

PROJECT DOCUMENT

Kuwait

Project Title: Kuwait Environmental Governance Initiative (KEGI)

Project Number: 00091766

Implementing Partner: Kuwait Environmental Public Authority (KEPA) (with UNDP Support Services)

Start Date: __ Jan 2017

End Date: 31 Dec 2018

PAC Meeting date: 15 Jan 2017

Brief Description

In 2015 the world adopted the new 2030 Agenda for Sustainable Development, the Sustainable Development Goals (SDGs), marking a historic shift in the global development agenda. A major focus moving forward will be the implementation agenda, particularly bottom-up local actions and solutions to achieve results across the range of environmental sustainability issues addressed in the SDGs. This project seeks to establish the enabling environment to make this happen in Kuwait.

The passage of this new global agenda converges with the enactment of Kuwait's new Environmental Protection Law (EPL) (Law No. 42 of 2014), which sets an ambitious vision to scale-up environmental protection results across all sectors of development. The new law is a critical turning point for environmental governance in Kuwait, setting a more ambitious vision for environmental sustainability and providing the Kuwait Environment Public Authority (KEPA) an enhanced mandate to set implementing regulations, seek actions by sectoral Ministries, and achieving improved environmental compliance and enforcement.

As part of the implementation agenda for the new EPL, this project will help KEPA develop capacities necessary for effective participation in the Multilateral Environmental Agreements (MEAs) including the United Nations Convention Framework on Climate Change (UNFCCC), United Nations Convention on Biodiversity (UNCBD), and United Nations Convention to Combat Desertification (UNCCD). The Project will also help KEPA strengthen Kuwait readiness to implement its commitments under the new Sustainable Development Goals (SDGs) including SDG 13 on Climate Change taking an integrated approach to achieve the thematic priorities identified under the EPL as well as the green goals under the SDGs and their interlinkages with rest of SDGs, which will guide the development of near-term, mid-term and long-term actions towards a sustainable future.

The project supports a set of two strategic outputs meant to set an enabling environment for implementation of the new EPL: (1) Capacities for Effective Participation in Multilateral Environmental Agreements (MEAs), and Sustainable Development Goals (SDGs); and (2) Environmental Information Systems to enhance use of data and information for decision-making processes to implement the EPL, including enhanced environmental statistics and indicators to enhance tracking of targets under SDG green pillars and EPL.

<p>Contributing Outcome (CPD): Outcome 1 - Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development</p> <p>Indicative Output(s): 1.3) A comprehensive national strategy for the environment</p>	Total resources required:	\$2,000,000	
	Total resources allocated:	0	
		UNDP TRAC:	0
		Donor:	0
		Government:	\$2,000,000
Unfunded:	0		

Agreed by (signatures)

Government	UNDP	Implementing Partner
<p>Dr. Khaled Mahdi Secretary-General of the General Secretariat of the Supreme Council for Planning and Development Government of the State of Kuwait</p>	<p>Ms. Zineb Touimi-Benjelloun UN Resident Coordinator / UNDP Resident Representative</p>	<p>Sheikh Abdullah Ahmed Al-Hhamoud Al-Sabah General Director Kuwait Environment Public Authority</p>
Date: 15.01.17	Date: 15.01.17	Date: 15/1

I. DEVELOPMENT CHALLENGE

The 2030 Agenda for Sustainable Development, the Sustainable Development Goals (SDGs) and the Paris Climate Change Agreement all highlight that for development to be sustainable in the 21st century it must be resilient to increasingly complex ecological risks. In response there are a number of global goals under the SDGs that together form a scaled-up agenda alongside other SDGs through an integrative manner for making development more environmentally sustainable:

- SDG 6 Ensure Availability and Sustainable Management of Water for All
- SDG 7 Ensuring Access to Affordable, Reliable, Sustainable and Modern Energy for All
- SDG 11 Making Cities and Settlements Inclusive, Safe, Resilient and Sustainable
- SDG 12 Ensure Sustainable Consumption and Production Patterns
- SDG 13 Take Urgent Action on Climate Change and Its Impacts
- SDG 14 Conserve and Sustainably Use the Oceans, Seas and Marine Resources
- SDG 15 Sustainable Use of Ecosystems and Combat Land Degradation & Biodiversity Loss

In addition, the response an integrative and contributes to other SDGs as well including SDG 3 on Good Health and Wellbeing, SDG 9 on Industry, Innovation and Infrastructure, SDG 5 on Gender Equality, SDG 12 on Responsible Consumption and Production, and SDG 16 on Peace, Justice and Strong Institution, and SDG 17 on Partnership. Altogether, these 'green SDGs' along the other SDGs mentioned represent a comprehensive and integrated approach with major breakthrough and shift in the development agenda. As world now moves to the SDG implementation agenda, a key focus is on bottom-up local solutions. This holds special importance for Kuwait, which faces a number of serious environmental risks to the sustainability of its development goals. Kuwait is a high income country with rapid urbanization and moderate industrial development. With a rapidly growing urban environment, Kuwait City and its suburbs face the challenge of effectively incorporating sustainable environmental policies into urban and industrial design plans. In addition, it is of great importance for Kuwait in terms of achievement of social aspects of SDGs including gender equality, women empowerment.

The system of environmental governance in Kuwait has evolved over many years, with a major milestone being Law No 21 of 1995 (amended by Law 16 1996) establishing the Kuwait Environment Public Authority (KEPA) to carry out all activities and functions necessary to ensure the protection of the environment. It sets the role of KEPA to include, among other things to set and implement strategies, policies and plans to safeguard the environment; combat and control environmental pollution of all kinds, coordinate action with relevant organizations to draft laws, prepare legislation; set environmental criteria and standards, and promulgate regulations to ensure environmental safety, protection and development; set and implement strategies to ensure sustainability of the environment and society; and study and review accession to and ratification of the regional and international conventions related to the environmental affairs in coordination with relevant authorities.

While this system of environmental governance has now been in place for some years, progress has been hampered by weak or limited environmental governance capacities, including inadequate enforcement capacities, and fragmented sectoral strategies. This has resulted in systemic challenges affecting overall achievement of environmental results. Kuwait's ranking under the Yale Environmental Performance Index (EPI), for example, decreased from a rank of 42 in 2014 to 113 in 2016¹. Many environmental challenges face Kuwait, including:

- High per capita carbon footprint
- Heavy reliance on fossil fuel based power generation
- Highly inefficient energy and water consumption
- Vulnerability of development to climate change
- Environmental emergencies and disaster risks
- Long range air pollutants from neighbouring countries including dust storms
- Ineffective management of critical land and natural resources

¹ See *Yale Environmental Performance Index - 2016*, Yale Center for Environmental Law and Policy - YCELP - Yale University, Center for International Earth Science Information Network - CIESIN - Columbia University, and World Economic Forum – WEF.

- Ineffective solid waste management and low levels of recycling
- Marine pollution and degradation of coastal resources
- Damaged ecosystems from impacts of military actions in the region
- Unsustainable consumption and production patterns

In response to these and other challenges, and to set the stage for a new more ambitious level of environmental measures, Kuwait has recently enacted a new Environmental Protection Law (Law No. 42/2014) which came into force on 14 October 2014. It consists of 181 articles outlining the three bodies involved in the environmental management systems including the Supreme Council, KEPA and an Environmental Protection Fund. The new law mandates KEPA with greater oversight roles and coordination responsibilities among Sectoral Ministries to ensure compliance and enforcement. It also calls for enhanced participation in Multilateral Environmental Agreements, and scaled up actions to implement Kuwait's commitments under global development processes which requires strengthened readiness to implement the new Internationally Agreed Development Goals. Also, recently KEPA has signed an agreement with United Nations Environment Programme (UNEP) to prepare second National Communication and biennial update report. However, capacities to ensure strengthened role by KEPA to implement MEAs, while also enhance its coordination role to strengthen readiness to implement SDG green pillar remain a challenge, where UNDP will provide the needed support through this project complementing UNEP support. In addition, access to integrated Environmental Information Systems (EIS) to enhance the oversight role of KEPA as mandated by the new EPL, which help ensure risk-informed and environmentally sustainable development remains another major challenge in Kuwait.

