



**United Nations Development Programme**  
**Country: Kuwait**  
**Joint Programme Document**



**Country:** Kuwait

**Programme Title:** Joint Program for the Support of the Public Authority of Manpower

**Joint Programme Outcome:** Kuwait CPD 2015-2018 outcome 3: Governance and institutional management is efficient, transparent, accessible, competitive and accountable.

<p><b>Programme Duration:</b> 2 Years</p> <p><b>Anticipated start/end dates:</b> Jan 2015/Dec 2016</p> <p><b>Fund Management Option:</b> Pass-through</p> <p><b>Managing or Administrative Agent:</b> UNDP</p>	<p><b>Total estimated budget:</b> 2,412,627 USD</p> <p>Out of which:</p> <p>1. Funded Budget: 2,412,627</p> <p>2. Unfunded budget: 0</p>
	<p><b>Sources of funded budget:</b></p> <ul style="list-style-type: none"><li>Government of Kuwait</li></ul>

**Names and signatures of Government of Kuwait counterpart and participating UN organizations**

<b>Mubashar Shiekh</b>	United Nations Development Programme	Resident Representative, UNDP	
<b>Nada Al Nashif</b>	International Labour Organization	Assistant Director General & Regional Director for Arab States, ILO	
<b>Michael Newson</b>	International Organization for Migration	Regional Labour Migration/ Migration & Development Specialist, IOM	
<b>Hind Al Subaih</b>	Ministry of Social Affairs and Labour & Minister of for Planning & Development Affairs	Minister of Social Affairs and Labour & Minister of for Planning & Development Affairs	

## 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
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
PAM	Public Authority for Manpower
MOSAL	Ministry of Social Affairs and Labor
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
UNDG	United Nations Development Group
UNCT	UN Country Team

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## EXECUTIVE SUMMARY

The Public Authority of Manpower (PAM) is partnering with the United Nations Development Program (UNDP) the International Organization for Migration (IOM), and the International Labour Organization (ILO) with in this context of the recently approved UNDP Country Programme Document (CPD) for 2015-2018. The Joint Programme will address the 3<sup>rd</sup> outcome of the CPD 2015-2018 “*Governance and institutional management are efficient, transparent, accessible, competitive, and accountable*” and its results will 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 Joint Programme outputs below will achieve the CPD output 3.1 stating “*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*” The programme aims at specifically achieving the following outputs:

- Output 2: PAM has access to resources and methodologies that build capacity in evidence-based policy and programme development
- Output 3: Improving the tripartite participation in the International Labour Standards system and promoting the application of conventions
- Output 4: Labour Inspection System modernized and effective in line with the ILS and OSH services improved and strengthened
- Output 5: Report on performance of PAM produced, disseminated and issued for evidence base planning

PAM plans to improve the labour conditions and management system by analysing the demographic imbalance, making sound decision based on enhanced reporting mechanisms and upgrading its services quality for all economic and social actors. This programme aims to support PAM in its efforts to develop its internal capacity in reporting on its own performance, on labour movement and on its compliance with international labour standards.

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## SITUATION ANALYSIS

Kuwait is aspiring to become a regional trade and financial hub according to the 2035 national vision for the State. Towards achieving this vision, the Public Authority of Manpower has recognized the value of promoting a conducive business environment whereby the private sector can flourish with new opportunities that can contribute directly to economic growth through the diversification of revenue sources as stipulated in the current National Mid-Range Development Plan (2015-2016). One factor impeding Kuwait's economic development is the imbalance within the workforce. Programmes 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 the 2035 national vision. Understating the scale of the problem, the Kuwaiti government has established the newly founded Public Authority for Manpower (PAM). The UNDP, IOM and ILO have recognized the concerns and objectives of the Kuwaiti government and, as a result, have developed a joint program, capitalizing on the experience of the three agencies to support PAM in its efforts to achieve Kuwait's desired goals.

