



ILO EVALUATION

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

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List of Acronyms and Abbreviations

AWP	Annual Work Plan
CPAP	Country Programme Action Plan
GSSCPD	General Secretariat of the Supreme Council for Planning and Development
CB	Capacity Building
CPD	Country Programme Document (2015-2018)
M&E	Monitoring and Evaluation
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
EC	Executive Committee
IOM	International Organization for Migration
ILO	International Labour Organization
ILS	International Labour Standards
ISIC	International Standardization for Industrial Classification
ISCO	International Standard Classification of Occupation
ProDoc	Project Document
PM	Project Manager
PMU	Project Management Unit
PAM	Public Authority for Manpower
MOSAL	Ministry of Social Affairs and Labour
MPR	Monthly Performance Reports
DWCP	Decent Work Country Programme
HQ	Head Quarter
OSH	Occupational Health and Safety
GOK	Government of Kuwait
EW	Employers and Workers
AVRR	Assisted Voluntary Return and Reintegration
CFP	Call for Proposals
AA	Administrative Agent
CA	Convening Agent
UNCT	UN Country Team
LOA	Letter of Agreement
TOC	Theory of Change

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EXECUTIVE SUMMARY

BACKGROUND

Kuwait aspires to be a regional trade and financial hub according to the 2035 national vision for the State of Kuwait. One major factor impeding Kuwait's economic development is the imbalance within the work force. Programs aimed at addressing the many issues regarding the labour force will provide considerable support to the Kuwaiti government's efforts to achieve the goals outlined in their 2035 national vision. Understating the scale of the problem, the Kuwaiti government has established the newly founded Public Authority of Manpower (PAM) as the entity responsible for foreign and private sector labourⁱ. Towards achieving this vision, the Public Authority of Manpower is recognized for its value of promoting a conducive business environment whereby the private sector could flourish with new opportunities that could contribute directly to economic growth through the diversification of revenue sources as was stipulated in the National Mid-Range Development Plan (2015–2016). The Kuwait Government represented by the General Secretariat of Supreme Council for Planning and Development (GSSCPD), UNDP, ILO and IOM recognized the concerns and objectives of the Kuwaiti government and, as a result, developed a joint program, capitalizing on the experience of the three agencies to support PAM in its efforts to achieve Kuwait's desired goal.

The Public Authority of Manpower (PAM) is thus partnering as a main beneficiary, with the United Nations Development Program (UNDP), the International Organization for Migration (IOM) and the International Labour Organization (ILO) within the context of the UNDP Country Program Document (CPD) for 2015–2018. This is the final evaluation of the Joint UN support and intends to document the results as per the original agreement, the lessons learned and the recommendations arising from the cooperation.

EVALUATION BACKGROUND AND METHODOLOGY:

Evaluation time period:

July till October 2017

Scope of the evaluation:

- Design Assumptions
- Management and Implementation
- Capacity Development Approach
- Cross-sectoral inputs
- Multi-stakeholder, tripartite engagement
- Sustainability

Purpose of the evaluation:

- Determine the extent to which the outcome and outputs of the joint program components have been achieved.
- Assess IOM, ILO and UNDP's contributions to the outcome.
- Document the achievements, best practices and lessons learnt during the course of implementation of the outputs to inform future decisions in design, implementation and management of follow up or similar joint programs.
- Provide recommendations for future programming based on the results from the components outputs while taking into account the aspirations of the Country Office to rationalize its portfolio to have few, large and more coherent programs during the period.
- Examine stakeholder perception of the value-added of the program, and its impact in terms of developing the capacities of national constituents to advance gender equality in the world of work.

Clients of the evaluation:

- The main users of the evaluation results include: PAM, UNDP, ILO, IOM, GSSCPD, the program management team and the local and national partners.

- Secondary clients of the program evaluation include other units within the UNDP, ILO and IOM that may indirectly benefit from the knowledge generated by the evaluation.

Methods of the evaluation

- A desk review conducted in home-country of program documents and materials provided by the program's staff.
- Presentations/inductions with program staff, primary internal and external stakeholders and social partners explaining the process, methodology, objectives and principles of the participatory evaluation.
- Key interviews (32 in total) with the program team, technical specialists, program partners, and key program stakeholders.

PRINCIPLE FINDINGS ⁱⁱ

RELEVANCE (Rating: Highly Satisfactory)ⁱⁱⁱ

1. The joint United Nations (UN) program support has been highly relevant supporting the Kuwait's National Development Plan directly and in relation to its international commitments. Priorities address the third outcome of the UN Country Program Document CPD 2015–2018, "Governance and institutional management are efficient, transparent, accessible, competitive and accountable".
2. While a transition plan was delivered and vetted, this project did not plan for the longer term capacity strengthening needs but rather had been designed as a contribution to a longer term change effort that is assumed to be carried forward by the government partners i.e. to implement and carry forward the results.

Validity of design

3. The program support is demand-based and highly relevant to the current development. The document was prepared quickly on request of the Minister of Labour and Social Affairs (MOSAL) by the United Nations UN agencies to provide the Public Authority for Manpower PAM with institutional strengthening support. As a quickly assembled document, it was timely in line with government's current interest in keeping with efforts to support further system levels improvements, transparency and confinement of corruption.
4. It has been designed with five separate (and interlinked) components each led (separate expected results and strategies per ProDoc) by a different UN agency based on its comparative advantages.
5. The project document did not have a strong overarching (linking) theory of change, or predesigned mechanisms for inter-agency coordination and operational procedures, necessary for a new joint UN modality.
6. The log frame was used as a management tool, but adaptive management was instituted by the Project Management Unit (PMU) and – Project Board to better suit the implementation context and the donor/beneficiary. Many inputs were creatively changed along the way and were adapted (see finding on adaptive management). In particular, activities in output 2.2 were changed during first Project Board meeting. Activities were changed during implementation and a key expected technical output, i.e. OSH profile, was dropped and changed to a collection of related OSH trainings. Activities were also changed to accommodate the needs for ISIC and ISCO revision and implementation.
7. The program supports readiness of PAM, a newly established institution by law no. 109 for 2013, responsible for foreign labour and private sector labour. An important design assumption was that PAM had sufficient capacity to build capacity (in four sections), which was not always true. Other assumptions were that PMU would be empowered to manage/monitor the entire technical implementation for outcome level results. Others tested including that the UN joint program would be a perfectly effective modality for outcome level results; that PAM had sufficient capacity in its four section to anchor the capacity building and the technical work; that PAM did not need its leadership fully engaged in the Project Board for anchoring the results. These assumptions were tested and found to be needing further context.

EFFECTIVENESS (Rating: Highly Effective)

8. The project support to PAM has been through but moderately effective in terms of amount of inputs and deliverables produced (capacity building and training, research and evidence-based policy, systems processes and per international labour standards- also see full analysis of deliverables in results section and highlighted in Annexes 3, 6, 12, 5) .
9. The project delivered an intensive capacity development program and delivered overall training for 274 participants (including PAM staff, judges, and representatives of employers and workers organizations (tripartite approach to implementation) in a very short time (less than two years). It entailed a combination of learning through doing and participation in the planned technical research projects and sectoral assessment activities. 343 training opportunities were offered (some participants took more than one course) over 23 courses. In total, 230 opportunities for 188 male participants, and 113 training opportunities for 86 female participants. The CB implementation approach involved tailored training and employing expert inputs on content and approaches from the respective UN agencies. In general, it is evidence based to state that the sum total of the training and CB had served to broadly sensitize the relevant stakeholders involved in the Labour sector as to the International Labour Standards. The needs and gaps unearthed and a set of deliverables produced during implementation can be further taken forward. The project led analysis included on the general staff readiness at PAM to lead sector's work.
10. The amount of capacity training delivered to the country on time (23 courses delivered to 274 participants -all see Annex 12 analysis of capacity building trainings). All planned activities were delivered and on time. The respective agencies had delivered the training as per their comparative advantages. For example, ILO delivered training on ILS and OSH, while UNDP delivered trainings on labour market reporting, and key performance indicators and IOM on labour migrant protection, research and shelter support work. Safety and protection are key inputs to having a comparative labour market for Kuwait, made up of almost 80 percent foreign workers. The commendable capacity development approach included tailoring activities for carrying forward the learning, including ILO led training of trainers program. The evidence points at times (noting that the CB by agency was not linked to overall project CB plan) to good practice in the approach to capacity strengthening. For example, the CB work with the PAM labour market research unit through an optimal learning by doing approach for sustaining the learning around a key product with the unit responsible to take it forward.
11. Women were adequately included in the activities either as leads of sections receiving technical support or in trainings. 83 Women were trained.
12. The high quality project management was a key factor in the experimental joint UN - PAM program delivery modality success especially considering the uniqueness of the UN modality and the *readiness* of PAM to implement and carry forward the expected results at the start of assistance (not definitive-observation as no baselines were established). The joint PMU work has been a commendable effort. PMU assured timely delivery of all outputs by partners' close of project date and based on evaluation PAM has been *readied* for implementation of the deliverables. PMU, which led the program on a path of adaptive management, was professionally employed with counterparts at GSSCPD and the – Project Board to better meet the needs of fledgling institution PAM and to take on joint UN program support.
13. The project implementation was given excellent guidance and oversight with commitment and follow up of the GSSCPD and Secretary General on the implementation of the project and sitting in each and every single board meeting. This guidance was a key factor in project support success.
14. The program implementation begun before the outputs and strategies had been validated by the Project Board - and a Project Manager (PM) was on board (six months after ILO and IOM begun implementation). The first board meeting, is normally intended to validate the implementation roadmap and activities.
15. The project design and implementation approach focus on PAM's institutional strengthening could have benefited from a more cross-sectoral perspective both in the original design and in implementation/ oversight. While the other relevant sectors were not included on the board or as explicit implement partners in the design, the PMU took risks and engaged important cross sectoral outreach but was not systematic. Examples are: 1) ISIC and ISCO revision and implementation were the PMU dealt with MGRP and CSB. 2) Developing the national referral mechanism for victims of human trafficking it included PAM, MOFA, and MOI^{iv}.

16. PMU and the -Project Board adopted an adaptive management to deliver the program outputs, consulting with the counterparts. - As a consequence, many favorable results were unplanned such as communications and/or knowledge management (based on the original document actual activities and budget). Many strategic communications were delivered and have served to position Kuwait nationally, regionally and internationally. In this sense, the project has been positioning Kuwait well. For instance, during the recent international meetings on labour Kuwait has been able to raise the evidence coming from this project in support of its experience toward standards. It has also been recognized in the IOM press and also UNDP global work as a good practice project.
17. While the monitoring plan with expected outputs delivered by agencies (based on the ProDoc Agreement) was closely adhered to, partners lacked a coordinated strategic approach to result based monitoring. While approaches were good for input delivery, there was need for strategic approach to results monitoring around system wide change and policy. Lessons pointed to a need for a strong program framework, i.e. design with implementation strategies agreed between the partners and built in pre- implementation according to a timeline and benchmarked theory of change. The interagency coordination for technical level results monitoring was challenged. A design lesson for joint programmes is that the meetings needed programme representation from all three agencies and especially ILO. . Policy strategic level backstopping was provided, but limited to specific advisory services related to deliverables. While the project had excellent management and daily monitoring for tasks and for results monitoring, there was need for a mechanism, i.e. technical and policy result monitoring committee. More interagency technical coordination was needed for contributions of components to sector wide policy influence. The project needed and agreed joint monitoring strategy, oriented towards system strengthening aspects.
18. That said the program capacity strengthening and deliverables have made a solid contribution and awareness of the needs for sector and has influenced standards. The success however is hinging on immediate follow up activities in order to deepen and sustain the capacity building (CB) and deliverables. This has been validated by Project Board members.
19. The communications (unintended result) and capacity building from program support has been contributing to the positioning of Kuwait and supporting Kuwaiti participation in global and international debate concerning International Labour standards.

EFFICIENCY (Rating: Highly Efficient)

20. The joint UN modality was experimental, with learning during implementation. In general, it was a good modality to capture the comparative advantages of the UN agencies. The implementation approach with three UN agencies, each with its own management arrangements and mixed modalities, has presented many lessons learned, which should be further documented to produce a simple standard operating procedure for UN joint programs in Kuwait and the region. It would be appropriate to do a case study and SOPs for joint implementation in a NCC country as the broad guidelines for the UN joint in this case do not apply. This experience of having a one UN project modality is reflecting the growing UN global push to implement through an UNDAF approach^v. In this case, many lessons have been learned around one UN approaches for demonstrate results that can be applied in future on UN projects. The central learnings include importance of standard operating procedures, good roadmap and theory of change, project management of the highest quality, all agencies representation on the project board (for guiding strategy and adaptive management to results), designating *technical leadership* for overall oversight of the end goal and putting in place mechanisms for technical coordination.
21. The project delivered all agreed planned deliverables on time and has been cost effective as per implementation and overall expected results. The program was in line with agreed plans and adaptation of activities based on the Project Board decisions and annual planning. The value for money is considerably high when considering the amount of strategic and targeted deliverables and expertise delivered.

SUSTAINABILITY (Rating: Likely)

22. The program has excellent potential for longer term development impacts but risks institutional sustainability. The project was over ambitious in scope and in the absence of concrete PAM baseline, budget and timeline for anchoring the systems work with leadership and this presents a risk and needs quick follow-up. The program support is highly relevant and meeting a unique period of change for the labour sector and civil service reforms in Kuwait. PAM will amalgamate with MGRP in the near future, becoming responsible for the entire Kuwaiti labour force. This new merger is strategic for longer-term comprehensive approach to labour management and will play an important role in the current development plan of the government of Kuwait. The program support has good scale-up potential as public service will embarked on a more progressive business model for the entire labour system- a unique window of opportunity for efficiency and effectiveness. Program sustainability is at risk in the absence of immediate follow-up to consolidate and provide clear recommendations on the business processes started and to carry forward the learning.
23. For economic sustainability, the project requires resources and direction from leadership in planning. A possible entry may be through the commitment of the counterpart agency, GSSCPD, to provide continued support - with the context of national development planning. Enhancement of PAM's development is directly supporting the national development plan.

Conclusions

- The Joint UN program provided an intense capacity, training and technical support over a very short time (June 2015 -June 2017). The work has raised awareness and readiness for PAM and general institutional coherence around the labor sector in Kuwait. Stakeholders involved in the implementation recognized that a main contribution of the support has been the identification of needs and gaps realized through the implementation.
- The evaluation shows the learning activities and the deliverables i.e. stakeholders trained on International Labor Standards (ILS) and Occupation Safety and Health (OSH) - 274, labor sector and market analyses, business process and standard operating produced have been a direct contribution to the development plan's vision and expected outcome as a strategic-level initiative to enhance the labor sector.
- The joint UN support was highly relevant to Kuwait's National Development Plan. The assets of three agencies was aptly designed to focus on PAMs effectiveness (capacity development and training, system coherence and effectiveness against a set of international labor standards) for its role in the achievement of the national strategic objectives of economic growth for the state of Kuwait, supporting human and social development, improving demographic policies to support development and effective government administration.
- The project support was timely, with key learning and technical inputs implemented through an adaptive management approach (key finding was the project had an experimental and loose design) with excellent guidance from the Project Board under the leadership of the GSSCPD.
- The cooperation has provided many lessons on joint implementation in Kuwait, a new UN service oriented modality. Joint UN programming has proven as an effective modality for optimizing the comparative assets for greater impacts.
- Key lessons show that the design might have been more inclusive to other relevant sectors and included a more collaborative process.
- The project support bridged work between PAM and a local NGO. This has been unprecedented for the labor sector in Kuwait.
- The UNDP/IOM joint support to upgrade PAM business processes was about efficiency and cost effectiveness

Lessons Learned

- Lesson Learned 1: Business process and information data management IT solutions
- Lessons Learned 2: Capacity building approach, the importance of having a capacity development baseline and broader learning plan:

- Lesson Learned 3: Design and Implementation lesson. Cross-sectoral participation in project level decision making and activities is optimal for policy buy in and a long term perspective towards systems level change and sustainable impacts.
- Lesson Learned 4: UN joint programming is experimental and many lessons on operations and coordination need to be complied and enacted or have smoother implementation

Good Practices

- Good Practice 1: One UN is a good modality for Kuwait
- Good Practice 2: Policy window open and close, and it is important to plan support initiative sensitive to open policy windows
- Good Practice 3: Importance of working with NGOs.

RECOMMENDATIONS

GSSCPD:

1. To support PAM to take forward the law review and the project lessons in relation to the planned merger with civil service commission and MGRP, the lessons concerning business processes, change management and institutional development (High Priority).
2. To enhance the systems interoperability and to ensure cross-sectoral coherence and coordination between the labour sector information management and labour law in the labour sector (Medium Priority).
3. To enhance and follow up on the implementation of the capacity building and (Low Priority).

PAM:

4. To develop KPIs for the remaining PAM sectors, and complete and publish to users (Medium Priority).
5. To complete the national OSH profile within the protection sector (Medium Priority).
6. To take forward the work on ISIC and ISCO classification and alignment on the national level, following up the UNDP/IOM joint support on how to support PAM and MGRP to adopt ISIC. PAM had been reportedly struggling with the urgency of implementation of the new standards and integration with the Ministry while it is still using the old standards to register and renew business licences. The recommendations for this key piece of work are to establish a central repository for all classifications on the national level, develop a central Meta data service managed by the Central Statistical Bureau (CSB) and establish a national committee formed by key stakeholders to oversee the full implementation of the standards (High Priority).
7. To follow-up work on the business process maps needed for the remaining sectors. Moreover, to work on labour sector Governance model (Medium Priority).
8. To follow-up the work on PAM Human Resource Management and structure in line with the assessment and reports (Medium Priority).

United Nations:

9. To develop an SOP and case study for joint project implementation by all agencies led by UNDP (Medium Priority).
10. To create a technical oversight team between all three UN agencies around a single results monitoring plan in future activities (High Priority).
11. To undertake a post-project capacity impact study in one year. While the 23 courses were generally evaluated and assessed by participants as beneficial and have served to increase their awareness and skills, there is still a need for a comprehensive review for impact over time towards outcome level results (Medium Priority).
12. ILO to work with PAM on OSH to undertake the profiling not completed under this stage (High Priority).

13. UNDP/ ILO to develop a strategy for training the trainers follow-up and capacity leveraging at PAM (Medium Priority).
14. IOM to generate a case study on its work with PAM government shelter for foreign labour in Kuwait for further positioning (High Priority).
15. IOM to provide its thoughts on the labour estimation system and how it can be enhanced based on process manuals developed (Low Priority).
16. UNDP to provide final accounting statement and refund the overcharge of GMS to the GSSCPD when the CDR and PDRs of all UN accounts can be settled in 4 months from now (Medium Priority).

1. BRIEF BACKGROUND OF THE PROJECT EVALUATION

Kuwait is aspiring to be a regional trade and financial hub according to the 2035 national vision for the State of Kuwait. One major factor impeding Kuwait's economic development is the imbalance within the workforce. Programs aimed at addressing the many issues regarding the labour force will provide considerable support to the Kuwaiti government's efforts to achieve the goals outline in their 2035 national vision. Understating the scale of the problem, the Kuwaiti government has established the newly founded Public Authority of Manpower (PAM) as entity responsible for foreign and private sector labour. Towards achieving this vision, the Public Authority of Manpower is recognized for its value of promoting a conducive business environment whereby the private sector could flourish with new opportunities that could contribute directly to economic growth through the diversification of revenue sources as was stipulated in the National Mid-Range Development Plan (2015–2016).

The Kuwait Government represented by the General Secretariat of Supreme Council for Planning and Development (GSSCPD), UNDP, ILO and IOM recognized the concerns and objectives of the Kuwaiti government and, as a result, developed a joint program, capitalizing on the experience of the three agencies to support PAM in its efforts to achieve Kuwait's desired goal.

The Public Authority of Manpower (PAM) is partnering as the main beneficiary, with the United Nations Development Program (UNDP) the International Organization for Migration (IOM), and the International Labour Organization (ILO) within the context of the UNDP Country Program Document (CPD) for 2015–2018.

Joint UN Program Approach

A joint UN approach was selected for efficiency in execution and because of the interconnectedness of the outcomes and target areas, and the common identity of the beneficiary, i.e. PAM. In addition, preliminary deliberations with PAM and participating UN organizations concluded that a joint program approach is the most suitable arrangement for all stakeholders and would capitalize on the value added by all participating UN organizations. The responsibilities and tasks undertaken by each of the three participating UN agencies reflected their core competencies and experience, all while agreeing to work in a Joint Program framework to support PAM in the areas of labour issues, International Labour standard and institutional efficiency. In accordance with the UNDP each participating UN agency subscribed to a common program of results and resource framework, M&E framework, work plan, budget and coordination structure.

The program expected outputs were recorded in the original project document as follows.

Overall Expected Outcome The Joint Program was expected to address the 3rd outcome of the UN CPD 2015–2018 “*Governance and institutional management are efficient, transparent, accessible, competitive, and accountable*” results expected to support the achievement of the national strategic objectives of economic growth for the state of Kuwait, supporting human and social development, improving demographic policies to support development, and effective government administration as outlined in the latest national Mid-range Development Plan (2015/2016–2019–202) under “*Achieving institutional excellence*”.

The support included five outputs (see below) and was expected to contribute to achievement of the CPD output 3 and particularly 3.1 “*Systems in place to ensure institutional accountability and transparency and national capacities strengthened for quality planning, implementation and monitoring of development policies, laws and plans*”.

UNDP Strategic Plan Outcome and Output:	<p>Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance</p> <p>Output 2.2: Institutions and systems enabled to address awareness, prevention, and enforcement of anti–corruption measures across sectors and stakeholders.</p>
Country Program Document (CPD) Outcome, Output and associated indicator(s):	<p>Outcome 3: Governance and institutional management is efficient, transparent, accessible, competitive and accountable</p> <p>Output 3.: Systems in place to ensure institutional accountability and transparency and national capacities strengthened for quality planning, implementation and monitoring of development policies, laws and plans</p> <p>Indicators: Proportion of ministries reporting regularly (records in print and on-line) on established key performance indicator progress (disaggregated by sector)</p>

UNDP (Lead), Project Management -

Output 1- Program management established and functional

- 1.1. *Recruitment of the Program Manager (PM) and overseeing the UNDP component*
- 1.2. *Establishing the communication lines with other managers of the Joint program*
- 1.3. *Ensuring the timely management of progress reports*
- 1.4. *Ensuring the targets are met on time*
- 1.5. *Ensuring payment are made to other UN programs*
- 1.6. *Ensuring overall timely delivery of all outputs*

IOM-Led, Labor Issues -

Output 2: PAM has access to resources and methodologies that build capacity in evidence based policy and program development.

- 2.1 *Research programs and workshops contribute to evidence-based policy, planning, implementation and monitoring within PAM*
- 2.2 *Workshops, study tour, roundtable and pilot program contribute to PAM's engagement in best practices relating to the fight against human trafficking and exploitation of foreign workers*

Indicators

Output 2.1: # of comprehensive research reports produced, endorsed and dissemination workshops that contribute to evidence-based decisions in PAM, % of workshops participants acknowledging greater understanding of nonmarket drivers and able to implement knowledge in their day-to-day work, # of adjustments to PAM procedures carried out to better align with labor market objectives, as per recommendations of report.

Output 2.2: % of shelter assessment completed, # of PAM staff trained on shelter management, Study tour implemented (Y/N), Technical roundtable implemented (Y/N), % of completion of the feasibility and post assessment study, AVRR implementation structure is endorsed (Y/N), # of Victims of Trafficking undergo Fit-To-Fly medical screening, # of victims of Trafficking have return flight tickets, # of Victims of Trafficking receive Reintegration Assistance in Country of Origin (CoO).

ILO- Led International Labor Standards

Output 3: Improving the tripartite participation in the International Labor Standards system and promoting the application of conventions.

3.1 Kuwait Government and social partners, trained on reporting on ratified and unratified ILO Conventions as well as implementing ILO Conventions

3.2 Government and Social Partners trained on issues concerning International Labor Standards
1 indicator

3.3 Judges, lawyers and legal educators trained on International Labor Standards and their use in domestic courts decisions.

