

KUWAIT CIVIL SOCIETY

NEEDS ASSESSMENT RESEARCH STUDY

Publication date : Q1 2019
Developed by : en.v
In partnership with : Konrad Adenauer Stiftung (KAS)
Supported by : Kuwait Foundation for the Advancement of Sciences (KFAS) & Burgan Bank

Preface:

This report highlights and analyzes the key findings of the comprehensive civil society sector mapping and needs assessment that was conducted by en.v as part of its ongoing Promoting and Advocating for Civic sector Enhancement (PACE) program¹ in partnership with the Konrad Adenauer Stiftung (KAS), and with the support of the Kuwait Foundation for the Advancement of Sciences (KFAS) and Burgan Bank. The study engaged a total of 51 diverse civil society organizations and groups (CSGs) in a series of in-depth, one-on-one interviews and additional online surveys. These interviews were conducted by a team of 13 members including en.v staff and volunteers, who recorded over 74 hours of valuable insights and feedback on the nature, roles and aspirations of the local civic sector.

Through this study, en.v identified several structural and systemic challenges which are shared across the sector. Such challenges are related to a range of factors including, but not limited to: the level of coordination and collaboration between CSGs, the ability to measure long-term impact, the perception and understanding of the role of civil society amongst the public and other stakeholders, as well as the current regulatory framework and funding mechanisms for CSGs at the local level. Upon concluding the data collection phase, en.v's team of international consultants, Honey Al Sayed and Iyad Kallas (from Honey& LLC) compiled this report to present a nuanced and comprehensive understanding of these challenges, as well as emerging opportunities. One of the key preliminary findings of the research indicates the consistent lack of tools to measure impact on both an individual and societal level, which in turn, hinders the sector's ability to provide effective and sustainable solutions to local issues.

This final comprehensive report and analysis is being shared with the CSG community and other stakeholders as part of en.v's long-term efforts to continue to build the sector's capacity and reach in a more strategic manner.

TABLE OF CONTENTS

1.	Background.....	05
1.1	Introduction.....	05
1.2	Abstract.....	05
1.3	Executive Summary.....	06
1.3.1	In a Nutshell.....	06
1.3.2	How to Read this Document.....	07
2.	Research Methodology	07
2.1	Research Design.....	07
2.2	Data Collection.....	08
2.3	Data Analysis.....	08
3.	Analysis: Main Outcomes.....	09
3.1	Key Findings.....	09
3.2	SWOT Analysis.....	10
3.2.1	Strengths	10
3.2.2	Opportunities.....	10
3.2.3	Weaknesses	11
3.2.4	Threats.....	11
3.3	Power Map.....	11
3.3.1	Groups of Stakeholders.....	11
3.3.2	Power Analysis.....	12
3.3.3	What Would Work Best?	13
3.4	Analysis Report.....	13
3.4.1	Civil Society Actors' Breakdown.....	13
3.4.1.1	Seniority.....	13
3.4.1.2	Importance of Supporting CSGs.....	14
3.4.1.3	Gender.....	15
3.4.1.4	Age.....	16
3.4.1.5	Nationality.....	17

3.4.1.6	Volunteerism.....	18
3.4.2	Kuwait Civil Society Actors Intersectionality in a Nutshell...	19
3.4.3	Internal & External Organizational Structure.....	19
3.4.3.1	Scope of Work	19
3.4.3.2	Licensing	20
3.4.3.3	Mandates and Frameworks.....	21
3.4.4	Efficiency in Responding to Community Needs.....	22
3.4.4.1	Beneficiaries	22
3.4.4.2	Monitoring and Evaluation.....	23
3.4.4.3	Use of Technology.....	24
3.4.5	Capacities, Needs and Challenges.....	25
3.4.5.1	Success Stories.....	25
3.4.5.2	Unsuccessful Endeavors.....	26
3.4.5.3	Working in Marginalized Communities	26
3.4.5.4	General Difficulties and Hindering Factors.....	29
3.4.6	Collaboration, Cross-Sector and with non-CSG Actors.....	31
3.4.6.1	Influencing Policies and Communications with the State	31
3.4.6.2	Collaboration and Communication with other CSGs	33
3.4.6.3	Communication with the Public.....	35
4.	Recommendations.....	37
4.1	A Collaborative Platform	37
4.2	Better Communication	38
4.3	General Recommendations.....	39
5.	Conclusion.....	39
	Annex 1 - Abbreviations.....	40
	Annex 2 - Footnotes.....	41

1. Background

1.1 Introduction

Within the last 10 years, annual reports published by different local Civil Society Organizations and Groups (CSGs) indicate an increase in their outreach efforts and exposure across Kuwait². However, these reports also reveal an insufficiency in data sources due to the limited application of Monitoring and Evaluation (M&E) and the lack of comprehensive measurement of impact by CSGs on an internal level. With the absence of informative and accurate data across the sector, the ability of CSGs to make fast and informed decisions is compromised, and their stability threatened. This gives rise to additional challenges such as a lack of transparency, trust and accountability among CSGs, the public and the state, which in turn, undermines their effectiveness to influence policy and socio-economic change locally³. Such deficits also create an unbalanced clustering of resources, fields of focus and target groups across the sector. This may be caused by a lack of aptitude in several areas, specifically: organizational capacity to measure impact through the application of monitoring and evaluation tools; minimal skills in the use of technological tools to collect and assess data; as well as insufficient structures supporting intra-sector and cross-sector coordination and collaboration.

This report presents the analysis of the key findings from the quantitative and qualitative data gathered on CSGs in Kuwait, in an attempt to better understand their needs, challenges, direction and objectives. The research consisted of a series of semi-structured online and offline interviews with a representative sample of leaders from a cross-section of CSGs in Kuwait.

1.2 Abstract

The Kuwaiti CSGs sampling report provides an overview of the quantitative and qualitative analysis of 38 structured, one-on-one interviews and 13 online questionnaires that were carried out by en.v' s team of volunteers and involved participants from a multitude of Kuwait's CSGs. The research study was designed and conducted by an external team of independent consultants, Honey Al Sayed and Iyad Kallas (from Honey& LLC), in an effort to analyze data around the collaborative challenges, needs, opportunities and best practices across the Kuwaiti civil society sector. The results of the statistical analyses⁴ were then further examined and illustrated with respect to the following axes:

- Findings on how CSGs measure impact individually and within Kuwait's society⁵, and on how CSGs utilize data to make decisions;
- Gaps related to age, gender, culture and other factors;
- Best practices and points of weakness and threats;
- Indicators which reveal how CSGs communicate, engage and collaborate within the sector and with the general public and the state;
- Ways through which general, internal and regulatory policies and frameworks influence CGSs work, and vice versa.

To answer the above axes, the consultants analyzed what participants reported about their CSG experiences, the daily challenges they face, and the effects of such challenges in achieving their end goals.

1.3 Executive Summary

1.3.1 In a Nutshell

- This sampling research study focused on gathering inputs from three main sources:
 - External sources and publicly published reports.
 - Situation analysis developed through consultations with civil society actors.⁶
 - Recordings and transcriptions of in-depth, one-on-one interviews with 38 CSGs, and responses from 13 online questionnaires.
- Data collected on the needs, challenges and opportunities of Kuwait's CSGs was assembled and analyzed, with key findings including:
 - Procedures for measuring impact and monitoring and evaluation (M&E) are quite scarce due to the lack of knowledge and/or awareness about how and why CSGs should measure impact. This comes hand in hand with a noticeable underutilization of technological tools to create better operational models within CSGs and cross-sectorally.
 - Collaboration and coordination among CSGs, the public and the state are insufficient due to limited financing, logistics and platforms. Additionally, there is a clear generational gap and cultural divide driven by gender bias, societal conservatism, language, and diversity of experience. Mandates and internal organizational frameworks seem to be generally underdeveloped, due to unclear goals, objectives, missions and visions. On the other hand, 40% of the sampled CSGs are reportedly familiar with the United Nations Sustainable Development Goals and use it as a base for their internal framework.
 - Funding is a prevailing issue for CSGs across the sector. Whilst most organizations are self-funded and/or supported by individual donors, family members and sponsorships, funding distribution and utilization could be made more efficient through effective coordination, collective strategizing and more agile management.
 - Licensing and registration are a common issue among CSGs due to bureaucratic policies and/or lack of long-term commitment, and/or opting out as a personal preference. Only 15% of sampled CSGs are registered with the Ministry of Social Affairs and Labor (MOSAL).
 - CSGs seem to auto-censor any affiliations, debates or discussions related to politics and/or religion. Although these have a strong relationship to social power structures within the local context, they are negatively associated with a lack of ethics and integrity. *"We do not like to discuss politics because we find it to be dirty and when a person is associated with a political party or figure then their views are very one dimensional and very influenced."* - Quoted from interview with an unregistered popular public dialogue platform.
 - There is an absence of strategic communication by CSGs to the public, which currently consists of an unstructured, one-way flow of dialogue and limited engagement. Moreover, misperceptions and prior common assumptions seem to be an issue when it comes to how the CSGs regard each other, how they perceive their beneficiaries, and how they are perceived by the public. Some CSGs have no visible online presence at all,

while on the other hand, more than 35% have a great presence with a following of over 10,000 people across social media platforms.

- The civic sector in Kuwait shows very healthy signs of diversity relative to scope of work, but is less healthy in terms of equitable representation and inclusiveness across demographic groups. A significant majority of CSG actors are Kuwaiti females from upper socio-economic and educational cohorts who are above 30 years of age. Other statistics show a high level of volunteer engagement (74% representation versus 26% of paid staff on average), with a minority of non-Kuwaitis (33% representation on average). A majority of CSGs are only active in districts 1-3 (Al Asimah, Hawally and Farwaniya) and are absent from more marginalized locations such as Jahra and Ahmadi. This appears to be primarily due to the lack of two-way communication and multiple barriers to understanding beneficiaries' needs in these regions.
- There is great potential for development and growth in the sector on many levels, especially by enhancing the "3 Cs" (collaboration, coordination and cooperation) amongst CSGs themselves, as well as with non-CSG actors such as the state, the private sector and the wider public. Many sampled CSGs asserted that the roadmap towards sustainable solutions requires the creation of a collaborative platform, managed by strong and well-established CSGs, with the vision to promote the long-term development of the Kuwaiti civil society.
- The 74 recorded hours of 38 personal interviews, plus the 13 online filled questionnaires, along with all the findings from this sampling research study are a valuable source of data which could be used for further analysis and knowledge-building in the future. The current analysis is the first step towards developing a more solid understanding of Kuwait's civil society, and further measures should be taken to capitalize on its results.

1.3.2 How to Read this Document

- All quotes in this document are extracted from the interviews conducted with sampled CSGs, unless mentioned otherwise. All quotes are kept anonymous for the purpose of maintaining objectivity and neutrality.
- Annexes have been added to this document as additional explanatory elements:
 - Annex 1: A table of abbreviations.
 - Annex 2: Footnotes that were added either to explain certain elements of the document, or to give external references.

2. Research Methodology

This sampling research study was based on three phases: Design - Data Collection - Analysis

2.1 Research Design

The research team based their research design around several components:

- Overview of available data, such as existing publications, a list of local CSGs (provided by en.v), and former consultancy reports, amongst others. Multidisciplinary intersectional sampling and structured interviews specialized in identifying relevant results that are related to Civil Society as a whole, as well as per field and point of interest within the sector.
- Analysis of input from a selected focus group of CSG representatives pertaining to the first draft of this research design and its components.
- Consultations and a test pilot of the questionnaire.
- Examination of direct feedback from en.v's partners.
- Creation of quantitative and qualitative structured interviews and online questionnaires.
- Identification of a database of potential interviewees with attention to inclusiveness, minimum marginalization and best representation of the status quo.
- Preparation of a comprehensive structured interviewing manual for en.v volunteers in order to accommodate them through the process of structured interviews and data collection.

2.2 Data Collection

The online questionnaire was made shorter than the structured interview for convenience and flexibility, which resulted in a larger dataset for the most important questions within the final database. Other forms of data (external information, social media followership and quantification of testimonials) were added to the database by quantifying existing data or from external resources, in order to give sense to some researched subjects.

en.v volunteers, with the support of the consultation team's tools and guidance, collected data from the survey questions, which focused on issues related to the size and impact of each organization, in addition to their coordination with other CSGs and groups outside the sector. The choice of CSGs taking the survey was based on ensuring the best representation of Kuwaiti CSGs, in all of their multidisciplinary diversity. Qualitative and quantitative data was extracted from 38 structured interviews and 13 online questionnaires of representative interviewees/stakeholders, resulting in a total of 51 data inputs (including 74 hours of audio recording) after removing the doubles and blanks.

2.3 Data Analysis

Once the data collection phase was completed, the research team proceeded to work on extracting key findings and in-depth analysis upon which further steps could be taken. This phase's main focus was to:

- Analyze the interviews on the basis of mathematical & statistical data quantification⁷, weighting and processing, text-mining and other manual techniques.
- Categorize the data results from the survey in one single data body that was analyzed transversally along a set of common dimensions.
- Provide insights on how CSGs measure impact individually and within Kuwait's society, and on how CSGs utilize data to make decisions.
- Study the reasons behind the gaps related to age, gender, culture and other factors.
- Identify existing best practices and points of weakness and threats.

