration. The linkage in strategic and policy planning between and among ministries needs to be enhanced.

Integrating vision into planning demands identifying links between economic development and sustainable development. It also benefits from defining the strategies that are clearly needed to reach the objective and to deal with discrepancies between overall policies (development strategy at national level) and planning (planning and implementation at local and sectoral levels). One example to cite here is the health sector whose development strategy focuses on improving health care services and encouraging private sector investment. However, to break down this vision in concrete actions and into well-defined programmes at local and sectoral levels would involve integrated visions with other sectors such as education, business and industrial sectors for the purpose of investing in Research and Development (R&D) to find



innovative solutions to health care problems, as in the case of Saudi Arabia that has developed a fast growing pharmaceutical market driven by government initiatives and partnership with the private sector.

The preceding analysis is also true from solution-oriented approach (i.e. analysing individual policy problem and its solution in technical and financial terms). Vision and planning integration necessitates linking between economic development and sustainable development with an innovative holistic approach (identify positive loops). The brief analysis of one policy problem in (figure 1.2) is self-explanatory.

Anticipating the next KNDP 2020- policy design cycle, the GSSCPD aims to strengthen Kuwait's public policy planning mechanism and capacity so as to design strong dynamic and efficient policies from the onset. For this reason, a policy research centre to review the status of policy making is imminent. A centre that collects information and data on all public strategies and policies and collaborate with other stakeholders to utilize existing and new research in producing policy papers is vital to assess needs and national policies based on accurate and reliable figures and findings. Moreover, the availability of policy research studies would provide the Governmental and Non-Governmental organizations with a tool to analyse, advocate and back up policy decisions and to direct attention 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 would employ data collection and additional information to make informed decisions, especially in discussing issues relating to human and economic development. The lack of information, policy research statistics and indicators moves beyond factual explanation to understanding the cause-effect relationships. It reinforces continued evidence-based accurate planning and policy setting at both macro and micro levels. This will serve the country's continuous progress towards the implementation of sustainable development goals in which Kuwait is keen to achieve at the national level of development and including a constructive cooperation with the countries of the south.

Kuwait pays great significance to the achievement of SDGs and particularly to gender equality, empowerment of all women and girls, ensuring water and sanitation availability, securing access to reliable energy services, promoting steady economic growth, establishment of infrastructure able to withstand, stimulating industrialization, reduction of inequality within countries, taking urgent actions to address the climate change and its effects and stimulating the global partnership for sustainable development.

The current policy-making context in Kuwait constitutes both a social and an institutional challenge that requires a focus on governance rather than government. The context within the wider Gulf region in particular changed and governments are urged to develop pathways to better address the new challenges and address them. In such a context, business as usual in government terms cannot be prosperous and sustainable.

Acknowledging the need for policy research and guidance on improving policy making as explained above, GSSCPD has initiated a Public Policy Centre affiliated to the Supreme Council of Planning and Development. The Centre is envisaged to perform the following tasks<sup>6</sup>:

- Conceptualize Public Policy options in participation with other public institutions, private sector, CSOs and academics.
- Prepare studies and research related to public policies in all development sectors and fields (industry, energy, trade, investment, competitiveness, environment, health, education, society and others).
- Prepare and measure targeted programs of the government's work.
- Support the preparation of public policy pillars of the government working program.
- Support public entities in building their strategic plans and in establishing performance measuring indicators.
- Analyse aspects of Kuwaiti society, taking into account the selection of appropriate public policies that can be implemented, including private sector and civil society.
- Supervise and measure public opinion polls about public policies, including private sector and civil society.
- Build partnerships with public policy international centres.

Acknowledging that governance and governance structures play an instrumental role in the shaping national policies, establishing a Policy Centre is to be thought through. Firstly, institution-building impacts upon and often seeks to reconstitute or remove existing power structures. It is therefore a wholly political process and resistance will occur. Secondly, the crafting of 'good enough' governance – i.e. the pursuit of accountable, transparent, competent and responsive public administration underpinned by the rule of law – needs to be understood as a culturally defined aspiration. It will mean different things in different places, reflecting the state of development of the country, existing norms and values and institutional capacity. Reform is therefore as much a behavioural challenge as a problem of

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<sup>6</sup> SCPD new organizational structuring Draft



institutional design and structural reform is often used to mask deep-seated cultural problems and a failure to confront reality. Thirdly, the success of administrative reform in transition contexts rests on the establishment of strategic purpose in relation to the direction of the reform process and the development of inclusive implementation governance structures to affect meaningful and legitimate change. It is noteworthy here to confirm that KPPC objective is not to tackle public administration reform per se. Although the KPPC will be a catalyst when it comes to improving performance of policy planning and is centrally concerned with the organization of government policies and programmes. As such the KPPC functions as a place for exploring existing and new policy ideas, researching their relevance and effectiveness in the development planning and offering evidence based advice to policy makers.

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## **II. STRATEGY**

### **Theory of Change**

The Kuwait government is looking for improving its quality in policy making to more adequately address citizen's needs and expectations in progressing their development in all policy sectors. More in particular the KPND 2020 formulation is to be of high quality and based on the highest public policy planning performances. Whereas the KNDP 2015-2020 is of high quality there are risks of gaps in civic engagement as well as gaps in policy implementation. Such challenges came out in the design process of the 2015-2020 KNDP. The General Secretary of the Supreme Council for Planning and Development decided to address this by targeting the performance of policy making and in particular policy planning in Kuwait. If the process of scaling up quality of policy planning and policy making enables a more interactive and engaged policy planning process, including with the civil society and private sector, then planned policies stand a better chance to be flexibly and adequately addressing citizen's needs, because integrated and collaborative approaches to policy planning lead to more policy relevant, evidence-based and implementable policies. Which in the longer run contributes to a better societal owned public policy?