3.4 Parliamentarians and their advisors trained on ILS to be used as a reference for their legislative reviews and actions.

Indicators

Output 3.1: No of Government, Employers and Workers representatives participated in a Standards training course in the ILO Training Centre in Turin and Kuwait.

Output 3.2: No. Of Workshops held on the ratification and application of conventions 100, 111, 122, 129,187, and 189.

Output 3.3: No of cases in court proceedings of trained judges

Output 3.4: capacity building workshop held on ILS implementation for parliamentarians(Y/N)

ILO-Led Labor Inspection and OSH

Output 4: Labor Inspection System modernized and effective in line with the ILS and OSH services improved and strengthened.

4.1 Enforcement Priorities established and Enforcement Plan developed

4.2 Labor Inspection Assessment and Recommendations issued

4.3 Action Plan developed based on assessment's findings

4.4 Actions Plan is implemented as agreed to by PAM.

4.5 National Occupational Safety and Health Policy, Profile and Program is produced.

4.6 Labor inspectors trained on basic Occupational Safety and Health and risk assessment. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan).

4.7 Technical capacity of OSH inspectors for monitoring the environmental pollutants in the workplace and using related equipment and facilities are developed. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan).

4.8 Workers and Employers Representatives' capacities on LI and OSH issues and relevant ILS developed. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)

4.9 Tools for educating W&E reps on LI and OSH issues are developed and used. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)

Indicators

Output 4.1: Number of Employees of Public Authority of Manpower leadership team trained, Number of Enforcement Priorities established & Enforcement Plan developed

Output 4.2: % of assessment and recommendations completed

Output 4.3: % of Action Plan developed

Output 4.4: % of Enforcement Plan implemented

Output 4.5: % of national OSH policy and profile produced

Output 4.6: Number of training courses are conducted on basic OSH and risk assessment

Output 4.7: # of OSH specialists (including women, and potential trainers) receive specialized training on the use of OSH equipment.

Output 4.8: # of training course for Workers' Reps and one for Employers' Reps are implemented, including 2 women (one from employers' reps, and one from workers' reps).

Output 4.9: Number of workers and employers brochure developed on LI and OSH.

UNDP-Led Institutional Effectiveness /Efficiency

Output 5: Report on performance of PAM produced, disseminated and issued for evidence based planning

5.1 Gap analysis report performed and disseminated between project team and PAM members

5.2 Indicators established and monthly report produced

5.3 Tools for empowering PAM staff to issue report and capacity building on report issued

Indicators

Output 5.1: Data gathering team established (Y/N), Report on current process for gathering data and its effectiveness is issued (Y/N), % of process implementation, Database relational design is conducted and data is gathered and stored in one place (Y/N), % of rectified corrupted data based on feedback from external stakeholders, # of measurement indicators identified and linked to sources, # of staff trained and using GCC job classification and ISIC 4 classification of economic sectors is introduced and staff trained.

Output 5.2: Process for reporting formulated and implemented at PAM (Y/N), Reporting team established (Y/N), Statistical tools used to process data are identified and implemented (Y/N), Key Performance Indicators established for Recruitment and Employment Sector. (Y/N), # of errors in data issued in reports, date of issuing every report (by the second week of each following month), % of satisfaction of management and third parties of issued reports.

Output 5.3: Accountabilities and responsibilities Matrix for the reporting team and Labor Market Research department identified and implemented. (Y/N), Technical competency profiles for the reporting PAM team identified and approved (Y/N), # of reporting staff engaged in training plans based on competency gaps, # of training sessions conducted for remaining PAM staff on analyzing the reports, # of pilot research implemented based on reported indicators

2. EVALUATION BACKGROUND

The purposes of the independent evaluation which took place between July and October 2017 is to :

- Determine the extent to which the outcome and outputs of the joint program components have been achieved;
- Assess IOM, ILO and UNDP's contributions to the outcome;
- Document the achievements, best practices and lessons learnt during the course of implementation of the outputs to inform future decisions in design, implementation and management of follow up or similar joint programs.
- Provide recommendations for future programming based on the results from the components outputs while taking into account the aspirations of the Country Office to rationalize its portfolio to have few, large and more coherent programs during the period.
- Examine stakeholder perception of the value-added of the program, and its impact in terms of developing the capacities of national constituents to advance gender equality in the world of work.

The evaluation focus (Key Issues for in-depth scrutiny) ^{vi}

- Design Assumptions
- Management and Implementation
- Capacity Development Approach
- Cross-sectoral inputs
- Multi-stakeholder, tripartite engagement
- Sustainability

The main users of the evaluation results include:

The Public Authority of Manpower, UNDP, ILO, IOM, GSSCPD, the program management team and the local and national partners. Secondary clients of the program evaluation include other units within the UNDP, ILO and IOM that may indirectly benefit from the knowledge generated by the evaluation.

3. METHODOLOGY

The study included interviews with beneficiaries of the capacity building activity and also beneficiary of PAM services, i.e. visit to the shelter. The evaluation was participatory engaging constituents and other stakeholders including beneficiaries. Skypes were done with the nonresident UN agencies concerning the global, regional and national capacity building approach.

The evaluation methods have included the following:

- A desk review conducted in home-country of program documents and materials provided by the program's staff to the evaluation consultant(see list of deliverables and project documents in annex 3,5);
- Presentations/inductions with program staff, primary internal and external stakeholders and social partners explaining the process, methodology, objectives and principles of the participatory evaluation;
- Key interviews (32 in total) with the program team, technical specialists backstopping the program, program partners, and key program stakeholders(see program mission annex 7);
- Phone Interviews, and meetings with relevant focal points at the ILO regional and global level offices;
- Presentation of findings and recommendations to selected stakeholders and partners upon completion of the Evaluation Report.

Key considerations

1. Orientation: Outcomes of Program: Log Frame and Desk Review, Construction of Evaluation Framework and TOC from project document strategies and story of implementation in first year.
2. Main Research Questions (TOR and agreed in the inception report): These were determined in advance by the evaluation clients based on preliminary stakeholder consultations (pre-evaluation).
3. Major focus: Major focus of the evaluation is to assess the results of the joint program as per the originally crafted, written stated and approved expected outcomes (see section above with expected outcome and indicators).
4. Timing of evaluation: July–October 2017
5. Key approaches: Logical Framework Assessment and Impact Evaluation Methods and Rapid Assessment including:
 - In-depth, open-ended interviews with key stakeholders, key informants
 - Focus group discussion with evaluation clients/stakeholders, training participants and other stakeholders as per program document.
 - Community group interviews,
 - Direct observation and mini-survey
 - Written documents (e.g., open-ended written items of questionnaires, program records)
6. Assembly of evidence: intensive onsite program study, observations of program work i.e. impact of trainings and discussion with beneficiaries. Use of interview (focus groups and individuals) tests, questionnaires and other qualitative data and observational data. Determining all the outcomes also requires use of qualitative evidence.
7. Sampling: Purposive sampling (selected subjectively a purposive sampling can be representative of the population and ensures that a range from one extreme to the other is included)
8. Methodology for analysis: Triangulation (simultaneous use of perception, validation and documentation to analyze information)

To assess the program's capacity building approach and strategy for systems building, key questions have been assembled (questions above, evaluation matrix). These will support evaluation of improvement in public and local governance awareness, knowledge and program impact.

To the extent possible the evaluation worked around the following set of questions:

Relevance and strategic fit

- Does the program respond to National and International Development Priorities?
- Was the joint UN program support demand based?

Validity of the design

- Was the Log frame used as an effective management tool?
- How did the program design assumptions play out?
- Did the program build in design an exit strategy?

Program progress and effectiveness

- Are the expected results achieved or not?
- How have stakeholders participated during implementation? Are the right stakeholders at the table?
- How has the capacity building training promoted results, i.e. targeted learning.

Effectiveness of management arrangements

- Were the management/coordination/monitoring and arrangements conducive for results?

Efficiency

- What has been the cost effectiveness per results?
- Was the program delivered in a timely manner?

Impact Orientation and Sustainability

- How are the prospects for sustainability (of the program support)?
- Should there be a continuation of the program to consolidate achievements?
- Resources Mobilization

3.1. LIMITATIONS

The principle limitation was the broad scope and uniqueness of the evaluation context and design. This project involved working with three UN agencies that begun implementation without clearly established procedures operational and otherwise. The program was thus experimental and posed a limitation. It required combining three agencies guidelines for outcome evaluation, having two separate contracts, involved greater scrutiny and problem solving on evaluation expectations and complexity and was conducted by one evaluator with no research assistance. The adaptive management approach taken by the project management has also set a new precedent and modality of assistance in NCC countries. The evaluator dealt with this uniqueness by acknowledging the complexity of the task, setting boundaries to manage two contracting clients' expectations and taking more time for analysis and writing.

4. EXPECTED RESULTS

The program expected outputs were recorded in the original project document as follows.

Overall Expected Outcome The Joint Program was expected to address the 3rd outcome of the UN CPD 2015–2018 “*Governance and institutional management are efficient, transparent, accessible, competitive, and accountable*” results expected to support the achievement of the national strategic objectives of

economic growth for the state of Kuwait, supporting human and social development, improving demographic policies to support development, and effective government administration as outlined in the latest national Mid-range Development Plan (2015/2016–2019–202) under “Achieving institutional excellence”.

The support included five outputs (see below) and was expected to contribute to achievement of the CPD output 3 and particularly 3.1 “Systems in place to ensure institutional accountability and transparency and national capacities strengthened for quality planning, implementation and monitoring of development policies, laws and plans”.

UNDP Strategic Plan Outcome and Output:	Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance Output 2.2: Institutions and systems enabled to address awareness, prevention, and enforcement of anti–corruption measures across sectors and stakeholders.
Country Document Outcome, Output and associated indicator(s):	Outcome 3: Governance and institutional management is efficient, transparent, accessible, competitive and accountable Output 3.: Systems in place to ensure institutional accountability and transparency and national capacities strengthened for quality planning, implementation and monitoring of development policies, laws and plans Indicators: Proportion of ministries reporting regularly (records in print and on-line) on established key performance indicator progress (disaggregated by sector)

UNDP (Lead), Project Management -

Output 1- Program management established and functional

- 1.7. *Recruitment of the Program Manager (PM) and overseeing the UNDP component*
- 1.8. *Establishing the communication lines with other managers of the Joint program*
- 1.9. *Ensuring the timely management of progress reports*
- 1.10. *Ensuring the targets are met on time*
- 1.11. *Ensuring payment are made to other UN programs*
- 1.12. *Ensuring overall timely delivery of all outputs*

IOM-Led, Labour Issues -

Output 2: PAM has access to resources and methodologies that build capacity in evidence based policy and program development.

- 2.1 *Research programs and workshops contribute to evidence-based policy, planning, implementation and monitoring within PAM*
- 2.2 *Workshops, study tour, roundtable and pilot program contribute to PAM's engagement in best practices relating to the fight against human trafficking and exploitation of foreign workers*

Indicators

Output 2.1: # of comprehensive research reports produced, endorsed and dissemination workshops that contribute to evidence-based decisions in PAM, % of workshops participants acknowledging greater understanding of nonmarket drivers and able to implement knowledge in their day-to-day work, # of adjustments to PAM procedures carried out to better align with labour market objectives, as per recommendations of report.

Output 2.2: % of shelter assessment completed, # of PAM staff trained on shelter management, Study tour implemented (Y/N), Technical roundtable implemented (Y/N), % of completion of the feasibility and post

assessment study, AVRR implementation structure is endorsed (Y/N), # of Victims of Trafficking undergo Fit-To-Fly medical screening, # of victims of Trafficking have return flight tickets, # of Victims of Trafficking receive Reintegration Assistance in Country of Origin (CoO).

ILO- Led International Labour Standards

Output 3: Improving the tripartite participation in the International Labour Standards system and promoting the application of conventions.

3.1 Kuwait Government and social partners, trained on reporting on ratified and unratified ILO Conventions as well as implementing ILO Conventions

3.2 Government and Social Partners trained on issues concerning International Labour Standards

1 indicator

3.3 Judges, lawyers and legal educators trained on International Labour Standards and their use in domestic courts decisions.

3.4 Parliamentarians and their advisors trained on ILS to be used as a reference for their legislative reviews and actions.

Indicators

Output 3.1: No of Government, Employers and Workers representatives participated in a Standards training course in the ILO Training Centre in Turin and Kuwait.

Output 3.2: No. Of Workshops held on the ratification and application of conventions 100, 111, 122, 129,187, and 189.

Output 3.3: No of cases in court proceedings of trained judges

Output 3.4: capacity building workshop held on ILS implementation for parliamentarians(Y/N)

ILO-Led Labour Inspection and OSH

Output 4: Labour Inspection System modernized and effective in line with the ILS and OSH services improved and strengthened.

4.1 Enforcement Priorities established and Enforcement Plan developed

4.2 Labour Inspection Assessment and Recommendations issued

4.3 Action Plan developed based on assessment's findings

4.4 Actions Plan is implemented as agreed to by PAM.

4.5 National Occupational Safety and Health Policy, Profile and Program is produced.

4.6 Labour inspectors trained on basic Occupational Safety and Health and risk assessment. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan).

4.7 Technical capacity of OSH inspectors for monitoring the environmental pollutants in the workplace and using related equipment and facilities are developed. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan).

4.8 Workers and Employers Representatives' capacities on LI and OSH issues and relevant ILS developed. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)

4.9 Tools for educating W&E reps on LI and OSH issues are developed and used. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)

Indicators

Output 4.1: Number of Employees of Public Authority of Manpower leadership team trained, Number of Enforcement Priorities established & Enforcement Plan developed

Output 4.2: % of assessment and recommendations completed

Output 4.3: % of Action Plan developed

Output 4.4: % of Enforcement Plan implemented

Output 4.5: % of national OSH policy and profile produced

Output 4.6: Number of training courses are conducted on basic OSH and risk assessment
Output 4.7: # of OSH specialists (including women, and potential trainers) receive specialized training on the use of OSH equipment.
Output 4.8: # of training course for Workers' Reps and one for Employers' Reps are implemented, including 2 women (one from employers' reps, and one from workers' reps).
Output 4.9: Number of workers and employers brochure developed on LI and OSH.

UNDP-Led Institutional Effectiveness /Efficiency

Output 5: Report on performance of PAM produced, disseminated and issued for evidence based planning
5.1 Gap analysis report performed and disseminated between project team and PAM members
5.2 Indicators established and monthly report produced
5.3 Tools for empowering PAM staff to issue report and capacity building on report issued

Indicators

Output 5.1: Data gathering team established (Y/N), Report on current process for gathering data and its effectiveness is issued (Y/N), % of process implementation, Database relational design is conducted and data is gathered and stored in one place (Y/N), % of rectified corrupted data based on feedback from external stakeholders, # of measurement indicators identified and linked to sources, # of staff trained and using GCC job classification and ISIC 4 classification of economic sectors is introduced and staff trained.

Output 5.2: Process for reporting formulated and implemented at PAM (Y/N), Reporting team established (Y/N), Statistical tools used to process data are identified and implemented (Y/N), Key Performance Indicators established for Recruitment and Employment Sector. (Y/N), # of errors in data issued in reports, date of issuing every report (by the second week of each following month), % of satisfaction of management and third parties of issued reports.

Output 5.3: Accountabilities and responsibilities Matrix for the reporting team and Labour Market Research department identified and implemented. (Y/N), Technical competency profiles for the reporting PAM team identified and approved (Y/N), # of reporting staff engaged in training plans based on competency gaps, # of training sessions conducted for remaining PAM staff on analyzing the reports, # of pilot research implemented based on reported indicators

5. MAIN FINDINGS

5.1 RELEVANCE

a. Relevance and strategic fit

Question 1. Does the program respond to National and International Development Priorities?

The current Kuwait development plan (2015/2016–2019/2020) has an ambitious vision, to make Kuwait a financial and commercial center that attracts investment, restoring its previous leading financial, commercial and regional role. The development plan aims to improve public services and develop the statistics and national information systems, to provide an investment-attractive environment to support the development, and to improve the citizens' living standards and deepen their belonging to their homeland, guided by wise political leadership and facing the new changes imposed by the international and regional circumstances.

The joint UN program support is highly relevant to Kuwait's National Development Plan. Its program design was aimed to support the national development efforts to contribute to the goal of making Kuwait a financial and commercial center that attracts investments. The program support and expected results were to focus on the capacity strengthening of PAM (including partnerships) for its role in the achievement of the national strategic objectives of economic growth for the state of Kuwait, supporting human and social development, improving demographic policies to support development and effective government administration as

outlined in the latest national Mid-range Development Plan (2015/2016–2019–2020), for instance as discussed under “Achieving institutional excellence.”

Moreover, the program support falls within the different fields of development, general goals and policies and planned quantitative targets that have been determined in cooperation with -GSSCPD. This evaluation of program support shows it was directly contributing to the development plan’s vision and expected outcome as a strategic-level initiative to enhance the labour sector.

IOM support was garnered to provide Kuwait with technical support, international comparative experiences and evidence based policy and labour research practices. Sustainable and inclusive employment poses a significant challenge to development since approximately 65% of the Kuwaiti population is under 25, and around 90% of employees in the private sector are currently not Kuwaiti citizens (ProDoc). Labour migration is also a major human rights issue across the region.

The support addresses the third outcome of the UNDP-led CPD 2015–2018: “Governance and institutional management are efficient, transparent, accessible, competitive and accountable.” The overall program support is providing expertise and support to help PAM operationalize national legislation, and in particular a focus on operationalizing its work on protection such as the international domestic workers convention (DWC). The evaluator learned from respondents that approximately, one quarter of the total foreign workers in Kuwait constitute domestic foreign labour^{vii}.

Kuwait has ratified nineteen International Labour Conventions and it is in a constant dialogue with the ILO’s supervisory bodies to improve its implementation of ILO conventions, both by law and in practice. The ILO program support was generally to accelerate capacity building for the national bodies that are engaged in this dialogue. Kuwait has requested that the ILO provide assistance in training government officials to report on the application of ILO Conventions and to build capacity of social partners to be better able to fulfill their role in the process. This capacity strengthening and technical assistance would be anchored through support to PAM (initiated by law 109 in 2013).

Question 2. Was the joint UN program support demand based?

The program support design was to focus support on PAM’s institutional effectiveness. It had been perceived by all respondents as the correct strategy. A disproportionate number of Kuwaitis are employed in one of the largest public services in the world. A World Bank study noted the inefficiency of the Kuwait public sector. ^{viii} The problem of labour sector inefficiencies and a disproportion imbalance in the labour market continues to grow. Reforms in the labour sector provide a strategic way to transform, making the public sector more efficient.

The Minister of Labour and Social Affairs requested the three UN agencies to contribute support based on their comparative strengths to the development of PAM’s capabilities. Within PAM, the program support was mapped and anchored to key constituents (beneficiaries) in PAM, including the labour market research department, the labour relations department, labour employment and recruitment sector, the labour protection sector (including OSH and Labour inspectors), IT section. In line with its reconstitution in 2013 PAM has four main sectors including: 1. Protection Sector (Shelter, Labour and OSH inspectorates with 500 inspectors, and labour relations). -2. - Employment and Recruitment Sector 3. Since 2016 a new sector was established for Planning, and Skills Accreditation 4. Finance and HR Sector including IT-. Each section has an undersecretary. PAM director general position is vacant and has been vacant throughout. After several government respondents were interviewed, the evaluator learned that PAM will be merging with MGRP, responsible for the Kuwaiti labour force. This merger will play an important role in support of the current development plan of the government of Kuwait. The learning about standards, skills and capacities and business and reporting processes will ready PAM for its new role.

b. Validity of the design

Question 3. Was the Log frame used as an effective management tool?

The log frame was used as a management tool. Outcome and outputs remained firm, but many of the expected output level activities were changed. The outcome as stated in the ProDoc statement was over-ambitious as per what was possible given the new modality of joint UN support and the state of PAM readiness for capacity building, i.e. program support might have been highlighted in the log frame design as a contribution towards system level change. This has been validated by Project Board members.

Changes were endorsed to some activities during the first (January 2016) and five subsequent Project Board validation meetings. The first one was held six months after the start of the IOM and ILO technical agencies had already begun implementation. Adaptive management was employed throughout implementation in order to adapt and deliver the outputs in consultation with the counterpart and the Project Board. In particular, IOM major activities, i.e. AVRR output 2.2, were changed. Adaptive management was begun with the Project Board playing a large role in monitoring and led to many changes in strategy and control of the activities by UN agencies, especially training and who were to be involved in the training. The result was that many unintended results have been recorded as the teams learned as they went along with what was most strategic or good due to finances. A good example of adaptive management was joint work with MGRP on ISIC and ISCO clarification, an activity with an immediate impact as the changes in data collection led to better design-making.

Question 4: How did the program design assumptions play out?

Several design assumptions did not stand. For example, the following: PMU could conduct a capacity needs assessment across all components. The PMU would manage the technical implementation for outcome level results and a loose UN joint program that effective modality for contributions towards outcome level results. The evaluator found that for many of the activities, the PAM needed capacity to build capacity. Several activities were anchored to sections of PAM that were without sufficient capacity for uptake (see status of activities as per Log frame Annex 2). For instance, the labour market research department does not have researchers or data collection agreements in place to be able to conduct information collection and analysis. In addition, the newly established leadership structure at the PAM was a hindering factor for implementation and posed a new risk for the sustainability of results. While the leadership of GSSPCD was an enabling factor for results and direction, the need for PAM overall leadership on the Project Board posed a problem. PAM high level decisions were needed in order to anchor and take decision on the internal work and provide PAM directive to many of the adaptive management approaches. A noteworthy gap was the need for program work on bridging the work on business processes with the information management and IT project in a substantive way. While the project did work on assessing and establishing business processes, it did not get to the point where it could work constructively with an IT unit mature enough for automation and promoting cross sector integration. The project budget did not allow for the level of resources necessary for system level work on data, information management and automation in PAM and or across sector.

Question 5: Did the program build in design an exit strategy?

The program did not have an exit strategy, but the project management had left in place a transition plan with recommendations for follow up (Annex 10). While activities and inputs are all completed, there is risk of follow up given that PAM still have not anchored the programs open ended deliverables (products and recommendations and learning results). All results need to be consolidated, further digested and handed over to designated leadership of PAM for follow through. In addition to the handover / transition plan undertaken by the PMU to the focal point at the PAM, the project team need to do a proper hand over with an in-depth presentation of all the results to the PAM undersecretaries and leadership of PAM at higher levels. This is a key recommendation. In particular the business processes at PAM need to be presented. The project board included only one PAM focal point and had varied participation by undersecretaries at PAM. The GSSPCD while has authority to continue but the deliverable need leadership at PAM to ensure their follow up and implementation.

5.2. EFFECTIVENESS

A. Program progress and effectiveness

Question 1: Are the expected results achieved or not?

All five areas of the program logic are supportive of human right and gender as crosscutting and focus on improving conduction for migrants and women in the work force.

Output 1: UND-led Program Management established and functional

The program management unit started with hiring of the PM six months after the technical implementation by IOM and ILO began. Issues arose because technical implementation by ILO and IOM began before vetting of the log frame and activities and before the arrival of the project manager. The implementation, in particular the research activities, were reoriented during the first stakeholder meeting in January 2016 after a PM came on board and could organize this. The high quality program management situated within PAM was reported as a central factor in program's adaptive management and ultimate performance, ensuring timely delivery of all outputs by planned date. The evaluator observed a highly professional program management unit. Judgments are based on the consideration of the high quality reporting, the quarterly reports with a graphic data presentation style that could be easily digested by Project Board for decisions and the reports containing essential information including a record of key decisions taken based on the Project Board.

Output 2: IOM led, PAM has access to resources and methodologies that build capacity in evidence based policy and program development.