UNDP is embarking on a process of operationalizing its current Country Programme Document (CPD) for the State of Kuwait for the years 2015-2018. The CPD responds to the national development goals outlined in the 'Vision for 2035' of the Amir of Kuwait, as well as in the Kuwait Development Plan. It prioritizes areas of support directly informed by the objectives and engagement principles of the UNDP strategic plan, 2014-2017. UNDP is convinced that successful development results in Kuwait must be centred around strong, resilient, effective, transparent, accountable and adaptive governing institutions that:

- (a) Are populated with high-calibre national staff, and
- (b) Benefit from a policy environment and regulatory framework that allow such institutions to be effective in promoting economic diversification, transparent governance, and equitable, comprehensive development for vulnerable groups.

According to the recent analysis undertaken by UNDP, there is a priority to support the government and related entities in monitoring, performance and reporting issues. Many of the ministries reports concerning 2012 statistics have not been issued yet, resulting in restricted public participation in policy making. The system can be sometimes highly centralized, resulting in a long bureaucratic process further burdening top government officials to make evidence based decisions. Kuwait has largely evaded a scenario of low transparency with regional standards. It ranks 116 out of the 163 nations evaluated by transparency international, compared to 86 for Kingdom of Saudi Arabia (and 151 for the United Kingdom). The World Bank rule of law indicator has been in the 63rd in 2012 percentile, and the control of corruption at around 52nd percentile for the same year as appendix indicates

Potentially one of the more challenging actions to implement is the strengthening of policy and regulatory coordination mechanisms in the Kuwaiti government. This would help to make policy more evidenced based, coherent, effective and predictable – a core concern especially of private investors – and improve accountability across government through better and more consolidated information flows.

With all the imbalances and gaps in the labour market, decisions based on facts and data will become crucial in tackling the problems; the UNDP will support the PAM to collect all necessary data and establish reporting mechanisms to support the PAM in developing an evidence-based decision making approach. A capacity building component will also address the empowerment of PAM employees to continue pursuing reporting mechanisms and enhancing their tools to address raising future issues regarding worker imbalances and bridging of any gaps identified.

IOM aims to promote evidence-based and effective labour mobility management and will engage in initiatives that focus on the role of foreign nationals within the Kuwaiti labour force as it plays a critical role within Kuwait's economic development strategy. In 2013, it was estimated that the number of foreign residents in

the country exceeded 2.7 million; an increase of almost 70% from ten years ago when it stood at 1.6 million. The majority of foreign residents in Kuwait are employed within the labour market and play an essential role in contributing to the country's economic growth. Nevertheless, the rapid growth of Kuwait's foreign population can also place growing strains on the public infrastructure with increasing demand for public services and utilities.

Workers' rights are the focus area of ILO. ILO's support will promote rights of workers at work, encourage decent employment opportunities, and strengthen dialogue on work-related issues. In May 2011, an ILO mission was fielded to Kuwait to assess the labour inspection system. The recommendations of the mission focused on the need for an assessment in bridging the gaps in the current system and enhancing its effectiveness and capacity building programs for PAM officials and other social partners. Kuwait has ratified nineteen International Labour Conventions and is in a constant dialogue with the ILO's supervisory bodies in a joint effort to improve its implementation of these Conventions both in law and in practice. In an effort to enhance the capacity of the national bodies that are engaged in this dialogue, Kuwait has requested that the ILO provide assistance in training Government officials on reporting on the application of ILO Conventions and to build capacitate the social partners' capacity so they are better able to fulfill their role in the process. In addition, there is a need to improve judges' application of the Kuwait's labour laws and their underlying International Labour Standards. Previous ILO assistance has already led to an amendment of the Labour Code in 2010, exemplifying considerable progress in the legislative implementation of International Labour Standards. More, however, needs to be done and the Government as well as the social partners have expressed the desire to ratify additional ILO Conventions, especially Conventions in the areas of employment policy, equal remuneration for men and women and labour inspection as well as in occupational safety and health.

