

# **Youth Empowerment in Kuwait**

**December 2019**

**Final Evaluation**

**Evaluator: Dr. Hanan Hassan Elguindy**

## Acronyms

<b>CPAP</b>	Country Programme Action Plan
<b>CPD</b>	Country Programme Document
<b>GSSCPD</b>	General Secretariat of Planning & Development
<b>JPO</b>	Junior Professional Officer
<b>KNDP</b>	Kuwait National Development Plan
<b>MOYA</b>	Ministry of State Youth Affairs
<b>RPA</b>	Rapid Participatory Appraisal
<b>SDG</b>	Sustainable Development Goals
<b>SME</b>	Small-to-Medium Enterprises
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNFPA</b>	United Nations Population Fund
<b>YPA</b>	Youth Public Authority

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## **Acknowledgment**

The Evaluation Expert would like to express her deep appreciation to the support given to her during the evaluation mission and throughout the Evaluation Assignment. Deep thanks to **Ms Hideko Hadzialic** for the very elaborative meeting at the beginning of the evaluation mission for setting up the questions that needed to be carefully considered while the evaluation is being applied, which is about the extent of the UNDP Kuwait contribution towards improvement whether for the project under evaluation or in the future.

The Evaluator is very thankful as well to **Ms Azza Eljassim** for her support and relentless efforts to make all information, documents and meetings available. Along with Shereen Alsaad, Sarah Zubaid and Nour El Qattan from UNDP who have provided strong support to the Evaluator and for the technical direction and guidance.

The Evaluation Expert extends her appreciation as well to Dr. Mishal Alrubaie the Undersecretary of Ministry of Youth Affairs along with MS Sara Alfares the Head of International Cooperation Department in the Ministry who allocated enough time and exerted all their efforts to contribute to the evaluation process and tasks.

Special Thanks to Ms Narjis Mohamed from the Supreme Council for Development and Planning for her keenness on providing adequate transparent information about the project performance and the challenges confronted.

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## **Executive Summary:**

In Kuwait, youth constitutes approximately 72% of the population so this shows the massive importance of this project which is compatible to the steps of Kuwait to position itself as a youth leader at the national and the regional levels through youth empowerment. There is as well strong commitment from the government to develop youth which has been evident in the fifth national development plan along with the UNDP office support to the initiatives of the government through the UNDP Country program Action Plan. The ultimate goal of this project is to develop programmes, activities and actions for implementation that will directly impact the efficient involvement and participation of youth in the development of their societies.

The Final evaluation focused on the extent of project achievements in meeting the identified priority areas' needs and the project's response to those needs as they have evolved over the lifespan of the project. The evaluation covered the project concept and activities, outputs, outcomes and provided information for further enhancement of the project's monitoring and evaluation strategy.

It is evident that the project has been well designed and included all factors of success and the focus of the participation of all parties concerned to ensure successful rendering of services. The involvement of UNFPA participation suggests improvement towards population characteristics. However it is clearly evident that the project while implementation has faced considerable delay in the beginning and team in charge has changed several times in State Ministry of the Youth Affairs. The evaluation found out that the percentage of achievement varied considerably among all indicators of achievement. The evaluator mainly recommended to establish stronger and wider sense of commitment with the main partner and the recipient of the project through not only involving the top management and the focal point but to involve wider number of beneficiary representatives.

## **Objective of the Evaluation**

### **Project Description:**

The State of Kuwait considers youth as key actors in development and as valuable resources to society. Youth are full of energy and potential, and with the proper investment and allocation of resources, they can be active agents of change in society. There have been many initiatives from the State of Kuwait to encourage Kuwaiti youth to voice their needs and concerns. In 2012, the National Youth Project was launched by the Amiri Diwan with a campaign titled “Kuwait Listens”. Nation-wide conversations were held with youth and government providing a platform for youth to actively participate in Kuwait’s strategic and developmental goals, which was followed by establishing The Ministry of Youth Affairs, in 2013.

Recognizing the importance of the role of youth in the national development, and the attempt to develop youth strategies and policies, that will facilitate and encourage youth participation; is a major societal endeavour that will require the direct and indirect involvement of many partners. Hence, the UNDP – state of Kuwait is working closely with the government of Kuwait on empowering the youth of Kuwait through different initiatives and programs, back In 2012, the Government of the State of Kuwait and the United Nations Development Programme (UNDP) launched the Kuwait Junior Professional Officer Programme (JPO) which more than 30 young Kuwaiti men and women have participated in since then, following that UNDP initiated the ‘Youth Empowerment in Kuwait’ Project with a starting date of 26/03/2017 to 30/12/2019 and allocated budget of 797,950.00 USD with The government of Kuwait.