TABLE 1: KEY DELIVERABLES, IOM-LED 2017

May-16	Research Study	Research on the effect of social Networks on the Kuwait Labour Market	A research study was conducted and compared the impact of social networks on Kuwait Labour Market by identifying two study groups representing the highest and lowest group of nationalities in Kuwait (the Indian and the Nepalese communities). The study resulted in 10 recommendations.	Sanam Roohi, Anita Ghimire (Nepal institution for social & Environmental Research)	PAM
Oct-16	SOP	SOP for Kuwait Government shelters for foreign workers /English & Arabic	The purpose of these Standard Operating Procedures (SOPs) is to present the best practices for the management and operation of the Shelter in accordance with international standards, while also taking into account the Kuwaiti context.	Dr. Dilip Bagreecha (Wishtree Technologies)	PAM- Kuwait Government shelter for Foreign worker
Oct-17	Procedure	Exploitation Index	A measurement index to identify the victims of trafficking and prioritizing the cases, in order to manage them and channel them properly.	IOM	PAM
May-17	Manual:- IOM	National Referral Mechanism	Based on the recommendation of the first research study it was agreed to arrange for national referral mechanism for the victims of human trafficking taking into consideration all concerned parties MOFA, MOI, PAM	Mohammad Al-Zarqani, Muhannad Dweikat	PAM

May-17	Manual: part of IOM second study	standard manual on recruitment and employment sector	Documentation for the processes and business rules in the recruitment and employment sector This was a key activity enabling the study of PAM business processes.	Khaled abu Shadi	PAM recruitment and employment Dept.
Jun-17	Third Study	Scenarios and modeling of the impact of a reduction or increase in foreign workers on the Kuwait economy and labour Force	This is the third research study within the project and it measures the impact of reduction or increase in foreign workers on the Kuwait economy and labour force.	IOM	PAM
Jun-17	Report	Report on the study tour to Bahrain	4 PAM staff did a tour visit to Bahrain to analyses view the operations of the shelter and the practices of the Bahraini Ministry of Labour. The team presented a report with recommendations for improvement.	PAM shelter staff	PAM

IOM Consultants

Sanam Roohi & Anita Ghimire (Nepal Institute for Social & Environmental Research)	Research on the effect of social Networks on the Kuwait Labour Market	17-May-15	23-Jun-16
Khaled Abu Shadi	standard manual on recruitment and employment sector	Jun-16	May-17
Dr. Dilip Bagrecha (Wishtree Technologies)	SOP for Kuwait Government shelters for foreign workers	Nov-16	Jun-17
Mohammad Dweikat	National Referral Mechanism	May-17	

Status of Indicators

Output 2: Output 2.1:

- # of comprehensive research reports produced, endorsed and dissemination workshops that contribute to evidence-based decisions in PAM. Three studies 100% completed.
- % of workshops participants acknowledging greater understanding of non-market drivers and able to implement knowledge in their day-to-day work, 80% PAM officials have gained a better understanding on the impact of non-market drivers, such as social networks, and can now link them to institutional reform, i.e. reform of work permit and labour estimation system.
- # of adjustments to PAM procedures carried out to better align with labour market objectives, as per recommendations of report. PAM officials are currently reviewing procedures manual for the employment and recruitment sector. It might be expected that procedures are adjusted post duration of the project.

Output 2: Output 2.2:

- % of shelter assessment completed, 100% completed.
- # of PAM staff trained on shelter management, 15 Staff.
- Study tour implemented (Y/N), Yes.
- Technical roundtable implemented (Y/N), Yes.

- % of completion of the feasibility and post assessment study, 100% Completed.
- Development of Exploitation Index (Y/N), Yes.
- Development of Medical Screening Procedures for shelter (Y/N), Yes.
- Development of a National Referral Mechanism (Y/N), Yes.
- National Referral Mechanism is endorsed by PAM and other stakeholders, Awaiting endorsement.
- Development of shelter database (Y/N), Yes.
- Training of staff on shelter database (Y/N), Yes.
- Conduct training on best practices of psychosocial support (Y/N), Yes.
- Conduct workshop on operating hotline for VoTs (Y/N), Ongoing.
- Conduct workshop on identification of VoTs (Y/N), Yes.
- Conduct workshop on referral of VoT cases between PAM, Moll and MoJ (Y/N), Yes.
- Develop Shelter Standard Operating Procedures (SOPs) and Minimum Standards (Y/N), Yes.
- Shelter SOPs are endorsed by PAM (Y/N), Awaiting endorsement.

Summary of Findings

IOM support was provided for important learning inputs backing up PAM's evidence-based research work and intended to influence policy making concerning labour relations and shelter management. IOM successfully completed three relevant research studies, including 1. social networks and relation to Kuwaiti labour market (conducted with UNDP), 2. process improvements and documentation of employment and procurement practices and 3. scenario analysis and future composition of Kuwaiti labour market. All three are found to be contributing to PAM policy making and daily work.

While the overall output goals were unchanged, the Project Board decision during the first meeting was to reschedule and revise some activities better suited to PAM's perceived needs. Changes were made to the originally agreed log frame IOM-led activities (Activities 2.2 substituted shelter support for the AVRR work).

Output 2.1

PAM organization research capacities were significantly augmented through conducting participatory research and training through a practical learning-by-doing approach with the research unit. PAM research unit was supported and readied (PAM sensitization and business processes, SOPs and research products, databases) for future enhancing work towards a coherent labour system. A finding, however, was that while the work was intensive, the unit is skeletal and lacking research staff. Most of the capacity building was with the unit lead and administrative staff. The IOM/UNDP joint support included establishing a research Project Board to follow-up on the developments of the research products and for decision making. This good practice adds directly to enhancing the capacity of the national staff and guide research approach, standards and methodology. The study resulted in 10 recommendations and a suggested model for estimating the needs of Kuwaiti labour market of labour. Dissemination workshops also took place with concerned government partners to address the suggested model and relevant policy changes.

Output 2.2.

Output 2.2 on AVRR was changed to better meet the needs of PAM institutional strengthening. Action 2.2 was changed and a set of training courses was designed to support the shelter (as AVRR alternatives). The training included an Exploitation Index Workshop, English language courses for the shelter staff and developing a TOR for the database development at the shelter.

ILO (Lead), Labour Standards

ILO focused on two technical areas for capacity building: 1. ILS and OSH

KEY DELIVERABLES ILO-led

Sep-16	Training Material	Occupational Health and Safety in construction sector	Develop the knowledge about tools and techniques that the OSH inspectors can use specifically within the construction sector. Priority for this sector was given based on the fact that construction sector is one of the biggest economic sectors in Kuwait.	ILO Training center, Turin	PAM official
Apr-17	Training Material	conference protocol and International relations	The objective of the training is to equip targeted PAM staff with skills related to conference protocols, including communication, reporting and international relations and impact on labour market.	Jaber Al Ali	PAM officials
Apr-17	Training Material	Inspection of Occupational Safety and Health in the oil sector (12 Folder)	Includes guidelines for the inspection activities on OSH in the companies and the oil and gas sector. It allowed participants to analyze and discuss these guidelines and interchange their point of views in order to improve their competence as inspectors. The course explained the approach to OSH management in oil and gas companies: its concepts and principles, different preventive activities to be developed in the company and how these activities should be organized to achieve its main goal: to provide a safe environment and healthy working.	ILO Training center - Turin	
Mar-17	Training Material	TOT level 2	The ToT Certification Program involved labour inspectors who aimed at ensuring that their activities generate learning, in the analysis and application of pedagogical concepts, tools and techniques. Efficient trainers able to apply a learner-centered approach within their own training events will guarantee enhanced learning results that will be reflected in improved outcomes.	ILO Training center, Turin	officials working in PAM
May-17	Training Material	ILS for judges	The main objective of the course was to enhance the ability of Kuwait to follow International Labour Standards procedures with the tripartite involvement of workers, employers, and government.	ILO Training center, Turin	
Jun-17	Awareness Flashes & videos	awareness flashes & videos on ILS, LI, OSH	Awareness Media Tool on working conditions, violation of working condition and International labour standards, such as employers holding workers' passports, working hours, delaying wages		
Jun-17	Report	ISCO 08 and ISIC 04	Migration plan of data to ISCO 08 and ISIC 04 along with classification manuals and implementation plan.	Ahmad Al-Mohammad	PAM
Jun-17	Study	Review of Kuwait Labour law	A review for the Kuwait Labour Law No. 6 for 2010 on working in the private sector has been finished and resulted in recommendations in light of international labour standards and related conventions.	ILO	PAM

ILO External Consultant

Ahmad Al-Mohammad	- ISCO 08	Mar-17	Apr-17
Hamada Abu Nijim	Labour Law Review	Feb-17	Jun – 17

Output 3: Improving the tripartite participation in the International Labour Standards system and promoting the application of conventions.

Expected Results

3.1 Kuwait Government and social partners trained on reporting on ratified and unratified ILO Conventions, as well as implementing ILO Conventions

3.2 Government and Social Partners trained on issues concerning International Labour Standards

3.3 Judges, lawyers and legal educators trained on International Labour Standards and their use in domestic courts decisions

3.4 Parliamentarians and their advisors trained on ILS to be used as a reference for their legislative reviews and actions

Status of Indicators

Output 3.1: Number of government, employers and workers' representatives participated in a standards training course in the ILO Training Centre in Turin and Kuwait. 23 participants.

Output 3.2: Number of workshops held on the ratification and application of conventions 100, 111, 122, 129, 187, and 189. 3 workshops.

Output 3.3: Number of cases in court proceedings of trained judges. Training conducted in Kuwait by ILO trainer.

Output 3.4: Capacity building workshop held on ILS implementation for parliamentarians(Y/N) No, replaced with another activity.

- Kuwait government and social partners were trained on reporting on ratified and unratified ILO conventions as well as implementing ILO conventions
- Training conducted and 4 participated.
- 3 training courses were conducted and successfully completed. See capacity building training analysis in annex 12)
- Government and social partners were trained on issues concerning International Labour Standards.
- 9 male Judges, lawyers and legal educators were trained on International Labour Standards and their use in domestic courts' decisions, and ILS guide was translated into Arabic to support learning needs of trainees
- SCPD is against the idea of training outside Kuwait due to cost complications and issues related to per diems. Through an official approval through the board meeting, it was conducted inside Kuwait for 22 judges from the institute of judicial studies.
- PAM, with SCPD approval, and the project called for a consultancy to revise labour law for the private sector issued in 2010. The consultancy was successfully completed and a report was issued with recommendations based on workshops

Findings

According to stakeholder interviews, the intention for the ILS/OSH component was to provide program support to promote the application of International Labour Standards (ILS), including those related to social justice and decent work among government, social partners and legislative bodies and to contribute to the reform of labour laws and systems of labour administration and inspection to bring them in line with ILS; to conduct seminars and workshops to disseminate information to tripartite constituents and raise awareness on matters relevant to ILS; to organize participatory training activities on ILS for government officials as well as representatives of workers' and employers' organizations on ILS reporting and ILS integration in judicial procedures; to provide technical advisory services to disseminate information on specific questions related to ILS among tripartite constituents; and to disseminate advocacy materials to institutions and its officials in order to promote ILS.

The trainings provided for Labour Standards ILS training inputs were significant. ILO inputs supported for 4 Kuwaiti participants in a training course on international labour standards at the ILO Training Centre in Turin. Of the two of PAM employees that participated, one is now responsible of Kuwait annual reports to the ILO file at the foreign relations office, and the other is a focal point between the LI department and the foreign relations office. Both were chosen as members of the labour market restructuring team at PAM.

Three tripartite training courses on international labour standards were successfully completed in Kuwait (a decision was taken by the Project Board to conduct the courses nationally - a cost effective decision), with participation by PAM as well as employers and workers organizations. Two courses were combined in a

single workshop held in March 2016. The third course was held in a separate activity in November 2016. (See the Capacity Building Training Analysis Matrix in Annex 12). Each workshop was attended by 20 workshops on an average. The Project Board scrutinized the idea of training outside Kuwait due to cost complications and issues related to per diems and instead a workshop for judges (approved by the Board) was conducted inside Kuwait, in coordination with the Institute of Judicial Studies.

The activity with parliament was replaced due to difficulties in scheduling an appropriate date with Parliament. After consulting with PAM and Project Board approval, the project team called for a consultancy to revise the labour law for the private sector issued in 2010.

The evaluator noted that the *ILO/PAM work on legislation was at the strategic level as a great input for follow up*. ILO conducted an assessment of the labour law and guidebook development, a process through which many need and gaps had been identified in relation to the new law. The reported next step is to carry this forward and to develop a labour estimation linked to the 2013 legislation, Labour Law 642010. This was a significant unintended result.

Output 4: Labour Inspection System modernized and effective in line with the ILS and OSH services improved and strengthened.

Expected Results

- 4.1 Enforcement Priorities established and Enforcement Plan developed
- 4.2 Labour Inspection Assessment and Recommendations issued
- 4.3 Action Plan developed based on assessment's findings
- 4.4 Actions Plan is implemented as agreed to by PAM
- 4.5 National Occupational Safety and Health Policy, Profile and Program is produced
- 4.6 Labour inspectors trained on basic Occupational Safety and Health and risk assessment (consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan)
- 4.7 Technical capacity of OSH inspectors for monitoring the environmental pollutants in the workplace and using related equipment and facilities are developed (consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan)
- 4.8 Workers and Employers Representatives' capacities on LI and OSH issues and relevant ILS developed (consistent with Enforcement Priorities and in support of Enforcement Plan)
- 4.9 Tools for educating W&E reps on LI and OSH issues are developed and used (consistent with Enforcement Priorities and in support of Enforcement Plan).

Status of Indicators

Output 4.1: Number of Employees of Public Authority of Manpower leadership team trained: *53 staff*.

Output 4.2: % of assessment and recommendations completed, 100% completed and conducted in April 2016, recommendations for enhancing labour inspection effectiveness were issued.

Output 4.3: % of Action Plan developed: Action plan was not completed due to lack of response by PAM.

Output 4.4: % of Enforcement Plan implemented, *replaced with another activity*.

Output 4.5: % of national OSH policy and profile produced, *replaced with another activity*.

Output 4.6: Number of training courses conducted on basic OSH and risk assessment: *3 courses*.

Output 4.7: # of OSH specialists (including women and potential trainers) receive specialized training on the use of OSH equipment, *replaced with another activity*.

Output 4.8: # of training courses for Workers' Reps and one for Employers' Reps are implemented, including 2 women (one from employers' reps, and one from workers' reps): *3 courses with 8 women representing employers and workers*.

Output 4.9: Number of workers and employers' brochures developed on LI and OSH, *replaced with another activity: 40 posters and 40 infographics*.

Accomplishments

→ Enforcement Priorities established and Enforcement Plan developed:

→ 5 of the PAM staff were trained.

- Enforcement plan developed based on the findings of the assessment (validated with PM)
- Labour Inspection Assessment and Recommendations issued.
- National Occupational Safety and Health Policy, Profile and Program is produced: not produced
- Labour inspectors trained on basic Occupational Safety and Health and risk assessment (consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan): 3 courses
- Technical capacity of OSH inspectors for monitoring the environmental pollutants in the workplace and using related equipment and facilities are developed (consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan) When the project team studied the activity, it discovered that the accountabilities of the OSH inspectors were not defined, and they do not even have the tools to use after they come back from the training. Project team and PAM discussed alternatives and took SCPD approval and were successfully completed:
- Support Hemaya initiative and produce posters and infographics related to occupational health and safety in 5 languages—a successful collaboration with civil society organization
- Trained volunteers on OSH
- Developed 3 flash videos on OSH/ILS
- Workers and Employers Representatives' capacities on LI and OSH issues and relevant ILS developed (consistent with Enforcement Priorities and in support of Enforcement Plan): successfully completed 2 courses
- Tools for educating W&E reps on LI and OSH issues are developed and used (consistent with Enforcement Priorities and in support of Enforcement Plan). Activity was replaced with posters on labour inspection instead of brochures as it is easier to grasp for Kuwaiti context. Task is partially completed and will be finalized by August 15.

Findings

In line with ILO comparative assistance on OSH, the output goal was stated as support for modernization of the Labour Inspection System such that it would be in line with the ILS and OSH services. The target was to enhance the PAM inspection system with 80% of inspection reports containing relevant data in compliance with ILS. This output target was found to be overambitious for the situation according to project management, interviews with ILO trainers and the training beneficiaries. Reportedly the ILO technical mission from the ILO Headquarter visited Kuwait on October 2015, for collection of labour inspection data, interviews, observations, and documents for the preparation of labour inspection assessment and training. An assessment report was delivered to PAM on March 2016. While the labour inspection unit with plus 500 inspectors is the largest in the region according to respondents, the labour inspection unit at PAM was not trained in ILS and the inspectors did not have follow-up tools to undertake a job in line with global standards. To add most value, as per the capacity and maturity level of the PAM unit for inspection and OSH standards, the training activities for inspectors, relevant workers and employers were changed according to the PM (see capacity building analysis in annex 12), in order to sensitize and ready the unit including the policy makers for the uptake of OSH standards.

1. Introduction to OSH

A major setback from the training perspective was the fact that a training needs assessment should have been done before proceeding with the OSH profiling. It led to a subsequent delivery of a capacity building that was not contextually based i.e. case study method based on profiling, and this was critiqued by participants consulted from the inspectorate and also by the training center in terms of curriculum. The development of a profile was intended to serve as a context based case study or basis for training. PAM did not have capacity to coordinate the development of the OSH profile. Instead a five-day workshop on policy and planning of the labour Inspection was delivered in Kuwait City for 19 PAM representatives on 10–14 April 2016. An enforcement plan was developed based on the findings of the assessment. This work is now ready to be implemented by the PAM. The respective department had many changes in the department structure and could not pursue proper implementation. In retrospect, the team believes this should not be assigned as an indicator for the project but rather as a task that should have been completed by the PAM. The evaluator agrees. No National OSH Policy, Profile and Program was produced at the end of the project. When the project team studied the activity, the accountabilities of the OSH inspectors were

not defined, and they did have the tools to use after they came back from the training. Project team and PAM discussed alternatives, and took SCPD approval and were successfully completed.

Two PAM representatives attended a two-week course in Turin on National Programs and systems on occupational safety and health to become familiar with the ILO strategic approach on OSH. A five-day workshop on National Programs and systems on occupational safety and health to raise awareness on the ILO strategic approach on OSH was delivered in Kuwait City from 11–15 June 2017. The blended course, “Introduction to the occupational safety and health in the workplace” (including a two-month distance learning part, 15 February–15 April 2016, and a five-day face-to-face part, 17–21 April 2016), was delivered for 16 inspectors on labour inspection and OSH issues. Three training courses were delivered to OSH inspectors and a team of 6 were identified to carry on with the OSH profile post training. This has been verified. In addition to the above, a training of trainer’s certificate program was highlighted as a good practice by participants and most people consulted and involved. The evaluator was told there will be future training by PAM on the contents starting in September 2017. The seven-day course “Training techniques and soft skills” was implemented in Kuwait City for 22 participants 25 September–3 October 2016. A Training-of-Trainers certification program (including a face-to-face in Kuwait City from 12–16 March 2017 and a distance coaching part from 23 March–4 May 2017) was delivered for 20 participants. This was perceived as a highly relevant and useful activity.

The support to NGO capacity building is excellent UN programming practice. The implementation work completed through the Hemaya initiative to produce posters and infographics related to occupational health and safety in 5 languages was a successful collaboration with a civil society organization and should be repeated.

UNDP led

Output 5: Report on performance of PAM produced, disseminated and issued for evidence based planning

5.1 (UNDP) gap analysis report performed and disseminated between project team and PAM members

5.2 Indicators established and monthly report produced

5.3 Tools for empowering PAM staff to issue report and capacity building on reporting issued

Table 2 UNDP ACTUAL DELIVERABLES

Mar-17	Training Material - UNDP	Module A. Introduction to Labour Market Key Concepts, definitions (3 presentations)	The main scope of the training program is to guide PAM Labour Market Research Department staff on how to conduct Labour Market analysis and to research and develop LM reports to support decision-making based on interpretation and information.	Wafaa Saad	PAM - Labour Market Research Dept. staff
Mar-17	Training Material - UNDP	Module B Overview of Kuwait Labour Market context, Issues and stakeholders and data sources	The main scope of the training program is to guide PAM Labour Market Research Department staff on how to conduct Labour Market analysis, research and develop LM reports to support decision-making based on interpretation and information.	Wafaa Saad	PAM - Labour Market Research Dept. staff

Jun-16	Khaled Abu Shadi	Key performance indicator	Full System Audit	Report
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Mar-17	Training Material - UNDP	Module C. Advanced Labour Market Research and Analytics	The main scope of the training program is to guide PAM Labour Market Research Department staff on how to conduct Labour Market analysis and to research and develop LM reports to support decision-making based on interpretation and information.	Wafaa Saad	PAM - Labour Market Research Dept. staff
Jun-17	Posters & Infographics	Hemaya Posters & Infographics	40 posters and 40 infographics were developed in 5 languages representing law articles related to occupational health and safety.	KSHR	PAM - KSHR
Nov, 2016	Training	PRINCE2 Training	A 25 project manager from PAM and GSSCPD attended a course on project management course following PRINCE2 methodology. The participants were introduced to the various steps in starting a new project, planning for it, monitoring its progress, and eventually closing the project. The tools and techniques used to determine the scope, develop a schedule, and set a budget were presented. The course took place on Nov, 2016 at UN House - Kuwait	Suhaila Mutawa + Training byteSize	PAM + GSSCPD

Sep-16	Khaled Abu Shadi	Key performance indicator	KPI blue print	Report
Sep-16	Moataz Al-Sayyed	Oracle Data Base developer	Data Quality report	Report
Nov-16	Moataz Al-Sayyed	Oracle Data Base developer	identification and implementation of user and system requirements related to reporting and reporting templates	Report
Dec-16	Wafaa Saad	Labour Market Research	work plan & Capacity Building plan	Work Plan
Feb-17	Moataz Al-Sayyed	Oracle Data Base developer	user manual and training sessions for targeted staff	Report
Feb-17	Khaled Abu shadi	Key performance indicator	PAM KPI system - Implementation Final report	Report
Mar-17	Wafaa Saad	Labour Market Research	Labour Market SOP Manual	Manual
Mar-17	Wafaa Saad	Labour Market Research	System Audit Report	Report
Mar-17	Wafaa Saad	Labour Market Research	Review of Best practices in labour market reporting	Report
Mar-17	Wafaa Saad	Labour Market Research	Training material	Training material
May-17	Ahmad Al-Mohammad	ISIC 04	System Audit Report	Report
Jun-17	Ahmad Al-Mohammad	ISIC 04	Classification Manual with ISIC 04	Manual

			Codes and migration of Data	
Jun-17	Ahmad Al-Mohammad	ISIC 04	Implementation plan for PAM including detailed procedures on adoption of classification	Work Plan

UNDP Consultants

Moataz Al-Sayyed	Oracle Data Base Developer	07-Aug-16	06-Feb-17
Khaled Abu Shadi	Key Performance Indicator	01-Jun-16	31-Aug-16
Wafaa Saad	Labour Market Research	01-Dec-16	05-Mar-17
Ahmad Al-Mohammad	ISIC Rev 04 & ISCO 08	26-Mar-17	26-May-17
Training Bytsize LTD	PRINCE 2 Training	18-Sep-16	31-Dec-16
Kuwait society for human Rights	provision of posters and infographics for an awareness campaign on Occupational Health and Safety	05-Jan-17	30-Apr-17
Stephanie Hodge	Final Independent Evaluation Report	July -17	August 2017

Output 5.1: Data gathering team established (Y/N): Yes.

Report on current process for gathering data and its effectiveness is issued (Y/N), Yes.

% of process implementation: 100%.

Database relational design is conducted and data is gathered and stored in one place (Y/N): Yes.

% of rectified corrupted data for ISIC 4 and ISCO-08: 100%.

of measurement indicators identified and linked to sources: 12 indicators.

of staff trained and using GCC job classification and ISIC 4 classification of economic sectors is introduced and staff trained: 10 participants.

Output 5.2: Process for reporting formulated and implemented at PAM (Y/N): Yes.

Reporting team established (Y/N): Yes.