Sustainable and inclusive employment remains one of the most critical long-term challenges with approximately 65% of the population under the age of 25, and with around 90% of employees in the private sector currently non-Kuwaiti citizens. A very large percentage of Kuwaitis in the workforce are employed by the public service and encouraging employment of nationals in the private sector has been a major priority.

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The labour inspection system of the Public Authority of Manpower has the largest labour inspection team in the region (including Occupational Safety Health), but because it needs critical capacities and technical skills, it is not able to operate or perform consistent with ratified International Labour Standards. In order to improve its capacities and increase its technical skills , a capacity and technical skills assessment needs to be conducted based on established Enforcement Priorities and an Enforcement Plan. This will require initially the development of Enforcement Priorities and an Enforcement Plan by Public Authority of Manpower leadership team. Once Enforcement Priorities are established and an Enforcement Plan developed, an assessment of the labour inspection systems capacity and technical skills to meet the established Enforcement Priorities and to implement the Enforcement plan can be conducted. An Action Plan will then be developed setting out necessary actions and timelines in response to the assessment's findings and consistent with the Enforcement Priorities and Enforcement Plan. All of the above activities will be informed by and further the implementation of ratified Conventions.

The UN Country Team Kuwait, enjoys the presence of a well-grounded and represented agencies composed of empowered representatives of both resident and non-resident agencies, provides overall strategic guidance to the UN system in Kuwait in their support to the Kuwait National Development Plan: the Middle Range Development Plan. The UNCT provides strategic leadership and coordination of technical inputs to improve the overall development and implementation of the main UN interventions in the country. The UNCT will ensure coherence and quality check to avoid overlapping and detect potential synergies between different areas of collaboration to increase efficiency. The Support of PAM programme is such an example where UNDP, ILO, and IOM all part of the UN country team have addressed PAM requests and delivered into one Joint Programme.

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## STRATEGIES, INCLUDING LESSONS LEARNED AND THE PROPOSED JOINT PROGRAMME

### BACKGROUND/CONTEXT

The joint programme comes in the context of supporting the achievement of both national priorities and international commitments. In terms of national priorities, the programme will contribute to four of the strategic goals in Kuwait's latest Mid-Range Development Plan for the years 2015/2016-2019/2020, namely boosting economic growth and welfare, supporting human and social development, improving demographic policies to support development, and effective government administration. For instance, IOM's two-year plan of action to provide support to PAM will enhance its capacities at management of labour mobility in Kuwait to better meet the government's economic and labour market development objectives and support evidence-based decision making.

At the International Labour Organization level, the programme's target of strengthening capacities on labour inspection and International Labour Standards (ILS) will support Kuwait in achieving Decent Work objectives namely improved labour administration and labour inspection mechanisms to implement ILS, strengthened capacity of member states to ratify and apply ILS, and to fulfil their reporting obligation. In addition, the programme's target of issuing regular Monthly Performance Reports (MPRs) and enhancing the effectiveness of labour mobility policy will help bring PAM to international best practices.

The stakeholders in the programme will be PAM and the Ministry of Social Affairs and Labour (MOSAL). The UNDP will establish the Programme Management Unit. This unit will initiate the programme and manage its activities. The programme's activities will also involve the ministries of Foreign Affairs, Interior and Health, as well as public authorities such as the General Secretariat for the Supreme Council of Planning and Development (GSSCPD) and the Central Statistics Bureau. Other stakeholders are the National Assembly, Kuwait Chamber of Commerce and Industry, Kuwait Trade Union Federation and Kuwait Institute for Judicial Studies.