The capacity to implement this new law and achieve greater environmental sustainability results remains a major challenge in Kuwait and is the main development challenge in focus of this project. This project will respond through supporting an enabling environment for effective participation in MEAs, and strengthened readiness to implement SDGs. The project will also provide support to enhance, integration, connectivity, and reliability of Environmental Information Systems (EIS) including validation of environmental data, and use of related statistics and indicators for measuring EPL compliance, and improved decision-making process to ensure development becoming risk-informed and environmentally sustainable.

II. STRATEGY

The project will help set the stage for Kuwait to be aligned with Kuwait National Development Plan (KNDP 2015/2019-2016/2020) and the new SDGs and support the implementation agenda under the new Environmental Protection Law (EPL). The project is well aligned to the fourth pillar of the KNDP which aims to sustainably ensure liveable environment in Kuwait which calls for measures to reduce unsustainable use of natural resources, and address current environmental issues including through compliance with environmental quality performance benchmarks.

The KNDP also calls for measure to help enhance the state of environmental in Kuwait in accordance with international environmental standards and agreements, while aiming to improve air quality, and reduce industrial emissions and pollutants, and recycle of liquefied, solid, and hazardous wastes. The Development Plan aims to develop an integrated system to deal with liquefied, solid, and hazardous wastes, which will help reduce contamination caused by conventional waste management measure. It also aims to promote involvement of private sector in recycling of waste. Moreover, the sustainable development pillar of the KNDP included specific target to enhance Kuwait's renewable energy index to 60% at the end of the Development Plan compared to 40% in 2014.

The project will support Kuwait improve its capacities and readiness to meet its commitments under a set of MEAs, which together will help address environmental issues and improving the state of environment in Kuwait. The project will help contribute to achievement of Kuwait's priorities which outlined in the 5-Year Kuwait National Development Plan, and the medium-term plan (KNDP 2015/2019-2016/2020) which seeks to balance environment and development to ensure sustainable development in Kuwait. In addition, the project align itself to assist Kuwait meet its commitments

under the Sustainable Development Goals (SDGs) agenda, and helping to implement measures called by the new EPL is necessarily crucial to fulfil such commitments through an integrated environmental governance support. In other words, the project help regards achievement of various aspects relating green pillar of the SDGs as mentioned above, and spelt out in more details under the results framework. Specifically, the project contributes to SDG6: Clean Water and Sanitation; SDG7: Affordable and Clean Energy; SDG11: Sustainable Cities and Communities; SDG13: Climate Action; SDG14: Life below Water; and SDG15: Life on Land.

The project will also lead to a functioning environmental compliance and enforcement system, including activation of the new environmental policy unit called for by the EPL, and measures to integrate environmental issues into judicial and prosecution systems. Together these results will support a more general enabling environment for achieving the goals of the EPL, leading to improved environmental quality for people and ecosystems which is basic human right, and progress towards achieving the green pillars of the SDGs in Kuwait.

The project helps achieve results under the current UNDP Country Programme Action Plan (CPAP; 2015-2018) and helps achieve results called for by the UNDP Kuwait Environment Outcome Evaluation (2009) which stated a lack of strategic environmental policies and systems as one of the major challenges to achieving environmental sustainability. The project will capitalize on the achievements and capacities built in earlier programmes including eMISK and KIEMs. More specifically, the project includes two strategic areas of focus to set an enabling environment for implementation of the new EPL:

1. Participation in Multilateral Environmental Agreements (MEAs) and Internationally Agreed Development Goals (IADGs) Strengthened

Enhancing Capacities in MEAs, and SDGs through capacity assessment and development enhanced compliance with MEA requirements. Kuwait is already a signatory to many MEAs such as the UN Framework Convention on Climate Change, Biodiversity and Desertification, as well as CITES, POPs, Basel Convention, Montreal Protocol, and MARPOL. Capacity development will prioritize readiness for implementing new MEAs including Kuwait's Intended Nationally Determined Contribution (INDC) and related frameworks like the SDGs. The project will support a national capacity self-assessment to assess Kuwait's current status of commitments under MEAs, and identify capacity constraints, needs, and gaps faced by Kuwait in relation to implementation of its MEAs. An action plan to address constrains and gaps will be developed and national capacity building measures will be undertaken including training sessions on green pillars of the SDGs. In these activities UNDP will engage the support of UNEP to benefit from their outstanding technical expertise in this area where needed. The Project will also assist in designing and implementing of an awareness raising and outreaching programme on important environmental issues through proper media campaigns and workshop.

2. Environmental Information Systems Enhanced

Environmental Information Systems including Use of Statistics and Indicators for Measuring EPL Compliance to enhance use of data and information for decision-making and compliance processes, including capacities for enhanced environmental statistics and indicators to enhance tracking of targets and improved environmental accountability, EPL implementation, KNDP, and SDG environmental pillars including development of nationally contextualized indicators for priority SDG targets. The project will further promote collaboration between KEPA and the Central Statistical Bureau (CSB). At the base of a risk-informed approach to decision-making is the need for better scientific information and data on environmental risks, and the capacities to interpret them. Information can provide an improved foundation for decision-making and policy setting in an era defined by increasing complexity and need for systems-based thinking and decision-making. Only through adequate knowledge about the evolving and converging risks can effective responses be taken. The project will support alignment of existing databases to

KEPAs eMISK system, to scale-up their use into an umbrella EIS for decision-making support. A survey of existing and pipelined KEPA and non-KEPA EIS platforms and underlying databases will be conducted. An appropriate strategy to integrate all existing and pipelined EIS platforms to eMISK will be defined. This may also include enhancements to monitoring stations to capture different parameters and metadata. KEPA staff will be trained on analytical techniques to evaluate quality of monitored and reported data, applicable statistical analyses relevant to the indicators. Specific data sets from stakeholders will be identified for regular updating along with standardized reporting formats.

III. RESULTS AND PARTNERSHIPS

Expected Results

The project's goal is to support achievement of improvement in the sustainable management of the environment and natural resources in Kuwait. The project seeks to contribute towards development, and implementation of comprehensive and integrated environmental strategies and policies for Kuwait based on the new EPL, and Kuwait's commitment under the MEAs, and new SDGs. The project will support implementation of a set of integrated interventions, and activities focusing on:

1. Participation in Multilateral Environmental Agreements (MEAs) and Internationally Agreed Development Goals (IADGs) Strengthened

1.1 Activity) Conduct capacity self-assessment (NCSA) to identify capacity building needs relating to MEAs, including national and local needs and cross-thematic issues

1.2 Activity) Develop National MEA Action Plan with measures to address achievement gaps including UNFCCC, UNCBD, and UNCCD.

