**Final Evaluation Report**

**Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality**

**Kuwait**

**Evaluation Consultant**

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May 29, 2019

**United Nations Development Programme**

Please note the analysis and recommendations of this report do not necessarily reflect the views of the United Nations Development Programme, its Executive Board or the United Nations Member States. This publication reflects the views of its author.

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**List of Abbreviations and Acronyms**

**AWP Annual Work Plan**

**CCA Common Country Agreement**

**CPD Country Programme Document**

**CSO Civil Society Organizations**

**CPAP Country Programme Action Plan**

**GMS General Management Support**

**GSSCPD General Secretariat of the Supreme Council for Planning and Development**

**KNDP Kuwait National Development Plan**

**KU Kuwait University**

**M&E Monitoring and Evaluation**

**MOH Ministry of Health**

**NGO Non-Government Organizations**

**NHDR National Human Development Report**

**NIM National Implementation**

**QPR Quarterly Project Report**

**RRF Results and Resource Framework**

**SBAA Standard Basic Assistance Agreement**

**TORs Terms of Reference**

**UNCT United Nations Country Team**

**UNDAF United Nations Development Assistance Framework**

**UNDG United Nations Development Group**

**UNDP United Nations Development Programme**

**UNW-ROAS United Nations Women in Regional Office Arab States**

**Acknowledgements**

This evaluation was conducted by Alejandro E. Rausch. The evaluator shows his deep appreciation for the support provided by the Government of Kuwait, in particular the Secretary-General of the GSSCPD Dr. Khaled Mahdi; UNDP Analyst Hanan Yasin, UNDP Liaison Officer Jan-2019 to 30 June-2019, who consistently prepared material, provided documents, insights and schedule meetings that allowed for a useful in-country field mission during a very short timeline, and Azza Aljassim, PA Sustainable Development from July 1-2018 to 30 June-2019and Lateefah Alwazzan PA Sustainable Development from 1 July 2018, Director of WRSC and National Officer for SDG 5 Project Dr. Lubna Alkazi, UN Women ROAS Coordinator Specialist Josephine Moss UNDP CO, CSOs and project stakeholders and beneficiaries. UN Women ROAS Shatha Mahmoud, Project Management Specialist for the SDG5 project 23-May-2018 to 4-January -2019, was also suggested by UN Women ROAS

**Executive Summary**

On 25 September 2015, HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, pledged Kuwait´s commitment to the implementation of Agenda 2030 and its 17 Sustainable Development Goals (SDGs) before the world leaders of the United Nations SDG Summit in New York. Since then, the State of Kuwait has taken a number of steps to set in motion the broad-based, inclusive national implementation process, including the prioritization of those SDGs that require accelerated efforts to ensure full and effective implementation by 2030.

Comprehensive consultations that were conducted by UN Women ROAS, the RCO Kuwait and UNDP in 2015-2016, which included a multi-stakeholder with an initial workshop on the SDG 5 and the steps towards national implementation was co-convened by the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) as coordinating authority for SDG implementation in Kuwait and UNDP on 10 December 2015. From this workshop and further discussions, it was recognized that SDG 5 required priority attention to ensure the achievement of gender equality and empower all women and girls.. UN Women ROAS supplied the TOR for the mission and CN for the workshop as necessary.

The project's objectives and outcome

**Project outcome:** The State of Kuwait takes concrete steps to accelerate the implementation of SDG 5 and its targets.

**Outcome 4:**

* Faster progress is achieved in reducing gender inequality and promoting women´s empowerment

**Period duration**

* Start Date: April 2017
* Original End Date: 30 December 2018
* Initial NCE ending date. March 2019
* Final NCE Ending Date: June 2019

The project is fully aligned with the **KNDP** strategic objectives and targets including:

1. Increasing the share of women that occupy positions of **leadership** in different fields in the public and private sector.
2. Addressing the low levels of participation of women in **parliament**.
3. Increasing the efficiency of social assistance to provide income earning opportunities for women and move them into the productive sector.

**Project beneficiaries**

* WRSC
* CSOs dedicated to gender issues
* Political participation in Parliament; Gender Equality and Women Empowerment -GEWE—VAW- and those subject to violence against women –VAW-
* Private sector
* National Media

**Stakeholders**

* Ministry of Education
* Ministry of Health
* Ministry of Social Affairs and Labour
* Ministry of Planning and Development
* Private Sector for GEWE
* Civil Society Organizations
* National Media

**Budget (April 2019)**

* Total Budget US$ 2,856,716
* UN Women US$ 1,412,657.28
* UNDP US$ 1,343,255.00

**Duration and execution:**

The potential users of this Evaluation are:

* WRSC
* UNDP and in particular its areas of sustainable development
* UN Women
* other stakeholders and implementing partners
* SG SCPD

The Final Evaluation covers the execution of the project between April 2017 and April 2019, with the no cost extension untill June 2019

The evaluation matrix was based on the TOR guidelines and covered all important aspects such as relevance, effectiveness, efficiency, results and impact, sustainability and lessons learned. Aspects related to theory of change have been specifically taken into account.

**Conclusions and Recommendations**

1. **Conclusions**

* The programme design was broadly appropriate to address the commitment and priority, established in September 2015 by HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, at the United Nations SDG Summit, who pledged Kuwait´s commitment to the implementation of 2030 Agenda for its Sustainable Development Goals (SDGs) and particularly SDG 5.

The overall goal of the project was to accelerate implementation of SDG 5. The project was supposed to set in motion conditions that would catalyze more impactful change to support the state of Kuwait to achieve SDG 5 within the 2030 Agenda for the SDGs.

* The project was designed based on specific inputs received from consultations with diverse national stakeholders, including government, CSOs and the private sector, and aligned with the KNDP and developed through the UNDP within the CPD. It built on previous 2009-2014 CPAP, through which UNDP supported the GSSCPD to conduct a Women´s and Children´s Rights through Access to Information (WRACTI). This previous project started in October 2010 with the creation of the Women Studies Unit in the College of Social Sciences in Kuwait University. In cooperation with UNDP, the Women Studies Unit developed into the Women Research and Studies Center –WRSC- in 2012.
* The project´s priorities were established adequately during the design phase for women political empowerment, gender equality and women empowerment -GEWE- and addressing the issues of violence against women –VAW-
* The initial SDG 5 project signed in April 2017 finally started in November 2017 and only had 13 months left for its formal execution until its closing date December 2018, excluding the two no cost extension, first until March and then extended until June 2019.The project execution was affected by changes in project coordinator and managers from UNDP.
* The project was technically designed by UN Women ROAS, from now onwards UN Women, and UNDP under the guidance of the GSSCPD and directly informed by WRSC, as anticipated implementing partner and key stakeholder.

The coordination between UNDP and UN Women and it´s operational procedures probably affected the project rhythm of execution, especially within such a tight timeline, with only 13 months left for execution, plus the two NCE for three months each, which were approved with short notice to allow for appropriately adjustment of the ongoing work plan.

The SDG 5 project, was aligned with the KNDP 2015-2019, the Kuwait Vision 2035, the UNDP CPAP and CPD 2015-2018 and the SDG Agenda 2030. It is within the framework of international Convention on Elimination of Discrimination Against Women –CEDAW-, the national law of 2005 and Constitutional Rights for women,

* The project´s theory of change promotes political participation and empowerment of women, in the National Assembly, public office, and gender equality and empowerment for women -GEWE-providing jobs and income, and also contribute to prevention and reduction of violence against women –VAW-. Since the latter is the basis for acute inequality between men and women and severe conditions and mistreatment that women face within their household by their spouse and family as well as in society.

This implies a transition from inequality of political, social and economic rights and participation, which is quite extended due to cultural and tribal conditions, to a leveled playing field. The expected outputs and indicators are set initially in the project document followed by the successive progress reports, presented at the Board Meetings

* The SDG5 project is relevant and appropriate to move forward and accelerate the achievement of the 2030 Agenda for the SDGs.
* The project was able to achieve its expected outputs but requires further effort for impact and sustainability, due to the short implementation period and the counterpart´s weak institutional capacity
* The project is also pertinent to the capacity-building of the WRSC and establish a Gender Responsive Budgeting -GRB-with the 10 implementing partners (Ministries and key government agencies).
* Nonetheless of the short period finally provided for the project execution, there was relative progress achieved towards the intended outputs contemplated by the project, in terms of contributing not only to the awareness but moreover initial actions towards the gender equality and women empowerment and reduction of VAW.
* Although the project has, by and large, reached its expected results and indicators, the capacity-building of the WRSC is still ongoing and may require further support towards its long-term sustainability.

1. **Recommendations**

* Consider the possibility of a new phase for the SDG 5 project to allow further time to strengthen and build the sector´s institutional capacities; those of its other stakeholders while contributing to continuity of GEWE, reduction of VAW and further the SDG5 2030 Agenda.
* The new project phase should contemplate a sufficient time / duration, to allow for measurable results, impact and sustainability
* Review the coordination and execution mechanism between UNDP, UN Women, WRSC and GSSCPD to enhance the implementation effectiveness and efficiency
* Provide conditions towards stability and continuity of project managers and assistants as well as timely availability of key consultants during its implementation
* Ensure feedback and active participation, and voice from all key stakeholders during both the project formulation and execution stage. To improve the project formulation and execution, its strategy and outputs should be designed based on a careful evaluation and review of this former project with the participation, commitment and contributions of all key stakeholders to ensure ownership and achievement of the project results and indicators
* It would be convenient to consider UN Women´s substantive presence in Kuwait during the key stages of the project cycle.
* Capacity-building of WRSC and other institutional personnel should be pursued, while public awareness and commitment should serve to translate entry-points into concrete action and its manifestations in the Kuwaiti context
* To ensure an optimized sustainability and enhancement of the SDG5 project results the GSCSPD, with the support and advice of the WRSC, UNDP and UN Women should analyze and select the public sector institution responsible for policy design, coordination and follow up within the Government, in close consultation with ministries responsible for its different actions through GRB, and other stakeholders, while allowing sufficient time for implementation and sustainability.
* When international consultants are necessary, ensure the active participation of local consultants, CSOs and national institutions, which will participate in learning by doing or through shadow work with the foreign consultant, to contribute to capacity-building and sustainability in Kuwait
* Promote SSC and TrC within the project, among Arab and especially Gulf countries such as GRB training provided by the GoM, participation in the Annual Women´s Leadership Conference, including members of the Ra’edat network of women parliamentarians from the Arab States and how this SSC/TrC has supported successful implementation.

1. **Lessons Learned**

Future project design should be participatory with WRSC, GSSCPD, CSOs, UNDP and UN Women, and other stakeholders, based on a review of the outcome and results from the first SDG5, with realistic and achievable targets that contribute to concrete women political and economic empowerment and prevention and reduction of VAW

When possible, ensure stability in project management, implementing partners and beneficiaries throughout the project cycle, while allocating sufficient time for project execution of at least three years to guarantee sustainability and impact.

The project execution should provide continuity to the strategic objective to achieve the SDG5 2030 Agenda, within the framework of the national priorities, KNDP and Vision 2035.

The conditions for the project sustainability and impact should be explicitly addressed during the design and execution and adjustments made when necessary, establishing M&E systems

Awareness, design media and communication campaigns that are tailored to women´s societal limitations and demands, while adjusted to the local conditions and constraints, will therefore contribute to a favorable environment for its implementation

The inequality between Kuwaiti citizens and foreigners in terms of rights of women residents and their children should be addressed to provide equal rights to all residents.