The ultimate goal of this project is to develop programmes, activities and actions for implementation that will directly impact the efficient involvement and participation of youth in the development of their societies. It will support future government and youth interventions with the aim to:

- Increase youth's sense of involvement in the country's development and vision and enhance their participation in the socio-economic development.
- Develop a generation of innovative leaders and active agents of change.
- Launch a program on youth volunteerism.
- Provide youth with a platform to contribute to the development debate of the country.
- Support youth to take hold of opportunities and fulfil their individual potential, including through SME development and entrepreneurships.
- Provision of research to support youth related policies.

UNDP is assisting the Government of Kuwait by:

- Enhancing the managerial, technical and organizational capacities of The Ministry of Youth Affairs to manage, direct and coordinate the activities, particularly those relating to youth development, in an effective and efficient manner.
- Assist the Ministry of state for youth affairs in the development of a national youth strategy and policy, and support the formulation and implementation of programmes that will facilitate increasing youth involvement in the national development process.
- Mobilize the support of policy makers, stakeholders, partners and the society at large to advocate and assist

youth empowerment through the creation of an environment that is conducive for increased productive participation.

- Positioning Kuwait as a regional and global leader on youth development through different UN related events and programs.

### **Purpose and Scope of Evaluation**

The Final evaluation focused on the extent of project achievements in meeting the identified priority areas needs and the project's response to those needs as they have evolved over the lifespan of the project. The evaluation also covered the project concept and activities, outputs, outcomes and provide information for further enhancement of the project's monitoring and evaluation strategy.

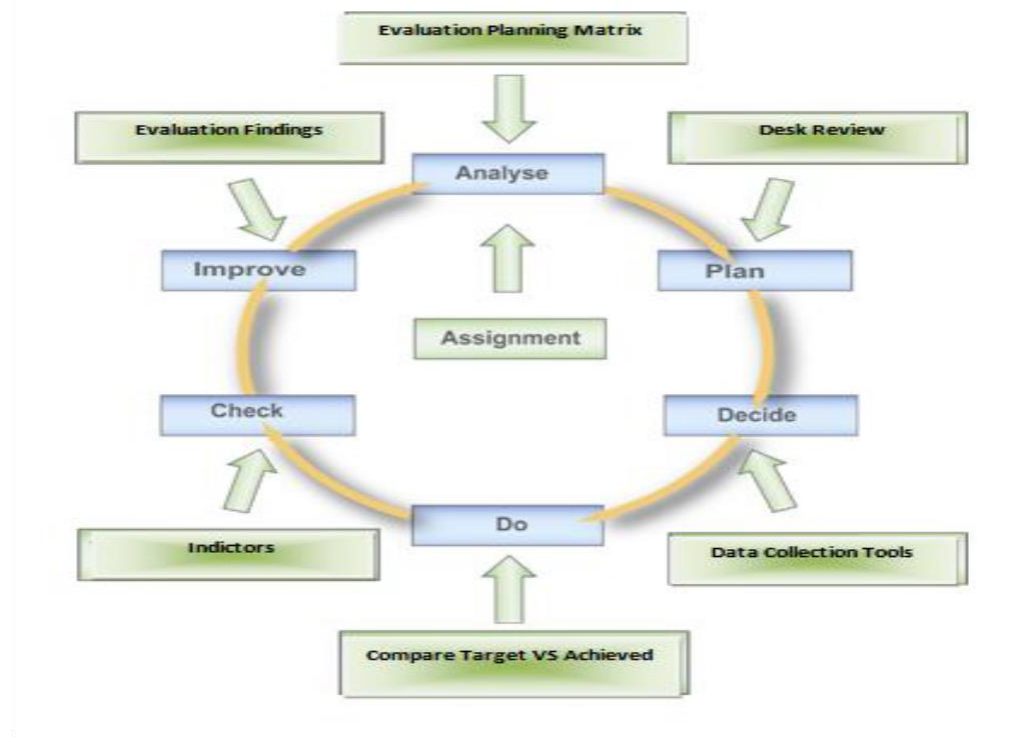
The evaluation scope included findings, lessons learned and recommendations in the following areas:

- ✓ An analysis of how efficiently project planning and implementation are carried out. This includes assessing to which extent organizational structure, managerial support and coordination mechanism used by UNDP supports the project.
- ✓ Whether there has been progress made towards achievement of projects' results, as well as implementing the related Country Programme Document (CPD) outcomes.
- ✓ Whether the project addresses the identified needs/problem (relevance) taking into consideration evolving context and institutional priorities.
- ✓ Good practices identified by the project, key lessons learned from programme implementation, and recommendations for similar programmes/projects.