1.3 Activity) Organize national capacity building workshops on MEA implementation and readiness for new initiatives to implement the SDG environmental pillars including SDG 13

1.4 Activity) Support for designing National Adaptation Plan (NAP) and related initiatives linked to water, city planning and other sectors

1.5 Activity) Undertake assessment of challenges and opportunities for achievement of the SDG environmental pillars in Kuwait, and prepare National SDG Reporting

1.6 Activity) Design and implement awareness raising programme on priority environmental issues including through proper campaigns, workshop and media outreach

2. Environmental Information Systems Enhanced

2.1 Activity) Conduct gap analysis and user survey to assess the state and usage of existing EIS platforms for decision-making processes to implement EPL

2.2 Activity) Identify bottlenecks and recommend system enhancements to current EIS functions and services so as to be fit for purpose to implement EPL

2.3 Activity) Enhance eMISK IT capacity to support required EIS infrastructure, system administration and security requirements, and connectivity

2.4 Activity) Identify and put in place new metrics and indicators for tracking performance on EPL

2.5 Activity) Train KEPA, the Central Statistical Bureau and stakeholders on data collection, quality control including data validation and reliability and statistical analysis related to environmental indicators

2.6 Activity) Document and share success stories and good practices in national indicators systems for tracking achieving SDG environmental pillars

Resources Required to Achieve the Expected Results

Given the ambitious nature of KEGI project outputs and expected results, a high level team of advisors will be at the core of the project inputs. Kuwait has committed \$2 million in this regard, to ensure high quality committed talent is brought on board for the entire duration of the project (2017-2018). The project also benefits from support of the UNDP Regional Hub for Arab States with cost recovery in the project for advisory services to design of the project and specific activities during its implementation. The project also benefits from UNDPs global presence and experiences over the past 50 years, including project activities in 177 countries and territories today. This also builds on UNDPs role as the UN's largest provider of assistance in the area of climate change, energy and the environment, with \$4 billion of cooperation in over 140 countries around the world.

Partnerships

The project will mobilize partnerships with other UN agencies active on environmental governance, including UNEP. The project will also place top priority on building capacities of KEPA, and partners to ensure effective participation in MEAs, and enhance readiness to better implement SDG green pillars, and improve access to integrated environmental data which will enable risk-informed development with greater governance capacities to implement environmentally sustainable development in Kuwait. In Kuwait, UNDP has been a long-standing partner on the environment, with numerous initiatives over the years on which the KEGI project will build.

Risks and Assumptions

The project will also keep a Risk Log to ensure a robust course of action throughout the implementation of the project. At this stage, the project has identified two key risks which include: i) change in Government priorities due to change in Cabinet ii) lack of adequate implementation capacity due to KEPA staff rotations. However, mitigation measures will be put in place by the project and this may include: i) re-alignment strategy to keep relevant focus on medium and long-term priorities rather than short-term needs and ii) staff retention strategy including medium and long-term capacity building plans in addition to on-job training during the project life-cycle (see Annex II, Risk Analysis Matrix). Finding qualified candidates for leading the KEGI project and achieving its ambitious results will be another key risk. To mitigate the risk, the UNDP Country Office has agreed to provide UNDP Country Office Support Services to KEPA to lead all recruitment and procurement activities under the project. UNDP Country Office will initiate development of ToRs for critical positions and undertake recruitment processes as a top priority.

Stakeholder Engagement

The project was drafted in consultations with stakeholder's and partners. The project will conduct inception and validation workshops with appropriate stakeholders. Consultations are planned to be carried out during the project with key industrial, academic and social partners. Various stakeholders including Non-Governmental Organizations (NGOs), Academia, Media, research institutions, civil society organizations (CSO), local communities, and industrial unions will be identified and their roles will be defined. The project will identify key stakeholders in Kuwait to serve as beneficiaries of the KEGI initiative beyond KEPA and sectoral Ministries. This will include members of the public, based on KEPA's role in generating greater public awareness of environmental challenges and enhancing environmental compliance for sake of human health and well-being. The implementation strategy of the project is designed to account for greater involvement of stakeholders, and concerned entities through appropriate consultations, including validation and feedback processes, and appropriate awareness raising activities to ensure proper assignment of ownership. In addition, an adequate balance between international and national implementation

capacities will be secured to ensure effective delivery of results while facilitating learning and knowledge transfer.

Gender responsive

KEPA is already a leader in gender equality in Kuwait, with women representing over 60% of KEPA staff. Gender equality will serve as a cross-cutting theme which will be mainstreamed into project activities. Gender analysis will be carried out during the inception phase of the project to identify gender-specific needs, and a responsive plan will be developed to address the priority issues. The project will also pay particular regard to the mainstreaming of gender's concerns in the environmental strategy formulation process. The project will benefit women through: i) ensuring gender equality in the Project Board ii) ensuring women's participation in project activities and iii) promoting gender equality in selection of project staff.

South-South and Triangular Cooperation (SSC/TrC)

The project has a core focus on generating new opportunities from south-south cooperation between Kuwait and developing countries, for achieving goals of green, low-carbon, climate-resilient models of development. The project includes a dedicated output on support to developing countries with activities focused on south-south cooperation results.

Knowledge

A series of national roundtables and workshops will be supported under the project as part of the capacity development activities, while specific knowledge products on Environmental Governance to be produced via the project. Communication activities will also be supported by the project, with dedicated resources and activities under the project to ensure strong visibility of the KEGI initiative.

Sustainability and Scaling Up

The project is designed to ensure the sustainability of its interventions through: i) building on evidence base of the cost-effectiveness of interventions; ii) ownership of interventions by stakeholders to mobilize responsibility for long-term engagement of results; iii) providing capacity building. The project design has also accounted for scaling-up of appropriate interventions beyond the scope of the project through knowledge management necessary for replication of lessons learned, and that sufficient training are provided to build capacity to transfer of expertise into national programming. The project will produce a strong basis for scaling up environmental measures and actions in Kuwait after the lifetime of the project (2017-2018). With a focus on setting NEOs with targets for the state of environment in Kuwait by 2030, the KEGI project sets the basis for a set of ambitious measures 2020-2030 to achieve the NEOs, the provisions of EPL and the green pillars of the SDGs. It is expected that scaled-up resources and partnerships will emerge in the future via the Supreme Council for Development and Planning and other partners in Kuwait for achieving 2030 goals.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Given the ambitious nature of KEGI project outputs and expected results, a high level team of advisors will be at the core of the project inputs. Kuwait has committed \$2 million in this regard, to ensure high quality committed talent is brought on board for the entire duration of the project (2017-2018). Where necessary, the project's operational and administrative costs will be minimized through recruiting of part-time technical advisors and consultants. Reliance on national capacities which will be complimented by international consultants with transfer of knowledge through on-job training to KEPA and other partner agencies. More importantly, the project will adopt the least-cost means of achieving the project's objectives and follows the activity norms and cost benchmarks defined by UNDP POPPs guidelines. Project space will be allocated within the KEPA premise as in-kind Government contribution to host the project office.

Close monitoring of the project activities will be imposed by the project board members to ensure progress toward the efficiency and effectiveness of project activities and outcomes and

identify course corrections if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term.