The chosen solution pathway levelling-up the Kuwaiti policy-making culture will be materialized through the establishment of a National Kuwait Public Policy Centre (KPPC). The assumptions underpinning that a new KPPC under the auspices of the GSSCPD is the best way forward refer to:

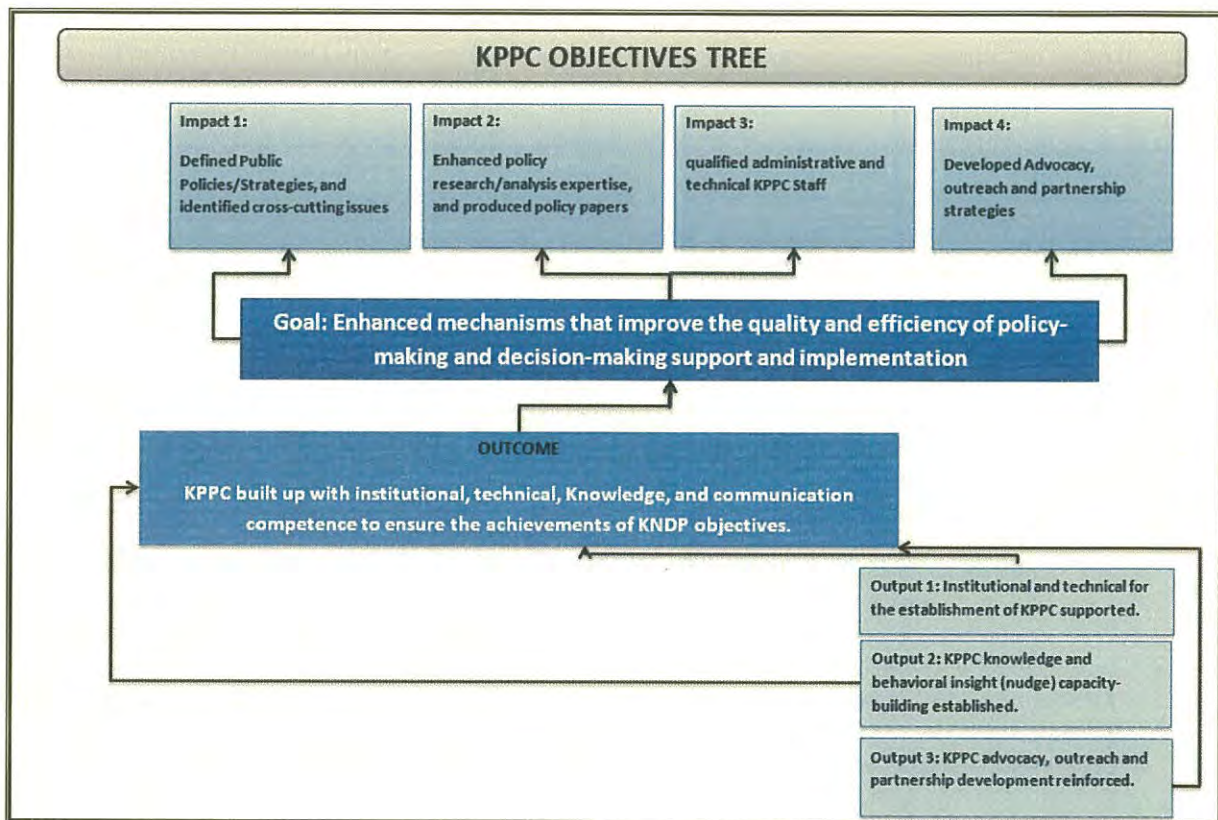
- A spearheading approach: by establishing a new centre, the focus of discussion will be on the new initiative which in itself will generate new dynamics and incentives for change.
- Having the new KPPC under the auspices of the GSSCPD is important during the inception phase, the centre needs some mentoring and hand-holding at the first steps to avoid tripping or going into a direction that is not effective

The GSSCPD has a clear vision and commitment establishing and hosting the KPPC. The anticipated change within Kuwait's public services takes place amidst complex political and economic environments in which different actors, operating within a changing institutional context, interact as they might pursue conflicting agendas. During a scoping mission (20-24 November 2016), UNDP held several focus group meetings with different governance stakeholders like Ministries, research centres and civil society, and international agencies operating in Kuwait. The scoping mission concluded that a more nuanced understanding of the agenda of different actors – particularly within the governance framework (e.g. prime minister's office, parliament, other commissions within the GSSCPD, etc.) as well as the strength of these actors is needed to act upon the suggested change of course. Both factors affect the outcome and traction of the work instigated by and through the KPPC. Understanding the salience of different units and actors within the governance landscape of Kuwait contributes to a solid design of the national policy centre.

### **Two-Phased Approach to Providing UNDP support to GSSCPD/KPPC**

Before operationalizing the KPPC a few clarifications regarding structure and positioning of the Centre within the Kuwait public service landscape. The two phased approach targets the need to deepen the current analysis and understanding the added value of the KPPC within the Kuwait governance landscape. This additional information will serve to design a best contextual fit to make the KPPC effective and sustainable. The second phase is the genuine operationalization of the KPPC, building on a few strategically selected activities enabling the GSSCPD a clear added value through the KPPC.





(Figure 1.3: Objective tree linked to development challenge analysis)

The ultimate goal of this project is to support the establishment of a pioneer Public Policy Research and Study Centre (Kuwait Public Policy Centre) in the State of Kuwait to address policy making gaps and mainstream policy research, analysis and studies in the policy making process (Figure 1.3).

