

**“The Institutional and Technical support for the establishment of Kuwait Public Policy Centre (KPPC)” Project**

*Evaluation Report*

**September 2018**

*Disclaimer: The evaluation report has been commissioned by the UNDP Office in Kuwait. The views expressed herein are those of the consultant and do not necessarily reflect the opinions of UN Kuwait or the Government of Kuwait.*

**Acknowledgements**

The evaluator expresses her gratitude to the staff at UNDP Kuwait for the assistance they provided throughout the evaluation process. Their perspective on the successes and challenges encountered during the KPPC project implementation was indispensable as was their support in gathering necessary documentation and feedback from stakeholders. The evaluator would like to especially thank the UNDP Program Coordinators and the KPPC Project Coordination Unit based at the General Secretariat of the Supreme Council for Planning and Development for their assistance, valuable insights, and providing documentation. The evaluator also offers sincere thanks to the representatives of all public and private stakeholders for their time and effort and availability to participate in the interviews.

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Kuwait City, September 2018

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# List of Abbreviations and Acronyms

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| AWP  CSB  CO  CP  CSO  CPAP  GSSCPD |  | Annual Work Plan  Central Statistical Bureau  Country Office  Country Programme  Civil Society Organizations  Country Programme Action Plan  General Secretariat of the Supreme Council for Planning and DeveloDevelopment | | | | |
| ICT | | |  | Information and Communication Technology | | |
| KFAS | | |  | Kuwait Foundation for the Advancement of Science | | |
| KNDP | | |  | Kuwait National Development Plan | | |
| KPI | | |  | Key Performance Indicator | | |
| KPPC | | |  | Kuwait Public Policy Centre | | |
| NIM | | |  | National Implementation | | |
| PCU | | |  | Project Coordination Unit | | |
| PM  PPR | | |  | Project Manager  Project Progress Report | | |
| QPR | | |  | Quarterly Project Report | | |
| SDGs | | |  | Sustainable Development Goals | | |
| UNCT | | |  | United Nations Country Team | | |
| UNDP  TORs | | |  | United Nations Development Programme  Terms of References | | |

# Executive Summary

The report presents the findings from the evaluation of the “The Institutional and Technical support for the establishment of Kuwait Public Policy Centre” project in the State of Kuwait (further in the text, the KPPC project) conducted in August - September 2018.

The evaluation is a qualitative study based on individual and group interviews with 11 people, including national public authorities and private entities involved in the project, UNDP, and project staff. Overall the respondents found that the project is highly relevant and managed to generate a lot of enthusiasm and some positive impact (although levels vary depending on the output, see section 4 “Evaluation Findings”). Impact and sustainability are not easily identifiable at this stage and will mainly depend on the commitment of GSSCPD to finalize the recruitment of KPPC staff, clarify its mandate, legal status and decision-making power within the Kuwait policy-making process. It will also depend on the stakeholders’ willingness to embrace KPPC as a useful complement to their policy-making processes and incorporate its evidence-based approach in their policy drafting. Effectiveness and efficiency are ranked “satisfactory”. Sustainability has been ranked “moderately likely”.

At the global level, the evaluation concluded that KPPC has managed to overcome some of the difficulties related to the context it operates in (see Section 2). Despite setbacks that are beyond project control, the project is on track and all outputs are expected to be completed by mid-2019 (expected project end date). UNDP Country Office and the PCU have deployed considerable effort and that is commendable.

**Main Achievements:**

* With regards to the institutional development of the KPPC, the project worked on developing the governance structure (advisory board, governance framework, and SOPs). It supported the KPPC in laying the foundations for the internal organization including an internal structure of the KPPC as well as a business model of how the KPPC is to be approached and how it will interact with other units within the GSSCPD as well as other ministries.
* The project has supported KPPC in successfully initiating the establishment of their Behavioural Insights Unit (or ‘nudge unit’), known as the Kuwait Policy Appraisal Lab (KPAL) in order to apply the latest findings in behavioural science and economics into public policy especially for implementation of the Kuwait National development Plan (KNDP).
* The project has provided support for the design of a customised 5-year macroeconomic model that can provide rigorous, consistent structure for forecasting and for testing economic scenarios.
* The project has also supported organising monthly lecture series in the newly established KPPC where renowned local, regional, and international speakers were invited to lecture on topics related to each of the KNDP pillars, creating a knowledge sharing platform for policy dialogue.
* KPPC worked closely with the Amiri Diwan and the Kuwait Foundation for the Advancement of Science (KFAS) to help create a community of practice for ‘nudging’ in Kuwait.
* A partnership between KFAS and LSE Health resulted in the conducting of a comprehensive Health System Review report and finalisation of four project reports on Health and Economics, with the project supported the launch of the UNDP Global Report Atlas on: “Mapping the oil and gas industry to the Sustainable Development Goals: An Atlas”.
* The project also successfully established regional strategic partnerships with the American University of Beirut (AUB), with a Memorandum of Understanding (MoU) established with the university’s Isam Faris Institute.
* The project supported KPPC and GSSCPD in providing technical advice and policy analysis to various requests from ministerial and parliamentarian committees. Various legislative proposals and technical policy notes related to the public administration and human capital pillars were benchmarked against international best practices and recommendations were made.
* The project has also supported in the analysis of the current policies, development of research agenda, and preparation of white policy papers under the Health and Economic Growth pillars in the KNDP.
* In terms of institutional development, the project completed an Institutional Context Analysis (ICA) to test the enabling environment in Kuwait to establish the centre and inform better policymaking. The analysis helps foster country ownership and stakeholder engagement to contribute to improved evidence-based policymaking.

**Main Recommendations:**

* **Clarify the mandate and decision – making powers of the KPPC.** The centre is relatively new and still under establishment. The focus of the first phase is primarily to support the development of the KNDP policies. The second phase will focus on expansion and execution. It is expected that during this phase the centre will have a clearer institutional structure and setup, together with more developed internal national capacities. In that sense, it is imperative that the mandate and more importantly the decision-making powers (legal status) of the KPPC be clarified. For example, ultimately the KPPC should be mandated to work not only in the framework of the KNDP; its scope should be broader so that it eventually becomes a clearing house for all public policies in all sectors and stand as a reliable resource that will influence national policies and strategies across all areas pertinent to Kuwait’s 2035 vision.
* **Demand-driven response to needs, but focus:** This is a positive characteristic of the project. Public entities appeal to KPPC’s expertise and formulate requests for evidence-based research based on their specific needs. However, as it stands now, the KPPC does not have the capacity to cover all the sectors and pillars identified under the KNDP / New Kuwait. During the inception phase, the project focused on the Health and Economic Growth pillars. After six months, the project recruited a consultant for the Human Capital and Public Administration pillars. It is recommended that KPPC select two or three areas and provide in-depth support and research to build a portfolio. Achievements under this more narrowly focused portfolio could be used to showcase the ‘full potential’ of the KPPC and could prove useful in raising awareness and promoting the Centre in both public and private sectors. The initial focus could be on Health and Human Capital, for example.
* **Moving towards a more integrated platform.** The project implementation has highlighted the need to ensure that public and private partners streamline development efforts in a coherent way rather than engaging in isolated initiatives. While the KPPC project (as well as ICDI/KNDP) acts as umbrellas and try to reach out to multiple stakeholders in the wider framework of the KNDP, the risk is that efforts will become dispersed and lack in holistic approach / strategy. With this in mind, the government and UNCT should consider launching a joint national SDG platform. The platform should be open to all development and public and private partners in the country. It may take the form of both a virtual and physical space hosted, for example, by the GSSCPD and supported by UNDP. The new SDG platform could provide both public and private sector contributors with a space for experimentation, collaboration, analytics and human resource development. Evidence-based research towards a more reliable and more informed national policy-making and strategy development are an important element. The role of the platform could be that of testing and promoting new approaches, methodologies and possibly new types of institutions to provide ‘out of the box’ solutions that bring about transformative change. To do this, the platform could draw on the experience accumulated under the ICDI / KNDP and KPPC projects so far, as well as from expertise from around the world, including UN innovation facilities and tools.

