UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)
KUWAIT

FINAL EVALUATION
of the
Kuwait Environmental Governance Initiative (KEGI) Project

DRAFT FINAL REPORT

May, 2019

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Acronyms and Abbreviations

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CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora

International Convention for the Prevention of Pollution from Ships (MARPOL)

Acknowledgement

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EXECUTIVE SUMMARY

To be added

Introduction

Evaluation Findings

Conclusions

1. INTRODUCTION

This document presents the Report for the Final Evaluation of the Kuwait Environmental Governance Initiative (KEGI) Project with the implementation period of January 2017 – December 2018 later extended till 30 June 2019. The total budget of the project is US$2 million fully funded by the Government of Kuwait. The project is designed to be Nationally Implemented (NIM) with a partnership between the UNDP Kuwait, the General Secretariat of the Supreme Council for Planning and Development (GSSCPD), the Kuwait Environment Public Authority (KEPA) and UNEP.

The evaluation has both retrospective and prospective focus – through stock taking of the project achievements the evaluation explores the progress made and through exploring lessons learned and recommendations the evaluation explores the opportunities for the future programming and planning in Kuwait.

The evaluation is commissioned by UNDP Kuwait and conducted by independent evaluation expert. The evaluation covers the whole period of the project implementation, hence, from August 2017 till June 2019. The evaluation took place during April - May 2019 period, with the field mission to Kuwait carried out on 15-23 April.

The evaluation will have a dual perspective, i.e. to address the progress made vis-à-vis project theory of change and to address the capacities developed through the project. The relevance, effectiveness, efficiency, sustainability, impact of the project actions will be addressed through the proposed final evaluation. Since the project is implemented as a multi-partner initiative, the criterion of *coherence* is introduced.

Purpose, Objectives and Scope

As a decentralized evaluation it is undertaken by UNDP Kuwait programme unit to ensure accountability and capture lessons learned for future programming and planning, hence, the 'summative' status of the evaluation. The ***purpose*** of the end of project evaluation is to generate knowledge from the project implementation for the organizational accountability and learning. The specific ***objectives*** include: (a) to carry out an ***independent appraisal*** of the performance of the project to determine the extent to which planned objectives were achieved, to identify the factors of success or failure, to draw linkages between the project outputs and its contribution to programme outcomes; (b) to draw ***lessons learned*** that may inform future programming, policy-making and overall organizational learning, and (c) to develop key ***recommendations*** for the future programming.

The ***deliverables*** comprise the following: the inception report, the draft final report, and the final report, including all recommendations and lessons learned.

The list of documents reviewed for the development of the final report is presented in *Annex 1.* All key definitions are explained in *Annex 2. Annex 3* presents the Evaluation Framework Matrix: questions, respondents, indicators and data sources.

Structure of the report

The final report includes the Executive Summary and the main body of the report with eight sections. *Introduction* provides the background and explains the main purpose of the final evaluation. *Overview of the Evaluated Project* explains the project in brief – its context, the Theory of Chance (ToC), target groups, implementation arrangements, project financing, reporting and M&E, as well as presents the partners of the project, i.e. GSSCPD, KISR, and UNEP. *Evaluation Approach, Methodology and Limitations* discusses the rational for the approach and methodology of the final evaluation as well as the limitation of the chosen methods: interviews and desk study. *Main Findings* details the findings from (a) change analysis over actual progress to complete each activity, and (b) contribution analysis across the evaluation criteria of (a) strategic relevance, (b) effectiveness, (c) efficiency, (d) sustainability, (e) impact, and (f) coherence. *Evaluation Conclusion* provides a high-level concluding remark on the findings from the final evaluation. *Lessons Learned* reflects on the major lessons learned from the project implementation. *Recommendation* lists the recommendations crystalized throughout the final evaluation. And finally, *Annexes* provides a list of annexes to this report: the list of the documents reviewed for this final evaluation, the key definitions used, the evaluation framework matrix, and an overview of the survey on media campaign 'Our environment is fighting back' to conclude about the project impact and visibility.

2. Overview of the Evaluated Project

This section provides an overview of the evaluated project reflecting on its context, theory of change, target groups, implementation arrangements, financing, reporting and Monitoring & Evaluation, partners, and progress to date.

Context and Theory of change

An environmental governance system has been in place in Kuwait since 1995 when the Law No 21 of 1995 (amended by Law 16 1996) was adopted. The Law established the Kuwait Environment Public Authority and mandated it with jurisdiction and the powers to regulate practices that pollute the environment. KEPA can follow up on or evaluate impact assessment studies of projects, implement the polluter pays principle, promote the optimal use of oil resources, demand consumption reductions and energy saving technology in project design etc. The Law 16/1996 amendment clarified KEPA's role in conservation, protection and liability concepts.

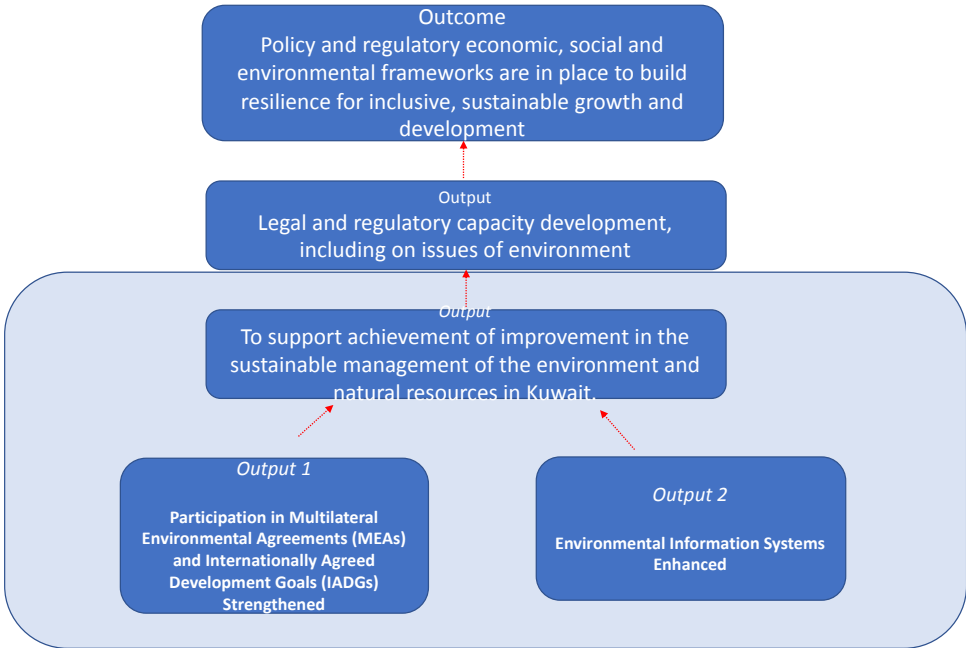
Nevertheless, the improvements in the achievement of environmental results were not very visible, moreover, the Yale Environmental Performance Index (EPI)[1] demonstrate significant regress in Kuwait from 42 position in 2014 to 113 position in 2016. Confronted by multiple environmental challenges in Kuwait, the environmental governance system in the country was also constrained by low inadequate enforcement capacities of KEPA and fragmented sectorial strategies.