3. Analysis: Main Outcomes

3.1 Key Findings

During the interviews, the narration of events and experiences by the participants revealed a passionate interest in socio-economic and cultural reform within Kuwait. However, the determination to create change through the various CSG disciplines is not followed through effectively due to lack of vision, structure, framework and data related to M&E and measuring impact.

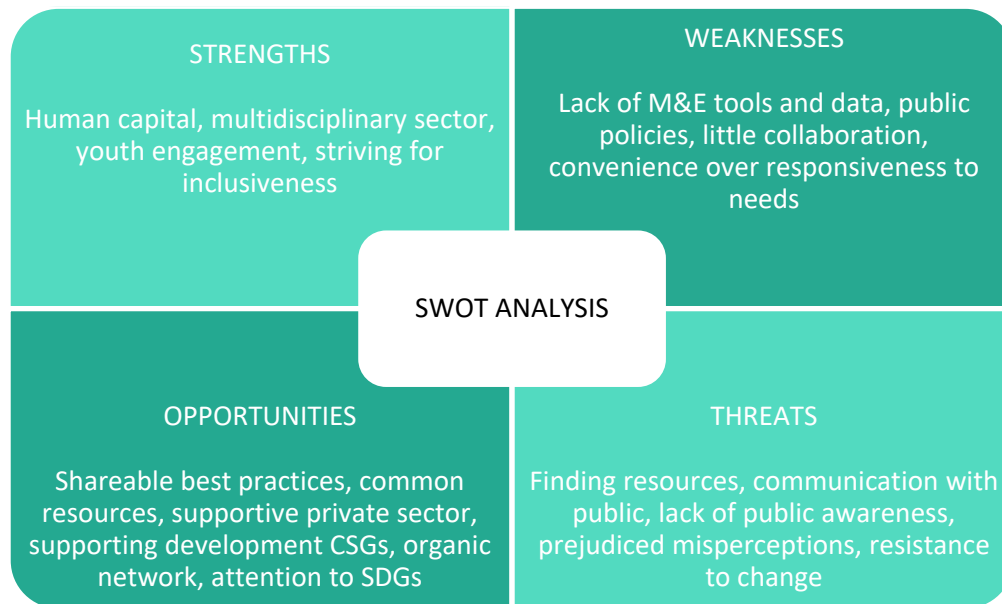
In general, CSGs seem to work in silos, without licensing, and are largely financially dependent on family, friends and sponsorships. Moreover, due to the lack of comprehensive data, peer and self-evaluation, CSGs are not aware of their strengths, weaknesses, opportunities and threats (SWOT), both on the individual organizational level, and sectorally. In fact, there seems to be a greater focus on adversities and challenges, including a tendency to attribute unsuccessful operations to external factors rather than internal weaknesses, with less emphasis given to finding solutions. Public policies seem inflexible concerning the licensing of CSGs, the restrictions on the operational scope of registered ones, and the facilities provided to the various CSGs operating within different communities across various domains. The aforementioned challenges, in addition to the restrictions and binding unclear laws, limit the scalability and effectiveness of CSGs in Kuwait.

The CSGs' desire for constructive change in Kuwait can be capitalized on if the latter are able to formalize their work via a visionary, strategic and collaborative approach, including formal registration. According to the data analysis of this report, the organic method of growth and impact have shown to be somewhat ineffective. More specifically, the research confirms that CSGs are indeed facing challenges, whether internally, across the sector, or externally with other stakeholders. The following challenges have been identified throughout the data analysis and research phase:

- Missing or lack of information, mainly in the form of data related to M&E and measuring impact, and especially in the context of informal or traditional activities such as Diwaniya meet-ups, talks, cultural events etc.
- The general public's lack of awareness about civil society and its professional nature, the active role it plays and its vital importance to the community. And similarly, the lack of recognition by certain actors within CSGs of the political role and capacity of civil society to influence public policy and public opinion.
- Intergenerational, cultural and functional gaps between well-established CSGs and younger ones, possibly caused by or contributing to miscommunication, lack of data or inefficiency in using data-structures (language, form etc).
- Faulty decision-making processes, whereby important decisions are made by leaders of CSGs based on personal views, standards, values and relations, rather than through the use of an informed process.
- CSGs' favoring or neutralization of activities based on convenience rather than the public's interests and needs.

In addition to these challenges, the analysis produced here shows numerous strengths to capitalize upon, weaknesses to overcome, and threats and opportunities to contemplate in order to promote reliable and effective growth.

3.2 SWOT Analysis



3.2.1 Strengths

- In spite of the obstacles which threaten the sustainability of crowdsourcing, Kuwaiti CSGs heavily depend on the efforts of volunteers, and particularly motivated youth, which provide them with the human capital needed to support their programs' implementation.
- Sampled CSGs cover all scopes of civic work across various disciplines, including those addressed by the majority of the United Nations' Sustainable Development Goals (except those related to climate change).
- Sampled Kuwaiti CSGs have adequate levels of representation among their leaders and team members of females, volunteers and youth, but less so when it comes to non-Kuwaitis. Many CSGs stated that they recruit their human resources based on merit and qualifications, without paying much attention to diversity or inclusive representation within their teams and decision making positions.
- Kuwaiti civil society has reliable support from the private sector, in addition to continuous support for capacity-building from more experienced CSGs.

3.2.2 Opportunities

- Some sampled CSGs showed by example and proof that they possess useful data, resourceful best practices, specialized knowledge and common resources that could be shared across the sector for a greater collaborative impact.
- Kuwaiti culture and traditions help organically mobilize communities (as in the example of Diwanias), which allows for excellent opportunities when it comes to managing and resolving civic engagement issues within societal norms, with a sensibility toward cultural nuances.

- Some CSGs, although not many, have displayed a certain level of awareness of their exclusivity, and have made efforts to address the lack of diverse representation within their teams and among their beneficiaries.

3.2.3 Weaknesses

- There is a lack of concrete data, whether by individual CSGs, by project, by discipline (scope of work) or cross-sectorally. This was a common theme throughout the sampling process.
- There is little collaboration and coordination between CSGs, as a result of unshared resources, data banks, visions and collaborative platforms.
- Public policies limit CSGs' work on different levels, and there is a lack of interest on the part of the CSGs to advocate for the change of such policies on a collective, national level.
- Due to a shortage in financial and logistical resources, some CSGs opt for convenience in their program design and implementation, over responsiveness to needs.

3.2.4 Threats

- There has been a recent scarcity of sustainable funding resources, obliging CSG leaders to depend on sources of personal funding within their networks.
- CSGs suffer from faulty communication with the public, mostly due to the absence of notions of design-thinking and co-creation of communication strategies. This, in parallel with a prejudiced top-bottom, one-way flow of communication from CSGs to stakeholders (sometimes due to lingo-cultural barriers), impedes program efficacy.
- Local communities sometimes seem to lack awareness about the challenges faced by civil society in Kuwait. This could be a result of the lack of sensitization efforts from the CSGs' side, in addition to the society's resistance to change.

3.3 Power Map

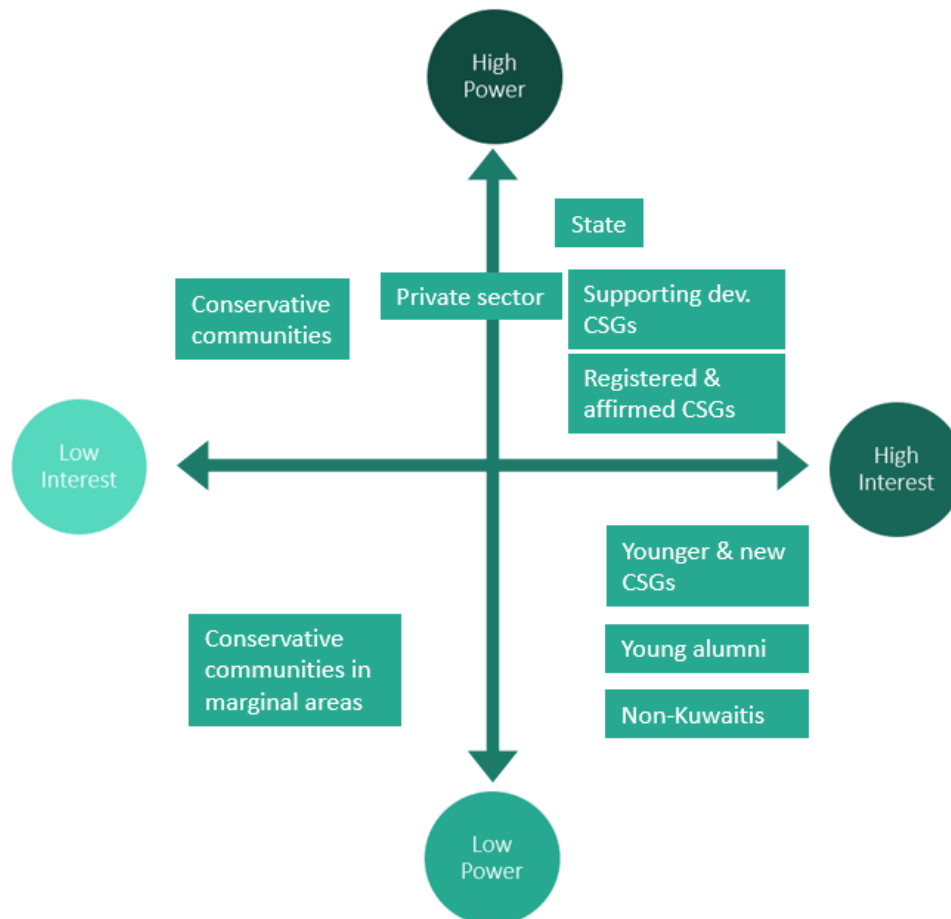
3.3.1 Groups of Stakeholders

The following list explains the groups of stakeholders as defined in the below power map:

- **State:** Refers to the Kuwaiti government, its institutions, ministries and officials, who regulate and apply policies that influence either the general operational context of CSGs (registration and fundraising policies, for example) or the general policies that are linked to a specific scope of work (such as education and environment).
- **Private Sector:** Refers to private business structures, enterprises and corporations that contribute to the development of Kuwaiti civil society, either in donations or through Corporate Social Responsibility (CSR).
- **Civil Society Organizations and Groups (CSGs)** which consist of:
 - **Supporting Development CSGs (SCSGs):** Refers to prominent civil society groups whose main objective is to help and support the development of other civil society groups and projects in Kuwait. SCSGs help other CSGs directly through capacity building programs, or by integrating them in support programs.
 - **Registered and Affirmed CSGs:** Refers to well-established CSGs that are registered

according to the Kuwaiti Law, with a license from the Ministry of Social Affairs and Labor (MOSAL) or the Ministry of Youth Affairs (MOY).

- **Younger and Newer CSGs:** Refers to volunteer groups or newly founded CSGs, which are mostly not licensed, and based on personal resources.
- **Young Alumni:** Refers to the individuals who manage to pass training programs or workshops with SCSGs and are now active participants, volunteers and ambassadors of civil society projects. They are considered the intermediary beneficiaries of SCSGs.
- **Non-Kuwaitis:** Refers to foreign residents in Kuwait, be they staff members, volunteers or beneficiaries of Kuwaiti civil society projects.
- **General Public:** refers to the wider public that has no clear or firm stand on civil society's activities and projects (which makes it difficult to place on the power map), in addition to conservative communities in Kuwait which, according to sampled CSGs, show some resistance to change. These communities are listed in two places on the power map, as their level of influence changes according to their geographical location.



3.3.2 Power Analysis

By studying the levels of interest (motive) and power (authority) of the various stakeholders, the power map shows that civil society in Kuwait is heavily influenced by decisions made by the state first, second, by the Supporting CSGs and third, by the private sector. The state in Kuwait seems to have a firm hold

on CSGs' projects and plays the role of gatekeeper when it comes to their activities, be it through the strict policies around registration, or by requiring authorizations for certain activities, such as fundraising or access to schools. As the state is the most powerful stakeholder, no large-scale project can be developed without the latter's interest in it.

Both Supporting CSGs and the private sector are working closely to support the development and growth of civil society projects in Kuwait. However, the SCSGs seem to have more interest in developing the capacity of CSGs, as per their mandates. SCSGs also have a higher level of influence since they work directly with beneficiaries and other CSGs. In spite of their keen interest, the younger and newer generations seem to have less power and influence in comparison to the older CSGs, especially when led by non-Kuwaitis. This seems to be the case for youth in full-time or volunteer positions, and could be due to their relatively weaker access to resources and structuring. Adding to that, non-Kuwaitis do not seem to be as included as Kuwaitis in decision-making processes or in terms of their access to influential circles. Finally, conservative communities are identified to be the least interested in civil society's work, due to their lack of awareness and / or resistance to change.

3.3.3 What Would Work Best?

According to the tactics of standard power maps, and by projecting on the map above, CSGs' projects would work best if they were conducted in close coordination with the most influential actors (State and more established CSGs), and would have greater success if they would inform and involve all other important actors (including the newer CSGs, alumni and non-Kuwaitis). CSGs would also need to develop a more nuanced understanding of the cultural and social contexts in which their projects are implemented, especially in the case of change-resistant communities.