1. **Introduction**
2. **Background and context**

On 25 September 2015, HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, pledged Kuwait´s commitment to the implementation of Agenda 2030 and its 17 Sustainable Development Goals (SDGs) before the world leaders of the United Nations SDG Summit in New York. Since then, the State of Kuwait has taken a number of steps to set in motion the broad-based, inclusive national implementation process, including the prioritization of those SDGs that require accelerated efforts to ensure full and effective implementation by 2030. An initial workshop on the SDGs and the steps towards national implementation was co-convened by the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) as coordinating authority for SDG implementation in Kuwait and UNDP on 10 December 2015. From this workshop and further discussions, it was recognized that SDG 5 required priority attention to ensure the achievement of gender equality and empower all women and girls.

The nine targets for SDG 5 are:

Target 5.1 End all forms of discrimination against all women and girls everywhere

Target 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

Target 5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

Target 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate

Target 55 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

Target 5.6: Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

Target 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

Target 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

Target 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

Since the Millennium Declaration Kuwait has made significant strides towards achieving gender equality. In 2005 the political participation of women rights was recognized in national law. The Constitution of the State of Kuwait acknowledges and guarantees gender equality by setting a high-level threshold of protection in laws, regulations and Amiri Decrees. The ratification of Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) has played an important role in solidifying the Government of Kuwait strong commitment towards gender equality and women empowerment.

However, some forms of discrimination remain in the areas of housing rights, citizenship and leadership positions. The gender gap in education has been bridged and surpassed, maternal mortality rate has been significantly lowered and women participation in the public and private sectors has increased. In spite of these achievements, gender parity in education hasn’t translated sufficiently in empowerment and leadership positions and Kuwait still ranks way behind in the Global Gender Gap Index (GGGI). Nevertheless, it still ranks relatively high when compared with other Arab States. There has also been some adverse consequences in terms of women equal access to work, parental authority, marriage and divorce and others affecting women violence.

**UNDP technical support provided to Gender Equality and Women Empowerment 2009-2014:**

During 2009-2014 CPAP, UNDP supported the GSSCPD to conduct a Women´s and Children´s Rights through Access to Information (WRACTI) project aimed to build knowledge of key partners and increase public awareness of women´s legal rights. The project thus developed a database of key legislation and policies.

The SDG 5 comprises nine targets of which some require particular attention in order to ensure the achievement of Agenda 2030. These include those related to women´s role in decision-making in political, economic and public life and ending all forms of violence against women and girls.

Women´s rights in Kuwait have been recognized since 2005 and by 2006 35% of the voters in that year´s National Assembly were women, with 27 female candidates standing in 2009., four female members were elected to the unicameral National Assembly but, in 2014 there were no female National Assembly members. Women´s representation in the Council of Ministers, appointed by the Prime Minister (PM) has been steady yet limited. Today there is only one women member of the Council of Ministers, who holds two significant portfolios: Social Affairs and Labour and Planning and Development.

A study prepared and shared by Kuwait University[[1]](#footnote-2) suggested that the three factors limiting women´s political participation are: first, cultural dynamics and lack of trust of women in the election process; second, the misunderstanding and misinterpretation of religious texts concerning the role of women in public and private life, and, third, the comparative limited ability of women to mobilize volunteers and resources to mount political campaigns. Although Kuwait is leader in the field of women´s participation in education they are still lagging in the labour market. Kuwait is doing relatively well in terms of women economic empowerment. Although its unemployment rate increased recently, it is the lowest in GCC. Yet in 2016 women remain under-represented in leadership positions. The World Economic Forum (WEF) found that only 16% of legislators, senior officials and managers in Kuwait are women. During the previous programme cycle UNDP provided support to the GSSCDP and Ministry of Social Affairs and Labour (MOSAL) to establish women´s business incubators in Kuwait who´s sustainability is ensured by MOSAL.

In respect of the elimination of violence against women, in 2017 there appears to be no data available for analysis or any official national research project conducted to date. Generally, violence against women and girls is not an openly discussed phenomenon in Kuwait. The Parliamentary Committee on Women and Family recommended the issuance of a law penalizing all forms of domestic violence. According to UNDP and UN Women there are no psychosocial and legal support services available for women affected by violence, nor a referral pathway in place. As of 2015 Parliament approved the Family Court Act, which is expected to establish Family Court Laws in the governorates

Civil society, the private sector and academia are providing support for legal reform, women economic empowerment and research, analysis and data availability. CSOs have potential to promote public awareness and to support the government’s efforts to SDG5. The Kuwait National Development Plan (KNDP) aims to support women empowerment, with established indicators for different activities. Kuwait University hosts the Women Research and Studies Center which conducts different research and analysis.

**Table 1: Key Project Information**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| |  |  | | --- | --- | | **Name of Project** |  | | Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality | | |
| **UNDAF/CPD Outcome(s):** | **Outcome 2:** Human development accelerated through high-caliber human capital and increased social empowerment | | |
| **Expected CP Outcome(s) strategic plan:** | : Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women´s empowerment | | |
| **Expected Output(s):** | **Output 1**: The enhancement of women´s participation in political and public life.  **Output 2:** Women´s participation in all sectors is enhanced through increased awareness and application of gender-positive policies to promote women´s participation.  **Output 3:** Making data available to support elaboration of a comprehensive national plan to address violence against women. | | |
| **Total Budget SDG 5** | USD 2,856,716 | | |
| **Government Coordinating Agency:** | GSSCDP | | |
| |  | | --- | | Implementing Partners | | Kuwait University | | |
| |  | | --- | | **Approval date** | | April 2017 | |  |  | | --- | --- | | **Date of transfer of funds** |  | |  |
| |  |  |  | | --- | --- | --- | | **Closing Date** |  |  | | December 2018 | **No Cost Extension date June 2019** |  |

1. **The project**

**Intended Outcome stated in UNDAF: Outcome 1:** Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development

**UNDP CPD/CPAP 2015-2018. Outcome 2**: Human development accelerated through high caliber human capital and increased social empowerment. Which includes the following three outputs that underpin the project strategy:

1. Strengthening institutional capacity to produce national human development frameworks and with it comprehensive assessment of vulnerable groups.
2. Support the engagement of civil society in formulation of human development and human rights policies.
3. Support the development and implementation of a national gender equality strategy.

**Outcome Indicators stated in CPD**: Indicator 3: Percent increase in public expenditure on health promotion, higher education and social welfare and coverage of social protection systems, disaggregated by age, gender and governorates.

**Baseline:** Health 6.6 % 2011/2010, Education 10.07% 2011/2010, social security and welfare affairs 15.28% 2011/2010

**Applicable output from 2014-17 Strategic Plan**: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. Output 1.2: Options enabled and facilitated for inclusive and sustainable social protection.

**Project outcome:** The State of Kuwait takes concrete steps to accelerate the implementation of SDG 5 and its targets.

**UNDP Strategic Plan. Outcome 4:**

* Faster progress is achieved in reducing gender inequality and promoting women´s empowerment

**Period duration**

* Start Date: April 2017
* Ending Date: June 2019

The project is fully aligned with the KNDP strategic objectives and targets including:

1. Increasing the share of women that occupy positions of leadership in different fields in the public and private sector.
2. Addressing the low levels of participation of women in parliament.
3. Increasing the efficiency of social assistance to provide income earning opportunities for women and move them into the productive sector.

**Project beneficiaries**

* WRSC
* CSOs
* Women

**Stakeholders**

* Ministry of Education
* Ministry of Health
* Ministry of Social Affairs and Labour
* Ministry of Planning and Development
* Private Sector for WEP and GEWE
* Civil Society Organizations

**Budget (April 2019)**

* Total Budget US$ 2,856,716
* UN Women US$ 1,412,657.28
* UNDP US$ 1,343,255.00

**Duration and execution:**

UNW Mission Kuwait: November 2016

Project Document Signed: April 2017

UNW Mission /work plan: June 2017

Project Manager on board: August 2017

UN transfer funds /Agreement: October 2017

Agreement GRCF: November 2017

Date of closing: 30 December 2018

No Cost Extension date: 30 June 2019

**Management Programme Structure**

* Project Board National Steering Committee Directed by GSSCPD, senior executive, together with UNDP as lead agency and project coordinator and UN Women which provides technical support
* The Women Research and Studies Center (WRSC) at KU will be directly involved as implementing partner and senior beneficiary of the project activities towards specific objectives. Government Institutions, such as SGSCPD, Academic Institutions, NGOs, UNDP and UN Women will implement the programme activities as implementing partners
* GSSCPD and KU will be responsible for the GOK participation in the project.
* Project Management will report directly to UNDP and liaise regularly with UN Women

**Output 1:** Public perception of both men and women are positively influenced by campaigns and public dialogue informed by elections research to pave the way for an expanded cadre of interested and capable women to run for election. This output will address target 5.1, 5.5 and 5.b

**Key Indicators:**

* 1. Political incubator established and work plan developed and Political Media Watch Unit
  2. Public campaigns and debates started
  3. Increased capacity of 30 aspiring female political candidates in leadership, communication, and campaign management skills.
  4. Increased capacity of 30 public servants in leadership, communication, and lobbying skills.
  5. Women benefiting from the political incubator are running for office.
  6. Women benefitting from the political incubator are advancing in their careers.
  7. No. of Kuwaiti women who are interested to be political candidates or who were elected, engaged in existing regional forums and networks that support women’s political participation
  8. The Women's Research and Studies Center at Kuwait University has a governance structure in place.
  9. The Women's Research and Studies Center has increased gender capacity, and an annual work plan, research plan and expertise.

The Women's Research and Studies Center at Kuwait University develops dedicated courses on women´s empowerment and gender mainstreaming.

* 1. The Women's Research and Studies Center at Kuwait University has a comprehensive online database of GEWE materials in place.
  2. The Women's Research and Studies Center at Kuwait university engages students in GEWE work through a dedicated internship programme

**Output 2:** Women empowerment and participation in all sectors is enhanced through greater awareness and application of gender-positive policies to promote women´s participation in public life. This output will address target 5.1, 5.4, 5.a and 5.c

**Key Indicators:**

2.1 Number of private companies applying WEP

2.2 Progress reports on implementation of SDG 5

2.3 Gender Equality Seal

2.4 Kuwait joins the global “Ring the Bell” initiative and organized the event at Stock-exchange to mark the International Women’s Day.

2.5 Workshop with private sector promoting uptake of WEPs is organized

2.6 Media campaign promoting women’s economic empowerment is designed and implemented

2.7 Entrepreneurship study with focus on women developed

2.8 Training on Gender Responsive Budgeting is organized for relevant government representatives

The analysis of current laws, regulations and policies and their impact on the promotion and protection of women´s rights would include an assessment of how those measures are applied by key government entities in the fulfilment of their mandates. Under this output the project will support the development of national indicators to measure the effective implementation of SDG5

**Output 3:** Data is available to support elaboration of a comprehensive national plan to address violence against women. This output will address target 5.1, 5.2 and 5.3

**Key indicators:**

* 1. Data on legal frameworks and attitudes towards GE
  2. Data, policy and strategy on VAW
  3. IMAGES Surveys
  4. Mapping on VAW health, legal and community services available
  5. Data on attitudes towards GE including VAW informs national policy and strategy on VAW
  6. Data on VAW legal frameworks and services informs national policy development
  7. Policy on VAW is informed through south-south knowledge exchange.