Therefore, the optimization of the existing environmental governance system has become a critical imperative for Kuwait, especially after the adoption of the Environmental Protection Law (Law No. 42/2014) on 14 October 2014. The latter defined the roles for three bodies involved in the environmental management system, i.e. the Supreme Council, KEPA, and an Environmental Protection Fund. The Law mandates KEPA with greater coordination responsibilities and oversight roles. Also, the Law emphasized the importance of enhanced participation in Multilateral Environmental Agreements and Internationally Agreed Development Goals. To effectively fulfill this new role, there was a need to support KEPA in strengthening its institutional capacities for better coordination and oversight.

The KEGI project is designed to address the institutional capacity gap at KEPA. The project's *goal* is to support achievement of improvement in the sustainable management of the environment and natural resources in Kuwait. As explained in Figure 1, the *specific objective* of the project is *to contribute towards development, and implementation of comprehensive and integrated environmental strategies and policies for Kuwait* based on two project results: (a) ***through*** strengthening capacities of the KEPA to effectively participate in the Multilateral Environmental Agreements (MEAs) and Internationally Agreed Development Goals (IADGs) such as SGDs; and (b) ***through*** building environmental information system in KEPA.

Figure 2.1: ToC of the of Kuwait Environmental Governance Initiative (KEGI) project

[1] https://epi.envirocenter.yale.edu



Each output comprises a set of rather independent activities that are jointly deemed to create necessary synergy and built necessary capacities for improved environmental governance in Kuwait. Below is the overview of the activities per objective:

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

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

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

1. 3 Organize national capacity building workshops on MEA implementation and readiness for new initiatives to implement the SDG environmental pillars including SDG 13

1. 4 Support for designing National Adaptation Plan (NAP) and related initiatives linked to water, city planning and other sectors

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

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

***Output 2:* Enhanced Environmental Information Systems**

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

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

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

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

Target group

The project direct beneficiary is the Kuwait Environmental Public Authority (KEPA). Both outputs of the project are geared towards strengthening KEPA's capacities to fulfil its mandate effectively. However, some of the project deliverables, such as for instance, the National Adaptation Plan (NAP), might have larger beneficiary groups.

Implementation arrangements

The project is designed to be Nationally Implemented (NIM) and has three main partners, namely KEPA, GSSCPD, and UNDP Kuwait. The division of roles as deemed: ***KEPA*** is the project implementor fully responsible for the project realization. ***GSSCPD*** has the role of overall project guidance and assurance. ***UNDP Kuwait*** provides overall organizational support for the project implementation, which is the primary responsibility of the UNDP-assigned Project Manager. UNDP Kuwait has sub-contracted UNEP to implement some selected activities within the project. UNEP has no country presence in Kuwait, however, given their vast expertise in environmental issues and previously successful relationships with KEPA, this partnership was considered value-added for the project.

Figure 2.2: Project governance structure

KEGI Project Organisation Structure

Project Board (Governance Mechanism)

Senior Beneficiary [KEPA] | **Executive [GSSCPD]** | **Senior Supplier [UNDP]**

Project Assurance [UNDP]

UNDP Regional Team Support

Project Manager

Programme Assistant

Technical Support

Project financing

The project is fully funded by the Government of Kuwait. The total budget of the project is US$2 million. Initially, the budget was allocated for the period from January 2017 – December 2018, however, later a no-cost extension was agreed for 1 January - 30 June 2019. This was explained by the need to finalize all activities envisaged in the project, many of which were delayed during the project implementation.

Reporting, Monitoring, and Evaluation

Project has set up a monitoring scheme with quarterly reporting, as well as final project evaluation and final project report. To date, the following quarterly reports were produced:

2018: Q1&Q2 reports: 1 January – 30 June 2018
2018: Q3&Q4 reports: 1 July – 31 December 2018
2019: Q1 report: 1 January 2019 – 31 March 2019

Project Board Meetings were organized respectively on:

July 2017
April 2018
October 2018
February 2019

Project partners

The project is designed to be Nationally Implemented (NIM) and has three partners, whereby ***KEPA*** is the implementing partner of the project; ***UNDP Kuwait*** provides Country Office Support Services for all recruitment and procurement activities under the project, which is the primary responsibility of the UNDP-assigned Project Manager; ***UNEP*** is contracted by UNDP on cost-recovery basis to enrich project implementation with their environmental technical expertise, and ***GSSCPD*** has the role of overall project guidance and assurance.

Kuwait Environmental Protection Agency (KEPA)[2] operates under the Ministry of Defense and is an independent governmental organization dedicated to environmental action, and domestic and international legislation and policy regarding the environment. As of EPL, KEPA has a broad mandate to ensure environmental protection in Kuwait.

General Secretariat of the Supreme Council for Planning and Development (GSSCPD):[3] The GSSCPD is the national implementing partner of the UNDP Kuwait. It is an independent body under the Council of Ministers established in 1970. GSSCPD works on directing the economic and social development in the State, which demonstrated the deep attention of the State for planning method and approach.

UNDP Kuwait:[4] UNDP has been working in Kuwait since 1962 cooperating with the Government and civil society to realize the country's aspirations for sustainable human development. UNDP programming is fully-funded by the state of Kuwait and is geared towards achievement of the national development priorities.

United Nations Environmental Programme (UNEP),[5] ***sub-contracted by UNDP Kuwait:*** is the global environmental authority setting global environmental agenda, promoting the coherent implementation of environmental dimension of sustainable development within UN system and serves as an authoritative advocate for the global environment.