3.4 Analysis Report

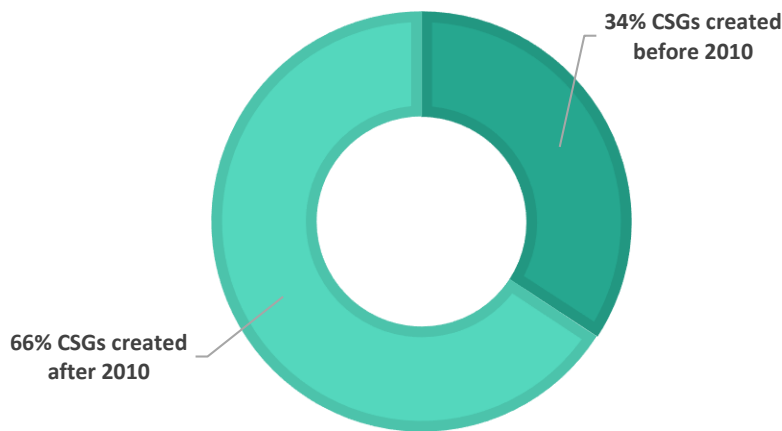
3.4.1 Civil Society Actors' Breakdown

3.4.1.1 Seniority

The majority of the sampled CSGs (more than 66%) emerged after 2010, indicating either an increase in the society's awareness of and engagement in civic work, or a significant escalation of community need. This could also be the result of an urge for diversification in civil work disciplines. However, it is interesting to note that many new CSGs only come into existence temporarily. This is usually the case for CSGs that are created in the interest of carrying out a one-time, short-term project. Other reasons for their discontinuity include lack of financial or logistical support for sustaining their activities, disengagement, or lack of interest. In either case, this short-term model comes with an absence of long-term strategies.

One of the sampled CSGs stated: *"We stopped functioning and closed down our social media pages because we completed our project, but honestly, this wasn't the only reason...if we had enough support and if laws were flexible, we would have sustained ourselves."* – Quoted from interview with a grassroots, unregistered group established in 2009.

CSGs Seniority



It was also noted that the older generation of CSGs are well-established, mostly legally registered, and have more access to financial, logistical and legal support. This is one of the reasons why a gap exists between older [and bigger] CSGs and newer [smaller or younger] ones, as described by one of the sampled CSGs: *“The main reason behind our inability to find the place we need [to host our activities] is that people don’t see us as an organization or a big company, the [private] companies don’t take us seriously and cannot trust that we are really going to have a large audience.”* – Quoted from interview with an educational initiative established in 2016.

Although there is a strong balance between CSGs serving a diversity of causes and engaging in multidisciplinary approaches (such as education, civic engagement, youth and women’s empowerment), it still needs to be determined whether or not these CSGs are as effective as they could be. This is primarily due to the fact that there appears to be a considerable overlap in the respective scopes of work, and occasional confusion in terms of their orientations and focuses⁸.

3.4.1.2 Importance of Supporting CSGs

“When we first started, we had attended a workshop [with one of the SCSGs] which taught us how to set up our organization”; “I think successful collaborations in Kuwait have mainly been through [one of the SCSGs]”– Quoted from interview with an advocacy and lobbying initiative established in 2015.

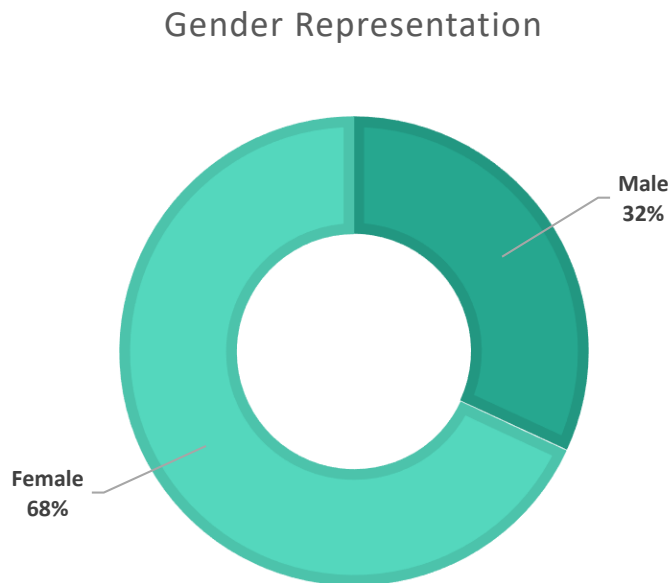
The research gathered clearly indicates that a few CSGs, regardless of their seniority, offer support to other organizations within the sector. This is either done through capacity-building programs, the provision of logistical resources according to needs, or by coordinating the efforts of CSGs across the sector and with the other stakeholders. These Supporting CSGs are vital to the development of the sector as a whole, and the development of each CSG which they support. SCSGs play a crucial role in strengthening civil society networks, and creating spaces for resource-sharing. They also have deep knowledge and expertise when it comes to the overall civic sector in Kuwait, and could therefore contribute to:

- Supporting ad-hoc projects across the sector by coordinating the efforts of different CSGs.

- Organizing and developing project cycles and implementation, central data-collection, regularization and normalization of processes, in addition to collaborative communication among CSGs, the public, the state and the private sector.
- Understanding collective needs and optimizing efforts to address them across the sector.
- Linking CSGs with other stakeholders, training volunteers in response to requirements and needed collective intelligence, and connecting them with pools of expertise.
- Helping to create and manage a collective collaborative platform to enhance cross-sector cooperation, both online and offline.

3.4.1.3 Gender

“Another reason [why we have a] high female ratio [within our team] is because of the local culture, because of which our work appeals more to women.” - Quoted from interview with a reputed nonprofit working with youth.



Even though most CSGs are modest in regards to the size of their teams, a common denominator reveals that female representation is prominent, whether amongst decision-makers, staff or volunteers. For the most part, this representation seems to be more organic than intentional, as several CSGs reportedly refrain from enforcing policies which support gender balance equilibrium.

“It is just a coincidence that we have all female staff. We can employ both males and females.” - Quoted from interview with a registered society established in 1963.

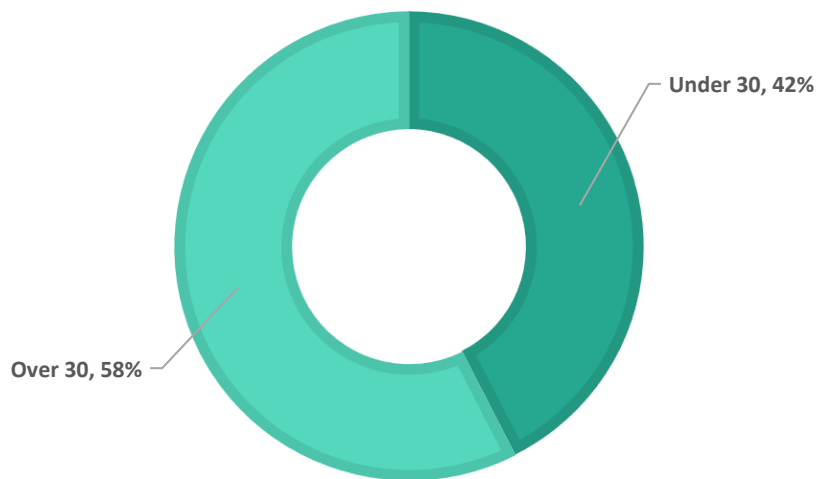
Whilst there is no lack of female representation, further analysis indicates a significant lack of male representation within Kuwaiti CSGs. The reasons behind this statistical difference warrants further examination, yet could simply suggest an organic increase in female engagement due to the local social context and dynamics⁹. However, it could also indicate a lack of interest or engagement from males due to the standing social power structures or the common perceptions associated with civil society's work,

as described by one of the interviewees: *“People think staff [in CSGs] don’t get paid so men don’t even approach us”; “We would however like more male employees because some organizations are more ‘masculine’ (sic) and prefer to deal with men.” - Quoted from interview with a reputed nonprofit working with youth.*

3.4.1.4 Age

There is a considerable and mainly organic presence of younger generations within the teams of sampled CSGs, although civil society in Kuwait seems to be represented and/or led by an older generation (over 30 years old). Statistically, these numbers seem to be coherent with the Kuwait average age¹⁰, however, they also reveal a deviation in engagement ratios in comparison to other countries where younger generations are usually more engaged in civic work. Collected testimonials indicate that both the accumulated experience of older generations and the modernity and energy of younger generations are needed and not mutually exclusive. Interviewees recommended that trusting and supporting younger generations and motivating them to take the lead within CSGs would be an added value to the Kuwaiti society as a whole, particularly in the long term.

Age Representation



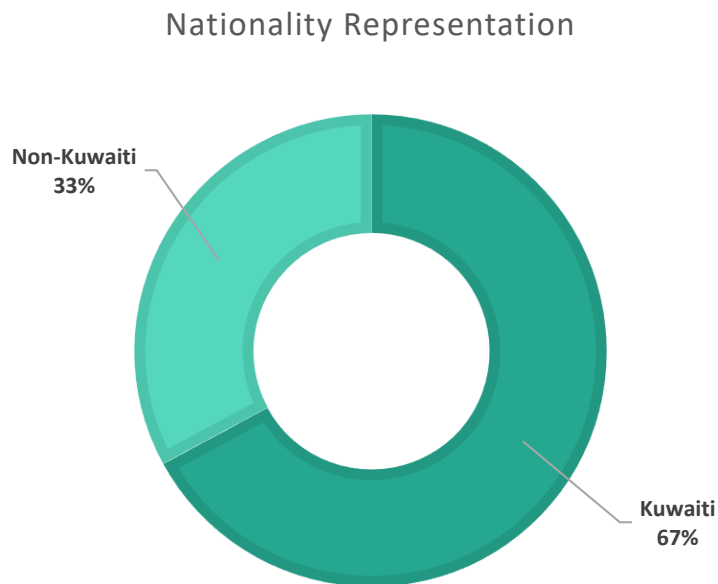
“Older generations are more committed and personally involved but the younger generations are more energetic and effective.” – Quoted from interview with a recognized educational non-profit established in 2006.

Additionally, there seems to be a generational gap between the younger and older organizations within the local civic sector. This is mainly driven by a series of negative stereotypes which are held by some CSGs in reference to one another. For example, older CSGs consider younger ones to be disorganized, whilst the latter perceive older CGSs to be controlling and outmoded in their ways.

“We [older CSGs] have a few restrictions. The younger generations want to do everything without restrictions.” – Quoted from interview with one of the older/well-established societies in Kuwait; “They [older CSGs] try to dominate or control our work ... they want to do things their old fashioned way, and would not believe in our ways or give [them] a chance.” – Quoted from interview with one of the younger educational initiatives founded in 2016.

Another recorded claim further indicates that older CSGs should become more adaptable. Through the recommendations brought forth by some of the testimonials, a possible solution to bridge this generational gap lies within finding a common language and coordinating efforts between older and younger CSGs. Both sides have also suggested the need for a safe and open space for dialogue and knowledge-sharing, in addition to negotiating and exchanging conventions and customs across generations.

3.4.1.5 Nationality



Teams of sampled CSGs are heavily dominated by Kuwaiti citizens, in spite of the fact that more than two-thirds of the society is non-Kuwaiti. It seems that the pursuit for inclusiveness in this regard is limited, especially given that CSGs do not have to implement inclusive and fair recruitment policies, as described in one of the interviews: *“Our recruitment is just based on qualification, not based on nationality.” - Quoted from interview with one of the younger non-profit companies led by Kuwaitis and non-Kuwaitis.* One organization specifically mentioned that they were targeting Kuwaitis only (*“All staff are Kuwaiti. It is within our mission to build the capacity of Kuwaitis.” - Quoted from interview with a government-affiliated non-profit).*

Few CSGs outside of those with a human/labor rights focus appear to engage with non-Kuwaitis as their primary beneficiaries in terms of conducting needs assessments, deciding CSGs’ strategic priorities and desired project outcomes. Traditionally, charities have been the most focused on the non-Kuwaiti population, with the majority of their resources directed to international projects, not domestic non-Kuwaiti populations. *“The charity division might have the details. For the charities, most of the*

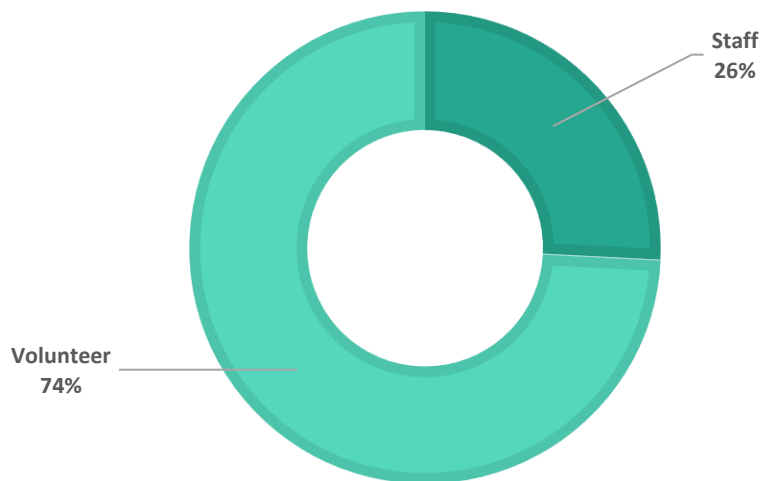
beneficiaries are non- Kuwaitis.” – Quoted from interview with a well-established society. However, there are tentative movements towards more inclusive programming cited by some of the CSGs: “If the public is inclusive of foreigners, then we are empowering the public. We are the only organization that is helping foreigners, standing alone.” – Quoted from interview with a society promoting migrant rights.