**Partnerships**

Strategic partnership with the private sector, civil society, and relevant research and academic institutions support the programme in reaching different constituencies, open opportunities for increased visibility of the goals and long-term partnership for gender equality programming in Kuwait.

**Project Management**

The project will be implemented according to the Support of National Implementation Modality (NIM) under the overall coordination of the GSSCPD, UNDP and Kuwait University. The Women Research and Studies Center (WRSC) at KU will be directly involved in the implementation of the project activities towards specific objectives. Implementing partners will be GSSCPD, KU, NGOs, UNDP and UN Women. The project manager (PM) reports to UNDP and will be responsible for liaising regularly with UNDP CO, Kuwait University and GSSCPD to provide inputs to the day to day implementation of the project.

The Project Manager in close coordination with UN Women’s Programme Specialist in charge of the overall implementation of this project and the JPO based in Cairo, will prepare a detailed project work plan and budget, will provide monthly progress reports and will submit quarterly progress reports to the Project Board. The Manager will be responsible for managing the project budget and monitoring expenditure according to UNDP financial management rules and regulations and for maintaining all financial and other documentation related to the project and for monitoring the project’s overall progress.

1. **The Project Evaluation**
2. **Purpose and justification of the evaluation**

This evaluation is intended to assess progress made and final results in implementing the SDG5 Project. The SDG5 project document envisages that an independent Final Evaluation will be undertaken at the finishing of the project lifetime.

The Final Evaluation will determine progress being made towards the achievement of outputs and outcomes. The project evaluation is undertaken with the aim of gaining a deep understanding of project´s development impacts. This will involve assessing project progress towards its stated objectives as well as contribution to relevant CPD outcome.

The evaluation is intended to draw on lessons learned and achievements of projects so far to determine what can be done to achieve better project results and identify what improvements and adjustments can be made to achieve better project results and identify what improvements and adjustments can be made that would ensure achievement of projects goals by mid-2019. It is oriented to generate evidence-based findings, conclusions and recommendations regarding the results, challenges, sustainability and cost-effectiveness and analyze the reasons for deviations, if any, from the projects goals and outcomes. It will further reflect on developments brought about by external events that may have resulted in possible change in priority. The evaluation reviews UNDP´s support added value to the government and provides concrete recommendations towards sustainability and to improve strategies that will feed into the new CPD.

The geographical scope of the evaluation is the State of Kuwait. It focuses on the extent of the project´s achievements in meeting the identified priority areas’ needs. The evaluation also covers project’s concepts and activities, outputs, outcomes, and provides information for further enhancement of the project’s M&E strategy. Further details on the evaluation scope, coverage and criteria are included in the attached Terms of Reference.

Based on the inception report prepared, between **April 21-25**, the methodology followed by the consultant included the revision of all the documents provided by the project team, while supplementing and verifying this information. It also considers the information collected in the course of the visit to actors and stakeholders (public institutions at national, private sector, CSOs, implementing partners, UNDP and UN Women) during the period **April 28 through May 2**. It should be noted that, during the same period of time, another project, PADA, was also evaluated.

It should be also stated that this final evaluation was conducted two months prior to the final closing date set by the second NCE for 30 June 2019-

1. **Project Financing to Date**

|  |
| --- |
| **2,856,716.00** |
| **UNW 1,412657.28** |
| **UNDP1,343,255.00** |
| **Exp** | | **Output 1** | **Output 2** | **Output 3** | **UNDP** | **UNW** | **Total UNDP/UNW** |
| **2017** | | 54,527.95 | 64,070.01 | 58,401.02 | 112,928.97 | 64,070.01 | 176,998.98 |
| **2018** | | 441,664.15 | 708,314.54 | 98,220.66 | 539,884.81 | 708,314.54 | 1,248,199.35 |
| **2019** | | 53,736.66 | 167,377.80 | 20,658.24 | 74,394.90 | 167,377.80 | 241,772.70 |
| **Total 2017-2019** | | 549,928.76 | 939,762.35 | 177,279.92 | 727,208.68 | 939,762.35 | 1,666,971.03 |
| **Commitments** | | 267,664.00 | 360,474.20 | 17,735.19 | 285,399.19 | 360,474.20 | 645,873.39 |
| **commitments GMS** | | 8,029.92 |  | 532.06 | 8,561.98 | - | 8,561.98 |
| **Total commitments** | | 275,693.92 | 360,474.20 | 18,267.25 | 293,961.17 | 360,474.20 | 654,435.37 |
| **Total Exp+ Comm** | | 825,622.68 | 1,300,236.55 | 195,547.17 | 1,021,169.85 | 1,300,236.55 | 2,321,406.40 |
| **Balance Utilization Regional Event** | | 100,000.00 |  |  |  |  |  |
| **Balance Utilization KWD** | | 60000 |  |  |  |  |  |
| **Balance Utilization APCO** | | 100,000 |  |  |  |  |  |
| **Misc** | | 30000 |  |  |  |  |  |
| TOTAL | | 290,000 |  |  |  |  |  |
| GMS | | 8,700 |  |  |  |  |  |
| TOTAL+GMS | | 298,700 |  |  |  |  |  |
| Grand Total | | 1,319,870 |  |  | 1,319,870 | 1,300,236.55 |  |
|  | |  |  |  |  |  |  |

**Source:** Project SDG5 Finance provided by UNDP KCO 30/04/ 2019

1. **Methodology for compilation and analysis of information**

The Inception Report followed the attached TORs and was based on deskwork that analyzed the available background information and documents provided by the UNDP CO, with particular attention to the Board Meeting, Progress and Financial Reports, the Annual Work Plans and other available reports and other key documents.

The evaluation matrix was based on the TOR guidelines and covered all important aspects such as relevance, effectiveness, efficiency, sustainability, impact, lessons learned, gender equity and mainstreaming as well as others related to the specific context in which the project is being implemented. Aspects related to theory of change have been specifically taken into account.

A preliminary list and guide for meetings and interviews for the field work / in-country mission was drafted and prepared by the UNDP CO, contemplating those around the city of Kuwait with key stakeholders from SDG5, CSOs, Project Management, UNDP related technical staff , implementing partners and CSOs.

The selections were made by the Kuwait UNDP CO. Given the time constraint due to the commencement of Ramadan, the visit was conducted between April 28 and May 2 2019. As stated before, two projects were evaluated in the same period of time.

Approximately 12 persons were interviewed or participated in the meetings in Kuwait.

The evaluator was assisted by a UNDP the then PM for UNDP responsible for the project.

The limits in the coverage of the evaluation were due to the above mentioned time restrictions (only five working days for two project evaluations). Few language barriers were encountered and thus overcome easily with the kind assistance of UNDP staff.

The study and survey was supposed to address the project´s main development aspects as well as the possibility of achieving the expected results and outputs and their sustainability. The indicators used are those provided by the project document and reports complemented by those collected during the fieldwork.

1. **Findings**
   1. **Findings related to the theory of change of the project**

Since the year 2000 Kuwait has made progress to achieve gender equality. In 2005 the political participation of women was recognized in national law. The Constitution of the State of Kuwait acknowledges and guarantees gender equality by setting a high-level threshold of protection in laws, regulations and Amiri Decrees. The ratification of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) has played an important role in solidifying the Government of Kuwait’s strong commitment towards gender equality and women empowerment.

However, some forms of discrimination remain in the areas of housing rights, citizenship and leadership positions. The gender gap in education has been bridged and surpassed, maternal mortality rate has been significantly lowered and women participation in the public and private sectors has increased. In spite of these achievements, gender parity in education hasn’t translated sufficiently in empowerment and leadership positions and Kuwait still ranks way behind in the Global Gender Gap Index (GGGI). Nevertheless, it still ranks relatively high when compared with other Arab States. There has also been some adverse consequences in terms of women equal access to work, parental authority, marriage and divorce and others affecting women violence.

During 2009-2014 CPAP, UNDP supported the GSSCPD to conduct a Women´s and Children´s Rights through Access to Information (WRACTI) project aimed to build knowledge of key partners and increase public awareness of women´s legal rights. The project thus developed a database of key legislation and policies.

A study by Kuwait University suggested that the three factors limiting women´s political participation are: first, cultural dynamics and lack of trust of women in the election process; second, the misunderstanding and misinterpretation of religious texts concerning the role of women in public and private life, and, third, the comparative limited ability of women to mobilize volunteers and resources to mount political campaigns. Although Kuwait is leader in the field of women´s participation in education they are still lagging in the labour market. Kuwait is doing relatively well in terms of women economic empowerment. While its unemployment rate increased recently, it is the lowest in GCC.

The SDG 5 project on gender equality in 2016 was oriented to address HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait’s commitment to the implementation of Agenda 2030 and its 17 Sustainable Development Goals (SDGs) before the world leaders of the United Nations SDG Summit in New York in September. This project was geared to contribute to political and economic empowerment of women and reduction of violence against women. This initiative was located in the Women Research and Studies Center, established in 2010 at Kuwait University, under the Direction and supervision of the GS SCPD who is responsible for the KNDP and the Kuwait Vision 2035.

The women political empowerment should promote women participation in the National Assembly and executive functions and responsibilities in Government, while women economic empowerment should stimulate women participation in jobs and generating income in public sector work as well as private sector and entrepreneurship. This entails the promotion of equality of jobs, opportunities and income with men, moreover considering the relatively high level of education that women have achieved in Kuwaiti society.

Also, the project addresses a serious problem faced by women worldwide which is violence against women in public and private spaces, at home and also in the community.

According to the interviews conducted with members of CSOs and implementing partners. Although Kuwait is one of the most advanced countries when compared with other Arab states, including those of the GCC, it is still a relatively conservative society in which women have been slowly acquiring new rights, but still have a long way to go when one compares participation in politics, public office, labour market, entrepreneurship and respect for rights relative to those of men.

The overall aim of the project was to accelerate the implementation of SDG 5. Therefore, the project aimed to set in motion conditions that would catalyze more impactful change to support the state of Kuwait to achieve SDG 5 and its different targets and indicators within the SDG Agenda 2030, which data is being coordinated with the Central Bureau of Statistics –CBS-.

**Project procedure and steps**

The project execution was affected by changes in project coordinator and managers. There were three programme coordinators and two programme managers from UNDP during the lifetime of the project. Rawan Sheikh, Project Manager (SC) from 1-Jul-2017 -17-Jul-2018; Shatha Mahmoud Project Management Specialist for the Project (IC) from 23-May-2018 to 4-Jan-2019; Hanan Yasin was the Project Liaison Officer (SC) from 4-Jan-2019 to 30-Jun-2019. The most recent began work in January and left the project at the end of May – one month prior to the completion of the project.

UN Women was invited to support UNDP because of its critical institutional capacity and mandate. UN Women was a non-resident agency –NRA-, prior to the invitation of UN Women and it was agreed by all parties that UN Women would remain a NRA, since funds weren’t allocated for this purpose. Nevertheless, UN Women personnel travelled frequently to Kuwait to meet with stakeholders including GSSCPD, WRSC and with UNDP and was in regular contact with those institutions. Therefore, UNDP was the lead and coordinating agency, whereas UN Women had a specialized supporting role. They worked together with the Director of the Women Research and Studies Center –WRSC- at Kuwait University that had started work in 2009, the WRSC being the main implementing partner.