Project Management

The project will be implemented in line with standard UNDP National Implementation (NIM) procedures and in accordance with UNDP Programme and Operations Policies and Procedures (POPPs). KEPA will serve as Implementing Partner (IP) with overview of all activities while UNDP Kuwait Country Office agreeing to provide UNDP Country Office Support Services for all recruitment and procurement activities under the project. The project also benefits from support of the UNDP Regional Hub for Arab States with cost recovery in the project for advisory services provided for design of the project and for support to activities during project implementation. Similarly, UNDP will partner with UNEP with cost recovery to enrich and benefit this project with their outstanding environmental technical expertise. The project also benefits from UNDPs global presence and experiences over the past 50 years, including project activities in 177 countries and territories today. This also builds on UNDPs role as the UN's largest provider of assistance in the area of climate change, energy and the environment, with \$4 billion of cooperation in over 140 countries around the world

V. RESULTS FRAMEWORK²

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:									
Outcome 1 - Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development									
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:									
Number of beneficiaries, disaggregated by gender, age and governorate benefitting from improved water management systems.									
Baseline: Brackish water net consumption in 2011: 19,265 million gallon; potable water net consumption in 2011: 128,026 million gallon.									
Target: Brackish water net consumption in 201b: 16,000 million gallon; potable water net consumption in 2018: 125,000 million gallon.									
Applicable Output(s) from the UNDP Strategic Plan:									
SP 5.2 Legal and regulatory capacity development, including on issues of environment									
Project title and Atlas Project Number: Kuwait Environmental Governance Initiative - 00091766									
EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
			Value	Year	2016	2017	2018		Total
Output 1 Participation in Multilateral Environmental Agreements (MEAs) and Internationally Agreed Development Goals (IADGs) Strengthened	1.2 Number of capacity development measures designed for meeting obligations under signed and ratified MEAs for Kuwait	KEPA	1	2016	0	1	2	3	Data collection methods: progress reports and project mid-term review Risks: Disagreement among stakeholders on priority MEA related national capacity building measures

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	<p>1.4 Number of SDGs with nationally appropriate indicators measured to assess progress on environment pillars</p>	<p>KEPA</p>	<p>0</p>	<p>2016</p>	<p>0</p>	<p>3</p>	<p>4</p>	<p>6</p>	<p>Data collection methods: progress reports and project mid-term review Risks: Lack of data to report on SDG environment pillars</p>
<p>Output 2 Environmental Information Systems Enhanced</p>	<p>2.1 Number of existing sectoral environmental databases supported and aligned to KEPA's eMISK</p>	<p>KEPA and sectoral agencies holding sectoral environmental databases</p>	<p>3</p>	<p>2016</p>	<p>0</p>	<p>1</p>	<p>3</p>	<p>4</p>	<p>Data collection methods: progress reports and project mid-term review Risks: lack of compatibility between the existing sectoral databases and EMISK</p>

VI. MONITORING AND EVALUATION

- In accordance with UNDP's programming and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data including quarterly progress reports against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency stated for each indicator in the RRF.	Slower than expected progress will be addressed by project management.	KEPA, UNDP	n/a
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	KEPA, UNDP	n/a
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	KEPA, UNDP	n/a
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality	Annually	Areas of strength and weakness will be reviewed by	KEPA, UNDP	n/a

	standards to identify project strengths and weaknesses and to inform management decision making to improve the project.		project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	KEPA, UNDP	
Project Report	A progress report will be presented to the Board and key stakeholders, consisting of data showing results achieved against pre-defined annual targets at output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or reviews.	Quarterly, Annually, and at the end of the project (final report)		KEPA, UNDP	n/a
Project Review (Project Board)	The Project Board will hold a project reviews to assess performance of the project and appraise AWP for following year. In project's final year, the Project Board shall hold an end-of project review to capture lessons and discuss opportunities for scaling up and to socialize project results and lessons with audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	KEPA, UNDP	n/a

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	-	5.2	3	December 2018	KEPA, UNDP	\$20,000, project budget

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET			
		2016	2017	2018			Budget Description	Amount		
1. Output Participation in Multilateral Environmental Agreements (MEAs) and Internationally Agreed Development Goals (IADGs) Strengthened	1.1 Activity) Conduct capacity self-assessment (NCSA) to identify capacity building needs relating to MEAs, including national and local needs and cross-thematic issues		\$110,000	\$80,000	KEPA / UNDP	GOVT	International Consultants	\$190,000		
			\$20,000	\$20,000					Regional Team Support	
			\$10,000	\$10,000					Travel	
			\$15,000	\$15,000					Miscellaneous	
	1.2 Activity) Develop National MEA Action Plan with measures to address achievement gaps including UNFCCC, UNCBD, and UNCCD		\$30,000	\$20,000	KEPA / UNDP	GOVT	International Consultants	\$50,000		
			\$10,000	\$10,000					Regional Team Support	
	1. 3 Activity) Organize national capacity building workshops on MEA implementation and readiness for new initiatives to implement the EPL			\$30,000	\$20,000	KEPA / UNDP	GOVT	International Consultants	\$50,000	
				\$30,000	\$20,000					Regional Team Support
				\$20,000	\$10,000					Workshops
				\$150,000	\$50,000					International Consultants
	1. 4 Activity) Support for designing National Adaptation Plan (NAP) and related initiatives linked to			\$50,000	\$50,000	KEPA / UNDP	GOVT	Regional Team Support	\$100,000	
			\$20,000	\$10,000	Workshops					

Output 2 Environmental Information Systems Enhanced	water, city planning and other sectors		\$20,000	\$10,000				Travel	\$30,000
	1.5 Activity) Undertake assessment of challenges and opportunities for achievement of the SDG environmental pillars in Kuwait, and prepare National SDG Reporting		\$15,000	\$15,000		KEPA / UNDP	GOVT	Miscellaneous	\$30,000
			\$30,000	\$20,000				International Consultants	\$50,000
			\$20,000	\$20,000				Regional Team Support	\$40,000
	1.6 Activity) Design and implement awareness programme on priority environmental issues including through proper campaigns, workshops and media outreach		\$20,000	\$10,000				Workshops	\$30,000
			\$20,000	\$10,000				International Consultants	\$30,000
			\$10,000					Regional Team Support	\$10,000
			\$20,000	\$15,000				Audio Visual & Print Prod Cost	\$35,000
		\$15,000	\$15,000					Miscellaneous	\$30,000
		\$665,000	\$430,000						\$1,095,000
Output 2 Environmental Information Systems Enhanced	2.1 Activity) Conduct gap analysis and user survey to assess the state and usage of existing EIS platforms for decision-making processes to implement EPL		\$30,000	\$20,000	KEPA / UNDP	GOVT	International Consultants	\$50,000	
			\$5,000	\$5,000			Miscellaneous	\$10,000	
			\$30,000	\$20,000			International Consultants	\$50,000	
	2.2 Activity) Identify and bottlenecks								

Project Management				\$120,000	\$120,000	UNDP	GOVT	Project Manager	\$240,000
				\$65,000	\$65,000			Project Assistant	\$130,000
Monitoring & Evaluation						KEPA	GOVT		\$20,000
General Management Support						UNDP	GOVT	GMS (3%)	\$60,000
TOTAL				\$965,000	\$975,000				\$2,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will follow the modality of UNDP National Implementation (NIM) modality whereby KEPA will serve as Implementing Partner with overall responsibility and oversight of project work plans and intended results, and with UNDP Kuwait Country Office providing Country Office Support Services for activities under the project on cost recovery basis, including procurement and recruitment activities, as well advisory support services from UNDP Regional Hub for Arab States, and other activities noted in Annual Work Plans.

Partner of the project will be KEPA. KEPA will provide office space, furniture, stationery and local logistics as needed to facilitate the implementation of the project activities. The project management structure will consist of the Project Board, Project Assurance, and a Project Manager as in the diagram below. The **Project Board** will consist of:

- Executive: individual representing the project ownership to chair the group. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier – The General Secretary of Supreme Council for Planning and Development (GSSCPD) – Secretary General (or as delegated)
- Senior Supplier: individual or group representing the interests of the parties concerned which provide technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire resources required. UNDP - Representative (or as delegated)
- Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. KEPA.

The Board is responsible for making consensus basis management decisions for the project when guidance is required by the Project Manager and Coordinator, including recommendation for approval of project revisions. Project reviews by the Board are made at quarterly basis during the running of a project, or at milestones when raised by the Project Manager and Coordinator. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board during the first meeting. The Board is consulted by the Project Manager for decisions when tolerances have been exceeded. Project Assurance supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Analyst will hold the Project Assurance role for the UNDP Board member.