3.4.1.6 Volunteerism

“[I] learned more through volunteering after graduation than I did in my undergraduate studies.” – Quoted from interview with a youth-led initiative.

The data gathered indicates a positive growth and support of volunteerism in Kuwait. One of the sampled CSGs even reported that around 700 volunteers run its entire operations. This finding contradicts the general complaint which was shared by many CSGs regarding a lack of a culture of volunteerism and difficulty in finding volunteers in Kuwait. This sense of a “lack” of volunteers seems to reflect more the lack of committed volunteers, which may be due to the absence of clear volunteer recruitment and retention strategies on the part of CSGs. Culturally, volunteerism appears to be understood as a one-time physical or monetary donation, instead of being seen as an opportunity to develop the volunteer’s skills, the organization’s capacity, or the sector’s strength.

Human Resources Representation



“We have problems getting volunteers because they are not committed. They get excited about the event and all, but they are not committed.” – Quoted from interview with one of the older, more active and more established societies; “Volunteering in Kuwait is perceived as either monetary support or physical. However, it is not within our culture to volunteer our knowledge/resources, and that is exactly what we lack.” – Quoted from interview with a reputed nonprofit promoting entrepreneurship.

Without a different understanding of volunteerism, and clear Specific, Measurable, Attainable, Relevant and Timely (SMART) goals for volunteers aligned with organizational values and strategy, there will

continue to be difficult in retention. As in all the other areas discussed in this research, volunteer recruitment may also be negatively impacted by the lack of shared resources and coordination within the sector. Hence, if CSGs start applying SMART goals to their organizations and volunteer programs, promoting a better understanding of the diverse mechanisms and forms of volunteering, a culture of volunteerism can truly blossom in Kuwait, and increase the interest of young individuals and groups to contribute to the sectors' efforts.

Some CSGs have shown positive signs and made efforts towards encouraging volunteerism within their organizations, either by having their core team lead by example, or by finding ways to encourage better crowdsourcing within the sector (*"All team members volunteer their time, free of charge. As for the website design, the service was initially offered on a pro bono basis [by members of the community.]"* – Quoted from interview with a youth-led organization).

3.4.2 Kuwait Civil Society Actors Intersectionality in a Nutshell

Mathematically, studying the medians¹¹ throughout the information of sampled CSGs shows the peaks of the distribution of civil society actors according to four categories: Age, Gender, Nationality and Volunteerism Ratio.

The median curves study the concentration points for each category. This point refers to the central tendency value which separates the higher half of a data sample from the lower half. And in English, it means the following:

- Most CSGs have the tendency of 70% representation of Females vs. 35% of Males in their teams.
- Most CSGs have the tendency of 40% representation of Youth (under 30) vs. 80% of Adults (over 30) in their teams.
- Most CSGs have the tendency of 80% representation of Kuwaitis vs. 30% of non-Kuwaitis in their teams.
- Most CSGs have the tendency of 10% representation of Paid Staff vs. 80% of Volunteers in their teams.

3.4.3 Internal & External Organizational Structure

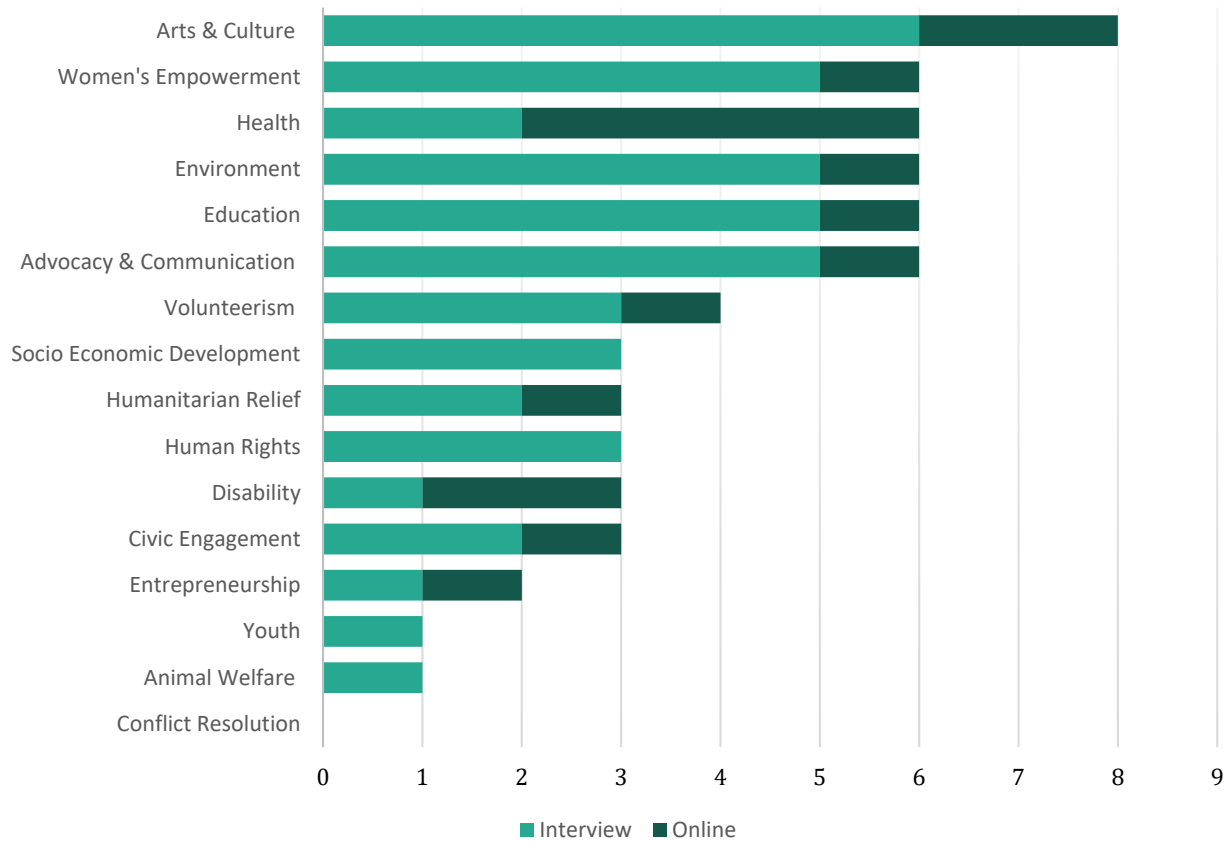
3.4.3.1 Scope of Work

- CSGs were asked to select a main focus as well as sub-focuses to define their work. The data demonstrates that CSGs often have multiple focus areas, and limited understanding on how to define their scope of work. For instance, they seem to experience confusion between having Volunteerism and Civic Engagement (or other domains) as their main focus. Another issue noted was a lack of understanding of the difference between Conflict Resolution and Judicial Dispute Resolution.
- Statistically, the research shows that Arts and Culture along with Education are heavily used for increasing civic spaces in Kuwait, and that Women's Empowerment seems to be an identified need by many CSGs. There is also a significant focus on Youth, Volunteerism and Civic Engagement, with less focus on Advocacy and Entrepreneurship.
- By cross-referencing the data, it is clear that the lack of interest in Advocacy is related to

concerns about maintaining political neutrality and/or self-censorship (“*We are not influencing policy directly. We are influencing attitudes & behaviors.*” – Quoted from interview with a non-profit company working on education).

- The field of Arts and Culture drives multiple CSGs, and the latter could be leveraged for communication and public awareness purposes so that the concept of a CSG becomes a cultural norm.

Scope of Work - Focus Area

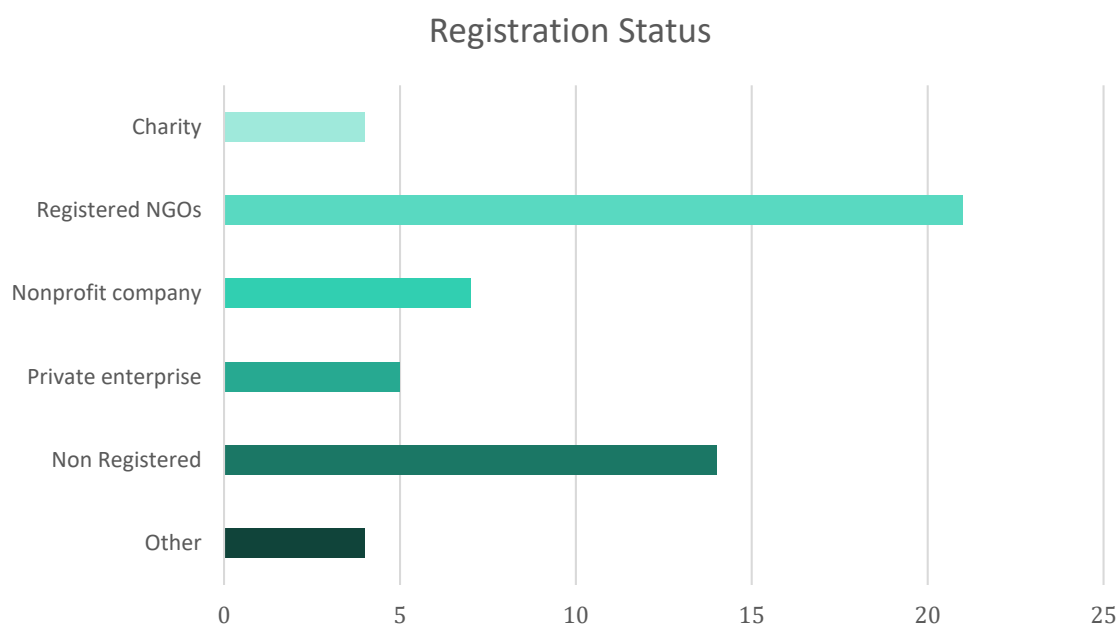


3.4.3.2 Licensing

Only 22% of the sampled CSGs are officially registered as NGOs in Kuwait, with 15% specifically registered with MOSAL. Minimal registration may be due to an avoidance of bureaucratic complexity in managing operations, or the lack of an applicable legal framework for CSGs’ desired activities (“*There is no actual license for mediating available in Kuwait.*” – Quoted from interview with a social initiative registered as a private enterprise). This is a serious issue, which indicates that the current regulatory framework does not allow for certain practices to be conducted by CSGs, thus limiting their capacity. Whilst the lack of registrations might reflect the complexity of acquiring an NGO license, it could also suggest a lack of interest and investment on the part of both CSGs and the state to regularize the sector.

Although the law has now been amended, until recently, Kuwaiti partners were needed in order to register a for-profit or non-profit company. Non-Kuwaitis within CSGs also face barriers when it comes

to engaging with the government or influencing policy (*“Non-Kuwaitis are not allowed in the (national) assembly” – Quoted from interview with a human rights organization*).



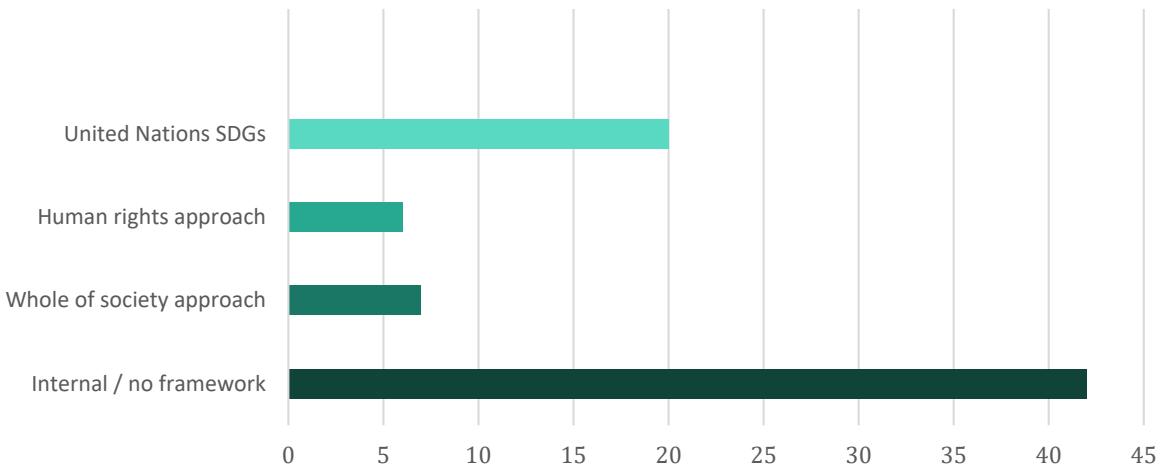
CSGs responded cautiously when political and religious affiliations were addressed, as cited here: *“We were forced to get a company license instead of an association license because we could not be taken over by (a) political party, which is also why we don’t discuss politics and religion.” – Quoted from interview with a reputed nonprofit working with youth*. Additionally, most CSGs expressed the importance of changing and regulating registration policies and laws for all CSGs (*“One of the challenges we face is that there is no law which allows CSOs to operate with transparency.” – Quoted from interview with an unregistered organization working on policy reform*).

3.4.3.3 Mandates and Frameworks

“There is a generic code of conduct or rules for all NGOs. [...] What we need is a more specialized legal framework that is inclusive of all specific focuses.” – Quoted from interview with a registered society promoting entrepreneurship.