**Outcome: Kuwait Public Policy Centre developed with institutional, technical, Knowledge, and communication competence to ensure the achievements of KNDP objectives**

The overall outcome will be reached through the following three interdependent and interlinked outputs:

1. Institutional and technical preparation for the establishment of KPPC supported;
2. KPPC knowledge and behavioural insight (nudge) capacity-building established;
3. KPPC advocacy, outreach and partnership development reinforced

### **Phase One: Foundations for Sustainable Results: first 10 months of the project (February 2017- November 2017)**

A first stream of work prepares for tangible results in policy planning performance which the KPPC would be able to present as added value to the policy making process. The KPPC is currently working on a Talk Series, discussing wide Governance issues to inform policymakers in Kuwait as well as to enable a platform for discussion and debate. There are a couple of other activities the KPPC could start working on as long as these are specific, feasible, produce a tangible result or output. From the consultations the mission suggests the following activities: establishing a Nudge Unit that would introduce and apply behavioural economics into public policymaking; b) Talk Series on Governance issues; c) Regional Conference on public policy (e.g. The Application of Behavioural Insights into Public Policy); d) Study visit to Singapore and visit the Singapore Government (including Singapore nudge unit) and the UNDP Global Centre for Public Service Excellence; e) Produce a White Policy Paper on a selected policy area (youth, health, energy...); e) Youth and Public Policy Making Initiative 2020; f) Communication strategy for the national policy centre

The policy making process in Kuwait is an institutionalized cooperative process characterized by large number of key players, and repeated interaction with occasional reactive approach. Before establishing a new unit within the Kuwait policy-making landscape is good practice to understand how it will fit within the policy landscape in Kuwait. The preparation of the KPPC initiated a number of consultations among policy-makers in Kuwait. A scoping mission



(November 20-24<sup>th</sup> 2016) acknowledged the appetite and eagerness in moving towards a KPPC that would enhance the policy planning performance. The mission also was able to point at a couple of points that merit to be further clarified like the mandate of the KPPC, the business model of the KPPC, the salience of within the policy landscape to engage with the KPPC. Having a good understanding of this is important because institution-building impacts upon and often seeks to reconstitute or remove existing power structures. It usually is a political process and resistance will occur when not well understood.

Ministerial Decree no. 21/ 2016 stipulates that the KPPC operates directly under the General Secretary of the Supreme Council for Planning and Development. The KPPC tasks focuses on:

- 1) Inclusive and participatory policy making processes with the state institutions, civil society and academia;
- 2) Prepare studies and research related to public policies in all sectors and areas of development such as industry, energy, trade and investment, competitiveness, the environment, health, education and society;
- 3) Prepare and measure targeted public policy related to the State of Kuwait on:
  - a. Economic policies: Support and develop the private sector policies; Monetary and banking policies; Fiscal policy; Trade policy; Commodity production policies; Service production policies
  - b. Human development policies: Demographics policies; Labour market policies; Education and training policies; Research policies; Health policies; Environmental policies; Welfare and Social Development Policies; Residential care policies; Culture and media policies; Religious Affairs policies
  - c. Public administration and transparency, planning and information policies: Public administration policies; Transparency and anti-corruption policies; Planning and Statistics policies; Information and communication policies
- 4) Support the development of public policy development of the government;
- 5) Supporting government agencies in the development of its strategic plans, building measuring the performance of its policies indicators;
- 6) Various environmental aspects of Kuwaiti society, taking into account the selection of appropriate and executable policy analysis.
- 7) Supervision of the measure and poll-related public policy Kuwaiti public opinion.
- 8) Building partnerships with international centres of public policy and support the joint work in analyzing and foreseeing future development issues in Kuwait.
- 9) Development of national competencies in the field of research and studies specialist policy and consultancy associated with them.

A solid foundation of the KPPC, includes an understanding of where the added value and niche is of the KPPC within the Kuwait governance landscape. To this end the project will initiate a political economy analysis will be conducted enabling a risk-informed design process of the structural architecture of the KPPC. Political economy analysis refers to the study of the relations between political and economic processes such as incentives, relationships, and the distribution of power between various interest groups in society.<sup>7</sup> In recent years, the importance of Political Economy Analysis in influencing policy reforms has been widely recognized in the literature. The Political Economy framework is particularly relevant as its findings have a large influence on whether, and to what extent, reforms might be implemented.<sup>8</sup> From the literature, a number of variables are highlighted as affecting public administration change, these variables mainly centre on the incentives, relationships, distribution, and contestation of power between different actors and groups. From a recent study by UNDP on Public Administration in Arab region, three political economy variables are key when it comes to affecting the traction and outcome of changes within public administration. The variables are:

- Country context: The country's socio-economic, political, cultural and historical characteristics, in which the reform is applied.
- Actors: The actions of key reform actors, as well as the power structures and relationship between players shaping their actions. For example, how will the KPPC interact with other units within the GSSCPD like for instance the Forecast and SDG unit when it comes to SDG policy planning? How will the KPPC relate with the research and development unit when it comes to statistical data gathering and analysis? How will the KPPC relate to the commission on Follow-up? These are only a few strategic questions to be further clarified.
- Salience: The importance that actors place on reform, and thus the intensity of their incentives to act, support and oppose reforms.

Linked to this phase are two outputs of the project.

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<sup>7</sup> (Luttrell & Moncrieffe, 2005)

<sup>8</sup> (Grindle & Thomas, 1992) (Beuran, Raballand, & Kapoor, 2011)



### **Output 1.1: Institutional and technical preparation for the establishment of KPPC supported**

The main deliverables include assisting the Centre in laying the foundations for the internal organization and set its standard operating procedure (SOP). Within the first six months, the project conducts a political economy analysis and / or an institutional context analysis<sup>9</sup> to design a most effective business processes (management processes, operational processes and supporting processes) of the KPPC. This will also include 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, the Prime Minister's office and the parliament.

As operational support to the KPPC, there will be a focus on the establishment of a digital database and dynamic website. The digital database will include information about all public strategies and policies. The database will be equipped with advanced search tools, including indexing, an online search-engine, and statistical analysis tools. The database will be updated on a periodical basis.

In addition, a capacity development plan will be set and implemented. This will elaborate on the required skills and knowledge vested in staff and the internal policies, systems and strategies that enable efficient operation of the Centre. Based on the conclusion of the capacity assessment, UNDP will train the Centre's staff according to regional and international standards on library archiving, indexing, electronic database search tools and usage. Periodic training courses will also be set to develop the capacity of the Centre's staff on methods of developing policy research and studies, impact assessment and performance measuring techniques, leadership, policy-oriented research, self-motivation within public administration. These courses will be facilitated by specialized local and international training institutes with the objective of ensuring that the Centre possesses relevant skills to advocate, analyse and develop policies. Technical visits can take place to share experiences of other countries in this field (such as UNDP policy centres, e.g. in Singapore and others).