3. Evaluation Approach, Methodology and Limitations

Approach

The approach and methodology chosen for this evaluation is explained by the nature of the Kuwait Environmental Governance Initiative (KEGI) project itself. Therefore, *the evaluation is concerned with the progress made vis-à-vis its results framework as well as the synergy and complementarity between three project partners.*

[2] http://www.epa.org.kw
[3] https://www.scpd.gov.kw
[4] http://www.kw.undp.org/content/kuwait/en/home/about-us.html
[5] http://www.unenvironment.org

Evaluation will be conducted in a gender and culturally sensitive manner and with due respect to human rights principles. It will be carried out in conformity with the requirements of the UNDP Evaluation Policy (2016)[6] and the UNEG Norms and Standards for Evaluation[7], namely, internationally agreed principles, goals, and targets; utility; credibility; independence; impartiality; ethics; transparency; human rights and gender equality; national evaluation capacities; and professionalism.

Methodology

To ensure that the information collected is valid, reliable and sufficient to meet the evaluation objectives, the following data collection methods will be used: *desk review*; *individual and group interviews* with key informants both face-to-face and remotely with the use of technology (phone, Internet, etc.). The triangulation principle, meaning utilization of multiple sources for data and methods, will be applied to validate findings. Annex 1 provides an overview of the main documents reviewed to design the approach and methodology of the evaluation.

To ensure logical coherence and completeness of the analysis, two compatible strategies of analysis will be used:

- ***change analysis*** to compare the results indicators over time and against targets as defined in the project results framework. It will provide a status of achievement towards results at the time of the final evaluation as ***achieved***, ***partly achieved*** or ***not achieved.***
- context-sensitive ***contribution analysis*** to explore cause-effect assumptions and conclude about the contribution the project has made or not to both intended and unintended outcomes. The focus of the contribution analysis will be not to quantify the degree to which the project has contributed to the outcomes but to provide evidence to support ***reasonable conclusions about the contribution*** made by the project to the desired outcomes. The analytical focus of this evaluation is based on the UNEG evaluation criteria, namely ***relevance***, ***effectiveness***, ***efficiency***, ***sustainability***, and ***impact***, which are also in line with the OECD DAC evaluation criteria. As a joint project between three organizations, GSSCPD, UNDP Kuwait, and KISR, there is a need for an additional evaluation criterium, that is ***coherence***. The focus will be on exploring the coherence and complementarity of two implementation streams and the benefits that such an implementation modality leverages. Also, the focus was on having a common vision, sharing both risks and benefits, having a sense of 'co-creation', and contributions from all parties. Annex 4 provides the Evaluation Matrix.

[6] http://web.undp.org/evaluation/documents/policy/2016/Evaluation_policy_EN_2016.pdf
[7] http://www.uneval.org/document/guidance-documents

The following ***performance rating*** for the evaluation criteria will be used to each of the five results, on which basis the overall rating of the project will be proposed.

Table 3.1 Project rating system

Rating of Performance *(Relevance, effectiveness, efficiency, sustainability, coherence and added-value)*	***Characteristics***
Highly Satisfactory (5)	The project had several significant positive factors with no defaults or weaknesses in terms of relevance/efficiency/effectiveness/sustainability/impact outlook.
Satisfactory (4)	The project had positive factors with minor defaults or weaknesses in terms of relevance/efficiency/effectiveness/sustainability/impact outlook.
Partially satisfactory (3)	The project had moderate to notable defaults or weaknesses in terms of relevance/efficiency/effectiveness/sustainability/impact outlook.
Unsatisfactory (2)	The project had negative factors with major defaults or weaknesses in terms of relevance/efficiency/effectiveness/sustainability/impact outlook.
Highly unsatisfactory (1)	The project had negative factors with severe defaults or weaknesses in terms of relevance/efficiency/effectiveness/sustainability/impact outlook.

Quality control: will be carried out by the UNDP Kuwait Programme Analyst, Project Manager and UN Deputy Residence Representative, as well as representatives from the GSSCPD and KISR. They can be engaged to (a) review and comment on the Inception Report, (b) review and comment on the draft evaluation report, as well as (c) be available for the reference and additional oversight, as deemed necessary, throughout the evaluation process.

Key stakeholders contacted include UNDP Kuwait programme and project staff, GSSCPD, KEPA staff members, UNEP, and 3rd parties, i.e. consultants.

Limitations

1. During the filed mission, the intention was also to consult with the National Statistical Organization of Kuwait, but this was not possible to organize. This could have been particularly useful for the recommendations on future programming and planning.

2. Timing: the evaluation report is to be finalized during the May 2019, which is month of Ramadan in Kuwait and there is a moderate risk that key stakeholders might not be fully available to review and comment on the draft report.
3. Limitations of the tools used:

- *Limitations of interviews:* Face-to-face surveys deliver the most representative results, however, the limitations for this work remains the very limited number of key informants that can be effectively reached for an interview.
- *General limitation during data collection:* the evaluator will remain vigilant to the following biases: (a) confirmation bias, i.e. tendency to seek out evidence that is consistent with the expected effects, (b) Empathy bias, i.e. tendency to create a friendly (empathetic) atmosphere during data collection with the consequence of creating overoptimistic statements over project; (c) Strategies that could be used by respondents on self-censor (reluctance of respondents to freely express themselves) or purposely distorted statements to attract evaluation conclusions closer to their views.

4. Main Findings by Evaluation Criteria

A. Change Analysis

The purpose of the change analysis is to provide an overview of the level of completion of each of the project activities as defined in the results framework. Below is the overview:

Table 4.1 Overview of the completion of project activities

#	*Activity*	*Progress by June 2019*	*Responsible Partner*
***Output 1:** Strengthened Participation in Multilateral Environmental Agreements (MEAs) and Internationally Agreed Development Goals (IADGs)*			
1.1	Conduct capacity self-assessment (NCSA) to identify capacity building needs relating to MEAs, including national and local needs and cross-thematic issues	Not achieved	UNEP /Expected to be achieved in June 2019

1.2	Develop National MEA Action Plan with measures to address achievement gaps including UNFCCC, UNCBD, and UNCCD.	Not achieved	UNEP / Expected to be achieved in June 2019
1.3	Organize national capacity building workshops on MEA implementation and readiness for new initiatives to implement the SDG environmental pillars including SDG 13	Achieved	UNEP
1.4	Support for designing National Adaptation Plan (NAP) and related initiatives linked to water, city planning and other sectors	Achieved	UNEP
1.5	Undertake assessment of challenges and opportunities for achievement of the SDG environmental pillars in Kuwait, and prepare National SDG Reporting	Achieved	UNDP/KEPA
1.6	Design and implement awareness raising programme on priority environmental issues including through proper campaigns, workshop and media outreach	Achieved	UNDP/KEPA
***Output 2:* Enhanced Environmental Information Systems**			
2.1	Conduct gap analysis and user survey to assess the state and usage of existing EIS platforms for decision-making processes to implement EPL	Achieved	UNDP/KEPA
2.2	Identify bottlenecks and recommend system enhancements to current EIS functions and services so as to be fit for purpose to implement EPL	Achieved	UNDP/KEPA
2.3	Enhance eMISK IT capacity to support required EIS infrastructure, system administration and security requirements, and connectivity	Not achieved	UNDP/KEPA / Expected to be achieved in September 2019
2.4	Identify and put in place new metrics and indicators for tracking performance on EPL	Achieved	UNDP/KEPA
2.5	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	Achieved	UNDP/KEPA
2.6	Document and share success stories and good practices in national indicators systems for tracking achieving SDG environmental pillars	Achieved	UNDP/KEPA

Comments:

The outstanding activities 1.1 and 1.2 are meant to be finalized during month of June. The outstanding activity 2.3 instead, requires longer period exceeding the duration of the project.