There is a noticeable lack of individual and collective cross-sector codes of conduct within the sector, as well as an absence of strategic planning, and clear definition of goals, objectives, missions, and vision statements on an organizational level, within CSGs. It is also noticeable that many CSGs have unclear mandates and frameworks, while others are inspired by international frameworks, and adapt them for internal use (further analysis is needed to assess the effectiveness of the application and adaptation of these mandates). Both the qualitative and quantitative data gathered reveal a lack of clarity in the sampled CSGs' mandates and binding ethical frameworks. About 40% of sampled CSGs use the United Nations Sustainable Development Goals¹² as the basis for their internal frameworks. However, there was no reference to two of the UN SDGs, Clean Energy and Global Warming, across the sampled CSGs.

Mandates & Frameworks Guiding CSG Activities



3.4.4 Efficiency in Responding to Community Needs

3.4.4.1 Beneficiaries

“Hard to say as I don’t collect that data.” – Quoted from interview with an initiative promoting the use of technology, with regards to their beneficiaries’ numbers and profiles; “I don’t have an idea about gender and age of our beneficiaries because we don’t collect that data” – Quoted from interview with an organization promoting policy reform.

Only a few CSGs are able to accurately identify the priorities, needs and gaps of their beneficiaries and overall local community. The lack of a strategic and systematic process of evaluation and/or measurement hinders the sectors’ ability to create sustainable social impact and strategically allocate resources, thus undermining the overall growth and development of the sector.

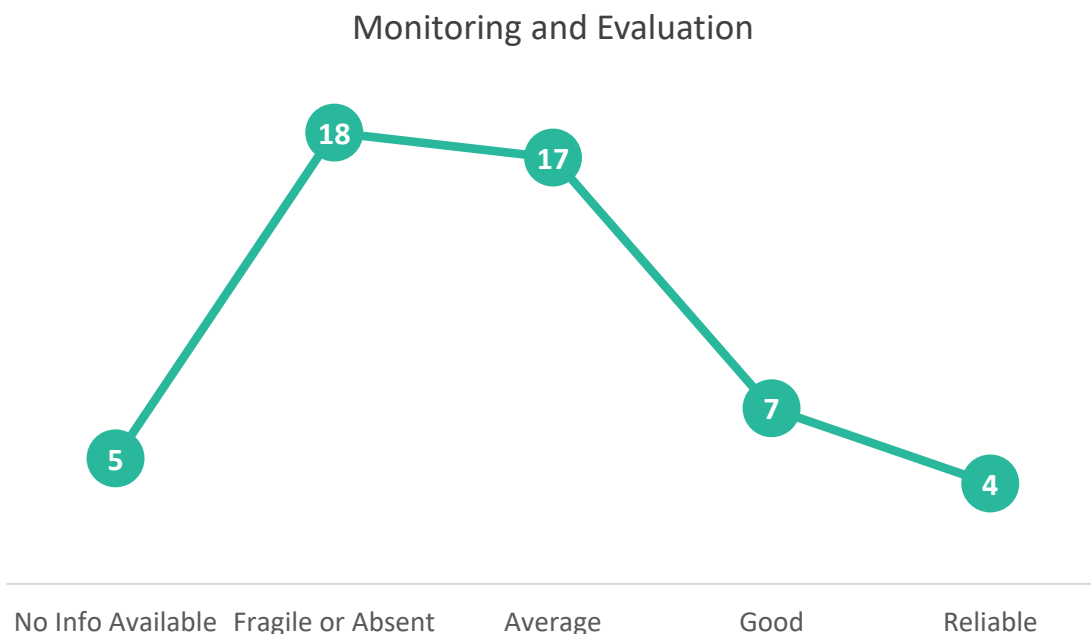
“We don’t involve our beneficiaries. The founders decide on the projects and we go out and see if we can receive funding. This is because we don’t have our beneficiaries on board with what we do yet” – Quoted from an organization working on policy reform; “We do not like to set goals with[in] a fixed timeline.” – Quoted from interview with a popular dialogue initiative.

Given the lack of data collection and incorporation of beneficiaries within the design of CSGs’ efforts and initiatives, the latter also experience difficulty in defining their goals, objectives and long-term plans. The use of assessment tools such as Community Needs Assessment¹³ and Knowledge Attitude Practices surveys¹⁴, in addition to sharing sources of data, is recommended to address such issues. Upon studying the wide spectrum of testimonials, the following trends were identified:

- There seems to be a remarkable focus on the empowerment of women and Kuwaitis in particular.
- There is a strong focus on youth and children, as the main beneficiaries of most CSGs, who

- focus their efforts on offering their programs and projects within local schools.
- CSGs in Kuwait depend heavily on the use of social media, in spite of lack of skills when it comes to effective messaging and multimedia creation. Although the majority of CSGs' outreach efforts are focused on awareness-raising through online media campaigns targeting beneficiaries and the public, most organizations lack a formal and effective communication strategy. Additionally, CSGs seem to heavily depend on the use of offline events or online social media, as opposed to broader multimedia tools and platforms, for their outreach efforts. Meanwhile, some CSGs have taken important steps towards establishing a more direct dialogue with their beneficiaries (*"We recently changed our approach and instead of being driven by systems and paperwork, we connect more personally with our beneficiaries."* – Quoted from interview with a professionalized registered organization).
 - There seems to be a lack of targeted advocacy strategies to engage beneficiaries and create inclusive programs designed to overcome the absence of diversity. This stems from a lack of awareness rather than a desire to exclude certain groups (*"This lack of diversity seems random and not done purposefully."* – Quoted from interview with a youth-led grassroots initiative).
 - Diwanias¹⁵ seem to be one of the most effective ways for co-creational design-thinking with beneficiaries. Yet, the focus of a Diwaniya is related to its efficacy, and cannot be applied to all content areas (*"Health Diwaniya was a complete fail."* – Quoted from interview with an established organization in the health sector.)
 - A few CSGs noted that Kuwaiti civil society is very centralized, with little exposure to wider audiences. This results in the misconceptions held about civil society by the Kuwaiti public (*"People actually think we're based in Dubai."* – Quoted from interview with a popular cultural platform).

3.4.4.2 Monitoring and Evaluation



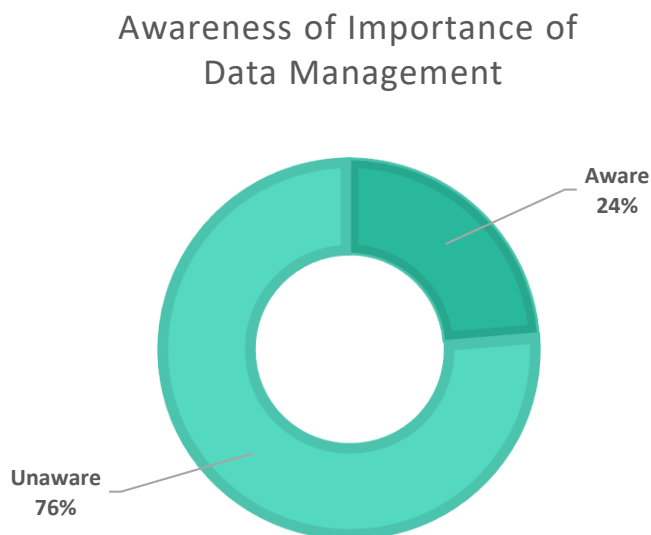
Only 8% (4 out of 51) of sampled CSGs have reliable monitoring and evaluation strategies / mechanisms

Based on the responses gathered from direct and indirect questions and discussions held with the sampled CSGs, it is clear that most of them do not have (or have a fragile) Monitoring and Evaluation (M&E) framework¹⁶ and do not understand the importance and need to measure impact. This inadequacy in adopting an effective M&E framework seems to come from two sources: first, the general lack of professional, social and even political interest across sectors, as cited: *“Most [people] don’t believe in surveys and numbers, even the most educated client would say: ‘I don’t even understand these numbers, do you really think the average person would?’- Quoted from interview with an organization specialized in research;* and second, it derives from the lack of know-how in data analysis and extrapolation of useful information, as cited: *“We don’t collect that data... I don’t know how to evaluate these” – Quoted from interview with a medium-sized and recognized organization working with the disabled.*

A few CSGs however did report the use of M&E tools, due to its necessity when working with external partners, as cited: *“[We are] a part of a larger network, [...] so we are required to follow all their rules and regulations.” – Quoted from interview with a professionalized NGO linked to an international network.* Meanwhile, some CSGs seem to maximize their internal use of resources across functionalities, including M&E, as cited in one of the interviews: *“We have specialized departments for planning, including quality management, and it works to develop the strategies of the association and to plan its programs.” – Quoted from the same interview as above.*

3.4.4.3 Use of Technology

Even though the surveys did not include any questions related to the use of technology, it was alarming to observe the clear lack of data banks and documented activity reports, especially when it came to monitoring and evaluation processes (*“We don’t do regular reports.” – Quoted from interview with a leading society working on human rights*).



“We refer back to [external sources]. This data is not user-friendly at all...our data is slow and not up to date.” – Quoted from interview with a research organization.

By examining the interviews, it was clear that many CSGs were not relying on modern technology and data management tools in their work. Only 24% of the sampled CSGs seemed to be aware of the importance of data management and building databases for better-informed decisions when it comes to strategy, understanding beneficiaries’ needs and managing available resources. Hence, there is an urgent need to further explore the awareness of CSGs on the importance of technical capacity building, and provide them with logistical support to build better processes and tools for collective and individual data management, possibly through sharing experiences and common knowledge of best practices within the sector. *“We now have an M&E employee to monitor the impact of programs, to create questionnaires to assess program impact. Also, we review [the] demographics of applicants to inform future programs.” – Quoted from interview with a leading nonprofit working with youth.*

3.4.5 Capacities, Needs and Challenges

3.4.5.1 Success Stories

Most of the sampled CSGs managed to give concrete examples of their successes, which were expressed in the form of stories, and collected throughout the interviews. We found that some CSGs measured success quantitatively, based on key numbers and statistics they associated with the outcomes of their efforts, and others - a minority - in the form of testimonials.

Recurring themes which emerged in the ‘success stories’ portion of the interviews were generally related to efforts that pushed local social boundaries, particularly as related to freedom of expression, challenging the status quo, and advocating for social liberties or politically charged taboo topics (*“Mostly females attended [our event] but the men who came voiced their support and their keenness on righteous and strong women taking up positions in the parliament.” – Quoted from interview with a popular platform for public dialogue*). Similarly, Diwanias, or public social gatherings highlighting social issues were also mentioned as a recurrent theme within the success stories told by the CSGs. Other CSGs referenced successful collaborations with actors and organizations within the private sector (*“One of our collaborations with a private company for a [project] was financially and emotionally very motivating and rewarding. The media campaign was great which led to good media coverage and that resulted in a lot of exposure for us.” - Quoted from interview with a social enterprise; “Yes, that [private sector] is where the money is. We can serve their needs while also fulfilling the needs of the youth and create a win-win situation.” – Quoted from interview with a reputed organization working with youth*). Interestingly, one of the organizations that admitted not collecting data related to their beneficiaries, cited a data collection drive as one of the most successful and useful activities they had engaged in *“One of our biggest successes was the survey we did across Kuwait which gave us data we used to create infographics that helped us show the public and the parliament that [public opinion was in favor of their cause]”*.

Additionally, team-building efforts and celebrating shared success internally, especially with volunteers, was also considered by many to be a prominent success story, highlighting the latter’s importance to the CSGs, as illustrated in these interviewees’ examples: *“What made it successful was intangible: the energy of the team, the sense of collaboration, our shared vision” – Quoted from interview with a younger, non-hierarchical organization promoting creativity; “We have alumni who are now our*

ambassadors.” – Quoted from interview with a reputed nonprofit working with youth.

3.4.5.2 Unsuccessful Endeavors

CSG representatives did not elaborate much about failed endeavors in their interviews. Whilst this could be due to self-censorship, it could also reflect the inability of CSGs to identify the main reasons which lead them to fail because of the lack of M&E techniques. That said, it was also rare for CSGs to attribute their failed efforts to internal reasons, with a majority placing the blame on external factors instead. It is therefore important for a culture of self-evaluation and transparency to be built within the sector, in order for CSGs to better evaluate their internal capacities and apply SWOT and M&E frameworks within their strategies. Some of the external reasons which CSGs felt contributed to their failures were policies and laws, lack of volunteer engagement, lack of access to financial and logistical resources, and limited or weak communication platforms (*“The lack of a journalism industry in Kuwait has been our major roadblock.” – Quoted from interview with a creative cultural platform*).

Meanwhile, other CSGs also referred to social resistance and/or lack of social awareness as a constraint to their program success (*“Lack of awareness and acceptance of what we do is a huge setback for our work.” – Quoted from interview with an initiative addressing violence against women*). This is where collaboration with other CSGs and media platforms could play a role in paving the way towards more successful campaigns and efforts.

On a separate note, most CSGs complained about the lack of engagement of their beneficiaries in their activities and outreach, which could be attributed to the CSGs’ lack of clear communication strategies and coordination with their targeted communities. Additionally, regulatory requirements limit and affect the ability of non-Kuwaitis to be involved in many of the sectors’ efforts, particularly those with political sensitivity. Other challenges include a challenging relationship with the public sector, which was implied in several interviews, yet not elaborated on (*“The main cause is unknown, however, [the state representatives] are worried that if they allowed us to sign with them, then they should sign contracts with/agree to collaborating with all other non-profits who express a willingness to work with them.” – Quoted from interview with a professionalized registered society*).