Policy oriented research refers to the production of research which has 'explanatory', 'descriptive' and 'prescriptive' objectives directly applicable for policy design and implementation. It differs from applied research in two respects. Firstly, it includes senior practitioners in both the production and the analysis of research findings. Secondly, it aims to produce research which can immediately be integrated within decision processes. This approach recognizes that academic knowledge about public administration should be used for its betterment not just because all that we do as scholars of public administration and public policy is rooted in practice but that because the defence of bureaucracy and the achievement of social progress demand it. Furthermore, engaging in 'enlightened' prescription founded on strong principles of inclusiveness, academic freedom and social scientific rigour helps to improve explanations and understandings of public policy subjects.

### **Output 1.2: KPPC knowledge and behavioural insight (nudge) capacity-building established**

The focus will be to create a centre referenced for its reliability, accuracy, and up-to-date policy research.

Activities will include recruiting experts on policy research and analysis. Public strategies and policies will be collated, mapped and deployed in the digital database. The urge to prioritize at this stage is critical and therefore some development areas will precede. In consultation with GSSCPD, such themes as socioeconomic variables, economic development, governance and education are the priority areas in which in-depth research and analysis will be conducted. Their related policies will be analysed thoroughly through a priori assessment and a posteriori evaluation; policy gaps will be identified. A research agenda will be developed focusing on KNDP strategic priorities. Policy papers on the identified priority issues will be conducted with an advice on best policy options and programmes that can improve outcomes and attain goals.

A relatively new way to improve the effectiveness of public policy and services is by drawing on the growing field of behavioural insights. The application of behavioural economics in public policy through the establishment of Nudge Units has been growing over the last decade. The emergence of "Nudge", as a cost-effective way to steer people's behaviour in a certain direction<sup>10</sup>, is transforming public policymaking in numerous policy contexts. Unlike traditional economic theories which are based on models and assumptions, behavioural science promote empirical approach to policy design and implementation. Particularly, the main tools of behavioural economics are experimentation and pilot studies, mainly Randomized Control Trials (RCTs). This evidence-based approach consists of quantitative, controlled and scientifically comparative methods to explore the effect of behavioural interventions (i.e. nudges) on various policy challenges. These behavioural intervention methods are seen as a complement to the traditional policy instruments rather

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<sup>9</sup> The Institutional Context Analysis refers to analyses that focus on political and institutional stakeholders; the ICA focuses on processes concerning the use of national and external resources in a given setting, and how these have an impact on the implementation of programmes and policy advice. The ICA addresses questions related to the interests and incentives facing different groups and individuals in society. This includes the role that formal and informal social, political and cultural norms play, and the impact of values and ideals. This means that the ICA can assist more effective and politically feasible development strategies and programming, and inform more realistic expectations about the risks involved.

<sup>10</sup> Thaler, R. H., & Sunstein, C. R. *Nudge: Improving Decisions About Health, Wealth, and Happiness.*



than as a substitute for laws and regulations and economic tools. In sum, behaviourally informed policy tools help policy makers develop better policies.<sup>11</sup>

Nudging can be used to help people make choices that are better for their well-being, health, and environment. The importance of the behavioural change interventions is being recognised in politics and among policy makers in diverse areas – from road safety to diet and physical activity; from pension plans to private economy and from littering to recycling. It means steering people behaviour in desirable direction without using coercion or force. To the contrary when nudging “choice architecture” is at play, where choice options are arranged in such a way that makes it easier and more salient to choose the desirable outcome.

The application of behavioural insights opens up possibility to suggest new types of policy tools that can contribute to sustainable development. Behavioural science research reveals that even small, subtle, and sometimes counter-intuitive changes to the way a message or choice is framed, or how a process is structured, can have an outsized impact on the decisions we make and the actions we take.<sup>12</sup> In fact, many nudge units have been established in governments around the world, specifically in ministerial cabinets and prime ministers’ offices, to apply policy experimentations using RCTs. The most renowned nudge unit has been established in 2010 by the former UK Prime Minister David Cameron, known as the “Behavioural Insight Unit (BIT)”. Additionally, in 2014, the White House integrated behavioural insights into its federal policies and programs and formally established the Social and Behavioural Sciences Team (SBST).

The project will support the GSSCPD in establishing a Nudge Unit with the aim to apply new tools to experiment policy in challenging areas that are of strategic interest to the implementation of the KNDP.

One of the objectives here is to create a community of practice (CoP) composed of practitioners of public policy to represent a reference point for the policy centre in addressing different disciplines and issues. The aim is to promote a powerful process of social learning and shared practices. Legal advice will be provided by experts to assist in revising the legal and legislative requirements to ensure policies have the efficacy and the applicability of implementation.

## **Phase Two: Implementation: last 13 months of the project (December 2017 – December 2018)**

Once the structural clarification and the niche of the KPPC within the Kuwait landscape is identified and consolidated, the Centre will start in full operational capacity. The activities for the first working year of the Centre are captured in the third output of the project.

### **Output 1.3: KPPC advocacy, outreach and partnership development reinforced**

Activities will focus on developing a communication strategy for the centre with a focus on engaging stakeholders including governmental agencies, NGOs, STI institutions and academic institutions.

The strategy will also focus on establishing networks for information-sharing with other policy research centres in the GCC and the Arab region with the intention of hosting national and regional forums to discuss and deliberate on key development issues. This also includes promoting existing national partnerships (such as KFAS, KISR), and developing new partnerships nationally, regionally and internationally. The partnership will include prompting south-south cooperation to share knowledge, skills, expertise and resources on best practices to meet development goals through concerted efforts. Activities will consider developing strategic collaboration with regional and international policy centres, corporations and businesses.