Hence, the project will be officially closed by the end of June 2019, however, activity 2.3 is expected to be completed by the end of September 2019. This has been agreed between all partners and most importantly, UNDP Kuwait committed quality control over this activity after the official closure of the project.

Table 4.2: Progress towards project objectives' targets

Output	***Indicator***	***Targets***	***Factual by June 2019***
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	3	?????
	1.4 Number of SDGs with nationally appropriate indicators measured to assess progress on SDGs environment pillars	6	?????
Output 2: Environmental Information Systems Enhanced	Number of existing sectoral environmental databases supported and aligned to KEPA's eMISK	4	In progress

B. Contribution Analysis

Strategic Relevance

The strategic relevance of the project is rated as 'Highly Satisfactory'.

The relevance analysis largely answers the following question: *Is the project's adopted strategy pertaining to each result and overall objective still valid?*

Through its intended results the project aims to contribute to high level national development priorities and development priorities agreed to be address jointly by UNDP and the Government of Kuwait.

Hence, the objectives of the project are in line with the following development priorities:

(a) High-level national development priorities: the CPD is developed in close partnership with the General Secretariat of the Supreme Council for Planning and Development, an official counterpart of UNDP in Kuwait (in accordance with Amir Decree 307, 2007) and is in line with the national development objectives of Kuwait. Hence, through realization of this project, UNDP Kuwait further contributes to the achievement of the national development priorities of Kuwait. More specifically, the project is in line with

the strategic priorities set out in the ***Kuwait Vision 2035***[8] and specifically, with one of its seven pillars, i.e. *Sustainable Living Environment*.

(b) The priority set in the UNDP's ***Country Programme Document (CPD) 2015-2018***: *Policy and regulatory economic, social and environmental frameworks are in place to build resilience for inclusive, sustainable growth and development*.

(c) The priorities set by Sustainable Development Goals (SDGs): Further, the project explicitly aims to contribute to the achievement of all ***'green SDGs'***, meaning ***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 Sustainable Use the Oceans, Seas and Marine Resources, ***SDG 15*** Sustainable Use of Ecosystems and Combat Land Degradation & Biodiversity Loss. Also, through attainment of the 'green SDGs', the project intents to contribute to all other SDGs.

(d) The Project contributes directly to the achievement of the Output 5.2 of the ***UNDP Strategic Plan 2014 – 2017***:[9] Legal and regulatory capacity development, including on issues of environment.

Also, project objectives reflect the internal needs of KEPA with regards to capacities to effectively participate in the MEAs and IADGs, as well as with regards to strengthening internal information management system in KEPA. Hence, KEPA is engaged in a number of international agreements and conventions yet the monitoring and reporting capacities across the organization are limited.

Three main international agreements to report on: Convention on Biodiversity,[10] Convention on Desertification,[11] Convention on Climate Change (UNFCCC),[12] as well as other agreements CITES,[13] Basel Convention,[14] Montreal Protocol,[15] MARPOL,[16] Stockholm Convention.[17] Importantly, Kuwait intend to provide its second Nationally Determined Contribution (NDC) and therefore, need robust evidence to define its ambitious targets regarding towards reducing emissions, taking into consideration its domestic circumstances and capacities. The second voluntary NDC is due in 2020, five years after the first one produced in 2015.

[8] http://www.newkuwait.gov.kw/home.aspx
[9] https://strategicplan.undp.org
[10] https://www.cbd.int
[11] https://www.unccd.int
[12] https://unfccc.int
[13] https://www.cites.org/eng
[14] http://www.basel.int
[15] https://ozone.unep.org
[16] http://www.imo.org/en/About/Conventions/ListOfConventions/Pages/International-Convention-for-the-Prevention-of-Pollution-from-Ships-(MARPOL).aspx
[17] http://www.pops.int

To support the realization of the 2nd objective, the project team worked closely with the Climate Change, Biodiversity, and Statistical departments and with other departments within KEPA as relevant.

The project has an ambitious objective to enhance environmental information system of KEPA. While the strategic relevance of this objective is very high, it remains an ambitious objective. This is largely explained by the complexity of the information system of KEPA. Hence, there are two main software's that KEPA is using for environmental information management: CIMS, AQMIS, and eMISK. There are also some additional softwares used for specific purposes. However, these systems are not sufficiently linked and the primary purpose within this project was to develop roadmap to build synergies across all existing information systems on the basis of eMISK. The situation is even more complicated because eMISK itself is in the progress of expanding. Currently, KEPA with its external partners from different countries is developing eMISK Air (country?), eMISK Marine (USA), eMISK subsurface (NL), eMISK waste (Germany). Obviously, it is difficult to synchronize something that is not in place yet. Nevertheless, some specifications from these applications of eMISK are already available and possible to take into consideration.

To support the realization of the 2nd objective, the project team worked closely with the eMISK department and with other departments within KEPA as relevant.

While the highly satisfactory strategic relevance of the project – which is a ***success factor*** - the logical framework of the project was constrained by a ***challenge.*** The variability of activities of different size and duration under each objective are too broad, which loses the focus and created confusion within KEPA, if not properly communicated. The communication-related challenges were explicitly present within the project and have impacted the way how the project as a whole was perceived by the KEPA team, i.e. with some confusion about the content of the project and the roles of various partners.

Effectiveness

The effectiveness of the project is rated as 'Satisfactory'.

The effectiveness analysis is largely addressing the question: *Are the delivery of activities and outputs contributing to the achievement of the project results and the outcome?*

Even though the effectiveness of the project implementation varies significantly across activities and across partners involved, however, cumulatively it is possible to consider the project's effectiveness as satisfactory. This rating is justified by a number of important deliverables produced by the project, despite all the challenges faced across the process.

