SEEKING SUSTAINABILITY AND COST EFFICIENCY: A UNDP Environment Programme for Kuwait

Arfaj (Rhanterium epapposum) – Kuwait national flower

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July 2011
Preamble to this draft, acknowledgements and credits

*Seeking Sustainability and Cost Effectiveness: The UNDP Environment Programme for Kuwait* is founded on the UNDP Country Programme Document (CPD) and reflects the key environmental issues facing Kuwait as identified by the Government’s Medium Term Development Plan and research by UNDP. It builds on the experience gained from the implementation of a number of interventions by UNDP in Kuwait. It owes a lot to those dedicated environmentalists from the Government sector, from the private sector and from NGOs who have managed, supported and guided the process of environmental management in Kuwait. The UNDP Environment Programme builds on the foundations they have laid.

The Environment Programme arises from an extensive consultation process which was carried out by UNDP with the assistance of an international consultant with experience in developing such programmes. Their work was discussed internally within UNDP and had the benefit of peer review. A number of ideas were also floated and explored with many outside UNDP. They included Government officials, exponents of the private sector and members of NGOs and Volunteer Groups. Their advice helped shape the scope of this Programme.

This draft will be the subject of further consultations to be coordinated by UNDP which will prioritize and develop project concepts for full implementation.

The Environment Programme will be available for formal adoption and launch in September 2011 and implementation of specific interventions under the Programme will start by the target date of 01 January 2012.

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As a key development partner for the State of Kuwait, the United Nations Development Programme is pleased to present Seeking Sustainability and Cost Efficiency: A UNDP Environment Programme for Kuwait as a blueprint for coordinated and targeted action towards achieving some of Kuwait’s most significant environmental goals. With limited land and water resources, Kuwait is particularly vulnerable to some of the greatest environmental challenges of our time, including air, water and land pollution and the impact of global warming. Kuwait has an enviable record for establishing world-class urban infrastructure in a very short space of time and has provided its citizens with a high standard of living, thanks to the natural resources of the energy sector. However, national prosperity has encouraged excessive consumption and waste, while the burning of fossil fuels is a major contributor to pollution and climate change. These factors threaten Kuwait’s economic and environmental sustainability, with serious repercussions for the quality of life of its people, particularly in the coming decades. It is thus essential for the sake of future generations that the Government now adopts a coordinated and comprehensive approach to environmental management. In recognition of this need, the Government of Kuwait has identified environmental protection, as well as economic diversification, as priorities in the Mid-Range Development Plan for 2009/10 – 2013/14. This commitment is also in line with UN Millennium Development Goal No.7: Ensuring Environmental Sustainability, and is reflected in the UNDP Country Programme Document and its Country Programme Action Plan (CPAP). The Environment Programme forms the foundation of the national strategy to meet these critical environmental protection goals.

Globally, UNDP is committed to supporting States to strengthen national capacity to protect the environment, in recognition of the fundamental role played by the natural world in the daily lives of all human beings. In furtherance of this aim and as part of UNDP’s support to the Government of Kuwait in meeting the objectives of its Mid-Range Development Plan, UNDP engaged a pre-eminent expert on environmental management, Dr. Philip Tortell, to assess the key environmental challenges facing the State and design a comprehensive framework for action. Following an extensive consultation process with the Government and civil society actors, Dr. Tortell has designed a programme that addresses the primary concerns of the Kuwaiti people and emphasizes key strategic approaches to ensure sustainability and build national commitment to, and capacity for, environmental protection. These approaches are the building of State institutional capacity, implementation of national and international laws regarding environmental protection and management and raising public awareness to enable Kuwaiti citizens to participate in the protection of their natural heritage. State leadership and public participation are both essential to achieve environmental protection goals.

The Environment Programme identifies three outcomes based on the Mid-Term Development Plan, the UNDP Country Programme and well-known public concerns: institutional capacity for environmental management, strengthened; biodiversity and ecosystem services, conserved; and pollution controlled and waste minimized. The document then proposes 18 interventions to achieve these outcomes, consistent also with the Government’s development priorities to enhance private sector economic capacity and empower Kuwaiti youth. During the course of the consultative process that informed this Programme, national partners expressed particular interest in five key issues and consequently these have been translated to projects and will be prioritised. However, these projects are just the beginning and UNDP is committed to ensuring that all the recommended interventions are implemented, consistent with the overall strategy of the Programme.

The Environment Programme sets out a roadmap of targeted and coordinated activities that will allow Kuwait to make major advances in the protection of its environment. This holistic approach to environmental management represents a key step forward in the attainment of Kuwait’s development goals and will make a significant contribution to protecting the State’s natural patrimony for the enjoyment of future generations.
## ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>APR</td>
<td>Annual Performance Review</td>
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<td>AWP</td>
<td>Annual Work Plan</td>
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<td>CBD</td>
<td>Convention on Biological Diversity</td>
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<td>CPAP</td>
<td>Country Programme Action Plan</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<td>EIA</td>
<td>Environmental Impact Assessment</td>
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<td>EPA</td>
<td>Environment Public Authority</td>
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<tr>
<td>GIS</td>
<td>Geographic Information System</td>
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<td>K EPA</td>
<td>Kuwait Environment Public Authority</td>
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<td>KFAS</td>
<td>Kuwait Foundation for the Advancement of Science</td>
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<td>KIEIN</td>
<td>Kuwait Integrated Environment Information Network</td>
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<td>KIEM</td>
<td>Kuwait Integrated Environmental Management</td>
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<tr>
<td>KISR</td>
<td>Kuwait Institute for Scientific Research</td>
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<td>KNPC</td>
<td>Kuwait National Petroleum Company</td>
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<tr>
<td>KU</td>
<td>Kuwait University</td>
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<td>MDG</td>
<td>Millennium Development Goals</td>
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<td>MEW</td>
<td>Ministry of Electricity &amp; Water</td>
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<td>MOE</td>
<td>Ministry of Education</td>
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<td>NAMA</td>
<td>Nationally Appropriate Mitigation Action</td>
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<td>NGO</td>
<td>Non-Governmental Organisation</td>
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<td>PA</td>
<td>Protected Area</td>
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<td>PAAFR</td>
<td>Public Authority for Agriculture and Fish Resources</td>
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<td>PAI</td>
<td>Public Authority for Industry</td>
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<tr>
<td>PGB</td>
<td>Programme Governance Board</td>
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<td>PM</td>
<td>Programme Manager</td>
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<td>RBAS</td>
<td>Regional Bureau for Arab States (of UNDP)</td>
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<td>ROPME</td>
<td>Regional Organization for the Protection of the Marine Environment</td>
</tr>
<tr>
<td>SCPD</td>
<td>General Secretariat of the Supreme Council for Planning and Development</td>
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<td>SEMP</td>
<td>Environment Management Programme</td>
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<tr>
<td>UNCCD</td>
<td>United Nations Convention to Combat Desertification</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UNFCCC</td>
<td>United Nations Framework Convention on Climate Change</td>
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3 Project Concepts for key priority interventions
A SITUATION ANALYSIS

A1 Background

When the 2009 Arab Human Development Report\(^1\) surveyed Kuwaitis in 2008 on what they considered to be the greatest threats to human security, 91.2% said *environmental pollutants*, and 73.5% said *water shortages*. UNDP received a similar message when it surveyed stakeholders in mid-2011.

The State of Kuwait’s rapid economic growth has both burdened the environment and left it lagging behind other areas of progress and this has been exacerbated by the Iraqi invasion. For most Kuwaitis when ‘environment’ is mentioned, they think ‘pollution’.

The situation is best exemplified by the expectation that the attainment of the MDG #7: *Ensuring Environmental Sustainability* remains a challenge and is unlikely to be achieved by the target date of 2015\(^2\). Environmental laws and regulations require updating, institutions with responsibilities and/or repercussions for the environment need better coordination and their institutional capacities must be strengthened and public information and awareness of environmental issues must be enhanced.

Recognizing the seriousness of the situation, UNDP has provided assistance to the Government in its efforts to better manage the environment. Wishing to build on these past interventions and recalling its agreements with the Government under the CPAP, UNDP now wishes to adopt a more strategic, broader but cohesive approach, hence this Environment Programme.

A2 Key environmental issues, causes and barriers

A2.1 Issues identified

In an effort to reflect the needs of Kuwait in the field of environment, UNDP reviewed various key documents and consulted widely among Government organizations, the private sector and NGOs to ascertain what the key issues are.

Among the long list of issues that emerged through the UNDP documents review and constituents survey, there are some salient and overarching ones, namely –
- Pollution in all its forms – air, land, coastal and marine
- Low level of public awareness and sensitivity to environmental issues
- Loss of biodiversity and the need to protect the best of what remains
- Unsustainable water and energy use
- Ineffective waste management
- Unclear regulations, inadequate monitoring
- Weak organizational structures, low institutional capacity

A2.2 Repercussions of the key environmental issues

Each of the identified environmental issues has repercussions on Kuwait and its people (present and future generations) and in an effort to identify these impacts, as well as determine the causes, UNDP has carried out a causal chain analysis on four of the issues namely, pollution, biodiversity loss, waste and lack of awareness. The analyses are illustrated in the diagrams on the following pages.


CAUSAL CHAIN ANALYSIS OF THE ISSUE OF BIODIVERSITY LOSS AND ITS EFFECTS

**SOME ULTIMATE EFFECTS**
- Loss of face internationally
- Lowered quality of life

**SOME IMMEDIATE EFFECTS**
- Default on international obligations
- Reduced amenity value
- Reduced economic productivity
- Species extinction
- Reduced aesthetic value
- Lower food production

**MANIFESTATIONS**
- Species threatened and endangered
- Degraded land, desertification
- Food chain disruption

**IMMEDIATE CAUSES**
- Habitat destruction
- Pollution
- Unmanaged fishing and hunting

**INTERMEDIATE CAUSES**
- Urban encroachment
- Legislation not enforced
- Exotic species
- No incentive for compliance
- No integrated land/water use planning
- No proper advice or guidance
- Environment not part of mainstream

**ROOT CAUSES**
- Unclear policy and political commitment
- Low institutional capacity
- Inadequate information
- Lack of awareness and insensitivity
CAUSAL CHAIN ANALYSIS OF THE ISSUE OF POLLUTION AND ITS EFFECTS

**IMMEDIATE CAUSES**
- MUNICIPAL AND INDUSTRIAL SOLID WASTES
- DOMESTIC AND INDUSTRIAL WASTEWATERS
- INDUSTRIAL AND VEHICLE AERIAL EMISSIONS

**INTERMEDIATE CAUSES**
- EXTRAVAGANT CONSUMPTION AND EXCESSIVE WASTE
- INADEQUATE RECYCLING
- LEGISLATION NOT ENFORCED
- NO TRIPLE BOTTOM LINE
- NO INCENTIVE FOR COMPLIANCE

**ROOT CAUSES**
- NO WASTE MANAGEMENT STRATEGY
- NO INTEGRATED LAND/WATER USE PLANNING
- NO PROPER ADVICE OR GUIDANCE
- ENVIRONMENT NOT PART OF MAINSTREAM

**MANIFESTATIONS**
- LAND CONTAMINATED
- WATER BODIES CONTAMINATED
- ATMOSPHERIC POLLUTION

**SOME IMMEDIATE EFFECTS**
- DEFAULT ON INTERNATIONAL OBLIGATIONS
- REDUCED AMENITY VALUE
- LITTER AND UNTIDINESS
- COASTAL FISH KILLS

**SOMEUltimate EFFECTS**
- LOSS OF FACE INTERNATIONALLY
- LOWERED QUALITY OF LIFE
- HUMAN SICKNESS AND ILL HEALTH

**ROOT CAUSES**
- UNCLEAR POLICY AND POLITICAL COMMITMENT
- LOW INSTITUTIONAL CAPACITY
- INADEQUATE INFORMATION
- LACK OF AWARENESS AND INSENSITIVITY
CAUSAL CHAIN ANALYSIS OF THE ISSUE OF SOLID WASTE AND ITS EFFECTS

Immediate Causes
- Extravagant Consumption and Excessive Waste
- Legislation Not Enforced
- No Incentive for Recycling

Intermediate Causes
- No Waste Management Strategy
- No Integrated Land/Water Use Planning
- No Proper Advice or Guidance
- Environment Not Part of Mainstream

Root Causes
- Unclear Policy and Political Commitment
- Low Institutional Capacity
- Inadequate Information
- Lack of Awareness and Insensitivity

Some Immediate Effects
- Land Taken Up (Requires Rehabilitation)
- Leachates Released
- Opportunity Cost (Missed Energy)
- Opportunity Cost (Missed Recycling)

Some Ultimate Effects
- Reduced Amenity Value
- Lowered Economic Activity
- Human Ill-Health and Disease

Immediate Effects
- Ecological Values Reduced
- Wind-Blown Litter
- Groundwater Contaminated
CAUSAL CHAIN ANALYSIS OF THE ISSUE OF LACK OF AWARENESS AND ITS EFFECTS

**SOME ULTIMATE EFFECTS**
- Loss of face internationally
- Lowered quality of life

**SOME IMMEDIATE EFFECTS**
- Biodiversity loss
- Reduced amenity value
- Reduced economic productivity

**MANIFESTATIONS**
- Ecosystem damage
- Litter
- Water and energy wastage
- Untidy urban environment

**LACK OF AWARENESS**
- Non-compliance
- Cavalier attitude
- Innocent transgressions
- Unconvinced of environment value

**IMMEDIATE CAUSES**
- Low environment sensitivity
- Unaware of the law
- Legislation not clear, seen as weak

**INTERMEDIATE CAUSES**
- More environmental leadership needed
- No incentive for compliance
- More proper advice and guidance needed
- Environment not part of mainstream

**ROOT CAUSES**
- Unclear policy and political commitment
- Low institutional capacity
- Inadequate information
The above is not a scientific analysis, but it is very revealing nonetheless.