There was a delay in the formal project startup until end November 2017 that finally had 13 months for its execution. This initial period was followed by two non-cost extensions, each for three months and each requested by UNDP. It should be noted that UN Women argued against the second NCE (April – June 2019) on the grounds that the activities on the work plan could be implemented within the timeframe and that UN Women was ready to deliver on that work plan. NCEs of only three months each complicate the implementation process as it is much harder to plan and implement with such a short timeframe. It should also be noted that UN Women did not receive the UN to UN Agreement Amendment for either NCE until very close to the then final date of the programme.

Related to the above situation described, it is fair in discharge responsibilities to both UNDP and UN Women, given that the Non-cost Extensions were not granted by GSSCPD until close to project expiry, which effectively impeded further planning and execution. Indeed, NCE Extension I was granted in late November 2018, signed on 4 December 2018 for 3 months from 31-Dec-2018 until 31-Mar-2019. While NON-Cost Extension II was granted in February signed on 24th February 2019 for 3 months until 30-June-2019.

Particularly, these late approvals of both non-cost extensions by the GSSCPD, national counterpart, affected the timely engagement of Francios Farah a UN Women consultant, as well as the recruitment of the Project Manager for three months upon late notice did not allow enough time for both finding her and hiring.

These activities and tasks were performed with the active participation of the SG of the SCPD, UNDP and Un Women at the executive board meetings.[[2]](#footnote-3)

* 1. **Findings based on the evaluation criteria**

1. **Relevance**

The SDG5 project is relevant to move forward and accelerate the achievement of the SDG 2030 Agenda, by addressing the problems faced by women since it addresses gender inequality in terms of its participation in politics and public office and the economy, by stimulating political and economic empowerment as well as reduction of violence against women.

The project is both relevant and aligned with the KNDP, the Kuwait Vision 2035 and the SDG 2030 Agenda as well as CPAP and CPD UNDP 2015-2018. It is also pertinent to the capacity-building of the WRSC and establish a Gender Responsive Budgeting -GRB-with the 10 implementing partners (Ministries and key government agencies).

1. **Appropriateness**

Given the time available for the project execution, it will set the basis to accelerate the SDG 5 towards the 2030 Agenda for the SDGs. Nevertheless, the project contributed to political and economic empowerment through training, mentorship, and access to tools as well as creating awareness and advocacy among women as well as other key stakeholders in the public sector, CSOs and private sector. It also coordinated work regarding SDG5 indicators with the Central Bureau of Statistics –CBS- that will eventually contribute towards a SDG 5 National Report and follow up on sector data. It also established linkages with Ra´edat women´s network for women leaders and WRSC. There is ongoing capacity-building work done with the WRSC to ensure sustainability of the project through a center of excellence for policy and research at KU.

The fertility, IMAGES, entrepreneurship, legal review regarding VAW studies are useful inputs for sector policies and actions.

1. **Effectiveness**

Nonetheless of the short period finally provided for the project execution, there was relative progress achieved towards the intended outputs contemplated by the project, in terms of contributing not only to the awareness but moreover initial actions towards gender equality through the different activities contemplated for political and economic empowerment, such as women political incubator, gender and media sensitization and training; WEE through WEP with 10 private sector firms participating, GRCF micro-capital funding for women, workshop on GRB, review of SDG5 indicators, legal and desk review regarding VAW and the fertility and IMAGES research that would provide inputs to the White Paper Policy and for reduction of VAW.

Also, the IMAGES study and the legal desk review established the baseline study on the perception of gender, masculinity and VAW, and the review and mapping of legal frameworks on gender justice and available services for survivors in Kuwait.

Although the project has, by and large, reached its expected results and indicators, the capacity-building of the WRSC is still ongoing and may require further support towards its long-term sustainability. As stated previously the time finally allocated for the project execution and the short notice of the two NCEs didn´t allow for sufficient effort towards empowerment and guarantee sustainability of outputs that should be pursued during a new project phase.

The project also contemplated activities to raise awareness and inform the population and different actors in society about women rights and the problems they confront to increase support towards the goals pursued. This might be enhanced by tapping into other experiences in similar cultural contexts, while enhancing the outreach, support and achieve change in Kuwaiti society.

The project has started steps towards achieving the outcomes and outputs contemplated but it requires further review and discussion from the project participants, WRSC, SG SCPD, UNDP and UN Women and key stakeholders such as public sector, SCOs and private sector that may provide insights and guidance to reach sustainable outputs and results, which requires time and coherence between activities and set indicators.

The fertility and IMAGES studies are still being reviewed by MOFA that may have inputs to any of the studies / reports under the project. However, actual clearance and release is determined by the GSSCPD. IMAGES has already been reviewed and indeed the findings were launched by the GSSCPD and partners in April (at the same time as this evaluation mission). Clearance does not entail or require widespread dissemination, which is at the discretion of the GoK.

The consultant for GRB conducted workshops and ToT activities, based on the former Moroccan experience, allowed to assess the responsiveness and difference in capacities between trained institution representatives, setting the baseline for further progress in this regard with all ten ministries and agencies. The promotion of networking of women for political participation through RA¨EDAT in Egypt and Morocco has also started but hasn’t been fully implemented.

The participation and teamwork between UNDP and UN Women was important for the project, although further operative, financial and communication processes could be improved, as oftentimes happens between agencies. Towards this purpose two of the UN Women team were involved in this project from the start of implementation (WEE and EVAW advisors). The staff member appointed to coordinate UN Women’s inputs to the project from August 2018 onwards was selected because of her in-country experience and existing working relationships with key partners (including GSSCPD) gained by working at UNDP / RCO Kuwait for more than five years prior to joining UN Women, which contributed to enhanced understanding by UN Women of the costs, cultural context involved in operating in Kuwait.

UN Women personnel engaged in supporting the SDG 5 programme travelled to Kuwait as required to support implementation, which also enhanced their understanding of the context etc. It would also be useful to take into consideration the rationale for UNDP’s request to UN Women to provide support to this project due to UN Women’s technical expertise and mandate, while aware that UN Women was a NRA and did not have the resources (either separately or under the terms of this project) to establish a physical presence inside Kuwait at the outset of the programme.

As expressed by the SG SCPD, the changes in UNDP Senior Management (RC and RR) and project manager and analysts over the project lifetime as well as rotation of personnel at UN Women, as well as delays in confirmation of identified consultants have also affected the project execution.

1. **Efficiency**

By and large, project objectives, outcomes and activities were adequately formulated based on the WRSC previous experience and country conditions. This evaluation is unable to make a fair assessment in terms of the allocation of funds and efficient use for each activity that was executed. Nevertheless, the amount allocated to the project and its distribution to each output and component seems reasonable for the expected results. Therefore, further analysis within the project and with all key stakeholders would be a necessary task to shed light and contribute to a new project stage towards the SDG5.

Due to the abovementioned changes in senior management and PMgr / Analysts in UNDP. The fact that the SGSCPD, head of CPAP requested a review of all UNDP formulated and ongoing projects and the adjustment of procedures between UN Women as well as the coordination with the WRSC, the project execution started slowly and faced delays, picked up speed as of October 2017 and started its execution between November and December 2017, therefore allowing for insufficient time for sustainability and impact, with some activities still ongoing during this evaluation during the second no cost extension period.

The project implementation through the WRSC at KU may face some weaknesses in terms of its role, responsibilities and efficient and effectiveness with respect to other stakeholders and actors related to the implementation of the SDG5. However the head of the WRSC (implementing partner / beneficiary) expressed that she has full support from the SG SCPD and that this ensures that all actions at the level of the public sector and other stakeholders are coordinated and coherent. However, a research and study center can be a useful think tank, learning institution and collect and process information and data but, it doesn’t have an executive nor implementing role within government, civil society and the private sector.

Therefore, even if the institutional and technical capacities of the WRSC are strengthened, there is still a need for further discussion and decision-making in terms of finding the best institutional structure for the SDG5 strategy and policy. In case of institutionalizing SDG 5 strategy and policy in the government, this evaluation suggests considering (a) the original rationale for identifying WSRC as the implementer / beneficiary of the project and (b) parallel work by UNDP to support national SDG implementation, monitoring, data collection and VNR.

There is a need to have further participation, commitment, ownership and accountability by different stakeholders in the public, private sector and SCOs to establish roles, responsibilities and allow for follow up and feedback regarding progress, how to overcome barriers and being more effective and efficient in terms of strategy, policy and its implementation.

Maybe a fast 360° diagnosis supported by a SWAT analysis that could later be used in a participatory workshop with all stakeholders including SCOs coordinated by the SG SCPD together with WRSC UN Women and UNDP could provide the basis and inputs for a suggested new phase for SDG5.

1. **Results, key indicators and impact**

According to the last Progress Report, SDG5´s are the following:

**1- Output 1: Leadership and Political Empowerment and Awareness**

1. Announcement for the political incubator and selection of participants.
2. Celebrating the 16 days of activism
3. Political incubator established and equipped.
4. Launching ceremony.
5. 6 training courses delivered and a closing ceremony (55 women)
6. Leadership trainings phase 2 started October 2018
7. Sustainability and institutional development consultant started October 2018

**2- Output 2: Economic Empowerment**

1. Training for 10 ministries on Gender Responsive Budgeting for 3 days.
2. Two Ring the Bell at Boursa Kuwait and International Women’s day celebration.
3. Four deliverables of the fertility study, and signings the second micro capital agreement.
4. WEP with 10 firms participating
5. SDG5 consultant will start October 2018

**3- Output 3: Violence Against Women**

1. 2 committees created to revise IMAGES approach and questionnaire with interviewees trained.
2. Data collection completed for quantitative analysis. Report completed subject approval SG SCPD and MOFA
3. Gender and Justice Report finalized awaiting approval MOFA
4. Consultant on board for a desk review on VAW laws and just assessment report completed.
5. Finalized Fertility Study subject to approval MOFA and SG SCPD

**UNDP and UN Women added Value to SDG5 Project**

* UNDP and UN Women global gender strategy is aligned with the 2030 Agenda in addressing women political participation and leadership, women empowerment and ending VAW. Main components of the SDG5 project.
* Investing in capacity building and sustainability of Women Research and Studies Center (WRSC) at University of Kuwait to become hub for evidence based reports and researches to lead the national implementation of SDG5
* Support the government to adopt legal and policy frameworks to address violence against women and to ensure provision of support services for survivors
* Provide policy advice on women economic empowerment through mapping female participation in labour formal and informal sectors
* Support WRSC in building pool of women leaders to accelerate equal participation of women in decision making positions
* Support the private sector in implementing women economic principles to increase commitment on gender equality and women’s empowerment
* Support the Government in reporting on SDG5 in the VNR

1. **Sustainability**

* To ensure an optimized sustainability and enhancement of the SDG5 project results the GSCSPD, with the support and advice of the WRSC, UNDP and UN Women should analyze and select the public sector institution responsible for policy design, coordination and follow up within the Government, in close consultation with ministries responsible for its different actions through GRB, and other stakeholders, while allowing sufficient time for implementation and sustainability.
* Capacity-building of WRSC and other institutional personnel should be pursued, while public awareness and commitment should serve to translate entry-points into concrete action and its manifestations in the Kuwaiti context
* This phase of the new project should be responsive to women´s demands and needs within the framework of CEDAW, the SDG Agenda 2030, the national strategy and policies, built into the current KNDP, the Kuwait Vision 2035, the new CPAP 2019-2022 and the lessons learned from this project
* Through awareness raising and media campaigns, Ensure political, society and resource support for the new project.