### Lessons Learned

IOM's extensive experience in developing capacity building workshops and trainings both within the GCC and globally have allowed the organization to benefit from extensive lessons learned on how such initiatives can have the greatest and most sustainable impact. Two of the key lessons learned that will inform this intervention are the following:

- (i) Capacity building is most effective when workshops also draw on new locally relevant data and information of value to participants. As such, rather than develop workshops that draw on global examples or generic materials, the proposed programme calls for original research in key thematic areas relating to labour mobility in Kuwait to be conducted which will then be used to inform the development of workshops that are more tailored and more relevant to the specific economic development interests and needs of the State of Kuwait;
- (ii) Ad hoc trainings, while still of value, do not allow for the sustained engagement of participants with the relevant material and often the material takes some time to "sink in". Recurring training sessions also allow for participants to gain a rapport with one another and with trainers that enhances the learning experience and the sustainability of the initiative. As such, IOM is proposing a two-year plan that includes three separate trainings all related to the subject of labour migration focusing on various issues of particular relevance to the Government of Kuwait (and all drawing on original research). This more structured and longer term approach will have a greater knowledge impact on participants who will then attend all three training sessions over a two year period.

The **ILO** has a long-standing commitment to strengthening labour ministries, to enable them to make significant input into broader economic and social policy making as well as carrying out their regular functions with greater efficiency and impact. The ILO relies on the labour administration in each country, as well as the social partners to highlight the importance of the ratification and implementation of the international labour standards. The Public Authority of Manpower has the main responsibility for ensuring social partners' recognition as major partners and their inclusion in the policy-making processes. Its programme strategy compliments earlier and on-going initiatives it has been implementing in the countries of the region over the past biennial years. A series of tailored training activities designed on ILS issues, specifically on reporting and on labour law, took place in Turin, HQ and in Kuwait, and all Gulf States have benefited from them. Lessons learnt of *standards-related* programmes have shown:

- 1) The necessity to constantly update and re-train national officials and the social partners on reporting on ILS, due to fluctuation of personnel within the national institutions
- 2) Increased ratification of International Labour Conventions and better implementation of ILS after awareness-raising and training activities for tripartite constituents
- 3) Countries at all levels of development require assistance in developing legislation and a policy on non-discrimination
- 4) Better and more direct use of ILS in court proceedings.

Lessons learnt from similar *labour administration* and inspection programmes implemented in the other countries, including Middle East ones, show the importance of conducting an assessment of the existing situation and developing action plans based on the findings of such assessments when starting any labour inspection reform process, as well as consulting workers' and employers' representatives throughout the assessment and reform process. Close collaboration with the other international organizations and other relevant ILO programmes and departments, including ILO's International Training Center in Turin, is another lesson which proved to be helpful in achieving the programme's objectives.

As for **UNDP**, its extensive experience in Kuwait has shown that tracking performance in the public sector is key to forming a common language through which reform proposals can be discussed fruitfully and development goals attained. UNDP has had many programmes with national partners that are focused on enhancing performance, and continues to have such programmes with GSSCPD and the State Audit Bureau. From these experiences, it emerges that MPRs are of clear practical use for institutions and the more they are detailed to the beneficiary's function and future strategy the more constructive they are. That is why it is important to build and maintain strong communications with the beneficiary.

### **The Proposed joint programme**

The joint programme approach was chosen for this programme in order to better ensure efficiency in execution 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 programme approach is the most suitable arrangement for all stakeholders and would capitalize on the value added by all participating UN organizations.

**IOM** is proposing a two-year plan of action to provide support to PAM with the aim of enhancing management of labour mobility in Kuwait to better meet the government's economic and labour market development objectives. The programme has three main outputs, the first of which is research programmes to support PAM with an evidence-based approach to labour management policy. The output will be achieved through the following activities, in order:

- 1) Undertaking the necessary measures for programme mobilization.
- 2) Analysis of labour recruitment networks.
- 3) Operations analysis of Kuwait's current labour mobility management structure.



4) Estimating the impact of reduction of foreign residents on the Kuwaiti economy.