As can be seen from the diagrams, the repercussions of environmental issues in Kuwait are serious and include loss of face internationally, reduced quality of life, reduced amenity value, lowered economic activity and human ill-health and disease - the issues affect Kuwaitis in their everyday life and some also tarnish the international reputation of Kuwait.

While the immediate causes of the issues are different, many of the intermediate issues are similar and the root causes are almost always identical. These are – unclear policy and political commitment; low institutional capacity; inadequate information; and, lack of awareness and insensitivity.

A3 The Government’s response

A3.1 Agencies with environmental responsibilities in Kuwait

The Environment Public Authority is the lead government agency with responsibilities for the environment and its mandate revolves solely around environmental management and protection. However, there are other organizations whose mandates and areas of operation extend into environment to a greater or lesser extent. The following table lists government organizations with implications for environment together with their areas of responsibility.

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>RELATED RESPONSIBILITY</th>
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<tbody>
<tr>
<td>Environment Public Authority (EPA)</td>
<td>- Protection of the marine and terrestrial environment</td>
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<td></td>
<td>- Biodiversity</td>
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<td></td>
<td>- Work environment</td>
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<td></td>
<td>- Hazardous waste management (including trans-boundary transfer &amp; disposal)</td>
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<td></td>
<td>- Air pollution</td>
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<td></td>
<td>- Impact assessment of development and industrial projects</td>
</tr>
<tr>
<td>Public Authority for Industry (PAI)</td>
<td>- Planning of industrial estates</td>
</tr>
<tr>
<td></td>
<td>- Industrial waste management</td>
</tr>
<tr>
<td>Ministry of Oil</td>
<td>Conservation of natural &amp; oil resources</td>
</tr>
<tr>
<td>Public Authority for Agriculture and Fisheries Resources</td>
<td>Protecting wild life, greening, agriculture, grazing, fishing activities and fish resources</td>
</tr>
<tr>
<td>Ministry of Health</td>
<td>Occupational Health &amp; Safety, Radioactive waste &amp; exposure &amp; Bio-hazardous waste</td>
</tr>
<tr>
<td>Kuwait Municipality</td>
<td>Land use Planning, Cleaning laws, Municipal waste collection transfer and disposal, preparation of Master Plans</td>
</tr>
<tr>
<td>Ministry of Public Works</td>
<td>Sanitary waste water network and treatment; Utilities &amp; Infrastructure works</td>
</tr>
<tr>
<td>Ministry of Electricity &amp; Water</td>
<td>Water desalination &amp; network; Power supply; protection of water resources (surface and groundwater)</td>
</tr>
<tr>
<td>Kuwait Institute for Scientific Research (KISR)</td>
<td>All forms of research and investigations on environmental resources and environmental issues</td>
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</tbody>
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A3.2 Environmental legislation

Law No 21/1995 which established the Kuwait Environment Public Authority is considered as the foremost environmental legislation in Kuwait in that it establishes the EPA and provides it with its

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3 Based on information provided primarily by Dr Faten AlAttar of SHEMS Environmental Consultants, and others
mandate, jurisdiction and powers. The first law was amended by Law No 16/1996 which further clarified the general policies and objectives of the EPA emphasizing several issues of importance in relation to conservation, protection and liability concepts. These include, for example:

- **Practicing environmental authority** Article 3 states that the K EPA implements its authority by controlling activities, procedures and practices that might pollute the environment, follows up on the implementation of environmental criteria and standards and minimizing and combating environmental pollution. In addition, it works to protect the environment through follow up and evaluation of Environmental Impact Assessment Studies of development projects before their implementation.

- **The polluter pays concept** Article 13 states that any party, *i.e.* place or a factory, that causes pollution or harm to the environment, in its wider concept and meaning, shall bear all responsibility and relevant costs needed to carry out any remedial work and rehabilitation. Under the law, violations might lead to the payment of penalties as well as the closure of the facilities or factories that caused the pollution. In the case of repetitive violation, the Kuwaiti court might rule for the cancellation of the facility or factory license.

The environmental law also requires the following:

- The optimal use of oil reserves, rationalizing domestic consumption and applying regulations to preserve oil wealth and support other policies set by the Higher Petroleum Council and implemented by both the Ministry of Oil and the Kuwait Petroleum Corporation.

- Comply with environmental considerations when designing, constructing and managing projects and other activities that might lead to the release of pollutants, ensuring that these do not exceed the emission levels prescribed for such activities.

- The encouragement of technologies that help energy savings both among industrial plants and at the domestic level.

In addition, the law makes it obligatory to carry out EIA studies. However, the more precise requirement to carry out an Environmental Impact Assessment for development projects is more clearly contained in the new "Environmental Requirements and Standards in the State of Kuwait". This regulation was published in the Kuwait Government official gazette "Kuwait Al-Youm" and it states that:

"All government, joint, private parties and others should carry out studies of the environmental impacts of their projects prior to executing them or when introducing modifications or expansions to the existing projects ..."

Kuwait EPA bylaw No. 210/2001 includes clauses regarding the EIA studies of development and industrial projects including oil and gas as well as hazardous waste management. New decisions such as Decision Number 6/2004, released by the EPA, aims to tackle environmental problems in industrial areas, especially the oil and gas sector.

The conservation of nature has been prominent in environmental policies adopted by the Council of Ministers. The main law governing the conservation of natural habitats is Decree Law No.62 of 1980, which indicates a general policy for the protection of the environment and provides for the designation of two categories of protected area – National Parks and Nature Reserves. Additional legislation or regulations related to biodiversity and protected areas include:

- The original Law No 21/1995 as amended by Law No 16/1996 and which established the Environmental Public Authority.

- Decision No. 210/2001 regarding the executive law of the establishment of the Environment Public Authority.


The Environmental Public Authority has established the National Biodiversity Committee to coordinate activities and follow up on issues related to Biodiversity. Members of the Committee include representatives of EPA, KU, KISR, PAAFR, Kuwait Municipality, Ministry of Foreign Affairs and the Kuwait Environment Protection Society. The committee’s most noted accomplishment is
the proposed legislation to establish a series of terrestrial and marine protected areas in Kuwait (1997) and has been officially approved by the ministers' council no. 1/2011 on 3 January 2011. As noted elsewhere, UNDP has provided support to the EPA in the past for institutional capacity building, including restructuring. EPA has again, informally, requested UNDP support with a Needs Assessment or Gap Analysis particularly on the legislation, regulations and procedures in place for environmental management. This request can be considered under this Programme and an intervention formulated to address it.

A3.3 International environmental conventions

Kuwait has signed and ratified a number of international environmental conventions including the three so-called Rio environmental conventions, viz -

- CBD - Convention on Biological Diversity (ratified, 2002)
- UNFCCC - United Nations Framework Convention on Climate Change (ratified, 1994)
- Kyoto Protocol of the UNFCCC (ratified, 2005)
- The Montreal Protocol on Substances that Deplete the Ozone Layer (ratified, 1992)
- MARPOL – The International Convention for the Prevention of Pollution of the Sea from Ships (ratified, 1987)

Of those environmental conventions that Kuwait has not signed, the one which is most relevant is –

- Ramsar – Convention for the Protection of Wetlands of International Importance

The following table records the status of each of the three Rio Conventions in Kuwait together with a comment on UNDP’s possible support. At the end of the list is a mention of the Ramsar Convention on Wetlands of International Importance which has not been signed by Kuwait but which was the subject of an enquiry by EPA to UNDP.

<table>
<thead>
<tr>
<th>CONVENTION</th>
<th>STATUS IN KUWAIT</th>
<th>UNDP PERSPECTIVE</th>
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<tr>
<td>Convention on Biological Diversity (CBD)</td>
<td>One of the commitments entered into when Kuwait signed the CBD was the production and adoption of a National Biodiversity Strategy and Action Plan (NBSAP). Kuwait did indeed develop such a Strategy/Plan in 1998 with the support of UNDP and the technical assistance of IUCN. However, it has not been formally endorsed by the Government. In 2010, on the occasion of the International Year of Biodiversity, the EPA produced a ‘Special Issue’ of the NBSAP, but in spite of the passage of time it does not appear to have been updated.</td>
<td>If requested, UNDP may be able to assist with the review and updating of the Kuwait NBSAP. Also in connection with the CBD, UNDP may be able to assist Kuwait with a review of its Protected Areas System including legislation to set up different categories of PA.</td>
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<td>UN Framework Convention on Climate Change (UNFCCC)</td>
<td>A requirement of the UNFCCC is for parties to the Convention to lodge a National Communication on a regular basis reporting on the status in the country of issues of interest under the Convention. Many countries have provided the Convention Secretariat and other signatories with 3-4 communications in the time since the Convention came into force. However, Kuwait has yet to lodge its first communication and it is being assisted in this task by UNEP.</td>
<td>There may be interest in Kuwait developing a NAMA (Nationally Appropriate Mitigation Action) which comprises voluntary emission reduction measures undertaken by developing countries that are reported by national governments to the UNFCCC. UNDP may be able to assist.</td>
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<tr>
<td>UN Convention to</td>
<td>The UNCCD requires parties to the Convention to</td>
<td>UNDP can indeed assist, through its</td>
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**Combat Desertification (UNCCD)**

Develop a National Action Plan for Combatting Desertification. Kuwait is in the process of developing its Plan. The National Focal Point for the Convention has floated the suggestion to form an Arab Group under the Convention and UNDP may be able to assist with this.

**Convention on Wetlands of International Importance (Ramsar)**

The Convention on Wetlands of International Importance, called the Ramsar Convention⁵, is not one of the so-called Rio conventions. It is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. Some 160 countries have signed the Convention, including a number of Kuwait’s neighbours. The EPA has requested UNDP’s assistance with the process which will enable Kuwait to accede to the Convention, identify appropriate wetlands and initiate the nomination of one or more for declaration under the Convention.

UNDP is well-placed to provide the assistance as requested. It may also be possible for UNDP to arrange for south-south collaboration between Kuwait and Jordan and/or Egypt both of whom have been signatories of Ramsar for some time.

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The three Rio Conventions will be the focus of a major international conference being planned for 2012 – *Rio Plus 20*. The Conference will be assessing progress that has been made in the 20 years since the Rio Earth Summit in 1992. It will be an ideal occasion for Kuwait to showcase to the world what it has achieved in spite of the setback of the Iraqi invasion.

### A3.4 The Mid-Range Development Plan 2009/2010-2012/2013⁷

The Kuwait Mid-Range Development Plan provides the latest signal of the Government’s intentions regarding the Environment. It acknowledges that *“The marine environment in the State suffers from many sources of pollution … The desert environment in Kuwait is plagued by the increasing rates of desertification and unjust attacks, which led to the loss of much of the natural pastures, pollution, degradation of vegetation, and the loss of many wild animals, which is a deduction from the balance of biodiversity in the environment of Kuwait”*. The Plan formulates ten policies on how the Government proposes to protect and manage the Environment. These are tabulated below together with observations from UNDP.

In addition to the attention it pays to the Environment, the Plan also adopts two further principles or sentiments of great interest to UNDP. The first relates to the vision of the Government in terms of the private sector, whereby *“the private sector leads the economy, creating competition and promoting production efficiency, under the umbrella of enabling government institutions”*. The UNDP Environment Programme seeks a similar engagement with the private sector.

The second indicator of the Government’s intentions is provided when the plan quotes His Highness the Amir who says that *“The real wealth of Kuwait is its youngsters, which is deemed as real wealth. They are the pillars of the future and represent the hope of the nation. They will shoulder the responsibility in the future to achieve and accomplish.”* This too is a sentiment that UNDP can identify with and support through its thrust towards the youth of Kuwait.