With regards to objective 1 to enhance KEPA's capacities to participate in MEAs and IADGs the project has delivered several analytical papers that create basis for the KEPA's more focused activities in the future:

- In July 2018, a detailed *'Legal and Institutional Assessment for the KEPA'* report was produced. The legal and institutional assessment was conducted against the international benchmarks, namely International Indicators of Environmental Performance and SDGs, as well as against the pillars of the Kuwait National Development Plan. The EPL was also compared with those from other GCC countries. Recommendations are provided on how to address the capacity gaps both at legal and institutional frameworks.
- In August 2018, a detailed capacity assessment report entitled *'Capacity Building Programme'* was produced to link individual learning of the KEPA staff with the organizational mission and objectives. Building capacities of the staff is considered important in KEPA to retain the knowledge and to increase effectiveness and efficiency of its operations. The focus was on building capacities of the (a) strategic management, (b) operational management, and (c) technical and scientific staff. A detailed training plan has been developed for the KEPA.
- In August 2018, a legal study was conducted for the KEPA and report entitled *'Enforcement and Compliance Policy Systems and Indicators for the KEPA'* was produced. The focus of the study is to support KEPA's compliance and enforcement functions as defined by the EPL. The study maps the availability and non-availability of various tools that organization can potentially use to fulfil its mandate. Also, it provides direction on how to respond to environmental incidents with the potential to adversely affect human health or the natural environment.
- In December 2018, a detailed analysis was carried out to assess the readiness of the KEPA to monitor and report on Green SDGs. The report was published, entitled *'Environmental Pillars of the Sustainable Development Goals in Kuwait'.* The specific focus of the report was to objective of the report is to provide an overview of national priorities in regard to environmental SDG targets and indicators, and provide insights on data availability, quality and data gaps, and identify potential areas to strengthen national monitoring and reporting capacity to assist national SDG readiness and planning to facilitate the integration and implementation of the SDG at the national level. In total, out of 57 indicators 20 have been agreed as priority for Kuwait to report upon.

UNDP Kuwait has outsourced some activities to UNEP (based in Bahrain) to produce several important deliverables. The draft of the Kuwait National Adaptation Plan 2019-2030 was produced in April 2019. The work was not on schedule (which will be further explained under the *coherence* section) however, the report is produced and well-received by the Climate Department of the KEPA and the KEPA management. It needs to be mentioned that the development of NAP is a long-term process including multiple consultations with different

stakeholders. The process of developing Kuwait NAP was constrained by very little time allocated for this work and by very limited number of active consultations with the KEPA. The main consultative workshop was organized on 12-14 March 2019, short before the submission of the final draft of the report.

The MapX training organized for the team of biodiversity department was well received and supported the team to by helping to have analyzed international indicators and decided which ones are not applicable for Kuwait (23 indicators), and agreed that the rest will be reported towards.

With regards to objective 1 to enhance Environmental Information Systems some important work has been initiated but also major pitfalls faced.

To enhance the KEPA's eMISK IT capacity an agreement was reached between UNDP and KEPA on November/2017 to organize open tender to recruit a qualified expert to provide necessary services. On Jan/2018 an expert was hired Brian Freeman – Data Gap Consultant (We might also decide not to use names) and was awarded a contract of 20.000USD to analyze data collection, data validation, and data sets compatibility within KEPA, and to produce recommendations for improvement. However, the KEPA's eMESK department was not satisfied with the focus and the quality of the work delivered. The focus of the work of the consultant was solely to fit the existing three information systems within KEPA, i.e. CIMS, AQMIS, and eMISK, into preoccupied software – AQMIS. Most importantly, KEPA team was disappointed by the lack of scientific rigor in the proposed analytical work. The opinion about the quality of the work produced by the consultant diverged: while experts from eMISK department were strongly dissatisfied with the quality of the output, the KEPA's focal point of the project the head department of Strategic Planning instead took a strong position to support the consultant (Brian's) recommendations . Unfortunately, later on UNDP colleagues discovered conflict of interest in the Brian's assignment, since he is a business developer for the company that produces that same software Brian was trying to promote. After this discovery, UNDP has suspended the contract with Brian in agreement with GSSCPD and start looking for alternative options to ensure this activity is completed and the expectations of the KEPA colleagues are met.

On March/2019 another tender was organized. On the competitive basis, the GIS GPC[18] has been awarded the contract of 252,721.00 USD to actually complete the work. Because (also could you please mention because that the concerning department (eMISK) had hesitation of starting the activity if they were not the main focal point of that activity, because of the previous experience with brian's consultancy, they were many issues in terms of communication with the focal point of KEPA (Department head of strategic planning) interfering with their work and faced a lot of set-backs in terms of implementation, therefore we had to conduct an official board meeting with the senior management of KEPA and GSSCPD to change the focal point only for this activity 2.3 and it has been officially changed in the feburary board meeting.) also it took several months to settle the

[18] https://thegpcgroup.com

conflict with Brain Freeman From June/2018 To November/2018 Coupled with the usual duration of the tender, by the time GIS GPS was on board, the project remaining time was not enough to accommodate the completion of this activity. Not to compromise the quality of the expected deliverable, the agreement has been reached between the project partners to allow this activity to be completed by the end of September 2019, while the project closure will remain June 2019. UNDP Kuwait took the responsibility to ensure quality control even after the project closure.

Additionally, various training courses and workshops were organized for the KEPA staff from different departments. Hence, UNDP Kuwait organized several workshops on how to calculate and capture SDGs indicators data and how to validate data. Also, UNDP Kuwait supported team from the biodiversity department to participate to UN Negotiation for conventions course.

UNEP has organized training on MapX[19] that was well received by the staff of the biodiversity team. They saw a potential for the broader use of MapX not only for CBD but also for other international conventions and the regional conventions on wild life for GCC countries.

The major challenge to the project effectiveness is data availability and data accessibility for the KEPA. This is both internal and external issue for the KEPA. Different departments within the KEPA still struggle to have access to the data from their own colleagues from the KEPA and all together they struggle to have access to the environmental data available outside the KEPA.

Efficiency

The efficiency of the project is rated as 'Marginally Satisfactory'.

The effectiveness analysis is largely addressing the question: *What is the efficiency of the project implementation?*

To be added

Another ***success factor*** is the high-caliber international expertise mobilized by UNDP Kuwait to support with specific and highly-specialized analytical studies. While these reports are of high quality, due to time constrains caused by multiple delays in the process, the opportunities that could have gained during on-job training for the KEPA staff were limited.