The second output involves a series of three training workshops providing in-depth explanation of international standards for labour shelters for abused and exploited mobile workers and an assessment of the existing shelter for “runaway workers” in Kuwait, a study tour for PAM staff to visit shelters outside Kuwait, and a roundtable to establish working relations with policy makers and third parties regarding foreign workers. The third component will include a pilot Assisted Voluntary Return and Reintegration (AVRR) component for mobile workers wishing to return home.

The **ILO** intervention in building the capacities on ILS will use a mix of strategies, focusing mainly on institutional development. Specifically, the strategy involves:

- 1) Seminars and workshops being held to disseminate information to constituents, as well as to parliamentarians, judges and academics, men and women, and raise awareness on matters concerning ILS.
- 2) Hands-on training activities will be organized for government officials and representatives of employers and workers, including women, using a participatory approach to engage participants in constructive interaction.
- 3) Technical advisory services will provide information on specific questions.
- 4) Government, employers and workers representatives (men and women) will participate in courses of the ILO’s International Training Centre in Turin. Two types of courses will be proposed: one on reporting on ILS and one for judges, to allow them to better integrate ILS in their legal work.
- 5) Training methods will include presentations followed by discussion and practical exercises. Advocacy material will be disseminated during these activities, as well as to institutions and its officials.

**UNDP’s** support is to develop MPRs for PAM and strengthen the capacities of its staff to produce and sustain the report issuance and support the transparency of PAM. There are three outputs for this programme, namely:

- 1) Gap analysis report performed and disseminated between programme team and PAM members
- 2) Indicators established and monthly report produced.
- 3) Tools for empowering PAM staff to issue report and capacity building on report issued.

The activities will address the two main areas of creating the technical framework necessary to issue the report, and building the capacity of PAM staff to sustain the issuance of the report.

This joint programme involves cross-cutting concerns, particularly human rights and gender equality. On the human rights front, IOM’s strategy to enhance the effective management of labour mobility, ILO’s capacities programme on labour inspection and ILS, and UNDP’s MPRs will all support the improvement of human rights condition in Kuwait by ensuring adequate attention is paid and capacities are enhanced to improve labour conditions for both Kuwaiti workers and expatriates. Gender equality, in addition, figures in the training and policy aspects of the programme, as well as in the reporting and performance measurement instruments.

### **Sustainability of results**

A key element in the joint programme is training and capacity building. PAM is keen to strengthen its institutional capacities. The results will be sustained through building capacities of target groups, who are government officials, labour inspectors, officials responsible for Occupational Health and Safety (OSH), judges who are directly involved in writing or reviewing labour legislations and parliamentarians who can play an effective role in reviewing and adopting the laws. They will be engaged directly on the level of involvement, interaction, effective contribution in different phases of the programme. Follow-up procedures will be put in place at the end of each phase of the programme.

Ratified International Labour Convention and their translation into national legislation may be regarded as guarantors for sustainability. Setting up and shaping of administrative structures and implementation of their tasks in accordance with these texts will further enhance sustainability after the termination of the programme.

The **ILO**'s support will, upon completion of the programme activities, remain in constant dialogue with the Government and the social partners with regards to the legal aspects of the programme. ROAS, with backstopping from ILO Geneva, will continue to provide technical assistance regarding technical implementation, and will monitor the reporting of the concerned government agencies on issues related to implementation of labour standards, and practices of the labour inspection units and revisions of the labour legislations. Focal point in the Authority on the respective areas, ILS and Labour Inspection, should be appointed by the Authority to maintain effective systems inside the government agencies.

The **UNDP** programme team, upon completion of programme activities, will hand over to a trained team of PAM to take over the MPR process. UNDP supervisory system will remain in constant dialogue with PAM with regards to the follow-up aspects of the programme. UNDP Country Office will continue to provide technical assistance regarding implementation, and will monitor the reporting of the concerned government agencies on issues related to implementation of standards. Focal points in PAM should be appointed to maintain effective systems inside the government agencies.