# Introduction

The report contains five sections.

The first section lays out the methodology and the framework used for analysis. The KPPC evaluation is a qualitative study building on observations, individual and group interviews with implementing partners, beneficiaries, UNDP Country Team and project staff conducted in Kuwait City during 4 – 10 September 2018.

The second section sets the context. We look at the public administration and policy making context in Kuwait. These elements are important because they highlight the external risks beyond the project’s control that have a direct bearing on KPPC implementation.

The third section outlines the project, its implementation modalities, management structures and operational modalities.

The fourth section presents the evaluation findings. First, the report looks at the project performance globally including design and management structures, stakeholder participation, communication and knowledge sharing strategy. The report lists the project’s achievements, as well as the remaining challenges. Second, the report analyses individual project outcomes including specific results on stated targets.

The fifth and final section draws on the lessons learnt and makes recommendations for the future.

# 1. METHODOLOGY

**Purpose, Objective and Scope of the Evaluation**

The purpose of this assignment was to conduct the evaluation of the KPPC project. The evaluator worked in close consultation with the UNDP Country Office in Kuwait and the PCU based at the GSSCPD/KPPC.

The evaluation report provides stakeholders with an independent appraisal of the KPPC project performance and impact from its start in February 2017 until August 2018. The report also contributes to accountability, and records achievements, good practices and lessons learnt from implementation thus far.

The specific objective of this evaluation was to assess the functioning and the achievements of the KPPC project so it can better contribute to progress towards building the capacities of the GSSCPD. This evaluation assesses the KPPC project using five evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. The findings of the evaluation shall be used by UNDP to:

* Demonstrate the project’s achievements and challenges as well as identify lessons learned and areas still to be covered;
* Enhance the project’s relevance, efficiency and effectiveness during the remaining implementation period and future similar interventions;
* Define how the project could evolve in order to secure its sustainability;
* Help inform the next Country Program.

The evaluation report identifies the project key achievements so far, analyses the enabling factors and obstacles, and scrutinizes the challenges encountered and their causes. It further assesses what remedial actions have been or can possibly be taken to ensure a smooth and effective implementation in the future.

**Methodology**

The evaluation process had three stages: desk assessment, field work, and report drafting and review.[[2]](#footnote-2) A debriefing session was held on 10 September 2018 in Kuwait City with the UNDP and project staff to share preliminary conclusions and collect initial feedback.

The evaluator held interviews in Kuwait City with the implementing partners, the main stakeholders, beneficiaries, UNDP Country Team and project staff from the 4th to the 10th of September 2018. In total 47 persons were interviewed, including the State Minister for Economic and Social Affairs, the Secretary General of the GSSCPD, the Director and Deputy Director of CSB, Assistants to the Secretary General of the GSSCPD, and Heads of Departments[[3]](#footnote-3). The evaluator held individual and group interviews with these key informants in order to get a first-hand exposure to the results of the project interventions[[4]](#footnote-4).

**Evaluation Criteria**

The following OECD – DAC criteria[[5]](#footnote-5) were used during the evaluation: Relevance, Effectiveness, Efficiency, Impact and Sustainability. Table 1 below provides the assessment elements that guided the evaluation process.

*Table 1. Evaluation Criteria and Definitions*

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| --- | --- |
| **Criterion** | **Definition** |
| **Relevance** | was assessed both in terms of alignment of project objectives with country needs and priorities, as well as project design features geared to the achievement of objectives. |
| **Effectiveness** | measured the extent to which the project’s objectives were achieved considering their relative importance. |
| **Efficiency** | indicates how economically resources/inputs were converted into results. |
| **Impact** | refers to the changes that occurred or are expected to occur in the lives of the stakeholders (whether positive or negative, direct or indirect, intended or unintended) as a results of project interventions. |
| **Sustainability** | indicates the likely continuation of project benefits beyond the phase of funding support. It also includes an assessment of the likelihood that actual and anticipated results will be resilient to risks beyond the project’s life. |

In addition to the criteria listed above, the evaluator also analyzed the level of involvement of stakeholders in the implementation of the project as well as the project’s knowledge management, outreach and communication strategy.

**Limitations**

Overall the evaluator conducted the assignment without any incidents. Nevertheless, the consultant would like to note that the main limitation in the process was the fact that the evaluation was conducted at least ten months prior to the expected end date of the project (June-July 2019). Therefore, some activities could not be assessed or included in the report. Since this is the sole evaluation to be conducted for the project, this limitation also has a bearing on assessing the project impact and sustainability. These two aspects should normally be gauged after the project ended in order to have the full picture.

**The Evaluation Rating Scale**

The evaluator used a three-color scale in combination with the evaluation ratings as recommended by the UNEG Code.

The color rating system provides a quick overview of progress under each criterion. It is helpful in identifying well performing and problematic areas. The rating scale includes six scores ranging from 6 - Highly Satisfactory; 5 - Satisfactory; 4 - Moderately Satisfactory; 3 - Moderately Unsatisfactory; 2 – Unsatisfactory to 1 - Highly Unsatisfactory[[6]](#footnote-6).

*Table 2. The Color Rating Scale*

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| --- | --- | --- |
| **Rating** | | **What it means** |
| 6. Highly Satisfactory;  5. Satisfactory | | The situation is considered satisfactory overall and if some issues were mentioned, they did not call into question the project and were solved by project team / stakeholders. |
|  | 4.Moderately Satisfactory;  3.Moderately Unsatisfactory | There were issues which needed to be addressed. Necessary improvements did not however require a major revision of the activities and/or implementation arrangements. |
|  | 2.Unsatisfactory;  1.Highly Unsatisfactory | There were serious deficiencies which required major adjustments, revisions or cancellation of activities, components, or implementation arrangements of the project. |

# 2. THE CONTEXT

*Map 1. Map of the State of Kuwait[[7]](#footnote-7)*



Kuwait is a high-income and high human development country. Absolute poverty and involuntary unemployment are virtually nonexistent. Kuwaiti citizens also enjoy comprehensive welfare benefits from the state, including support for schooling. These contribute to a high level of human development in the country.