Sustainability

The sustainability of the project is rated as 'Satisfactory'.

[19] https://www.mapx.org

The effectiveness analysis is largely addressing the question: *To what extent are the project effects towards building capacity of the KEPA sustainable?*

The project supported various departments within the KEPA to strengthen their inhouse expertise around multiple areas. However, building capacities of the KEPA to effectively fulfill its mandate defined by the EPL should be seen through the prism of long-term efforts spanning beyond the life time of this project. The project sustainability could be addressed from several perspective:

- *Technical sustainability:* the project supported the KEPA staff with various analytical products that allows mapping existing situation across several areas and therefore, informing more focused actions in the future.

- *Governance sustainability:* With regards to multi-stakeholder collaboration, the project faced multiple challenges with regards to the governance process. While the governance mechanism is feasible and functional, the process of coordination and communication was below optimal. The lessons learned and recommendations from the project implementation should be taken into consideration to benefit each project partner and to allow for longer term sustainability of the governance model. Importantly, the governance mechanism for the sustainable efforts towards building the KEPA's capacities would further benefit if data governance considerations would be factored both into governance mechanism. The latter implies ensuring there is a platform/engagement/collaboration of multiple parties in Kuwait that collect, maintain, and use environment-related data.

- *Operational sustainability:* The operational sustainability of the KEPA is strong as its team across various departments is experienced and capable and with the support from the project has gained additional skills and knowledge to employ to fulfill its mandate. Nevertheless, there is a need to continue supporting the KEPA with mobilizing top-notch international expertise across multiple areas of their engagement.

- *Financial sustainability:* The KEPA has sufficient funds to support their existing staffing level. However, there are no sufficient funds available for specific interventions that are required to gain further expertise and to significantly improve its performance as of recommendations provided within the project.

Impact

The impact of the project is rated as 'Satisfactory'.

The effectiveness analysis is largely addressing the question: *Are there reasonable grounds to conclude that the project is set to achieve its long-term impact?*

The project impact is multifaceted including (a) analytical work produced during the project with clear recommendations that will guide the KEPA's focused efforts towards further capacity development, and (b) actual skills and tools that the KEPA staff employs already today in their work. Much expectations are linked to the work related to enhancement of the internal environmental information system, but this work will be finalized only in September 2019.

Also, between 7 February and 15 April a successful online campaign was carried out by UNDP Kuwait and the KEPA to raise awareness of the legal and regulatory requirements of individuals and of society under the EPL. The concept of '***Our environment is fighting back'*** was created to highlight the severity of environmental issues in Kuwait and their impact on the lives of Kuwaitis and the country residents. Here is the link to one of the videos produced within that campaign: https://www.youtube.com/watch?v=fnewvyRPnY0 The report on final analysis and recommendations of the campaign ***'UNDP/KEPA campaign: Our Environment is Fighting Back'*** reported 2,4 million video engagements. Interestingly, the survey conducted to measure the impact of the campaign has demonstrated that 43% of people who saw the campaign sought more information. These numbers too suggest the impact of the project beyond the KEPA as a direct beneficiary as well as high visibility of the project itself. *Annex 5* provides key findings from the campaign evaluation survey.

Another success story of the project is the contribution made to Voluntary National Review (VNR) 2019,[20] covering 7 Green SDGs. This work has been approved by GSSCPD and been added for the upcoming VNR 2019 publication.

As mentioned by all respondents, the major ***challenges*** towards strong impact of the project are about data governance within the KEPA as well as between the KEPA and other external stakeholders.

Coherence

The coherence of the project is rated as 'NOT Satisfactory'.

The level of the coherence among the project partners was constrained by the major ***challenge***: politically-flavored relationships between some players within the KEPA and at some point, the explicit reluctance of the KEPA-assigned National Coordinator – the Head Department of Strategic Planning (Faten Almusallam) to cooperate with the project. This situation has created multiple layers of communication and confusion in the communication

[20] https://sustainabledevelopment.un.org/memberstates/kuwait

between UNDP and GSSCPD, on one hand, and KEPA colleagues, on the other, as well as between the KEPA-assigned National Coordinator and the designated departments within the KEPA itself. As a result of such tension, the approvals of the project documents and the required feedbacks were continuously delayed, the dissemination of the project-related materials (e.g. reports, questionnaires, etc.) among the KEPA staff were delayed, the project and its progress was not conveyed to the KEPA colleagues in time. For instance, since July 2018 and for about three month the National Coordinator at KEPA was not approving any document causing significant delay in the project implementation.

Such a dependency in formal line of communication between the GSSCPD and UNDP Kuwait versus the KEPA was caused by the fact that the KEPA-assigned National Coordinator was strongly against establishing a working group of focal points assigned by the engaged departments. Hence, being dependent on one single point of contact within the KEPA and to avoid any further escalation of the situation as well as non-delivery of the project, UNDP Kuwait attempted to reach out to each KEPA departments directly. This decision was agreed and supported by the GSSCPD. This shift in work modality could be considered as one of the ***success factors*** that allowed the project to progress and to ensure that the majority of its deliverables are actually successfully delivered.

There were also confusion and misunderstandings in the communication and relationships between UNEP, on one hand, and UNDP Kuwait and GSSCPD, on the other. Due to non-delivery status of the activities under the UNEP's responsibility, the GSSCPD issued an official warning to the KEPA not to cooperate with UNEP in April/2019. This request has been lifted shortly, after UNEP met with the project partners, in May/2019. The situation with delays of the activities under the UNEP's responsibility to a large extend is a planning and communication problem between two UN agencies. The major ***challenge*** is that the contract signed between the UNDP Kuwait and UNEP, the so-called '*UN to UN Agreement*', that required cost-recovery modality (the section C of the contract) contradicts UNEP internal rules. UNEP does not pre-finance activities. UNEP's role within the project was largely about conducting assessments and providing technical assistance wherefor they needed international experts. However, UNEP's internal rules does not allow the organization to hire someone if there are no actual funds available for that activity. Therefore, it took about seven months before funds were disbursed to UNEP to allow UNEP to proceed with its activities. Another administrative ***challenge*** is that according to the KEPA's internal rules, any workshop should be officially opened by the Head of KEPA. Due to tight schedule of the KEPA's senior management, the dates of workshops were changing. But UNEP, being a non-resident organization in Kuwait (meaning, UNEP has no office in Kuwait and needs to travel its staff when there are workshops or other events organized) had to issue travel authorization in UN common administrative system called Umoja. That system has a requirement to issue travel request at least 21 days before travel. Understandably, this was not possible for comply for UNEP. As a result, the date for the workshop that eventually took place in March 2019 were

changed seven (!) times. Similarly, not being present to some of the Board Meetings is due to the same administrative constrain – too short notice for UNEP that could not request travel authorization in Umoja, hence, could not travel.