3.4.5.3 Working in Marginalized Communities

Where do Kuwaiti CSGs operate and why don’t they succeed?

Most CSGs operate effectively in the capital, but acknowledge the need to also work within other communities, especially Jahra and Ahmadi (*“It is definitely one of our shortcomings as we do not have as many events and programs there as much as we would like to”, “These areas are right in front of us and we are definitely going to be working more in them this year.” - Quoted from interview with a human rights organization*).

The CSGs’ choice to work in the capital and its surroundings is mainly motivated by convenience and access to logistics, finance, beneficiaries and the familiarity with the social culture. According to the CSGs, there are many reasons hindering project implementation in Ahmadi and Jahra. CSGs wanting to operate there are caught in a vicious cycle: they have no access to beneficiaries in these areas because they do not have local contacts there, but they cannot get access to those contacts and beneficiaries if they do not operate there. This lack of local contacts and trusted partners is often linked to difficulty in communicating with the local conservative society.

“As I know from my family, Jahra is full of Bedoon, so very tribal and not welcoming”; “I know the culture but it’s a bit of a struggle...I can’t send volunteers to Jahra! Volunteers are modern sometimes western. There is a disconnect because our communication methods (with people in Jahra and Ahmadi) are different.” – Quoted from interview with a human rights organization; “Schools in the area are not allowing us to visit their students for cultural reasons [...] we would like to sign an agreement with the Ministry of Education to have better access to students.”- Quoted from interview with a leading nonprofit working with youth; “It has been a struggle to reach out to an audience in these areas because of our cultural differences.” – Quoted from interview with a young non-profit company led by both Kuwaitis and non-Kuwaitis.

In addition to the perceived cultural barriers, the geographical distance from the capital is also a challenge (*“Transportation is a huge issue to bring them [beneficiaries] from Jahra.” – Quoted from interview with an environmental volunteer organization*).

GEOGRAPHICAL DISTRIBUTION OF ACTIVITIES

Respondents were asked to rate their level of activity in these districts on a scale from 1 to 10. These are the average levels.



Some CSGs find it challenging to overcome such obstacles due to the limits of their resources, so they prefer to work within their capacity for convenience, ease of access, and lower-risk resource allocation (*“Visibility is not ensured in Ahmadi and Jahra” – Quoted from interview with a youth-led initiative promoting education and critical thinking; “We need to grow enough to know we can get large participation from there, then we can go.” – Quoted from interview with an initiative organizing technology-based capacity-building programs.*

It is important to note that there is no clear unified vision concerning the beneficiaries in Jahra and Ahmadi. Whilst many CSGs consider these communities to be resistant to change, other CSGs conversely consider these communities to be aware of the need for change and open to new ideas. The factors at play in these perceptions appear to be influenced by finding or lacking the right local partners during the project implementation, and can affect an organization’s ability and decision as to whether or not to adapt the project’s culture to the local context.

There were CSGs which identified possibilities and opportunities, expressing their surprise at how communities in Jahra and Ahmadi showed interest in having CSGs working there (*“When we had the meeting, the people who came from Jahra, as volunteers. They showed interest.” – Quoted from interview with a well-established society traditionally active in the more central districts*). Adapting the culture and language used by CSGs to match that of the local context could contribute to the solution of providing services in marginal regions of Kuwait (*“We are trying to make our platform bilingual [English and Arabic] so that we can reach out to them as well.”- Quoted from interview with a youth-led public dialogue platform*).

It is important to note that, while Ahmadi and Jahra are the first two areas to be identified by many CSGs as marginalized areas, Farwaniya and Mubarak Al-Kabeer seem to come right behind in terms of the shortage of CSGs’ presence, work and impact. These two areas, unlike Ahmadi and Jahra, have a very high concentration of resident foreign workers.

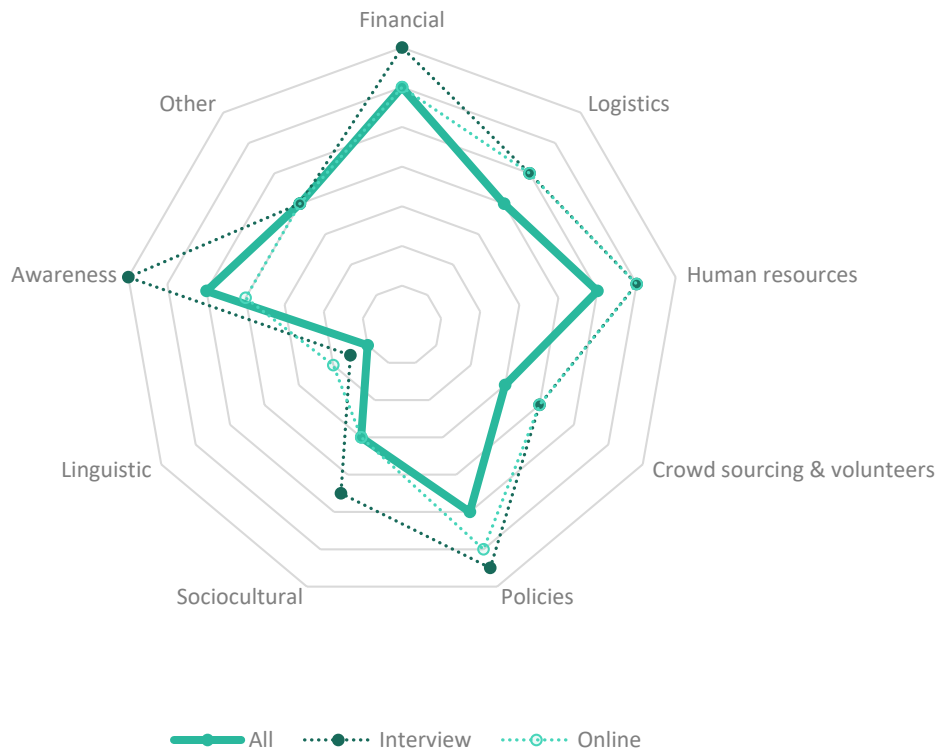
Some CSGs adapt their projects to the local context and capitalize on the existing culture to more effectively reach underrepresented communities. They mention the importance of public awareness and consultations via a two- way flow of communication between the CSG and populations in marginal regions (*“Our motto of community building is based on the same strong familial bonds that are native to the greater Jahra community.” – Quoted from interview with a non-profit company working with the disabled community*). Some CSGs decide to go the extra mile and challenge narratives and social restraints (*“We permeated spaces like women’s salons and men’s private Diwanis to collect data on issues concerning their children, [and] women’s rights.” – Quoted from interview with a nonprofit focusing on research*). Many CSGs expressed that project implementation should give attention to cultural details and the needs of the communities, moving beyond perceptions and using the local culture’s community spaces such as Diwanis to connect with their target population (*“Despite the perceptions, it was the most fulfilling outreach opportunity that I have engaged in.” – Quoted from interview with an unregistered humanitarian organization*).

Therefore, a possible solution and best practice would be the adaptation of programs to the local culture of these areas, either by working with community leaders and prominent figures or by training volunteers from the same locations in order to adapt to the context and resolve the challenges mentioned in the interviews.

3.4.5.4 General Difficulties and Hindering Factors

The following radar map uses a radial (circular) display with several different quantitative axes emerging like spokes on a wheel to create a unique shape. The 'zero' of each axis is the center of the wheel, the further towards the edge of the spoke a point reaches, the higher the quantity.

Main Challenges Identified by CSGs



By order of severity:

Public Awareness: Cultural resistance towards change (particularly behavioral and attitude change and social reform) is one of the major challenges facing the civic sector in Kuwait. This is particularly the case for progressive CSGs with a Whole of Society Approach¹⁷; advocating for human rights.

This resistance is reportedly fueled by the conservative and tribal culture in Kuwait, in addition to key actors within the older generation of CSGs and the public sector. Social reform which threatens or opposes any traditional and/or social conventions is also resisted by the wider, local public. Therefore, CSGs must be persistent in their promotion of public awareness in order to shift mindsets and attitudes, shape healthier behaviors, and cultivate more positive socio-cultural norms within the Kuwaiti society.

Whilst influencing public opinion and increasing awareness is an objective shared by all CSGs, it was alarming to learn that only a few of them have incorporated broad and diverse communication strategies within their objectives, to promote and accelerate widespread social reform. This appears to be a high priority as CSGs seek to narrow the gap between the different groups and actors within Kuwaiti society (the role of public awareness is elaborated further in the report).

Financial difficulties: Identifying and maintaining sources of sustainable funding was highlighted as the second most pressing issue affecting all CSGs; particularly small and new ones. This has motivated some (particularly non-profit companies and social enterprises) to think of new ways to fund their activities, and has limited or affected the ability of others to sustain themselves.

The majority of CSGs were obliged to mobilize their personal networks to finance and support their activities (*"We write letters and ask for money from individuals that we know."* – Quoted from interview with a human rights organization led by an influential individual; *"We get our sponsors mostly through contacts and [personal] relations."* – Quoted from interview with reputed organization working with youth). Many team members within CSGs even used their own personal resources to sustain their organizations' activities (*"We sustain a lot of the finances from our own pockets. The team pitches in every once in a while, especially when it comes to purchasing raw materials."* – Quoted from interview with a grassroots donation drive initiative; *"We are self-funded. The core 18 members pay a yearly fee to be members [and] we use that cash to pay our expenses."* – Quoted from interview with a recently established human rights organization).

It was also evident that some CSGs rely on the private sector's CSR programs and departments for funding, and recommended that more for-profit structures should be supportive of the efforts and development of the civic sector (*"Private companies should be seen as community partners and not solely as financial sponsors. [Once that happens,] such strategic partnerships would be more long-term and effective."* - Quoted from interview with a recently established human rights organization).

Policies & Regulations: State policies are hindering the development of CSGs in Kuwait. Whilst on the one hand, registered structures have difficulties working due to state restrictions (such as access to international funding), unregistered structures have difficulties accessing communities, utilities and platforms (more information about this can be found later in this report).

Human Resource (HR) Management and Crowdsourcing Volunteers: Difficulties related to HR and logistics (such as recruiting and retaining volunteers, employees and team members) could be solved with more adequate access to financial resources or better internal strategic planning. However, the central issue appears to be finding qualified and sustainable human resources (*"There is a lack of qualified professionals in the sector."* - Quoted from interview with a humanitarian non-profit company; *"Volunteering in Kuwait is perceived as either monetary support or physical. However, it is not within our culture to volunteer our knowledge/resources, and that is exactly what we lack."* – Quoted from interview with a reputed organization with a large volunteer base).

Although many CSGs expressed difficulty in getting support from the community for their activities, the data gathered indicates that almost half of the sampled organizations rely almost exclusively on crowdsourcing and volunteers. Thus, the main problem could be retaining this support, not acquiring it in the first place.

There appears to be a general lack of understanding of volunteer management, as many CSGs expressed

that volunteers do not perform efficiently without continued follow-up. This misconception reflects the lack of experienced volunteer managers and structured volunteer programming to train, supervise and develop volunteers. Such strategies would empower and enable volunteers to take on greater responsibilities and would ensure that they are rewarded and thus, remain engaged (*"We want to make the best out of the energy of the fresh graduates. They start as volunteers as part-time, and then full time as employee[s]."* – Quoted from interview with a young initiative working on educational development). It is also very important for CSGs to celebrate success with both their volunteers and team members in order to keep motivation levels at a high (*"We host an annual dinner for our [volunteer] team and hand out personalized, sentimental gifts [to thank them for their efforts]."* – Quoted from interview with a volunteer-run community organization).

Other Issues:

- It has been implied that logistical support is a challenge in regions outside Kuwait City (*"The reason for that has to do with our limited access to those places [Jahra and Ahmadi]. It is much harder to secure venues there as we look for venues with [cheaper] prices."* – Quoted from interview with an educational development initiative)
- A problem of duplication has been occasionally identified by CSGs (*"Everyone is doing the same work. If they collaborate, they can multiply the effort."* – Quoted from interview with a grassroots youth initiative promoting art).
- Even though linguistic challenges were not highlighted in the survey, it was still easy to identify through testimonies the linguistic barriers and divide between English speaking actors and contexts (Younger generations, non-Kuwaitis, international environments, beneficiaries in the capital) and Arabic speaking actors/contexts (older generations, the state, beneficiaries in remote areas) (*"The language you speak defines the way you think."* – Quoted from interview with a reputed nonprofit company working on education).
- Sociocultural challenges seemed to be an issue when dealing with new or sensitive subjects (*"Health Diwaniya was a complete fail, no one would show up, thus it was a waste of time and energy. Marketing was inefficient!"* – Quoted from interview with an established, health-focused organization). This could be addressed by building capacities on communication and socio-cultural adaptation of programs.

3.4.6 Collaboration, Cross-Sector and with Non-CSG Actors

3.4.6.1 Influencing Policies and Communications with the State

There are three main patterns that emerged while studying testimonials about the relationship between CSGs and the state, especially regarding collaboration and official communication. First, registered CGSs are officially prohibited from being involved in political affairs. This has a significant impact on the perspective of the CSGs towards the state, with many CSGs choosing not to include policy influence in their mission, despite some of them being in almost continuous communication with governmental institutions (*"We are not advocates or a movement towards policy change"* - Quoted from interview with a women's professional development organization). CSGs may also abstain from attempting to influence policy due to its bureaucratic complexity; in addition, it appears that unregistered organizations may have more freedom than registered ones to address political issues: *"As for collaborations with the government, the bureaucracy is a huge problem. We even need to be careful about what we post on our*

IG accounts, and our website, since if they find anything not acceptable they'll ask us to remove it.” – Quoted from interview with a registered society; “No one has interfered in our work, which is weird. The fact that there is no structure makes it easy. Having a structure in the government may backfire.” – Quoted from interview with an unregistered initiative working on policy reform.