- ✓ Recommendations for future implementations and follow-up by GSSCPD.

## Evaluation Methodology



### The evaluation reviewed the following aspects of the project:

- ✓ Effectiveness: Is the project achieving satisfactory progress toward its stated objectives?
- ✓ Appropriateness: Is the project the appropriate solution to the problem?
- ✓ Relevance: Are the project objectives still relevant? What is the value of the project in relation to other

priority needs and efforts in the sector? Is the problem addressed still a major problem?

- ✓ Results: Were the expected results achieved? Did they reach the expected number of target groups? Are the beneficiaries satisfied with the quality and delivery? What are the improvements and changes resulted directly by the project? Have the project indicators been achieved and how far along are they to being achieved?
- ✓ Impact: What difference has the project made to beneficiaries? What are the social, economic, technical, environmental, and other effects on individuals, communities, and institutions – either short-, medium-, or long-term; intended or unintended; positive and negative; on a micro- or macro-level? How has the project supported the government in implementing the Kuwait National Development Plan (KNDP)? Which areas did the project support in regard to the KNDP? Which areas should the project focus on moving forward? How did the project support the government in establishing and promoting best governance practices?
- ✓ Sustainability: Do the beneficiaries own up to the project, are they willing to continue, and is the host institution developing the capacity and motivation to administer it? Will the government counterpart be able to carry on the activities supported by the project after the conclusion of the project? Have the consultants transferred knowledge/built capacity to the employees in the government counterparts?

## **Evaluation findings**

In Kuwait, youth constitutes approximately 72% of the population so this shows the massive importance of this project which is compatible to the steps of Kuwait to position itself as a youth leader at the national and the regional levels through youth empowerment. There is as well strong commitment from the government to develop youth which has been evident in the fifth national development plan along with the UNDP office support to the initiatives of the government through the UNDP Country program Action Plan.

The ultimate goal of this project is to develop programmes, activities and actions for implementation that will directly impact the efficient involvement and participation of youth in the development of their societies. The Final evaluation focused on the extent of project achievements in meeting the identified priority areas' needs and the project's response to those needs as they have evolved over the lifespan of the project. The evaluation covered the project concept and activities, outputs, outcomes and provided information for further enhancement of the project' s monitoring and evaluation strategy.

### **Data Collection**

Evaluation methods suggested to be used by the evaluation expert includes:

- ✓ Document review, that included all major documents such as the project document and its revision, progress

reports, beneficiary entities forms.... etc (desk review study);

- ✓ Presentations/inductions with project staff, primary internal and external stakeholders and social partners explaining the process, methodology, objectives and principles of the participatory evaluation which includes a detailed statement of proposed evaluation methods.
- ✓ In country interviews with all key informants and key players: General Secretariat for Supreme Council for Planning and Development (GSSCPD), Ministry of State for Youth Affairs, UNDP, and other relevant stakeholders. Phone Interviews and Skype Meetings were also necessary, and meetings with relevant focal points at the regional level;
- ✓ Preparation of Presentation of findings and recommendations to selected stakeholders and partners is ready and available upon request as part of the completed Evaluation Report.

### **Data Analysis:**

A systematic result-oriented evaluation has been applied throughout the assessment and evaluation process. The evaluation compared the design and implementation of project through the analysis of the Effectiveness, appropriateness, results achieved, beneficiaries targeted reached, in addition to, impact and sustainability of the project. The evaluation report and analysis will be provided to be reviewed to UNDP and then scrutinized and accredited and approved first by the **UNDP Sustainable Development Programme and Analyst, then** with the line ministries and authorities to evaluate the extent of the efficient involvement and participation of youth in the development of their societies

which is the ultimate overall objective of the three interventions within the time and resources allocated.