While these administrative challenged are objective and out of direct control of both agencies, it is still largely disappointing that the agencies couldn't communicate these challenges properly and find feasible solutions jointly.

The communication, coordination, and planning between the project partners was not coherent and this situation has impacted the effectiveness and efficiency of the project. It is worth mentioning that none of the organizations has compromised the quality of the work delivered due to administrative constrains. For instance, UNDP Kuwait didn't compromise on the quality of the activity 2.3 (on eMISK capacity development) and initiated another contract with GIS GSP and took additional responsibilities beyond the project period. Similarly, UNEP didn't compromise the quality of NAP and hired the second consultant to finalize the work as the quality of the work delivered by the first consultant was not up to expectations. Understandably, hiring a new consultant and initiating a new consultation process is pretty cumbersome, especially given a complex governance mechanism of the project, nevertheless, it is welcomed that both UNDP Kuwait and UNEP preferred quality over ease of administrative burden.

Another ***challenge*** was uncertainty about whether the project would be granted no-cost extension or not. Even if it was highly likely that GSSCPD would agree to extend the duration of the project, however, not having that decision official and in due time created pressure and sometimes, rush in the project implementation. This too contributed to less coherence between the project partners.

5. Evaluation Conclusion

The evaluative conclusion is the following: the KNEO is ***satisfactory*** project that has created outputs and results with strong potential impact in the country. It is a ***controversially project,*** with uneven implementation, with delays, with challenges and risks along the way, and with dedication of the staff of all partner organizations to deliver results and not to compromise on quality. Taking into consideration the challenges encountered both those that should have been avoided and those that were naturally emerging around such a complex project, the project still has managed to deliver several useful results for the KEPA.

Table 5.1 provides an overview of the project rating per evaluation category. Additionally, the project highlights several lessons learned about 'do's' and 'don'ts' to be seriously taken into consideration by all partners while designing and implementing other project.

Table 5.1: Project performance rating

Rating of Performance	*Characteristics*
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Marginally Satisfactory
Sustainability	Satisfactory
Impact	Satisfactory
Coherence	NOT Satisfactory
OVERAL RATING	***SATISFACTORY***

6. Lessons Learned and Recommendations

1. Not to leave capacity development till the end
2. Project manager was hired late
3. Data governance
4. For the team working on eMISK analysis now – English is an issue, interpretation / quality of translation
5. Communication issues / no synergies between KEPA departments
6. Multiple not well-connected outputs within the project
7. Conflict of interested self-assesmsent (for later liability purposes) or UNDP-run assessment
8. UNSD has strong expertise on this that is worth exploring.
9. Expand MAPX usage for KEPA to effectively cover Rio 3, RAMCAR, CITES, CPD, regional conventions on wilde life for GCC countries, Stokholm convention, etc.
10. Explore MAPX integration or data input to eMISK
11. Ensure there are focal points within the implementing organization if the project is multifaceted and has more than one recipient within the organization to ensure propoer coordinational, shared decision-making, and regular update on the project progress across the whoel organization
12. Integrated focus on all other conventions: Convention on Wetlands, called the **Ramsar** Convention and wildelife trade
13. On-site training courses to accommodate more people from KEPA
14. Each new software solution comes with new complexities – how to link this new software to the existing information system. Hence, when MapX was introduced, however useful, the question was raised about compatibility of the tools applied within KEPA – MapX operates on open platform and therefore only on Android (not iPhone for instance)
15. When a technical report is produced ALWAYS organize a workshop and present the findings and explain the process
16. With KEPA: further build capacities to effectively monitor Green SDGs

17. For other stakeholders: build capacities to effectively mainsteam SDGs into policy-making and planning, this will guarantee necessary traction for evidence-based work and for data governance
18. Work further with KEPA towards fully institutionalized compliance and enforcement functions as defined by the Enforcement and Compliance Policy Systems and Indicators report for the KEPA (August 2018)
19. Produce 3-5 pager summary of all analytical reports developed within this project and disseminate them broadly among KEPA departments
20. Leverage the KEGI project and to continue addressing the gaps identified:

SDG data portal: SDG reporting requires robust data and engages a wide spectrum of government and non-government agencies. Existing data are scattered among these agencies, it is therefore advised to establish an SDG data portal to provide overviews of Kuwait performance across the 17 SDGs by comparing the latest available data with the base year. The data portal could include a dashboard that represents up to date status in each indictor.

SDG metadata: It is essential to develop full metadata for priority SDG indicators in Kuwait. Metadata is an important reference that ensures consistency in defining and calculating indicators.

Better coordination: There are a number of ways to enhance coordination. Establishing a VNR working group is essential to coordinate inputs from different agencies to the SDG report. The working group will obtain data for the VNR and provide qualitative assessments to support the overall quantitative measures in the VNR. The working group could meet bi-monthly, and bi-weekly when the VNR is due for submission. The group will also watch global changes on indicators and adapt them into the national context as appropriate, especially changes on tiering systems of the indicators as a dynamic and continuously changing component by UN agencies.

Enhance data validation processes: Data validation is fundamental to data management systems. In many cases, available data has not been validated at all. It is important to apply data validation process for data sets to produce higher quality data and information. Data validation mechanisms vary depending on the technical requirements for producing data sets.

1. Establish SDG data portal

2. The governance model is feasible, but the process of coordination and communication was below optimal. It is required….

Depends largely to whare the data sets will be hosted and how to ensure linkaged between different data sets. For instance, KEPA links with the National Statistical Beaureu was minimum, because environmental statistics is very new not only for NSB but also for KEPA. UNSD has strong expertise on this that is worth exploring.

Annexes

Annex 1: List of documents reviewed

UNDP Evaluation Policy, 2016
United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation, 2016
OECD – DAC Quality Standards for Development Evaluation, 2010
UNDP KEGI Project Document
Kuwait Vision 2030
UNDP Country Programme Document 2015 – 2018
UNDP Strategic Plan 2014-2017
Project quarterly progress reports
To be added

Annex 2: Key Definitions

Evaluation: is an assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, institutional performance, etc. It focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand

achievements or the lack thereof. It aims at determining the relevance, impact, effectiveness, efficiency and sustainability of interventions and contributions of the organizations of the United Nation System. Evaluation informs the programme planning, budgeting, implementation and reporting cycle. (UN Habitat Evaluation Policy 2013).