The **IOM** sustainability will be assured in several ways:

The two-year research and workshop programme will develop and deliver new data of immediate relevance to Kuwait's short and longer term planning in regards to labour mobility policy. As such, the programme ensures that the information developed is transferable to the day-to-day work responsibilities of participants;

The research initiative will begin at the same time as the Kuwaiti government takes on its two-year chairmanship of the Abu Dhabi Dialogue which will allow for greater dissemination and impact of the research and workshops conducted; IOM Kuwait continues to engage with Ministry of Social Affairs and Labor (MOSAL), providing consultation and support on the development of labour mobility policy. The research conducted under this programme will serve to further such consultation services and enhance the capacity of the GoK to engage in its own research programmes in order to develop data and information that can support a more evidence-based approach to labour mobility policy. At the same time, the assessment of the shelter, study tour, roundtables, and pilot AVRR component will ensure that the Government of Kuwait continues to promote international best standards in the fight against human trafficking and exploitation of mobile workers.

## I. ANNUAL WORK PLAN

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES									Responsible Party	PLANNED BUDGET		
		2015				2016					Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
<b>Joint Program Outcome</b>	<i>Kuwait CPD 2015-2018 outcome 3: Governance and institutional management is efficient, transparent, accessible, competitive and accountable</i>												
<b>Output 1: Programme management unit established and functional</b>	Activity 1.1: Recruitment of PM for managing the Joint Programme and managing UNDP component Activity 1.2: Establish communication lines with other PM in the Joint Programme Activity 1.3: Ensure timely management of progress reports Activity 1.4: Ensure that targets are met on a timely manner Activity 1.5: Ensure payment of other agencies are being transferred Activity: 1.6: Ensure overall timely delivery of all outputs	√	√	√	√	√	√	√	√	UNDP	PAM	1. programme Manager (206,000) 1. Programme Assistant (74,000)	280,000
<b>International Organization for Migration (IOM)</b>													
Output 2: PAM has access to resources and methodologies that build capacity in evidence-based policy and programme development													

<p><b>Output 2.1: Research programmes and workshops contribute to evidence-based policy, planning, implementation and monitoring within PAM.</b></p>	<p><b>Activity 2.1.1: Undertake the necessary measures for the programme Mobilization</b>  - Selection of programme manager, programme technical consultants and assistants;  - Nomination of PAM staff focal point to engage Programme implementation;  - Establishment of Steering Committee to guide research initiatives.</p>																			
<p><b>Baseline:</b>  - No research capacity to support evidence-based policy development;  - Limited knowledge of non-market drivers of labour mobility;  <b>Labour Mobility Management Structures not fully aligned with GoK's labour market and economic development goals.</b></p>	<p><b>Activity 2.1.2: Comparison and analysis of two labour recruitment corridors to determine demand driven and non-market-driven factors leading to labour mobility's.</b>  - Call for Proposals (CfP) and ToRs to identify appropriate research consultant(s)  - Select research consultant(s) and approve proposed research methodology  - Review draft report  - Finalize report  - Dissemination workshop</p>	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
<p><b>Indicators:</b>  - Research programmes deliver data and knowledge that support evidence-based policy-making in PAM;  - PAM has greater understanding of how non-market factors impact labour mobility in GoK and recommendations on how to address this;  - # of adjustments to PAM procedures carried out to better align with labour market objectives, as per recommendations of report.</p>	<p><b>Activity 2.1.3: Analysis of GoK Labor Mobility Management Structures and Recommendations for alignment with objectives of 2035 National Vision</b>  - CfP and ToRs to identify appropriate research consultant(s)  - Select research consultant(s) and approve proposed research methodology  - Benchmarking of PAMs permit issuance procedures against regional and international equivalents  - Review draft report  - Finalize report and recommendations  - Dissemination workshop</p>	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
	<p><b>Activity 2.1.4: Scenarios programme of impact of reduction in foreign workers on the Kuwaiti economy and labour force</b></p>																			