Statistical tools used to process data are identified and implemented (Y/N): Yes.

Key Performance Indicators established for Recruitment and Employment Sector. (Y/N): Yes.

Output 5.2: # of errors in data issued in reports: no errors.

Frequency of issuing reports: on time.

Output 5.3: Accountabilities and responsibilities Matrix for the reporting team and Labour Market Research department identified and implemented. (Y/N): Yes.

Technical competency profiles for the reporting PAM team identified and approved (Y/N): Yes.

of reporting staff engaged in training plans based on competency gaps: 5 employees.

of training sessions conducted for remaining PAM staff on analyzing the reports: 4 sessions.

of pilot research implemented based on reported indicators: not measured.

Findings

UNDP's support had been intended to develop MPRs for PAM and to strengthen capacity for PAM to produce and sustain reports and support the transparency of PAM. The work was planned based on needs focused on delivering the following: oracle database; key performance indicators for PAM business processes; labour market research and recommendation on processes and ISIC rev 04 & ISCO 08 classification.

The project management supported by project board decisions focused the operationalization of strategy on institutional strengthening by starting with a scoping of the business processes within PAM. The strategy

was determined based on the second research study (component 2) which produced the processes manual – project management employed same approach of using the technical teams to work on the KPIs. The work was thus approached through six technical teams on *PAM Process Improvement*: The teams were formed from PAM middle management staff who have extensive experience in PAM, known to be value adding and considered to assume leadership positions in the future. The team member's selection was handled by PAM with some guidance from IOM on specific departments to be represented; nevertheless, some changes were necessary along the way to ensure a successful outcome. For instance, some members needed to be replaced due to their poor attendance, inability to contribute, or their negative attitude. In addition, some new members were added to provide more insight about some critical functions that were discovered along the way.

The following include information about each team:

1. Recruitment & Employment Divisions: The team was formed in March 2016 from the senior staff in each of the 6 divisions. They were meeting weekly until June 2016. They had a recess until September 2016, then continued meeting until March 2017. Their major accomplishments were: 1) completing the standard manual sections of their divisions and 2) successfully implementing the 2 transactions Online that reduced the workload on the corresponding staff by 80%. It is also worth to mention that PAM leadership has adopted some of the improvement recommendations of this team and issued executive orders to enact them.

2. Manpower Estimation Team: The team was formed in December 2016 from the senior staff in the Manpower Estimation Division. They were meeting weekly until April 2016. Their major accomplishment is: completing the standard manual section of their division and 2) successfully implementing few changes to their processes that increased its effectiveness and reliability. That included some changes to the current policies. Their division will require profound changes in their processes and business rules.

The business process work was found to be aptly designed to be progressive and process oriented. The issue, however, was that opening up a change management process assumed the work will be continued. After one year of engagement, UNDP/IOM recruited consultant managing the process has confirmed that the teams established in PAM are at stage one of a five stage change management process. This process has four more stages of development, so clearly this work is just started and unfinished and in need of leadership internally to take it forward. Two procedural manuals have been delivered (see list of deliverable-Annexes 2, 3,5,6,12) and one is planned to be delivered by August. While the work on business processes is recognized by stakeholders interviewed as key inputs for change management at PAM, the resultant products have to be continued and joined up with PAM's ongoing IT project for automation and greater transparency. It should also be lined to the work on classification with MGRP. (This was confirmed by the IT section to be the plan). The approach to CB was solid, with the consultant spending three months with the research team and delivering a plan of action for the team to take forward.

UNDP supported PAM's research section with Labour Market Research Capacity Development Plan was designed to enhance PAM's capacity at the individual level and the department level.

As a result of the joint ILO /UNDP cross sector exercise on classification promoting PAM work with MGRP, almost 900,000 employees are now placed in the right industry on the right classification. The activity on ISCO and ISIC classification has already registered a big impact on decision making across sector. This and other deliverables need to be further digested and continued and a more comprehensive whole of government approach to managing the labour sector is now needed. Follow up is needed in order to deepen and sustain the results for impacts for instance key areas that require more work is the work on data and IT automation and cross-sectoral engagements Deliverables as already mentioned are described and provided in (Annexes, 2, 3, 5, 6 12). The system work can continue with the improvement of the business processes and integrate that work with the need for interoperability and data collection across sector in line with the standards.

The principle challenges noted by respondents to - which the evaluator agrees for implementation of the UNDPs work on supporting reporting and transparency deliverables included the following:

- Lack of ownership and governance framework in terms of which a business unit should be responsible for the ongoing standards management, implementation and quality control;
- Lack of coordination between the IT department and the other business units responsible for using the economic activities and occupations standards. The IT department, for instance, has made multiple and random changes to the classification structure and standards codes in order to accommodate the new occupations and economic activities introduced in the Kuwaiti labour market and meet the Kuwaitization policy requirements, which are incompatible with the economic structure of ISIC Rev. 2 and structure of ISCO-68. These inconsistencies resulted in serious delays and changes to the original project plan. The PAM IT system has low readiness to adopt the new classifications. PAM has developed a new system (e-services) without taking into consideration the needed business requirements for the adoption of ISCO-08 and ISIC Rev.4 in addition to being designed based on the old database structure. This has resulted in key limitations for the deployment of the new standards.
- The Ministry of Commerce and Industry is the ultimate owner for the implementation of the new ISIC Rev.4 standards; however, until today the full implementation has not taken place. As such, PAM had been reportedly struggling with the urgency of implementation of the new standards and integration with the Ministry while it is still using the old standards to register and renew business licences. The recommendations for this key piece of work are to establish a central repository for all classifications on the national level and develop a central meta data service managed by the Central Statistical Bureau and to establish a national committee formed by key stakeholders to oversee the full implementation of the standards.

Question 2: How have stakeholders participated during implementation? Are the right stakeholders at the table? (Also see Question on Design above)

The project design and formal implementation focused on PAM and GSSCPD and would have benefited from a formal (written in project log framework) cross-sectoral perspective. Board member stakeholders could have further leveraged the policy learning benefits to other relevant ministries through the technical committee or through involving more agencies on the program board. The key constituents for labour include the civil service agency, the MGRP, the Ministry of Education and Health, the Ministry of Commerce, Ministry of Interior (especially for the work related to the shelter).

Question 3: How has the capacity building training promoted results, i.e. targeted learning.

Per design, according to the stakeholders, there was no formal capacity baseline assessment of the labour sector conducted before implementation. Normally this was needed to inform implementation and monitoring of expected results. The capacity building was however successfully tailored and delivered through formal training courses and also learning by doing with UN experts working closely with the PAM respective units on the labour assessment and tools development projects (see the list of deliverable and capacity building activities-annex 12). All planned technical deliverables i.e. assessments and indexes as example, in general were joined with capacity building training programs and delivered with the exception of the OSH profile based on standards. The project provided 343 training opportunities for 274 participants (some participants took more than one course) over 23 courses. Of the total, training opportunities for males: 230 for 188 participants. Training opportunities for females: 113 for 86 participants. Total PAM staff trained: 219. Approximately 95 percent of the trainees were provided with certificates. All the training was relevant to the original request pertaining to international labour standards, relations and systems. 20 participants are now trainers of trainers and expected (validated to be rolling out) a national level training to leverage the learning in future.

As mentioned earlier, although there was no formal across output capacity development baseline at PAM, the identification of the capacity development needs and targets (across sector) in the trainings and activities was based on needs and gaps learned through implementation. In addition, criteria for including stakeholders for capacity building with PAM and others was mapped based on *the expected deliverable including other departments and ministries as appropriate*, while the program was implementing activities, i.e. labour market survey, labour research, labour inspections, labour relations (See list and status of project deliverables in (Annexes 2, 5, 6 , 12). While not formal, the methods of assessing the gaps as well as the

implementation were appropriate in order to identify how best to anchor the work more firmly and to strategically involve the right persons, departments and agencies. Many adaptations were enabled through adaptive management and the excellent oversight and direction of the program Project Board.

The capacity development delivery was agency based, but the formal learning activities were jointly participated and supported by all three agencies when appropriate and many training were held at the UN house in Kuwait. I.e. labour market research training, ISIC classification, phase two training. PAM staff self-reported learning based on their participation in the activities: research, assessment activities and trainings. A criticism was that some of the PAM focused training was too general for the technical level of some participants at PAM, expected, as PAM's technical staff is still being established. Many administrative persons were sensitized in the processes.

Another comment by respondents interviewed was that the training for OSH did not have sufficient national context. The evaluator found that for that, establishing the OSH national profile was intended as a case study to inform the work of the OSH training, but this activity was dropped during the Project Board and had negatively impacted on the content and the approach of the OSH trainings.

While the original project document presented the clear intent of the program support by the agency and coordinated it, it did not have an overall theory of change, capacity development and or communications, policy learning strategy, baseline and/or exit plan. The implementation of the capacity building activities was, however, need-based on implementation. There were tradeoffs, i.e. formal vs. loose plan. As PAM was a new entity with limited capacities, respondents agreed it was good to learn about actual needs before the training activities and/or related processes of attempted.

The formal training inputs delivered by the three agencies targeted PAM's institutional strengthening and tripartite involvement including private sector, NGO and civil society stakeholder participation in labour sector activities has resulted in increased readiness of PAM for implementation of major process level deliverables produced.

NGO Capacity Development, Hemaya Good Practice. This is the first time the Kuwaiti labour sector has actively engaged with civil society. The evaluator was told that this was the first time a project has actively bridged the public service with public sector work. This is a significant finding and success of the project.

Question 5: What are the synergies with other sectors and programs dealing with related social issues?

The consideration of synergies and cross-sectoral inputs included what mechanisms were put in place to promote integrated approaches, cross-sectoral inputs and work processes, whether these were employed during implementation and/or used for systems level changes and sustaining learning inputs toward future inter-ministerial/department collaboration goals. While cross sectoral work was not formally spelt out in the program design, the project management and board took actions. Partnerships and ongoing initiatives were also not spelt out in the program document. Many program support activities were conducted in synergy and unison with the other relevant sectors (for synergies and inclusion - also see who was involved in the deliverables and capacity delivery table Annex12). The deliverables and the capacity training tables table show the relevant ministries, the sectors and other stakeholders (than PAM) included in the implementation of training and also work on products. In particular, substantive and high impact cross sector work was completed on labour classification with MGRP (already discussed in results section). This work can have a long term and sustainable impact on social including gender issues if taken forward in a cross-sectoral way. The work completed has shown gaps for interoperability in technology and systems in PAM and between PAM and other sectors. The legal review has also disclosed needs for system level change and for cross-sectoral data sharing and inputs for decision making. In terms of the synergies' with in PAM, team work processes (six teams) were set up to develop change management and business processes. For social dialogue, the work with the NGOs Hemaya has been a significant input and can be further strengthened. The work on labour standards has been tripartite (worker unions and employees) and cross-sectoral work and the products are all giving recommendations to take this forward n beyond PAM with other sectors and multi-stakeholder.

Question 6: Communications (See list of communication events in Annex 13)

The design did not include provisions for communications and or knowledge management activities in budget, but there was significant work conducted by PMU (See list of communications activities, Annex 13). The evaluator found that the advocacy and communications work has been important for positioning Kuwait globally for progress on protection and labour relations i.e. migrant shelter management. As such the visibility and communications aspect has added value and a good practice has proven to have influenced internal policy and maintains global Kuwaiti leadership in the region on protection issues. Many communication activities were implemented, none of which were planned or budgeted the original project document. The communication although not planned have been very positioning for Kuwait^{ix}. The communication activities of the PMU have been commendable.

Question 7: Scale-up

The project has delivered outputs as agreed with the donor and PAM government counterpart as primary beneficiary. The need is to continue to deepen learning and carry forward the work on system strengthening. This program support has great scale-up potential. The evaluator learned the public service will change to meet needs of a more progressive Kuwaiti business model and is entering a unique window of opportunity for coherence in the Kuwaiti labour system. PAM is to be merged with the MGRP.

B. Effectiveness of management arrangements

Question 8: Were the management/coordination/monitoring and arrangements conducive for results?

8 a. Management arrangements

The PMU was consisted of:

UNDP Project Manager

UNDP Finance and Admin Assistant

ILO national Officer

ILO Finance and Admin Assistant (additional support was asked from the board and approved to recruit a temporary staff. She joined during the last 6 months of the project)

IOM Project Manager

IOM Finance and Admin Assistant

ILO and UNDP were resident at the PAM offices, and had come to the UN House when necessary. The IOM were based at the UN house, and would go to the shelter (Outcome 2 deliverables) when necessary. No car was allocated, so PMU staff used their own transportation. IOM could have access at times to their office driver and car that could sometimes facilitate things around.

As per output one, the PMU core office was set up at PAM. The PMU at PAM was reported as an excellent practice and worked well to undertake the adaptive management approach to implementation that was finally instituted with the Project Board/project board. The implementation approach with three UN agencies, each with its own management arrangements and financial reporting and operational modalities, has presented many lessons learned as follows. The administrative and financial backstopping by UNDP was reported being sufficient but at times very response based to the many ad hoc request from the donor and also for troubleshooting issues that arose frequently with the experimental joint implementation modality.

8 .b. Coordination of operational needs of UN agencies for smooth implementation

A more collaborative approach to the UN operational needs might have been instilled. Open communication on the experimental nature of the implementation was needed between three agencies and counterpart at planning ministry. As an experimental modality the UN operational needed open communication, trouble shooting and discussion with the GSSPD to comply with agency needs financial payments, accounting etc. The logistics was thus a learning point. In addition, the operational units for ILO

and IOM were regional while UNDPs operational unit is national and global headquarters. A regular meeting between these might have been useful according to stakeholders. For instance, there were issues reported with accounting the GMS, issues that were resolved overtime. The UN agencies had different regulations for GMS and a compromise was reached 7 % per agency. The issue was calculating program management costs on top of the 7 % per agency. These issues have been resolved and the accounting is clear by evaluation period. The UNDP administrative unit has taken responsibility for making corrections and has agreed to do so. The financial issues for joint programming have been a big learning point for the agencies in a joint UN arrangement. Other issues arose, such as requirements for recruitment, as each agency had its own requirements but government wanted in principle hire nationally (cost implications of having an international recruitment vs. national recruitment). There are clearly tradeoffs and this is call per expected results and need for technical vs. manorial type liaisons and benefit of each. In this case, ILO manager as a local worked out well. The IOM officer was more technical and provided substantive inputs on site and the UNDP program office is resident and was involved in the Project Board meeting and had eye and ears on the ground for results monitoring. Clearly, putting in place standard operating procedures (SOPs) for joint UN implementation will support future joint programming.

8. c. Monitoring arrangements

In addition, the interagency coordination for the technical results monitoring was reported as being challenged. While some partners stated the implementation was lacking a strategic and policy level approach to the overall implementation, others stated the program was not designed for that but rather to deliver key inputs and trainings. While excellent inputs from the UN agencies were delivered as planned and as possible, for sustained system level results, the work did need a stronger strategic approach to monitoring especially regarding the policy and cross sector work. Policy strategy and monitoring was needed to help steer the program towards outcome level expected policy results. The monitoring for outcome level results according to stakeholders interviewed might have been better for technical and learning coordination of inputs towards outcome. This aspect could have been better monitored at the program level. UNDP, ILO and IOM provided technical inputs but the program support from the ILO regional office was limited to one program monitoring visit. The ILO regional office did not participate in the regular board meetings. In the future ILO might need to provide further programmatic support and input to board meetings. This is a lesson learned. In the future, it is recommended to create a technical oversight team between all three agencies around a results monitoring plan. All three technical leads need to be involved in Project Board meetings.

The lesson here has been related to the need for a strong program framework, i.e. design with implementation strategies agreed between partners and built in theory of change. Having a mechanism in place for interagency coordination for policy level results between agencies technical departments is a lesson learned^x.

The monitoring plan (**See list of Monitoring Activities, below and annex 9**) (as per ProDoc Agreement) was adhered to. Observed Project Monitoring Activities included 6 board meetings since project start date June 2015. The final Board meeting was on June 19th 2017. Progress reports were delivered on the following dates?? 2015, 0; 2016, 4; 2017, 3. Quarterly progress reports were in place, along with risk logs. Change requests were sent regularly to SCPD in line with Project Board meeting minutes in order to avoid scope creep. Nice formats were developed by PMU and UNDP that can be incorporated into the SOP for UN joint programming.

The project board was effective as oversight mechanism, but while the participation was frequent and active (6 meetings), the representation on the board was limited in its decision making authority with only a focal (not high level lead or even PAM board) from PAM and GSSCPD represented (See Annex participants and member of the project board). The evaluator found that PAM had a parallel board. The oversight for policy might be augmented with other key sectors for labour involvement, including commerce, education, others.

Technical monitoring for policy and strategy changes can be better coordinated and improved. While the project had excellent project management, daily monitoring of tasks and deliverables, there was need for a mechanism for systems change level results monitoring i.e. overarching partnership or a technical

committee as a capacity development initiative with many trainings. The program also required smart design, including a baseline assessment of the PAM capacity with a theory of change (TOC). It needed mechanisms and/or agreements in place between agencies for technical results monitoring in order to optimize coordination between UN agencies and different PAM and other constituents for outcome level results, i.e. relevant sectoral units at the different levels (global, regional, national and global technical) for enhancing technical learning uptake and for policy level results.

The inter sectoral technical inputs might have been improved with a technical engagement platform for input into key deliverables, especially for data and research inputs necessary from other sectors.

MONITORING SCHEDULE AS PER PRODOC AND AGREEMENTS				
Monitoring Action (Description)	Due by	Completion date	Comments	Responsibility
First Board meeting	25/1/2016	25/1/2016	Conducted and MOM signed	UNDP
Annual progress report, 2015	31/12/2016	15/1/2016		UNDP
Q1 Progress report	15/4/2016	1/5/2016		UNDP
Second Board Meeting	31/3/2016	13/4/2016	Conducted and MOM signed	UNDP
Third Board Meeting	23/5/2016	23/5/2016	Conducted and MOM signed	UNDP
Q2 Progress Report	10/7/2016	10/7/2016		UNDP
Fourth Board Meeting	15/10/2016	15/10/2016	Conducted and MOM signed	UNDP
Q3 Progress Report	30/9/2016	15/10/2016		UNDP
Q4 Progress Report	30/12/2016	15/1/2017		UNDP
5 th Board Meeting	29/1/2017	29/1/2017	Conducted and MOM signed	UNDP
Annual Progress Report 2016	15/3/2017	15/3/2017		UNDP
Q1 Progress Report	15/3/2017	15/3/2017		UNDP
6 th Board meeting	16/6/2017	19/6/2017	Conducted and MOM Signed	UNDP
Q2 Progress Report	30/6/2017	5/7/2017		UNDP
Final Project Report	30/6/2017	5/7/2017		UNDP
Project Final Evaluation	15/8/2017	15/8/2017		UNDP

5.3. EFFICIENCY

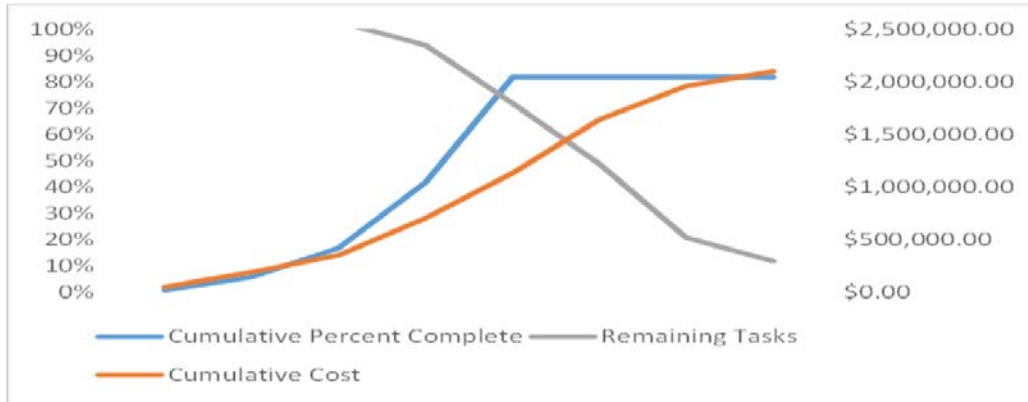
Question 1: What has been the cost effectiveness per results?

The project has been cost effective as per overall results. All agreed deliverables have been delivered on time. In terms of the efficiency gains for work with PAM, the contribution to systems, reducing documentation in business procedures, procedures for streamlining work and the SOPs that were left in place and unifying employees are all evidence of this.

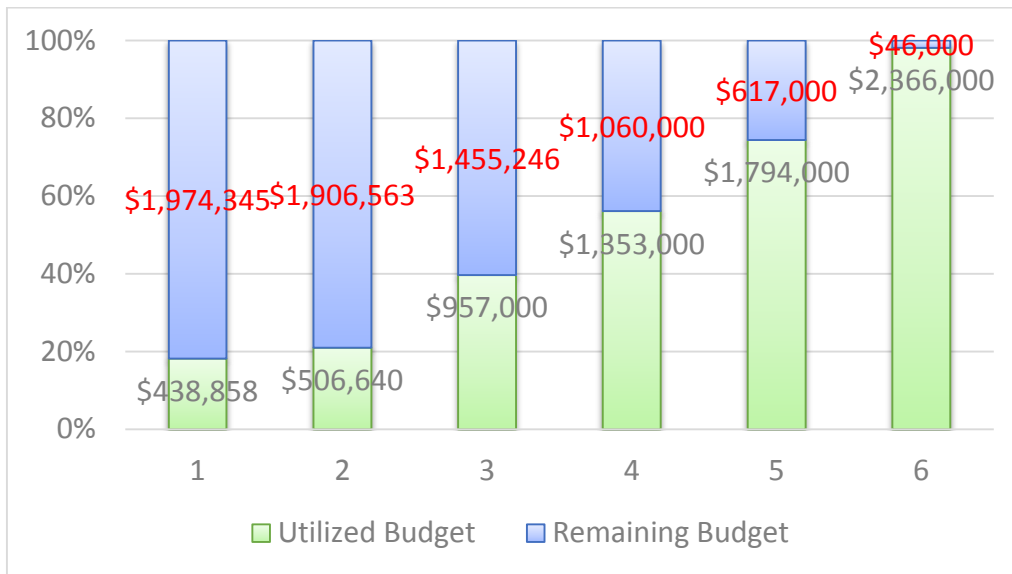
PROGRESS VERSUS COST

Progress made versus the cost spent over time.
% complete line above the cumulative cost line.