Theory of change: Theory of Change describes how change is assumed to come about through intervention in a prevailing situation. (DFID Guidance Note: Developing a Theory of Change)

Capacity development: the process by which individuals, groups and organizations, institutions and countries develop enhance and organize their systems, resources and knowledge; all reflected in their abilities, individually and collectively, to perform functions, solve problems and achieve objectives. (OECD-DAC - Guidelines and Reference Series Applying Strategic Environmental Assessment: Good Practice Guidance for Development Co-operation, OECD, Paris, 2006)

Annex 3: Evaluation Framework Matrix: questions, respondents, indicators and data sources

Evaluation Question	Indicators				Data Sources	
	UNDP	*GSSCPD*	*KEPA*	*UNEP*		
Relevance						
1. Was the project ToC realistic given the budget, the baseline situation and the global context?					Responders perception, Level of progress within the project	Interviews, Project Reports
2. To what extent were project objectives consistent with international strategies (Sendai, SDGs, Paris Agreement)?					Responders perception, Level of progress within the project	Interviews, Project Reports
3. To what extent were project objectives consistent with national strategies and priorities?					Responders perception, Level of progress within the project	Interviews, Project Reports
4. How useful are the project results for the KEPA and other beneficiaries?					Responders perception, Level of progress within the project	Interviews, Project Reports
5. Were changes in the result context reflected in the project design?					Responders perception, Level of progress within the project	Interviews, Project Reports
Effectiveness						
1. What is perceived and factual progress towards project objectives?					Responders perception, Level of progress within the project	Interviews, Project Reports

2. What are the factors and processing affecting the achievement of the project results?					Responders perception, Level of progress within the project Survey Case study	Interviews, Project Reports
3. How effective are the partnership established within the project?					Responders perception, Level of progress within the project	Interviews, Project Reports
4. To what extend has KEPA improved its capacities towards improved environmental governance?					Responders perception, Level of progress within the project	Interviews, Project Reports
5. How adaptive was the project management throughout its implementation?					Responders perception, Level of progress within the project	Interviews, Project Reports
Efficiency						
1. Were the required progress and financial reports prepared satisfactorily and submitted on schedule?					Responders perception, Level of progress within the project	Interviews, Project Reports
2. Was the staffing policy efficient?					Responders perception, Level of progress within the project	Interviews, Project Reports
3. To what extent did the delay in implementation affect the delivery of the project outcomes?					Responders perception, Level of progress within the project	Interviews, Project Reports
Sustainability						
1. What is technical sustainability of the tools developed by the project?					Responders perception,	Interviews,

					Level of progress within the project Survey Case study	Project Reports Questionnaires
2. What are the factors affecting or likely to affect sustainability of the results?					Responders perception, Level of progress within the project Survey Case study	Interviews, Project Reports Questionnaires
3. How the project supports capacity and capability development at KEPA?					Responders perception, Level of progress within the project Survey Case study	Interviews, Project Reports Questionnaires
4. What is governance sustainability of the implementation model proposed by the project?					Responders perception, Level of progress within the project Survey Case study	Interviews, Project Reports Questionnaires
5. How financially sustainable are the institutions what will take the results of the project further?					Responders perception, Level of progress within the project Survey Case study	Interviews, Project Reports Questionnaires
Impact						
1. What are the capacities the project supported?					Responders perception, Level of progress within the project	Interviews, Project Reports
2. What are the impact multipliers for this project?					Responders perception, Level of progress within the project	Interviews, Project Reports

Coherence						
1. Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation?					Responders perception, Level of progress within the project Survey Case study	Interviews, Project Reports Questionnaires
2. To what extent all implementation partners could formulate clear strategies on how they cooperate within the project?					Responders perception, Level of progress within the project	Interviews, Project Reports
3. How KEPA benefited from this partnership?					Responders perception,	Interviews, Project
4. How appropriate are the financial modalities used?					Responders perception, Level of progress within the project	Interviews, Project Reports

Annex 4: List of responders

Ali Alyousifi, Programme Liaison Officer
Lateefah Alwazzan, Programme Analyst, Sustainable Development, UNDP Kuwait
Samia Alduaij, Former Project Manager
Fatma Bo khamseen, GSSCPD staff
Noura Alrashid, GSSCPD staff
Faten Almusallam, KEPA Strategic Planning Department and Project National Coordinator
Maryam Al Abdulmuhsin, eMISK Department
Shafi Trumboo, eMISK Department
Hanan Malallah, Climate Change Department (she has also invited one male colleague of her, an engineer, I guess – would it be possible to find his name, please?)
Sharif Alkhayat, head of Research and Studies Office
Shaima'a Alsaffar, Statistic Department
Shreefa Alsalem, Head of the Department of Wildlife
Nadia Alsager, Biodiversity Department
Eman Bahbahane, Biodiversity Department
Dr. Walid Ali, Regional Climate Change Specialist Climate Change and DRR Team, Regional Hub in Amman, Regional Bureau for Arab States, UNDP
Stephen Gitonga, Regional Sustainable Energy Specialist, Climate Change and DRR Team, Regional Hub in Amman, Regional Bureau for Arab States, UNDP
Dr. Nasser Alyoub, data consultant, GIS GPC
Theresa Dearden, Junior Analyst, eMESK, UNEP
Mohammad J. Alatoom, international consultant
Sabine Sakr, UN Environment Project Manager
Abdelmenam Mohamed, UN environment Project Manager
Mark Sorensen, Director GIS GPC

Annex 5: UNDP/KEPA awareness raising campaign: evaluation survey key findings

1. ***Recall of the campaign was high,*** with over a quarter of all respondents (27%) saying they could definitely remember seeing the campaign.
2. ***There was strong support for the campaign message*** at 92% said that they supported the central message of environmental protection.
3. ***While the main focus of the campaign was to raise awareness, the campaign also prompted people to act on their awareness.*** 43% said they had sought out more information about the environment and 28% said they had told family and friends about environmental problems in Kuwait.
4. ***This appetite for further action was found across both the expat and Kuwaiti populations*** indicating a campaign which was engaging to both groups.
5. ***The campaign inspired both optimism and a sense of urgency reflecting the immediacy of the problem.*** 37% of those who recalled the campaign felt happy/optimistic, with 17% saying they felt worried/sad.
6. ***The sources of campaign exposure identified in the survey were mostly consistent with the media plan,*** with Facebook, YouTube and Instagram appearing as the major sources of exposure to the campaign.