Project Assurance

Project Assurance is the responsibility of each Project Board member, but the role can be delegated to staff within each agency. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Resident Representative, UNDP Kuwait will hold the Project Assurance role for the UNDP, and Coordinator of KEPA would undertake this role for KEPA. The Project Coordinator and Project Assurance roles will not be held by the same individual.

National Project Coordinator: KEPA will nominate a high level official who will serve as the National Project Coordinator (NPC) for the project implementation. The NPC will not be paid from the project funds, but will represent a Government in kind contribution to the Project. The Project Coordinator will be appointed by the Government and has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Coordinator is responsible for decision-making for the project. The Project Coordinator's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Coordinator will be supported by a Project Manager to be recruited under the project to lead all substantive aspects of project implementation. The incumbent will be supported by a group of Specialists to be recruited under the project to support achievement of results under each of the three outputs.

Project Manager: The Project Manager will be responsible for liaising with UNDP, KEPA, and GSSCPD specifically on providing inputs and experts to the project. The Project Manager will run the project on a day-to-day basis on behalf of the Implementing Partner under the oversight of the Project Board. The PM is responsible for delivering the results and outcomes specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PM will report on a weekly basis to the KEPA on the progress and challenges encountered on the ground during the execution of activities. In particular, the PM will: i) provide on-the-ground information for UNDP progress reports; ii) engage with stakeholders; iii) organise the project board meetings; iv) provide technical support to the project, including measures to address challenges to project implementation; and v) participate in training activities, report writing and facilitation of consultant activities that are relevant to his/her area of expertise.

Project Support: To support the PM, Project Assistant will be recruited to assist project execution in terms of administration support, scheduling, translations, document preparation, configuration management, and database administration. The role of this position is to provide project administration and management support to the PM.

Technical Support: UNEP technical support will be solicited for the implementation of output 1. A UN to UN agreement will be developed in this respect. UNEP will participate to the board meeting will be to present progress and development on this front.

Audit: Project audits are under the mandate of the UNDP Office of Audit and Investigation (OAI). The project audit regime is determined by the implementation modality. Expenditure incurred under the NIM modality may be subject to annual NIM audits, based on pre-determined risk and expenditure thresholds. The cost of audits will be included within the project budget. Results of audits will be shared with the Project Board.

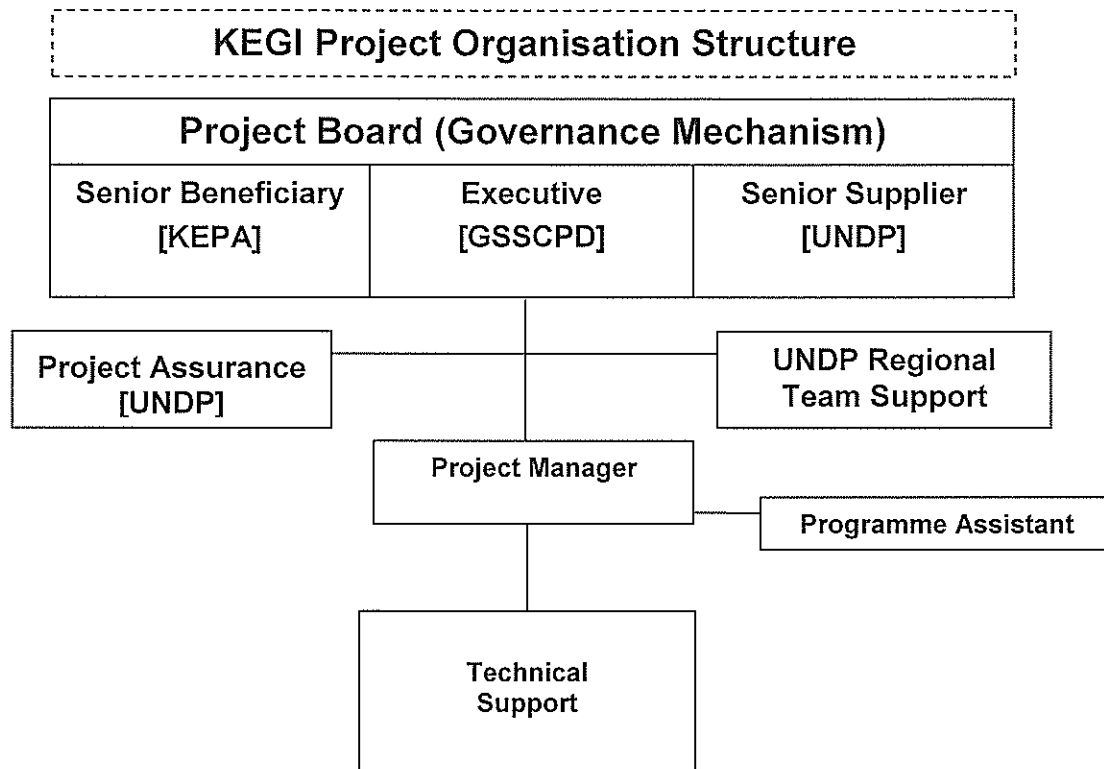
Terms of Reference/job descriptions for the respective long term and short term project team members and experts/consultants will be developed and issued on commencement of the project.

Prior Obligations and Requisites: There are no prior obligations and requisites attached to this document.

The project duration will be for 2 years after signature of the Project Document. GSSCPD will provide a contribution of US \$ 2 million. UNDP will be the budget holder of the funds under the National Implementation modality. Purchase of non-expendable equipment and services will be done by UNDP at the request of the implementing partner and/or the Project Manager once he/she is in place. The request should be based on a procurement plan submitted along with the work plan and on an agreement to be signed with the government. UNDP charges Implementation Support Services fees as per the Universal Price. The project will be subject to audit at least once in its lifetime based on UNDP's financial rules and regulations.

GMS is recovered at a flat rate of 3 percent from Government of Kuwait funds, under a waiver agreement with UNDP corporately. GMS covers the following services:

- ✓ Project identification, formulation, and appraisal.
- ✓ Determination of execution modality and local capacity assessment.
- ✓ Briefing and de-briefing of project staff and consultants.
- ✓ General oversight and monitoring, including participation in project reviews.
- ✓ Receipt, allocation and reporting of financial resources.
- ✓ Thematic and technical backstopping.
- ✓ Systems, IT infrastructure, branding, knowledge transfer.



IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

2. Implementing Partner:

- Government Entity (NIM)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

X. ANNEXES

1. Project Quality Assurance Report

Program QA standards and rating tool – will be congruent with Project QA.

Roles and Responsibilities

Responsibilities of the QA Assessor and the QA Approver	Project QA Responsibility
QA Assessor UNDP staff responsible for project QA, who is not the project manager or part of the project team (at the CO level, this person is typically a Program Officer responsible for QA of the project)	<ul style="list-style-type: none">- Conduct the project QA assessment, in consultation with relevant expertise as necessary. Inputs can include members of the Project Board, individuals providing project assurance, and other stakeholders.- Complete the project QA report
QA Approver This role must be separate from the QA assessor, functioning at a higher level of accountability for the project (At the CO level, typically the DRR, CD, DCD, or Head of Portfolio).	<ul style="list-style-type: none">- Review the project QA report for completeness, comprehensiveness, and accuracy with additional support personnel as appropriate.- Adjust and approve the final project QA report as necessary in review with the QA Assessor, including follow up management actions.

2. Social and Environmental Screening Template

Annex I: Social and Environmental Screening Template

QUESTION 1:

Has a combined environmental and social assessment/review that covers the proposed project already been completed by implementing partners or donor(s)?