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⁶ See [http://www.ramsar.org/cda/en/ramsar-home/main/ramsar/1_4000_0](http://www.ramsar.org/cda/en/ramsar-home/main/ramsar/1_4000_0)

<table>
<thead>
<tr>
<th>ENVIRONMENT POLICY AS EXPRESSED IN THE NATIONAL DEVELOPMENT PLAN</th>
<th>UNDP PERSPECTIVE</th>
</tr>
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<tr>
<td><strong>1. Building an integrated system for the protection of the environment in the State,</strong> in order to protect the diverse ecosystems in the country, ensure the sustainability of natural resources and reduce the level of pollutants to permitted limits that are environmentally healthy</td>
<td>Both these policies focus on building institutional capacity – a recognized area of strength for UNDP</td>
</tr>
<tr>
<td><strong>2. Issuing a comprehensive environment law that provides national controls for environment protection,</strong> ensures that all economic activities are obligated to conduct environmental impact and compatibility studies and grants environmental monitors the judicial authority</td>
<td>Implementation of pollution controls is not in UNDP’s area, however, helping to meet international obligations is well within UNDP’s role and mandate</td>
</tr>
<tr>
<td><strong>3. Meeting all environmental requirements for permitted levels of pollution in different environments (land, sea and air) to ensure the implementation of the State of Kuwait to international environmental obligations</strong></td>
<td></td>
</tr>
<tr>
<td><strong>4. Integrated management of air quality and reducing health and development risks of pollutants,</strong> through limiting sources of pollution, fixed and mobile, and determining the quality of air pollutant emissions and estimate its quantity, the study of health and environmental risks related to air emissions in the country, and developing a contingency plan to cope with the leakage of gases and the emission of industrial gases</td>
<td>There is excellent experience in this area in the oil sector (e.g. KNPC), and UNDP can serve in a supportive capacity. In fact it is already supporting EPA through the KIEM project</td>
</tr>
<tr>
<td><strong>5. Protection of the marine environment and assist in the rehabilitation of its systems,</strong> which was exposed to the risk, through management of the ecological risk in the marine environment, building a system to monitor the variables, and the development of sensors for environmental monitoring on the shores</td>
<td>UNDP can assist with system development, but implementation would be more suited to ROPME’s area of work</td>
</tr>
<tr>
<td><strong>6. Protection of land resources and soil and the reduction of desertification and conservation of the biosphere of the components of wildlife,</strong> through the assessment of risks to the terrestrial environment resulting from human activities, studying the impact of pollutants on groundwater and its quality, and strengthening the monitoring and control of the terrestrial environment in partnership with other relevant including civil society organizations, examining the impact of development projects on different elevations of land and updating the methods used to grant licenses by the Kuwait Municipality</td>
<td>This is a focus on land use planning and management and the application of an effective EIA process – UNDP can assist with both</td>
</tr>
<tr>
<td><strong>7. Developing systems to protect industrial areas from the effects of industrial pollution and reducing pollution levels to the current permissible limits, through a comprehensive survey of levels of industrial pollution in the first year of the plan, requiring industrial facilities to develop systems for environmental approval within six months of the completion of the inventory of pollutants, and developing engineering solutions and biological treatment to reduce levels of industrial pollutants</strong></td>
<td>UNDP may be able to assist with the system development but not with the technical aspects of implementation</td>
</tr>
<tr>
<td><strong>8. The protection of biodiversity and support and encourage the construction of natural reserves</strong> for the full protection of species of rare flora and fauna, the assessment and rehabilitation of protected areas based on scientific grounds, recording the current elements of biodiversity in the State, and the construction of a number of protected natural land and sea</td>
<td>UNDP can assist with the development of a representative system of Protected Areas and Species Recovery Plans</td>
</tr>
<tr>
<td><strong>9. The development of secure system for the management of solid and liquid hazardous waste,</strong> so as to ensure the reduction of pollution levels resulting from the circulation of waste through traditional methods, and to achieve economic returns from the activities of recycling waste and safeguard the environment from the effects of hazardous waste, through the closing of all the current dumps (16 dumps) to reduce pollutant emissions resulting from them, and addressing old dumps as well</td>
<td>Both these policies deal with waste management and this is an area that UNDP can assist with</td>
</tr>
<tr>
<td><strong>10. Encourage recycling of waste through the provision of all scientific consultancies for investors to carry out the recycling of waste papers, and a commodity according to recent global systems, and its application to domestic goods and imported goods to ensure the safe recycling</strong></td>
<td></td>
</tr>
</tbody>
</table>

The Environment Programme will address most of the above policies directly or indirectly – it will address institutional capacity building, international obligations, strengthening of the EIA Process, pollution control, waste management and protected areas and protection of species at risk.
A4  Justification for UNDP involvement

A4.1  UNDP involvement to date in the Environment area

UNDP has been working in partnership with the State of Kuwait since 1968 and although the Evaluation of the role of UNDP in the net contributor countries of the Arab region\(^8\) in 2008 found that it has not been particularly active in the field of Environment, it has had some salient interventions.

For example, it supported the development of the Kuwait National Biodiversity Strategy and Action Plan\(^9\) in 1998, and with its focus on upstream strategic interventions, it assisted with the formulation of the National Environmental Strategy\(^10\) in 2002. And, its efforts to strengthen the institutional performance of the Environmental Public Authority (EPA) to enable it to meet its mandate and obligations led to the Kuwait Sustainable Environment Management Programme (SEMP) in 2006.

The Integrated Environment Information Network Project (KIEIN)\(^11\) which is still on-going, is meant to provide both specialists and the public with access to updated and reliable demographic and environmental information, using a Geographic Information System (GIS) platform. Phase One, which started in 1994\(^12\) covered the marine and coastal environment, whereas Phase Two included four main modules, namely: Air, Terrestrial, Coastal Zone and Marine Modules.

The Kuwait Integrated Environmental Management (KIEM) project is also still on-going having started in 2010. It aims to design a clear regulatory framework that provides guidance for promulgation of Kuwait environmental law with special attention to air quality emissions.\(^13\)

A4.2  UNDP’s global mandate

The UNDP Strategic Plan\(^14\) identifies a number of worldwide environmental challenges to development starting with climate change and continuing with the destruction of biodiversity, desertification, degradation of arable lands and freshwater supplies, and proliferation of hazardous chemicals. Many of these are relevant to the Kuwait situation. The Plan continues that “UNDP’s goal in the area of environment and energy is to strengthen national capacity to manage the environment in a sustainable manner while ensuring adequate protection of the poor … mainstream environmental and energy issues into development planning; mobilize finance for improved environmental management; address increasing threats from climate change; and build local capacity to better manage the environment and deliver services, especially water and energy”.

A4.3  UNDP Kuwait Country Programme

In its Kuwait Country Programme Document (CPD) 2008-2012\(^15\), which was approved by the Executive Board in 2007, UNDP assessed the environmental situation as one where “… Despite government and other efforts, environmental degradation continues especially in biodiversity loss, water and air pollution and watersheds destruction.” It also found that “… Legislations are still lacking” and that “… it is not lack of financial resources that inhibit progress, but rather the weakness of the relevant institutions and the lack of coordination among them, in addition to the lax application of internationally accepted environmental management standards”. As a result, UNDP

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\(^11\) http://kiein.kisr.edu.kw/
\(^12\) See http://kiein.kisr.edu.kw/kiein/files/otherinfo/kiein_paper.pdf
\(^13\) http://www.undp-kuwait.org/undpkuw/energyandenvironment.html
stated that “The focus of the programme will be on strengthening the institutional capacity of the Environmental Public Authority and improving the enforcement of laws, regulations, rules and procedures to ensure compliance with international agreements.”

The Environment Goal of the CPD is: Ensuring Environmental Sustainability and it targeted two Outcomes, namely:

- **Functional institution put in place that is capable to effectively carry out its mandate for ensuring environmental sustainability** (for which the baseline was seen as: EPA’s current structure does not fulfill its mandate), and
- **Compliance of public and private institutions in environmental regulations enhanced** (with a baseline of: Nonconformity with international standards)

The focus is therefore squarely on strengthening the institutional capacity of the Environmental Public Authority and improving the enforcement of laws, regulations, rules and procedures to ensure compliance with international agreements.

The CPD gave rise to the **Country Programme Action Plan for 2009-2013**\(^\text{16}\) (CPAP) which has recently been the subject of a mid-term review, and with minor alterations, the four Environment Outcomes have been confirmed, *vis.:

1. Functional institutions capable of ensuring environmental sustainability established
2. Compliance of public and private institutions in environmental regulations enhanced
3. Kuwait Integrated Environmental Information Network (KIEIN) enhanced
4. Enhanced waste management systems and electricity and water conserved in Kuwait

This updated version is under consideration by the Government at the time of writing.

However, following further research carried out with the support of an international expert, UNDP has identified a broader range of environmental issues that it is able to assist Kuwait with. It has therefore re-examined its scope of operations and is packaging them within an overarching Environment Programme under which various interventions will be carried out through collaboration with a number of Government stakeholders (in addition to the EPA), as well as with the private sector and civil society. The resulting Environment Programme is described below.

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B THE UNDP ENVIRONMENT PROGRAMME

B1 Programme scope

Programme Objective:

*Kuwait environmental resources and services protected and managed for the maximum benefit, with the minimum impact, on a long-term sustainable basis*

The Objective is a long term, strategic goal for Kuwait, and the Programme can only hope to contribute to it. The closer the Objective gets to being achieved, which needs a timeframe beyond the lifetime of the Programme, Kuwait can justifiably start claiming that Environment has been mainstreamed into the operations of Government and the daily life of its citizens.

**Outcome 1: Institutional capacity for environmental management, strengthened**

This Outcome addresses a fundamental need in environmental management in Kuwait. It arises from the UNDP corporate Strategic Plan, and reflects the Government’s Development Plan and the UNDP Country Programme. It also tackles an issue which came up repeatedly in the consultations conducted by UNDP.

The Outcome has two components – the first focuses on the Institutional Capacity of the EPA, whereas the second goes beyond EPA and has a focus on the International Dimension.

As with each of the other Outcomes, this Outcome includes Environmental Awareness and Gender Equality as cross-cutting issues.

**Outcome 2: Biodiversity and ecosystem services\(^{17}\), conserved**

The protection of biodiversity and ecosystem services do not feature highly in Kuwait and, in general, awareness of their values and vulnerabilities is low. This Outcome arises from the obligations that Kuwait accepted when it signed the Convention on Biological Diversity and it is mentioned in the Government’s Development Plan and the CPAP.

There will be three Components under this Outcome. The first Component addresses Biodiversity Protection from a strategic perspective. The second Component has a focus on Species at Risk and their Habitat. The third Component attempts to address directly the low level of awareness, sensitivity and appreciation of ecological resources.

Although it is addressed specifically under one of the Components, Environmental Awareness is also seen as a cross-cutting issue right across the Outcome interventions, together with Gender Equality.

**Outcome 3: Pollution controlled and waste minimized**

Pollution is the environmental issue foremost in people’s mind in Kuwait. It is also mentioned specifically in the Government’s Development Plan as well as the UNDP Country Programme. The Outcome is in response to this intense interest.

There are two Components under this Outcome. The first deals specifically with Pollution Control, whereas the second has a focus on Energy and Water Conservation and Recycling.

\(^{17}\) For a discussion and definition of ecosystem services see [http://www.esa.org/education_diversity/pdfDocs/ecosystemservices.pdf](http://www.esa.org/education_diversity/pdfDocs/ecosystemservices.pdf)
Environmental Awareness will be addressed directly, but it will also be a cross-cutting issues together with Gender Equality.

The three Outcomes, together with their respective Components, are shown in the following table which also shows the potential interventions that could be developed and implemented under each.

