

## Portfolio Project Document

**Title: Institutional, Technical and Innovation Support for Effective Policy Research, Formulation, Advocacy and Implementation towards Kuwait Vision 2035 and SDGs, through the Kuwait Public Policy Center (KPPC)**

Project (1)	Project (2)
<b>Project Title:</b> The Institutional and Technical support for the operations of Kuwait Public Policy Centre	<b>Project Title:</b> The Institutional Collaboration for Evidence-Based Policy Research
<b>Project Award Number:</b> 00098909	<b>Project Award Number:</b> 00119612
<b>Implementing Partner:</b> GSSCPD	<b>Implementing Partner:</b> KFAS

**Start Date:** 1 January 2019 **End Date:** 31 December 2020 **PAC Meeting date:** 23 January 2019

### 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 has established the Kuwait Public Policy Centre (KPPC) as part of GSSCPD. KPPC aims to serve 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 aiming to be a platform to analyse, advocate and support policy decisions and to direct attention towards priority development issues within the national context and concerns that are relevant to the public as well as policy makers. In this portfolio, UNDP collaborates closely with GSSCPD and Kuwait Foundation for the Advancement of Science (KFAS) to support the KPPC in addressing policy making gaps and mainstreaming policy research, analysis and studies in the policy making process. This portfolio will provide a framework of how UNDP will accompany the GSSCPD in its ambition to improve the quality of policy making in Kuwait while collaborating with KFAS to bring together scientific and evidence-based perspectives to policymaking. The portfolio will support in achieving a policy-focused national development plan with streamlined policies on health, economic diversification, public administration, education and labour market, and energy and environment; as well as expand public engagement by engaging all parties including citizens, private sector, and civil society organizations (CSOs) in the policymaking process.

The *Institutional and Technical support for the operations of Kuwait Public Policy Centre* project will have GSSCPD as the Implementing Partner. The project will focus on the institutional and capacity development of the centre by laying out the internal structure and operating model. In addition, it will provide policy advisory support for the development of the next Kuwait National Development Plan (KNDP) 2020-2025. Moreover, the project continues to be the platform for policy coordination and open dialogue on emerging policy issues with national stakeholders around Kuwait Vision 2035 seven pillars. It will capitalize on the UNDP's mandate and strategic vision and aims to promote efficient governance and institutional management.

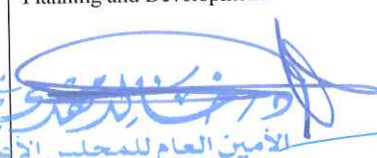
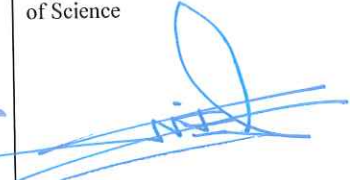

The *Institutional Collaboration for Evidence-Based Policy Research* project will be implemented by KFAS to facilitate national policy planning and development through research activities that bring together diverse scientific and evidence-based perspectives. The project's scope will leverage the existing collaboration between KPPC and the Kuwait Foundation for the Advancement of Science (KFAS) and build on KFAS existing partnerships with renowned universities and international research institutions as well as its network of local subject matter experts. The objective is to continue to capitalize on the expertise of KFAS in the areas related to the national development priorities of the country. Through close and synergistic partnership with KFAS, the latter assumes a strategic and critical role in liaising with its international network to provide the right and expedited technical support in the production of white policy and background papers as well as ensuring a sustained and institutional source of vetted and reliable knowledge production for KPPC.

**UNDP Strategic plan (2018-2021):** outcome (2): Accelerate structural transformations for sustainable development

**Contributing Outcome (CPD):** 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>	USD 4,690,105	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	
	<b>Government:</b>	USD 4,690,105
	<b>In-Kind:</b>	Office, facilities
<b>Unfunded:</b>		

Government of Kuwait	KFAS	UNDP
<b>Dr Khaled Mahdi</b> Secretary-General of the General Secretariat of the Supreme Council for Planning and Development	<b>Dr Adnan Shihab-Eldin</b> Director General Kuwait Foundation for the Advancement of Science	<b>Ms. Hideko Hadzialic</b> Resident Representative United Nations Development Programme
 Date:	 Date:	 Date:

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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 (New Kuwait 2035), the State's role in human, economic and knowledge development in the light of its pledge to the 2030 Agenda for Sustainable Development and its 17 sustainable Development Goals (SDGs). With Kuwait's 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 policies, long-term vision as well as the 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 the current KNDP 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 to transform Kuwait into a financial and trade hub, attractive to investors, where the private sector leads the economy. The GSSCPD aims to address this levelling up the policy making performances gearing up and preparing for the KNDP 2020-2025.

Therefore, the development challenge is the incongruous<sup>1</sup> development policies which entails the presence of some shortcomings in the policy making process. 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

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<sup>1</sup> Incongruous here means: "not in harmony or keeping with the surroundings or other aspects of something"

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.

Acknowledging the need for policy research and guidance on improving policy making as explained above, in November 2016, GSSCPD acknowledged the necessity of developing the KPPC. The latter serves as a research centre for policy analysis capable of providing policy makers and other stakeholders with evidence-based policy advice to make informed decisions. The centre has been created in the new organizational structure of GSSCPD as a unit under the Secretary General's office 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.

The Centre is envisaged to perform the following tasks<sup>2</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 centers.

After a scoping mission (20-24 November 2016) where UNDP held several focus group meetings with different governance stakeholders like Ministries, research centres and civil society, and international agencies operating in Kuwait, the GSSCPD has recognized the importance of creating a policy centre that 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. A project to technically and institutionally support the establishment of KPPC started implementation in February 2017. Since then, UNDP has been implementing a project to support the GSSCPD in supporting technically and institutionally in establishing the KPPC. The project was able to achieve tangible results in improving policymaking performance. This is through the development of white policy papers as well as policy research and studies that are related to the different pillars in the KNDP and New Kuwait 2035. In addition to policy research, the centre succeeded by advancing the behavioural insights agenda in Kuwait through the establishment of a nudge unit under KPPC called: Kuwait Policy Appraisal Lab (KPAL).