### **Key Data Sources:**

Data collection tools for the evaluation and the work scale required by the UNDP and the various implementation targets, are analyzed through:

### **Key Data Sources**

- Secondary Data Analysis/ Desk Review
- Semi structured Interviews
- Questionnaires Development
- Then Data Analysis

### **Documents Reviewed:**

- Project Main document
- Results Frame work
- Work Plans
- Budget Reports
- Board Meetings Minutes
- Correspondences
- Some Consultants TOR
- UNFPA Agreement and achievement
- Progress reports
- Studies produced through the project
- Presentations of current status
- Monitoring report provided by the State Ministry of Youth Affairs
- Financial monitoring report

## **Assessment Methods:**

This evaluation relied on qualitative and quantitative description of the Youth Empowerment project evaluated. It also used a combination of various factors affecting the implementations through the collection of accurate information about the implemented activities and set out with generalizations of recommendations which can be provided to better support the program assessment in the field. So the evaluation will focus on the identification and description of completed activities, and defines the role of each of the key player in comparison to the objectives stated and the logical frame work applied/ projects action plan.

Rapid Participatory Appraisal (RPA)/ evaluation methodology was used since it is the most appropriate approach for carrying out this evaluation to:

- Compared techniques and deviation analysis for achievements versus planned objectives/ expected results.
- Analyzed difficulties and challenges faced implementation and ways proved to be effective in addressing.
- Ensured clarity, timed milestones and do-ability.
- Ensured clarity of resources and tools needed for implementation.

Through the following four procedural steps which are;

- Objectivity
- Reflectivity
- Interpretively
- Decisional

## **The Evaluation Report covered the following :**

- A systematic evaluation system that among other aspects assessing the next:

1. Percentage of accomplishment of milestones, activities and results defined in the work plan of the project.
2. Degree of satisfaction of the beneficiary with quality of services provided, as analyzed through the interviews with beneficiaries, UNDP, and Official/ focal points/ representatives of different Government agencies involved (GSCPD and MOYA).
3. Timely selection and deployment of resources approved and as determined by milestones specified in the work plan of the Contractor.
4. Satisfaction levels and Visibility obtained for the programme and activities themselves as a result of the programme implementation and perception among key targeted groups.

- Evaluation report provided also an overall assessment of the projects achievements and, about the outcomes and impacts of the project. Components of the evaluation Report included: the project evaluation information on implementation results achievements and impacts with key project' output and outcome indicators; analysis of achievements compared with the planned targets; problems identified and recommended actions to address them; and status of beneficiary consultations and their feedbacks.

## **Confronted Challenges Analysis**

It is evident that the project confronted several challenges starting with the delay in the appointment and selection of the project manager. The diversity of the stakeholders and beneficiaries posed a challenge over the implementation. The project was extended for six months at no cost. Evaluator acknowledge some limitations of performing the assessment of impact using the comparative community groups in the absence of initial base line survey of the project and taking into consideration the challenges of implementation that hindered the many of the planned outcome of the project. The project as well focused mainly on studies and researches at the expense of the involving and achieving the “Splash and Ripple Effect” of Youth themselves which I hoped to have the stronger focus of the project.

Evaluation Expert appreciated UNDP, GSSCPD and the MOYA willingness and openness to this evaluation for better evidence- based results achievement for better implementation of the project.

The change in the mandate of the implementing partner of the Government was really a challenge to themselves first and then to UNDP especially when follow up is needed and decision needed to taken. The change meant is the variation between the State Ministry of Youth Affairs and Youth Affairs Authority. The GSSCPD played tangible role in addressing the impact of the change in the implementing governmental partner that involved the change of the Senior Management Officials overseeing the project that brought considerable change in the views of the project implementation modalities.

Further challenges were sensitized of the cooperation among the main stakeholders/ partners that lead to the non full achievement of the project planned results. Some of the reasons explored through analysis of the data and information collection



meetings revealed the non continuation of the team in charge, whether in MOYA or in UNDP project officers. The repetitive change of the team resulted in losing the track of the main focus of the project on youth and rather paying more attention to the media component of the project which is important in its turn and has resulted in considerable discrepancy in the points of views.

Another challenge from my point of view is the difficulty of linking the outcome together... The project is structured to empower and address youth issues in a comprehensive and holistic way, they are logically relevant to Youth but the networking among them and the hierarchy relationship towards results achievement was hard to demonstrate and then to see that the initial phases consumed considerable resources and efforts are directly rendering the planned outcome as a direct attributed results. I also tried to find initiatives or applications of replicated or conducted by youth themselves that may be supported and sustained further by the MOYA / YPA for the sake of real sustainability and extension of the project initiatives and the learning the project is further introducing.