<table>
<thead>
<tr>
<th>OUTCOME COMPONENTS</th>
<th>POTENTIAL INTERVENTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome 1: Institutional capacity for environmental management, strengthened</td>
<td>Comp 1.1: Institutional capacity of the EPA 1.1.1 Environmental information management – adopt a portfolio of Indicators including biological indicators – set baselines, monitor, analyse, report and inform management regime; use to provide a live website with State of Environment 1.1.2 Review and refine the EIA Process – in an effort to boost the level of meaningful compliance and following a consultative and participatory effort, identify needed refinements to the EIA Process; before adopting them, test them in a real case scenario in collaboration with EPA and a willing industrial entity that can serve as a pilot 1.1.3 Corporate review of EPA – carry out a capacity self assessment in terms of the legislation/ regulations, the institutional framework and the human resources of the EPA, leading to a strategic corporate plan for alleviating gaps</td>
</tr>
<tr>
<td>Outcome 2: Biodiversity and ecosystem services conserved</td>
<td>Comp 1.2: The international dimension 1.2.1 UNFCCC – assist with the preparation of a NAMA (Nationally Appropriate Mitigation Action) 1.2.2 UNCCD – assist with the creation of an Arab Group under the Convention 1.2.3 Explore regional support and cooperation with Saudi Arabia and UAE initially, through the respective UNDP offices with particular focus on the Green Economy</td>
</tr>
<tr>
<td>Outcome 3: Pollution controlled and waste minimized</td>
<td>Comp 1.3: Pollution control 1.3.1 National Waste Management Strategy – following wide consultation and using a participatory approach, develop a National Waste Management Strategy taking into account all forms of waste from domestic to industrial and including medical, hazardous, electronic; determine the best way for monitoring progress with the implementation of the Strategy 1.3.2 Economic dimensions of pollution – investigate the health costs, costs on fisheries, opportunity costs, impact on quality of life, of pollution; explore the potential financial incentives/disincentives to reduce pollution 1.3.3 Less plastics campaign – work with a selected supermarket chain or the Co-operatives Societies and campaign to phase out plastic shopping bags and replace them with sturdy paper or cloth ones, the latter re-usable; in parallel, organize NGOs and Volunteer Groups on a national plastics clean-up day</td>
</tr>
<tr>
<td></td>
<td>Comp 2.1: Strategies for biodiversity protection 2.1.1 National Biodiversity Strategy and Action Plan – carry out a review of the NBSAP and lobby for it to be formally endorsed by Government 2.1.2 Mechanisms for effective protection – conduct/update ecological survey of Kuwait, with special attention to representativeness; identify threats (encroachment, habitat destruction, pollution); review legislation to provide effective and appropriate protection regimes for various categories of PAs; explore private sector sponsorship for PAs</td>
</tr>
<tr>
<td></td>
<td>Comp 2.2: Species and habitat protection 2.2.1 Species at Risk – identify and list officially Rare, Threatened and Endangered Species of plants and animals and their respective needs for protection and rehabilitation; review legislation to provide for effective action; develop Species Recovery Plans for two pilot species; conduct a public Awareness campaign 2.2.2 Wetlands protection – assist with accession to and ratification of the Ramsar Convention on Wetlands of International Importance; initiate the process for declaring the first of Kuwait’s wetlands as protected under the Convention</td>
</tr>
<tr>
<td></td>
<td>Comp 2.3: Public education, information and awareness 2.3.1 Ecosystem Learning and Information Centre – working with the landowners (private sector or similar), set aside a plot of land as an outdoor ecological laboratory and learning centre; create a facility for school parties and youth groups to experience nature, learn and enjoy 2.3.2 Environment in the school curriculum – in collaboration with the Ministry of Education and the private sector, review and evaluate the scope and depth and effectiveness of the environment elements in the school curriculum; propose improvements</td>
</tr>
<tr>
<td></td>
<td>Comp 3.1: Pollution control 3.1.1 National Waste Management Strategy – following wide consultation and using a participatory approach, develop a National Waste Management Strategy taking into account all forms of waste from domestic to industrial and including medical, hazardous, electronic; determine the best way for monitoring progress with the implementation of the Strategy 3.1.2 Economic dimensions of pollution – investigate the health costs, costs on fisheries, opportunity costs, impact on quality of life, of pollution; explore the potential financial incentives/disincentives to reduce pollution 3.1.3 Less plastics campaign – work with a selected supermarket chain or the Co-operatives Societies and campaign to phase out plastic shopping bags and replace them with sturdy paper or cloth ones, the latter re-usable; in parallel, organize NGOs and Volunteer Groups on a national plastics clean-up day</td>
</tr>
<tr>
<td></td>
<td>Comp 3.2: Energy and water conservation 3.2.1 Energy conservation – explore and implement energy conservation measures in industry, households, offices at a pilot scale; evaluate the pilot and propose policy for adoption by Government; include a public awareness campaign 3.2.2 Water Conservation Strategy – in collaboration with the private sector, develop a multi-faceted strategy to reduce water use, especially wastage; include public awareness campaign 3.2.3 Urban Solid Waste Management – in partnership with the Municipality, an NGO and the Private Sector; select an urban neighbourhood to serve as model for best practice; test recycling system; establish a Recycling Educational Centre and arrange for visits from school parties</td>
</tr>
</tbody>
</table>
The Outcomes and Components feature in the Strategic Results Framework in Annex 1 together with consideration of departure points (baselines) and targets. The Framework will serve as the context within which UNDP will develop selected interventions into full-fledged project proposals. Each will contribute to one or more of the Outcomes which in turn will contribute to the Objective. In reflection of the salient environmental issues that arose from UNDP’s consultations, five interventions are proposed as the first ones for the Programme to focus on and, as a start, they are developed into Project Concepts in Annex 3. Each will be the subject of negotiation with identified partners and a Project Document will be developed jointly with the partners for each. The five proposals are the following:

- Kuwait State of Environment and mechanisms for information sharing
- Municipal solid waste management
- Protected Areas System – appropriate mechanisms for achieving protection
- Kuwait accession to the Ramsar Convention
- Environment in school curricula

**B2 Indicators of success**

Indicators are quantitative or qualitative statements that can be used to measure change or trends over a period of time. They are employed when the result sought is not measurable directly. Indicators are a proxy usually used to assess progress and success related to programme or project objectives and other targets. Indicators must be few in number and must conform to the SMART criteria.

**B2.1 Progress towards the Objective**

The Programme Objective is:

*Kuwait environmental resources and services protected and managed for the maximum benefit, with the minimum impact, on a long-term sustainable basis*

These are high ideals, expressed in a superlative language and it is recognized that the Programme on its own, within its limited timeframe and budget cannot achieve the Objective outright. However, it can be expected to make a meaningful contribution.

Measuring such a contribution is a challenge because of the scope of ‘environmental resources and services’, ‘benefit’ and ‘impact’. In addition, sustainability cannot be measured except through the passage of time. It is therefore proposed to measure the Programme’s contribution to progress towards the Objective through the attainment of the Outcomes and no Indicators are proposed for the Objective.

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18 **SMART INDICATORS** The monitoring system should be "SMART":

**Specific**: The system captures the essence of the desired result by clearly and directly relating to achieving an objective, and only that objective.

**Measurable**: The monitoring system and its indicators are unambiguously specified so that all parties agree on what the system covers and there are practical ways to measure the indicators and results.

**Achievable and Attributable**: The system identifies what changes are anticipated as a result of the intervention and whether the result(s) are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention.

**Relevant and Realistic**: The system establishes levels of performance that are likely to be achieved in a practical manner, and that reflect the expectations of stakeholders.

**Time-bound, Timely, Trackable, and Targeted**: The system allows progress to be tracked in a cost-effective manner at desired frequency for a set period, with clear identification of the particular stakeholder group to be impacted by the project or program.
B2.2 Indicators for the Outcomes

Outcome 1: Institutional capacity for environmental management, strengthened

The Outcome seeks an improvement, in general, in the capacity for environmental management. The wording is non-specific and broad, providing a wide scope for a variety of interventions as long as they contribute to a strengthening of the institutional capacity for environmental management. Indicators, must measure the contributions being made by the various interventions, to:

- the strengthening …
- of institutional capacity …
- for environmental management …

and should help answer the question: Has institutional capacity for environmental management been strengthened as a result of the interventions carried out under the Outcome and its Components?

The Indicators proposed to help answer the question are:

<table>
<thead>
<tr>
<th>INDICATOR AND BASELINE</th>
<th>TYPE19</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator: Availability and distribution of Manual for the EIA Process</td>
<td>Output</td>
<td>The availability of the Manual is a manifestation that the review and strengthening of the EIA Process is virtually complete. This Indicator satisfies the SMART criteria because it is Specific to the Outcome; progress towards the production of the Manual is Measurable; and it is definitely Achievable and Attributable to the intervention: it is very Relevant to the Outcome and a very Realistic target; it can be Time-bound and can be Tracked; it is also Targeted to identified stakeholders.</td>
</tr>
<tr>
<td>Baseline: No such guidance exists and procedures are open to interpretation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator: The numbers of practitioners and clients, from the private sector and government who voluntarily attend induction workshops on the improved EIA Process</td>
<td>Output</td>
<td>The number of Workshops, or the numbers trained, are not necessarily a measure of success, however, the fact that practitioners and clients register and attend voluntarily does indicate a willingness to become better informed which could be ascribed to the outreach of the project and its success in reaching clients. This Indicator satisfies the SMART criteria as it is very Specific to the desired Outcome; it is numerically Measurable; it is Achievable and is directly Attributable to the project; it is certainly very Relevant and also a Realistic expectation; it can be Time-bound and is Trackable; it is also very Targeted to a particular stakeholder group.</td>
</tr>
<tr>
<td>Baseline: No such Workshops held</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator: Improvements in setting and meeting time targets and delivery of balanced and fair assessments with a recognized degree of technical competence.</td>
<td>Impact</td>
<td>If the institutional capacity in a selected area of operation has indeed been strengthened, beneficiaries (mainly EPA but not exclusively) can be expected to show structural changes, new recruits, improved procedures, new and more positive attitudes. This Indicator satisfies the SMART criteria in that it is Specific to the Outcome; once the baselines are set, it will be Measurable; it is also Achievable within the available timeframe and it can be Attributed to the interventions; it is Relevant to the environmental issues facing Kuwait; it is Timely and Trackable because progress can be monitored in a cost-effective manner at desired frequency for a set period.</td>
</tr>
<tr>
<td>Baseline: to be confirmed at the start of the interventions through a needs assessment and a survey of 'clients'; expected to be lax in terms of timely deliveries, balance and fairness of assessments questioned and level of technical expertise.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

19 Process indicators measure progress and efficiency; Output indicators record the tangible products contributing to results/impacts; Impact indicators measure effectiveness in creating a long-term development change.
Outcome 2: Biodiversity and ecosystem services, protected

The Outcome seeks the protection of biodiversity and ecosystem services. The wording is non-specific and broad, providing a wide scope for a variety of interventions as long as they contribute to protection. Indicators, must measure the contributions being made by the various interventions, to:

- protect …
- biodiversity …
- ecosystem services …

and should help answer the question: Are biodiversity and ecosystem services protected as a result of the interventions carried out under the Outcome and its Components?

The Indicators proposed to help answer the question are:

<table>
<thead>
<tr>
<th>Outcome 2: Biodiversity and ecosystem services, protected</th>
<th>TYPE</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicator</strong>: The successful drafting of policies and legislation for the protection of ecosystems and species, around which a consensus exists that they should be adopted by Government</td>
<td>Output</td>
<td>Legislation and policy are not results, they are a means to an end and comprise the fundamental basis for ecosystem and species protection. This Output Indicator satisfies the SMART criteria. It is <strong>Specific</strong> because it refers to the mechanism for protection, its preparatory stages are <strong>Measurable</strong> and progress can be monitored; the drafting of policy and legislation is <strong>Achievable</strong> and <strong>Attributable</strong> to the project, however adoption of either is beyond the project’s brief; it is very <strong>Relevant</strong> (in fact, an essential element) and can be <strong>Realistically</strong> achieved; the drafting can be <strong>Time-bound</strong> and <strong>Trackable</strong> (but the adoption is not)</td>
</tr>
<tr>
<td><strong>Baseline</strong>: Current policies and legislation for protected areas are not entirely unequivocal. There are no policies or legislation for species at risk</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicator</strong>: Management Plans developed and formally adopted for PAs</td>
<td>Output</td>
<td>The process of developing a Management Plan is an excellent opportunity to identify values and threats to a PA; it also creates an opportunity for information sharing, dialogue and awareness. Therefore, while not an end in itself, a Management Plan is indicative of commitment and appreciation for a PA. This Output Indicator satisfies the SMART criteria. It is <strong>Specific</strong> because it provides a tool for protection; its preparatory stages are <strong>Measurable</strong> and progress can be monitored; the preparation and adoption of Management Plans is <strong>Achievable</strong> and can be easily <strong>Attributed</strong> to the project; it is very <strong>Relevant</strong> and can be <strong>Realistically</strong> achieved; the drafting can be <strong>Time-bound</strong> and <strong>Trackable</strong></td>
</tr>
<tr>
<td><strong>Baseline</strong>: PAs do not have Management Plans</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicator</strong>: The inclusion of Biodiversity elements in the Nat Dev Plan and the Municipality Land Use Plan</td>
<td>Impact</td>
<td>Mere inclusion of references to biodiversity does not in itself comprise an impact; however, it could be a sign of biodiversity mainstreaming. This is an Impact Indicator and it satisfies the SMART criteria. It is <strong>Specific</strong> because it reflects an understanding and appreciation of the need for biodiversity protection; it is <strong>Measurable</strong> and obvious; it is also <strong>Achievable</strong> and can be <strong>Attributed</strong> to the project; it is very <strong>Relevant</strong> as an illustration of awareness and sensitivity at the institutional level: it is <strong>Realistic</strong> to expect it to be achieved; however, the project <strong>Time-frame</strong> may be too short; it is easily <strong>Trackable</strong></td>
</tr>
<tr>
<td><strong>Baseline</strong>: Biodiversity is mentioned in the National Development Plan for 2009/2010 to 2012/2013, but it is somewhat restricted. Biodiversity is not explicitly part of the Municipal Land Use Plan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicator</strong>: An increase in the number of birds in coastal waters, both visiting migrants as well as residents</td>
<td>Impact</td>
<td>The increase in number of birds in coastal waters cannot be relied upon, on its own, as an indicator of an improving ecosystem, but it is certainly a contributing factor and indicates trends. This Impact Indicator partly satisfies the SMART criteria. It is <strong>Specific</strong> because it refers to biodiversity and to an ecosystem that is being given protection; it is <strong>Measurable</strong> through bird counts; it is <strong>Achievable</strong> but may need a number of seasons to be reliable; it may be difficult to <strong>Attribute</strong> to the project; it is very <strong>Relevant</strong> to protection and <strong>Realistic</strong>: it is difficult to make it <strong>Time-bound</strong> but it is very <strong>Trackable</strong></td>
</tr>
<tr>
<td><strong>Baseline</strong>: Bird counts exist and the baseline can be set with up-to-date statistics at the start of the Programme</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Outcome 3: Pollution controlled and waste minimized