- Research on Networks in Two Migration Corridors: \$80,000
- Research on Current Labour Mobility Structures: \$80,000
- Research on programmes of Impacts of Decline in Foreign Workers: \$100,000
- 3 x 3-Day Workshops: \$90,000
- S&O Costs: \$120,000
- IOM Overhead 7% = \$32,900

**\$502,900**

**Targets:**

- Appropriate staff, PAM focal point, and consultants in place, and steering committee established;  
- Three comprehensive research reports and three dissemination workshops contribute to evidence-based decisions in PAM;  
- PAM authorities officially recognize value of research and support ongoing research to inform policy development;  
- % of workshop participants acknowledging greater understanding of non-market drivers and able to implement knowledge in their day-to-day work;  
- PAM evaluates and implements at least five of the recommendations to better align labour mobility management structures with economic development objectives.

- CfP and ToRs to identify appropriate research consultant(s)
- Select research consultant(s) and approve proposed research methodology
- Review detailed assumptions built into quantitative model
- Review draft report
- Finalize report
- Dissemination workshop

<p><b>Output 2.2: Workshops, study tour, roundtable and pilot programme contribute to PAM's engagement in best practices relating to the fight against human trafficking and exploitation of foreign workers</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- No available assessment of shelter</li> <li>- No. of workshops held on shelter management</li> <li>- No of study tours held on shelter management</li> <li>- No of technical roundtables on shelter management</li> <li>- No available information on feasibility of AVRR</li> <li>- No migrants assisted with AVRR</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- GoK/PAM have new information available to further improve and/or expand the shelter</li> <li>- GoK/PAM have new skills and knowledge regarding shelter management</li> <li>- GoK/PAM exposed to best practices, lessons learned, and able to share information on shelter management</li> <li>- GoK/PAM informed of the</li> </ul>	<p><b>Activity 2.2.1 PAM and other relevant GoK officials engage in activities to ensure shelter conditions meet international standards</b></p> <ul style="list-style-type: none"> <li>- Assessment of the shelter for runaway workers carried out;</li> <li>- One national workshop conducted to disseminate results of assessment and raise awareness on international standards for shelters;</li> <li>- Study tour to a neighboring country conducted to share experiences, promote technical assistance, and enforce international best practices on shelter management;</li> <li>- Technical roundtable conducted on shelter management to promote dialogue and exchange.</li> </ul>	√	√	√	√	√					IOM PM	PAM	<ul style="list-style-type: none"> <li>• Shelter assessment: \$15,000</li> <li>• Regional workshop: \$25,000</li> <li>• Study tour to exchange best practices: \$30,000</li> <li>• Technical roundtable: \$10,000</li> <li>• Pre &amp; post-AVRR pilot assessments: \$30,000</li> <li>• AVRR pilot: \$130,000</li> <li>• S&amp;O Costs: \$100,000</li> <li>IOM Overhead 7% = \$23,800</li> </ul>	<b>\$363,800</b>
	<p><b>Activity 2.2.2: Foreign workers access services to support their voluntary return to country of origin</b></p> <ul style="list-style-type: none"> <li>- Feasibility assessment on AVRR conducted;</li> <li>- Pilot AVRR services for between 50 and 75 runaway workers;</li> </ul>		√	√	√	√	√	√	√		IOM PM	PAM		

<p>operational and cost advantage of AVRR Migrants are returned home voluntarily and provided with reintegration assistance</p> <p><b>Targets:</b> -Shelter report issued - PAM staff trained on shelter management- 50 Study tour to share best practices- 1 Technical roundtable- 1 Pre &amp; post feasibility assessment on AVRR- 2 Migrants provided with AVRR- 75</p>	<p>- Technical evaluation of pilot AVRR scheme carried out to determine feasibility of programme development.</p>													
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**International Labour Organization (ILO)**