1. **Conclusions and Recommendations**
2. **Conclusions**

* The programme design was broadly appropriate to address the commitment and priority, established in September 2015 by HH Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, Amir of the State of Kuwait, at the United Nations SDG Summit, who pledged Kuwait´s commitment to the implementation of 2030 Agenda for its Sustainable Development Goals (SDGs) and particularly SDG 5.

The overall goal of the project was to accelerate implementation of SDG 5. The project was supposed to set in motion conditions that would catalyze more impactful change to support the state of Kuwait to achieve SDG 5 within the 2030 Agenda for the SDGs.

* It built on previous 2009-2014 CPAP, through which UNDP supported the GSSCPD to conduct a Women´s and Children´s Rights through Access to Information (WRACTI).
* The project´s priorities were established adequately during the design phase for women political empowerment, economic empowerment and addressing the issues of violence against women –VAW-
* The project was designed based on specific inputs received from consultations with diverse national stakeholders, including government, CSOs and the private sector, and aligned with the KNDP and developed through the UNDP within the CPD. It built on previous 2009-2014 CPAP, through which UNDP supported the GSSCPD to conduct a Women´s and Children´s Rights through Access to Information (WRACTI). This previous project started in October 2010 with the creation of the Women Studies Unit in the College of Social Sciences in Kuwait University. In cooperation with UNDP, the Women Studies Unit developed into the Women Research and Studies Center –WRSC- in 2012.
* The project´s priorities were established adequately during the design phase for women political empowerment, gender equality and women empowerment -GEWE- and addressing the issues of violence against women –VAW-
* The initial SDG 5 project signed in April 2017 finally started in November 2017 and only had 13 months left for its formal execution until its closing date December 2018, excluding the two no cost extension, first until March and then extended until June 2019.The project execution was affected by changes in project coordinator and managers from UNDP.
* The project was technically designed by UN Women ROAS, from now onwards UN Women, and UNDP under the guidance of the GSSCPD and directly informed by WRSC, as anticipated implementing partner and key stakeholder.

The coordination between UNDP and UN Women and it´s operational procedures probably affected the project rhythm of execution, especially within such a tight timeline, with only 13 months left for execution, plus the two NCE for three months each, which were approved with short notice to allow for appropriately adjustment of the ongoing work plan.

The SDG 5 project, was aligned with the KNDP 2015-2019, the Kuwait Vision 2035, the UNDP CPAP and CPD 2015-2018 and the SDG Agenda 2030. It is within the framework of international Convention on Elimination of Discrimination Against Women –CEDAW-, the national law of 2005 and Constitutional Rights for women,

* The project´s theory of change promotes political participation and empowerment of women, in the National Assembly, public office, and gender equality and empowerment for women -GEWE-providing jobs and income, and also contribute to prevention and reduction of violence against women –VAW-. Since the latter is the basis for acute inequality between men and women and severe conditions and mistreatment that women face within their household by their spouse and family as well as in society.

This implies a transition from inequality of political, social and economic rights and participation, which is quite extended due to cultural and tribal conditions, to a leveled playing field. The expected outputs and indicators are set initially in the project document followed by the successive progress reports, presented at the Board Meetings

* The SDG5 project is relevant and appropriate to move forward and accelerate the achievement of the 2030 Agenda for the SDGs.
* The project was able to achieve its expected outputs but requires further effort for impact and sustainability, due to the short implementation period and the counterpart´s weak institutional capacity
* The project is also pertinent to the capacity-building of the WRSC and establish a Gender Responsive Budgeting -GRB-with the 10 implementing partners (Ministries and key government agencies).
* Nonetheless of the short period finally provided for the project execution, there was relative progress achieved towards the intended outputs contemplated by the project, in terms of contributing not only to the awareness but moreover initial actions towards the gender equality and women empowerment and reduction of VAW.
* Although the project has, by and large, reached its expected results and indicators, the capacity-building of the WRSC is still ongoing and may require further support towards its long-term sustainability.

1. **Recommendations**

* Consider the possibility of a new phase for the SDG 5 project to allow further time to strengthen and build the sector´s institutional capacities; those of its other stakeholders while contributing to continuity of GEWE, reduction of VAW and further the SDG5 2030 Agenda.
* The new project phase should contemplate a sufficient time / duration, to allow for measurable results, impact and sustainability
* Review the coordination and execution mechanism between UNDP, UN Women, WRSC and GSSCPD to enhance the implementation effectiveness and efficiency
* Provide conditions towards stability and continuity of project managers and assistants as well as timely availability of key consultants during its implementation
* Ensure feedback and active participation, and voice from all key stakeholders during both the project formulation and execution stage. To improve the project formulation and execution, its strategy and outputs should be designed based on a careful evaluation and review of this former project with the participation, commitment and contributions of all key stakeholders to ensure ownership and achievement of the project results and indicators
* It would be convenient to consider UN Women´s substantive presence in Kuwait during the key stages of the project cycle.
* Capacity-building of WRSC and other institutional personnel should be pursued, while public awareness and commitment should serve to translate entry-points into concrete action and its manifestations in the Kuwaiti context
* To ensure an optimized sustainability and enhancement of the SDG5 project results the GSCSPD, with the support and advice of the WRSC, UNDP and UN Women should analyze and select the public sector institution responsible for policy design, coordination and follow up within the Government, in close consultation with ministries responsible for its different actions through GRB, and other stakeholders, while allowing sufficient time for implementation and sustainability.
* When international consultants are necessary, ensure the active participation of local consultants, CSOs and national institutions, which will participate in learning by doing or through shadow work with the foreign consultant, to contribute to capacity-building and sustainability in Kuwait
* Promote SSC and TrC within the project, among Arab and especially Gulf countries such as GRB training provided by the GoM, participation in the Annual Women´s Leadership Conference, including members of the Ra’edat network of women parliamentarians from the Arab States and how this SSC/TrC has supported successful implementation.

1. **Lessons Learned**

Future project design should be participatory with WRSC, GSSCPD, CSOs, UNDP and UN Women, and other stakeholders, based on a review of the outcome and results from the first SDG5, with realistic and achievable targets that contribute to concrete women political and economic empowerment and prevention and reduction of VAW

When possible, ensure stability in project management, implementing partners and beneficiaries throughout the project cycle, while allocating sufficient time for project execution of at least three years to guarantee sustainability and impact.

The project execution should provide continuity to the strategic objective to achieve the SDG5 2030 Agenda, within the framework of the national priorities, KNDP and Vision 2035.

The conditions for the project sustainability and impact should be explicitly addressed during the design and execution and adjustments made when necessary, establishing M&E systems

Awareness, design media and communication campaigns that are tailored to women´s societal limitations and demands, while adjusted to the local conditions and constraints, will therefore contribute to a favorable environment for its implementation

The inequality between Kuwaiti citizens and foreigners in terms of rights of women residents and their children should be addressed to provide equal rights to all residents.

**Annex**

**Annex 1**

**Persons Interviewed SDG5 Project**

|  |  |  |  |
| --- | --- | --- | --- |
| Sunday , 28 April | SDG5 Stakeholders | Sahar Shawa – UN Consultant RCO  May Hajjaj – Soroptimist  Al Anoud Al Sharekh & Sundus Husein – Abolish 153  Dr. Fatima Howeila – Professor of Law KU  Lulwa Al Mulla - Kuwaiti Women’s Cultural and Social Society  Josephine Moss – UN Women ROAS  Dr. Lubna Al Kazi – WRSC/KU | |
| Wed , 1 May | SDG5 UN Women | | Ms. Josephine Moss (SKYPE Call) |
| Sunday, 28 April | SDG5 WRSC Director – Dr. Lubna Al Kazi | | 13:00 – 14:00 |
| Monday, 29 April | GGSCPD – General Secretary  Dr. Khaled Mahdi | | 13:00 – 14:00 |
| Tuesday, 30 April | SDG5 Dr. Lubna Al Kazi | | 13:00 – 14:00 |
| Thursday , 9 May | UNDP Programme Analyst Ms. Lateefah Al Wazzan | | 14:00-15:00 (SKYPE Call) |

**Annex 2**

**Documents Reviewed SDG5 Project**

* Board Meetings Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality
* Communication Strategy for Women's Research and Studies Center in Kuwait University By Dr. Azza Kamel
* Consultant to Develop a Networking Strategy between Ra’edat Women's Network for Women Leaders and WRSC. TORs
* CPAP 2015-2019 Kuwait
* CPD 2015-2019. UNDP Kuwait
* Fertility Levels, Trends, and Differentials among Kuwaiti Nationals. Nasra M. Shah and Philippe Fargues
* Financial Reports. Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality
* Gender-Responsive Budgeting (GRB) Workshop Kuwait City, Kuwait - Winter 2018
* Report Laws, Policies and Practices on Gender Justice: Kuwait. UN Women 2018
* Media Campaign Strategy guidelines and Key messages on Gender Equality and women empowerment Within the frame of supporting Kuwait to achieve SDG 5. Dr. Rula Alfarra Alhroob
* Media StrategyStrategy for Women's Research and Studies Center in Kuwait University By Dr. Azza Kamel
* Mission Report on the short- term Media Tools Consultancy contract within the frame of supporting Kuwait to achieve SDG 5. Dr. Rula Alfarra Alhroob
* Political Participation. The Purpose Of Work-Life Balance Capacity Building Workshops. 2018
* Progress Reports. Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality
* Strategic Plan WRSC 2019-2022. 2019
* Study on Women Entrepreneurship in Kuwait: Challenges and Opportunities. TORs
* Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality. Project Document
* Understanding Men, Women, and Gender Equality in Kuwait. International Men And Gender Equality Survey – Middle East And North Africa, Kuwait (Images). PROMUNDO. 2019
* Women’s Empowerment Principles in Kuwait Strategy and Action Plan (June 2018 – June 2019)
* Women’s Empowerment Principles (WEPs) Workshop in Kuwait Supporting Private Sector Companies to advance their gender equality agenda 2018
* Work-Life Balance Report. Sally G. El Mahdy