The Outcome seeks the control of pollution and a reduction in waste. The wording is non-specific and broad, providing a wide scope for a variety of interventions as long as they contribute to reduced pollution and less waste. Indicators, must measure the contributions being made by the various interventions, to:

- Pollution control …
- Waste reduction …

and should help answer the question: Is pollution controlled and is there a reduction in waste as a result of the interventions carried out under the Outcome and its Components?

The Indicators proposed to help answer the question are:

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>TYPE</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator: Reduced volume of solid domestic waste to landfill</td>
<td>Impact</td>
<td>The dumping of domestic solid waste is extravagant in terms of the opportunity cost (recycling potential) for solid recyclables, energy generation, and organic compost; it is also wasteful of land. This Impact Indicator satisfies the SMART criteria. It is Specific because it shows control of pollution; it is Measurable quantitatively and can be monitored; it is Achievable unless targets are set too high and can be Attributed to project activities; it is very Relevant and can be Realistically achieved with adequate effort; targets can be Time-bound and it is Trackable.</td>
</tr>
<tr>
<td>Baseline: In 2010, the volume of domestic solid waste generated in Kuwait was estimated as 1,324,000 tonnes²⁰</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator: Volume of recyclables separated out and entered into the recycling process stream</td>
<td>Impact</td>
<td>Private Sector initiatives are already carrying out a significant amount of recycling, however, the potential is for much more. Not only will recycling lead to the recovery of the monetary value of the 'waste', but it will also reduce the amount that has to be dumped and therefore saving on land use. This Impact Indicator satisfies the SMART criteria. It is Specific to the Outcome; it is Measurable quantitatively and can be monitored; it is Achievable and can be easily Attributed to project activities; it is very Relevant and can be Realistically achieved; targets can be Time-bound and it is Trackable.</td>
</tr>
<tr>
<td>Baseline: Of the above total volume, 645,000 tonnes were potentially recyclable (not including organics); volumes currently recycled to be determined</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator: Selected parameters for Air and Water quality, monitored and reported in the State of Environment website</td>
<td>Impact</td>
<td>Sharing of this information as part of the State of the Environment reporting creates an excellent vehicle for Awareness raising; but it needs to be accompanied by targets and suggested ways of how industries and individuals can contribute to a reduction in the selected parameters. This Impact Indicator satisfies the SMART criteria. It is Specific to the Outcome because it reflects the success of anti-pollution measures; it is Measurable quantitatively and progress towards targets can be monitored; it is Achievable as long as targets are not set too high and can be Attributed to the project; it is very Relevant and can be Realistically achieved; it can be Time-bound and is easily Trackable.</td>
</tr>
<tr>
<td>Baseline: To be established at the start of the Programme through an official sampling event, publicised as an Awareness activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator: Reduction in Energy and Water use statistics, seasonally adjusted</td>
<td>Impact</td>
<td>Kuwait has achieved two world records in terms of energy and water consumption. This an extravagant use of a finite resource, and it is not sustainable in the long term. This Impact Indicator satisfies the SMART criteria. It is Specific.</td>
</tr>
</tbody>
</table>

Baseline: The daily generated electric power in 2004 was 35.4 billion kWh. At 500 litres/person/day Kuwait has the highest water consumption rate globally.

directly to the Outcome; it is Measurable quantitatively and progress can be readily monitored; it is Achievable but may be difficult to Attribute to the project; it is very Relevant; targets can be Realistic; it can be Time-bound and Trackable

Cross-cutting issues

The Programme will address two cross-cutting issues across all the Outcomes namely, Gender Equality and Environmental Awareness. Indicators, must assess the extent to which the two issues have been addressed by the various interventions.

The Indicators proposed to help with the assessment are:

<table>
<thead>
<tr>
<th>Cross-cutting Issue: Awareness</th>
<th>TYPE</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicator:</strong> The frequency with which ‘Awareness’ as an Output is targeted by projects under the Programme</td>
<td>Process</td>
<td>This is a very ‘mechanical’ Indicator of process and alone it does not say much. However, taken with others, it can contribute to the whole picture of the extent to which Awareness is being applied as a cross-cutting issue in the Programme. This Process Indicator satisfies the SMART criteria. It is Specific; it is Measurable and can be monitored; targets are Achievable and can be Attributed to the project; it is very Relevant to the issue and targets can be Realistically achieved; it can be Time-bound and it is Trackable</td>
</tr>
<tr>
<td>Baseline: The setting of a baseline is not applicable to this Indicator</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicator:</strong> The extent that Public Education and Outreach material is produced by projects</td>
<td>Output</td>
<td>This is another ‘mechanical’ Indicator which does not measure ‘Awareness’ – it measures some of the mechanisms produced under the Programme through which Awareness can be achieved. This Output Indicator satisfies the SMART criteria. It is Specific because it refers to the mechanism for Awareness; it is Measurable and progress can be monitored; it is Achievable and Attributable to the project; it is very Relevant and can be Realistically achieved; the production of materials can be Time-bound and it is Trackable</td>
</tr>
<tr>
<td>Baseline: The setting of a baseline is not applicable to this Indicator</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicator:</strong> Willingness of the public to limit impact-causing behaviour (as determined by survey)</td>
<td>Impact</td>
<td>This is an Indicator of sensitivity and conviction, which follow from awareness. This Impact Indicator satisfies the SMART criteria. It is Specific because it assesses the impact of awareness; it is Measurable and can be monitored on a regular basis; it is Achievable but cannot be Attributed solely to the project; it is very Relevant and can be Realistically achieved; it cannot be Time-bound but it is Trackable</td>
</tr>
<tr>
<td>Baseline: The first survey will establish the baseline and subsequent regular surveys will measure departure from the baseline</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicator:</strong> The membership numbers in environmental NGOs and Volunteer Groups</td>
<td>Impact</td>
<td>This is not a very sophisticated Indicator of Impact, however, it can contribute to the broader picture of awareness and sensitivity. This Indicator satisfies the SMART criteria because it is Specific to the Issue; progress is Measurable; but it cannot be Attributed to the Programme; it is very Relevant to the Programme and Realistic targets can be set; it can be Time-bound and can be Tracked; it can be Targeted to identified stakeholders such as youth</td>
</tr>
<tr>
<td>Baseline: The baseline can be established by UNDP through a survey of environmental NGOs and Volunteer Groups, which can be carried out by one of the NGOs</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicator:</strong> Environmentally positive moves by the Private Sector in response to public demand</td>
<td>Impact</td>
<td>This Indicator reflects the level of awareness of the public in making the demands. It may also reflect awareness among the Private Sector, but not necessarily so. This Impact Indicator satisfies the SMART criteria only partly. It is Specific to the cross-cutting issue; it is Measurable only through surveys, which might be expensive; it is Achievable but may be difficult to Attribute to the intervention; it is very Relevant to the issue; but only Realistic as a target in the long term; it can be Tracked; it may also be Targeted to specific stakeholders</td>
</tr>
<tr>
<td>Baseline: No baseline exists for the Private Sector’s views on public demands if they were to eventuate. A baseline can be set by survey at the beginning of the Programme</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

21 see http://www.sciencedirect.com/science/article/pii/S0011916408001136
22 see http://www.utilities-me.com/article-1265-kuwait-has-highest-water-consumption-per-capita/
Cross-cutting Issue: Gender equality

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>TYPE</th>
<th>COMMENT</th>
</tr>
</thead>
</table>
| **Indicator:** Gender equality measures built into projects  
**Baseline:** The setting of a baseline is not applicable to this Indicator, but the first scorecard result can serve as the baseline | Process | The UNDG Gender Equality Scorecard, adapted for the Programme, can be used. This Process Indicator satisfies the SMART criteria. It is Specific because it refers to a mechanism that addresses Gender Equality; it is Measurable and can be monitored; it is Achievable and Attributable to the Programme; it is very Relevant and Realistic; target achievements can be Time-bound and Trackable |
| **Indicator:** Number of women actively involved in project formulation and implementation  
**Baseline:** The setting of a baseline is not applicable to this Indicator | Process | This is a mechanical Indicator but it contributes to the broader picture. This Process Indicator satisfies the SMART criteria. It is Specific to Gender Equality; it is Measurable and can be monitored; it is Achievable and Attributable to the Programme; it is very Relevant and Realistic; targets can be Time-bound and Trackable |
| **Indicator:** Meaningful reporting on a disaggregated basis from project/programme monitoring  
**Baseline:** The first 6-monthly report from each project will set the baseline | Process | This is more of a requirement than an Indicator, and as such it can be captured by the Score Card. However, it is placed here in case the Score Card Indicator is not adopted. This Process Indicator satisfies the SMART criteria. It is Specific to Gender Equality; it may not be easy to Measure, however, it can be monitored; it is Achievable and Attributable fully to the Programme; it is very Relevant and Realistic; targets can be Time-bound and Trackable |
| **Indicator:** Equal access to project benefits irrespective of gender  
**Baseline:** The setting of a baseline is not applicable to this Indicator | Impact | This Indicator relies on the Mid-Term and the Terminal Evaluations of the individual projects as well as of the Programme overall. This Impact Indicator satisfies the SMART criteria in general. It is Specific to Gender Equality; but it is difficult to Measure and monitor; it should be Achievable and if so, it would be Attributable to the Programme; it is very Relevant and hopefully also Realistic; target can be Time-bound and it should be Trackable |

All the above proposed Indicators will be one of the topics of discussion at the Inception Workshop where they will be reviewed and adopted by consensus by the stakeholders.
C IMPLEMENTATION ARRANGEMENTS

C1 Structure and organization of the Programme framework

The UNDP Environment Programme for Kuwait, which will run for five years, is founded on the Government’s Medium Term Development Plan and the UNDP Country Programme Document (CPD). The Programme is also the result of an extensive consultation process which was carried out by UNDP with the assistance of an international consultant with experience in developing such programmes. Policy and Governance for the Programme are provided by a dedicated Programme Governance Board to whom the Programme Manager reports and is accountable for achieving the Programme Objective and Outcomes. The Programme Manager is supported through guidance from the UNDP Advisory Group and with technical input and support from the Stakeholders’ Forum. Each of these programme components is discussed respectively below.

Some interventions, especially on-going ones are funded under the CPAP; others will be funded through donor/sponsor co-financing according to modalities which are still being explored. Each intervention will be implemented by an Implementation Unit led by its Project Manager who will be accountable for delivery of the Outputs to the Programme Governance Board, through the Programme Manager.
C2 Governance

The Environment Programme Governance Board (PGB)\(^{23}\) is the highest governance body for the Programme. It sets the policy for the Programme and provides guidance and directions to the Programme Manager and other stakeholders. It also supports UNDP which retains ultimate accountability for the delivery of programme products and the administration of programme funds.

The PGB will have a core membership of around five. They will be drawn from among the members of the UNDP Advisory Group, with the addition of representation from UNDP and the private sector. The Programme Manager attends meetings to inform the Board and receive guidance. Membership can be augmented as necessary on a case by case basis to reflect matters in hand. Chairing will be decided by consensus.