Reviewing the project main documents and Results Framework, there was no anticipated role to UNFPA which, to me, has a different mandate that focuses from a different angle on Youth. But UNFPA's contributed to the production of the National Youth Policy that presented all policies and strategies required to empower both men and women in Kuwait. However, no capacity building programs were conducted nor linking youth to SDGs and the UNDP partner in charge of implementation was not evident who should be is it UNDP or UNFPA.

### **Achievement Analysis:**

Taking into consideration the confronted challenges the results achieved reflects no more than fifty percent of the project planned outcome. As there is no single outcome fully achieved as follows:

**Matrix of Key Findings (Achievement Versus Planned)<sup>1</sup>:**

<b>Output</b>	<b>Indicators</b>	<b>Base Line</b>	<b>Target</b>	<b>Actual Achievement</b>	<b>Evaluation Expert Comment</b>
# 1 Young Kuwaiti men and women empowered to be positive and active agents at the national, regional and international levels	A National Policy for youth approved and adopted by Government	0	2	<ul style="list-style-type: none"> <li>- Alignment of the National Youth Policy using comparative approach</li> <li>- Youth segmentation assessment and stakeholders analysis</li> </ul>	<p>The Major part of this output has not been achieved which is endorsing then adopting the NYP from the relevant Government and stakeholders.</p> <p>Only one endeavor for a national policy has been accomplished.</p>
	Level of Involvement of youth and partners in the formulation of the national youth policy	0	2		No achievement
	Communication and outreach strategy for the implementation of the youth policy developed and staff trained on translating it	0	2	<ul style="list-style-type: none"> <li>- Ongoing (APCO) (without training)</li> </ul>	<p>This output has confronted strong challenges from the beginning till after the project. The views of the MOYA was not accepting the involvement of a</p>

<sup>1</sup> Revision of actual achievement have been reviewed with the help of Ms Narjis Mahmoud and Ms Nour ElQattan.

	into action.				non Kuwaiti firm to be in charge of the media messages to Youth. Perhaps because it is of a rather very sensitive issue to any country. The achievement though after completion will be only one communication strategy.
# 2 Capacity of MoSYA and PAY is strengthened to deliver services in a timely, efficient and effective manner	Institutional and Individual gaps identified within the MoSYA and YPA to effectively engage with youth and respond to their needs and Priorities	0	2	- Review of Ministry of State for Youth Affairs' strategy	Satisfactory accomplishment to the review of the MOYA. It will be very useful tool for activities resumption.
# 3 Innovative Approaches at MoSYA and PAY are in place to respond to the needs and priorities of young Kuwaiti men and women	Number of Innovative programs Launched	0	1		No Achievement
	Age and gender disaggregate data and indicators developed and published.	0	1	- Technical papers on youth related SDGs under the national context	This study still needs endorsement from the government Stakeholders in preparation for adoption.
	Institutionalized	0	2	-	It has been

	volunteerism and leadership programs initiated			UNV Workshop on Contribution of volunteering to development	expected to focus on this output as per the main focus of the project but only one workshop at the initiation phase of the project.
#4 Kuwait is well positioned as a regional and global leader on youth development	Participation in number of UN youth related regional and global events	0	TBD		No accomplishment

**Analyzed Elements:**

- ✓ **Effectiveness: Is the project achieving satisfactory progress toward its stated objectives?**

The project has not achieved all the planned results or the progress that we may evaluate effectiveness. But the process through which project has implemented so far has been satisfactory but not enough to state the project has been effective. Main results of involving youth and empowering MOYA and YPA still need to be followed although considerable preparatory efforts have been exerted.

While there is room to improve the levels of effective in general, different awareness and strategies for the involvement of youth are needed. The financial resources allocated to activities looks to be disbursed as planned in the original project document but could not

analyze after the instruction of the UNFPA as an implementing partner in addition to the previous working modalities.

- ✓ **Appropriateness: Is the project the appropriate solution to the problem?**

The project strategy and planned outcomes presents strong solution and interventions strategy to achieve the results planned. If the project implementation would followed the planned methodology it would have been achieved considerable success for efficient involvement and participation of youth in the development of their societies.