Eighty percent of employed Kuwaiti nationals work in the public sector[[8]](#footnote-8). In contrast, Kuwaitis’ share of manpower in the private sector is 4.3% of the total number of workers. Although it is expected that the government will continue with its "Kuwaitisation" efforts by trying to provide job opportunities for Kuwaitis in the private sector, progress will be slow. Unless the private sector is made more appealing to Kuwaitis, who enjoy greater security, pay, and benefits and easier working conditions in the public sector, a dramatic change in the reliance on expatriate labor is unlikely.

In 2017, the Global Competitiveness Report indicated that the most problematic factor for doing business in Kuwait, was the “inefficient government bureaucracy” due to duplication and overstaffing of growing government entities by unmotivated and unskilled public servants[[9]](#footnote-9). The spending on public sector salaries consumes roughly 50% of government spending and 20% of the national GDP[[10]](#footnote-10).

The impact of employing Kuwaitis in the public sector regardless of their skills or competence combined with the relatively high wages and benefits, and with quasi guaranteed public employment for Kuwaiti nationals are the main reasons for the public sector's inefficiency. The overall quality and performance of government departments have been deteriorating in the past ten years according to the World Bank and other international organizations indicators.

Kuwait, as is the case in many traditional political systems in the region, does not have a strong enough culture of running public affairs in an evidence-based or scientific manner. Moreover, as Kuwaitis do not pay taxes, it is not strange that policies in most cases are made arbitrarily. Although calls for accountability and transparency are made, the change of direction towards more responsiveness and real transparency is slow because citizens do not finance public policies in any way[[11]](#footnote-11).

Nevertheless, some efforts in that direction are led by elites, academicians, legislators, and administrators who are trying their best to induce reform and enhance government ability in rationalizing public policies. Moreover, there is an increasing pressure on government to develop performance measures for adopting and implementing public policies. Along with this goal, Kuwaiti parliament is increasingly exerting efforts to improve government's performance and make it accountable for its policies. The media is increasing public awareness and playing an influential role in motivating government to shape itself up. Therefore, government organizations are under increasing pressure to make informed decisions, and to demonstrate that their goals have been achieved.

**The Project within the Kuwait National Development Plan / New Kuwait 2035 Vision**

The second KNDP (2014/15-2019/20) was approved by the Kuwait National Assembly in 2015. The KPPC project has been launched as a separate project spinning off from the larger ICDI/KNDP project. In January 2017, the government released the New Kuwait 2035 Strategic Plan, which aims to transform the country into a regional, financial and commercial hub as part of long-term economic diversification efforts.

The KNDP sets the nation’s long-term development priorities. It is organized around five themes and seven pillars for investment and improvement. Each pillar has a number of strategic programs and projects that are designed to have the most impact on achieving the vision of a New Kuwait. The KNDP is implemented through Annual Development Plans that include development programs spread over all the pillars accompanied by a set of projects under each program.

*Figure 1. Overview of KNDP / New Kuwait[[12]](#footnote-12)*

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The KPPC project overall outcome contributes to improving policymaking in Kuwait, which is at the heart of the Public Administration pillar. However, the project activities and outputs are aligned to all seven pillars of the KNDP. The project short-term objective is to inform the development of the new mid-range KNDP 2020-2025, particularly in setting out evidence based public policies.

**3. THE PROJECT**

## 3.1 Overview

It is in this context that UNDP and the State of Kuwait, represented by the General Secretariat of the Supreme Council of Planning and Development (GSSCPD), strive to enhance institutional capacities at various government agencies by providing them with necessary technical support to strengthen their capacities and skills to perform their expected duties.

In the framework of the KPPC project, UNDP has collaborated closely with GSSCPD to support the establishment of a pioneer KPPC to address policy making gaps and mainstream policy research, analysis and studies in the policy making process. The project has a budget of 4,03 million USD (that benefited from a 1 million USD increase in January 2018) and runs from 1 February 2017 to June-July 2019.

The KPPC seeks to be a reliable resource that will influence national policies and strategies. The KPPC is considered a platform to analyze, 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. 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 has 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.

## 3.2 Project Stakeholders

The KPPC Project has two major stakeholders and implementing partners:

**The General Secretariat of the Supreme Council for Planning and Development** (GSSCPD)[[13]](#footnote-13) has been established as an independent structure in 2004 replacing the Ministry of Planning (established in 1976) and its precursor the Planning Council (established in 1962). GSSCPD is leading Kuwait’s development and planning process. It is mandated to design, coordinate and oversight the Kuwait National Development Plan implementation. GSSCPD is UNDP’s main partner and Executing Entity for the Country Program in Kuwait.

In January 2018, the Project Document was revised to include the **Kuwait Foundation for the Advancement of Science[[14]](#footnote-14) (KFAS)** as a partner in the project. KFAS was established in 1976 with the vision is to create and nurture a thriving culture of science, technology, and innovation for a sustainable Kuwait. KFAS is financed by local shareholding companies contributing 1% of their net annual profits.

Through its International Collaborative Program KFAS provides policymakers, researchers and business executives in Kuwait a range of collaborative research programs, workshops and conferences hosted at prestigious universities, think tanks and professional associations worldwide. The KPPC project leverages these collaborations and builds on the existing partnerships with renowned universities and international research institutions. In the project, KFAS assumed 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 GSSCPD/KPPC.

## 3.3 Design and Implementation Arrangements

The project follows the National Implementation Modality (NIM) with support from the UNDP Country Office in Kuwait. The GSSCPD is designated as the National Executive Agency and Implementing Partner for this project. It is responsible for co-chairing the Project Board and providing project oversight support to enable it to achieve its intended outputs and results.

UNDP provides GSSCPD with regular technical backstopping and monitoring activities, as well as with support services for the execution of the project. UNDP has appointed a project coordinator for day-to-day management and project decision-making. He is responsible for overall coordination of project activities, oversight, guidance and ensuring technical quality (e.g. consultants’ TOR and reports, progress reporting through quarterly, annual and final reports, financial management, etc.).

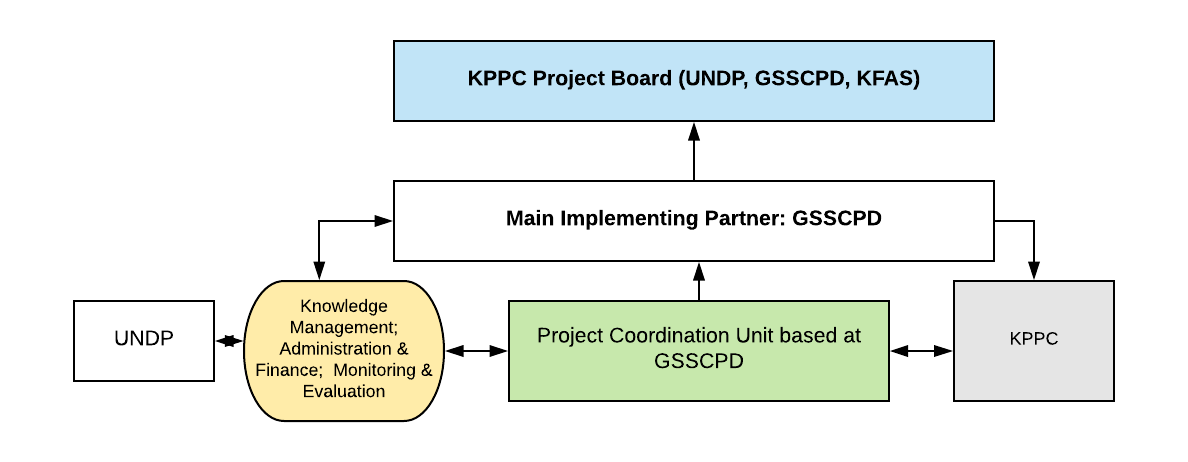
To support project implementation, UNDP has hired an additional Project Administrative/Finance Assistant that provides project administration and logistical support as well as procurement and recruitment support services as required by the project.