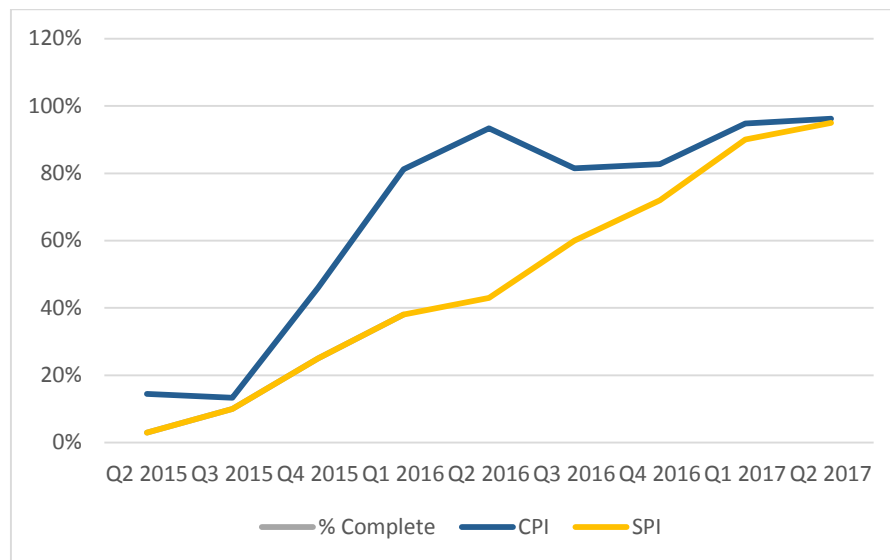
OVERALL PROJECT PERFORMANCE PROGRESS VS COST



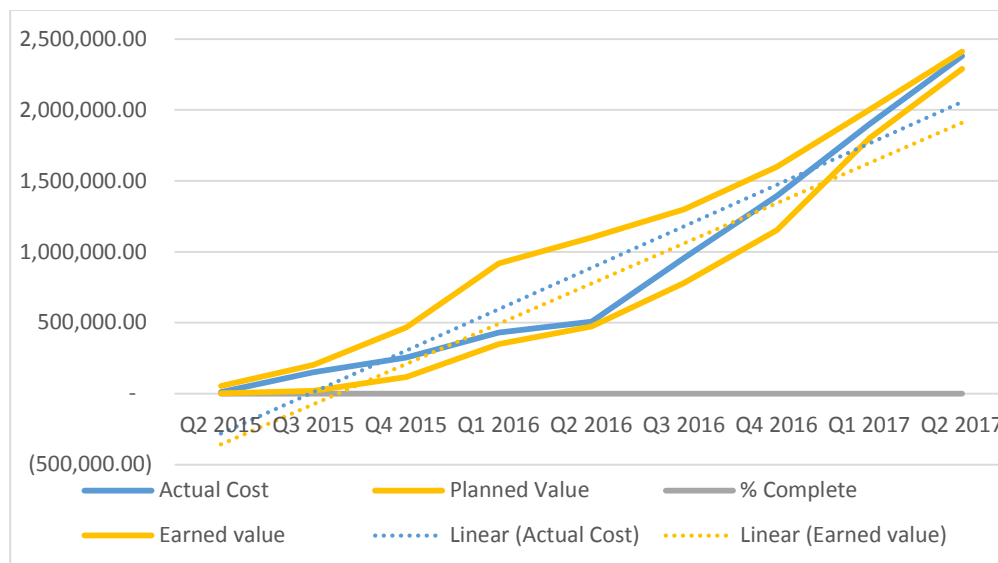
Schedule & Cost Performance Indicators



Budget Utilization



Earned Value



Question 2: Was the program delivered in a timely manner?

The program was delivered on time and in line with agreed plans and adaptation of activities based on the Project Board decisions and annual planning. The project teams delivered all the planned and agreed deliverables on time. The actual figures are as follows as of evaluation date. Delivery for all activities: 95% status for all top-level activities; 98% budget utilization for 3 UN agencies. The cost effectiveness is the value for money. Considering that 274 persons in connection with PAM core functions have been trained, that PAM management staff has had hands on capacity building for over two and half years with globally renowned experts input by three UN agencies and that three major research projects are delivered and PAM reporting and business processes have been studied, this project has been highly cost effective per results, i.e. contribution to improvement to the labour sector and also in terms of deliverable and output with many strategic level change management and cross-sectoral deliverable ready to be taken forward.

The excellent project management was recorded by stakeholders as a key factor in cost effectiveness.

TABLE 3 JOINT PROGRAM DELIVERY PER OUTPUT

Output	Budgeted	2015	%	2016	%	2017	%	Total %
Output 1 (UNDP)	302,035.0	21,542.0	7.1	186,995.3	61.9	93,497.7	31.0	100.0
Output 2 (IOM)	866,702.0	124,881.0	14.4	385,328.0	44.5	351,338.0	40.5	99.4
Output 3 (ILO)	459,492.0	42,213.0	9.2	130,033.0	28.3	227,269.0	49.5	86.9
Output 4 (ILO)	410,853.0	11,000.0	2.7	202,978.0	49.4	200,000.0	48.7	100.8
Output 5 (UNDP)	362,400.0	-	-	134,737.0	37.2	215,000.0	59.3	96.5

5.4. IMPACT ORIENTATION AND SUSTAINABILITY

Question 1. How are the prospects for sustainability (of the program support)?

Oversight and management team designed activities for carrying forward the learning, including a training of trainers' program, phase two training. Program sustainability is at risk of immediate follow-up to take products forward. Efforts are needed to consolidate and provide clear recommendations on the business processes started and to carry forward the learning. Important synergies have been built. The project worked to bridge work of PAM and MGRP during implementation through revising the ISIC classification system.

There is excellent potential for longer term development impact. The program support is highly relevant and meeting a unique period of change for the labour sector and civil service reforms in Kuwait.

Question 2: Should there be a continuation of the program to consolidate achievements?

Further support is needed to deepen the results, including the business processes begun, to start integration with IT for automation and promote cross-sectoral inputs for more unified services and to sustain and deepen the capacity building readiness: supporting PAM and building on the opportunity of ongoing reforms. First, correction is necessary to improve implementation support based on the lesson learned. The next phase can institute a PMU continued within PAM - supported by GSSCPD within the context of KNDP.

Question 3: Resources Mobilization

Based on support, the partnership needs resources to carry forward the readiness towards sustained system level improvements up to standard. For future resources, a possible exit may be through the commitment of the counterpart agency, the GSSPCD, to provide continued support to this project - within the context of the national development planning. Enhancement of PAM's development directly supports the national development plan.

6. CONCLUSIONS

The Joint UN program provided an intense capacity, training and technical support over a very short time (June 2015 -June 2017). The work has raised awareness and readiness for PAM and general institutional coherence around the labour sector in Kuwait. Stakeholders involved in the implementation recognized that a main contribution of the support has been the identification of needs and gaps realized through the implementation. The recommendations from the reports and deliverables are evidence based including; labour law review, labour market survey, the social network study and the PAM assessment informing a set of business process manuals. These deliverables and the broad sensitization around standards and labour management skills that was imparted might now be taken forward towards greater sector wide coherence in line with international standards. While the program support was focused on raising the awareness and capacities of the public authority for manpower (PAM's) (senior beneficiary) institutional effectiveness per globally relevant standards with capacity building delivered to staff to add value to their daily work, learning activities and products were delivered through a cross sector approach and many unintended activities have registered and produced significant results and impacts showing the importance of a cross-sectoral approach. For instance, as a result of the cross-sector exercise on classification working with MGRP, almost 900,000 employees are now placed in the right industry on the right classification. The evaluation shows the learning activities and the deliverables i.e. stakeholders trained on International Labour Standards (ILS) and Occupation Safety and Health (OSH) - 274, labour sector and market analyses, business process and standard operating produced have been a direct contribution to the development plan's vision and expected outcome as a strategic-level initiative to enhance the labour sector.

The joint UN support was highly relevant to Kuwait's National Development Plan. The UN project was designed in order to garner the comparative assets of the three UN agencies to support the PAM's reforms at the request of the Minister of Labour and Social Affairs in 2014. The assets of three agencies was aptly designed to focus on PAMs effectiveness (capacity development and training, system coherence and effectiveness against a set of international labour standards) for its role in the achievement of the national strategic objectives of economic growth for the state of Kuwait, supporting human and social development, improving demographic policies to support development and effective government administration as outlined in the latest national Mid-range Development Plan (2015/2016–2019–2020), for instance as discussed under "Achieving institutional excellence." The program addresses the third outcome of the UNDP-led CPD 2015–2018: "Governance and institutional management are efficient, transparent, accessible, competitive and accountable." Program is providing expertise and support to the newly established entity - PAM in order to better operationalize the new national 2013 legislation, Labour Law 642010. The support was anchored to PAM institutional strengthening in line with the 2013 Law 642010. Kuwait has ratified nineteen International Labour Conventions and has been in a constant dialogue with the ILO's supervisory bodies to improve its implementation of the ILO conventions, both by law and in practice. The ILO expertise and capacity building support was thus to accelerate capacity building for the national bodies that are engaged in this dialogue. Kuwait specifically requested ILO assistance in training government officials to report on the application of ILO Conventions and to build capacitate of social partners to be better able to fulfill their role in the process.

The project support was timely, with key learning and technical inputs implemented through an adaptive management approach (key finding was the project had an experimental and loose design) with excellent guidance from the Project Board under the leadership of the GSSCPD. The results include strategic policy recommendation and products on labour relations, labour standards and institutional effectiveness and performance that are valuable to help reorient the Kuwaiti labour sector toward a global labour standard as it take forwards its reforms linked to its national development plan. Significant deliverables include: a set of key performance indicators (KPI's) on the business processes of PAM; evidence based policy focused research: 1. the impact of social networks on the labour market, 2. the future scenarios of foreign labour and 3. Effects of labour on Kuwait economy. These and the other key products (deliverables Annex 2, 5, 6, 12, others) have been implemented through a participatory and rigorous way working inclusively with PAM staff and other stakeholders to collect information and come up with evidence based recommendations. The ILO supported legal review was another key product notable as a strategic but unplanned activity and

has great potential value for leadership of change in the sector. Other unplanned activities that yielded significant results included a strategic cross-sectoral work on classification and data management between PAM and MDRG for the ISCO classification system. The IOM supported a shelter database relational design and conducted an audit of shelter operations. Other key deliverables include a repository for ministerial and managerial decisions, national referral mechanism for VOTs, implementation plan for the OSH system and awareness videos on ILS were put in place. The labour law review, the research on labour relations and shelter management have informed national work process against international good practice and standards. The project focused on improving efficiency and transparency at PAM through creating a set of unifying procedures, delivering concrete assessments and the recommendations, all that can be followed and deepened. All support has been against the backdrop of ongoing reforms and a timely institutional integration of PAM with MGRP and the Kuwaiti Public Service Commission, institutions that share responsibility for the entire labour sector including Kuwaiti, foreign and private sector continue.

The cooperation has provided many lessons on joint implementation in Kuwait, a new UN service oriented modality. Joint UN programming has proven as an effective modality for optimizing the comparative assets for greater impacts. While the modality has proven to be successful there are many lessons learned on implementation that can be recorded and developed in an operational manual for future joint UN exercises. This is a valuable input not only for Kuwait but UN joint programs nationally and globally. Lessons learned include the need for synergies on joint operational procedures, mechanism for coordination for technical results monitoring at all levels (national, regional and global) and SOPs on recruitment and other aspects of implementation i.e. who should be regularly involved in Project Board meetings. The hard lesson learned was on nonresident chief technical inputs and how these can be best monitored with the program management and the Project Board.

Key lessons show that the design might have been more inclusive to other relevant sectors and included a more collaborative process. One principle assumption was that labour data would be forthcoming and that labour classification was standard and interoperable across sector. The project support had identified these gaps and worked on rationalization of classification system for greater coherence and interoperability which was not planned. This is a key area for follow-up work. The need is to follow up deliverables together with the relevant sectors including: education, transport, commerce, and interior and health sector. The labour sector goes beyond PAM and the deliverables show that there is a much larger initiative that can be followed up with more focused support perhaps in line with the merger of the institutions as an institutional capacity development project and focus on data and information management, cross-sectoral coordination and systems interoperability. At the core for a function labour sector is information management. This project successfully put in place a classification system that is in line with global standards and the work is to now follow this up.

PAM is a new institution, with significant responsibilities for the foreign and private sector labour. Most significantly, program supported PAM develop a new culture and mindset. Through this program, an extensive formal training program was delivered to 274 stakeholders involved in the Kuwaiti labour sector. The inputs and training included a new set of unified business processes and recommendations. The program support was successful to deploy 23 trainings to sensitize and impart learning on standards and labour sector approaches across the relevant stakeholders. The capacity building trainees were selected by PAM and guided by UN agency inputs coordinated by project management. Given that PAM units were not consistently ready for targeted capacity building, i.e. some units were not mature enough for receiving courses or had very little staff for instance, and that to build capacity the units needed a level of technical capacities for example, OSH or labour inspection units needed to have roles defined and in house capacity in order to lead the development of the OSH profile in an inclusive way. In addition the OSH profile was not something that could be done by an external but needed to be an inclusive process lead from within. The accountabilities of the OSH inspectors were not defined as they did not have the tools to use after they come back from the training. Project team and PAM discussed alternatives, and took Project Board approval and the alternative trainings (five- see annex 12 on capacity building activities analysis) that were successfully completed.

The project support bridged work between PAM and a local NGO. This has been unprecedented for the labour sector in Kuwait. For instance, collaboration with Hemaya, Supported Hemaya initiative and

produced posters and infographics related to occupational health and safety in 5 languages – this was a successful collaboration with civil society organization.

Trained volunteers on OSH. Developed 3 flash videos on OSH / ILS

The project management was noted by all respondents as a key factor in implementation success, with the PM taking the design assumptions seriously and engaging the Project Board and stakeholders including the UN agencies in an adaptive management approach to implementation that better served the needs and brought the project to results both non planned and planned in close arrangements with the Project Board.

The UNDP/IOM joint support to upgrade PAM business processes was about efficiency and cost effectiveness. In terms of efficiency gains, this project was designed for efficiency with the direct aim to import the function of PAM business and transactional processes. The newly launched institute 2013 is now readied for implementation and deepening of the capacity building work with other stakeholders and sectors. The support has been an impressive burst of activities. All the planned deliverables were delivered on time. There is cost effectiveness in the result but there is risk that the learning and products will not be carried forward for development and changes in systems.

An exit strategy has been presented to the Project Board for the deliverables (Annex 10). This plan clearly designated who is responsible for follow up.

7. LESSONS LEARNED

- Lesson Learned 1 : Business process and information data management IT solutions

For system level change support, a focus on business was good but this needed to be accompanied also by resources and expertise on labour data and information management. Integrating both within PAM involves a much bigger -more expensive and longer endeavor. The program support provided only enough time to start a longer-term institutional process for effective system development.

- Lessons Learned 2: Capacity building approach, the importance of having a capacity development baseline and broader learning plan:

For the capacity building approach, the importance of having a capacity development baseline and broader learning plan provided in the project design and or as a preliminary (one of the first project deliverables) project input cannot be understated.

From a design perspective, the respective UN agencies would deliver the inputs as per their component and their own comparative advantages, e.g. ILO provided expertise on training on ILS and OSH while UNDP delivered training based on the business processes, and IOM conducted training as per its protection expertise, i.e. on labour relations, shelter, and evidence-based policy research work on labour relations. Key learning for the capacity development delivery was 1. Capacity building is optimal learning delivered learning by doing; 2. It is important to have a capacity development strategy across outputs, including established baseline, monitoring and oversight mechanism and a timeline for delivery per agency true to overarching expected outcome targets toward results around systems strengthening and targeted PAM learning impacts and 3. Leadership in PAM is needed to anchor the project support as a leadership and effectiveness, performance agenda. The integration with PAM's own decision making and change management processes would have been more optimal for institutional change effectiveness and sustainability considerations. Other lessons included those regarding the training and its impacts. While some of the training courses were developed with a baseline and end assessments built in, others were not (see Status of Capacity Building Training Activities, annex12). Having a clear, consistent methodology for learning activities that include assessment and accreditation is key. While the implementation approach involved having product-related and tailored standalone trainings from three UN agencies, the activities were not coordinated and guided by an overarching theory of change and/or a single program level capacity building strategy. Absence of having a PAM baseline was an issue for planning and coordinating activities

towards the system level change targets in a timely way. The capacity building needed to be strategically anchored to PAM institutional development targets and/or coordinated with PAM on its own internal change process. This put pressure on the UN specialized agencies to be creative with the Project Board and to work fast to adapt and design activities that might have needed more lead time .Examples include OSH exercise that was adapted to five trainings and no profiling upon which to build learning content.

- Lesson Learned 3: Design and Implementation lesson. Cross-sectoral participation in project level decision making and activities is optimal for policy buy in and a long term perspective towards systems level change and sustainable impacts.

The importance of having a cross-sectoral perspective for policy learning; a key learning related to demand-based implementation, however, was that the support may have been designed to promote more inclusive cross-sector work with other departments that have responsibilities for labour law. This is a key lesson learned. The project management had reached out, and through the adaptive management approach, worked with the key sectors, began to build bridges through concrete deliverable and training, e.g. MGRD (also see the section on synergies below). The program support can be designed to promote inter-sectoral collaboration formally, i.e. through a member of the program board and/or formally attached to deliverable technical committees, for instance, with key sectors responsible for labour decision-making, data collection and policy, i.e. certification, health, commerce, protection, etc.

- Lesson Learned 4: UN joint programming is experimental and many lessons on operations and coordination need to be complied and enacted or have smoother implementation

One UN programming is adding value, but it needs excellent coordination and standard operating procedures for operations and program delivery.

Lesson Learned	Recommendation
Gap between developing the project document and actually implementing the project had an adverse impact on the project, as the priorities of the beneficiary changed and the project document is rigid and does not allow change on the output level.	Shorten the period between developing the project document and initiating the project. Address issues related to mobilization. Scoping sessions before implementing major activities deemed to be necessary and of great added value. Develop a business case and validate every single activity against the business case – question the purpose of the activity and how it serves the project.
The Board of the Beneficiary was disconnected from the activities of the project, many strategic decisions related to the project needed to be discussed and approved by the beneficiary board.	Beneficiary board shall be part of the project board. Extremely important to position the project within the overall program at the beneficiary side – Not only the position within the national program.
Many reporting requirements were popping all the way during the project life cycle, creating pressure to cater for different needs including PAM’s BOD, undersecretaries, Project board, Media, SCPD, UNDP, and other participating agencies.	A reporting matrix shall be developed at the beginning of the project identifying frequency, language, purpose, and format of the report. Matrix to be approved on and agreed by all counterparts. Any additional reports need to be discussed and approved officially.

Even though that most of the PAM staff are capable of using emails, it is not regularly accessed. The project team used WhatsApp to communicate dates and details of certain prolonged training courses. This rendered very good results in terms of informing participants, motivating them, and breaking the ice.	Create an informal way of communication (in addition to the formal), such as WhatsApp groups for prolonged training courses. State the purpose of the group and add rules in order to keep it professional and avoid bothering participants with unnecessary messages and forwards.
Most of the training courses were implemented as per the project plan. Some performance gaps at the PAM were not related to lack of skills or knowledge and were related to poor processes. In this case training rendered poor impact.	A training needs analysis shall be conducted before each and every training course to identify knowledge and skill gaps. A mechanism shall be put in place to measure training impact. The training process at the beneficiary side might be revisited and assessed at the beginning of the project in order to support learning outcomes. A system shall be put to support the “post – learning “in order to track newly acquired skills and its application.
One of the activities was not fully implemented and took longer time to be processed. Staff capacity and understanding of the importance of the activity was not fully present at the beneficiary side.	A readiness examination / maturity assessment shall take place before implementing significant activities. In each TOR we included a system audit report as the preliminary step for each consultancy as a deliverable.
Shared decision making might hinder the project development.	Lead the efforts for joint discussions.
Distinguish between primary users and broad learning circles (the case of the KPIs).	During capacity development exercises and having standing on premises consultants, make sure to split primary users from the broad leaning circle as the requirements of each group is different in terms of details required and interest.
Communication outreach had put pressure on the project team as it was dealt with on ad – hoc basis.	Communication outreach shall be part of the project document and action plan. A budget might be allocated for certain activities and international days (i.e. labour day, and international safety day). A mechanism shall be put in place to coordinate with media and responsibilities of each party including the beneficiary, SCPD, and UN agencies.
Back to back activities and schedules of the staff – 3 agencies working together and was bit more what the PAM can absorb.	Manage schedules every 3 months in coordination with focal points. Rank activities for the 3 agencies based on difficulty and schedule light with hard activities for each quarter.
Embassies has support groups that might be helpful in addressing issues related to their people	Check with embassies for free translation / proof reading services. Sardigan is a support group in Kuwait for Filipinos/as, was very helpful for our project in proof reading posters and infographics on OSH free of charge.

Focal points at SCPD are spread per functions (focal point for finance, focal point for contracts, and focal point for meetings. Etc.), creating pressure on project team and coordination efforts.

Focal point at the beneficiary side shall be a decision maker, facilitator with clear responsibilities, have an understanding of the organization, and be able to provide feedback.

Assign one business partner for each project, who will be able on following up on all activities related to the project and coordinate within SCPD on compliance and information.

Develop a job description with clear accountabilities at the project inception phase in order to set expectations for the role. Being a focal point can be part of the employee's annual appraisal / target.

8. EMERGING GOOD PRACTICES

- Good Practice 1: One UN is a good modality for Kuwait

The one UN project modality for Kuwait is showing unique feature for implementation in a NCC country context that needs consideration for future one UN project design. This project support was a successful experiment for one UN implementation in a NCC country but has a critical difference than other country context.

- Good Practice 2: Policy window open and close, and it is important to plan support initiative sensitive to open policy windows

The timing of this project was taking advantage of an optimal open policy window for change. It strategically had taken advantage of the will for UN agencies' joint support and also the government will for change. The open policy and institutional change windows sometimes offer good opportunities for sensitization, and this is a strategy that is effective to reorient incumbent institutions to new ways of working.

- Good Practice 3: Importance of working with NGOs.

The innovative work with NGO for capacity building was also a lesson to inform future practices. The project adapted activities in component 2 and included the Hemaya NGO to produce posters and infographics related to occupational health and safety in five languages. This was a first ever successful collaboration between labour services and a civil society organization. A process through which three volunteers were trained on OSH; three flash videos were developed on OSH/ILS.

9. RECOMMENDATIONS

It is necessary to bring the UN agencies together with decision-makers, including the Minister of Labour and Social Affairs, the four undersecretaries of PAM and GSSCPD stakeholders, to discuss the report and to consider the transition plan and the open-ended nature of deliverables i.e. business process, data, and policy implications. The fact the PAM was recently established with an organizational and leadership structure being set, created a significant barrier to anchor the program support strategies and now threatens sustainability. The work must be firmly anchored / integrated into PAM change and enhancement processes. At times work was ongoing for which leadership was needed to link it to ongoing projects i.e. IT and data automation project. Discussion needs to take place and leadership designated in PAM to take the deliverables forward.

A transition plan has been developed by the project management and vetted by the evaluation (Project Board meeting #6, final power point report, and Annex 10). Leadership is needed to take the results including many open ended deliverables forward. There is a risk that deliverables, i.e. evidence for policy based on the three research projects, the labour law review, ISCO and ISIC classifications and work on data cross-sector, the process manuals, and the business performance and KPIs in the next stages will not be as useful if not quickly followed up.

The technical work that needs to be taken forward includes the following:

GSSCPD

1. To support PAM to take forward the law review and the project lessons in relation to the planned merger with civil service commission and MGRP, the lessons concerning business processes, change management and institutional development **(High Priority)**.
2. To enhance the systems interoperability and to ensure cross-sectoral coherence and coordination between the labour sector information management and labour law in the labour sector **(Medium Priority)**.
3. To enhance and follow up on the implementation of the capacity building and **(Low Priority)**.

Public Authority for Manpower (PAM)

4. To develop KPIs for the remaining PAM sectors, and complete and publish to users **(Medium Priority)**.
5. To complete the national OSH profile within the protection sector **(Medium Priority)**.
6. To take forward the work on ISIC and ISCO classification and alignment on the national level, following up the UNDP/IOM joint support on how to support PAM and MGRP to adopt ISIC. PAM had been reportedly struggling with the urgency of implementation of the new standards and integration with the Ministry while it is still using the old standards to register and renew business licences. The recommendations for this key piece of work are to establish a central repository for all classifications on the national level, develop a central Meta data service managed by the Central Statistical Bureau (CSB) and establish a national committee formed by key stakeholders to oversee the full implementation of the standards **(High Priority)**.
7. To follow-up work on the business process maps needed for the remaining sectors. Moreover, to work on labour sector Governance model **(Medium Priority)**.
8. To follow-up the work on PAM Human Resource Management and structure in line with the assessment and reports **(Medium Priority)**.

United Nations

9. To develop an SOP and case study for joint project implementation by all agencies led by UNDP **(Medium Priority)**.
10. To create a technical oversight team between all three UN agencies around a single results monitoring plan in future activities **(High Priority)**.
11. To undertake a post-project capacity impact study in one year. While the 23 courses were generally evaluated and assessed by participants as beneficial and have served to increase their awareness and skills, there is still a need for a comprehensive review for impact over time towards outcome level results **(Medium Priority)**.
12. ILO to work with PAM on OSH to undertake the profiling not completed under this stage **(High Priority)**.
13. UNDP/ ILO to develop a strategy for training the trainers follow-up and capacity leveraging at PAM **(Medium Priority)**.
14. IOM to generate a case study on its work with PAM government shelter for foreign labour in Kuwait for further positioning **(High Priority)**.
15. IOM to provide its thoughts on the labour estimation system and how it can be enhanced based on process manuals developed **(Low Priority)**.
16. UNDP to provide final accounting statement and refund the overcharge of GMS to the GSSCPD when the CDR and PDRs of all UN accounts can be settled in 4 months from now **(Medium Priority)**.