- ✓ **Relevance: Are the project objectives still relevant? What is the value of the project in relation to other priority needs and efforts in the sector? Is the problem addressed still a major problem?**

The project developed is still strongly relevant to the seeking of the Kuwait Government towards being regional and global leader for youth empowerment. It is strongly based on the Kuwait Capital of youth, 2017 and put it into effect through various inclusive strategies.

- ✓ **Results: Were the expected results achieved? Did the reach the expected number of target groups? Are the beneficiaries satisfied with the quality and delivery? What are the improvements and changes resulted directly by the project? Have the project indicators been achieved and how far along are they to being achieved?**

The Results Achieved so far do not reflect neither the objectives of the governance nor UN organizations. The project design was consistent with strategic lines of national action for Youth empowerment and touches upon the importance required by the Country:

The goal of this project is to develop programmes, activities and actions for implementation that will directly impact the efficient involvement and participation of youth in the development of their societies. It will support future government and youth interventions with the aim to:

- Increase youth's sense of involvement in the country's development and vision and enhance their participation in the socio- economic development.
- Develop a generation of innovative leaders and active agents of change.
- Launch a program on youth volunteerism.
- Provide youth with a platform to contribute to the development debate of the country.
- Support youth to take hold of opportunities and fulfil their individual potential.
- Provision of research to support youth related policies.

So no tangible outcome can be reported that achieved the above. However progress achieved so far is definitely leading to the achievement of the results if given the time and supporting environment for implementation.

The full involvement of representatives to the beneficiary is still yet not fully accomplished such as civil society

and youth themselves and of the participatory methodology could be hardly demonstrated.

- ✓ **Impact: What difference has the project made to beneficiaries?** What are the social, economic, technical, environmental, and other effects on individuals, communities, and institutions – either short-, medium-, or long-term; intended or unintended; positive and negative; on a micro- or macro-level? How the project has supported the government in implementing the Kuwait National Development Plan (KNDP)? Which areas did the project support in regard to the KNDP? Which areas should the project focus on moving forward? How did the project support the government in establishing and promoting best governance practices?

Evidence demonstrates that the project has not fully accomplished its intended outcomes. The data show that the implementers made significant contribution towards outcome achievement but the final impact could be achieved so far with the level of progress. Certainly to achieve the aspired impact, addition time with well planned activities need to be granted/ approved. Interviewed key stakeholders of indicated that they felt “not fully achieved/ achieving.

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

I highly recommend working with youth themselves from the beginning of the project. Not only, to ensure participatory implementation but this will be the most effective factor in guaranteeing sustainability. Since the project did not involve youth from its inception, this led to absence of linking the project towards more sustainable approaches.

### **Recommendations:**

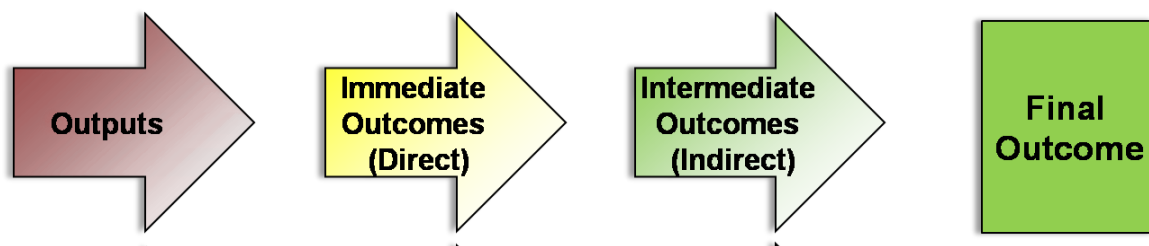
Most of the population in Kuwait is considered young. This project may lead to a difference to the level of youth empowerment as per the aspirations of Kuwait National Plan 2035. According to the Public Authority for Civil Information, the Kuwaiti adolescents and youth [from 15 till 29 years] make up of 368053 inhabitants which is the greater percentage of the population (35%). So this project could make a difference on the Kuwait efforts to position itself as regional and global leader for youth empowerment issues.