The KPPC Project has the following management structures with the following responsibilities:

**The Project Board.** The PB is the strategic governing entity of the project through which the government exerts ownership and responsibility for the execution of the project. The PB provides technical support, shares relevant information, and reviews progress. The PB is the key decision-making body and comprises the Secretary General of the SCPD, representatives of KFAS, and UNDP. The PB meets quarterly to review and approve the work plan and budget and to steer, and monitor the project activities’ implementation progress. In particular, it is responsible for approving any changes to and revisions to the project document and agreeing on specific activities to be carried out by the implementing partners along with the allocated budget as specified and agreed in the Annual Work Plan.

**The Project Coordination Unit.** ThePCU includes one project coordinator and one assistant based at the GSSCPD in Kuwait City. The PCU oversees operations and, as a whole, ensures coordination, procurement, reporting, monitoring and evaluation of the project. The PCU is responsible for ensuring and tracking results at the outcome and output levels. The UNDP Country Office also provides specific technical support to the PCU as and when inputs are needed for actions.

*Figure 1. KPPC Project Management Structures*



## 3.4 Project’s Contribution to Achieving the SDGs in Kuwait

Kuwait’s high-income capacity and ability to provide comprehensive social support to its citizens contributes to achieving the SDG targets. While the successful implementation of the project would indirectly support the achievement of all SDGs, the project addresses the following specific SDG targets and the accompanying indicators:

*Table 3. KPPC Project’s Contribution to SDG targets*

|  |  |
| --- | --- |
| **SDG Targets** | **SDG Indicators** |
| **SDG 5.c**: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels. | **5.c.1**: Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment. |
| **SDG 16.6**: Develop effective, accountable and transparent institutions at all levels. | **16.6.1**: Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar); **16.6.2**: Proportion of population satisfied with their last experience of public services. |
| **SDG 16.7**: Ensure responsive, inclusive, participatory and representative decision-making at all levels. | **16.7.2**: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group. |
| **SDG 17.13**: Enhance global macroeconomic stability, including through policy coordination and policy coherence. | **17.13.1**: Macroeconomic dashboard |
| **SDG 17.14**: Enhance policy coherence for sustainable development. | **17.14.1**: Number of countries with mechanisms in place to enhance policy coherence of sustainable development. |
| **SDG 17.16**: Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries. | **17.16.1**: Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the Sustainable Development Goals. |
| **SDG 17.18**: By 2020, enhance capacity-building support to developing countries, including least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts. | **17.18.1**: Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics;  **17.18.2**: Number of countries that have a national statistical legislation that complies with the Fundamental Principles of Official Statistics; **17.18.3**: Number of countries with a national statistical plan that is fully funded and under implementation, by source of funding. |
| **SDG 17.19**: By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries. | **17.19.1**: Dollar value of all resources made available to strengthen statistical capacity in developing countries;  **17.19.2**: Proportion of countries that (a) have conducted at least one population and housing census in the last 10 years; and (b) have achieved 100 per cent birth registration and 80 per cent death registration. |

# 4. EVALUATION FINDINGS

This section contains two parts.

The first part looks at the project’s performance globally. It presents findings with regard to the programme management and stakeholder participation, as well as the communication and knowledge sharing. It also lists KPPC’s good practices, as well as remaining challenges.

Individual project outcomes including specific results on stated targets are analysed in the second part.

## 4.1 Overall Findings

The national **leadership and ownership** of the project are very high. All interviewed stakeholders have characterized the UNDP approach as open, constructive, and participatory in the planning and implementations of activities. Respondents confirmed that this approach has created a solid groundwork for sustainable results and positively influences partnerships that are likely to last beyond KPPC project interventions.

Respondents have highlighted that they appreciate the PCU / UNDP approach because:

* **Open**, as it creates a personal relationship with direct beneficiaries and partners based upon mutual discussion, trust, equality, and close consultation in both planning, implementation and decision-making;
* **Participatory**, as key stakeholders are consulted during the design and implementation of the project. Respondents often mentioned that they see UNDP as a cooperating partner;
* **Constructive**, as it builds upon existing policy frameworks in the country and relevant evidence-based capacity needs.

In terms of leadership, some challenges persist. The capacity of individual departments within the GSSCPD and line ministries to run and co-ordinate policy research actions are weak and are mainly driven by KPPC and the PCU at the moment. Despite strong leadership at the top management level, the levels of commitment and motivation in the lower tiers of staff for change and reform remain weak.

The **relevance** of the KPPC project is overall very high. The core focus is on up-stream capacity development based on needs-assessment and planning has resulted in stronger organizational capacities. The development of the institutional level capacity is more challenging as it requires working with multiple stakeholders with different structures and institutional cultures.

Existing capacity constraints within the GSSCPD and other line ministries participating in KPPC Project infinitives limit the **impact** of the project. Although knowledge generation activities take place regularly and are at the core of the project design, there activities often are delayed and overall the project framework does not contain indicators to measure progress in this area. The current project indicators were developed during the design phase of the project document. However, they were deemed unrealistic after several months of implementation due to changes in activities and mechanisms in place, in addition to delays that took place during implementation.

The main remaining challenges for the KPPC are:

* Despite effort from the project in laying the foundations for the KPPC operational structures, the internal structure (organigram) as well as the precise business model for the KPPC operations and interactions with other units (both within GSSCPD as well as outside ministries) remains unclear. The biggest challenge is to decide what role and legal powers will KPPC have (for e.g. would it be able to reject policy / legislation? Would it have an advisory role only?). This decision will in turn determine the KPPC position in the policy – making cycle (e.g. no policy can be submitted to Parliament without KPPC technical advice?). Nevertheless, it has to be noted that the center worked on public policies related to healthcare that were adopted by the Ministry of Health, as well as on a Macroeconomic model that caught the attention of multiple government institutions, which expressed interest in collaborating with the center. Therefore, the center has already moved from providing consultations on public policies to a more executive role, where it is working on applied policies with national ministries and stakeholders, a notable achievement for a relatively new center.
* As it stands now, KPPC is understaffed and the five people fully employed at the moment are mostly performing administrative rather than research – oriented tasks. KPPC is relying heavily on external expertise to perform evidence – based research. It does not as yet have any in-house capacity.