10. SUMMARY OF POTENTIAL AREAS FOR FURTHER INVESTIGATION AND IMPLICATIONS FOR GLOBAL/REGIONAL STRATEGIES

- For the UN agencies to compile a manual of operational lesson learned based on the one UN approach taken to deliver this program support. There is a need to be a consultancy to study the operational and program aspects of the dos and don'ts and to formulate a guide book for UN agencies.
- Develop a case study on joint programs in an NCC country.
- Feedback on the good consultants to the regional offices in order to include trusted good quality consultants on rosters.

ANNEXES

ANNEX 1: LESSONS LEARNED TEMPLATES

Lessons Learned 1:

ILO Lessons Learned Template Project Title: "The Support to the Public Authority of Manpower (PAM)" UN Program Support to Kuwait	
Name of Evaluator: Stephanie Hodge Date: September 13 , 2017 The following lessons learned has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the lessons learned (link to project goal or specific deliverable, background, purpose, etc.)	<i>Business process and information data management IT solutions</i> For system level change support, a focus on business was good but this needed to be accompanied also by resources and expertise on labour data and information management. Integrating both within PAM involves a much bigger -more expensive and longer endeavor. The program support provided only enough time to start a longer-term institutional process for effective system development.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The project was not designed as a phased approach to change but rather as short term capacity development inputs and the enabling environment. The work on labour systems required more holistic, long term design with a focus on information management and automation.
Establish a clear cause-effect relationship	Systems include work that reduce human error and promote transparency. This is really important where permits and classification is involved.
Indicate measurable impact and targeted beneficiaries	New program design targets can include work targets on cross sector information management including classification and automation.

Potential for replication and by whom	Next phase or follow up work -planning, labour, UN projects in other countries.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	ILO SP and Decent work agenda
Other documents or relevant comments	NA

Lessons Learned 2:

ILO Lessons Learned Template	
Project Title: "The Support to the Public Authority of Manpower (PAM)" UN Program Support to Kuwait	
Name of Evaluator: Stephanie Hodge Date: September 13 , 2017 The following Lessons Learned has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the lessons learned (link to project goal or specific deliverable, background, purpose, etc.)	For the capacity building approach, the importance of having a capacity development baseline and broader learning plan provided in the project design and or as a preliminary (one of the first project deliverables) project input cannot be understated.

<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>From a design perspective, the respective UN agencies would deliver the capacity strengthening inputs as per their comparative advantages, e.g. ILO provided expertise and targeted tailored training on ILS and OSH, UNDP delivered training based on the systems and business processes, IOM conducted training as per its protection expertise, i.e. on labour relations, shelter, and evidence-based policy research work i.e. labour relations.</p> <p>Key learning for the capacity development delivery was 1. Capacity building is optimal learning delivered learning by doing; 2. It is important to have a capacity development strategy across outputs, including established baseline, monitoring and oversight mechanism and a timeline for delivery per agency true to overarching expected outcome targets toward results around systems strengthening and targeted PAM learning impacts and 3. Leadership in PAM is needed to anchor the project support as a leadership and effectiveness, performance agenda. The integration with PAM's own decision making and change management processes would have been more optimal for institutional change effectiveness and sustainability considerations. Other lessons included those regarding the training and its impacts.</p>
<p>Establish a clear cause-effect relationship</p>	<p>While some of the training courses were developed with a baseline and end assessments built in, others were not (see Status of Capacity Building Training Activities, annex12). Having a clear, consistent methodology for learning activities that include assessment and accreditation is key. While the implementation approach involved having product-related and tailored standalone trainings from three UN agencies, the activities were not coordinated and guided by an overarching theory of change and/or a single program level capacity building strategy. Absence of having a PAM capacity baseline was an issue for planning and coordinating activities towards the system level change targets especially in a time bound "project" way. The capacity building needed to be strategically anchored to PAM institutional development targets and/or coordinated with PAM on its own internal change process. This put pressure on the UN specialized agencies to be creative with the Project Board and to work fast to adapt and design activities that might have needed more lead time .Examples include OSH exercise was adapted to five trainings and no profiling upon which to build learning content..</p>

Indicate measurable impact and targeted beneficiaries	Creating a mechanism for capacity building and related research tasks to the core beneficiary institution in order to anchor the work. PAM was supported to enhance its national capacities for research by establishing a research Project Board to follow-up on the developments of the research and take necessary decisions. This good practice adds directly to enhancing the capacity of the national staff and guiding them through research approach and methodology. Learning by doing is also a good practice for instanced having a PMU shadow some of the learning within PAM on a daily basis.
Potential for replication and by whom	All future UN joint projects
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Links to ILO SP and Decent work agenda.
Other documents or relevant comments	na

Lessons Learned 3:

ILO Lessons Learned Template	
Project Title: "The Support to the Public Authority of Manpower (PAM)" UN Program Support to Kuwait	
Name of Evaluator: Stephanie Hodge	Date: September 13 , 2017
The following lessons learned has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text

<p><u>Brief summary of the lessons learned (link to project goal or specific deliverable, background, purpose, etc.)</u></p>	<p>Having a cross sector representation and participation in the logframe design and also the strategies and theory of change is a design and implementation lesson (for greater results).</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>The project management had reached out, and through the adaptive management approach, worked with the relevant other sectors. The project team began to build bridges through concrete deliverable and training, e.g. cross sector work with MGRD. The program support however can be designed in the first place to promote inter-sectoral collaboration formally, i.e. through having other sector represented in the log framework, on the program board and/or formally attached to deliverables through technical committees, for instance, with key sectors responsible for labour decision-making, data collection/dissemination /analysis and policy, i.e. certification, health, commerce, protection, education, etc.</p>
<p>Establish a clear cause-effect relationship</p>	<p>The importance of having a cross-sectoral perspective in the design is necessary for greater policy learning and scale up; a key learning related to implementation, however, the support may have been designed to promote more inclusive cross-sector work with other departments that have responsibilities for labour standards, law implementation and practices. This is a key lesson learned. The project management had reached out, and through the adaptive management approach, worked with the key sectors, began to build bridges through concrete deliverable and training, e.g. MGRD (also see the section on synergies below). The program support can be designed to promote inter-sectoral collaboration formally, i.e. through a member of the program board and/or formally attached to deliverable technical committees, for instance, with key sectors responsible for labour decision-making, data collection and policy, i.e. certification, health, commerce, protection, etc.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>In this project case, targeted cross sector beneficiaries i.e. beyond PAM and planning include: education, statistics, civil service training, MGRP (responsible for Kuwaiti labour), agencies involved in protection and social welfare at a minimum.</p>

Potential for replication and by whom	Minister of Planning and Minister of Labour
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	ILO strategic framework on decent work
Other documents or relevant comments	na

Lessons Learned 4:

ILO Lessons Learned Template	
Project Title: "The Support to the Public Authority of Manpower (PAM)" UN Program Support to Kuwait	
Name of Evaluator: Stephanie Hodge Date: September 13 , 2017 The following lessons learned has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the lessons learned (link to project goal or specific deliverable, background, purpose, etc.)	One UN programming is good practice and adding value, but it needs excellent coordination and standard operating procedures for both operations and program delivery.

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>In Kuwait, three UN agencies are providing consolidated program support to the government of Kuwait. The development of a logical framework was found to be good and logical building on UN comparative advantages but also that it must be accompanied by SOPs for the program and operational aspects. Case in point: the accounting systems on delivery i.e. CDR and PDR are different for UNDP and other UN agencies. Second case in point: UN agencies that enter into the joint program agreement need program level representation on the project steering and technical committees to support results monitoring and coordination on expected results. SOPs must be standardized, communicated, shared and practiced.</p>
Establish a clear cause-effect relationship	<p>In the absence of the SOPs, critical practice for joint program implementation and coordination around the logical framework as a management tool i.e. monitoring for results breaks down and the project inputs are delivered without clear linkage to the overall expected outcome and impacts on the sustainability of the results.</p>
Indicate measurable impact and targeted beneficiaries	<p>In the absence of the SOPs, critical practice for joint program implementation and coordination around the logical framework as a management tool i.e. monitoring for results breaks down and the inputs are delivered without clear linkage to the overall expected outcome and sustainability of the results.</p>
Potential for replication and by whom	<p>All UN agencies entering into joint UN programs.</p>
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>As a non-resident agency, ILO can have a much greater impact on capacity strengthening through joint UN implementation especially for its targets around systems change and by establishing a closer day to day monitoring for results relationship through such modalities for transformative results.</p>
Other documents or relevant comments	<p>n/a</p>

ANNEX 2: EMERGING GOOD PRACTICES TEMPLATES

Good Practice 1:

ILO Emerging Good Practice Template Project Title: “The Support to the Public Authority of Manpower (PAM)” UN Program Support to Kuwait	
Name of Evaluator: Stephanie Hodge Date: September 13 , 2017 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The one UN project modality for Kuwait is showing unique feature for implementation in a NCC country context that needs consideration for future one UN project design. This project support was a successful experiment for one UN implementation in a NCC country but has a critical difference than other country context. The donor is also the main beneficiary and so conflicts can arise in the expected outcome especially concerning protection and human rights issues and focus.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	In this case, the project inception meeting and PIU was delayed but a critical meeting to hold government to account on its agreement on the protection monitoring work. As agencies did not have all protocols in place for early implementation there was confusion on the implementation agreement and a short window and room to change and or agree on the original agreement. It would have been important to lobby for the sensitive human rights type work-IOM outcome 2 work based on the original agreement during early implementation but confusion may have interfered. This might have needed intervention from higher ups in the respective UN agencies to continue to oblige the original agreement signed.

Establish a clear cause-effect relationship	The # 1 lesson is to have a strong log frame and jointly agreed theory of change at the onset and hold the implementers to account based on the legality of the original project agreement.
Indicate measurable impact and targeted beneficiaries	Design thinking - instill a hard core monitoring and evaluation place with smart indicators, target's and monitoring protocols involving all three agencies with no room for error on expected targets.
Potential for replication and by whom	UN agencies in future one UN projects supporting Labour systems and standards in NCC countries.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	ILO SP and Decent work agenda
Other documents or relevant comments	N/A

Good Practice 2:

ILO Emerging Good Practice Template Project Title: "The Support to the Public Authority of Manpower (PAM)" UN Program Support to Kuwait	
Name of Evaluator: Stephanie Hodge Date: September 13 , 2017 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text

<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p><u><i>Policy window open and close, and it is important to plan support initiatives such that they are sensitive to open policy windows</i></u> The timing of this project was taking advantage of an optimal open policy window for change. It strategically had taken advantage of the will for UN agencies' joint support and also the government will for change. The open policy and institutional change windows sometimes offer good opportunities for sensitization, and this is a strategy that is effective to reorient incumbent institutions to new ways of working.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>The program support was demand-based and highly relevant to the current development context. The document was prepared quickly on request of the Minister of Labour and Social Affairs (MOSAL) by the United Nations agencies to provide the PAM with institutional strengthening support. As a quickly assembled document, it was timely in line with government's current interest in keeping with efforts to support further system levels improvements, transparency and confinement of corruption.</p>
<p>Establish a clear cause-effect relationship</p>	<p>Hitting open policy windows can serve to position the project support in a context more likely for results. The program support was excellent timed to fit the need for reform the labour sector. There are to be further consolidations of the agencies responsive for government learning and also Kuwaiti labour with PAM and this program support is leveraging these efforts as first steps-enabling environment towards a system that aspires towards ILO standards.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>Same as above</p>
<p>Potential for replication and by whom</p>	<p>Kuwaiti Government and any UN program in designing future initiatives.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</p>	<p>ILO SP and Decent work agenda</p>
<p>Other documents or relevant comments</p>	<p>N/A</p>

Good Practice 3:

ILO Emerging Good Practice Template Project Title: “The Support to the Public Authority of Manpower (PAM)” UN Program Support to Kuwait	
Name of Evaluator: Stephanie Hodge Date: September 13 , 2017 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<u><i>Importance of working with NGOs.</i></u> The innovative work with NGO for capacity building was a key lesson learned as it can inform future program practices. This was a first ever successful collaboration between labour services and a civil society organization.. A process through which three volunteers were trained on OSH; three flash videos were developed on OSH/ILS.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The project implementation unit had adapted activities in component 2 and not according to the original experiment and included the Hemaya NGO to help implement by produce posters and infographics related to occupational health and safety in five languages.
Establish a clear cause-effect relationship	This process was learning by doing and had served to bridge government and NGO work around a common labour agenda. This impacts on sustainability and creates a healthy external to government accountability mechanism for future labour practices in Kuwait.
Indicate measurable impact and targeted beneficiaries	All labour stakeholders and beneficiaries in Kuwait
Potential for replication and by whom	Next/follow-up program supporting labour sector reform -Ministers of Labour and Planning.

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Decent work
Other documents or relevant comments	n/a

ANNEX 3: TERMS OF REFERENCE

- Placeholder

ANNEX 4: STATUS OF INDICATORS

No	Outputs	Baseline	Indicator	Status of Outputs (To be input by Program Manager)
<p>2.1 (IOM)</p>	<p>Research Projects and workshops contribute to evidence-based policy, planning, implementation and monitoring within PAM</p> <p>3 indicators</p>	<p>No research capacity to support evidence-based policy</p>	<p>Research projects deliver data and knowledge that support evidence-based policy-making in PAM;</p>	<p>Under this activity the project had successfully completed 3 research studies:</p> <ul style="list-style-type: none"> 1- Social networks and relation to Kuwaiti labour market. 2- Process improvements and documentation of employment and procurement practices. 3- Scenario analysis and future composition of Kuwaiti labour market.
		<p>Limited knowledge of non-market drivers of labour mobility;</p>	<p>PAM has greater understanding of how non-market factors impact labour mobility in GoK and recommendations on how to address this;</p>	<p>The first research study resulted in 10 recommendations that showed the non – market factors that affect the labour market. Study findings highlighted the gaps in PAM systems that can be abused by non-market factors and eventually lead to negative implications on the labour market and the demographic composition of the population. The study goes on to recommend the implementation of a new work permit system that bridges the gap in the PAM system and decreases the potential negative implications of non-market drivers. The third research study focused on current drivers for change and how that develop into three distinct future scenarios for the Kuwait labour market. The three scenarios illustrate for PAM decision makers how non-market drivers can affect the future of the Kuwait labour market and assists them in adopting an evidence-based policy formulation process. Dissemination</p>

				workshops were held to discuss the recommendations of the studies.
		Labour Mobility Management Structures not fully aligned with GoK's labour market and economic development goals.	# of adjustments to PAM procedures carried out to better align with labour market objectives, as per recommendations of report.	PAM did not have any of its procedures documented and business rules were not defined. The scope of the second research study was changed to accommodate the needs of the PAM. Procedure manual was developed to two critical sectors (i) employment and recruitment, and (ii) protection. During the process, that included the formulation and engagement of four technical teams, business rules were defined and linked to related ministerial decrees and managerial circulars in which initial improvements were incorporated. Improvements included decreasing the number of steps in each process as well as unify processes and business rules across replica departments in the six governorates. Two comprehensive manuals were produced to guide PAM staff and processes and business rules in the two critical sectors. .
2.2	Workshops, study tour, roundtable and pilot project contribute to PAM's engagement in best practices relating to the fight against human trafficking and exploitation of foreign workers	No available assessment of shelter	GoK/PAM have new information available to further improve and/or expand the shelter	Assessment successfully conducted and resulted in improvement recommendations. Assessment included recommendations that were categorized depending on their level of criticality – while also assessing potential risks of implementation.

	5 indicators	No. of workshops held on shelter management	GoK/PAM have new skills and knowledge regarding shelter management	Several courses were given to the staff of the shelter on case management, identification of human trafficking victims, medical screening procedures, language training, and providing psychosocial support to support the victims. Most training courses contributed to the development of a contextualized Standard Operating Procedures and Minimum Standards Manual for Government Shelter.
		No of study tours held on shelter management	GoK/PAM exposed to best practices, lessons learned, and able to share information on shelter management	SCPD was against the idea and showed resistance though it is mentioned in the project document. 1 study tour was successfully completed to Bahrain, and a report with recommendations was issued by the PAM staff on the visit. Report recommendations included tangible steps to improve the operations of the Kuwait Government Shelter.
		No of technical roundtables on shelter management	GoK/PAM informed of the operational and cost advantage of AVRR	SCPD asked to cancel the AVRR activity as it is against their policy and asked the project team it with additional activities based of the recommendations of the shelter assessment.
		No available information on feasibility of AVRR	Migrants are returned home voluntarily and provided with reintegration assistance	Most important alternatives that were added to the scope and successfully completed: <ol style="list-style-type: none"> 1- Design and hosting of a Shelter database. 2- Developing an Exploitation index 3- Developing a multi-stakeholder National Referral Mechanism for victims of trafficking. 4- Developing a Standard Operating Procedures and Minimum Standards Manual for Government Shelter
		No migrants assisted with AVRR		

3.1 (ILO)	Kuwait Government and social partners, trained on reporting on ratified and un-ratified ILO Conventions as well as implementing ILO Conventions 1 indicator	Not enough training to Kuwait Government and social partners on reporting	No of Government, Employers and Workers representatives participated in a Standards training course in the ILO Training Centre in Turin	Inclusion of 4 Kuwaiti participants in a training course on international labour standards held for an international audience at the ILO Training Centre in Turin.
3.2	Government and Social Partners trained on issues concerning International Labour Standards 1 indicator	Insufficient capacity related to international labour standards	No. of workshops held on the ratification and application of conventions 100, 111, 122, 129,187, and 189	3 tripartite training courses on international labour standards were successfully completed, with participation by PAM as well as employers and workers organizations. While two courses were combined in a single workshop held in March 2016, the third course was held in a separate activity in November 2016. Each workshop was attended by 20 workshops on an average.
3.3	Judges, lawyers and legal educators trained on International Labour Standards and their use in domestic courts decisions. 1 indicator	Not enough training on international Labour Standards	No of trainers and judges from Kuwait trained in the ILO Training Centre in Turin	SCPD was against the idea of holding training outside Kuwait due to cost complications and issues related to per diems. Through an official approval through the board meeting, a workshop for judges was conducted instead inside Kuwait, in coordination with the Institute of Judicial Studies.
3.4	Parliamentarians and their advisors trained on ILS to be used as a reference for their legislative reviews and actions. 1 indicator	No capacity building workshops to parliamentarians held	Number of capacity building workshops held on ILS implementation for parliamentarians	Activity was replaced due to difficulties in scheduling an appropriate date with Parliament. After consulting with PAM and with SCPD approval, the project called for a consultancy to revise the Labour Law for the private sector issued in 2010. The consultancy was successfully completed and a report was issued with recommendations based on a desk review, a meeting with counterparts at PAM and discussion in a tripartite workshop.

4.1 (ILO)	Enforcement Priorities established and Enforcement Plan developed 2 indicators	No training of a leadership team	Number of Employees of Public Authority of Manpower leadership team trained.	5 of the PAM staff were trained. The five-day Workshop on policy and planning of the Labour Inspection was delivered in Kuwait City for 19 PAM representatives on 10 - 14 April 2016.
		No enforcement priorities and no existing plan	Number of Enforcement Priorities established & Enforcement Plan developed	Enforcement plan developed based on the findings of the assessment.
4.2	Labour Inspection Assessment and Recommendations issued 1 indicator	No existing Labour inspection assessment	Assessment conducted	Completed
4.3	Action Plan developed based on assessment's findings 1 indicator	No action plan	Action Plan developed	Completed
4.4	Actions Plan is Implemented as agreed to by PAM. 1 indicator	No action plan	Enforcement Plan implemented.	Should be implemented by the PAM, and ILO to support implementation. They had many changes in the structure of the department and could not pursue proper implementation. This should not be assigned as an indicator for the project rather than a task that should have been completed by the PAM.

<p>4.5</p>	<p>National Occupational Safety and Health Policy, Profile and Program is produced.</p> <p>1 indicator</p>	<p>No existing national OSH profile</p>	<p>National OSH Policy, Profile and Program are produced.</p>	<p>No National OSH Policy, Profile and Program was produced at the end of the project. Two PAM representatives attended a two-week course in Turin on National Programs and systems on occupational safety and health to become familiar with the ILO strategic approach on OSH. A five-day workshop on National Programs and systems on occupational safety and health to raise awareness on the ILO strategic approach on OSH was delivered in Kuwait City from 11 to 15 June 2017.</p>
<p>4.6</p>	<p>Labour inspectors trained on basic Occupational Safety and Health and risk assessment. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan).</p> <p>1 indicator</p>	<p>Not enough training of inspectors on OSH</p>	<p>Number of training courses are conducted on basic OSH and risk assessment</p>	<p>The blended course, "Introduction to the occupational safety and health in the workplace " (including a two-month distance learning part, 15 February - 15 April 2016, and a five-day face-to-face part, 17-21 April 2016) was delivered in Kuwait city for 16 inspectors on Labour inspection and OSH issues.</p> <p>The seven-day course "Training techniques and soft skills" was implemented in Kuwait City for 22 participants on 25 September-3 October 2016.</p> <p>A Training-of-Trainers certification Program (including a face-to-face in Kuwait city from 12 to 16 March 2017 and a distance coaching part, from 23 March to 4 May 2017) was delivered for 20 participants</p>

ANNEX 5: UNDP DELIVERABLES



Deliverables	Planned date	Percentage	Amount
Audit Report on Data quality, data sources and definitions	6 weeks (from contract date)	30%	KWD 5100

<p>4.7</p>	<p>Technical capacity of OSH inspectors for monitoring the environmental pollutants in the workplace and using related equipment and facilities are developed. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan).</p> <p>1 indicator</p>	<p>No technical capacity of inspectors for monitoring environmental pollutants in the workplace.</p>	<p>No of OSH specialists receiving specialized training on the use of OSH equipment.</p>	<p>When the project team studied the activity, we discovered that the accountabilities of the OSH inspectors were not defined and they do not even have the tools to use after they come back from the training. Project team and PAM discussed alternatives, and took SCPD approval and were successfully completed:</p> <ul style="list-style-type: none"> 1- Support Hemaya initiative and produce posters and infographics related to occupational health and safety in 5 languages – this was a successful collaboration with civil society organization. 2- Trained some volunteers on OSH. 3- Developed 3 flash videos on OSH / ILS.
<p>4.8</p>	<p>Workers and Employers Representatives' capacities on LI and OSH issues and relevant ILS developed. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)</p> <p>1 indicator</p>	<p>weak capacity of employers' and workers' representatives on LI and OSH</p>	<p>No of training courses for Workers' Reps and Employers' Reps are implemented</p>	<p>The five-day course "Inspection of occupational safety and health in the construction sector" was implemented in Kuwait City for 19 participants on 18-22 September 2016.</p> <p>The five-day course "Inspection of occupational safety and health in the oil sector" was implemented in Kuwait City for 21 participants on 5 -9 March 2017.</p>

<p>identification and implementation of users and system requirements related to reporting and reporting requirement</p>	<p>16 week (from contract date</p>	<p>30%</p>	<p>KWD 5100</p>
<p>user manuals and training sessions for targeted staff</p>	<p>20 week (from contract date</p>	<p>40%</p>	<p>KWD 6800</p>

<p>4.9</p>	<p>Tools for educating W&E reps on LI and OSH issues are developed and used. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)</p> <p>1 indicator</p>	<p>No existing tools</p>	<p>No of W& E brochures on LI developed</p>	<p>Activity cancelled, PAM does not see it beneficial.</p>
<p>5.1 (UNDP)</p>	<p>Gap analysis report performed and disseminated between project team and PAM members</p>	<p>No team assembled for the data gathering</p>	<p>Working group team assembled</p>	<p>3 technical teams were created to support this output:</p> <ul style="list-style-type: none"> 1- KPIs development team 2- labour market research team 3- IT team
		<p>No database for gathering and storing data</p>	<p>Data mined and gathered</p>	<p>Database was prepared for 3 significant areas:</p> <ul style="list-style-type: none"> 1- KPIs development by an oracle database developer that was recruited by the project. 2- Database for labour market reporting and parameters were decided by the labour market consultant and labour market research team. 3- The system audit conducted for the labour market reporting revealed major issues in the adoption of industrial and occupational classification (ISCO 08 and ISIC 04). A change request was done and a consultant was recruited to carry on with developing the ISIC and ISCO and delivered modified and rectified databases.