Select answer below and follow instructions:

→NO: Continue to Question 2 (do not fill out Table 1.1)

→YES: No further environmental and social review is required if the existing documentation meets UNDP's quality assurance standards, and environmental and social management recommendations are integrated into the project. Therefore, you should undertake the following steps to complete the screening process:

1. Use Table 1.1 below to assess existing documentation. (It is recommended that this assessment be undertaken jointly by the Project Developer and other relevant Focal Points in the office or Bureau).
2. Ensure that the Project Document incorporates the recommendations made in the implementing partner's environmental and social review.
3. Summarize the relevant information contained in the implementing partner's environmental and social review in Annex A.2 of this Screening Template, selecting Category 1.
4. Submit Annex A to the PAC, along with other relevant documentation.

Note: Further guidance on the use of national systems for environmental and social assessment can be found in the UNDP ESSP Annex B.

TABLE 1.1: CHECKLIST FOR APPRAISING QUALITY ASSURANCE OF EXISTING ENVIRONMENTAL AND SOCIAL ASSESSMENT	Yes/No
1. Does the assessment/review meet its terms of reference, both procedurally and substantively?	
2. Does the assessment/review provide a satisfactory assessment of the proposed project?	
3. Does the assessment/review contain the information required for decision-making?	
4. Does the assessment/review describe specific environmental and social management measures (e.g. mitigation, monitoring, advocacy, and capacity development measures)?	
5. Does the assessment/review identify capacity needs of the institutions responsible for implementing environmental and social management issues?	
6. Was the assessment/review developed through a consultative process with strong stakeholder engagement, including the view of men and women?	
7. Does the assessment/review assess the adequacy of the cost of and financing arrangements for environmental and social management issues?	

Table 1.1 (continued) For any "no" answers, describe below how the issue has been or will be resolved (e.g. amendments made or supplemental review conducted).

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QUESTION 2:

Do **all** outputs and activities described in the Project Document fall within the following categories?

- Procurement (in which case UNDP's [Procurement Ethics](#) and [Environmental Procurement Guide](#) need to be complied with)
- Report preparation
- Training
- Event/workshop/meeting/conference (refer to [Green Meeting Guide](#))
- Communication and dissemination of results

Select answer below and follow instructions:

- NO** → Continue to Question 3
- YES** → No further environmental and social review required. Complete Annex A.2, selecting Category 1, and submit the completed template (Annex A) to the PAC.

QUESTION 3:

Does the proposed project include activities and outputs that support *upstream* planning processes that potentially pose environmental and social impacts or are vulnerable to environmental and social change (refer to Table 3.1 for examples)? (Note that *upstream* planning processes can occur at global, regional, national, local and sectoral levels)

Select the appropriate answer and follow instructions:

- NO** → Continue to Question 4.
- YES** → Conduct the following steps to complete the screening process:
 1. Adjust the project design as needed to incorporate UNDP support to the country(ies), to ensure that environmental and social issues are appropriately considered during the upstream planning process. Refer to Section 7 of this Guidance for elaboration of environmental and social mainstreaming services, tools, guidance and approaches that may be used.
 2. Summarize environmental and social mainstreaming support in Annex A.2, Section C of the Screening Template and select "Category 2".
 3. If the proposed project **ONLY** includes upstream planning processes then screening is complete, and you should submit the completed Environmental and Social Screening Template (Annex A) to the PAC. If downstream implementation activities are also included in the project then continue to Question 4.

TABLE 3.1 EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS	Check appropriate box(es) below
1. Support for the elaboration or revision of global-level strategies, policies, plans, and programmes. <i>For example, capacity development and support related to international negotiations and agreements. Other examples might include a global water governance project or a global MDG project.</i>	Yes
2. Support for the elaboration or revision of regional-level strategies, policies and plans, and programmes.	Yes

TABLE 3.1 EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS	Check appropriate box(es) below
<i>For example, capacity development and support related to transboundary programmes and planning (river basin management, migration, international waters, energy development and access, climate change adaptation etc.).</i>	
3. Support for the elaboration or revision of national-level strategies, policies, plans and programmes. <i>For example, capacity development and support related to national development policies, plans, strategies and budgets, MDG-based plans and strategies (e.g. PRS/PRSPs, NAMAs), sector plans.</i>	Yes
4. Support for the elaboration or revision of sub-national/local-level strategies, policies, plans and programmes. <i>For example, capacity development and support for district and local level development plans and regulatory frameworks, urban plans, land use development plans, sector plans, provincial development plans, provision of services, investment funds, technical guidelines and methods, stakeholder engagement.</i>	Yes

QUESTION 4:

Does the proposed project include the implementation of *downstream* activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change?

To answer this question, you should first complete Table 4.1 by selecting appropriate answers. If you answer “No” or “Not Applicable” to all questions in Table 4.1 then the answer to Question 4 is “NO.” If you answer “Yes” to any questions in Table 4.1 (even one “Yes” can indicate a significant issue that needs to be addressed through further review and management) then the answer to Question 4 is “YES”:

NO → No further environmental and social review and management required for downstream activities. Complete Annex A.2 by selecting “Category 1”, and submit the Environmental and Social Screening Template to the PAC.

YES → Conduct the following steps to complete the screening process:

1. Consult Section 8 of this Guidance, to determine the extent of further environmental and social review and management that might be required for the project.
2. Revise the Project Document to incorporate environmental and social management measures. Where further environmental and social review and management activity cannot be undertaken prior to the PAC, a plan for undertaking such review and management activity within an acceptable period of time, post-PAC approval (e.g. as the first phase of the project) should be outlined in Annex A.2.
3. Select “Category 3” in Annex A.2, and submit the completed Environmental and Social Screening Template (Annex A) and relevant documentation to the PAC.

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT

1. Biodiversity and <u>Natural</u> Resources		Answer (Yes/No/ Not Applicable)
1.1	Would the proposed project result in the conversion or degradation of <u>modified habitat</u> , <u>natural habitat</u> or <u>critical habitat</u> ?	No
1.2	Are any development activities proposed within a legally protected area (e.g. natural reserve, national park) for the protection or conservation of biodiversity?	No
1.3	Would the proposed project pose a risk of introducing invasive alien species?	No
1.4	Does the project involve natural forest harvesting or plantation development without an independent forest certification system for sustainable forest management (e.g. <i>PEFC, the Forest Stewardship Council certification systems, or processes established or accepted by the relevant National Environmental Authority</i>)?	No
1.5	Does the project involve the production and harvesting of fish populations or other aquatic species without an accepted system of independent certification to ensure sustainability (e.g. <i>the Marine Stewardship Council certification system, or certifications, standards, or processes established or accepted by the relevant National Environmental Authority</i>)?	No
1.6	Does the project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction.</i>	No
1.7	Does the project pose a risk of degrading soils?	No
2. Pollution		Answer (Yes/No/ Not Applicable)
2.1	Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and transboundary impacts?	No
2.2	Would the proposed project result in the generation of waste that cannot be recovered, reused, or disposed of in an environmentally and socially sound manner?	No
2.3	Will the propose project involve the manufacture, trade, release, and/or use of chemicals and hazardous materials subject to international action bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Convention on Persistent Organic Pollutants, or the Montreal Protocol.</i>	No
2.4	Is there a potential for the release, in the environment, of hazardous materials resulting from their production, transportation, handling, storage and use for project activities?	No
2.5	Will the proposed project involve the application of pesticides that have a known negative effect on the environment or human health?	No