*Table 2. KPPC Project Grading & Ranking per Evaluation Criteria*

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| **Criterion** | **Status** | **Comments** |
| **Relevance** | Highly Satisfactory | The project is highly relevant to the needs of the country and is in line with the National Development Plan / New Kuwait Vision. The relevance of the project also stems from the KPPC work to inform the development of the next KNDP 2020-2025 by setting evidence-based policies. It particularly responds to the needs identified under the Public Administration Pillar. The project addresses the most pressing issues such as evidence-based policy making across all development areas. The project also undertakes considerable efforts in building the knowledge base of public employees through provision of tailored long and short – term technical expertise, lectures & access to international best practice. Overall the evaluator estimates that the project relevance is “highly satisfactory”. |
| **Effectiveness** | Satisfactory | While the main targets appear to be on track, overall the project is experiencing some bottlenecks and delays throughout its implementation. The original timeframe could not be maintained, and the project duration had to be extended by 10 months (a decision by the Project Board to allow the project to run until the end of the current development plan, but also delays in recruitment of KPPC staff). Nevertheless, respondents were usually satisfied with the quality of support provided. In particular, the respondents noted the high level of commitment and availability of the PCU area team throughout the project implementation. Therefore, effectiveness is rated as “satisfactory”. |
| **Efficiency** | Satisfactory | The project is delivering on the set targets and is on track both operationally and financially. The procurement process that the UNDP adheres to and its long-term agreements are a good indication of the value for money. Overall, efficiency is rated “satisfactory”. |
| **Impact** | Satisfactory | The impact of the project is visible. Respondents were overall very enthusiastic about the KPPC as a concept and the various activities carried out so far (e.g. lecture series, technical advice in various sectors, white papers). Long-term impact would have to be assessed two or three years after project completion. Nevertheless, based on the current situation and future projections overall impact is ranked “satisfactory”. |
| **Sustainability** | Moderately Likely | Sustainability is rated “moderately likely” because the evaluator found that many activities were unlikely to continue or may lose momentum after project completion. This remark refers in particular to the policy making measures such as evidence based – research, planning & monitoring. The outlook for sustainability of the initiatives supported in partnership with KFAS is better, but whether or not this assumption holds true remains to be seen upon completion of the project and in two-three years’ time. The main concern here is the lack of a clear organigram and position of KPPC in the policy making cycle. As it stands now, the KPPC is not at its full capacity and relies mostly on expertise and assistance from external partners (channelled via the project). It was too early for the evaluator to establish this aspect in September 2018. |

## 4.2 Project Output Findings

This section looks at the key results per individual project output. The tables under each output summarize the key achievements linked to expected results. The narrative part discusses the main achievements and challenges faced during implementation.

**Output 1. Institutional and technical preparation for the establishment of KPPC supported**

|  |  |
| --- | --- |
| **Targets** | **Key Achievements** |
| 1.1 Political Economy analysis / Institutional Context analysis conducted. | An international consultant conducted the Political Economy Assessment and the Institutional Context Assessment in November 2017. A workshop presenting the findings of the assessments and suggested ways forward was held with key national stakeholders in January 2018. |
| 1.2 Operating business model of engagement and organizational structure plan developed | Consultancy services on setting up the institutional skills diagram, functional job categorization, executive plan, SOPs and staff capacity development plan, a risk management plan with the key performance indicators (KPIs) have been provided. |
| 1.3 Recruited KPPC staff | A setup for an Executive Board for KPPC was proposed, profiles and criteria to recruit staff to KPPC from the GSSCPD have been developed. The bylaws for the board of advisors were drafted and endorsed in January 2018. |
| 1.4 KPPC strategy, mission, and vision set with clear operating model | An international consultant developed the draft KPPC strategy, including governance framework, operating model and bylaws. |

The Institutional Context Analysis (ICA) carried out in view of probing the enabling environment in Kuwait to establish the KPPC and inform better policymaking has identified opportunities for leveraging change and supporting reform. Based on the findings from the ICA, year 2017 was largely dedicated to setting up the KPPC, developing its governance framework and selecting the members of the advisory board of the center.

The Project supported the GSSCPD in recruiting national staff to work at KPPC based on the agreed criteria and requirements. At present five full time national employees work at KPPC. One national staff participated in the Public Service Leadership training at the Global UNDP Center in Singapore. The representation of Kuwait increased the exposure of KPPC at the regional level and built the capacity of selected national staff in leadership and public service management.

The project supports the KPPC in **knowledge transfer and capacity building** also by organizing monthly public lectures bringing on board renowned local, regional, and international speakers on topics related to each of the KNDP pillars. The lectures were attended by high-level government officials and representatives, Civil Society Organizations, private sector representatives and other national stakeholders from research and academic institutions.

The following lectures were delivered in 2017 and first quarter of 2018:

* Future of U.S. Foreign Policy: A Post-Election Perspective, Dr Erik R. Peterson, Global Business Council
* Driving Implementation in the Public Sector: A New Governance Perspective, Dr Eric Champagne - University of Ottawa
* Women Entrepreneurs & SDGs -Dr Dina Sherif, American University of Cairo
* Economic Sustainability and its related Policies – Dr. Mohamed Al-Hacene, ESCWA
* Understanding Human Behavior to inform Public Policy-Dr. Barbara Fasolo, LSE
* Global Economic Trends: Forecasting the Next Financial – Mr. Tariq Al-Rifai, Quorum
* The Role of Academia in Shaping Evidence Based Public Policies
* Labor Market Reform in the GCC-Dr. Neil Partrcik
* Building Leaders that can Execute Strategy – Dr. Robert Kaplan
* The Rise of Nudge and its Application on Public Policy in the Region – Dr. Fadi Makki

The project has been working closely with the Knowledge Management Department at KFAS to establish a digital database for all research documents and scientific papers that are relevant to each sector. The database is expected to be launched end of 2018.

**Output 2. KPPC knowledge and behavioural insight (nudge) capacity-building established**

|  |  |
| --- | --- |
| **Targets** | **Key Achievements** |
| 2.1 Evidence-based policy papers produced and research papers developed | The KPPC knowledge base is being established through provision of policy advisors for KNDP pillars on Health, Economic Growth, Human Capital and Public Administrations. The advisors are providing technical advice and developing white papers for KPPC. The support also includes a policy advisor to develop economic outlook and forecast on both the global and local economies with a focus on the financial sector. |
| 2.2 Research papers and white policy papers produced leveraging on the partnership with KFAS. | A strategic partnership was established with KFAS through which technical support is provided with renowned universities and international research institutions to support national policy development and production of policy papers. These include the development of a Health System Review and overall assessment of the current public health system in Kuwait based on national consultations and data collection; the review of the current STI in Kuwait with recommendations on policy reforms to improve the competitiveness of the country in innovation and technology; the development of a Computable General Equilibrium (CGE) Model to quantify the impact of various fiscal, energy, and competition policies in Kuwait economy. |
| 2.3. Macroeconomic model established with scenario planning. | The macroeconomic model for Kuwait including scenario planning and simulation analysis has been established. |
| 2.4 Nudge unit / mechanism established including the experts on behavioral insight recruited | The project is in process of establishing the nudge unit and run policy experimentations. The aim is to set policy agendas for each policy area that include ideas for experimentation, conduct capacity building workshops and courses. |

The project supported KPPC in successfully initiating the establishment of the **Behavioral Insights Unit,** which will assist with policy experimentation. The aim is to assist KPPC in applying the latest findings from behavioral science and economics into public policies. The ultimate objective is for KPPC to provide a platform and tools for policy experimentation and testing in challenging areas, particularly related to the implementation of the KNDP.