Supporting the KPPC in this development goal 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. As 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.

Moving towards the next mid-range plan KNDP 2020-2025, the KPPC is envisioned to play a strategic role in informing the policies related to the 7 pillars of New Kuwait Vision 2035. The current capabilities of the centre need strengthening and support in knowledge building to achieve a more informed decisions for policymakers. In addition, GSSCPD and KPPC recognize the need to collaborate on the production of evidence-based policy research, specifically with leading academic universities and research centres. More specifically, the centre is looking to build more on the partnership with KFAS to capitalize on the platform that the latter has on both the local and international levels. Moreover, the credibility of KFAS among national stakeholders and citizens in Kuwait will support the KPPC in building a solid foundation at the heart of the Kuwait policymaking landscape.

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<sup>2</sup> SCPD new organizational structuring

Moreover, the portfolio seeks to bridge academic research with policy related work and ensures that the research conducted by KFAS has a champion in the government sector.

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## II. STRATEGY

### Theory of Change

From one hand, anticipating the next KNDP 2020–2025 policy design cycle, the GSSCPD aims to strengthen Kuwait's public policy planning mechanism and capacity to design strong dynamic and efficient policies from the onset. For this reason, strengthening the KPPC to review the status of policy making is imminent, specifically those related to the KNDP. The portfolio aims to support the centre in reviewing and developing evidence-based policies and collaborating with other national and international research centres and academic institutions in producing policy papers.

From the other hand, 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 and public policy do is rooted in practice but also 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.

Therefore, the KPPC and GSSCPD recognize the importance of partnerships and collaboration when it comes to the production of evidence-based policy research, specifically with leading academic universities and research centres. The portfolio will level-up the partnership of KPPC with KFAS to ensure that the centre capitalizes on KFAS ongoing efforts to drive the use of scientific research in developing evidence-based public policies. It will also support in advancing academic research to be policy oriented to feed into the policymaking process in Kuwait and geared to better inform decisions of policymakers. The leading role of KFAS in Kuwait as well as in the region, in addition to its international collaborative programme with renowned universities will support the centre in building a solid foundation for KPPC at the heart of the Kuwait policymaking landscape. Moreover, building on its strong credibility among national stakeholders (from private sector, CSOs, NGOs, academic researchers and scientific community), KFAS will support the centre in activating the Community of Practices (COPs) for the different policy areas.

Consequently, the chosen solution pathway is:

- Policymaking is more evidence-based and feedback mechanism is improved to assess policy relevance. Policies will be subject to regular evaluation and impact assessment to ensure that results are achieved and corrective measures are taken.

This portfolio will level-up the culture of evidence-based policymaking and strengthen the role of KPPC in the development of the upcoming Kuwait National Development mid-range plan 2020-2025. This will be achieved through a dedicated project within this portfolio with the GSSCPD to strengthen the centre institutionally and technically so that it achieves its mandates and objectives.

- Transforming the government from being an operator to becoming a regulator through the expansion of the private sector role and reforming the public administration to be more agile and responsive. These policy results are based on expanding public engagement by engaging civil society organizations and citizens in the policymaking process; improving collaboration across government institutions; and building partnerships with international policy research centres to accelerate the knowledge transfer.

Therefore, a dedicated project in this portfolio will capitalize on the expertise of KFAS in the areas related to the national development priorities of the country. Through close and synergistic partnership with KFAS, the latter will assume a strategic and critical role in liaising with its local and international network to provide the right and expedited technical support in the production of white policy and background papers based on the research agendas for each pillar developed by KPPC as well as ensuring a sustained and institutional source of vetted and reliable knowledge production for KPPC.

## Background on KFAS

The Kuwait Foundation for the Advancement of Sciences (KFAS) has a 40-year history of supporting the advancement of science and technology in Kuwait. In 1976, a visionary call by the late Amir of Kuwait, Sheikh Jaber Al- Ahmad Al-Jaber Al-Sabah, then Crown Prince and Prime Minister of Kuwait, was favourably embraced by the Chamber of Commerce and leaders of the economic sector in the country. It resulted in the establishment of KFAS by an Amiri Decree on 12th December 1976; stating its mandate as a private non-profit organization devoted to supporting top-notch scientific research today and promoting innovation across the different sectors of society. The Foundation's work is overseen by a Board of Directors, chaired by H.H. the Amir, Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah. It is financially supported by Kuwaiti private sector companies who have made generous contributions throughout the years, the contribution is currently set at 1% of their net annual profit. KFAS is a private non-profit organization dedicated to supporting the progress and advancement of science and technology. The main objective of KFAS is to stimulate creative initiatives and build a solid scientific and technological base while at the same time creating an environment that encourages innovation. Current projects include widening the public awareness of science, creating an environment in which innovation can flourish, and enhancing private and public sector research capacities. KFAS also works with talented and gifted individuals and gives them the financial and practical support they need to turn their ideas into reality.

### *KFAS International Collaborative Programme*

The exclusivity of KFAS in the state of Kuwait stems from its established International Collaborative Programme with renowned academic and research institutions worldwide. It offers jewel opportunities for future researchers, leaders, and key policymakers from various state ministries and private sector to work closely and benefit from the expertise of best-in class institutions and academic institutions around the world. The Foundation provides various collaborative programs, professional trainings, workshops, conferences and collaborative research projects to achieve the following goals:

- Promoting evidence-based policymaking;
- Enabling the innovative capacity of the private sector;
- Supporting research capacity-building programs in research institutions;
- Promoting technology transfer and best practices in applied research.

The international collaborative programme of KFAS includes partnerships with the below renowned institutions:

- Harvard Kennedy School;
- Oxford Institute for Energy Studies (OIES);
- London School of Economics and Political Science (LSE);
- Fondation Nationale Des Sciences Politiques (Sciences Po); and

### KPPC Portfolio Document: Outcome and Outputs

After the inception phase of establishing the centre, the objective of this portfolio is to strengthen the role of KPPC institutionally and technically to become a pioneer policy centre in the State of Kuwait to address policymaking gaps, mainstream policy research, and present a more informed decisions to policymakers.