The second trend reflected was that most non-registered and young CSGs shy away from communicating with the state, and are unwilling to find ways to register, as they believe that the process is complicated and limiting to their work (*“Collaborating with government is too much work with too little yield.” – Quoted from interview with an established and reputed organization working in the health sector*). This hesitation of CSGs to influence policy and inform the process may actually impede needed regulatory reforms (institutional, administrative and operational reforms of procedures for CSGs) across the sector as a whole. It may also result in slowing reforms related to individual organizations' scopes of work, as in laws related to the environment or entrepreneurship, for example. Following other trends noted throughout the research, there appears to be less restrictions upon the charitable organizations, once again highlighting the state's lack of engagement and understanding of civil society's broader role (*“There is no problem because our orientation is in line with the state's approach to charitable work.” - Quoted from interview with a charity organization*).

This lack of understanding plays out in policy and regulations governing the civic sector. One of the most important gaps in the civil society's functioning is related to registration and binding policies by the state as identified by sampled CSGs. Many interviewees referred to how the current policies hinder their development as they create difficulties related to registration and functioning as a civil society organization (*“Before this [non-profit company] license, we were forced to get a company license instead”- Quoted from interview with a large youth development organization*). Official regulations limit funding options and/or restrict fundraising opportunities if a CSG does decide to register with MOSAL (*“We are not allowed to run any fundraising events without prior approval.”- Quoted from interview with a registered charity organization; “We have so many restrictions, we cannot take donations from outside Kuwait, we cannot communicate with outside organizations without the ministry's approval.” – Quoted from interview with one of the registered societies*).

Furthermore, civil society is limited by the state in its access to public data and collective knowledge sources (*“To ensure the validity of our data, we refer back to the parliamentary websites. This data is not user-friendly at all.”– Quoted from interview with a research-based organization*).

The third pattern that was noted by some interviewees was that of CSGs being employed as de-facto political parties by individuals seeking to further their own careers, or specific policies or agendas. This, however, does not appear to be prevalent, at least amongst sampled CSGs.

In some cases, lack of reciprocal trust and transparency between the state and CSGs was identified as an issue. The lack of collaboration, both between CSGs and cross-sectorally, as well as CSGs' limited efforts to share knowledge, data, resources and common visions, and to increase the level of trust and transparency with other stakeholders, all contribute to the lack of a strong unified identity within the civic sector. This in turn leads to distrust of the sector by the state, which is also regarded with mistrust by the CSGs (*“We keep the contact minimal, due to lack of trust.”- Quoted from interview with a youth-led initiative; “We do not have access to data of potential beneficiaries, and it's very complicated or even impossible to ask for such data from the government.”- Quoted from interview with a nonprofit actively lobbying the government for policy change*).

Compounding challenges to communication and coordination between CSGs and the state is the difference in professional cultures, as explained in some interviews: *“We speak a different language and it took us some time to understand their language as there was no willingness from their part to understand ours, [they use] fax, letter, but not email.”*; *“We use English and they do not acknowledge it.”* – Quoted from interview with a younger non-profit company; *“To sum it up, it is very draining to lead a collaboration with the public sector but extremely efficient if they require our assistance.”* – Quoted from interview with a popular cultural platform.

This complicated relationship also has an effect on the broader society, as the latter perceives CSGs according to traditions and social behavioral conventions, including the awareness about CSGs’ role as provided by the state through its official mediums. This causes Kuwait’s society to show less tolerance to CSGs’ work (*“A lot of people think that a lot of human rights organizations are politically affiliated; I do not blame them but what I want the people to understand is that human rights and politics actually never meet, and they should not meet.”* – Quoted from interview with an unregistered human rights organization). The inability or unwillingness of CSGs to influence policies in a way which would facilitate their work on legal and social levels is a weakness (*“We are under the MOSAL. We cannot talk about politics. Some of our work is political, but it doesn’t stop us. We cannot separate social from political. Our cause is social but we have to deal with politics.”* – Quoted from interview with a leading registered society).

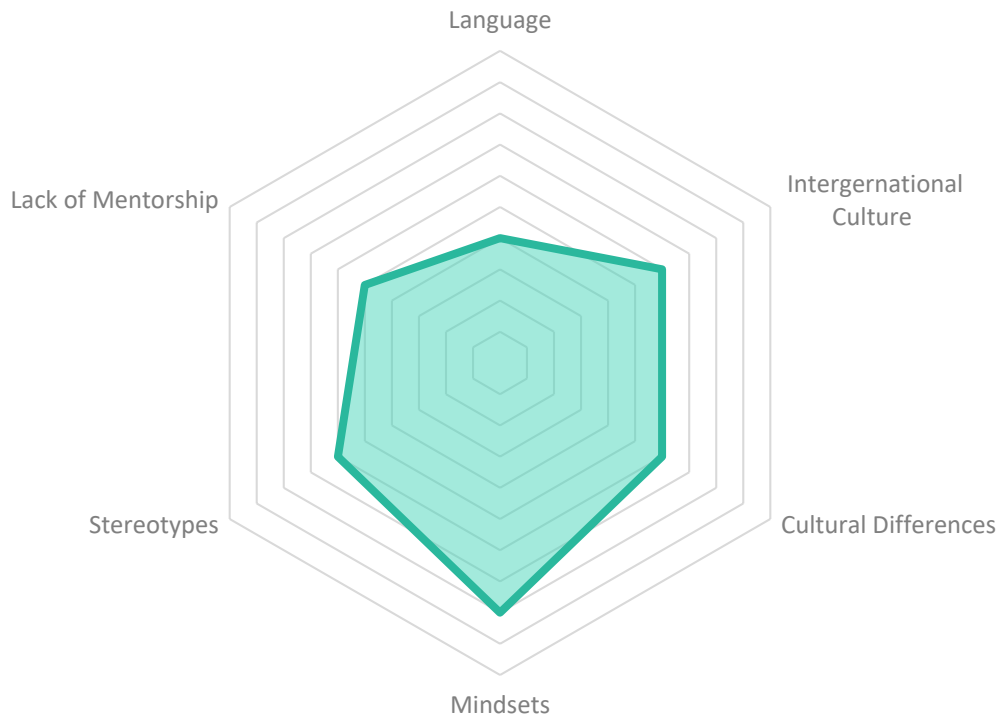
In spite of shying away from actively advocating for policy change, it is clear that some CSGs are aware of the importance of their contribution to shaping policies in Kuwait for a better tomorrow (*“We do not have political goals, but if we have members with political goals to reach parliament, we will certainly support them in accordance with the aspirations of our campaign.”*¹⁸ - Quoted from interview with an organization working on policy reform; *“[We have] political goals as the urban environment is connected to politics. But these goals are to influence policies and not to acquire positions in politics. We try to influence policy by creating public knowledge so that the state and public are more engaged in urban issues.”* – Quoted from interview with a social initiative registered as a private company).

3.4.6.2 Collaboration and Communication with other CSGs

“The day-to-day work keeps you away from [collaboration]. If you have a platform, you would have greater visibility and see opportunities for collaboration [...] it is important to communicate and share processes, in order to create more efficiencies and understanding of each other’s operations.” – Quoted from interview with one of the most active nonprofits in Kuwait.

The following radar map uses a radial (circular) display with several different quantitative axes emerging like spokes on a wheel to create a unique shape. The ‘zero’ of each axis is the center of the wheel, the further towards the edge of the spoke a point reaches, the higher the quantity.

Reasons for the Intergenerational Gap



Suggested solution by CSGs: A Collaborative Platform

Many CSGs stressed the need for a shared platform and the importance of internal and cross-sector capacity building in order to enhance the way projects are being implemented within the sector (*"It is very important to have an internal framework. I would split this into two: framework of the workflow and then unofficial framework of the team's values."* - Quoted from interview with a non-profit company; *"We have to work together. We need to create a platform for collaboration and also have a yearly or bi-yearly meet-up."* – Quoted from interview with a leading organization working with youth). This platform would need to include a space to share data, resources, activities, funding opportunities and lessons learned. The need for a virtual space was brought up as necessary to complement offline collaboration and meet-ups (*"I believe we could benefit a lot from sharing experiences and stories. It would be great to have a platform, a website or a channel on YouTube, where we can share the information easily."* - Quoted from interview with an educational development initiative).

Civil society also needs to move away from a competitive model that assumes scarcity of resources to one where best practices are applied to resource-sharing, recognizing that more is gained from collaboration and sharing knowledge than from competition and isolation (*"We share our resources with many other organizations and individuals and develop trainings for other CSGs."* – Quoted from interview with a group raising awareness for civil rights; *"Currently we can't learn from them because there is a lot of hush-hush when it comes to funding."* – Quoted from interview with a relatively young initiative promoting professional development).

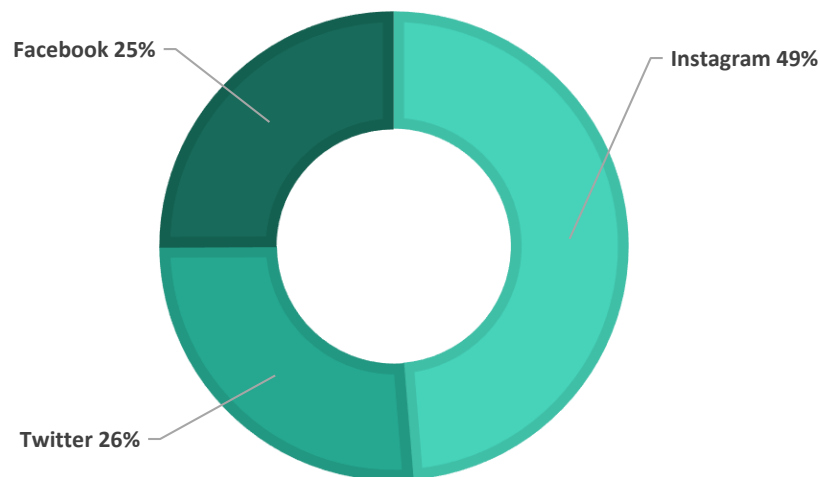
It was recommended that Supporting CSGs should take the lead in creating this platform, as they have already taken the lead in fostering collaboration and leading capacity-training efforts (*"We need to have*

a platform. The [Ministry of Social Affairs and Labor] MOSAL, they try to do this, but they are not professional in this. Even the Youth Ministry tried, but they are not getting the right results [...] maybe we need to create a network - it could be a project in itself.” – Quoted from interview with one of the more active established societies).

As mentioned earlier in this report, there is a lot of room for older established CSGs and newer, younger ones to benefit from one another. A shared platform would create an opportunity to begin breaking down the barriers and build bridges across generations through innovative reverse mentorship programming, or shared strategic conversations and training within and across focus areas.

3.4.6.3 Communication with the Public

Social Media Channels Distribution



“Educate. Educate. Educate. Because once they are educated then the two-way flow of empowerment can happen.” – Quoted from interview with an organization providing healthcare and raising awareness.

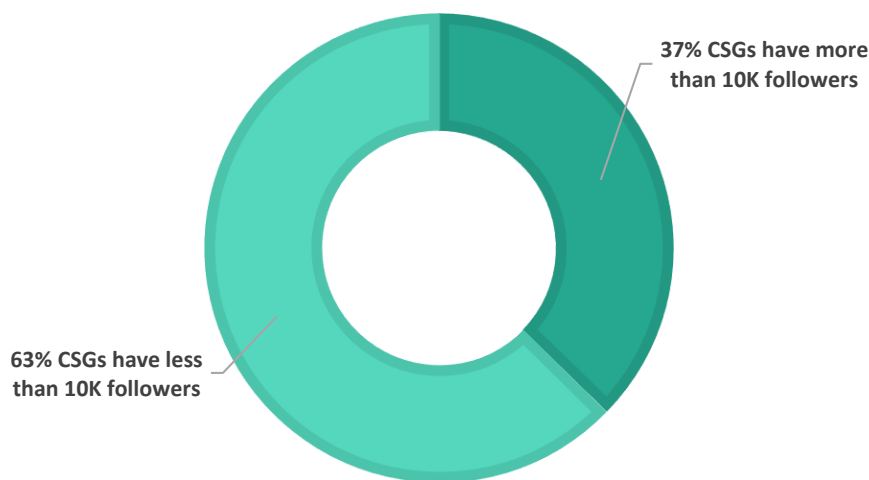
Communicating with the public about the role of CSGs, their activities, and soliciting public input has continued to challenge almost all of the organizations surveyed. Instagram was cited by most CSGs as the most adopted social media tool in Kuwait, and upon studying numbers of followers on the sampled CSGs’ channels, it seems that most have a fairly strong followership on Facebook and Twitter as well.