The creation of this Unit is perceived as a highly innovative initiative for Kuwait and the CCG region. Kuwait is among the first countries in the region to integrate behavioral economics into its policy making process.

Firstly, the project provided benchmarking analysis and lessons learned from international experience and best practices. Secondly, the project supported the drafting of the strategy for the BIU, including the vision, mission and values. In addition, the project helped to identify key strategic initiatives and associated KPIs for the newly established BIU. Finally, the operating model with clear structure and job descriptions was finalized and endorsed by GSSCPD and UNDP.

Since its launching, the project assisted the Unit in providing **policy advice** and numerous recommendations to various governmental requests ranging from the review of the national youth policy, to the review of the Public Administration Management strategy and the new laws and regulations under this pillar. All the technical notes produced by the experts were presented to the GSSCPD management and the Minister of Economy and Social Affair’s office. The policies related to 4 pillars have been reviewed and research agendas have been developed. In addition, white policy papers for the Health and Economic Growth Pillars have been finalized and endorsed by the GSSCPD. A roundtable discussion on “Strengthening the Kuwait National Health System: transforming it from Good to Excellent” was conducted to present the findings of the first report to national stakeholders related to the health pillar in Kuwait. Under the Economic Growth pillar, the project conducted face to face interviews with private sector CEOs to take key views on this sector and feed them into the white paper. An analysis report was also prepared to study the outcome of the interviews and take on board the policy implications.

More specifically, three international consultants based at KPPC are supporting the line ministries in reviewing policies under the health, economic grown, public administration and human capital pillars. Two research agendas have been approved detailing priority areas and providing a timeframe for conducting research.

With support from KFAS, the project initiated a collaboration with LSE Health to support the Kuwait Government in conducting a Health System Review and developing a Public Health Strategy. The comprehensive systematic review of the health system will allow the KPPC to capture the state of health in Kuwait including main challenges and opportunities. The first report was presented in September 2017 and it provided a baseline assessment of the current state of the healthcare system in Kuwait.

Under the KNDP Energy Pillar, the project supported the drafting of a white paper on the sustainable national energy Strategy: “the Future of the Kuwait’s Energy System”. The white paper was developed jointly between Oxford Institute for Energy Studies (OIES), Kuwait Institute for Scientific Research (KISR), and KFAS. The paper presents the status quo of the energy system in Kuwait, implications to the present situation, challenges and proposed mitigation policies with respect to both domestic and international dimensions. The paper concludes that the implementation of the recommended policies should be adopted by national stakeholders, however, the white paper requires a national champion to coordinate the implementation; the KPPC officially adopted the strategy and is working towards the inclusion of the relevant policy options in the upcoming KNDP 2020-2025. Moreover, the project supported the launch of the UNDP Global Report Atlas on: “Mapping the oil and gas industry to the Sustainable Development Goals: An Atlas”. The global launch catalyzed progress towards realizing the SDGs, the national aspirations enshrined in the Kuwait 2035 vision, and the country’s national development plan and goals.

Under the KNDP Economic Growth Pillar, the project is supporting the KPPC in conducting a review on the Science, Technology, and Innovation (STI) in Kuwait. The technical expertise for the study is provided by the OECD through the KFAS network. Another policy paper under this pillar is being prepared with the participation of the London School of Economics. It will contribute to collecting evidence with regard to the Social Safety Nets in Kuwait.

One of the major achievements under this output is the support provided to the development of the **macroeconomic model** for forecasting and testing economic scenarios in Kuwait. Oxford Economics has been awarded the contract in December 2017. As a result of this intervention, KPPC staff and advisors, as well as other departments at GSSCPD, benefit now from a five-year generic integrated macroeconomic model compatible with 80 countries (among them Kuwait). The model has been customized to Kuwait. The model provides linkages with global industries, trade, exchange rates, competitiveness, capital markets, interest rates, commodity prices and internationally traded goods and services. With the project support, the model was successfully tested and generated reliable reports for different policy scenarios. GSSCPD staff working with the model benefited from training sessions organized by Oxford Economics on how to use the model. More specifically, 3 advanced training sessions were provided to the core team and 2 sessions were provided to the national staff at GSSCPD, MOF, CBK, KDIPA, and CSB to ensure sustainability of the model.

**Output 3. KPPC advocacy, outreach and partnership development reinforced**

|  |  |
| --- | --- |
| **Targets** | **Key Achievements** |
| 3.1 A communication strategy developed | The project is building a strategy for advocating and outreaching to KPPC partners. Support has been provided to develop a communication strategy, including social media outreach, branding (KPPC logo and brochure) and website design. |
| 3.2 Community of Practice developed | Training on policy development and formulation included monthly lectures and roundtable discussions on various public policy issues and key related trends. The project team is working on developing national and regional partnerships, including with regional policy and research centers in the GCC and MENA region, and MOUs with regional and international policy centers. |
| 3.3 Regional Conference on Policy Planning Challenges and Solutions Pathways (e.g. nudge units) |

Furthermore, the project worked closely with Amiri Diwan[[15]](#footnote-15) and KFAS to create the **Community of Practice** for nudging in Kuwait. It includes a team of national experts who are passionate about applying behavioral economics into policymaking by using policy experimentation and Randomized Control Trials. Amiri Diwan continues to play key role in oversighting the establishment of the nudge unit. The project ensured that all reports and deliverables are presented to the Diwan on regular basis to seek feedback. Until now, there is no official MOU between KPPC and the Amiri Diwan for the execution of the nudge unit. The centre’s reports and research are shared with the Amiri Diwan, but the centre as a whole reports solely to the Secretariat General of GSSCPD.

UNDP played a key role in rallying key national stakeholders around this idea. UNDP hosted a lecture on the importance of understanding human behavior in designing public policies. The lecture brought the latest innovative findings in the field of behavioral science. The event took place in collaboration with KFAS and Amiri Diwan hosting a renowned lecturer and professor in Behavioral Science from the London School of Economics, Dr. Barbara Fasolo.

Moreover, the project supported KPPC in mapping out the key local, regional, and international institutions that could become partners. More specifically, the project helped to initiate an MOU between Isam Faris Institute at the American University of Beirut (AUB) and the GSSCPD. The project provided support to KPPC in establishing partnerships and MOUs with the University of Ottawa (Center of Governance) and the Kuwait Foundation for the Advancement of Science (KFAS). The partnerships will enable KPPC to partner on key priority policy areas and generate evidence-based studies and policy papers.

# 5. LESSONS LEARNT AND RECOMMENDATIONS

This section builds on the lessons learnt during the implementation of the project and makes some recommendations for the future.