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

The overall outcome will be reached through the following two projects:

- A. The first project: **“The Institutional and Technical support for the operations of Kuwait Public Policy Centre”** will have GSSCPD as IP and will include 3 outputs:
  - Output 1: Institutional and Technical Capacity for the KPPC Developed
  - Output 2: Technical Policy Advisory and Research Support provided and KPAL supported
  - Output 3: KPPC Advocacy, Outreach, and Partnership Development Reinforced
  
- B. The second project: **“The Institutional Collaboration for Evidence-Based Policy Research”** will have KFAS as IP with 1 output:
  - Output 4: Strategic Collaboration with KFAS for Evidence-based Policy Research supported

### **Project 1: The Institutional and Technical Support for the Operations of Kuwait Public Policy Center”**

After the inception phase of UNDP’s support in establishing KPPC, the portfolio is targeting more strategic support in strengthening the internal capacity of the KPPC. The portfolio will play a role in being a platform for KPPC to be exposed to best practices in this field and level-up the calibre of KPPC as a government unit to be able to add value in the policymaking process.

This includes fostering the capabilities of the internal capacity and ensure that transfer of knowledge is made.

#### **Output 1: Institutional and Technical Capacity for KPPC developed**

Based on the institutional context analysis conducted previously, the survey acknowledged the appetite and eagerness in moving towards a KPPC that would enhance the policy planning performance. The next phase will include a better understanding of the mandate, strategy, mission, vision and strategic objectives of the centre. Having a strong institutional structure and understanding is key as institution-building impacts the sustainability of the centre. The work will also include establishing a governance framework and operating model for the centre and the board of advisors. Moreover, the project will support in mapping the policymaking process and the various stakeholders involved in the policymaking landscape in Kuwait. Laying out the internal strategy of the centre and identifying the key strategic objectives will take place in order to align the policy research and various activities to the common objectives and KPIs of KPPC.

In addition, a capacity development and strengthening plan will be set. 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, periodic training courses will also be set to strengthen the capacity of the Centre’s staff on methods for developing policy research and studies, impact assessment and performance measuring techniques, and policy-oriented research. Technical visits can take place to share experiences of other countries in this field (such as UNDP policy centres, nudge units, policy centres and others).

This output will result in a well-established and fully functional think-tank entity at the heart of the Kuwait Government; equipped with required capacities and governance operating model, and capable of spearheading the policymaking process in Kuwait by providing non-biased and evidence-based decisions.

#### **Output 2: Technical Policy Advisory and Research Support Provided and KPAL Supported**

Moving from the institutional to technical support, the portfolio will provide technical and policy making support to the development of the upcoming mid-range KNDP 2020-2025. Activities will include recruitment of advisors and policy experts to validate white policy papers aligned to the research agendas of every pillar in the KNDP developed by KPPC, coordinate and engage with relevant stakeholders to ensure inclusive and participatory policymaking approach, and strengthen the internal capacity to develop research in-house through hands-on training in policy research.

As one of the functions of KPPC is to coordinate among national stakeholders and ensure holistic approach in policymaking process, this output will focus on aligning the research work of KPPC with different ministries, the parliament and relevant parties. By doing so, the centre helps in harmonizing the development of policies and make sure that line ministries align their sectorial strategies and plans with the set roadmap and policies. The idea is to foster an on-going culture of producing research and validating the findings with relevant stakeholders.

This output will also coordinate with the Supreme Council for Planning and Development (SCPD) and its three committees to validate the research findings and policy recommendations as well as support in advisory requests. This will ensure that the KPPC is responding and catering to policymakers and supporting them with informed decisions. In line with that, technical advisory support to emerging policy issues will be provided to review sectorial national strategies, proposals of new laws and regulations, as well as other policy related studies and technical notes. In this area, the idea is to strengthen the role of the centre to equip it internally to eventually become a clearing house for all public policies to be streamlined and reviewed based on scientific and rigorous evidence before being passed by law. The aim is also to equip the KPPC with the needed skill set to enable it to be involved with specialized policy committees at the National Parliament to review and provide technical advice on new proposed policies, laws, and regulations. As the centre is growing and gaining more trust from the government, the portfolio will ensure continuous support for the KPPC to provide sound review, advice, and recommendation of public strategies, plans, and policies.

More than that, the portfolio will activate its partnerships with local, regional, and international policy centres, think tanks, and NGOs/CSOs. The latter include the Issam Faris Policy Institute at the American University of Beirut, the Centre of Governance at the University of Ottawa, among others.

When it comes to the application of behavioural economics into public policy, UNDP's support in establishing the Kuwait Policy Appraisal Lab (KPAL) will continue. 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 around the globe. The emergence of "Nudge", as a cost-effective way to steer people's behaviour in a certain direction<sup>3</sup>, is transforming public policymaking in numerous policy contexts. Unlike traditional economic theories which are based on models and assumptions, behavioural science promotes 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. Technical guidance to national staff on how to run policy experiments and how to prepare a behavioural map from a policy challenge will be provided. In addition, as part of the mandate of the nudge unit (KPAL) to provide technical advice to government entities in the area of nudging, the portfolio will support in devising a capacity building plan in behavioural economics. It will coordinate and deliver training workshops geared to specialized units in different government entities and other national partners to build capacity on how to incorporate nudging and experimentation into their policy and program design. This activity will ensure that a strategic objective of the nudge unit is met which is to become a hub on behavioural economics in Kuwait public sector. It will support in setting up specialized units and teams within partner organizations and will strengthen collaboration on nudge with stakeholders.

Apart from capacity building, the portfolio will work with national team at KPAL to develop policy agenda for experiments on challenges with a behavioural root, specifically related to the KNDP policy areas. The experimentation will be conducted with close stakeholder engagement where challenges will be derived from stakeholders as well as current policies in the KNDP. The KPAL team will work on synthesising those challenges and pinpointing those that could have potential for experiments. Moreover, different workshops and panel discussions in partnership with other nudge units and labs in the region such as Nudge Lebanon and Qatar Behavioural Insights Unit will be conducted.