KPI Consultant : Khaled Abu Shade

		No data analyzed in graphical form	Data inputted and digitized	<p>1- KPIs dashboard developed for the employment and recruitment sector.</p> <p>2- Labour market team trained on issuing data in graphical forms with significance (using SPSS and think cell).</p>
		No data analyzed from month to month	<p>Data sources identified</p> <p>Data to be collected from IOM and ILO programs for – not valid indicator (was done only during project reporting).</p> <p>Baselines established</p> <p>Data defined</p> <p>Data retrieval standardized</p> <p>Data quality maintained</p>	<p>The sub indicators were changed due to the challenges with the databases and the new automation project at the PAM. The main indicator became “data analyzed from quarter to quarter”.</p> <ul style="list-style-type: none"> • A procedure manual was issued on labour market reporting. • PAM was supported to issue an annual report on labour market. • 3 system audit reports were submitted for the performance gap analysis in 3 areas: labour market, KPIs, and classifications.
5.2	Indicators established and monthly report produced 5 indicators	No database for gathering and storing data	Reporting methods determined	<p>Fully completed for the employment and recruitment sector at the PAM:</p> <ul style="list-style-type: none"> • KPIS were determined for the employment and recruitment sector after conducting a survey. • A team of 8 established to develop KPIs, and were trained on the KPIs system. <p>Other departments not covered because of the results of the system audit and infrastructure available for the PAM.</p> <p>Fully completed for the labour market reporting with quarterly reports produced based on agreed indicators.</p>
		No process for reporting formulated at PAM	Reporting team members established	
		No reporting team established	Reporting team trained on analysis of data	
			<p>Key performing indicators determined</p> <p>Departmental reports established</p>	

				For both departments, a reporting team established and indicators were determined, and staff trained on analysis of data.
5.3	Tools for empowering PAM staff to issue report and capacity building on report issued 2 indicators	No training conducted on PAM staff to create, and produce the reports	No of employees engaged in the training of the reports	12 based on competency gaps A training on project management using PRINCE2 approach deemed to be necessary to enhance reporting on project progress at the PAM – thus SCPD approved training the 25 of PAM project managers on PRINCE 2 – 23 of them passed the foundation level.
		No training conducted for remaining PAM staff to understand and analyze reports.	No of employees engaged in receiving of the reports.	37

Deliverables	Planned date	Percentage	Amount
1. Full Audit System 1.1 Preliminary work plan 2.1 Full system audit report	2 weeks from commencement date 1 Month from the commencement date	30%	5,000 \$ 11,000 \$
2. KPI Design and Blue print 2.1 KPI Project plan 2.2 KPI system Blue print	6 weeks from the commencement date 2 months from the commencement date	40%	5,500 \$ 16,500 \$
3. KPI System implementation 3.1 KPI Implantation	by the end of the contract in the third month	30%	16,500 \$

Labour Market Research IC: Wafaa Saad

Deliverables	Planned date	Percentage	Amount
A high level work Plan at the outset of the assignment including capacity development plan.	2 weeks from signing the contract	20%	17,760 \$
Full system audit / assessment on the labour market reporting.	By the end of the fourth week	20%	17,760 \$
A report on other countries experiences on reporting on labour market	By the end of the sixth week	10%	8,880 \$
Labour market reporting manual / SOP.	By the end of the tenth week	30%	26,640 \$
Review reports developed by issuers for soundness	By the end of the twelfth week	10%	8,880 \$
Training for data issuers and reporters	ongoing through the duration of the assignment	10%	8,880 \$

ISIC Rev4 : Ahmad Al-Mohammad

Deliverables	Planned date	Percentage	Amount
ISCO-08: • Full Review of ISCO-08 mapping to PAM & MGRP databases performed by MGRP • Classification manual with ISCO-08 codes and migration of data	3 weeks from start date	30%	22,260 \$ paid by ILO
Full system audit / assessment on the current situation of compliance with ISIC rev2 and adoption of ISIC rev4	5 weeks from start date	20%	14,840 \$
Implementation Plan for PAM including detailed procedures on adoption of classification	End of the second month	30%	22,260 \$
Classification manual with ISIC Rev4 codes and migration of data	End of the third month	20%	14,840 \$

PRINCE 2 : Training Bytsiz LTD

Deliverables	Planned date	Percentage	Amount
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Receiving the preparatory materials / online access for delegates at least 2 weeks prior to the training	End of August	20%	5,827 \$
Successful completion of the face to face training	Mid-September	60%	17,482 \$
Submission of the final training and candidates assessment report	End of September	20%	5,827 \$

Himayieh: Kuwait Society for Human Rights

Deliverables	Planned date	Percentage	Amount
Design of 40 Infographics representing OSH related laws– US\$ 100 for each	by the end of the first month of signing the contract	22%	800 KWD
Design of 40 posters representing OSH related laws – US\$ 70 for each	by the end of the second month	33%	1200 KWD
400 posters and infographics translated into other 4 languages representing OSH related laws – 13 US\$ for each	by the end of 14 weeks (3.5 months)	44%	1600 KWD

Final Project Evaluation : Stephanie J. Hodge

Deliverables	Planned date	Percentage	Amount
Desk Review and inception Report	5days' post contract signature	50%	5,688 KWD
Evaluation mission to Kuwait	11days	50%	5,688 KWD

ANNEX 6: PROJECT'S ASSETS LIST

ANNEX 2 - PROJECT'S ASSETS LIST						
Abstract: Assets List is to keep record of Project's Assets and the custodian of the Asset						
Ref #	Asset Purchase Date	Asset Type	Asset Custodian	Asset Cost	Agency	Asset Transferring Date
1	Jan-16	Colored printer/scanner	Amira & Rawan	39 \$	UNDP	will stay in UNDP custody
2	Mar-16	Laptop Dell	Amira	1577.5 \$	UNDP	will stay in UNDP custody

3	Mar-16	Laptop Dell	Rawan	1577.5 \$	UNDP	will stay in UNDP custody
4	Jan-16	Laptop Dell	Jaber Al-Ali	1800 \$	ILO	Jul-17
5	Jan-17	Laptop Dell	Hanan Yasin	1800 \$	ILO	Jul-17
6	Jul-15	Blackberry mobile phone	IOM	430.13 \$	IOM	will stay in UNDP custody
7	Jul-15	Lenovo Laptop	IOM	2019.87 \$	IOM	Jul-17
8	Jul-15	Desk 180W/Modesty panel	IOM	798.01 \$	IOM	Jul-17
9	Jul-15	Desk 160 W/modesty panel	IOM	1105.96 \$	IOM	Jul-17
10	Jul-15	High Cabinet	IOM	380.79 \$	IOM	Jul-17
11	Jul-15	low cabinet	IOM	175.5 \$	IOM	Jul-17
12	Jul-15	coffee table	IOM	125.83 \$	IOM	Jul-17
13	Jul-15	visitor chair	IOM	251.66 \$	IOM	Jul-17
14	Jul-15	high back chair	IOM	596.03 \$	IOM	Jul-17
15	Nov-15	Samsung Galaxy J5 Mobile phone	IOM	200	IOM	will stay in UNDP custody
16	Dec-15	HP Elite Desk 8010 G1 Desktop	IOM	983.61	IOM	Jul-17

ANNEX 7: PROJECT'S CONSULTANTS PRODUCTS

ANNEX 3 - PROJECT'S CONSULTANTS PRODUCTS								
Abstract: Project's Consultants Products Log is to keep record of the Final products (Reports, Studies, SOPs, Manuals, etc.)								
Ref #	Time Line	Consultant Name	Consultancy Tittle	Product Name	Product Type	Beneficiary/ Unit	Agency	You can access it in
1	Jun-16	Khaled Abu Shadi	Key performance indicator	Full System Audit	Report	PAM	UNDP	PAM Folder - Expert Reports - KPI Folder / Atlas
2	Sep-16	Khaled Abu Shadi	Key performance indicator	KPI blue print	Report	PAM	UNDP	PAM Folder - Expert Reports - KPI Folder /Atlas

4	Sep-16	Moataz Al-Sayyed	Oracle Data Base developer	Data Quality report	Report	PAM	UND P	PAM Folder - Expert Reports - Oracle developer Folder /Atlas
5	Nov-16	Moataz Al-Sayyed	Oracle Data Base developer	identification and implementation of user and system requirements related to reporting and reporting templates	Report	PAM	UND P	PAM Folder - Expert Reports - Oracle developer Folder /Atlas
6	Dec-16	Wafaa Saad	Labour Market Research	work plan & Capacity Building plan	Work Plan	PAM	UND P	PAM Folder - Expert Reports - labour Market Folder /Atlas
7	Feb-17	Moataz Al-Sayyed	Oracle Data Base developer	user manual and training sessions for targeted staff	Report	PAM	UND P	PAM Folder - Expert Reports - Oracle developer Folder /Atlas
8	Feb-17	Khaled Abu Shadi	Key performance indicator	PAM KPI system -Implementation Final report	Report	PAM	UND P	PAM Folder - Expert Reports - KPI Folder /Atlas
9	Mar-17	Wafaa Saad	Labour Market Research	Labour Market SOP Manual	Manual	PAM	UND P	PAM Folder - Expert Reports - labour Market Folder /Atlas
10	Mar-17	Wafaa Saad	Labour Market Research	System Audit Report	Report	PAM	UND P	PAM Folder - Expert Reports - labour Market Folder /Atlas
11	Mar-17	Wafaa Saad	Labour Market Research	Review of Best practices in labour market reporting	Report	PAM	UND P	PAM Folder - Expert Reports - labour Market Folder /Atlas

12	Mar-17	Wafaa Saad	Labour Market Research	Training material	Training material	PAM	UNDP	PAM Folder - Expert Reports - labour Market Folder
13	May-17	Ahmad Mohammad Al-	ISIC 04	System Audit Report	Report	PAM	UNDP	PAM Folder - Experts Reports - ISIC 04
14	Jun-17	Ahmad Mohammad Al-	ISIC 04	Classification Manual with ISIC 04 Codes and migration of Data	Manual	PAM	UNDP	PAM Folder- Expert Reports - ISIC 04
15	Jun-17	Ahmad Mohammad Al-	ISIC 04	Implementation plan for PAM including detailed procedures on adoption of classification	Work Plan	PAM	UNDP	PAM Folder- Expert Reports - ISIC 04

ANNEX 8: PROJECT CONSULTANT LIST

Project's Consultants List

Abstract: Project's Consultants List is to keep record of ALL Consultants/Companies/LTAs served the project , inclusive of Project Management Team

<u>R</u> <u>ef</u> <u>#</u>	<u>Ag</u> <u>en</u> <u>cy</u>	<u>Consultant</u> <u>Name</u>	<u>Consultanc</u> <u>y name</u>	<u>Con</u> <u>trac</u> <u>t</u> <u>Star</u> <u>t</u> <u>Dat</u> <u>e</u>	<u>Con</u> <u>trac</u> <u>t</u> <u>end</u> <u>dat</u> <u>e</u>	<u>Ext</u> <u>ens</u> <u>ion</u>	<u>Con</u> <u>tract</u> <u>Mod</u> <u>ality</u>	<u>Deliv</u> <u>erabl</u> <u>es</u>	<u>pa</u> <u>id</u> <u>up</u> <u>to</u> <u>da</u> <u>te</u>	<u>Pay</u> <u>ment</u> <u>s</u> <u>lump</u> <u>sum</u> <u>Amo</u> <u>unt</u>	<u>Ben</u> <u>efici</u> <u>ary</u> <u>/Ag</u> <u>enc</u> <u>y</u>	<u>Nati</u> <u>ona</u> <u>lity</u>	<u>E-mail</u>	<u>Phone</u>	<u>Salary</u>	<u>Focal</u> <u>Point</u>
1	UNDP	Moataz Al-Sayyed	Oracle Data Base Developer	07-Aug-16	06-Feb-17	N/A	IC	3 Deliverables	Paid	17,000 KWD	PAM	Egyptian	mezo_6@yahoo.com	965 67719247	(per deliverables)	(N/A)

2	UNDP	Khaled Abu Shadi	Key Performance Indicator	01-Jun-16	31-Aug-16	15-Jan-17	IC	5 deliverables	Pa id	55,000 USD	PA M	Egyptian	khaled.abu.shady@gmail.com	66686671	(per deliverables)	(N/A)
3	UNDP	Wafaa Saad	Labour Market Research	01-Dec-16	05-Mar-17	N/A	IC	6 deliverables	Pa id	88,800 USD	PA M	Canadian	wafasaad@ymail.com	971 501058408 (Dubai) +1 514 817 3417 (Canada)	(per deliverables)	(N/A)
4	UNDP	Ahmad Al-Mohammad	ISIC Rev 04 & ISCO 08	26-Mar-17	26-May-17	N/A	IC	3 Deliverables	-	51,940 USD	PA M	Syrian	ahmad.mohd@yahoo.com	971 508950305	(per deliverables)	(N/A)
5	UNDP	Training Bytsize LTD	PRINCE 2 Training	18-Sep-16	31-Dec-16	N/A	Institutional Contract	3 deliverables	Pa id	29,135 USD	PA M	British	lauren@trainingbytesize.com	44 (01) 1270626330	(per deliverables)	Lauren Tudor
6	UNDP	Kuwait society for human Rights	provision of posters and infographics for an awareness campaign on Occupational Health and Safety	05-Jan-17	30-Apr-17	N/A	Institutional Contract	3 deliverables	Pa id	3,600 KW D	PA M	Kuwait	manalbouhaimed@gmail.com	978788634	(per deliverables)	Dr. Manal Bou Hamied
7	IO M	Sanam Roohi & Anita Ghimire (Nepal Institute for Social &	Research on the effect of social Networks on the Kuwait	17-May-15	23-Jun-16	N/A	Contract	Research study	Pa id	75,000 \$	PA M	N/A	N/A	N/A	Completing Research study	N/A

		Environment al Research)	Labour Market													
8	IO M	Khaled Abu Shadi	standard manual on recruitment and employe ment sector	Jun -16	May -17	N/A	IC Con tract	Rese arch study	Pa id	110, 000 \$	PA M	Egy ptia n	<a href="mailto:khaled.abu
shady@gmail.com">khaled.abu shady@gmail.com	666866 71	Compl eting Resea rch study	N/A
9	IO M	Dr. Dilip Bagrecha (Wishtree Technologie s)	SOP for Kuwait Governme nt shelters for foreign workers	Nov -16	Jun -17	N/A	Con tract	SOP	Pa id	32,0 00 \$	PA M	N/A	N/A	N/A	compl eting SOP	N/A
10	IO M	Mohammad Dweikat	National Referral Mechanis m	Ma y- 17		N/A	Con tract	Manu al	Pa id	15,0 00 \$	PA M	N/A	N/A	N/A	compl eting the manu al	N/A
11	IL O	Ahmad Al- Mohammad	ISIC Rev 04 & ISCO 08	Mar -17	Apr- 17	N/A	IC Con tract	<u>1 deliv erable</u>	Pa id	22,0 00 \$	PA M	Syri an	<a href="mailto:ahmad.moh
ammad@yahoo.com">ahmad.moh ammad@yahoo.com	971 508950 305	(per deliver ables)	N/A
12	UN DP	Stephanie J. Hodge	Final Project Evaluation IC	Jul- 17	Jul- 17	N/A	IC Con tract	<u>2deliv erabl e</u>	N ot yet	11,3 76 \$	PA M	Ame ric an	shodge1@ gmail.com	917480 7247	(per deliver ables)	N/A

ANNEX 9: LIST OF CONSULTED - MISSION PROGRAM

#	Date	Name	Designation	Time	Place	Comments
1	Sunday 9 th	Dima Khatib	DRR – UNDP	10:00	UN House	
2	Sunday 9 th	Mohammed Zarqani	IOM – Project Manager	11:00	UN House	Technical Lead at IOM Kuwait and project manager

3	Sunday 9 th	Jaber Alali	ILO – Project Manager	13:00	UN House	National implementation for ILO
4	Monday 10 th	Abdulla Mtoutah	PAM – Undersecretary for Labour Protection Sector	10:00	PAM – Jabriya	Interpreter needed
5	Monday 10 th	Fahd Murad	PAM – Focal point for the project	11:00	PAM – Jabriya	Interpreter needed
6	Monday 10 th	Dr. Khaled Mahdi or Fatima Bou Khamseen	Secretary General at SCPD / SCPD representative	12:00	Skype	
7	Monday 10 th	Jumana Karame Nathalie Bavitch	ILO regional office – Program officer + evaluation specialist	13:00	Skype	
8	Tuesday 11 th	Saad Thamer	Manager of the national OSH Center	9:15	UN House	Interpreter needed
9	Tuesday 11 th	Batla Thani Nawal Samhan	Managers at Labour Research Department + KPIs team	10:00	UN House	Interpreter needed
10	Tuesday 11 th	Asseel Mezyed	Head of Media	11:00	UN House	Interpreter needed – one of the trainees in several courses and recipient of many products
11	Tuesday 11 th	Saleh Hassar Mahmoud Qallaf	Team leader of the process improvement for labour recruitment and employment sector	11:30	UN House	Interpreter needed
12	Tuesday 11 th	Nadia Hudaibi + Abdulaziz AlGhanam	Team leader for the process improvement for the protection sector	12:15	UN House	Interpreter needed

13	Tuesday 11 th	Khaled Solaili + Athari Sulaiman	Team leaders for process improvement at labour relations and estimations departments.	13:00	UN House	Interpreter needed
14	Tuesday 11 th	Falah Mutairi	Manager at the Shelter	13:00	UN House	Interpreter needed
15	Wednesday 12 th	Visit to the Shelter	N/A	8:30 – 11:00	Jleeb Shyoukh	
16	Wednesday 12 th	Abdulrahman Mansouri	MGRP	11:00	UN House	
17	Wednesday 12 th	Toresten Schackel	ILS Specialist at ILO Regional Office	12:00 – 12:30	Skype	
18	Wednesday 12 th	Jumana Karame	Program Officer – ILO Regional Office	1:15	Skype	
19	Wednesday 12 th	Khaled Abu Shady	Consultant (UNDP and IOMI)	2:00	UN House	
20	Wednesday 12 th	Iman Ireiqat	Head of Mission to IOM	3:00	UN House	
21	Wednesday 12 th	Nathalie Bavitch	Evaluation Officer – ILO	3:30	Skype	
22	Wednesday 12 th	Mohammed Al-Ahmad	ISIC consultant	4:30	Skype	
23	Wednesday 12 th	Manal Bou Haimed	Hemaya Initiative	20:00	Skype	Tentative, in the US for her annual leave.
24	Thursday 13 th	Musaed Mutairi + Abdullah Rashidi	PAM – replacing Acting GM and Undersecretary for Skills accreditation	10:00	PAM Jabryia	Interpreter needed
25	Thursday 13 th	Rabab Osaimi	PAM – IT Manager	11:00	PAM Jabryia	Interpreter needed
26	Thursday 13 th	Lama Ouijan	ILO OSH Specialist	13:00	Skype	
27	Thursday 13 th	Amin Wreidat	OSH Specialist	14:30	Skype	
28	Thursday 13 th	Zineb + Dima	UNDP RR + DRR	3:00	UN House	Debrief
29	Thursday 13 th	Wafaa Saad	Labour Market Consultant	4:00	Skype	
30	Thursday 13 th	Lars Jansen	ILO – Regional Office	5:30	Skype	

31	Monday 17 th	Felix Martinz		11 or 9 new York time		
32		Mustapha Said				
33		Manal Bou Haimed				

ANNEX 10: MEMBERS OF PROJECT BOARD

UNDP:

- 1- DRR
- 2- Program team (Sahar + Heba).
- 3- Project team (Rawan + Amira).
- 4- Evaluation & monitoring Officer (Mohammed Batayneh).

ILO:

- 1- National Officer (Jaber Alali)

IOM:

- 1- Project manager (Mohammed Zarqani).

SCPD:

- 1- SG (Dr. Khaled Mahdi)
- 2- Support team (Narjes Mohammed + Fatima Bou Khamseen)

PAM:

- 1- Project Focal Point (Fahd Almurad)

The undersecretaries of the PAM attending but not on regular basis.

ANNEX 11: MONITORING ACTIVITIES

MONITORING SCHEDULE				
Monitoring Action	Due by	Completion date	Comments	Responsibility
(Description)				

First Board meeting	25/1/2016	25/1/2016	Conducted and MOM signed	UNDP
Annual progress report, 2015	31/12/2016	15/1/2016		UNDP
Q1 Progress report	15/4/2016	1/5/2016		UNDP
Second Board Meeting	31/3/2016	13/4/2016	Conducted and MOM signed	UNDP
Third Board Meeting	23/5/2016	23/5/2016	Conducted and MOM signed	UNDP
Q2 Progress Report	10/7/2016	10/7/2016		UNDP
Fourth Board Meeting	15/10/2016	15/10/2016	Conducted and MOM signed	UNDP
Q3 Progress Report	30/9/2016	15/10/2016		UNDP
Q4 Progress Report	30/12/2016	15/1/2017		UNDP
5 th Board Meeting	29/1/2017	29/1/2017	Conducted and MOM signed	UNDP
Annual Progress Report 2016	15/3/2017	15/3/2017		UNDP
Q1 Progress Report	15/3/2017	15/3/2017		UNDP
6 th Board meeting	16/6/2017	19/6/2017	Conducted and MOM Signed	UNDP
Q2 Progress Report	30/6/2017	5/7/2017		UNDP
Final Project Report	30/6/2017	5/7/2017		UNDP
Project Final Evaluation	15/8/2017	15/8/2017		UNDP

ANNEX 12: TRANSITIONING PLAN

What?	Who?	How?
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Ownership of process maps and adjusting them.	An internal team was developed and participated in preparing the process manual. Team is led by Saleh Hassar .	<ul style="list-style-type: none"> - Process manuals for 2 sectors (4 departments). - Repository of all managerial and ministerial decisions. - Know – how of the team developed to manage changes.
Ownership of the KPIs system.	An internal team was developed and participated in identifying the KPIs. Team is led by Nawal Samhan .	<ul style="list-style-type: none"> - KPIs description and data sheets including formulas. - Training for key users. - Train the trainer for reference staff. - Database manual developed by the oracle consultant.
OSH National System and profile / and LI assessment and action plan	3 training courses were delivered to OSH inspectors and a team of 6 were identified to carry on with the OSH profile	<ul style="list-style-type: none"> - Action plan developed and endorsed by the PAM.
ISCO and ISIC mapping and implementation	Revision was conducted with MGRP and partially by PAM. For classifications team is led by Batlah Mohammed at PAM side, migration is led by the IT team.	<ul style="list-style-type: none"> - Rectified data bases. - Migration and implementation plans. - Establishment of a committee to manage classifications.
Labour market reporting.	An internal team was developed and participated in identifying labour market indicators and further analyze trends. Team is led by Batlah Mohammed.	<ul style="list-style-type: none"> - Procedure manual. - Statistical packages implemented. - Reporting mechanism and frequency in place.