The Board will meet every six months. The preparation and distribution of the agenda and the keeping of minutes will be the responsibility of the UNDP Environment Unit.

At each meeting, the Programme Manager will report to the Board on progress achieved over the past six months and relate this to the set targets according to the Annual Work Plan and the LogFrame Matrix. The Programme Manager will also inform the Board of any issues encountered in the implementation of the Programme and seek the Board’s advice and support for remedial action. The Board will receive the Programme Manager’s report, debate any issues arising and provide appropriate advice. The Board will also approve the implementation plan for the coming six months.

Each intervention (project) will have its own Project Steering Committee.

C3 Management arrangements

Day to day management of the Programme will be the responsibility of the Programme Manager (PM)\(^{24}\) and the UNDP Programme Associate for Environment will serve as Programme Manager in the interim.

The PM will exercise the overall programme coordination and implementation responsibilities for the achievement of the programme Objective and Outcomes, including the proper planning of workflow and financial oversight for optimal utilization of resources.

The PM will initiate the formulation process for interventions that have been agreed to by the Board. This may require the recruitment of consultancy services and will include the formulation of a project document for each intervention, the identification of implementing and funding partners followed by negotiations as required, and the recruitment of personnel required for successful implementation.

The PM will then monitor the implementation of initiatives under the programme, analyze problems that hamper their implementation and take appropriate measures so as to ensure timely delivery of agreed outputs.

The PM will oversee the development of exit strategies (as applicable) for individual programme components; liaise with colleagues in the UNDP Country Office who are responsible for other thematic areas to ensure synergies in substantive and operational issues pertaining to programme implementation and results-based management; maintain close cooperation with relevant Government bodies, UN Agencies and other development partners to ensure effective communication and follow-up on matters related to programme activities; facilitate advocacy and media outreach activities, and ensure wide dissemination of programme results.

\(^{23}\) See Annex 2 for draft Terms of Reference for the Governance Board

\(^{24}\) See Annex 2 for draft Job Description/Specifications for Programme Manager
Project Managers of interventions under the Environment Programme will report regularly, according to an agreed prescription, to the Programme Manager, on progress against agreed milestones and indicators. These reports will contribute in turn to the Programme Manager’s comprehensive reports to the Programme Board.

The Programme will be subject to the operative UNDP procedures for financial management, procurement, recruitment, etc. Reporting requirements will be the responsibility of the Programme Manager.

C4 Stakeholders, partners and beneficiaries of the Programme

The OECD\textsuperscript{25} considers Stakeholders as “Agencies, organizations, groups or individuals who have a direct or indirect interest in the development intervention or its evaluation”. This definition is all-embracing and includes Partners and Beneficiaries which are defined in turn as: “Beneficiaries - The individuals, groups, or organizations, whether targeted or not, that benefit, directly or indirectly, from the development intervention”; and “Partners - The individuals and/or organizations that collaborate to achieve mutually agreed upon objectives”. In the case of Partners, the OECD adds that “the concept of partnership connotes shared goals, common responsibility for outcomes, distinct accountabilities and reciprocal obligations”.

From preliminary discussions, the following organizations have emerged as potential partners, beneficiaries or stakeholders in some other way. The table below identifies their expected role (subject to further discussions and negotiations) and their potential areas of interest and contribution to the Programme.

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>EXPECTED ROLE</th>
<th>POTENTIAL AREAS OF CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Public Authority (EPA)</td>
<td>Implementing Partner Funding Partner Beneficiary</td>
<td>Legislation Review International Obligations Awareness and Sensitivity Policies, Strategies</td>
</tr>
<tr>
<td>Kuwait Institute for Scientific Research (KISR)</td>
<td>Implementing Partner</td>
<td>Protected Areas Species at Risk</td>
</tr>
<tr>
<td>Kuwait Municipality</td>
<td>Implementing Partner Funding Partner Beneficiary</td>
<td>Awareness and Sensitivity Waste Management Recycling</td>
</tr>
<tr>
<td>Kuwait Foundation for the Advancement of Science (KFAS)</td>
<td>Funding Partner</td>
<td>Protected Areas Species at Risk Information management Recycling</td>
</tr>
<tr>
<td>Parliamentary Committee on Environment</td>
<td>Stakeholder</td>
<td>Awareness and Sensitivity Legislation Review Policies, Strategies</td>
</tr>
<tr>
<td>Ministry of Education</td>
<td>Implementing Partner Funding Partner Beneficiary</td>
<td>Environmental Education Awareness and Sensitivity</td>
</tr>
<tr>
<td>Oil and Gas Sector</td>
<td>Implementing Partner Funding Partner Beneficiary</td>
<td>CSR Plus\textsuperscript{26} Waste management Awareness and Sensitivity</td>
</tr>
<tr>
<td>Public Authority for Industry</td>
<td>Stakeholder</td>
<td>Waste management CSR Plus</td>
</tr>
<tr>
<td>Ministry of Electricity &amp; Water (MEW)</td>
<td>Stakeholder</td>
<td>Water Conservation Energy Conservation</td>
</tr>
<tr>
<td>Private Sector</td>
<td>Implementing Partner Funding Partner</td>
<td>CSR Plus Capacity Building</td>
</tr>
</tbody>
</table>


\textsuperscript{26} “CSR Plus” refers to the Corporate Social Responsibility philosophy already applied by a number of private and oil sector exponents, augmented by a clear environment component.
The Programme would benefit through the setting up of a Stakeholders’ Forum to complement the Programme Governing Board’s contributions at the governance level. The Forum could come together initially at the Inception Workshop and provide their advice and other input to the process of establishing the Programme. Subsequently, the Forum’s contribution will be focussed on the implementation specifics of the Programme.

As stakeholders, most will also be implementation and/or funding partners, and some will be beneficiaries of the Programme.

The Stakeholders’ Forum will meet quarterly during the first year of the Programme’s implementation. In the second and subsequent years, it should be adequate to meet every six months, unless more frequent meetings are required.

C5  Risks and assumptions

An assumption is an expectation that an ingredient external to the project, but essential for project implementation, will be present. A risk is the possibility that the ingredient will not be present.

The Programme has identified the following three key risks, assessed the likelihood of their eventuating, assessed their level of severity for the Programme, and proposed mitigation measures. The mitigation measures range from prevention of the risk through action that the Programme/Projects will take, to reduction of the likelihood, to contingency plans for dealing with the risk should it occur.

27 See Annex 2 for draft Terms of Reference for the Stakeholders’ Forum
<table>
<thead>
<tr>
<th>SALIENT POSSIBLE RISK</th>
<th>LIKELIHOOD AND LEVEL OF SEVERITY</th>
<th>PROPOSED MITIGATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The lack of explicit political commitment and leadership for environmental protection will frustrate efforts to raise awareness</td>
<td>Likely Medium severity</td>
<td>The Programme will engage stakeholders on a number of fronts, attempting to identify champions to create a critical mass of activities to counteract the political inertia. Also, by working with the Private Sector and NGOs, the Programme will circumvent some of the lack of political commitment. In fact, the political commitment could well be stimulated as a result of a groundswell of environmental activity outside the political arena.</td>
</tr>
<tr>
<td>2 Amendments to legislation and regulations modifications are not officially approved or enacted in a timely fashion</td>
<td>Likely High Severity</td>
<td>Although this is a High level risk and it may affect the Programme at the level of its Objective, it should not impact on its Outcomes and certainly not on any of the Projects. Mitigation lies in not aiming too high – Projects will target legislation reviews, production of drafts, lobbying and support, but not actual approval or enactment.</td>
</tr>
<tr>
<td>3 Poor buy-in from within the Government system to the value and vulnerability of environment in Kuwait</td>
<td>Low likelihood Medium to High severity</td>
<td>Mitigation will be through - (i) a participatory and partnership approach to project design and formulation; (ii) the targeting of achievable, tangible Outputs by projects; (iii) a collaborative approach which will vest ownership with the collaborating government entity; (iv) full participation in monitoring of progress and achieving success</td>
</tr>
</tbody>
</table>

### C6 Monitoring, reviewing and reporting

Programme monitoring usually refers to performance monitoring, which is a regular assessment of progress towards the programme Objective and Outcomes often using Indicators. And, the results of performance monitoring are used to guide programme implementation and revise and refine implementation plans through adaptive management. In turn, adaptive management is a formal, systematic, and rigorous approach to learning from the results of management actions, accommodating change and improving management. It involves an analysis of the situation (the result of monitoring), exploring alternative actions and making explicit adjustments to the implementation strategy.

There will be two forms of monitoring under the Environment Programme – monitoring at the project level according to project documents and LogFrames; and monitoring at the Programme level. Project level monitoring will be carried out by the implementing partners; whereas Programme level monitoring will be carried out by the Programme Manager and the Programme Board.

In order to set the scene for the Programme Monitoring Strategy, an Inception Workshop will be held early in the Programme. It will be attended by stakeholders and will confirm and set the baselines from which the Programme is starting. The Workshop will also discuss and reach consensus on the LogFrame/Strategic Results Framework for the Programme.

Programme monitoring will be carried out regularly, against the Outcome Indicators and reported every six months to the Board. Every alternate six-monthly report will also serve as the Annual Performance Review (APR) which will cover the work carried out and the achievements made in the past 12 months as well as forecast what is planned for the next 12 months.

The cross-cutting issues of Environmental Awareness and Gender Equality will be monitored through the execution of projects in general. However, they can also be evaluated specifically annually.

A Mid-Term Evaluation will be carried out internally, approximately after 30 months from Programme start, at an Evaluation Workshop with the participation of personnel from all interventions under the Programme. This should be carried out with the full participation of the Programme Governance Board and the Stakeholders’ Forum.

At the end of five years, a Terminal Evaluation will also be carried out, but this will be done by an external, independent evaluator. One of the issues to be examined in the terminal evaluation is whether the Environment Programme should be continued and, if so, in what form.
C7 Budgetary considerations

The Programme is primarily a framework for interventions and its prime aim is to provide cohesion and coordination. As such, it does not require funding for implementation. However, it does need funding support for the following activities that it is responsible for:

- To engage a Programme Manager
- To develop project concepts into project documents
- To mobilize resources for projects and other interventions
- To coordinate projects and achieve economies of scale
- To monitor Programme execution (through the projects portfolio)
- To fund internal and especially independent evaluations
- To obtain advice and support as required from time to time, on a contract basis
- To engage with stakeholders and constituents and exercise outreach

Some of the funds required for the above tasks may be already covered through various UNDP mechanisms, but this needs to be determined and secured.

Other funding mechanisms including a levy on projects, the establishment of a trust fund, etc, are being investigated.
**ANNEX 1  DRAFT STRATEGIC RESULTS FRAMEWORK**

**PROGRAMME TITLE:** Seeking Sustainability and Cost Efficiency: A UNDP Environment Programme for Kuwait

**LINKAGES:** This Programme links with the MDGs, in particular MDG#7 – Ensure Environmental Sustainability. It is in harmony with the thrust of the Global Environment Facility although Kuwait is not a recipient of GEF funding support. It is also furthering the aims of a number of international environmental conventions.