Regional Conference on Public Policy Planning challenges and solutions pathways: The purpose of the Regional conference is for the KPPC to position itself in the latest governance developments on public policy. By spearheading thought leadership on key issues, KPPC can be a thought leader within the Kuwait policy making introducing innovation with public policy. A suggestion for a first regional conference is the added value of nudge units in policy making. A first regional reflection on lessons learned would enable KPPC to introduce the idea to the wider community of public policy makers in Kuwait and gain acknowledgement for its own policy nudge unit. The conference, when organized timely, might feed into the design of GSSCPD own nudge unit.

Youth and Public Policy Initiative 2020. Within the ambition to have a more inclusive and higher quality of the Kuwait National Development Plan for 2020, starting today in engaging with youth is the purpose of this activity. By organizing an innovation lab for youth and public policy making, KPPC will generate new ideas on how to engage with youth throughout the policy planning phase – as well as the implementation phase. In investing in the upcoming years on mechanisms to include youth the foundations will be more solid when engaging in the KNDP 2020.

Customize KPPC Award for research competition for unique idea or project between different groups focusing in Kuwait (Government sector, academics, private sector, civil society and others) to deliver a paper presents cooperation and work with KPPC. Those participants from KW government employees with a high quality paper will be invited/selected to

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<sup>11</sup> Mandarian Brigitte C. Applying Insights from Behavioral Economics to Policy Design. Harvard Kennedy School, Harvard University, Cambridge, Massachusetts 02138; Annu. Rev. Econ. 2014.6:663-688. Downloaded from [www.annualreviews.org](http://www.annualreviews.org) Access provided by North Carolina State University on 10/19/16.

<sup>12</sup> UN - Behavioral Insights at the United Nations. Achieving Agenda 2030. New York 2017. p.2



some of activities the GCPSE proposed in Singapore during the next two years to learn more about public service and get benefit from international experiences in this field, as well as display Kuwait experience to take advantage of the different viewpoints

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### **III. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

This project aims to enhance the institutional functioning of Kuwait Public Policy Centre and support its technical, communication, knowledge and outreach support towards assisting policymakers and practitioners to develop more effective solutions to development plan challenges. It will support GSSCPD in establishing the policy Centre through developing offering technical and institutional support. The project will support the knowledge base expertise on policy research and analysis with a focus on collating and mapping existing policies and developing research agenda on strategic priorities on which research will be conducted. Support will extend to include developing advocacy, outreach, capacity-building and partnerships, both at the local, regional and international levels. The project aims to, through partnership and engagement, provide accurate and reliable unified data to build upon future policy plans and strategies. The centre seeks to be a reliable resource that will influence national policies and strategies. The project will add momentous value to national studies and statistics, and complement existing studies and data by bridging research and data dissemination gaps.

The strategy of this Project is grounded in the UNDP Strategic Plan (SP) 2014–17, which calls for a more holistic and integrated approach to strengthening institutions to help states progress towards inclusive and sustainable development. Outcome 2: Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance, SP output 2.3. (b)Policies and capacities for more effective governance to bring greater development benefits to citizens and increase their confidence and trust in public institutions.

It is also linked to Country Programme Document (CPD) outcome 3: Governance and institutional management are efficient, transparent, accessible, competitive, and accountable; with focus on CPD output 3.1 Emphasis will be placed on mechanisms that improve the quality and efficiency of policy-making and decision-making support and implementation.

With presence in Kuwait for more than 50 years and involvement in providing development services for the Government of Kuwait in almost all areas of human and economic development, UNDP mobilizes all efforts with the State of Kuwait to support the realization of the “State Vision: Kuwait 2035” and Kuwait’s National Development Plan 2015/16 – 2019/20. UNDP partners with all Kuwaiti stakeholders to build national capacity to develop a more efficient public sector, support women’s empowerment, environmental sustainability and private sector development. UNDP national implementing partner is the General Secretariat of the Supreme Council for Planning and Development (GSSCPD). In this project, UNDP will provide technical support to GSSCPD with an evidence-based approach to monitor the progress of the national development policy planning and making.

#### ***Resources Required to Achieve the Expected Results***

This project will tackle the implementation of CPAP 2015-2018 and GSSCPD will be the funding partner. Funds will cover the cost of consultants who will be involved during the entire process of developing the public policy centre. Funds will also cover building partnerships with different stakeholders including conducting agreements and MOUs, and the costs incurred from the technical visits of the Centre’s staff.

#### ***Partnerships***

The maximum collaboration and partnership between different stakeholders, including GSSCPD and other stakeholders such as government entities, research, scientific and academic institutions, Universities, Civil Society organizations (CSOs) paves the way for the centre’s success. The core of the project the production of a knowledge base for the policy centre. This is partly reinforced though engaging stakeholders and forging partnerships with national, regional and international centres.

#### ***Risks and Assumptions***

The successful implementation of the project relies on the partners’ commitment and support. Therefore, this assumption identifies some risks of political and operational nature. The unexpected turnover in GSSCPD/UNDP leadership, delay in responsiveness and recruitment of staff as well as delay in procurement processes are some risk factors that might affect the successful implementation of the project.

However, these risks are to be estimated as relative and acceptable. One the other hand, the financial and management risk that may arise are reduced considering the implementation modality. Improving the quality of policy making often



struggles with governance dilemmas, as there are: a) developing a clear understanding of what progress would look like and articulating a coherent vision for future governance; b) removing or managing barriers to progress – confronting the reality; c) developing the capacity to advance an alternative future; and, d) building trust between government and citizen.

### ***Stakeholder Engagement***

Potential national, regional and international institutions will be targeted for partnership development. A communication strategy will flourish a comprehensive outreach implementation policies and mechanism. These policies will ensure devising efficient stakeholders' engagement and sustainable partnerships. Technical and legal advice will safeguard the sustainable element of the project.