In order for the centre to achieve its strategic objectives, a customized macroeconomic model was developed as a tool to ensure evidence-based planning in Kuwait. In order to ensure that the model remains fully functional and up to date with the latest global changes, the project will provide support in updating and maintaining the model.

In mainstreaming policy research, analysis and innovation in the policymaking process in Kuwait, this output will result in policy-focused KNDP targeted to expand the role of the private sector to transform the government from an operator to a regulator. Also, policies for more effective, efficient and dynamic civil service system, agile and digital smart government, as well as citizen-centric public service delivery will be endorsed and monitored for implementation. These policies related to the Social Safety Nets (SSN) will be reviewed and revamped. Results in this output will also include policy experimentations on challenges that have experimental and behavioural roots to complement traditional policymaking tools.

### **Output 3: KPPC Advocacy, Outreach, and Partnership Development Reinforced**

Activities in this output 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. Website development and social media accounts will be launched to improve engagement with the public in Kuwait and stakeholders and improve the knowledge sharing of KPPC research and knowledge products. Internal capacities at the KPPC will be built in the areas related to communication and knowledge management to be able to populate the website and social media platforms with relevant content and information.

The communication 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. 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 centers, corporations and businesses.

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<sup>3</sup> Thaler, R. H., & Sunstein, C. R. Nudge: Improving Decisions About Health, Wealth, and Happiness.

Results from this output include knowledge transfer as well as a holistic and participatory policymaking approach through continuous engagement with citizens, CSOs, Non-Governmental Organizations (NGOs), and public and private sectors. Through public events and lectures, as well as policy forums and discussions, this output will seek to increase trust from the public in the policymaking process and leverage engagement in putting policies in place.

## **Project 2: “The Institutional Collaboration for Evidence-Based Policy Research”**

### **Output 4: Strategic Collaboration with KFAS for Evidence-based Policy Research Established**

Activities in this output will focus on the provision of technical support through KFAS partnerships with renowned universities and international research institutions to support national policy development and production of policy papers. Through the various knowledge products produced and policy papers generated, the KPPC will be able to deliver its mandates and support the GSSCPD in informing the upcoming mid-range 5-year national development plan (KNDP) 2020-2025. The output will draw on the expertise of KFAS and its close ties with world scientific institutions and research strategic think tank centres, in addition to its network of local subject matter experts. The output also comes within the work of KPPC to enhance cooperation and strengthen partnerships with institutions and research centres and to build bridges of cooperation, scientific knowledge and expertise exchange. The strategic collaboration with KFAS will focus on producing evidence-based papers and research documents with technical analysis and solutions to various policy challenges facing the country by drawing on academic experience. The research work will come under the umbrella of the KNDP and the developmental priorities of the country. Moreover, the project with KFAS as IP will enable the KPPC to achieve its plan in an expedited manner by drawing on the existing agreements and collaborations between KFAS and leading institutions such as London School of Economics (LSE), Harvard Kennedy School, Oxford Institute for Energy Studies, and Science Po among others.

Another activity in this output will be to design and implement a national competition for the use of the macroeconomic model to run policy scenarios and develop policy papers. The objective is to foster the culture of testing and evidence-based planning in Kuwait. It will strengthen the capacity of local researchers and economists in modelling different scenarios and analysing data and forecasts. The competition will build on the extensive experience of KFAS in managing and administering scientific and research awards and prizes in the region. KFAS is a pioneer in celebrating scientific achievements by awarding various prizes and running national competitions on various scientific topics. In addition, the idea will be to facilitate cooperation and team building across social scientists, economists, and public policy researchers in Kuwait, allowing them to exchange knowledge and collaborate on common research theme.

The project with KFAS will also build on its experience in knowledge management and KFAS’s credibility among researchers and practitioners in Kuwait. Activities will also include the implementation and support of national Community of Practices (COPs) composed of practitioners and researchers to represent a reference point for the policy centre in addressing different disciplines and issues (Urban, Health, Energy, Education, among others). The aim is to promote a powerful process of social learning and shared practices. The importance of this initiative stems from the need to bring together key national stakeholders, involved in the development, implementation and monitoring of the projects in the KNDP. This setting will foster discussions and knowledge sharing which is crucial to align strategic directions and pool efforts to inform evidence-based policymaking. In addition, the COPs will ensure sustainability of KPPC and KFAS efforts and the mobilization of leading national researchers, subject matter experts, academics, policymakers, and civil servants.

Results from this output will be integrated policies and research that informs the decisions of policymakers, the research outputs will ensure that KFAS has a government champion in KPPC to push the implementation of reforms and changes in the government work.



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### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

This portfolio aims to enhance the institutional functioning of Kuwait Public Policy Centre and support its technical, communication, knowledge and outreach towards assisting policymakers and practitioners to develop more effective solutions to development plan challenges. Within the portfolio, the first project will support GSSCPD in operating and growing the policy centre through offering technical and institutional support. It will add momentous value to the development of national policies in the KNDP and complement existing studies and research related to the 7 KNDP pillars conducted by KPPC by bridging research and policymaking gaps. The first project will support the knowledge base expertise on policy research and analysis with a focus on conducting policy research and developing policy papers related to the research agenda. It will also build on best international practices in applying behavioural science into public policy by supporting KPPC/ KPAL through the implementation of policy experiments that are at the heart of the KNDP. The first project will extend the support to include developing advocacy, outreach, capacity-building and partnerships, both at the local, regional and international levels. The second project, on the other hand, through partnership with KFAS and its international and national collaborative programme, aims to provide accurate and reliable unified and standardized policy research to build upon future policy plans and strategies. The centre seeks to grow as a reliable resource that will influence national policies and strategies.

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

For the first project with GSSCPD, funds will cover the cost of consultants and service providers 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. For the second project with KFAS, funds will cover the cost of research papers and studies conducted by service providers through the local and international partners of KFAS.