**OBJECTIVE:** Kuwait environmental resources and services protected and managed for the maximum benefit, with the minimum impact, on a long-term sustainable basis

<table>
<thead>
<tr>
<th>OUTCOMES TARGETED</th>
<th>COMPONENTS</th>
<th>INDICATORS</th>
<th>BASELINES</th>
<th>DESIRABLE TARGETS</th>
<th>POTENTIAL PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 1:</strong> Institutional capacity for environmental management, strengthened</td>
<td>Comp 1.1: Institutional capacity of the EPA</td>
<td>1 Availability and distribution of Manual for the EIA Process</td>
<td>No such guidance exists and procedures are open to interpretation</td>
<td>The EIA Process described in a clear, unambiguous and user-friendly guidance Manual, with clear undertakings on both sides of the debate on environmental impacts, and genuine commitments for reducing impacts</td>
<td>EPA, Priv Sec, RBAS, PAI, Consultants, Oil &amp; Gas</td>
</tr>
<tr>
<td></td>
<td>Comp 1.2: The international dimension</td>
<td>2 The numbers of practitioners and clients, from the private sector and government who voluntarily attend induction workshops on the improved EIA Process</td>
<td>No such Workshops held</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 Improvements in setting and meeting time targets and delivery of balanced and fair assessments with a recognized degree of technical competence.</td>
<td>Baseline to be confirmed at the start of the interventions through a needs assessment and a survey of ‘clients’</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Comp 2.1: Strategies for biodiversity protection</td>
<td>4 The successful drafting of policies and legislation for the protection of ecosystems and species, around which a consensus exists that they should be adopted by Government</td>
<td>Current policies and legislation for protected areas are not entirely unequivocal. There are no policies or legislation for species at risk</td>
<td>The Protected Area System established under sound legislation comprising multiple categories with appropriate levels of protection and representing the various ecosystems.</td>
<td>EPA, KISR, NGOs, Oil &amp; Gas, Min Educ, KFAS, IUCN, Ramsar Sec</td>
</tr>
<tr>
<td></td>
<td>Comp 2.2: Species and habitat protection</td>
<td>5 Management Plans developed and formally adopted for PAs</td>
<td>PAs do not have Management Plans</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Comp 2.3: Public education, information and awareness</td>
<td>6 The inclusion of Biodiversity elements in the Nat Dev Plan and the Municipality Land Use Plan</td>
<td>Biodiversity is mentioned in the National Development Plan for 2009/2010 to 2012/2013, but it is somewhat restricted. Biodiversity is not explicitly part of the Municipal Land Use Plan.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>7 An increase in the number of birds in coastal waters, both visiting migrants as well as residents</td>
<td>Bird counts exist and the baseline can be set with up-to-date statistics at the start of the Programme</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>8 Species on the official list of species at risk show a trend towards recovery, especially those considered endangered.</td>
<td>There is currently no such list formally adopted in Kuwait</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome 3: Pollution controlled and waste minimized</td>
<td>Comp 3.1: Pollution control</td>
<td>Comp 3.2: Energy and water conservation</td>
<td></td>
<td></td>
<td></td>
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<td>--------------------------------------------------</td>
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<td>--------------------------------------</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9 Reduced volume of solid domestic waste to landfill</td>
<td>9 Reduced volume of solid domestic waste to landfill</td>
<td>In 2010, the volume of domestic solid waste generated in Kuwait was estimated as 1,324,000 tonnes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Volume of recyclables separated out and entered into the recycling process stream</td>
<td>10 Volume of recyclables separated out and entered into the recycling process stream</td>
<td>Of the above total volume, 645,000 tonnes were potentially recyclable (not including organics); volumes currently recycled to be determined</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Selected parameters for Air and Water quality, monitored and reported in the State of Environment website</td>
<td>11 Selected parameters for Air and Water quality, monitored and reported in the State of Environment website</td>
<td>To be established at the start of the Programme through an official sampling event, publicised as an Awareness activity</td>
<td></td>
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</tr>
<tr>
<td>12 Reduction in Energy and Water use statistics, seasonally adjusted</td>
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<td>The daily generated electric power in 2004 was 35.4 billion kWh. At 500 litres/person/day Kuwait has the highest water consumption rate globally.</td>
<td></td>
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<table>
<thead>
<tr>
<th>Cross-cutting Issue: Environmental Awareness</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>13 The frequency with which 'Awareness' as an Output is targeted by projects under the Programme</td>
<td>The setting of a baseline is not applicable to this Indicator</td>
<td>Every effort being made to increase environmental awareness at all levels and sectors of Kuwait society. As a result, a more responsible attitude towards environment adopted throughout Kuwait society</td>
</tr>
<tr>
<td>14 The extent that Public Education and Outreach material is produced by projects</td>
<td>The setting of a baseline is not applicable to this Indicator</td>
<td>The first survey will establish the baseline and subsequent regular surveys will measure departure from the baseline</td>
</tr>
<tr>
<td>15 Willingness of the public to limit impact-causing behaviour (as determined by survey)</td>
<td>The setting of a baseline is not applicable to this Indicator</td>
<td>The baseline can be established by UNDP through a survey of environmental NGOs and Volunteer Groups, which can be carried out by one of the NGOs</td>
</tr>
<tr>
<td>16 The membership numbers in environmental NGOs and Volunteer Groups</td>
<td>The setting of a baseline is not applicable to this Indicator</td>
<td>No baseline exists for the Private Sector's views on public demands if they were to eventuate. A baseline can be set by survey at the beginning of the Programme</td>
</tr>
<tr>
<td>17 Environmentally positive moves by the Private Sector in response to public demand</td>
<td>The setting of a baseline is not applicable to this Indicator</td>
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<tbody>
<tr>
<td>18 Gender equality measures built into projects</td>
<td>18 Gender equality measures built into projects</td>
<td>The setting of a baseline is not applicable to this Indicator, but the first scorecard result can serve as the baseline</td>
</tr>
<tr>
<td>19 Number of women actively involved in project formulation and implementation</td>
<td>19 Number of women actively involved in project formulation and implementation</td>
<td>The setting of a baseline is not applicable to this Indicator</td>
</tr>
<tr>
<td>20 Meaningful reporting on a disaggregated basis from project/programme monitoring</td>
<td>20 Meaningful reporting on a disaggregated basis from project/programme monitoring</td>
<td>The first 6-monthly report from each project will set the baseline</td>
</tr>
<tr>
<td>21 Equal access to project benefits irrespective of gender</td>
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<td>The setting of a baseline is not applicable to this Indicator</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EPA Municipality KFAS NGOs Oil &amp; Gas</th>
<th>NGOs Priv Sec</th>
<th>WCSS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic solid waste managed to achieve a high level of recycling and complementary reduction in the volume dumped. Improvements in air and water quality recorded and published as a means of raising awareness.</td>
<td>Every effort being made to increase environmental awareness at all levels and sectors of Kuwait society. As a result, a more responsible attitude towards environment adopted throughout Kuwait society</td>
<td>Considerations of gender mainstreamed into the design, operations, monitoring and evaluation of projects under the Programme.</td>
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ANNEX 2  TERMS OF REFERENCE AND JOB DESCRIPTIONS

A) Programme Governance Board

The Environment Programme Governance Board (PGB) is the highest governance body for the Programme. It sets the policy for the Programme and provides guidance and directions to the Programme Manager and other stakeholders. It is responsible for ensuring that the Programme remains on course to deliver products of the required quality to meet the Outcomes defined in this Programme Document. It also supports UNDP which retains ultimate accountability for the delivery of programme products and the administration of programme funds.

Following are elements that can be considered for Terms of Reference for the Board:

Membership
- Core membership of around five - from among the members of the UNDP Advisory Group, plus UNDP, EPA and the private sector
- Programme Manager attends meetings to inform the Board and receive guidance
- Membership can be augmented as necessary on a case by case basis to reflect matters in hand
- Chairing will be decided by consensus

Meetings and Procedures
- Every six months
- Agenda prepared by Environment Programme Associate
- Minutes to be kept by the Programme support staff
- Programme Manager to report to the Board on progress achieved over the past six months
- Programme Manager to inform the Board of any issues encountered and seek the Board’s advice
- Board will receive the Programme Manager’s report, debate any issues arising and provide advice
- The Board will also approve the implementation plan for the coming six months

Annual Work Plan
- Every alternate meeting will comprise the Annual Meeting
- The Programme Manager presents Annual Programme Report
- The Programme Manager presents draft Annual Work Plan
- Annual Work Plan to be discussed and adopted by the Board

B) Stakeholders’ Forum

Stakeholders are defined by the OECD-DAC28 as - Agencies, organizations, groups or individuals who have a direct or indirect interest in the development intervention or its evaluation. The Stakeholders’ Forum of the UNDP Environment Programme will bring such agencies, organizations, groups or individuals together as partners for the Programme. The role of the Stakeholders’ Forum is to provide technical and other advice, including identification of knowledge gaps and priority areas to be addressed, to the UNDP Environment Programme. It also serves to bring together environment practitioners and like-minded and interested people, and provides them with an opportunity for dialogue and information sharing as well as mutual support. The Forum could also serve as a strong lobby group and advocate for environmental initiatives.

The core group of the Stakeholders’ Forum will be made up of 10-15 individuals invited on the basis of their potential personal contribution. However, all other interested parties, whether organizations or individuals, will be welcomed to form part of the Forum.

The Forum will meet every quarter for the first year of the Programme and only six-monthly after that. However, individual members, especially those in the core group, may be called upon by the Programme Manager and asked for advice on specific areas of their expertise.

More specifically, the Stakeholders’ Forum will –

- Provide scientific, technical, socio-economic and other advice to the Programme Manager on issues which arise for the UNDP Environment Programme
- Periodically review and as necessary recommend adjustments to Programme plans and strategies
- Work with the Programme Manager to serve as a ‘gateway’ for engaging the community on the work of the Environment Programme
- Participate in, and review the results of monitoring surveys, especially those seeking the views of civil society and the private sector

C) Programme Manager

Terms of Reference for the Programme Manager will be drafted up by the Environment Programme Associate and approved by the Programme Governance Board (PGB). Following are draft ToR elements for consideration –

Objective of the Programme Manager position

The ultimate Objective of the PM is to achieve the Programme Objective and Outcomes through leadership of the various Project Teams and the effective use of Programme/Project resources.

Key tasks and responsibilities

Working under the supervision of the UNDP Assistant Resident Representative and in partnership with the Environment Programme Associate to whom he/she will report, the PM will be responsible for maintaining a comprehensive perspective of the Programme and the various Project Teams in their day-to-day implementation of their Projects. He/she will manage Programme resources and exert oversight on Projects’ resources so as to achieve the Programme Objective and Outcomes within the set timescale and available budgets. More specifically, the PM will perform the following duties:

A) Programme/Project personnel management

A.1) Support the process of recruitment and appointment of Project Managers and other senior professional staff this includes all Consultants and Contractors

A.2) Endeavour to create a strong team spirit, cohesive and mutually supportive; encourage collaboration between individuals, the sharing of experiences across projects and the solving of problems as a group; organize regular (monthly) Project Managers’ meetings for this purpose

A.3) Support Project Managers to achieve their best according to their Terms of Reference; ensure their full understanding of what is expected through agreement on deliverables and timescales; and agree on the resources and support that are available to their Project and for which they are accountable

A.4) Undertake individual performance assessments on an annual basis (or other period for Consultants/Contractors), acknowledging achievements and providing analysis and advice on problem aspects
A.5) While giving all professional personnel the “space” to carry out their professional duties, ensure that guidance and support are available whenever needed

A.6) Ensure that all Project staff enjoy the conditions of employment as stipulated by UNDP, together with the responsibilities of their positions

A.7) Require regular (quarterly), formal and informal reporting on progress with the achievement of Project Outputs

B) Financial resources management

B.1) Support the Project Managers in their role as financial managers; arrange for any training and/or advice so they can satisfy the UNDP procedures

B.2) Require total accuracy and the highest level of transparency in the management of the Project financial resources in accordance with UNDP and national regulations and procedures

B.3) Work with the Environment Programme Associate to prepare all necessary financial reports to accompany quarterly and annual work plans and reports

C) Programme outreach

C.1) Serve as the Programme’s ambassador and advocate within the broader Government and Private Sector systems and with NGOs and Volunteer groups

C.2) Create and foster a good working relationship with the media (print, radio and television)

C.3) Represent and promote the Programme at national and international meetings

C.4) Contribute to the production and publication of public information material

C.5) Establish and maintain good working relationships and cooperation with peer Programme Managers from other UNDP thematic areas

D) Programme planning and implementation

D.1) Lead the process of annual planning of Programme activities, with the participation of all Project Managers; retain the ultimate responsibility for the finished plans and submit them to the Board and UNDP for their concurrence

D.2) As noted under A.5 above, professional staff should be given the “space” to carry out their assigned tasks; but be alert to needs for support and advice; require progress reporting and accountability for resources used

D.3) In cooperation with relevant Project Managers build effective working relationships with the Programme’s key partners in the Government, Private Sector, NGOs, etc)

E) Monitoring and adaptive management

E.1) Lead the implementation of the Programme M&E Plan

E.2) Carry out monitoring visits to Project sites on a regular basis; survey (informally) the intended beneficiaries and other stakeholders

E.3) Collate the results of monitoring, analyze them, and formulate proposals for adaptive management measures for consideration by the Programme Governance Board

E.4) Implement the decisions and advice of the Programme Governance Board
F) Reporting and accountability

F.1) Provide a report to each PGB meeting noting progress and achievements, acknowledging difficulties and proposing possible solutions for consideration and guidance by the PGB

F.2) Assume the lead responsibility for the preparation and content of the annual Programme Implementation Review (PIR), with the full participation of relevant Project Managers

F.3) Jointly with the Environment Programme Associate, prepare quarterly and annual project plans and reports and present them to the Board and UNDP

F.4) Respond to request for reports on Programme management and performance from any key stakeholders

F.5) Report to the Board and the UNDP on any aspect of Programme management whenever required

Required skills and competencies

- Good manager of people and resources to obtain best results and be accountable
- Technical expertise to appreciate Programme aims, ability to speak the “language” with experts
- Dedicated and committed to aims of the Programme
- Good analytical and planning skills; ability to set forecasts and refine/review them in the light of experience and further analysis
- Excellent inter-personal skills; good communicator at all levels from political decision-makers to grassroots communities
- A postgraduate degree in any of the following areas: Environmental Policy, Environmental or Natural Resource Management, Public Administration
- At least 5 years management experience in implementing development programmes/projects in the field of environment, preferably within the UN system or other development agencies
- Broad experience working in the environment field in Kuwait
- Strong managerial skills, results-orientation, team-building and leadership skills
- Decisiveness, independence, good judgement, ability to work under pressure
- Excellent networking and partnering competencies and negotiating skills
- Ability to use information technology as a tool and resource
- Fluency in written and spoken English. Knowledge of Arabic will be an asset
**ANNEX 3  PROJECT CONCEPTS FOR SELECTED INTERVENTIONS**

**PROJECT TITLE and OBJECTIVE:**

Kuwait state of the environment reporting and mechanisms for information sharing

**PROGRAMME OUTCOME/S TO WHICH IT CONTRIBUTES:**

This project will make a valid and direct contribution to *Outcome 1 – Institutional Capacity for environmental management, strengthened.* In addition, it will contribute indirectly to each of the other Outcomes.