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT

3. Climate Change		
3.1	Will the proposed project result in significant ⁴ greenhouse gas emissions? <i>Annex E provides additional guidance for answering this question.</i>	No
3.2	Is the proposed project likely to directly or indirectly increase environmental and social vulnerability to climate change now or in the future (also known as maladaptive practices)? You can refer to the additional guidance in Annex C to help you answer this question. <i>For example, a project that would involve indirectly removing mangroves from coastal zones or encouraging land use plans that would suggest building houses on floodplains could increase the surrounding population's vulnerability to climate change, specifically flooding.</i>	No
4. Social Equity and Equality		Answer (Yes/No/ Not Applicable)
4.1	Would the proposed project have environmental and social impacts that could affect indigenous people or other vulnerable groups?	No
4.2	Is the project likely to significantly impact gender equality and women's empowerment ⁵ ?	No
4.3	Is the proposed project likely to directly or indirectly increase social inequalities now or in the future?	No
4.4	Will the proposed project have variable impacts on women and men, different ethnic groups, social classes?	No
4.5	Have there been challenges in engaging women and other certain key groups of stakeholders in the project design process?	No
4.6	Will the project have specific human rights implications for vulnerable groups?	No
5. Demographics		
5.1	Is the project likely to result in a substantial influx of people into the affected community(ies)?	No
5.2	Would the proposed project result in substantial voluntary or involuntary resettlement of populations? <i>For example, projects with environmental and social benefits (e.g. protected areas, climate change adaptation) that impact human settlements, and certain disadvantaged groups within these settlements in particular.</i>	No
5.3	Would the proposed project lead to significant population density increase which could affect the environmental and social sustainability of the project?	No

⁴ Significant corresponds to CO₂ emissions greater than 100,000 tons per year (from both direct and indirect sources). Annex E provides additional guidance on calculating potential amounts of CO₂ emissions.

⁵ Women are often more vulnerable than men to environmental degradation and resource scarcity. They typically have weaker and insecure rights to the resources they manage (especially land), and spend longer hours on collection of water, firewood, etc. (OECD, 2006). Women are also more often excluded from other social, economic, and political development processes.

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT

<p><i>For example, a project aiming at financing tourism infrastructure in a specific area (e.g. coastal zone, mountain) could lead to significant population density increase which could have serious environmental and social impacts (e.g. destruction of the area's ecology, noise pollution, waste management problems, greater work burden on women).</i></p>		
1. Culture		
6.1	Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles?	No
6.2	Will the proposed project result in physical interventions (during construction or implementation) that would affect areas that have known physical or cultural significance to indigenous groups and other communities with settled recognized cultural claims?	No
6.3	Would the proposed project produce a physical "splintering" of a community? <i>For example, through the construction of a road, powerline, or dam that divides a community.</i>	No
2. Health and Safety		
7.1	Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? <i>For example, development projects located within a floodplain or landslide prone area.</i>	No
7.2	Will the project result in increased health risks as a result of a change in living and working conditions? In particular, will it have the potential to lead to an increase in HIV/AIDS infection?	No
7.3	Will the proposed project require additional health services including testing?	No
3. Socio-Economics		
8.1	Is the proposed project likely to have impacts that could affect women's and men's ability to use, develop and protect natural resources and other natural capital assets? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their development, livelihoods, and well-being?</i>	No
8.2	Is the proposed project likely to significantly affect land tenure arrangements and/or traditional cultural ownership patterns?	No
8.3	Is the proposed project likely to negatively affect the income levels or employment opportunities of vulnerable groups?	No
9. Cumulative and/or Secondary Impacts		Answer (Yes/No/ Not Applicable)
9.1	Is the proposed project location subject to currently approved land use plans (e.g. roads, settlements) which could affect the environmental and social sustainability of the project?	No

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT

<p><i>For example, future plans for urban growth, industrial development, transportation infrastructure, etc.</i></p>	
<p>9.2 Would the proposed project result in secondary or consequential development which could lead to environmental and social effects, or would it have potential to generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested land will generate direct environmental and social impacts through the cutting of forest and earthworks associated with construction and potential relocation of inhabitants. These are direct impacts. In addition, however, the new road would likely also bring new commercial and domestic development (houses, shops, businesses). In turn, these will generate indirect impacts. (Sometimes these are termed "secondary" or "consequential" impacts). Or if there are similar developments planned in the same forested area then cumulative impacts need to be considered.</i></p>	<p>No</p>

NNEX A.2: ENVIRONMENTAL AND SOCIAL SCREENING SUMMARY
(to be filled in after Annex A.1 has been completed)

Name of Proposed Project: Kuwait Environmental Governance Initiative (KEGI)

A. Environmental and Social Screening Outcome

Select from the following:

- Category 1. No further action is needed
- Category 2. Further review and management is needed. There are possible environmental and social benefits, impacts, and/or risks associated with the project (or specific project component), but these are predominantly indirect or very long-term and so extremely difficult or impossible to directly identify and assess.
- Category 3. Further review and management is needed, and it is possible to identify these with a reasonable degree of certainty. If Category 3, select one or more of the following sub-categories:
 - Category 3a: Impacts and risks are limited in scale and can be identified with a reasonable degree of certainty and can often be handled through application of standard best practice, but require some minimal or targeted further review and assessment to identify and evaluate whether there is a need for a full environmental and social assessment (in which case the project would move to Category 3b).
 - Category 3b: Impacts and risks may well be significant, and so full environmental and social assessment is required. In these cases, a scoping exercise will need to be conducted to identify the level and approach of assessment that is most appropriate.

B. Environmental and Social Issues (for projects requiring further environmental and social review and management)

In this section, you should list the key potential environmental and social issues raised by this project. This might include both environmental and social opportunities that could be seized on to strengthen the project, as well as risks that need to be managed. You should use the answers you provided in Table 4.1 as the basis for this summary, as well as any further review and management that is conducted.

C. Next Steps (for projects requiring further environmental and social review and management):

In this section, you should summarize actions that will be taken to deal with the above-listed issues. If your project has Category 2 or 3 components, then appropriate next steps will likely involve further environmental and social review and management, and the outcomes of this work should also be

summarized here. Relevant guidance should be obtained from Section 7 for Category 2, and Section 8 for Category 3.

D. Sign Off

Project Manager

Date

PAC

Date

Programme Manager

Date

3. Annex II: Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of adequate implementation capacity due to staff continuous rotations	2015	Organizational	4	staff retention strategy including medium and long-term capacity building plans in addition to on-job training during the project life-cycle	Programme officer	Formulation mission	2016	no change
2	Change in Government priorities due to change in Cabinet change	2015	Political	4	re-alignment strategy to keep relevant and focus on medium and long-term priorities rather than short-term and urgent needs	Programme officer	Formulation mission	2016	no change
3	Difficulty in hiring qualified people	2015	Operational	3	The project can draw on the expertise of UNEP as well as a pool of national experts. Proper preparation of Terms of Reference and contracts should help minimizing delay due to this cause. Capacity building will also be ensured to assist facilitate project implementation.	Programme officer	Formulation mission	2016	no change
4	Inadequate coordination with stakeholders	2015	Strategic	1	This risk will be mitigated by building on the multi-stakeholder consultations established during the implementation of the earlier programme. Commitment from all stakeholders will be also maintained through effective coordination and communication between Stakeholders and relevant line agencies.	Programme officer	Formulation mission	2016	no change

4. Annex IV: Project Board Terms of Reference and (TORs) of key management positions

Draft Terms of References Project Manager (Full-time)

Project Title & Number:	Kuwait Environmental Governance Initiative (KEGI)
Post Title:	Project Manager
Duty Station:	Kuwait
Duration of initial contract:	24 months
Duration of project:	24 months
Type of contract:	Service Contract
Contract Level:	SB 5

BACKGROUND/ORGANIZATION CONTEXT:

In 2015 the world adopted the new 2030 Agenda for Sustainable Development, the Sustainable Development Goals (SDGs), marking a historic shift in the global development agenda. A major focus moving forward will be the implementation agenda, particularly bottom-up local actions and solutions to achieve results across the range of environmental sustainability issues addressed in the SDGs. This project seeks to establish the enabling environment to make this happen in Kuwait.