The allocated time as per the developed strategy of the project is reasonable and based on a careful planning and analysis. However this was not actually implemented on the ground. Due to the challenges faced that has been analyzed earlier in this report, the time needed and the duration necessary for obtaining results were not really allocated on the ground. Hence I certainly recommend extending the project as per the exact time suggested to achieve the planned outcome. This is in order to be able to achieve results and outcome. The reason for this is strongly recommendable is justified because of the efforts exerted so far. All initial preparatory steps have been implemented with satisfactory level. So continuation for and building on the achievement so far will lead to contributing to



enhancing youth capacities, skills and capabilities of MOYA and YPA to better serve young Kuwait men and men.

- ✓ **Analyze:** The indicators of output achievement and their transformation into outcome tangible progress is strongly recommended to be utilized so as to be able to manage based on achieving results.



The management towards results achievement would have been made it quiet evident on how to achieve the overall objective rather than focusing on certain interim deliverable such as the communication plan that consumed considerable efforts and resources.

- ✓ **Decide:** How the overall interventions and performance process may be error-free processes and what are the lessons learned.

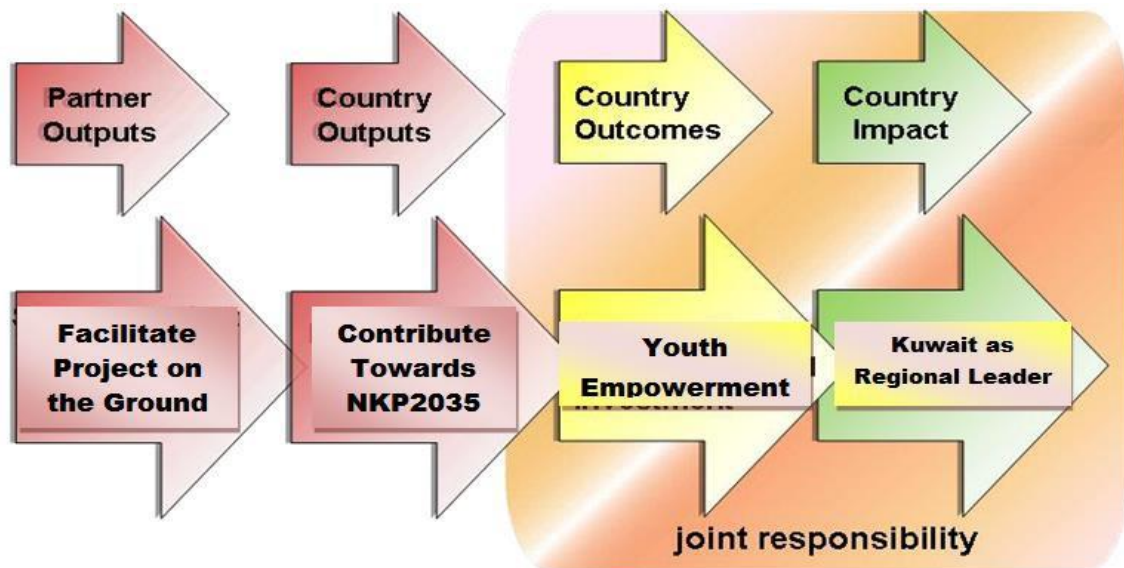
National ownership has been evident in this project and I strongly recommend UNDP to work on it if we want to achieve efficiency and sustainability of the project. Involvement of key officials only proved not to be effective as they could be changed; hence it should be useful to involve as much as relevant officials as

possible. Middle management, executives, researchers, information Departments in addition to media may be involved all along the initial phase and once a while at the milestones achievements.

Inclusive partnership is also strongly recommended for the modalities of operation in most of the activities. This may result in additional running cost but on the other hand it will help sustain results and minimize starting from the beginning when a top leader is replaced.

- ✓ **Means of Control:** compare target performance in consideration of the results and how the means of control and correction may be replicated.

The achievement somehow, although satisfactory for some outputs, was not tangible towards achieving the project overall outcome that affects and interlinked with the National Plan and Strategy of Youth Empowerment. The overall image, as below, need to be clear and in front of each stakeholder for several reasons that evolves around youth empowerment need partnerships and support from several partners not only the responsibility of MOYA. But the MOYA and/or YPA has a functional coordination role to achieve such outcome.