**PROJECT DESCRIPTION:**

EPA has made good progress towards an effective Environmental Information Management System which is known as eMISK (see [www.emisk.org](http://www.emisk.org)) and its public manifestation BEATONA (see [www.beatona.net](http://www.beatona.net)) which is due to become available by the middle of July 2011.

The project will assist in two ways –

- Firstly, it will develop the methodology which will lead to the production of real time State of the Environment reporting according to a portfolio of Environmental Indicators which will be selected in a participatory effort involving both technical experts as well as practitioner ‘clients’ and other users of the information.
- Secondly, the project will identify sources of valuable information, and lobby for sharing. It will make the case that each contributor will obtain orders of magnitude more data than it contributes. The project will negotiate with prospective participants in information sharing, develop the platform for data and information exchange, develop the protocols to ensure quality assurance and reliability. It may also be effective to form a community of practice with the participation of the data and information providers.

**OUTPUTS:**

Output 1 – A portfolio of Environmental Indicators which together will provide a foundation of a web-based State of the Environment report

Output 2 – An effective arrangement for environmental data and information sharing, with obvious mutual gain for all the participants, creating a community of practice comprising Government, private sector and other organizations.

**POTENTIAL IMPLEMENTATION PARTNERS:**

EPA, KISR, Pub Auth for Agriculture, relevant exponents of the private sector especially the Oil & Gas Sector, relevant and accomplished NGOs, and other potential sources of information which will be identified as part of the project’s research effort.

**TIMESCALE:**

48 months

**POTENTIAL FUNDING PARTNERS:**

KFAS, EPA, the Oil Sector

**ELEMENTS OF AN EXIT STRATEGY:**

The project will leave a legacy of a portfolio of environmental indicators together with a methodology for monitoring them and creating a State of the Environment Report. This will have been developed with the full participation of the relevant section in EPA that will inherit the responsibility. As such, the handover from the UNDP project is expected to be smooth and orderly, ensuring sustainability.

The information sharing arrangement which will be set up by the project will be self-sustaining as long as the project ensures know-how, capacity is left behind and that an effective funding formula is in place.

**Further information:**


http://www.beatona.net/
**PROJECT TITLE AND OBJECTIVE:**

Municipal domestic solid waste management

**PROGRAMME OUTCOME CONTRIBUTED:**
This project contributes directly to the achievement of *Outcome 3: Pollution controlled and waste minimized*, specifically the first Component on Pollution Control. It also contributes to the Cross-Cutting Issue of Environmental Awareness by involving community members and NGOs.

**PROJECT DESCRIPTION:**
Working in collaboration with the Municipality, NGOs, and the Private Sector, the Project will select a neighbourhood comprising an appropriate number of households, and after assessing willingness to participate, set up a system for recycling metals, glass, paper and plastics. This neighbourhood will serve as the pilot to test various approaches to recycling solid household waste in an attempt to reduce the volume going to the landfill, as well as realize the inherent monetary value of the recyclables. The Project will engage in a thorough information and publicity drive according to a public information and exposure strategy (including special focus on domestic staff) with the aim of getting other neighbourhoods interested and requesting similar treatment. Among the issues to be tested and trialled by the project are: the best manner through which recyclable waste is sorted including neighbourhood sorted bins or combined bins with sorting at the kerbside; the manner of transportation of the sorted waste to the processing plant/s; the economics of recycling; the feasibility of separating organic waste and composting.

**OUTPUTS:**
Output 1 – The economic viability of recycling domestic solid waste, researched and established.
Output 2 – A system for recycling domestic solid waste, tested/piloted, evaluated, and adopted ready for replication and upscaling.
Output 3 – The pilot project used to publicize the merits of recycling, raising awareness of the issue nationwide.

**POTENTIAL IMPLEMENTATION PARTNERS:**
Serious interest has been expressed to UNDP by the Municipality, the Private Sector, NGOs and private citizens.

**TIMESCALE:**
48 months

**POTENTIAL FUNDING PARTNERS:**
Negotiations need to be held with the Private Sector and the Municipality. Some “cash-equivalent” labour could be provided by Volunteer Groups.

**ELEMENTS OF AN EXIT STRATEGY:**
The Project will be carried out on a pilot scale. It will be evaluated, refined and confirmed as a model that can be replicated throughout the Municipality. The Project will lay the foundations for scaling up the approach, but ultimately, the lead responsibility will lie with the Municipality.

**Further information:**
http://www.banana8.com/articles/kuwaiti-company-offers-a-free-recycling-program/
http://intixpatr.wordpress.com/2009/03/01/recycle-in-kuwait/
**PROJECT TITLE AND OBJECTIVE:**

A strengthened Protected Areas System leading to effective protection especially for Kuwait’s endangered species

**PROGRAMME OUTCOME CONTRIBUTED:**

This project contributes directly to Outcome 2: Biodiversity and ecosystem services conserved, and to Outcome 1: Institutional Capacity for environmental management strengthened. Finally, it will also contribute to the Cross-cutting Issue of Environmental Awareness.

**PROJECT DESCRIPTION:**

The Project will commence with a comprehensive review of environmental legislation with particular focus on that which is affording protection for ecosystems, species and their habitats, noting the categories of protection that are envisaged under current legislation for Protected Areas. The review will identify gaps and make recommendations on appropriate actions.

On a parallel but related front, as well as leading from the sibling Project on the school curriculum, the Project will identify a suitable protected area (or establish one if necessary) where it will build, equip and make operational an Ecological Learning Centre. The aim of the Centre will be to bring the general public (especially youth) in close contact with nature, functioning ecosystems and species of plants and animals, in an effort to raise awareness, sensitivity and appreciation of the Kuwait natural environment.

One further lead for the Project will address Species at Risk. With the collaboration of KISR, academia and IUCN, the project will draft legislation required to afford protection and rehabilitation of Kuwait’s native species that are rare, threatened and endangered. It is envisaged that the list of such species will become an official annex to the legislation. In an effort to reverse negative trends, the Project will select two species, one plant and one animal and develop a Species Recovery Plan for each which, with the necessary sponsorship will commence implementation which will continue after the project has ended.

**OUTPUTS:**

Output 1 – Environmental legislation, especially that providing protection for ecosystems and species in Protected Areas, reviewed, gaps identified and remedies proposed.

Output 2 – An Ecological Learning Centre, designed, built, equipped and functioning.

Output 3 – Species at Risk identified and protective legislation drafted; two pilot Species Recovery Plans developed and implementation commenced.

**POTENTIAL IMPLEMENTATION PARTNERS:**

KISR, NGOs, IUCN, EPA, Oil Sector

**TIMESCALE:**

60 months

**POTENTIAL FUNDING PARTNERS:**

KFAS, Private Sector and Oil Sector (adopt a species),

**ELEMENTS OF AN EXIT STRATEGY:**

The Project legacy will include draft legislation, an education centre and a recovery strategy for species at risk. The Project will identify a champion that can advocate for and shepherd the PAs legislation through the parliamentary process. The Project will ensure that the Ecological Learning Centre has funding security to ensure its sustainability after the Project ends. And, the Species Recovery Plans will have secure funding and champions to ensure that implementation will continue sustainably. In effect, each Plan is a virtual Project in its own right.

**Further information:**


**PROJECT TITLE AND OBJECTIVE:**

**Kuwait accession and implementation of the Ramsar Convention**

**PROGRAMME OUTCOME CONTRIBUTED:**
This project will contribute to Outcome 1: Institutional Capacity for environmental management strengthened, the International Dimensions component; as well as Outcome 2: Biodiversity and ecosystem services protected. The Project will also contribute to the Cross-cutting Issue of Environmental Awareness. Finally, it will have close links with the Project setting up the Ecological Learning Centre and the Project strengthening the school curriculum.

**PROJECT DESCRIPTION:**
The project arises from a request for assistance from EPA. It will bring Kuwait in line with the majority of nations, including some of its immediate members in the Gulf and the Arab world.

The Convention on Wetlands of International Importance, called the Ramsar Convention, is not one of the so-called Rio conventions. It is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. Some 160 countries have signed the Convention, including a number of Kuwait’s neighbours. The EPA has requested UNDP’s assistance with the process which will enable Kuwait to accede to the Convention, identify appropriate wetlands and initiate the nomination of one or more for declaration under the Convention.

The application for listing will be according to the usual prescription and advice will be sought from the Convention Secretariat and other advisory bodies such as Wetlands International. It will include the need for an ecological survey, assurances that legislation is adequate, a management plan, etc, and the Project will assist with satisfying all these requirements.

**OUTPUT:**
- Output 1 - Kuwait signs and ratifies the Ramsar Convention
- Output 2 – Key wetland in Kuwait identified and nominated, through a strong case, for listing under the Convention

**POTENTIAL IMPLEMENTATION PARTNERS:**
EPA, KISR, NGOs

**TIMESCALE:**
36 months

**POTENTIAL FUNDING PARTNERS:**
EPA, KFAS

**ELEMENTS OF AN EXIT STRATEGY:**
The legacy of the Project will comprise membership of an international effort to protect global wetlands and the tools and mechanisms through which an identified Kuwait wetland can be listed under the Convention. The Project will have put in place the necessary elements to enhance the chances that the wetland will be managed according to the principles of the Convention, and this will include a Management Plan. However, from then on, the initiative will pass to the EPA and the partners that would have been identified, for the ongoing management.

Further information:
- [http://www.ramsar.org/cda/en/ramsar-home/main/ramsar/1_4000_0](http://www.ramsar.org/cda/en/ramsar-home/main/ramsar/1_4000_0)
- [http://www.birdsofkuwait.com/blog/](http://www.birdsofkuwait.com/blog/)
- [http://www.wetlands.org/RSIS/WKBASE/MiddleEastDir/KUWAIT.htm](http://www.wetlands.org/RSIS/WKBASE/MiddleEastDir/KUWAIT.htm)
**PROJECT TITLE AND OBJECTIVE:**

**Strengthening the environment components in school curricula**

**PROGRAMME OUTCOME CONTRIBUTED:**
This Project contributes directly to the Cross-Cutting Issue of Environmental Awareness, and through it contributes indirectly also to Outcomes 2 and 3.

**PROJECT DESCRIPTION:**
The Project is within the UNDP aim of raising awareness of environmental values and vulnerability and it does this with the school age population. Working with the Curriculum Development Department of the Ministry of Education, the Project will carry out a review of the curricula for the primary and secondary school systems as well as teacher training, assessing the quality and effectiveness as well as the up-to-date nature of all environmental elements. It will also note the gaps. The Project will then assist the Ministry with remediying the shortcomings that were found.

The Project will also assist with the development of teachers’ guidance handbooks appropriate for different age groups, which will go beyond the theoretical and extend into the practical. In this respect, this Project will work closely with the sibling Project developing an Ecological Learning Centre.

**OUTPUTS:**

Output 1 – The school curricula for primary and secondary systems reviewed, weaknesses and gaps noted and proposals developed for remediying these shortcomings.

Output 2 – Following on the strengthened curricula, teachers’ guidance handbooks produced.

**POTENTIAL IMPLEMENTATION PARTNERS:**
Min Education

**TIMESCALE:**
30 months

**POTENTIAL FUNDING PARTNERS:**
Min Education, KFAS, Private Sector

**ELEMENTS OF AN EXIT STRATEGY:**
The curriculum reviews carried out by the project will be complete by the time of project closure and it is then up to the Ministry of Education to take the results of the reviews and strengthen the curricula accordingly. The guidance manuals or handbooks will be part of the legacy of the project which should not require updating for some time. The products of this Project are sustainable.

**Further information:**