The passage of this new global agenda converges with the enactment of Kuwait's new Environmental Protection Law (EPL) (Law No. 42 of 2014), which sets an ambitious vision to scale-up environmental protection results across all sectors of development. The new law is a critical turning point for environmental governance in Kuwait, setting a more ambitious vision for environmental sustainability and providing the Kuwait Environment Public Authority (KEPA) an enhanced mandate to set implementing regulations, seek actions by sectoral Ministries, and achieving improved environmental compliance and enforcement.

As part of the implementation agenda for the new EPL, this project will help KEPA develop capacities necessary for effective participation in the Multilateral Environmental Agreements (MEAs) including the United Nations Convention Framework on Climate Change (UNFCCC), United Nations Convention on Biodiversity (UNCBD), and United Nations Convention to Combat Desertification (UNCCD). The Project will also help KEPA strengthen Kuwait readiness to implement its commitments under the new Sustainable Development Goals (SDGs) including SDG 13 on Climate Change taking an integrated approach to achieve the thematic priorities identified under the EPL as well as the green goals under the SDGs as well as their interlinkages with rest of SDGs which will guide the development of near-term, mid-term and long-term actions towards a sustainable future.

The project supports a set of two strategic outputs meant to set an enabling environment for implementation of the new EPL: (1) Capacities for Effective Participation in Multilateral Environmental Agreements (MEAs), and Sustainable Development Goals (SDGs); and (2) Environmental Information Systems to enhance use of data and information for decision-making processes to implement the EPL, including enhanced environmental statistics and indicators to enhance tracking of targets under SDG green pillars and EPL.

DUTIES AND RESPONSIBILITIES:

Under the supervision of UNDP and KEPA, the Project Manager will assume the following key functions:

A) Summary of Key Functions:

1. Ensures the Implementation of the Project Goals & delivery of different aspects of the same;
2. Day-to-day implementation and management of the project by maintaining the delivery of appropriate technical, operational, financial and administrative outputs and tracking the progress of the project by monitoring and reporting
3. Ensure Provision of policy advice services to the Government and relevant ministries, local authorities and other stakeholders, and facilitation of knowledge building;

4. Ensure creation of strategic partnership and support implementation of the resource mobilization strategy
5. Ensure Gender mainstreaming within the project

B) Specific tasks and responsibilities:

1. Ensures the **implementation of the Project Goals & delivery** of different aspects of the same, focusing on achieving the following results:
 - Coordinate, systemize, codify and integrate successful approaches, methodologies and tools developed in the relevant area, into a cohesive UNDP framework for supporting governments efforts in different aspects of climate change;
2. **Day-to-day implementation and management of the project** by maintaining the delivery of appropriate technical, operational, financial and administrative outputs and tracking the progress of the project by monitoring and reporting
 - Managing and coordinating the activities of project implementation based on relevant Project Document and related proposals, including the supervision and guidance of the Project Staff, short, medium and long-term consultants, with a view to achieving project results;
 - Responsible for the development of comprehensive/detailed Project work-plan including structured dynamics of all Project activities, role and responsibilities of the stakeholders and milestones;
 - Monitor progress and implementation of comprehensive/detailed project work plans and key event schedules comprising planned activities, responsibilities and deadlines relating to all active participants in the project;
 - Mobilize goods and services to initiative activities, including drafting TORs and work specification;
 - Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
 - Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible action if required; update the status of these risks by maintaining the Project Risk Log;
 - Ensures the existence of successful quality assurance for the project's financial, procurement and administrative processes in order to make sure that they are conducted in line with prevailing UNDP rules and regulations as well as in line with the project timelines;
 - Prepare the Progress Report (progress against planned activities, update on Risks issues, expenditures) and submit the report to the Project Board and Project Assurance;
 - Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
 - Perform tasks in ATLAS in line with given function;
3. Ensure **provision of policy advice services** to the Government and relevant ministries, local authorities and other stakeholders, and facilitation of knowledge building focusing on achievement of the following results:
 - Identification of sources of information related to policy-driven issues. Identification and synthesis of best practices and lessons learnt into project goals;
 - Support to development of policies that will address the country problems and needs in collaboration with the Government and other strategic partners.
 - Share relevant and substantive and operational experiences with other colleagues and counterparts; (Develop knowledge products to be shared with the Project partners).

4. Ensure creation of **strategic partnership and support implementation of the resource mobilization strategy** focusing on achievement of the following results:

- Develops strong relationships with the implementing partners;
- Establishing effective linkages with other UNDP projects and with other initiatives in the sector with a view to developing substantive partnerships and generating synergies.
- Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for initiation of new projects, recommend approaches to donors in terms of resource mobilization.

5. Ensure **Gender mainstreaming within the project** focusing on achievement of the following results:

- Ensures gender is effectively mainstreamed throughout the project activities, work plans, budgets, reports, researches, analyses and, where specifically relevant, analyzed in detail;
- Ensure gender equality is mainstreamed throughout team, consultant and staff management activities;
- Ensures knowledge on gender equality is incorporated in Project Knowledge management activities and products.

PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS:

- Project activities executed in line with UNDP corporate principles (RBM, Prince2);
- Project team(s) effectively and efficiently guided and backstopped;
- New partnership with relevant national and international institutions (incl. UN agencies, and international organizations) promoted;
- Enabling legal and policy environment improved;
- Institutional and individual capacity to raise management cost-effectiveness in relevant institutions strengthened;
- Delivered funds in accordance to the planned Annual Work Plan;
- Timely and qualitative reporting in line with the Programme needs and Country Office/National partners' requirements.

COMPETENCIES AND QUALIFICATIONS:

A) Corporate Competencies:

- Integrity: Demonstrates commitment to UNDP's mission, vision and values.
- Respect of diversity: Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; Treats all people fairly without favouritism.
- Client Orientation: *Focuses* on impact and result for the client and responds positively to feedback
- Team Work: *Participates* in teams effectively and shows conflict resolution skills
- Relationship Building: Builds strong relationships with clients and external actors
- Stress Management: Remains calm, *in* control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

B) Functional Competencies

- Development and Operational Effectiveness: Ability to participate in strategic planning, results-based management, monitoring and reporting; Ability to contribute in formulation, implementation, monitoring and evaluation of development programmes;
- Judgment/Decision Making: identifies key issues in a complex situation and proposes course of action for overcoming of the issues.

C) Technical Competencies

- Experience in implementing/managing environment and/or environmental governance and environmental planning related projects
- Experience in Managing Project work plans and budgets

D) Education:

- Master's degree in Environmental Planning or other relevant field.

E) Professional experience:

- At least 7 years of relevant professional project management experience preferably on similar projects;
- Previous experience in implementing environmental planning and/or environmental governance related projects would be an asset;
- Evident experience in liaising and co-operating with all personnel including government officials, scientific institutions, NGOs and private sector;
- Evident experience in performing capacity building and training needs assessments, evaluations, knowledge management.
- Previous experience in the UN system and cooperation is a strong asset.
- Excellent computer literacy (MS Office; Windows XP, Internet); excellent communications, report writing and analytical skills.

F) Language Requirements:

- Language proficiency in both written and oral English and Arabic is required.