Shelter operations	Shelter assessment conducted and many training courses were delivered based on the assessment. Responsibilities shifted to Falah Mutairi	<ul style="list-style-type: none"> - Procedures manual translated to Arabic. - Shelter database developed with screening and reporting functions.
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ANNEX 13: KEY PROGRAM TRAINING ACTIVITIES ILS AND RATIONAL FOR COURSE CORRECTIONS

Kuwait Government and social partners, trained on reporting on ratified and un-ratified ILO Conventions as well as implementing ILO Conventions	Not enough training to Kuwait Government and social partners on reporting	No of Government, Employers and Workers representatives participated in a Standards training course in the ILO Training Centre in Turin	Training conducted and 4 participated. 3 training courses conducted and successfully completed.(see capacity building matrix- last annex)
Government and Social Partners trained on issues concerning International Labour Standards	Insufficient capacity related to international labour standards	No. of workshops held on the ratification and application of conventions 100, 111, 122, 129,187, and 189	
Judges, lawyers and legal educators trained on International Labour Standards and their use in domestic courts decisions.	Not enough training on international Labour Standards	No of trainers and judges from Kuwait trained in the ILO Training Centre in Turin	SCPD is against the idea of training outside Kuwait due to cost complications and issues related to per diems. Through an official approval through the board meeting, it was conducted inside Kuwait for 22 judges from the institute of judicial studies.
Parliamentarians and their advisors trained on ILS to be used as a reference for their legislative reviews and actions.	No capacity building workshops to parliamentarians held	Number of capacity building workshops held on ILS implementation for parliamentarians	Activity was replaced as the parliament is not stable and this output could not be achieved. After consulting with the PAM and with SCPD approval, the project called for a consultancy to revise labour law for the private sector issued in 2010 . The consultancy was successfully

			completed and a report was issued with recommendations based on workshops.
Enforcement Priorities established and Enforcement Plan developed	No training of a leadership team	Number of Employees of Public Authority of Manpower leadership team trained.	5 of the PAM staff were trained .
	No enforcement priorities and no existing plan	Number of Enforcement Priorities established & Enforcement Plan developed	Enforcement plan developed based on the findings of the assessment.(Validated with PM)
Labour Inspection Assessment and Recommendations issued	No existing Labour inspection assessment	Assessment conducted	Successfully completed
Action Plan developed based on assessment's findings	No action plan	Action plan no completed due to lack of response by PAM	Not completed
Actions Plan is Implemented as agreed to by PAM.	No action plan	Enforcement plan not implemented .	Should be implemented by the PAM, and ILO to support implementation. They had many changes in the structure of the department and could not pursue proper implementation. Team did not believe that this should have be assigned as an indicator for the project rather than a task that should have been completed by the PAM.
National Occupational Safety and Health Policy, Profile and Program is produced.	No existing national OSH profile	National OSH Policy, Profile and Program are produced.	Not Produced
Labour inspectors trained on basic Occupational Safety and Health and risk assessment. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan).	Not enough training of inspectors on OSH	Number of <i>training courses are conducted on basic OSH and risk assessment</i>	2 courses.

<p>Technical capacity of OSH inspectors for monitoring the environmental pollutants in the workplace and using related equipment and facilities are developed. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan).</p>	<p>No technical capacity of inspectors for monitoring environmental pollutants in the workplace.</p>	<p>No of OSH specialists receiving specialized <i>training on</i> the use of OSH equipment.</p>	<p>When the project team studied the activity, it discovered that the accountabilities of the OSH inspectors were not defined and they do not even have the tools to use after they come back from the training. Project team and PAM discussed alternatives, and took SCPD approval and were successfully completed:</p> <p>4- Support Hemaya initiative and produce posters and infographics related to occupational health and safety in 5 languages – this was a successful collaboration with civil society organization.</p> <p>5- Trained volunteers on OSH.</p> <p>6- Developed 3 flash videos on OSH / ILS.</p>
<p>Workers and Employers Representatives' capacities on LI and OSH issues and relevant ILS developed. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)</p>	<p>weak capacity of employers' and workers' representatives on LI and OSH</p>	<p>No of training courses for Workers' Reps and Employers' Reps are implemented</p>	<p>Successfully completed 2 courses.</p>
<p>Tools for educating W&E reps on LI and OSH issues are developed and used. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)</p>	<p>No existing tools</p>	<p>No of W& E brochures on LI developed</p>	<p>Activity was replaced with posters on labour inspection instead of brochures as it is easier to grasp for Kuwaiti context. Task is partially completed and will be finalized by August 15.</p>

ANNEX 14: ANALYSIS OF CAPACITY BUILDING AND TRAINING ACTIVITIES

Joint Program to Support the Public Authority of Manpower								
	Description	Agency	Date/Duration	Place	Brief Description	Participants (M/F)	Participants Selection Criteria	Certification
1	Conduct Shelter Assessment/Shelter Management Workshop	IOM	31/1/2016 - 2/2/2016 (3 Days)	Kuwait	Based on the findings of the shelter assessment a three day workshop was conducted to (i) introduce PAM to international best practices of shelter management, (ii) validate the findings of the assessment and analyze gaps, and (iii) agree on way forward to address gaps.	PAM (#22) M(17) F(5)	Shelter Staff and other PAM staff with legal background.	Yes All participant received certificates of completion for shelter management training
2	Conduct a training workshop for the Shelter staff on the use of the Exploitation Scale	IOM	17/7/2016 (1 Day)	Kuwait	One of the findings of the shelter assessment was a lack of a system in the shelter to prioritize assistance for vulnerable cases. It was essential to develop a tailored exploitation index to fit the context of Kuwait and the Government Shelter.	PAM (#7) M(5) F(2)	Shelter Staff	No. No training certificates were provided as this workshop gathered contributions to develop a tool.
3	Conduct a training workshop for the Shelter staff on providing Psychosocial Assistance at the Shelter	IOM	11/12/2017 - 15/12/2017 (5 days)	Kuwait	Psychosocial Support is an essential service that is provided to shelter residents that have suffered from exploitation. This training introduced shelter staff and other relevant staff from civil society organization to international best practices of providing psychosocial support, with specific emphasis on dealing with victims of trafficking.	PAM and Civil Society (#16) M(9) F(7)	Shelter Staff and civil society representatives that are providing services within the shelter.	Yes All participant received certificates of completion for the training
4	Carry out a Public Health Assessment of the Shelter facilities	IOM	1/2/2017 (1 day)	Kuwait	Based on a shelter health assessment that was conducted by an IOM expert, a list of recommendations was discussed in a workshop with PAM officials. The assessment analyzed all the health procedures of the Government Shelter and provided concrete recommendations on how to improve the current operations. The evaluator Noted good approach to sustaining learning was the practical nature of the learning based on	PAM (#10) M(10)	PAM senior official and shelter staff	No No training certificates were provided as this workshop gathered contributions to develop a tool

					assessment or case study of actual situation			
5	National Referral Mechanism for Victims of Trafficking	IOM	19/12/2016 - 21/12/2016 (3 Days) 12/4/2017 - 13/4/2017 (2 Days)	Kuwait	Process to develop a national referral mechanism that establishes standard procedures between different ministries to identify and protect victims of trafficking. 2 consultative workshops were completed with all relevant stakeholders.	PAM, Mol, MoFA, MoJ, MoH, Molnf, Embassies, and Civil Society (#25) M(15) F(10)	PAM - Shelter Staff, Ministry of Interior (Mol) - Counter Trafficking Department, Ministry of Justice (MoJ) - International Relations Department, Ministry of Information (Molnf) - Investigative Journalism Department, and Ministry of Health - Medical Screening Unit, and Civil Society organization active in counter trafficking field.	No. No training certificates were provided as this workshop gathered contributions to develop a tool.
6	Workshop on indicators of identifying victims of trafficking	IOM	11/6/2017 - 12/6/2017 (2 days)	Kuwait	The aim of the workshop was to improve the skills of government officials and civil society representatives to identify victims of trafficking within different contexts and environments.	PAM, Mol, Moj, Molnf, and Civil Society (#19) M(10) F(9)	PAM-Shelter staff and labour inspectors, Mol - Domestic Workers Department and Counter Trafficking Unit, MoJ - International Relations Department, Molnf	Yes All participant received certificates of completion for the training

							- Investigative Journalists, and civil society organizations active in the field.	
7	Workshop on collaboration between PAM, Mol, and MoJ to prosecute traffickers	IOM	13/6/2017 - 15/6/2017 (3 Days)	Kuwait	The aim of the workshop is to provide stakeholders with tools to facilitate information sharing to improve likelihood of prosecuting traffickers.	PAM, Mol, and MoJ (#14) M(10) F(4)	PAM-Shelter staff and labour inspectors, Mol - Domestic Workers Department and Counter Trafficking Unit, MoJ - Judges	Yes All participant received certificates of completion for the training
8	Workshop on international best practices in operating a Hotline	IOM	20/6/2017- 21/6/2017 (2 days)	Kuwait	The aim of the workshop is to inform stakeholders of the international best practices of operating a hotline for victims of trafficking.	PAM, Mol, and Civil Society (#13) M(8) F(5)	PAM - Shelter Staff, Mol - Domestic Workers Department and Counter Trafficking Unit, and Civil Society Organization that operate a hotline for exploited workers (#13) M(8) F(5)	YES All participant received certificates of completion for the training
9	International Labour Standards: Implementation and Reporting	ILO	21/5/2015 - 29/5/2015	Turin	ILS reporting and implementation	2 PAM Staff	Fluent in English	Yes Certificate
10	National Programmes and Systems on Occupational Safety and Health	ILO	23/11/2015 - 4/12/2015	Turin	Hands on assistance to reps of the relevant institutions on reporting, and practical training and assistance to Employers and workers. The evaluator noted the hands-on approach is excellent	2 PAM Staff	National Commission of OSH / Fluent in English	Yes Certificate

					approach for uptake and leveraging the learning to practice application.			
11	Introductory Workshop on International Labour Standards	ILO	15/3/2016 - 17/3/2016	Kuwait	Present and discuss the applications of ILS in the area of equality of opportunity and treatment at work, including in particular conventions no. 100 and 111, as well as content of convention no. 189 on domestic workers.	20 Participants - PAM, Kuwait Trade Union, Kuwait Chamber of Commerce and Industry M(12) F(8)	Tripartite Participation	Yes Certificate
12	Technical Workshop on International Labour Standards	ILO	27/11/2016 - 1/12/2016	Kuwait	Envisaged in the original work plan, with particular focus on standards related to the subjects of equality and non-discrimination; labour inspection; occupational safety and health, and employment policy.	15 participants - PAM, Kuwait Trade Union, Kuwait Chamber of Commerce and Industry M(12) F(3)	Tripartite Participation	Certificate
13	Inspection of occupational safety and health in the construction sector	ILO	18/9/2016 - 22/9/2016	Kuwait	This course provides participants with concepts, methodologies and techniques and develops the skills to perform inspection visits on OSH in the construction sector. The evaluator noted the good target i.e. construction for Kuwait	19 OSH inspectors M (15) F(4)	OSH inspectors in charge of inspection visits to enforce the OSH regulations in the construction sites.	Certificate in compliance with attendance and / or examination requirements.
14	Introduction to the occupational safety and health in the workplace	ILO	Distance learning: 15/2/2016 - 15/4/2016 Residential: 17/4/2016 - 21/4/2016	Kuwait	Introduce inspectors to the main principles and fundamentals on OSH including their main roles and duties (OSH inspection visits, accident investigation).	16 OSH inspectors M (12) F(4)	OSH inspectors selected by PAM to become trainers of other inspectors	Certificate in compliance with attendance and / or examination requirements.

15	Training Techniques and Soft Skills	ILO	25/9/2016 - 3/10/2016	Kuwait	Strengthening the OSH inspectorate for planning, delivery, and evaluating training courses and sessions.	20 PAM staff M(11) F(9)	OSH inspectors to become trainers of other inspectors.	Certificate in compliance with attendance and / or examination requirements.
16	Policy and Planning of Labour Inspection	ILO	10/4/2016 - 14/4/2016	Kuwait	The general objective of this workshop is to contribute to the strengthening the institutional capacity of the labour inspectorate of Kuwait. Noted by the evaluator as good approach to training for its benefit to promote cross-sectoral collaboration between departments on labour issues.	23 participants 4 from the Public Authority of Manpower (PAM); 3 from Ministry of Health; 3 from Kuwait Fire Service Directorate; 3 from Kuwait Environment Protection Authority, 3 from Ministry of Oil; 1 from Kuwait Trade Union Federation; 1 from Kuwait Chamber of Commerce and Industry and 1 from Kuwait city Municipality. M(12) F(11)	Government officials involved in the decision making of labour inspection	Certificate in compliance with attendance and / or examination requirements.
17	Inspection of occupational safety and health in the oil sector	ILO	5/3/2016 - 9/3/2016	Kuwait	The general objective of the course is to strength the capacity of PAM to undertake OSH advisory and inspection activities in the oil and gas companies. Noted as good content and target focus on specific sectors relevant in country labour force.	21 PAM inspectors M(20) F(1)	OSH inspectors	Certificate in compliance with attendance and / or examination requirements.

18	Training of Trainers Level 2	ILO	Distance learning: 19/3/2017 - 25/5/2017 Residential: 12/3/2017 - 16/3/2017	Kuwait	The Training of Trainers Accreditation Program includes labour inspectors who aim to ensure that learning through their activities empowers them to analyze and apply educational tools, techniques and concepts. Noted by the evaluator as excellent approach for sustainability and leveraging the learning to a new institution like PAM.	19 PAM staff M (11) F(8)	OSH inspectors	Yes Certificate in compliance with attendance and / or examination requirements.
19	International Labour Standards for Judges	ILO	1/5/2017 - 4/5/2017	Kuwait	Provide judges with knowledge and tools to enable them to access international labour law sources at the national level	9 participants - Judges & Prosecutors Female? male?	The course is intended for judges from courts and tribunals that deal with labour litigation.	Yes Certificate in compliance with attendance and / or examination requirements.
20	Introduction to International Relations	ILO	5/4/2017 - 6/4/2017	Kuwait	Provide the trainees with the necessary knowledge and skills to refine their abilities in the fields of diplomacy, international relations and external communication and equip them with the skills that help them to excel in performance to achieve the highest levels of efficiency for diplomatic work.	15 participants - M(12) F(3)	Intended for PAM staff involved attending international conferences	Yes Certificate in compliance with attendance and / or examination requirements.
21	Managing occupational safety and health in the workplace	ILO	11/6/2017 - 15/6/2017	Kuwait	This program was designed for policy makers, senior officials and advisers from government institutions in charge of the planning, implementation and management of OSH at the national level.	4 participants M(2) F(2)	Intended for PAM staff involved in developing the national OSH profile	Yes Certificate in compliance with attendance and / or examination requirements.
22	PRINCE2 Training (preparatory Course +Online training + foundation course +	UN DP	1/9/2016 - 15/11/2016	Kuwait	A 25 project manager from PAM and GSSCPD attended a course on project management course following PRINCE2 methodology. The participants were introduced to the various steps in starting a new project, planning for it, monitoring its progress, and eventually closing the	25 participants M(14) F(11)	intended for the project managers at the PAM	Yes Professional certification with exams

	practitioner course				project. The tools and techniques used to determine the scope, develop a schedule, and set a budget were presented. Noted by the evaluator as a good practice			
23	Labour Market Training Sessions (8 sessions)	UN DP	15/2/2017-5/3/2017	Kuwait	Guidance to end users on decision-making based on reports, and interpretation of information included 3 technical training modules over 9 training sessions for 8 participants who focused on Labour Market statistical and analytical tools and techniques, labour market concepts and issues to enhance the overall technical capacity of the staff in the area of Labour Market Reporting. Noted by the evaluator as a good capacity development method- hands on approach with PAM over time.	7 participants F(7)	Intended for labour market research staff / team	Yes Attendance Certificates
						Total Trained Total Female = 7,11,2,3 Total Male		23 20 received formal certificates 3 were hand on training with no certificates.

ANNEX 15: PROGRAM COMMUNICATION AND KM ACTIVITIES

1- Labour Day celebration on May 1st, 2016:

In partnership with the PAM and the GSSCPD, all project partners celebrated Labour Day on May 9th at UN house - Mishref in Kuwait .with the presence of national stakeholders as well as Embassies of labour sending countries.

The event included the discussion of the national efforts led by PAM and GSSCPD, and the support of the United Nations Agencies in this regard, as well as the linkages with the Sustainable Development Goal (SDG) 8: on “Decent work” and its localization in the context of Kuwait, and followed by a field visit to the Government shelter for foreign workers in Jleeb al Shweikh

2- National gathering on Labour and Employment Practices on August, 2016:

A national forum was suggested and organized by the PAM and UNDP targeting different stakeholders to explain labour employment and recruitment practices in the State of Kuwait and to showcase the international experiences in this regard and how it can be applied to the Kuwaiti context. Recommendations resulting from the workshop to be considered for policy changes and updates to the policies and procedures of the PAM, the event took place In August 2016 at UN House -Kuwait with participation of 30 Officials from different entities

3- Press Conference to launch Hemaya Initiative, November 2016:

A press Conference on launching an awareness event on Occupational Health and Safety at the Work Place “Hemaya” in collaboration with the Kuwait Society for Human Rights and Labour Union at the University of Kuwait. This was the first collaboration between government and civil society organization within UNDP projects. The event took place in Nov, 2016 at UN House with the participation of more than 60 officials representing PAM, institutions of civil society and embassies in Kuwait

4- Around 12 press releases: were published after selected training courses and the first and the last board meetings of the project.

5- 3 videos on international labour standards in Kuwaiti dialect, and will be soon on national TV.

6- Design of 40 posters and 40 infographics in 5 different languages on occupational health and safety. Will be distributed in social media and places that has expat labour.

FOLLOW UP WORK IS NEEDED ON THE FOLLOWING PRODUCTS:

- Labour estimation
- Skills accreditation
- KPIs for remaining sectors
- ISIC and ISCO classification and alignment on the national level. Follow up the UNDP/IOM joint support on how to support PAM and MGRP to adopt ISIC Rev4 (instead of the currently used ISIC Rev2) and ISCO-08 (instead of the currently used ISCO-68 at PAM and MGRP). The task helped to begin the process of addressing systematic challenges at the national level, including the lack of a unified classification system, the absence of a national plan to provide strategic directions to key stakeholders into concerted efforts towards adoption and implementation of the standard classifications and assigning ownership for each stakeholder and the overlap and duplication of efforts among various entities (PAM, Ministry of Commerce and Industry, MGRP) mainly at the implementation of the standards. The Ministry of Commerce and Industry is the ultimate owner for the implementation of the new ISIC Rev.4 standards; however, until today the full implementation has not taken place. As such, PAM had been reportedly struggling with the urgency of implementation of the new standards and integration with the Ministry while it is still using the old standards to register and renew business licences. The recommendations for this key piece of work are to *establish a central*

repository for all classifications on the national level and develop a central Meta data service managed by the Central Statistical Bureau and to establish a national committee formed by key stakeholders to oversee the full implementation of the standards.

- Follow up work on the Business process maps. Maps needed for remaining sectors- only to be completed. The design of a Pam Governance model
- Follow up work on PAM Human resource management and structure in line with the assessment and reports.

ⁱ labour law protection is one aspect of thisLaw 64 (2010)

ⁱⁱ Relevance Are we doing the right thing? How important is the relevance or significance of the intervention regarding local and national requirements and priorities? Effectiveness Are the objectives of the development interventions being achieved? How big is the effectiveness or impact of the project compared to the objectives planned (Comparison: result – planning)? Efficiency Are the objectives being achieved economically by the development intervention? How big is the efficiency or utilization ratio of the resources used (Comparison: resources applied – results)? Impact Does the development intervention contribute to reaching higher level development objectives (preferably, overall objective)? What is the impact or effect of the intervention in proportion to the overall situation of the target group or those effected? Sustainability Are the positive effects or impacts sustainable? How is the sustainability or permanence of the intervention and its effects to be assessed?

ⁱⁱⁱ [Ratings: Highly Satisfactory (HS): no shortcomings; 5: Satisfactory (S): minor shortcomings; 4: Moderately Satisfactory (MS); 3: Moderately Unsatisfactory (MU): significant shortcomings; 2: Unsatisfactory (U): major problems; 1: Highly Unsatisfactory (HU): severe problems] Sustainability- Likely, Moderately Likely, Unlikely

^{iv} The project teams could have further leveraged the training for greater policy learning benefits and to have extended this learning to the other relevant ministries, either in technical implementation or through the program board. Excellent action was taken through joint activities and work on labour classification, training capacity building inputs and approaches, employed during implementation and/or used for systems level changes and sustaining learning inputs toward future inter-ministerial/department collaboration goals.

Considerations for sector wide and system level change included: cross-sectoral data sharing and automation (interoperability), work on extending the social dialogue to a multi stakeholder group through training and learning by doing exercises, and implementing labour standards in law. A follow up might be to consider the policy and legal ramifications of pending merger with civil service commission and MGRP agency responsible for Kuwaiti labour.

^v <https://www.un.org/sg/en/content/sg/statement/2017-07-05/secretary-generals-remarks-economic-and-social-council-repositioning>

^{vi} EVALUATION APPROACH

The evaluation followed a collaborative and participatory approach ensuring close engagement with the program implementation and support team based Kuwait government offices, government counterparts, the UNDP Country Office and all key stakeholders. Engagement of stakeholders during the terminal evaluation is

vital to a successful execution. It will include conducting interviews i.e. national and provincial Emergency Management Departments, local governments, UN and international agencies. The evaluator will conduct a field survey of selected pilot target areas.

DATA COLLECTION METHODS

Monitoring and Evaluation systems:

Uses performance indicators to measure progress, particularly actual results against expected results.

Extend Reports and Documents

Existing documentation, including quantitative and descriptive information about the program, its outputs and outcomes such as documentation from capacity development activities, donor reports, and other evidences.

Questionnaires

A standardized questionnaires' approach to obtain information on a wide range of topics from a large number or diversity of stakeholders (employing sampling techniques) to obtain information on their attitudes, beliefs, opinions, perceptions, level of satisfaction, etc. concerning the operations, inputs, outputs and contextual factors of the program.

Interviews

Solicit person-to-person responses to predetermined targeted questions (prepared in advance of each meeting as a team), designed to obtain in-depth information about a person's impressions or experiences, or to learn more about their answers to questionnaires or surveys. Meeting will be recorded as a key tool for analysis stage.

On-Site Observation

Entails use of a detailed observation form to record accurate information on-site about how a program operates (ongoing activities, processes, discussions, social interactions and observable results as directly observed during the course of an initiative).

Group Interviews

A small group (6 to 8 people) are interviewed together to explore in-depth stakeholder opinions, similar or divergent points of view, or judgments about a development initiative or policy, as well as information about their behaviors, understanding and perceptions of an initiative or to collect information around tangible and non-tangible changes resulting from an initiative.

Key Informants

Qualitative in-depth interviews, often one-on-one, with a wide range of stakeholders who have first-hand knowledge about the initiative operations and context. These community experts can provide particular knowledge and understanding of problems and recommend.

^{vii} By casting votes in favor of adopting the Domestic Workers Convention (DWC), GCC delegates including Kuwait, to the ILO demonstrated that the Arab countries support providing basic labour protections to some of the most vulnerable members of their societies.

^{viii} <http://documents.worldbank.org/curated/en/604951468739447676/pdf/multi-page.pdf>

Measures extent to which labour market supports the economy through capacity to retain talent, gender equality and level of cooperation in labour-employer relations 63/144 40 f World Economic Forum “Global Competitiveness Report”, 2014-15 f United Nations Development Programme, 2013

^{ix} http://www.timeskuwait.com/Times_Kuwait-government-committed-to-protecting-foreign-workers

^x The monitoring for outcome level results according to stakeholders interviewed might have been better for technical and learning coordination of inputs towards outcome. This aspect could have been better monitored at the program level. UNDP, ILO and IOM provided technical inputs but the program support from ILO regional level made only one program monitoring visit and did not participate in the regular board meetings. In the future ILO might designate program level representation for input at board meetings. The evaluator observed that there had been technical teams set up for IOM and UNDP monitoring inputs, but ILO program had only visited the program once, in November 2016. This is a lesson learned. In the future, it is recommended to create a technical oversight team between all three agencies around a results monitoring plan. All three technical leads need to be involved in Project Board meetings.