## Annex 3

**Project « Support to the State of Kuwait in the implementation of SDG 5 on Gender Equality** »

## Evaluation matrix

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria/Key Question** | **Second Level Question** | **What to look for** | **Data sources** | **Data collection methods** | **Data analysis method** |
| 1. **Relevance**   1.1To what extent is the SDG5 project relevant to address the problems and issues faced by women in terms of women political and economic empowerment as well as Women Against Violence (MAV) in Kuwait?  1.2 What is the extent to which the SDG 5 project is relevant to Kuwait national development priorities?  1.3 Is the SDG 5 project relevant to address capacity building and development of the WRSC at Ku and GSB at Ministries?  1.4 Is the SDG5 project relevant to overcome barriers for political and economic empowerment and inclusion of women? How and why?  1.5 Is IMAGES and fertility study relevant and useful for CBS and sector data, analysis and policymaking for women?  **2. Appropriateness** | 1.2.1 What is the extent to which the project is relevant to national development priorities within the KNDP?  1.2.2 What are the value added of the project in relation to other priority needs and efforts in the sector? | * Present situation of women in its different aspects / dimensions in Kuwait * Context * Main issues and challenges faced by women in Kuwait in social, economic and political dimensions * Consequences | PRSP reports  WRSC  GSSCDP  MOFA  KNDP  HDR  MOH  MOE  CSOs  Private Sector  MOSAL  Key informants | Secondary reports  Key informant interviews | Triangulate statements made in reports against results of key informant interviews |
| 2.1.1 How relevant is the project design in addressing the outputs?  2.1.2 Is the project the appropriate solution to identified problems? | Same as above | Same as above  Key informants | Secondary reports. Key informant interviews | Triangulate statements made in reports against results of key informant interviews |
| **Criteria/Key Question** | **Second Level Question** | **What to look for** | **Data sources** | **Data collection methods** | **Data analysis method** |
| **3.Effectiveness**  3.1 Has there been progress towards achievement of the intended outputs?  3.2 In your view what are the binding constraints and priorities for political, social and economic and inclusion of women in Kuwait?  3.3 Is there sufficient awareness of women rights and advocacy in favor of women in Kuwait which contribute to their participation?  3.4 Is the potential of the SDG 5 project and it´s three outputs on track of being achieved? If not why?  3.5 Has the project searched and tapped into International experience for good practices for policies, tools and inclusion for women?  3.6 Are there proposals for improved effectiveness and efficiency in the use of funds for political and economic empowerment?  3.7 Are there proposals for the effective use of the IMAGES research?  3.8 What capacities have been built through SDG5 at WRSC at KU, the ten sector Ministries through GBS and statistics and data at CBS? | 3.1.1Has there been progress towards achievement of the intended objectives and outputs? | * Outputs achieved versus items listed in project inception report * Concrete targets and indicators * Quality of results in terms of political and economic participation. | Key informants | Secondary reports  Progress Reports  Board Meetings  Key informant interviews | * Compare project outputs and activities against progress * Contrast expectations with perceptions, satisfaction and achievements |
| 3.1.2 How effective has UNDP WRSC KU, strategy been? | * Who benefits from the project & do they feel ownership of it? * Direct beneficiarios, WRCS, Sector Ministriles, CBS, CSOs, and prívate sector | Key informants  Selected stakeholderss  Onsite observations | Key informant interviews  Focus group discussions, if possible during field visit | Stakeholders analysis tools |
| 3.1.3 Has there been institutional, political, economic, operative and bureaucratic constraints and capabilities affected the achievement of outputs? Which? | * Time taken to reach agreement with UN Women for project execution select and recruit project staff (Project Mgr and Analyst), individual consultants and consultant firms and release funds for activities | Project Progress reports  Key informants | Secondary reports key operation and managerial informant interviews | Compare progress or delays experienced with best practice in the Kuwait |
| 3.1.4 To what extent has the project contributed to KNDP, CPD outcomes and outputs? | * To what extent of Government participation, commitment, awareness and resources provided has contributed to achieve the project outputs? | Project Progress reports, key informants, selected stakeholders and beneficiaries  On site observations | Secondary reports, key informant interviews, when possible focus group discussions,  Field visits | Compare post and pre-project outputs, targets and indicators to determine rhythm of progress achieved |
| 3.1.5 According to the prodoc, Is UNDP’s and UN Women partnership strategy effective and viable for the achievement of outputs? | Extent to which key partners were involved in project development and implementation | Key informants | Secondary reports, key informant interviews | Stakeholder analysis and inputs |
| **Criteria/Key Question** | **Second Level Question** | **What to look for** | **Data sources** | **Data collection methods** | **Data analysis method** |
| 1. **Efficiency**   4.1 Has the SDG 5 project design and execution been efficient?  If not how can it be improved?  4.2 Have the allocated funds to the SDG 5 project been used efficiently to achieve efficient and effective outputs, results and impact?  4.3 Have the priorities established and the distribution of resources been done efficiently and effectively?  4.4 What are in your view the underlying factors beyond SDG5 and eventually the project unit WRSC KU, UNDP’s and UN Women control that influence the outcomes and outputs? | 4.2.1 Has WRSC KU strategy in producing the outputs been efficient and cost-effective?  4.2.2 Have alternative mechanisms to improve efficient execution been used and explored by the SDG 5 project?  4.2.3 How efficiently and effectively have resources been allocate for SDG 5 and for the project outputs?  4.2.4 How could governance and regulatory structures be improved to facilitate policy towards women? | Ratio of overhead expenditures in total expenditures  Quality of project monitoring activities | Key informants  Progress Reports  Board Meetings | Secondary reports,  Key informant interviews | Identify key implementation bottlenecks resolved, and recurrent problems |
| 4.2.5 How efficient has been the roles, engagement, and coordination amongst various stakeholders in implementing the project?  4.2.6 Has there been any duplication of efforts with other organizations in contributing to the outputs?  4.2.7 What is the assessment of the quality and institutional arrangements for the implementation of the project? | Roles of WRSC KU, UNDP and UN Women as specified in the prodoc versus in practice  Regularity and quality of project Board Meetings  Time required to overcome implementation problems  Project delivery versus budget  Quality of project Progress and monitoring reports | Key informants, | Secondary reports,  Key informant interviews | Stakeholder analysis |
| **Criteria/Key Question** | **Second Level Question** | **What to look for** | **Data sources** | **Data collection methods** | **Data analysis method** |
| 1. **Results / Impact** 2. **Sustainability**   6.1 What are the underlying factors beyond the GoK, WRSC KU, UNDP’s and UN Women control that influence the outputs?  6.2 What would be the capacities and needs of the different stakeholders to continue to implement the policies and initiatives promoted and started by the SDG 5 project?  6.3 What are risks and threats to the SDG 5 different initiatives?  6.4 What capacities and measures are in place or need to be strengthened to protect, reduce or /mitigate hose risks?  6.5 What should be the focus for the remaining 2019 and 2020?  6.6 What to do beyond SDG 5 project? | 5.1.1 What changes happened in the immediate surroundings of the project as a consequence of it?  5.1.2 Does the project address appropriately the aspects related political and economic empowerment and violence against women?  5.1.3 Were the outcomes and outputs achieved as contemplated in the project? Explain:  - Political Incubator  - Awareness and advocacy  - WEE and WEP in the private sector  - Participation in RAEDAT  - GRB in Ministries  - Images  - Fertility study  - Contribution to CBS  - GRCS Microcapital Agreement with Canadian funding  5.1.4 What were the measurable changes achieved as result of the policies and activities implemented by the project and its respective outputs?  5.1.5 How has the project contributed to institutional building and capacity development of WRSC KU and Ministries?  5.1.6 Has the project contributed to the women political and economic empowerment, while addressing efforts for reduction of violence against women (VAW)? How?  5.1.8 What changes have occurred in terms of VAW **Kuwait** Society for Human Rights (**KSHR**)?  5.1.9 What were the direct impacts of the project on the targeted population?  5.1.10 Were there any unforeseen consequences and impact from the project?  6.2.1 What are the key constraint to sustainability?   * Institutional capacity * Management skills * Political and Economic Empowerment * VAW * Women Rights * Policy, regulation and enforcement capacities * Stability of authorities   6.2.2 Have safeguards been taken for project´s sustainability? Which?  6.2.3 Are the SDG 5 initiatives sustainable? Why and How?  6.2.6 What is the extent to which SDG 5 established mechanisms ensure sustainability of the outputs? | Continuity and sustainability of activities undertaken by SDG 5 project and sector Ministries as well as CSOs  Budget allocated for SDG 5  Policy framework for persons SDG 5, implemented with sufficient resources allocated for its execution and sustainability | Progress Reports  Individual interviews and with stakeholders  Government  Role of GSSCDP, WRSC KU and sector ministries | Project indicators  Progress Reports  Policy documents  Sector statistics  Key informant interviews | Analysis and evaluation of data  Data analysis. |
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| **Criteria/Key Question** | **Second Level Question** | **What to look for** | **Data sources** | **Data collection methods** | **Data analysis method** |
| 1. **Lessons Learned and Recommendations**   7.1 What are the key lessons learned regarding:  -Project design  -Project execution  -Project sustainability  7.2 What kind of institutional capacity has been built and is it sustainable within SDG 5 project?  7.3 Are the established communication, right awareness and information diffusion mechanism appropriate for persons women empowerment and WAV? How could they be improved? | 7.1.1 Isolate and elaborate lessons emerging from this evaluation to be applied for policy and action continuity by SDG 5 project, sector Ministries, private sector and CSOs | How SDG 5 project and partner Ministries have strengthened their institutional capacity to assist persons with disability. | Institutional capacity assessments,  Progress reports sector data, statistics and information | Secondary reports,  Key informant interviews | Capacity assessment,  Participatory appraisal |
| 7.1.2 Provide recommendations for improvement of policy, instruments and services delivered by SDG 5 project, implementing partners and other stakeholders. | Review co-ordination between SDG5 project and key sector ministries as well as CSOs and private sector  Review adequacy of budget funding for deepening and sustainability of the activities undertaken by the project | SDG5 project document  SDG 5 reports  Key informants | Secondary reports,  Key informant interviews | Stakeholder analysis,  M&E |
| 7.1.3 Recommend how SDG 5 project WRSC KU, UNDP and UN Women can better fulfill its commitment to benefit persons with disability. | Review need for training for women empowerment with different participant institutions. | Key informants | Secondary reports,  Key informant interviews | Capacity needs assessment tools |
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| **Progress Report SDG 5 ANNEX 4**  **SECTION 1: OUTPUT (PROJECT) PROGRESS** | |
| **UNDP Strategic Plan Outcome and Output:** | Human development accelerated through high-caliber human capital and increased social empowerment |
| **Country Programme Document (CPD) Outcome, Output and associated indicator(s):** | Indicator #3: Per cent increase of public expenditure on health promotion, higher education and social welfare, and coverage of the social protection system, disaggregated by gender, age, and governorates.  Baseline: Health 6.60% in 2011/2010, Education 10.07% in 2011/2010, Social security and welfare affairs 15.28% in 2011/2010  Target: To be determined by the respective government entities |
| **Project Output 1:** | **Public perceptions of both men and women are positively influenced by campaigns and public dialogue informed by elections research to pave the way for an expanded cadre of interested and capable women to run for elections.**  **Key indicators:**   1. Political incubator established with relevant curricula and plan to pave the way for women to be better prepared for the following election and initiate public debate on women in leadership. 2. Increased capacity of 30 aspiring female political candidates in leadership, communication, and campaign management skills. 3. Increased capacity of 30 public servants in leadership, communication, and lobbying skills. 4. Women benefiting from the political incubator are running for office. 5. Women benefitting from the political incubator are advancing in their careers. 6. No. of Kuwaiti women who are interested to be political candidates or who were elected, engaged in existing regional forums and networks that support women’s political participation. 7. The Women's Research and Studies Center at Kuwait University has a governance structure in place. 8. The Women's Research and Studies Center has increased gender capacity, and an annual work plan, research plan and expertise. 9. The Women's Research and Studies Center at Kuwait University develops dedicated courses on women´s empowerment and gender mainstreaming. 10. The Women's Research and Studies Center at Kuwait University has a comprehensive online database of GEWE materials in place. 11. The Women's Research and Studies Center at Kuwait university engages students in GEWE work through a dedicated internship programme   **Baselines:**   1. No political incubator in place. 2. 0 women trained. 3. 0 women trained. 4. Only one MP. 5. 0%. 6. Some engagement from former female members of parliament in the UN Women Raedat network 7. No governance structure. 8. No annual work plan 9. 2 courses available 10. No database 11. No internship programme   **Targets:**  1. Political incubator training courses have been completed  2. 30 women have increased capacity on leadership skills to run for public office  3. 30 women have increased capacity to advance in leadership positions in public service  4. Two of the trained candidates are thinking of running for elections  5. 50% of women trained expressed how impactful were the leadership training.  6. Around twenty trained women participated in the first roundtable discussions. Two of them expressed interest to run for elections  7. Governance structure in place  8. Outline of work plan is in place  9. Outline of developing courses with a sister university on GEWE  10. Database in place  11. 10 students engaged in 2018 |
| **Main results achieved (1 July 2018- 31 October 2018):** | * **Result**   The Women’s Research and Studies Center is reviewing its objectives, mission, vision and the organizational structure towards more sustainable center. The institutional development consultant is developing the first draft that has reformulated the vision, mission, structure and strategic direction of the center with a draft organizational chart. The draft will be the base for national consultation with different stakeholders to ensure ownership of the process of strengthening the center.  The Project has supported WRSC in the first basic leadership training through selecting the candidates and identifying selection criteria. This resulted in accepting 60 ladies in both leadership skills and campaigning management. The training workshops increased the capacity of 30 aspiring female political candidates in leadership, communication and campaign management skills, and the increased capacity of 30 public servants in leadership, communication and lobbying skills.  Based on the success of the first training, an advanced leadership and public speaking training workshops was designed. At the end of the training, 40 women from public sector, and women aspiring to run for elections completed the training. The four day training focused on advanced leadership skills and public speaking. The skills focused on real life examples and the challenges facing women leaders in different sectors especially the public sector. The participants who attended the advanced training were filtered from 50 to 25 women interested to pursue the capacity building initiative.  As part of the capacity building, a roundtable session was conducted with members of Raedat network for former women parliamentarians to provide first-hand experience of their experience running for office. The 15 participants from the leadership and public speaking training workshops attended the session with four of raedat network to discuss and engage on different topics. One recurring theme was repeated on the need for women to run for elections no matter what the challenges are. The process itself is worth the effort regardless of the results. Women have to always be present and ready to fight their political battle.  Parallel to the leadership training, discussion sessions with Raedat Network of former women parliamentarians on six topics;   |  | | --- | | **First Session**: Women in Politics: Women who influenced change in politics and society. | | **Second Session:** How to overcome barriers/ Raedat network | | **Third Session:** Why men supporting women in leadership is important to bring positive change | | **Fourth Session:** Women in Corporate leadership is good business or How we climbed the corporate ladder | | **Fifth Session:** How do media influence women leaders? | | **Sixth Session:** Civil Society leading positive change. |   Each session discussed the topic, followed by discussions from students as the university which was a good opportunity to engage with young men and women students from the faculty of social sciences.  All the above will advance the idea of establishing a political incubator at the Women Research and Studies Center that will serve as hub for knowledge, capacity building and networking.  At the end of 2018, SDG5 project organized two back to back media and gender trainings from 19 to 24 December for media professionals from TV, newspapers and radio and advocates in NGOs. In both trainings, many definitions in gender were introduced to the participants to lay the grounds for the specialized topics on media. The sessions presented some media clips from ads and series to allow the participants to spot stereotypes acts/scenes/words and discuss the impact it had on the public. Towards the end of the trainings, the participants discussed some recommendations to further discuss the topics and how to move the agenda of gender sensitive media forward. It was agreed to hold one day orientation session in January/February to explore different initiatives and way forward.  **Performance on Indicators**  **Below indicators were fully achieved as of October, 2018:**   1. Increased capacity of 25 aspiring women political candidates and women in public sector on leadership, campaign management and public speaking. 2. Increased understanding of 15 trained women on the Raedat Network and the examples of former MPs 3. Draft strategic and Governance structure, mobilization plan for Women Center for Research and Studies for further discussions with national stakeholders of the public, private sectors and NGOs. 4. Improved understanding of 25 media professionals and advocates on media and gender and how to produce gender sensitive media products. |
| **Project Output 2:** | **Women’s participation and leadership in all sectors is enhanced through greater awareness and application of policies to promote women’s gender equality and empowerment women and girls.**  **Key indicators:**  1. No. of Kuwaiti private sector companies applying WEP  2. Kuwait joins the global “Ring the Bell” initiative and organized the event at Stock-exchange to mark the International Women’s Day.  3. Workshop with private sector promoting uptake of WEPs is organized  4. Media campaign promoting women’s economic empowerment is designed and implemented  5. Entrepreneurship study with focus on women developed  6. Training on Gender Responsive Budgeting is organized for relevant government representatives  **Baseline:**   1. Baseline 0 2. Baseline 0 3. Baseline 0 4. Baseline 0 5. Baseline 0 6. Baseline 0   **Targets:**   1. Target 3 2. Target 1 3. Target 1 4. Target 1 5. Target 1 6. Target 1 |
| **Main results achieved (1 Jan 2018- 31 Jun 2018):** | * Result   The project has also supported the State of Kuwait in celebrating the International Women’s Day by joining the “Ring the Bell” initiative for gender equality and women’s economic empowerment. This resulted in positioning the state of Kuwait as the first Gulf country to join the initiative.  The training on Gender Responsive Budgeting was organized for representatives of 10 ministries, this resulted in raising their capacity on the topic and enhance their awareness on developing future budgets taking into consideration gender aspects. Yet, additional results can be introduced through linking the outcomes of this training course and feedback from trainees to Kuwait Public Policy Center that would result in an overall strategy for the Gender Responsive Budgeting in the State of Kuwait.  The project has launched the WEPs with the participation of ten private companies namely, Agility, Al Hamra real Estate, Alghanim, Gulf Bank, NBK, KIPCO, Burgan Bank, Gulf Insurance Group, Equate and Zain. Out of the ten companies, six countries have officially endorsed the WEPs. This makes Kuwait one of the leading Countries in the GCC and MENA region to endorse the WEPs and commit to implementing its principles.  Around 40 focal points from the companies different departments such as HR, corporate responsibility trained in a capacity building workshop that was held from the 2-4 of October 2018. The aim of the workshop was to introduce the participants on the 7 principles and how to develop action plans.  Media campaign to raise awareness on WEPS through formulation of key messages on role of women in businesses, community and the individual levels were completed. These messages will be used by the WRSC to raise awareness on the role of women.  The project also has kick started the study on women participation of labour force. A survey is finalized to be used as data collection tool for around 300 women entrepreneurs, unemployed and employed women. The study will look into the challenges facing women in the labour force and what kind of strategies needed to support them.  **Performance on Indicators**  Below indicators ware expected to be achieved by June 2019  2. Kuwait joins the global WEPs with the endorsement of six private companies.  6. Study of Women in the Labour Force is initiated with data collection. |
| **Project Output 3** | **Data is available to support elaboration of a comprehensive national plan to address violence against women.**  **Key Indicators:**   1. Data on attitudes towards GE including VAW informs national policy and strategy on VAW 2. Data on VAW legal frameworks and services informs national policy development 3. Policy on VAW is informed through south south knowledge exchange.   Baseline:   1. No data available on VAW and attitudes towards it 2. No data available on Legal frameworks and VAW services 3. No south south exchange on VAW policies   Target:   1. IMAGES survey undertaken and published. 2. Report on legal frameworks and mapping of services prepared and validated 3. A conference on VAW is organized in Kuwait with the participation of countries from the region |
| **Main results achieved (1 Jan 2018- 31 Jun 2018):** | * Result   The first draft of IMAGES is finalized. The report encompasses main results of the survey and number of recommendations addressing VAW in Kuwait. The qualitative research is finalized includes that actionable recommendations based on the outcomes of focus groups with women from different age groups to address VAW in Kuwait. the report also validates the findings of the IMAGES study.  The Project has supported WRSC in selecting the candidates through an official announcement and identifying selection criteria. This resulted in accepting 60 ladies in both tracks and increased capacity of 30 aspiring female political candidates in leadership, communication and campaign management skills, and the increased capacity of 30 public servants in leadership, communication and lobbying skills.  The mapping study for services on VAW has been finalized and shared with GSSCPD. A recommendation to resend the mapping study to obtain more accurate data. The survey was sent to Ministry of Health, Interior and Labour and Social Affairs. So far feedback is still needed to complete the mapping study.  The Gender Justice report has been finalized. Approved by GSSCPD with some final clarifications to be made following the receipt of feedback from MOFA. .  **Performance on Indicators:** Below indicators were fully achieved as of October 2018   * Availability of data on VAW in Kuwait with statistics for future studies and reports * A mapping of the laws and regulations in Kuwait is available with specific reference to any discriminatory acts against women |
| **For all Outputs:** | * **Targeting:**   The target group includes CSB, WRSC, Leader Women, universities studies, private sector, NGOs and CSOs, as Gender is a cross cutting issue. The project has arranged several sessions and training courses with different counterparts involved and were engaged.   * **Sustainability:**   To face the sustainability challenge, project is working on developing strategic note, and sustainability strategy and a governance structure. The first draft of the outline of what is needed has been developed and needs further input and feedback from WRSC and selected national stakeholders.   * **National capacities:**   Implemented activities are at the heart of capacity building for Kuwaiti women leaders, as well as national entities such as Central Statistics bureau on gender sensitive indicators. The project works on building the capacity of selected private sector companies on women empowerment principles. Media personnel capacity on gender equality and women’s empowerment is also built throughout the project. The government entities are also trained on gender responsive budgeting to ensure their capacities in understanding the importance of transparence and gender responsive budgeting in ensuring gender equality and women’s empowerment.   * **Gender Attribute and Contribution to Gender mainstreaming[[3]](#footnote-4):**   The project is preparing the study on SDG5 to provide evidence based data and statistics on gender mainstreaming within implementation of the SDGs. More data and measurable actions will be recorded as the data remains available for analysis. This will be included in the VNR that is submitted for Kuwait. Gender responsive budgeting training is also important to pave the way for governmental engagement in mainstreaming gender in its public expenditures. The project WEPs initiative has engaged CEOs and senior officials who are men and women in understanding it and working towards full endorsement.   * **Knowledge Management:**   The knowledge produced within the project in the form of studies will pave the way for more analysis and fine tuning the results. The studies will provide evidence based data to ensure sustainable results are achieved in areas of women political participation, economic participation and VAW.  **Problems/Challenges encountered:**   * Slowness in response by the responsible public entities was reported by some consultants. The delay in contracting the consultants of the project has impacted the follow up activities such as validation and training workshops. |
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| **Activity ID: Output 1 – training for the political incubator**  **Description: Establish the political incubator and provide 6 training courses for 60 women.** | | | | | | |
| **Start Date: 01-Jan-2018** | | | | | | **End Date: 30 – May 2018** |
| **Purpose** | | | Political incubator established with relevant curricula and plan to pave the way for women to be better prepared for the following election and initiate public debate on women in leadership. | | | |
| **Description** | | | 30 aspiring female political candidates in leadership, communication, and campaign management skills.  30 public servants in leadership, communication, and lobbying skills. | | | |
| **% of progress to date:** | | | 100 % | | | |
| **Activity ID: Output 1 – Advanced training on leadership, public speaking**  **Description: Provision of advanced leadership, public speaking training courses for 25 women in level 2.**  **Parliamentarians** | | | | | | |
| **Start Date: 22nd October-2018** | | | | | **End Date: 25th October 2018** | |
| **Purpose** | | Build core of well-trained women leaders in public sector and whomever has interest to run for elections | | | | |
| **Description** | | 25 aspiring female political candidates in advanced leadership skills, campaign management and public speaking | | | | |
| **% of progress to date:** | | 100 % | | | | |
| **Start Date: 22nd October-2018** | | | | **End Date: 24th October 2018** | | |
| **Purpose** | | Raise awareness and discuss women participation in politics, CSOs, media with focus on the challenges and men’s support to women leaders | | | | |
| **Description** | | The six discussion sessions included around 50 participants each from university men and women students, CSOs, public sector and women activists | | | | |
| **% of progress to date:** | | 100 % | | | | |
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| **Activity ID: Output 2 – training on gender responsive budgeting**  **Description: Provide a training course for representatives from 10 ministries** | | | | | | |
| **Start Date: 01-March- 2018** | | | | | **End Date: 30 – March – 2018** | |
| **Purpose** | | Introduce the concept of gender responsive budgeting to representatives of 10 ministries. | | | | |
| **Description** | | Morocco has a center of excellence on gender responsive budgeting that is well known in the region and for pioneering this process for the last 20 years. The project hosted 2 trainers from the center and arranged with the 10 ministries to attend the training course. | | | | |
| **% of progress to date:** | | 100 % | | | | |
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| **Activity ID: Output 2 – economic empowerment**  **Description: Celebrate International Women’s Day by joining “ Ring the Bell” initiative** | | | | | | |
| **Start Date: 15-Feb-2018** | | | | **End Date: 10 – March 2018** | | |
| **Purpose** | Celebrate international women’s day with focus on economic empowerment and role of private sector. | | | | | |
| **Description** | An activity organized with Kuwait stock exchange to highlight the importance of private sector to empower women and to position the state of Kuwait among countries celebrating this international initiative. | | | | | |
| **% of progress to date:** | 100 % | | | | | |