However, only 35% of the CSGs have more than 10,000 followers across their social media platforms, with quite a few CSGs having no online visibility, still reliant on traditional face-to-face outreach and advocacy (*“Our outreach is predominantly based on word of mouth, is organic.” – Quoted from interview with a group raising awareness for civil rights).*

Some CSGs seem to have an inadequate understanding of the importance of mass communication and its tools or are resistant to employing it because they do not think that the information on social media

is reliable, often citing the prevalence of inaccurate information or propaganda (*"Rumors are better to be ignored. Bad feedback e.g. on social media are anticipated/expected"* – Quoted from interview with a well-known registered nonprofit). Outside of social media channels there was no mention of other independent media platforms to communicate with Kuwait's society. A few of the CSGs did use multimedia tools in the form of videography (*"We captured their testimonies and success stories in a video."* – Quoted from interview with an organization working with youth; *"This day and age people don't read as much, so videos and short films would be effective to raise awareness through social media and other platforms."* – Quoted from interview with registered society working on human rights). CSGs did not report working with community leaders or alternative media either.

Social Media Following



Interestingly, it seems that charitable organizations are suffering the least when it comes to communication issues, as they operate with emotional intelligence and traditional appeals (*"More than 83,000 donors from 52 countries participated in the campaign. We managed to support 1700 families for a full year and 1545 students for a full year."* – Quoted from interview with a registered charitable organization). Additionally, prior common assumptions by society lead to greater acceptance of CSGs when they are seen as charities.

Finally, dialogue remains the best form of two-way communication, especially when it is designed and delivered for the purpose of co-creation and co-designing with all stakeholders. Within the local collective cultural context, personal interaction and connection still remains powerful, as is the direct solicitation of input from stakeholders and beneficiaries (*"It is done only by the Board Members. We try to involve the beneficiaries if they appreciate their help or volunteering offer. Each board member calls someone personally."* – Quoted from interview with a well-established and reputed society, in reference to program design).

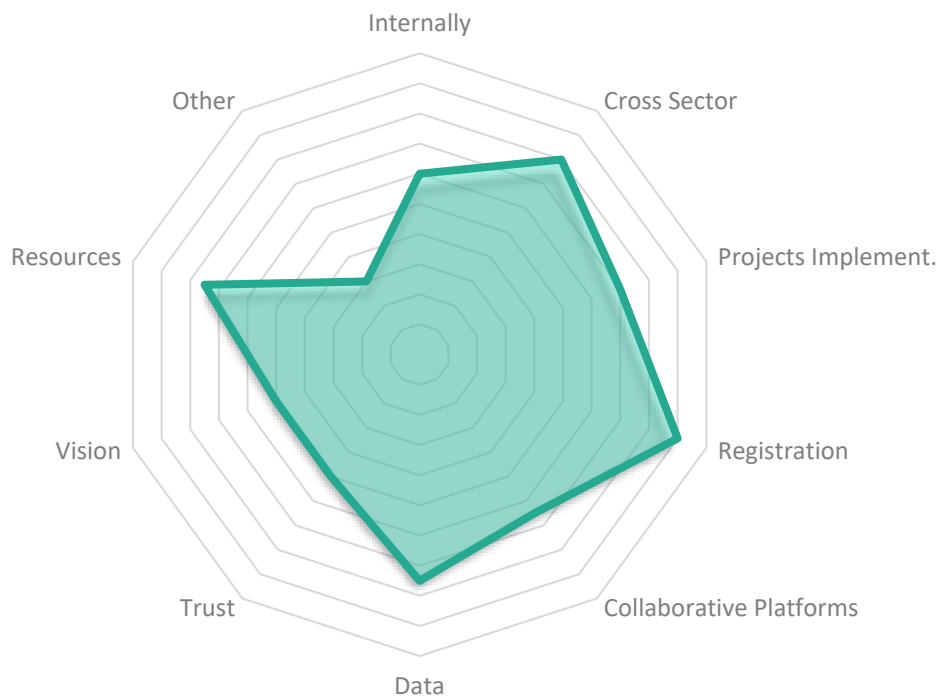
4 Recommendations

4.1 A Collaborative Platform

As noted above, several of the sampled CSGs mentioned the need for a Collaborative Platform (CP) on multiple occasions. CSGs suggested this CP be an umbrella network project¹⁹, with the participation of all stakeholders, to work on online and offline tools that would be put in service of individual CSGs and the civil society sector as a whole.

The following radar map uses a radial (circular) display with several different quantitative axes emerging like spokes on a wheel to create a unique shape. The 'zero' of each axis is the center of the wheel, the further towards the edge of the spoke a point reaches, the higher the quantity.

Identified Priorities for Improving Collaboration



Building on the input from these organizations, this Collaborative Platform should:

- Maintain open continuous and transparent communication to build trust.
- Develop internal and external communication structures, whether formal or informal, for all CSGs in order to maximize the achievements of Kuwaiti civil society, in collaboration with the state and private sector.
- Operate the online CP for internal communication between CSGs through a backend interface. Additionally, the online CP could serve the public as an external showcase and

- communication window for civil society activities.
- Provide qualitative and quantitative databases with extracted knowledge about CSGs, their work, their needs and their SWOT analyses, to all interested stakeholders.
- Build the CP on principles of equitable burden/responsibility sharing across the sector. This would not only guarantee more engagement from the CSGs but would also provide sustainable financial, material and logistical support for the CP and its required management of human resources.
- Capitalize on the positive energy and the professional/innovative solution-oriented approaches of emerging CSGs in order to motivate and mobilize the entire sector. The CP could then benefit from the fact that CSGs in Kuwait are engaged and trending towards youth and technology.
- Provide knowledge about culture-sensitivity and implicit bias throughout all phases of civil society projects, and build a framework of relevant shared best practices.

4.2 Better Communication

Enhancing communication strategies of the civil society sector, internally and externally, also appears to be a priority. Using an improved model such as Communication for Development²⁰ would help guarantee sustainable education. Effective internal communication could be leveraged by CSGs to:

- Share and categorize data gathered from research, surveys and best practices.
- Create collaborative tools for building collective and more elaborate Community Needs Assessments.
- Employ tools for managing volunteers, organizing networks, and expertise.
- Organize informal communication and formal consultations.

CSGs gain credibility when there is clear and consistent public communication of their missions, visions, mandates and impact. This can result in shaping public behaviors, opinions and the shifting of mindsets. Advanced mass communication models would empower the creation of alternative independent mediums that would help reach Kuwaiti communities strategically and effectively. If this is not possible, then expanding the civil society's narrative to Third Places might be a good alternative²¹. The use of multimedia, arts and culture is an effective means towards promoting conscious and active citizenship. This trend is beginning to gain traction in Kuwait, with some CSGs collaborating to use immersive arts, storytelling, film, book clubs, Diwanias, and multi-disciplinary events in Third Places to address social issues and to build community. Using these tools can provide momentum to CSGs' work, empower their genuine reach and enhance the brand identity and presence of CSGs on a grassroots level. The creation of strategic materials for evidence-based public service multimedia and offline community-building events can also help challenge faulty negative perceptions, break stereotypes and correct misconceptions or rumors.

However, CSGs will need further training to be able to create tools which more effectively present facts, data and information to the public in an appealing and engaging way. Included in this is the very essential need for CSGs to know how to communicate clearly what civic work implies and communicate the collective culture of civic work through their outreach and through creating opportunities for the public to engage in and understand that civic engagement is not limited to charity projects.

4.3 General Recommendations:

The sector clearly needs to focus on building its capacity in a number of key areas if it is going to have sustained social impact and reach. In order to engage stakeholders and build public goodwill and support for the sector, and deliver more effective advocacy, work needs to be done in several key areas. Each CSG needs a team trained to be functional in the following:

- Monitoring and Evaluation frameworks, Community Needs Assessment and measuring impact.
- Use of technology tools for organized and documented data-collection.
- Community mobilization and impactful communication.

Supporting CSGs can play an important role by providing needed training and knowledge-sharing to strengthen CSGs' skills in these functional areas. By utilizing the SCGs' expertise, local civil society can become more effective at creating programs with real social impact. As CSGs engage in the type of strategic training necessary for rigorous program design, they must invest the time to work on clearer vision and mission statements, charters of conduct, mandate frameworks and internal organizational structuring. This is true for both individual CSGs and cross-sectorally (as in shared codes of conduct, for example). Additionally, CSGs need to begin to take on the role of advocating and formally consulting with the state to enhance the status quo and improve existing policies and regulations, especially regarding registration and collaboration. This means CSGs moving from a passive understanding of their role vis-a-vis the State, to a position of active citizenship, promoting the value of the civic sector and the instruments to make it more effective. Finally, none of the above skills will be meaningfully applied at the project level until CSGs have worked to address implicit bias and created explicit organizational norms to achieve greater social inclusiveness, especially for social groups outside of the dominant CSG culture.

5 Conclusion

The Kuwait Civil Society Sampling Research report is the first step in a long process towards overcoming weaknesses, addressing threats, leveraging strengths and capitalizing on opportunities. To enable CSGs to tackle the challenges they face as per this report, they must be able to build trust and credibility. For the latter to happen, strategy is key when addressing the development of the main following axes:

- Collaborative platform co-created with SCSGs;
- The three Cs (Collaboration, Coordination and Cooperation);
- Organizational structuring, management and capacity building;
- Policy influencing and advocacy;
- M&E and measuring impact.

There is a high potential for civic engagement and active citizenship in Kuwait's civil society. This potential needs to be nurtured with the support of all stakeholders, in order to achieve small wins that can evolve into immense value. The research was purposefully focused on addressing the challenges and obstacles that CSGs face, in order to explore potential solutions and possible improvements. Nevertheless, amidst all the challenges, the collected testimonies have also illustrated many success

stories, inspiring practices, and zeal for constructive change in Kuwait.

Finally, it is recommended that Kuwaiti CSGs are highly involved in taking ownership of the analysis and data resulting from this research. By harnessing the power of the information at hand, CSGs have the potential to make informed decisions, avoid stability threats and collectively expand the analysis through structured continuous dialogue and consultations, and the creation of collaborative tools and forums.

Disclaimer:

- *The views, thoughts and opinions expressed in this report are a result of the analysis undertaken by the research consultants and do not reflect the opinion of en.v or its partners the Konrad Adenauer Stiftung (KAS), Kuwait Foundation for the Advancement of Sciences (KFAS) and Burgan Bank.*
- *The analysis in the report uses a scoring point system to arrive at a median and hence leans towards qualitative analysis rather than quantitative analysis.*

Annex 1: Abbreviations

CS	Civil Society
CSG (plural CSGs)	Civil Society Organization / Group
SCSG (plural SCSGs)	Supporting Civil Society Group
M&E	Monitoring and Evaluation
SWOT	Strength - Weaknesses - Opportunities - Threats
UNSDGs	United Nations Sustainable Development Goals
NGO	Non-Governmental Organization
CP	Collaborative Platform
HR	Human Resources
MOSAL	Ministry of Social Affairs and Labor
MOYA	Ministry of Youth Affairs
Quoted	Refers to citations taken from the interviews with sampled CSGs representatives
Kuwait's Society	This terminology is used to refer to the whole society, in all of its citizen and resident components.
Sampled CSGs	This terminology is used to refer to the respondent CSG representatives, used interchangeably with "Interviewees"

Annex 2: Footnotes

¹ <http://www.envearth.com/category/region/kuwait/programs/pace/>

² As an example, en.v's annual reports, between 2011/2012 <http://www.envearth.com/wp-content/uploads/2014/09/en.v-Annual-Report-2011-2012.pdf> and 2015/2016 <http://www.envearth.com/annualreport2015-2016/> show an increase in the number of volunteers from +600 to +800 with a significant rise in General Public Engagement (+5600 in 2015/2016)

³ According to testimonies from civil society actors around the first round of consultation done by en.v, and around a focus group which was proposed for this study.

⁴ Statistical analysis involves collecting and scrutinizing every data sample in a set of items from which samples (CSGs in this case) can be drawn.

⁵ In this study, "Kuwait's Society" terminology is used to refer to the whole society, in all of its citizen and resident components.

⁶ A situation analysis pre-study was conducted before this research study.

⁷ Some qualitative testimonials have also been quantified in order to give mathematical sense for distribution statistics.

⁸ It was manifested in mistaking a scope of work for another (understanding conflict resolution as institutional or judicial dispute), or in having a wide spectrum of various disciplines.

⁹ <https://tcf.org/content/report/kuwaiti-women-leaders-aim-bring-gender-parity-politics/?agreed=1>

¹⁰ <http://stat.paci.gov.kw/englishreports/>

¹¹ The median is a commonly used measure of the properties of a data set in statistics and probability theory. Choosing medians over general averages in studying these aspects reveals more meaningful information about the natural distribution of the status quo.

¹² <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

¹³ https://en.wikipedia.org/wiki/Needs_assessment

¹⁴ <https://issuu.com/medecinsdumonde/docs/47-the-kap-survey-model-knowledge-a/9>

¹⁵ The [Diwaniya](#) discussion format has traditionally only been accessible to Kuwaiti men, but in recent years it has been adopted and adapted by civil society, and is now used as a tool for inclusive and participatory dialogue.

¹⁶ <http://web.undp.org/evaluation/documents/handbook/me-handbook.pdf>

¹⁷ <https://www.stanleyfoundation.org/articles.cfm?id=711>

¹⁸ Paraphrased for clarity

¹⁹ <http://www.analytictech.com/mb021/virtual.htm>

²⁰ <https://www.unicef.org/cbsc/>

²¹ https://en.wikipedia.org/wiki/Third_place