#### *Partnerships*

Understanding the importance of partnership for the success of the centre, this portfolio has been created to leverage the collaboration with KFAS and benefit from its local and international partnerships with renowned research institutions as well as its network of local subject matter experts. The maximum collaboration and partnership between different stakeholders, including GSSCPD and other stakeholders such as government entities, research, scientific and academic institutions, universities, CSOs paves the way for the centre's success. The core of the portfolio is the production of a knowledge base for the policy centre. This is partly reinforced through engaging stakeholders and forging partnerships with national, regional and international centres.

#### *Risks and Assumptions*

The successful implementation of the portfolio 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 portfolio.

However, these risks are to be estimated as relative and acceptable. On 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*

To ensure participatory approach in developing evidence-based policies, the portfolio will engage national stakeholders that are related to each policy area in the KNDP. Stakeholders are to be mapped from the start of the portfolio implementation making sure that they are consulted in any new policy development. Stakeholders include government entities, private sector, CSOs, academic and research institutions, and NGOs. Potential national, regional and international institutions will be targeted for partnership development through the implementation of the second project with KFAS. 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 portfolio.

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

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

### *Knowledge*

The portfolio will produce publications and research papers that will be standardized and endorsed by the KPPC board and GSSCPD. The white policy papers for each policy area will be validated by stakeholders and published. The portfolio focuses on capacity building and knowledge transfer. SOP manual 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 plan 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 portfolio 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 portfolio results involves achieving sustainable institutional capacity and transfer of knowledge and skills. During the initial phases of the portfolio, a sustainability and capacity development plan based on an institutional capacity assessment will be placed. In addition, the portfolio 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. PORTFOLIO MANAGEMENT

### *Cost Efficiency and Effectiveness*

The overall aim of this portfolio is to support KPPC to be a pioneer policy centre in Kuwait. The portfolio will work closely with other projects implemented under the UNDP Country Programme to maximise synergies and improve the effectiveness of its actions. The portfolio 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.

### *Portfolio Management*

UNDP National Implementation Modality (NIM), with the support of the UNDP Country Office will prevail. GSSCPD and KFAS take the role of Implementing Partner for the first and second project, respectively. The two projects in the portfolio will be managed through one portfolio management team lead by a Portfolio Coordinator and stationed in the GSSCPD. In addition to regular technical backstopping and monitoring activities, the UNDP Country Office shall provide the Implementing Partners with support services for the execution of the portfolio.

The Portfolio 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 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 are 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 of our M&E strategy; building a strong emphasis on lessons learning and knowledge management.
- Implement with a sense of urgency: Capacity development support will adapt, as much as possible, to the fluidity of the transitional process by introducing flexible planning and fast-track procedures for the provision of services and goods, including the setting up of a stand-by group of experts, as well as establishing quick disbursement mechanisms to address unexpected critical needs in the achievement of key transitional benchmarks, such as consultative process, consensus building exercises, establishment of coordination mechanisms, emerging, or emergency policy-making advise.
- A balanced approach. Institutional development versus service delivery: The portfolio will support institutional development as an enabler of improvement in service delivery to the service users. This means that our primary focus will not be on institutions, but on seeking to address the problems identified by service users.
- Local ownership: The portfolio will adopt a partnership approach as this is essential to ensure the success and sustainability of the work; and to this end the portfolio will work to establish strong relationships, with other stakeholders, and to develop the level of trust needed for reform to be implemented.
- Gender and human rights: These will be an important consideration in all portfolio activities – both internal and external. At the portfolio level our approach to gender issues will encompass both ‘equality of opportunity’ and ‘equity of outcomes’. This will involve the inclusion of women in module activities as well as streamlining human rights through project activities.
- Flexibility and responsiveness: The module recognises that the partners have their own priorities (as articulated in their institutional strategic plan). To this end, we will be flexible to respond to the emerging needs.
- A Clear ‘Theory of Change’: To deliver this portfolio, a clarity as to what changes are expected from each activity is important as this will ultimately influence the impact of the work.

**V. MULTI-YEAR RESULTS FRAMEWORK**

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE				DATA COLLECTION METHODS & RISKS		
			Value	Year	2019	2020	FINAL		
<b>Output 1</b> Institutional and Technical Capacity for the KPPC Developed	1.1 Key institutional and technical capacity deliverables endorsed	documentation	0.5	2018	1	1	1	Skill diagram report, SOPs, Risk Management plans documents. Delays in final plans approval.	
	2.1 Evidence-based policy papers produced, and research paper developed	documentation	0	2018	7	3	10	Selecting best practice countries as SSC/TyC. Delays in final plan approval	
<b>Output 2</b> Technical Policy Advisory and Research Support Provided and KPAL Supported	2.2 KPAL Policy Agenda, capacity building plan developed, policy experiments (1-3) <sup>4</sup>	documentation	0	2018	2	3	3	TORs and recruitment papers Delays in hiring consultants	
	3.1 Communication and knowledge management plan developed, website and social media platform created, reports standardized and disseminated (1-3) <sup>5</sup>	documentation	0	2018	3	3	3	Strategy progress report, final communication strategy document. Delays in hiring consultants	
<b>Output 3</b> KPPC Advocacy, Outreach, and Partnership Development Reinforced	3.2 Periodic training sessions on public policy topics conducted	documentation	12	2018	10	6	16	Feedback from participants and their reports	
	4.1 Research papers and white policy papers produced leveraging on the partnership with KFAS	documentation	0	2018	3	2	5	Delays in implementation	

<sup>4</sup> Indicator 2.2:(1 -Developed Policy Agenda; 2- Capacity Building Plan Developed; 3- 3 Policy Experiments Implemented)  
<sup>5</sup> Indicator 3.1: (1- Communication and Knowledge Management Plan developed, 2- Website and Social Media Platform created, 3- Reports Standardized and Disseminated)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS			
			Value	Year	2019	2020	FINAL	
Strategic Collaboration with KFAS for Evidence-based Policy Research Established	4.2 Community of Practice developed for each policy area (KNDP Pillar)	documentation	0	2018	3	3	3	Delays in implementation

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## VI. MONITORING AND EVALUATION