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

The project will use when accessible SSC/TrC to ensure knowledge exchange and gain best practices in the south countries. This will be used on facilitating the partnership approach of public policy centre and the technical visits for GSSCPD. This cooperation is aimed at positioning Kuwait as a regional host for a centre of excellence in the regional arena.

### ***Knowledge***

The project focuses on capacity building and knowledge transfer. Training manuals will be produced for trained staff and research reports on policy issue, policy analysis and papers will be documented. Knowledge transfer will be promoted through the created and trained CoPs who will function as a social focal point for the centre to disseminate knowledge to the community.

A communication strategy to approach partnerships and stakeholders' engagement will include a media plan and other ways to generate visibility for the knowledge acquired and the lessons learnt during the process.

### ***Sustainability and Scaling Up***

The project will be implemented with a view to ensure KPPC's research and policy advice is widely appraised for providing quality policy-making support and implementation. Sustainability of the project results involves achieving sustainable institutional capacity and transfer of knowledge and skills. During the initial phases of the project, a sustainability and capacity indicator based on an institutional capacity assessment will be placed. In addition, the project will tackle specific thematic areas with the aim to be scaled up to include all other areas in the national development.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

The overall aim of this project is to establish KPPC in an effective and efficient approach. The project will work closely with other projects implemented under the 2015-2018 Country Programme to maximise synergies and improve the effectiveness of its actions. The project will draw the necessary international and regional expertise and best practices of UNDP to ensure the efficient and effective cost mechanisms during recruitment and procurement as well as other service activities.

### ***Project Management***

UNDP National Implementation Modality (NIM), with the support of the UNDP Country Office will prevail. GSSCPD takes the role of Implementing Partner. In addition to regular technical backstopping and monitoring activities, the UNDP Country Office shall provide the Implementing Partner with support services for the execution of the project.

The Project will be implemented guided by the following principles:

- 'Do no harm'. We will apply a 'Do No Harm' approach and ensure that our work does not inadvertently fuel conflicts Foster local ownership and skills transfer. This will be both through the Steering Committee, and also through our day-to-day involvement of counterpart institutions;
- Manage the programme in a flexible and responsive way. We will draw on the experience of our Kuwait staff, who are already able to solicit informal feedback from our counterparts, to make sure that we continue to be responsive to our counterparts' changing needs.
- Draw on local insight and expertise. Our plans to maximise the use of Kuwaiti experts who part of our team;
- Build momentum and demonstrate a positive impact during the early stages of the programme. This will be a key part of our programme under each component, including our emphasis on 'quick wins' and also of our M&E strategy; building a strong emphasis on lessons learning and knowledge management.



## V. RESULTS FRAMEWORK

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

CPD Outcome 3: Governance and institutional management are efficient, transparent, accessible, competitive, and accountable.

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

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.

### Applicable Output(s) from the UNDP Strategic Plan: Output 2.3 Capacities of human rights institutions strengthened

**Project title and Atlas Project Number:** The Institutional and Technical support for the establishment of Kuwait Public Policy Centre; Project number: 00102106

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	
<b>Output 1</b> <i>Institutional and technical preparation for the establishment of KPPC supported</i>	1.1 Political Economy analysis or Institutional Context analysis conducted.	<i>documentation</i>	0	2016	1		<i>Skill diagram report, Executive, SOPs, Risk Management documents. Delay's in final plans approval.</i>
	1.2 Business model of engagement and staff structure plan developed following the results of the PEA or ICA	<i>documentation</i>	0	2016	1		<i>Skill diagram report, Executive, SOPs, Risk Management documents. Delay's in final plans approval.</i>
	1.3 recruited KPPC staff	<i>documentation</i>	0	2016	1		<i>Recruited staff Delay in recruitment</i>
	1.4 Launch event establishing KPPC	<i>documentation</i>	0	2016	1		<i>Press release Delay in agreements on structure of KPPC</i>



<b>Output 2</b> <i>KPPC knowledge and behavioural insight (nudge capacity)</i>	2.1 Nudge unit / mechanism established including the experts on behavioural insight recruited	documentation	0	2016	1		1	<i>TORs and recruitment papers Delays in hiring consultants</i>
	2.2 Number of policy experimentations run by the Nudge unit	documentation	0	2016	1	3	4	<i>TORs and recruitment papers Delays in hiring consultants</i>
	2.3 Public Policy Capacity building on evidence-based policy planning,	documentation	0	2016	1	3	4	<i>Digital products manuals, training session's manuals, visits participants' feedback, plan documents. Delays in decision taking for the final digital products. Delays in implementing training master plan. Selecting best practice countries as SSC/TrC. Delay's in final plan approval</i>
<b>Output 3</b> <i>KPPC advocacy, outreach and partnership development reinforced</i>	3.1 A communication strategy developed	documentation	0	2016	1	1	2	<i>Strategy progress report, final communication strategy document. Delays in hiring consultants</i>
	3.2 Community of Practice developed	documentation	0	2016	1	2	3	<i>Individual CoP feedback. Low visibility of KPPC</i>
	3.3 Regional Conference on Policy Planning Challenges and Solutions Pathways (e.g. nudge units)	documentation	0	2016	1	0	1	<i>Feedback from participants and their reports</i>
	3.4 Youth and public policy making Initiative 2020	documentation	0	2016	1	1	2	<i>Final concept note for the initiative Delay's in the final product</i>



## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	GSSCPD	-
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	GSSCPD	-
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	GSSCPD	-
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	GSSCPD	-
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	GSSCPD	-
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved	Quarterly, annually, and at the end of the project (final report)	Quarterly, and annual reports on the achievements of the project and its status.	GSSCPD	-



	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.					
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	GSSCPD	-	

**Evaluation Plan<sup>13</sup>**

<b>Evaluation Title</b>	<b>Partners (if joint)</b>	<b>Related Strategic Plan Output</b>	<b>UNDAF/CPD Outcome</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Cost and Source of Funding</b>
Final evaluation of the project	-	2.3	3.1	31 Dec. 2018	GSSCPD	20,000 USD - Government