## 5.1 Lessons Learnt

* **The Kuwait Public Policy Centre is an important stepping stone in achieving Kuwait’s 2035 Vision.** The creation of KPPC has generated a lot of enthusiasm among various public entities and private partners alike. This is a landmark initiative in Kuwait and the idea is perceived as highly useful and relevant. The momentum is there and efforts should be kept up to build on this.
* **The critical role of national/local "champions":** The KPPC project has once again proven the importance of “champions”. The Secretary General of GSSCPD is undoubtedly one. This is one of the strengths of the project and more such champions should be identified among other public entities in order to generate a critical mass for reform.
* **UNDP Country Office has a critical role in rallying support.** The experience in the KPPC project has shown that UNDP is uniquely positioned to help rally support both nationally and internationally. Through its unique regional and global network of excellence centres, UNDP can help the Kuwait Government bring policy – making and KPPC to a new level, in line with international best practice and standards. If Kuwait is to address the country’s policy – making gaps and mainstream policy research and analysis, it cannot do it at the national level only.

## 5.2 Recommendations

* **Clarify the mandate and decision – making powers of the KPPC.** The centre is meant to address the country’s policy-making gaps and mainstream policy research and analysis studies, and stand as a reliable resource that will influence national policies and strategies across all areas pertinent to Kuwait’s 2035 Vision. However, after the initial wave of enthusiasm and several successful initiatives (e.g. lecture series, white papers and policy briefs), it is imperative that the mandate and more importantly the decision-making powers of KPPC be clarified. As of the moment of writing this report (September 2018), the full organogram of KPPC was not organised. The current capacities of KPPC rely heavily on support channelled through the project.
* **Demand-driven response to needs, but focus:** This is a positive characteristic of the project. Public entities appeal to KPPC’s expertise and formulate requests for evidence-based research based on their specific needs. However, as it stands now, the KPPC does not have the capacity to cover all the sectors and pillars identified under the KNDP / New Kuwait. It is recommended that KPPC select two or three areas and provide in-depth support and research to build a portfolio. Achievements under this more narrowly focus portfolio could be used to showcase the ‘full potential’ of the KPPC and could prove useful in raising awareness and promoting the Centre in both public and private sectors.
* **Moving towards a more integrated platform.** The project implementation has highlighted the need to ensure that public and private partners streamline development efforts in a coherent way rather than engaging in isolated initiatives. While the KPPC project acts as a platform and tries to reach out to multiple stakeholders in the wider framework of the KNDP, the risk is that efforts will become dispersed and lack in holistic approach / strategy. With this in mind, the government and UNCT should consider launching a joint national KNDP platform. The platform should be open to all development and public and private partners in the country. It may take the form of both a virtual and physical space hosted, for example, by the GSSCPD and supported by UNDP. The new platform could provide both public and private sector contributors with a space for experimentation, collaboration, analytics and human resource development. Evidence-based research towards a more reliable and more informed national policy-making and strategy development are an important element. The role of the platform could be that of testing and promoting new approaches, methodologies and possibly new types of institutions to provide ‘out of the box’ solutions that bring about transformative change. To do this, the platform could draw on the experience accumulated under the project so far, as well as from expertise from around the world, including UN innovation facilities and tools.

# Conclusions

The results and impact of the KPPC project, which benefits from a strong ownership from the GSSCPD, can be regarded as positive. This has been achieved through a consistent application of UNDP’s participatory approach in capacity development and through overall good quality technical assistance.

The KPPC project is highly relevant to the country’s needs and is fully aligned with UNDP’s Country Program and Kuwait’s New Vision and Development Plan. The project interventions are relevant to the GSSCPD and the newly established KPPC and despite its short period of existence has already managed to provide targeted support to several governmental entities (including the Ministry of Health, the Housing and Food Authorities, and within the GSSCPD). The role and function of UNDP as a catalyst for change are highly appreciated and understood, although not always sufficiently recognized by some stakeholders.

This evaluation confirms that the efforts deployed by the project so far have been successful in producing the anticipated project results. Some initiatives have been more successful than others. This is not necessarily linked to the project performance. Efforts deployed by the counterparts (both on UNDP and GSSCPD side) are commendable given the overall context in which the project operates (see Section 2 for more details). The project has managed to raise support and awareness for a new way of policy-making. Nevertheless, more time and effort will be required to ensure that these capacities are further developed and strengthened. Such efforts should definitely continue and be featured in the new UNDP – Kuwait Country Program.

# Appendix I. Interview Protocol

Relevance:

* Were the project activities relevant?
* What was the value of the project in your sector?
* Did the project offer appropriate solutions to the problems addressed?

Effectiveness:

* Did the project achieve satisfactory progress toward its stated objectives and indicators?
* What factors contributed to achieving or not achieving intended outcomes?
* To what extent did the project’s M&E mechanism(s) contribute to meeting project results?
* Were there any lessons learned, failures/lost opportunities? What might have been done better or differently?
* How did the project deal with issues and risks?
* Have the outputs been achieved in a timely manner?

Efficiency:

* Were the resources utilized in the best way possible?
* Did the resources (time, funding, human resources) justify the costs incurred and were they sufficient?
* Were the expected results achieved?
* Did the projects reach the expected number of target groups?
* Are the beneficiaries satisfied with the quality and delivery?

Sustainability:

* Do the beneficiaries own up to the project, are they willing to continue, and is the host institution developing the capacity and motivation to administer it?
* Will the government counterpart be able to carry on the activities supported by the project after the conclusion of the project?
* Have the consultants transferred knowledge/built capacity to the employees in the government counterparts?

Impact:

* What difference has the project made to beneficiaries?
* What are the improvements and changes resulted directly by the project?
* What are the social, economic, technical, environmental, and other effects on individuals, communities, and institutions – either short-, medium-, or long-term; intended or unintended; positive and negative; on a micro- or macro-level?
* Which areas did the project support in regard to the KNDP?

# Appendix II. Evaluation Matrix

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Evaluation Criteria &Questions** | **Measure/Indicator[[16]](#footnote-16)** | **Main Sources of Information** | **Data Collection Methods** | **Data Analysis Methods** | **Evidence quality** |
| ***Relevance, Efficiency, Effectiveness, Impact, and Sustainability*** | | | | | | |
| **Evaluation Questions:** | | | | | | |
| *Please see Appendix I for specific questions under each evaluation criterion* | | * Economy analysis or Institutional Context analysis conducted. * Operating business model of engagement and organizational structure plan developed * Recruited KPPC staff * KPPC strategy, mission, and vision set with clear operating model * Evidence-based policy papers produced and research paper developed * Research papers and white policy papers produced leveraging on the partnership with KFAS. * Macroeconomic model established with scenario planning. * Nudge unit / mechanism established including the experts on behavioral insight recruited * Number of policy experimentations run by the Nudge unit * A communication strategy developed * Community of Practice developed * Periodic training sessions on public policy * Partnership with KFAS activated | **Primary Sources:**  **Key informant interviews (KIIs):** key stakeholders from GSSCPD, CSB in Kuwait City.  **Group discussions (GDs)** with UNDP and PCU staff.  **Secondary Sources:**  **Documentation** including project documents, quarterly and annual reports, and annual work plans. | **Semi-structured interview protocols** to gather qualitative information from respondents.  **Desk Research:** review of project documentation and additional material provided by stakeholders**.**  **Field Visit and observations** to Kuwait City. | **Gather and consolidate information**: findings from the desk review and country-based data collection.  **Organize findings:** Data that meet the defined criteria analysed and grouped per evaluation criterion, question, type of deliverable.  **Analyse data:** The consultant analysed the responses received as a result of KII and FGD and provided findings, recommendations & conclusions. | After the aggregation of all relevant data was finalized, an appraisal of the quality of the information using the clearly defined criteria was made, and conclusions were drawn only from the data that met the quality standards. |