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

Monitoring Plan	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Monitoring Activity</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the portfolio in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by portfolio management.	GSSCPD and KFAS	-
<b>Track results progress</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 portfolio management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	GSSCPD and KFAS	-
<b>Monitor and Manage Risk</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other portfolios and partners and integrated back into the portfolio.	At least annually	Relevant lessons are captured by the portfolio team and used to inform management decisions.	GSSCPD and KFAS	-
<b>Learn</b>	The quality of the portfolio will be assessed against UNDP's quality standards to identify portfolio strengths and weaknesses and to inform management decision making to improve the portfolio.	Annually	Areas of strength and weakness will be reviewed by portfolio management and used to inform decisions to improve portfolio performance.	GSSCPD and KFAS	-
<b>Annual Portfolio Quality Assurance</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 portfolio board and used to make course corrections.	GSSCPD and KFAS	-
<b>Review and Make Course Corrections</b>	A progress report will be presented to the Portfolio Board and key stakeholders, consisting of progress data showing the results achieved	Semi-annually, annually, and at the		GSSCPD and KFAS	-
<b>Portfolio Report</b>					

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	against pre-defined annual targets at the output level, the annual portfolio quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	end of the portfolio (final report)		
<b>Portfolio Review (Portfolio Board)</b>	The portfolio's governance mechanism (i.e., portfolio board) will hold regular portfolio reviews to assess the performance of the portfolio and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the portfolio. In the portfolio's final year, the Portfolio Board shall hold an end-of portfolio review to capture lessons learned and discuss opportunities for scaling up and to socialize portfolio results and lessons learned with relevant audiences.	Semi-annually	Any quality concerns or slower than expected progress should be discussed by the portfolio board and management actions agreed to address the issues identified.	GSSCPD and KFAS

**Evaluation Plan<sup>6</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Evaluation				April 2020		

<sup>6</sup> Optional, if needed

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## VII. MULTI-YEAR WORK PLAN: GSSCCPD<sup>7</sup>s

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET			RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
		2019	2020	Total				
<b>Output 1</b> Institutional and Technical Capacity for the KPPC Developed	<p><b>1.1 Activity: Develop an institutional organizational structure and strategy for KPPC including a technical capacity development plan</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>-Develop KPPC strategy, mission, vision, and KPIs</li> <li>-Technical development plan and study tours</li> </ul>	-	30,000	30,000	GSSCCPD, UNDP	GoK 30071		30,000
<b>Sub Total Output 1</b>								<b>30,000</b>
<b>Output 2</b> Technical Policy Advisory and Research Support Provided and KPAL Supported	<p><b>2.1 Activity: Evidence-based advisory support related to KNDP Pillars</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Policy research and analysis related to KPPC research Agenda</li> <li>- Development of white policy papers and policy briefs related to KNDP pillars and emerging policy issues</li> <li>- Development of policy research in collaboration with the KPPC partners (e.g. AUK, AUB, Ottawa)</li> </ul> <p><b>2.2 Activity: Support to KPAL- (Nudge Unit)</b></p> <ul style="list-style-type: none"> <li>-Development of Policy Agenda and capacity building.</li> <li>-Implementation of policy experiments and RCTs in collaboration with AUK, and AUB.</li> <li>-Regional behavioural exchange events and panel discussions in collaboration with Nudge Lebanon</li> </ul>	919,500	100,000	1,019,500	GSSCCPD, UNDP	GoK 30071		1,019,500
		110,000	-	110,000	GSSCCPD, UNDP	GoK 30071		110,000

7 Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

8 Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



	<b>2.3 Activity: Update Macroeconomic Model</b> -Maintaining and updating the macroeconomic model - Subscription to the Global Economy Model.	30,000	135,000	165,000	GSSCP, UNDP	GoK 30071	165,000	
<b>Sub Total Output 2</b>								
<b>Output 3</b> KPPC Advocacy, Outreach, and Partnership Development Reinforced	<b>3.1 Activity: Communication Plan and Media Support for advocating and outreaching KPPC partners</b> <u>Actions:</u> - Develop communication and knowledge management plan, including social media outreach, website development -Develop partnership with local CSOs and NGOs related to Public Relations (e.g. Public Relations Association) to support in knowledge dissemination and media - Providing branding support - Distribution of KPPC reports.	270,000	-	270,000	GSSCPD, UNDP	GoK 30071	270,000	270,000
	<b>3.2 Activity: Public Lecture Series Training on policy development and formulation</b> <u>Actions:</u> - Conduct periodic (monthly) public lectures bringing renowned speakers - Training courses on policy research methods and studies.	15,000	10,000	25,000	GSSCPD, UNDP	GoK 30071	25,000	25,000
	<b>3.3 Activity: Develop new partnerships for KPPC</b> <u>Actions:</u> - Host national and regional forums on key development policy debates. - Participate in national and regional forums on key development policy debates.	5,000	-	5,000	GSSCPD, UNDP	GoK 30071	5,000	5,000
<b>Sub Total Output 3</b>								
<b>Evaluation</b>	EVALUATION	--	20,000	20,000	UNDP	GoK 30071	20,000	20,000
<b>Portfolio Management</b>	Portfolio Team	145,500	78,000	223,500	UNDP	GoK 30071	223,500	223,500
<b>1,294,500</b>								

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General Management Support (3%)	44,850	11,190	56,040			56,040
<b>TOTAL</b>	<b>1,539,850</b>	<b>384,190</b>	<b>1,924,040</b>			<b>1,924,040</b>

### Multi-Year Work Plan: KFAS

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET				RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
		2019	2020	Total					
<b>Output 4</b> Strategic Collaboration with KFAS Evidence-based Policy Research	<p><b>4.1 Activity: Collaborate on joint research with KFAS using their International Collaborative Programme with Universities</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Produce policy research based on selected KPPC research agenda items including: Economic, Health, and Human capital.</li> <li>- Provide capacity building to KPPC and GSSCPD staff</li> </ul> <p><b>4.2 Activity: Implement National Competition for Economic Modelling and Scenario Planning</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Design and run national competition to use the macroeconomic model</li> <li>- Launch an wide-reaching media campaign to promote participation and cover the competition progress</li> <li>- Build national capacities on how to run the model</li> <li>- Develop policy papers and briefs by running scenario analysis.</li> </ul>	210,500	-	210,500		GoK 30071		210,500	
		400,000	-	400,000		GoK 30071		400,000	