<sup>13</sup> Optional, if needed



## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	Total		Funding Source	Budget Description	Amount
<b>Output 1</b> Institutional and technical preparation for the establishment of KPPC supported.	1.1 Activity: conduct a political economy analysis of the KPPC							
	1.1.1 Consultant conducting PE/IC assessment	40,000	-	40,000		GoK 30071		40,000
	1.1.2 Workshop presenting the findings of the assessment and suggested ways forward							
	1.2 Activity: Develop an institutional organizational structure and strategy for KPPC							
	<b>Actions:</b> - Consultancy services on setting up institutional skills diagram, functional job categorization, executive plan, SOPs and staff capacity development plan, a risk management plan with the key performance indicators (KPIs)	60,000	-	60,000		GoK 30071		60,000
	1.3 Activity: Develop Strategy for KPPC including a technical capacity plan for KPPC							
	<b>Actions:</b> - Develop a dynamic website. - Developed a digital database, train staff on digital materials' use, develop a training manual for the database. - Technical visits	50,000	10,000	60,000		GoK 30071		60,000
		50,000	10,000	60,000				60,000
		30,000	30,000	60,000				60,000



	MONITORING	-	-	-	-	GSSCPD, UNDP			280,000
<b>Output 2</b> KPPC knowledge and behavioural insight (nudge) capacity-building established	<b>Sub-Total for Output 1</b>								
	2.1 Activity: Establish KPPC Knowledge base								
	<b>Actions:</b>								
	- Recruitment of experts/consultants on policy research and analysis (3 chief technical advisors)	725,000	650,000	1,375,000					1,375,000
	- Issuance of policy papers (15-20 papers)	100,000	100,000	200,000		GSSCPD, UNDP	GoK 30071		200,000
- Recruitment of behavioural insights experts on the application of policy experimentations and nudge interventions	100,000	100,000	200,000					200,000	
- Establishment of a community of practice (CoP) and train its members through regular meetings and workshops (3 workshops annually)	50,000	50,000	100,000					100,000	
	MONITORING	-	-	-	-	GSSCPD, UNDP			
<b>Output 3</b> KPPC Policy advocacy, outreach and partnership development reinforced.	<b>Sub-Total for Output 2</b>								1,875,000
	3.1 Activity: Build strategies for advocating and outreaching KPPC partners								
	<b>Actions:</b>								
- Recruiting a Consultant to Develop a communication strategy, including social media outreach	-	100,000	100,000			GSSCPD, UNDP	GoK 30071		100,000



3.2 Activity: Training on Policy development and formulation Actions:	- Periodic training courses on policy research methods and studies.	30,000	30,000	60,000				60,000
	- KPPC Award of high quality paper enabling selection of attending further qualification at Global Policy Centre in Singapore	15,000	15,000	30,000			GoK 30071	30,000
	- Youth innovation Partnership on Public Administration	15,000	15,000	30,000				30,000
	3.3 Activity: Develop new partnerships for KPPC							
	<b>Actions:</b>							
	- Host national and regional forums on key development policy debates.	30,000	30,000	60,000				60,000
	- Develop national partnerships	25,000	25,000	50,000		GSSCPD, UNDP	GoK 30071	50,000
	- Develop new partnerships, regionally and internationally (south-south cooperation)	50,000	50,000	100,000				100,000
	- Develop strategic collaboration (MOUs) with regional and international policy centres, corporations and businesses.	50,000	50,000	100,000				100,000
	MONITORING	-	-	-	-	-	-	-
<b>Sub-Total for Output 3</b>								
<b>Evaluation</b>		0	20,000	20,000	UNDP	GoK 30071		20,000
<b>Project Management</b>	Project Coordinator	120,000	120,000	240,000	UNDP	GoK 30071		240,000
<b>General Management Support (3%)</b>		46,200	42,150	88,350				88,350
<b>TOTAL</b>		1,586,200	1,447,150	3,033,350				3,033,350



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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will follow the implementation modality ‘Support to NIM’ where the Implementing Partner of the project will be the GSSCPD. Responsible Parties for implementation of each key activity will be the GSSCPD and related Government entities as will be advised by GSSCPD. GSSCPD will be responsible for planning and overall management of project activities, reporting and accounting of the project. It will be accountable 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 Plan. GSSCPD in its role as implementing partner will be supported by a Project Coordinator to ensure the needed support is provided to the Responsible Parties to enable them to carry out the project activities.

GSSCPD 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 Coordinator as in the diagram below. The Project Coordinator will be hired through a competitive process led by UNDP and GSSCPD where he/she will work primarily from the premises of GSSCPD and UNDP. The Project Coordinator will ensure that day-to-day activities are carried out on behalf of the Project Board within the arrangements (time and budget) laid down by the Project Board. The Project Coordinator 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 Coordinator 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 – GSSCPD and entities that will be advised by GSSCPD after the theme selection.

The Board is responsible for making consensus basis management decisions for the project when guidance is required by the Project Coordinator, 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 Coordinator. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board during the first meeting. The Board is consulted by the Project Coordinator for decisions when tolerances have been exceeded. Project Assurance supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The DRR will hold the Project Assurance role for the UNDP Board member.

The Project Coordinator is assisted by three chief technical advisors, given the complexity of the project, there is a need for experts who can take responsibility of the quality of outputs. For instance, under project coordinator there would be:

1. Chief Technical Policy Advisor on Policy research and analysis (head of Policy research & analysis Unit) with consultants/expert under him.
2. Chief Technical Policy Advisor on Nudge (head of Nudge unit): with nudge experts under him.