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| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | | | | | | | | |
| **Activity ID: Output 1 – Advanced training on leadership, public speaking**  **Description: Provision of advanced leadership, public speaking training courses for 25 women in level 2.**  **Parliamentarians** | | | | | | | | | | | | | |
| **Start Date: 22nd October-2018** | | | | **End Date: 25th October 2018** | | | | | | | | | |
| **Purpose** | | Build core of well-trained women leaders in public sector and whomever has interest to run for elections | | | | | | | | | | | |
| **Description** | | 25 aspiring female political candidates in advanced leadership skills, campaign management and public speaking | | | | | | | | | | | |
| **% of progress to date:** | | 100 % | | | | | | | | | | | |
| **Quality Log:** | | | | | | | | | | | | | |
| **Quality Criteria**  *How/with what indicators the quality of the activity result will be measured?*  *(From the project document)* | | **Quality Method**  *What method are you using to determine if quality criteria has been met.* | | | | **Quality Assessment Due Date** | | **User Perspective**  *Was the user satisfied with what you have actually achieved* | | **Timeliness**  *Was your achievement reached in the planned timeframe* | | **Resource Usage**  *What were your activity*  *expenditure versus budget* | |
|  | | ***For each of the above indicate how you rate these from 1 to 9***  ***(1 lowest, 9 highest)*** | | | | | |
| Political Incubator training courses and discussion sessions are completed | | Recommendations and suggestions from the audience | | | | 3 Months | | 8 | | 8 | | 7 | |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | | | | | | | | |
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| **Start Date: 22nd October-2018** | | | | **End Date: 24th October 2018** | | | | | | | | | |
| **Purpose** | | Raise awareness and discuss women participation in politics, CSOs, media with focus on the challenges and men’s support to women leaders | | | | | | | | | | | |
| **Description** | | The six discussion sessions included around 50 participants each from university men and women students, CSOs, public sector and women activists | | | | | | | | | | | |
| **% of progress to date:** | | 100 % | | | | | | | | | | | |
| **Quality Log:** | | | | | | | | | | | | | |
| **Quality Criteria**  *How/with what indicators the quality of the activity result will be measured?*  *(From the project document)* | | **Quality Method**  *What method are you using to determine if quality criteria has been met.* | | | | **Quality Assessment Due Date** | | **User Perspective**  *Was the user satisfied with what you have actually achieved* | | **Timeliness**  *Was your achievement reached in the planned timeframe* | | **Resource Usage**  *What were your activity*  *expenditure versus budget* | |
|  | | ***For each of the above indicate how you rate these from 1 to 9***  ***(1 lowest, 9 highest)*** | | | | | |
|  | | Training evaluation forms | | | | 3 Months | | 8 | | 8 | | 7 | |
| **Activity ID: Output 1 – Media and gender training**  **Description: Two training workshops on media and gender training** | | | | | | | | | | | | | |
| **Start Date: 19 December 2018** | | | | **End Date: 24 December 2018** | | | | | | | | | |
| **Purpose** | | Conduct two training workshops on media and gender for 25 media professionals and advocates from NGOs and different media outlets | | | | | | | | | | | |
| **Description** | | Training workshops on media and gender to analyze stereotypical images of women in different outlets of media | | | | | | | | | | | |
| **% of progress to date:** | | 100 % | | | | | | | | | | | |
| **Quality Log:** | | | | | | | | | | | | | |
| **Quality Criteria**  *How/with what indicators the quality of the activity result will be measured?*  *(From the project document)* | | **Quality Method**  *What method are you using to determine if quality criteria has been met.* | | | | **Quality Assessment Due Date** | | **User Perspective**  *Was the user satisfied with what you have actually achieved* | | **Timeliness**  *Was your achievement reached in the planned timeframe* | | **Resource Usage**  *What were your activity*  *expenditure versus budget* | |
|  | | ***For each of the above indicate how you rate these from 1 to 9***  ***(1 lowest, 9 highest)*** | | | | | |
| **Evaluation at the end of each training workshop** | | Training evaluation forms | | | | 3 months | | 8 | | 8 | | 7 | |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | | | | | | | | |
| **Activity ID: Output 2 – Launching and training on WEPs**  **Description: Launching WEPs global initiative and training the staff of 10 private companies** | | | | | | | | | | | | | |
| **Start Date: 1st October 2018** | | | | **End Date: 4th October 2018** | | | | | | | | | |
| **Purpose** | | Launch the global initiative of WEPs with the private sector | | | | | | | | | | | |
| **Description** | | Women’s Empowerment Principles is a global initiative that is endorsed by private sector and provides guidance on how to promote gender equality and women’s empowerment | | | | | | | | | | | |
| **% of progress to date:** | | 100 % | | | | | | | | | | | |
| **Quality Log:** | | | | | | | | | | | | | |
| **Quality Criteria**  *How/with what indicators the quality of the activity result will be measured?*  *(From the project document)* | | **Quality Method**  *What method are you using to determine if quality criteria has been met.* | | | | **Quality Assessment Due Date** | | **User Perspective**  *Was the user satisfied with what you have actually achieved* | | **Timeliness**  *Was your achievement reached in the planned timeframe* | | **Resource Usage**  *What were your activity*  *expenditure versus budget* | |
|  | | ***For each of the above indicate how you rate these from 1 to 9***  ***(1 lowest, 9 highest)*** | | | | | |
| **WEPs workshop has been organized** | | Training evaluation forms | | | | 3 months | | 8 | | 8 | | 7 | |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | | | | | | | |
| **Activity ID: Output 2 – training on gender responsive budgeting**  **Description: Provide a training course for representatives from 10 ministries** | | | | | | | | | | | | |
| **Start Date: 01-March- 2018** | | | **End Date: 30 – March – 2018** | | | | | | | | | |
| **Purpose** | Introduce the concept of gender responsive budgeting to representatives of 10 ministries. | | | | | | | | | | | |
| **Description** | Morocco has a center of excellence on gender responsive budgeting that is well known in the region and for pioneering this process for the last 20 years. The project hosted 2 trainers from the center and arranged with the 10 ministries to attend the training course. | | | | | | | | | | | |
| **% of progress to date:** | 100 % | | | | | | | | | | | |
| **Quality Log:** | | | | | | | | | | | | |
| **Quality Criteria**  *How/with what indicators the quality of the activity result will be measured?*  *(From the project document)* | **Quality Method**  *What method are you using to determine if quality criteria has been met.* | | | | **Quality Assessment Due Date** | | **User Perspective**  *Was the user satisfied with what you have actually achieved* | | **Timeliness**  *Was your achievement reached in the planned timeframe* | | **Resource Usage**  *What were your activity*  *expenditure versus budget* | |
|  | | ***For each of the above indicate how you rate these from 1 to 9***  ***(1 lowest, 9 highest)*** | | | | | |
| **Satisfaction of trainees** | Training evaluation forms | | | | Monthly | | 8 | | 8 | | 8 | |