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	4.3 Activity: Collaborate on local KFAS programmes and Implement National Community of Practice (COP) <u>Actions:</u> - COP composed of practitioners and researchers to represent a reference point for the policy centre in addressing different disciplines and issues (Urban, Health, Energy, Education, among others).	75,000	-	75,000	KFAS, UNDP	GoK 30071	75,000
	4.4. Activity: Support in Government Restructuring Study in collaboration with KFAS qualified vendors and/or research and academic institutions.	2,000,000	-	2,000,000	KFAS, UNDP	GoK 30071	2,000,000
	<b>Sub Total Output 4</b>						
<b>General Management Support (3%)</b>		80,565	-	80,565			80,565
<b>TOTAL</b>		<b>2,766,065</b>		<b>2,766,065</b>			<b>2,766,065</b>

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The portfolio will follow the implementation modality 'Support to NIM'. GSSCPD and KFAS will be respectively accountable for the production of outputs, the achievement of portfolio objectives and the use of portfolio resources in line with the objectives of this document and their respective Multi-Year Work Plans. GSSCPD and KFAS in their role as implementing partners will be supported by one portfolio Team to ensure the needed support is provided to the Responsible Parties to enable them to carry out the portfolio activities.

The portfolio and its two projects will follow the implementation modality "Support to NIM".

For the first project: "The Institutional and Technical support for the operations of Kuwait Public Policy Centre", 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. GSSCPD, as implementing partner, will be closely working with the portfolio team and will ensure timely (quarterly and annually) reporting of the results produced under the specific activities related to GSSCPD project. GSSCPD will also be part of the portfolio board which is responsible for making consensus basis management decisions for the portfolio. During the portfolio board, members will agree on the specific activities to be carried out by GSSCPD along with the allocated budget to co-sponsor the activity or as specified and agreed in the Annual Work Plan (AWP). A specific Terms of Reference (TOR) will be prepared for each activity outlining the expected deliverables, timelines, and requirements.

For the second project: "The Institutional Collaboration for Evidence-Based Policy Research", KFAS takes the role of Implementing Partner. KFAS will also be responsible for the implementation of output 4 in the RRF. It will be accountable for the production of the expected results from those activities and the use of the allocated project resources in line with the agreed upon Annual Work Plan for the project. In addition, KFAS, as implementing partner, will be closely working with the portfolio team and will ensure timely (quarterly and annually) reporting of the results produced under the specific activities related to KFAS project. KFAS will also be part of the portfolio board which is responsible for making consensus basis management decisions for the project. During the portfolio board, members will agree on the specific activities to be carried out by KFAS along with the allocated budget to co-sponsor the activity or as specified and agreed in the Annual Work Plan (AWP). A specific Terms of Reference (TOR) will be prepared for each activity outlining the expected deliverables, timelines, and requirements.

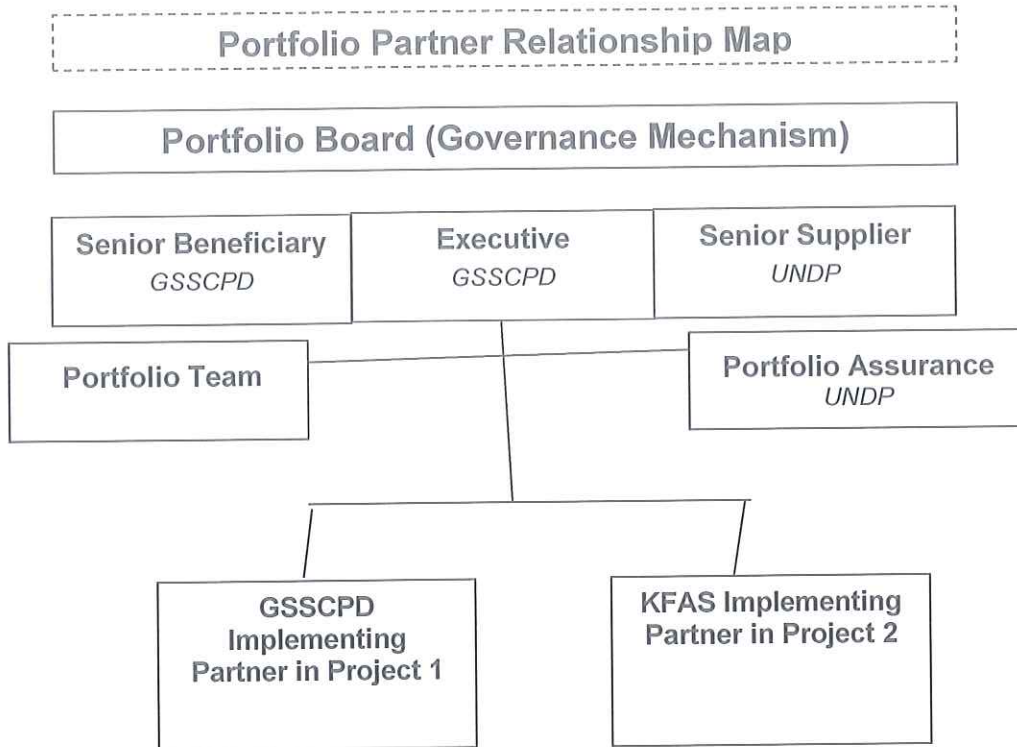
The management structure will consist of the Portfolio Board, Portfolio Assurance and a portfolio Team as in the diagram below. The portfolio Team will be hired through a competitive process led by UNDP and GSSCPD where he/she will work primarily from the premises of GSSCPD and UNDP. The portfolio Team will ensure that day-to-day activities are carried out on behalf of the Portfolio Board within the arrangements (time and budget) laid down by the Portfolio Board. The portfolio Team responsibility is to ensure capacity development of the Responsible Partners by providing the needed support to enable them to carry out the portfolio activities and ensure that the portfolio produces the results specified in the portfolio document, and within the specified constraints of time and cost. Any changes in the milestones and outputs of the portfolio will be discussed with and agreed upon by the Portfolio Board. The portfolio team will be responsible for preparing a detailed portfolio work plan and budget, reporting the day-to-day activities and progress of the portfolio, and submitting quarterly progress to UNDP and the Portfolio Board. He/she will also be responsible for managing the portfolio's budget and monitoring expenditures according to standard UNDP financial management rules and regulations, for maintaining all financial and other documentation related to the portfolio and for monitoring the portfolio's overall progress.