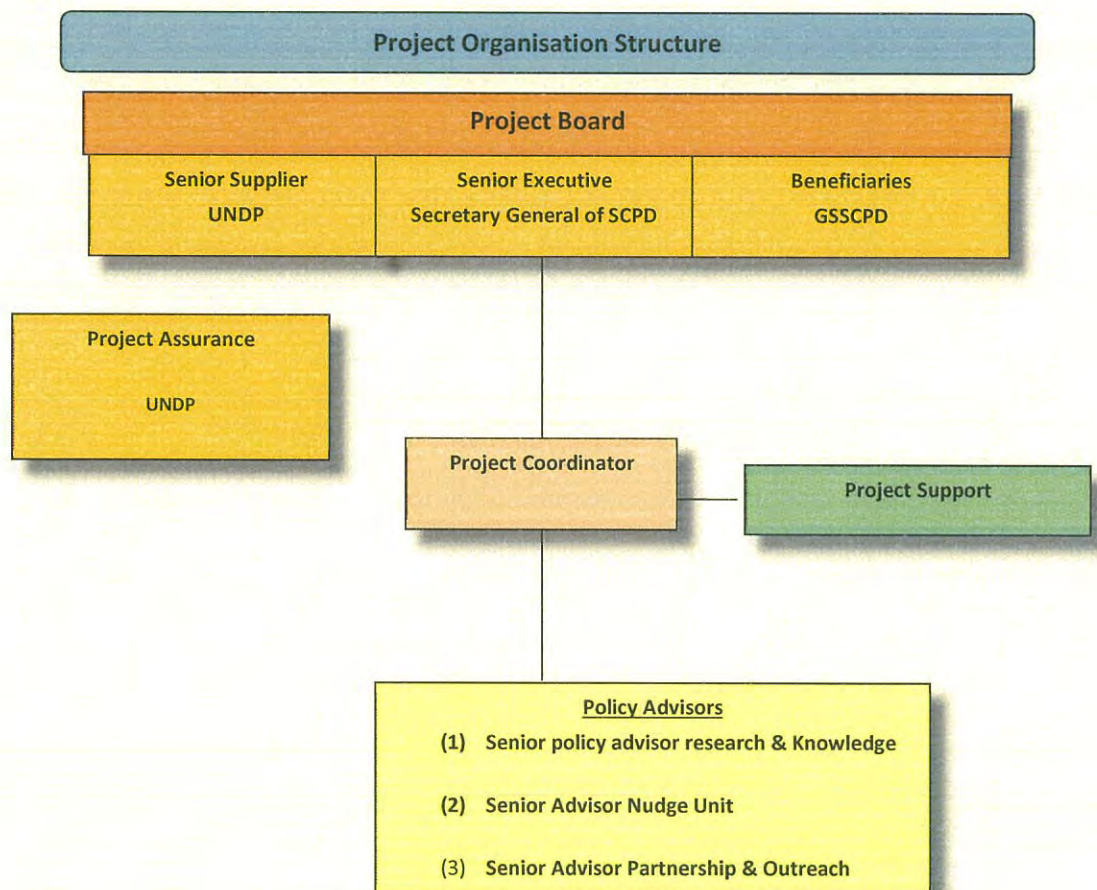
3. Chief Technical Communication Advisor (head of Outreach Unit).

This arrangement will make sure that each activity mentioned here is done timely with high quality (of white paper, nudge policies).

The project will start after signature of the Project Document until the end of 2018. GSSCPD will assign a focal point to kick start implementation and hiring of the Project Team. GSSCPD will provide a contribution of USD 3,033,350. UNDP will be the budget holder of the funds under the National Implementation modality. Purchase of non-expendable equipment and services will be done by UNDP at the request of the implementing partner and/or the Project Coordinator once he/she is in place. The request should be based on a procurement plan submitted along with the work plan and on an agreement to be signed with the government. UNDP charges Implementation Support Services fees as per the Universal Price List. The project will be subject to audit at least once in its lifetime based on UNDP's financial rules and regulations if no Letter of Agreement (LOA) is signed.

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





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## **IX. LEGAL CONTEXT AND RISK MANAGEMENT**

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

### 1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

### 2. Implementing Partner:

- Government Entity (NIM)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects



## X. 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 coordinator 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>

### 2. Social and Environmental Screening Template

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



**3. Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Management Response	Owner	Submitted by	Status
1	Governmental/UNDP Leadership cycle shortness and unexpected turnover	Project Initiation Date	<b>Political</b>	P=2; I=3	Develop alternative plans of action. Standardize and institutionalize further the project.	<b>GSSCPD/UNDP</b>	UNDP	No Change
2	Lack of responsiveness and coordination	Project Initiation Date	<b>Operational</b>	P=3; I=3	Establishing regular channels of coordination. Liaising regularly with GSSCPD.	<b>GSSCPD/UNDP</b>	UNDP	No Change
3	Delay in the recruitment process/identification of qualified staff	Project initiation date	<b>Operational</b>	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.	<b>GSSCPD/UNDP</b>	UNDP	No Change
4	Delay in procurement processes to ensure project delivery	Project initiation date	<b>Operational</b>	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	<b>GSSCPD/UNDP</b>	UNDP	No Change



4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

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

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

#### **Terms of Reference: Project Board**

The Project Board will include a number of concerned groups below and will act as a planning body. The Board will be 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
- 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 Coordinator
- Delegate any Project Assurance roles as appropriate
- Commit project resources required by the plan

*As the project progresses:*

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Review each completed project stage and approve progress to the next
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes
- Assure that all planned deliverables during each stage are delivered satisfactorily

*At the end of the project:*

- Assure that all products deliverables are delivered satisfactorily
- Review and approve the end project report (if required)
- Make recommendations for follow-on actions if required

#### **Terms of Reference: Project Assurance**

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 Coordinator; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Coordinator.



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 Coordinator**

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

#### **The Project Coordinator Responsibilities:**

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

#### **Qualifications and Experience**

- 7 years working experience in a field related to programme management, social science or any related fields.
- Previous experience in capacity building and institutional development activities.
- Advanced university degree in project management, social science, public administration or other job-related discipline.
- Proficiency in English and Arabic Languages spoken and written.
- Excellent communication skills and maturity in dealing with partners



- Sensitivity to gender issues
- Capacity to liaise effectively with the media.