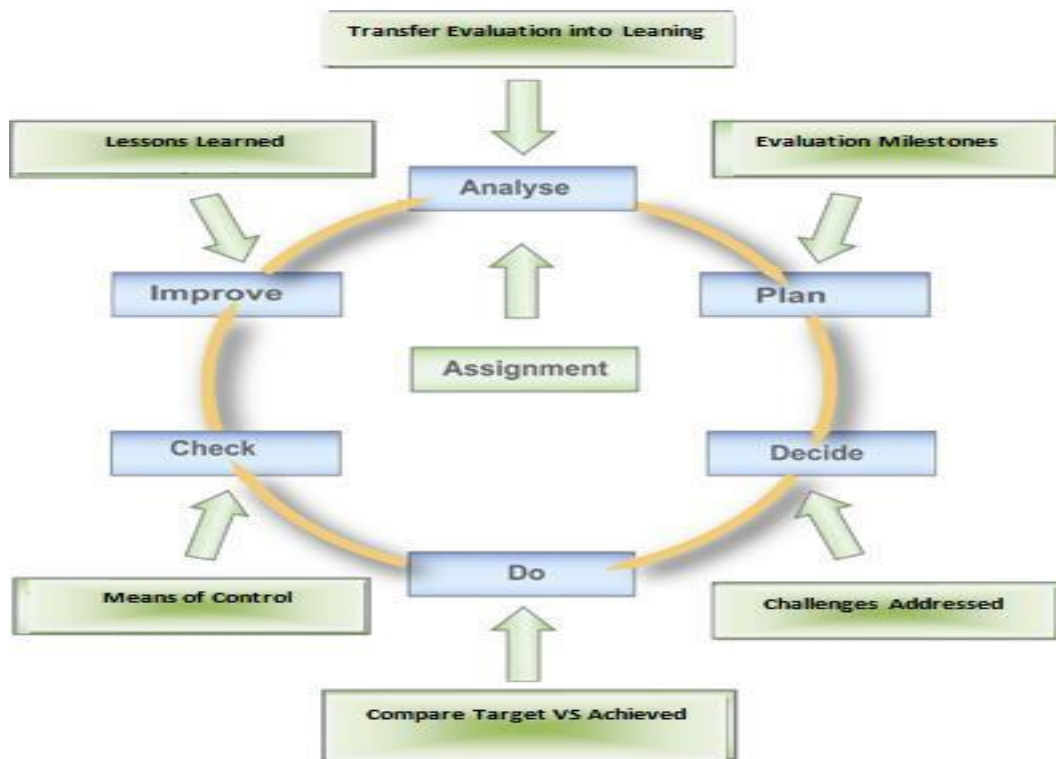
- ✓ **Beneficiaries Satisfaction:** evaluate and analyze the results themselves in views of the end beneficiaries.

Beneficiaries' satisfaction has been a challenge and will no longer be available as long as there is no sense of mutual accountability and commitment. Results chains will logically link input, outputs, outcomes and impact towards beneficiaries satisfaction. Results chains will be flexibly used by different development actors/ stakeholder enabling them to capture the development process and their contributions towards this achievement. It is central for achieving Therefore, the suggested results chain is a central tool in the UNDP efforts to define shared goals and objectives, create dialogue on results, and align results with the national vision and thus achieve sustainability.

## Transfer Evaluation into Learning

In order to ensure the “Do No Harm” approach and increase effectiveness, I recommend designing and applying project approaches while involving all parties concerned/ stakeholders on wider scale not only top key officials taking into consideration as well the participation of the end beneficiaries who are the young men and women of Kuwait.

I also strongly recommend that when the (a) next phase is extended to address some of the challenges that the first phase faced in terms of greater inclusion and national ownership.



## Annex 1:

### UNDP Meetings/ Virtual Meetings Brief Report

#### Day One

##### United Nation Development Programme:

Sunday 20 October 2019		Description
9:00 am – 10:00 am	Hideko Hadzialic	Meeting Conducted and valuable information obtained and questions of interest to UNDP Kuwait expressed
11:00 am – 12:00pm	Khaled Shahwan	Was not available
1:00 pm – 2:00 pm	Shereen Alsaad	Participated in meeting with Ms. Hideko Hadzialic

#### Day Two

##### Ministry of Youth:

Monday 21 October 2019		Title	Description
9:00 am – 10:00 am	Dr Mishal Alrubaie	Undersecretary of MOYA	Meeting Conducted and views and comments have been shared
12:00 pm – 1:00pm	Anoud Alsubaihi	Head of Volunteer Department	Was not available and still need to reschedule virtual meeting
1:00 pm – 2:00 pm	Sara Alfares	Head of International Cooperation Department	Meeting conducted and documents and views and remarks have been shared