The Portfolio Board will consist of:

- **Executive:** individual representing the portfolio ownership to chair the group. The Executive is ultimately responsible for the portfolio, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the portfolio is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive must ensure that the portfolio gives value for money, ensuring a cost-conscious approach to the portfolio, 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 portfolio. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the portfolio. 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 portfolio. The Senior Beneficiary's primary function within the Board is to ensure the realization of portfolio results from the perspective of portfolio beneficiaries. The role represents the interests of all those who will benefit from the portfolio, 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 portfolio when guidance is required, including recommendation for approval of portfolio revisions. Portfolio reviews by the Board are made semi-annually during the running of a portfolio, or at milestones when raised by the Portfolio Team. Portfolio 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 portfolio Team for decisions when tolerances have been exceeded. Portfolio Assurance supports the Portfolio Board by carrying out objective and independent portfolio oversight and monitoring functions. This role ensures appropriate portfolio management milestones are managed and completed. The DRR will hold the Portfolio Assurance role for the UNDP Board member.



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## IX. ANNEXES

### 1. Risk Analysis.

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Management Response	Owner	Submitted by
1	Governmental/UNDP Leadership cycle shortness and unexpected turnover	Portfolio Initiation Date	Political	P=4; I=4	Develop alternative plans of action. Standardize and institutionalize further the project.	GSSCPD/UNDP	UNDP
2	Lack of responsiveness and coordination	Portfolio Initiation Date	Operational	P=2; I=4	Establishing regular channels of coordination. Liaising regularly with GSSCPD and KFAS.	GSSCPD/UNDP/ KFAS	UNDP
3	Delay in the recruitment process/identification of qualified staff	Portfolio initiation date	Operational	P=2; 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	UNDP
4	Delay in procurement processes to ensure portfolio delivery	Portfolio 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	UNDP

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

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

3. **Portfolio Board Terms of Reference and TORs of key management positions**

#### Terms of Reference: Portfolio Board

The Portfolio 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 Portfolio progress towards results. The Board meeting should be preceded by an agenda of such issues and should meet semi-annually or as needed. Members should include representatives of the following organisations:

- GSSCPD as elaborated below
- UNDP
- KFAS

The Portfolio Board's Responsibilities:

*At the beginning of the Portfolio:*

- Approve the start of the Portfolio via acceptance of the Portfolio Document
- Agree on Portfolio Management team responsibilities
- Appraise and approve the Portfolio plans submitted by the Portfolio Coordinator
- Delegate any Portfolio Assurance roles as appropriate
- Commit Portfolio resources required by the plan

*As the Portfolio progresses:*

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

*At the end of the Portfolio:*

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

#### Terms of Reference: Portfolio Coordinator

The Portfolio **Coordinator** will be responsible for ensuring needed support is provided to GSSCPD and KFAS to implement the outputs and to monitor and evaluate the Portfolio's overall progress. S/He will be accountable for ensuring GSSCPD and KFAS report results are addressed to Portfolio Project Board. The Portfolio Coordinator will focus on capacity development outcomes for GSSCPD and KFAS by working directly with the staff to ensure they achieve the results of the project. He/she will be supported by a Portfolio Assistant and other short term

advisory inputs. S/He will be responsible for ensuring their timely availability when needed. S/He will be located at GSSCPD and will have a dual reporting, line to UNDP and GSSCPD.

#### The Portfolio Coordinator Responsibilities:

1. Provide leadership and strategic thinking to ensure proper implementation and ownership by GSSCPD of project activities.
2. Support GSSCPD and KFAS to take on the responsibility of the overall management and planning of the implementation of the portfolio's outputs and activities.
3. Support GSSCPD and KFAS 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. Lead the mobilization of inputs and expertise needed for the portfolio in consultation with the senior supplier.
5. Ensure provision of technical/substantive support to the Implementing Partners and Responsible Parties during implementation of activities.
6. Provide solutions to any constraints faced by the Responsible Parties in implementation.
7. Undertake all necessary financial arrangements, processes, request for authorizations, payments and ensure financial accountability.
8. Arrange and coordinate the Board meetings and act as Secretariat of the Board.
9. Develop and support GSSCPD and KFAS to prepare the work plan, quarterly, progress, annual reports and Terminal Report.
10. Identify, monitor and update the portfolio risks, issues and lessons learned
11. Undertake any other related tasks at the request of the Portfolio Project Board.
12. Supervise all staff assignment and consulting agreements.
13. Lead the project team in preparing component or output-based concept or strategy papers and implementation manuals or guidelines.
14. Supervise the project's capacity building efforts aimed at government counterparts, local authorities and development organizations;
15. Prepare plan of action for policy support services and project development;
16. Stimulate strategic thinking in the subject area, taking into account the needs of Government, local authorities, non-government and development partners as well as opportunities to develop national public goods;
17. Identify opportunities to enhance team-work within the project and with other UNDP assisted projects to capitalize on the specific advantages of multi-disciplinary support.
18. Disseminate the information on best practices and be active member of the UNDP global and regional networks;
19. Prepare professional articles and papers;
20. Expand outreach the UN, national government, local authorities, private sector, non-government and international development organizations.
21. Ensure that portfolio activities are closely coordinated with stakeholders and that a high level of collaboration and cooperation is in place at the national, regional, provincial and district level.

#### 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.
- Masters Degree in a related field is preferable.
- 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.