# Appendix III. Schedule of Meetings

**(Kuwait City, 4-10 September 2018)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Day- Date** | **Time** | **Person** | **Title, Department, Agency** |
| Tue- 4 Sept | 08:00 – 09:30 | Mr. Ali Elmuntaser  Ms. Fatima Keaik | Project Officer ICDI- UNDP  Project Coordinator KPPC-UNDP |
|  | 09:30 – 10:30 | Dr. Khaled Mahdi | Secretary General of GSSCPD |
|  | 11:00 – 12:00 | Ms. Eman Al-Mutairi | ASG, Administration GSSCPD |
|  | 12:30-13:30 | KPPC team |  |
|  | 14:00 – 15:00 | Mr. Faleh Al-Dosari | Director, Administrative Dev. Dept. |
|  |  |  |  |
| Wed-5 Sept | 8:00 – 09:00 | ICDI Project team |  |
|  | 9:00 – 10:00 | Ms. Wafa Saad and Prof. Sungsoo Chun | KPPC Policy Advisors |
|  | 10:00- 10:30 | Mrs. Hind Al-Sabeeh | Her Excellency, the Minister |
|  | 10:30 – 11:30 | Mr. Othman Al-Othman | CBS, ASG of Statistics Affairs |
|  | 11:30 – 12:30 | Mr. Talal Al-Shemmary | ASG, Development Advisory Support- GSSCPD |
|  | 12:30 – 13:30 | Ms. Mona Al-Daas | CSB, ASG for Administration and Information |
|  | 15:00-16:00 | UNDP Team | DRR, PO, PA, PC, PO (Briefing) |
|  |  |  |  |
| Thu-6 Sept | 08:15-09:00 | Ms. Narjas Mahmoud | Project Coordinator KPPC-UNDP |
|  | 9:00 – 10:00 | Mr. Bader AlRifai and Ms. Souad Al-Awad | ASG, Planning  Head of Planning and Monitoring Department |
|  | 11:00 – 12:00 | Ms. Rasha Al-Adsani | Head of Strategic Unit; Housing Welfare Authority |
|  | 13:30-14:30 | Mr. Yousef Al-Mazeedi | Program Manager – KFAS |
|  | 14:30-15:30 | Mr. Faris Al-Obeid | Advisor to the Secretary General of GSSCPD |
|  |  |  |  |
| Sun-09 Sept | 08:00-09:30 | ICDI Project teams |  |
|  | 10:00-11:00 | Dr. Ahmed Al-Kawaz | Consultant at the Ministry of Finance |
|  | 11:00 – 12:00 | Ms. Khoulud El Mutawa | Head of Planning & Follow-up Department, Ministry of Finance |
|  | 14:00-15:00 | Manaf Al-Hajri | MARKAZ – Kuwait Financial Centre (Private Sector) |
|  | 15:30 – 16:30 | Mr. Sami Al-Ali, Mr. Adel Khadadah | General Director and Director of Technical Office at CSB |
|  |  |  |  |
| Mon-10 Sept | 08:00-09:30  09:30-10:30 | Mr. Lasaad Charayti  Mr. Tasleem Siddiqui | ICDI consultant in Public Administration  ICDI consultant in Macroeconomics and Strategic Planning |
|  | 11:00-12:30 | Dr. Yasmeen Abdulgafour  Dr. Khaled Al-Anezi | MOH, Former Head of International Relations  MoH, Deputy Head of International Relations |
|  | 14:00-15:30 | Mr. Bashar Marafie and Mr Mohamed Allahou | Program Managers, UNDP |
|  | 15:30-17:30 | UNDP Team | DRR, PO, PA, PC, PO (Debriefing) |

# Appendix IV. Evaluation Ratings and their Definitions

|  |  |  |
| --- | --- | --- |
| **Ratings for Progress Towards Results:** | | |
| 6 | Highly Satisfactory (HS) | The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”. |
| 5 | Satisfactory (S) | The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings. |
| 4 | Moderately Satisfactory (MS) | The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings. |
| 3 | Moderately Unsatisfactory (HU) | The objective/outcome is expected to achieve its end-of-project targets with major shortcomings. |
| 2 | Unsatisfactory (U) | The objective/outcome is expected not to achieve most of its end-of-project targets. |
| 1 | Highly Unsatisfactory (HU) | The objective/outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets. |

|  |  |  |
| --- | --- | --- |
| **Ratings for Sustainability:** | | |
| 4 | Likely (L) | Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future |
| 3 | Moderately Likely (ML) | Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review |
| 2 | Moderately Unlikely (MU) | Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on |
| 1 | Unlikely (U) | Severe risks that project outcomes as well as key outputs will not be sustained |

1. [cristina.mosneaga@oba.co.uk](mailto:cristina.mosneaga@oba.co.uk) [↑](#footnote-ref-1)
2. Please refer to Appendix 2 “The Evaluation Matrix” for more details on the methods and tools used. [↑](#footnote-ref-2)
3. Please refer to Appendix 3 “Schedule of Meetings” for the full list of persons and organizations met during field work. [↑](#footnote-ref-3)
4. Please refer to Appendix 1 “Interview Protocol” for the list of evaluation questions. [↑](#footnote-ref-4)
5. <https://goo.gl/ZH8XtB> [↑](#footnote-ref-5)
6. Please refer to Appendix 4 for the full list of ratings and their definitions [↑](#footnote-ref-6)
7. Source : From Wikimedia Commons, the free media repository. <https://commons.wikimedia.org/wiki/File:Ku-map.png> [↑](#footnote-ref-7)
8. In contrast, expatriates, who make up two-thirds of the population, constitute the bulk of lower-income residents.  [↑](#footnote-ref-8)
9. <http://reports.weforum.org/pdf/gci-2016-2017/WEF_GCI_2016_2017_Profile_KWT.pdf> [↑](#footnote-ref-9)
10. Kuwait IMF Country Report No. 18/21, <https://goo.gl/tvBEU5> [↑](#footnote-ref-10)
11. As mentioned by several interlocutors during interviews conducted in Kuwait City as part of the field phase. [↑](#footnote-ref-11)
12. Source : <http://www.newkuwait.gov.kw/en/plan/> [↑](#footnote-ref-12)
13. <https://www.scpd.gov.kw/Default.aspx?More=1> [↑](#footnote-ref-13)
14. [www.kfas.org](http://www.kfas.org) [↑](#footnote-ref-14)
15. Serves as the royal palace of the Emir of Kuwait, the reigning monarch’s headquarters and government office. [↑](#footnote-ref-15)
16. Based on Results Framework from the Project Document. [↑](#footnote-ref-16)