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| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity ID: Output 2 – economic empowerment**  **Description: Celebrate International Women’s Day by joining “ Ring the Bell” initiative** | | | | | | |
| **Start Date: 15-Feb-2018** | | **End Date: 10 – March 2018** | | | | |
| **Purpose** | Celebrate international women’s day with focus on economic empowerment and role of private sector. | | | | | |
| **Description** | An activity organized with Kuwait stock exchange to highlight the importance of private sector to empower women and to position the state of Kuwait among countries celebrating this international initiative. | | | | | |
| **% of progress to date:** | 100 % | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  *How/with what indicators the quality of the activity result will be measured?*  *(From the project document)* | **Quality Method**  *What method are you using to determine if quality criteria has been met.* | | **Quality Assessment Due Date** | **User Perspective**  *Was the user satisfied with what you have actually achieved* | **Timeliness**  *Was your achievement reached in the planned timeframe* | **Resource Usage**  *What were your activity*  *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9***  ***(1 lowest, 9 highest)*** | | |
| **Smooth implementation of event** | Feedback from counterpart | | Monthly | 8 | 8 | 8 |

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| --- | --- | --- | --- | --- | --- | --- |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity ID: Output 2 – economic empowerment**  **Description: Celebrate International Women’s Day by joining “ Ring the Bell” initiative** | | | | | | |
| **Start Date: 15-Feb-2018** | | **End Date: 10 – March 2018** | | | | |
| **Purpose** | Celebrate international women’s day with focus on economic empowerment and role of private sector. | | | | | |
| **Description** | An activity organized with Kuwait stock exchange to highlight the importance of private sector to empower women and to position the state of Kuwait among countries celebrating this international initiative. | | | | | |
| **% of progress to date:** | 100 % | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  *How/with what indicators the quality of the activity result will be measured?*  *(From the project document)* | **Quality Method**  *What method are you using to determine if quality criteria has been met.* | | **Quality Assessment Due Date** | **User Perspective**  *Was the user satisfied with what you have actually achieved* | **Timeliness**  *Was your achievement reached in the planned timeframe* | **Resource Usage**  *What were your activity*  *expenditure versus budget* |
|  | ***For each of the above indicate how you rate these from 1 to 9***  ***(1 lowest, 9 highest)*** | | |
| **Smooth implementation of event** | Feedback from counterpart | | Monthly | 8 | 8 | 8 |

1. Marwa Shalaby, Fellow for the Middle East and Director. 2015 by the James A. Baker III Institute for Public Policy of Rice University. Women’s Political Representation in Kuwait: An Untold Story. A Report by the Women’s Rights in the Middle East Program [↑](#footnote-ref-2)
2. The successive Board Meetings were held on: First: Nov 23, 2017; Second: March 29, 2018; Third: May 28, 2018; and Fourth: Sep 9, 2018 [↑](#footnote-ref-3)
3. *Include description of specific and measurable actions related to gender mainstreaming, gender equality and women’s empowerment, production of gender disaggregated data, participation and involvement of gender specialists or representatives from women’s stakeholders groups, participation of women and men in project activities, gender awareness among project staff and beneficiaries, and any possible steps taken to ensure gender equity in the recruitment of staff and consultants.* [↑](#footnote-ref-4)