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

<p><b>Output 3.1: Kuwait Government and social partners, trained on reporting on ratified and un-ratified ILO Conventions as well as implementing ILO Conventions</b> Baseline:Not enough training to Kuwait Government and social</p>	<p><b>Activity 3.1.1. Hands-on assistance to reps of the relevant institutions on reporting, and practical training and assistance to Employers and workers. Activity 3.1.2 Participation of selected government, E&amp; W Reps in a Standards Training course in Turin</b></p>	√	√	√	√	√	√	√	√	√	ILO programme Team		<p>programme Staffprogramme Coordinator for 24 months (\$232238)- Travel (\$17500)- International /national consultants (\$32500)- Monitoring and</p>	<b>217,510</b>
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partners, on reporting

**Indicators:** No of Government, Employers and Workers representatives participated in a Standards training course in the ILO Training Centre in Turin

**Targets:** At least 8 Government, 8 Employers and 8 Workers representatives participated in a Standards training course in the ILO Training Centre in Turin

												Evaluation (\$4250)- Seminars & Fellowships (\$78000)- Operational costs & Miscellaneous (\$7916)- Provision for cost increase (\$5408)- Programme Support Cost (\$13876)
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<p><b>Output 3.2 Government and Social Partners trained on issues concerning International Labour Standards</b></p> <p><b>Baseline:</b> - Insufficient capacity related to international labour standards</p> <p><b>Indicators:</b> No. of workshops held on the ratification and application of</p>	<p><b>Activity 3.2.1: Technical assistance and training on ILS on equality and non-discrimination in particular on the Equal Remuneration Convention, 1951 (No. 100) and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111);</b></p> <p><b>Activity 3.2.2: Training and labor law review on ILS on employment policy, OSH, LI and domestic workers, in particular Conventions No. 81, 122, 129, 155, 187, 189;</b></p> <p><b>Activity 3.2.3: Training and labor law review on ILS on non-discrimination</b></p>	√	√	√	√	√	√	√	√	ILO programme Team			

<p>conventions 100, 111, 122, 129,187, and 189</p> <p><b>Targets:</b> At least one workshop held on the ratification and application of conventions 100, 111, 122, 129,187, and 189</p>												
<p><b>Output 3.3 Judges, lawyers and legal educators trained on International Labour Standards and their use in domestic courts decisions.</b></p> <p><b>Baseline:</b> - Not enough training on international Labour Standards</p> <p><b>Indicators:</b> - International Labour Standards taken into account in court proceedings - No of trainers and judges from Kuwait trained in the ILO Training Centre in Turin - No of Information materials</p>	<p><b>Activity 3.3. 1: Training of trainers through the participation at the inter-regional level activity for judges and lawyers in Turin;</b></p> <p><b>Activity 3.3.2: Adaptation and translation of training material</b></p>			√	√	√	√			ILO programme Team		

<p>produced in Arabic Language</p> <p><b>Targets:</b>  - Three trainers of the Kuwait Institute for Judicial Studies, and 5 judges from Kuwait, 2 from each of other GCC countries trained in an interregional activity for judges and lawyers in the ILO Training Centre in Turin</p>												
<p><b>Output 3.4. Parliamentarians and their advisors trained on ILS to be used as a reference for their legislative reviews and actions.</b></p> <p><b>Baseline:</b>  - No capacity building workshops to parliamentarians held</p> <p><b>Indicators</b>  - Number of capacity building workshops held on ILS implementation for parliamentarians</p>	<p><b>Activity 3.4.1: Training on ILS and legislative action for the Parliamentarians.</b></p>			√	√	√	√			ILO programme Team		

<b>Targets:</b> - At least 1 capacity building workshops held on ILS implementation for parliamentarians																					
<b>Output 4: Labour Inspection System modernized and effective in line with the ILS and OSH services improved and strengthened</b>																					
<b>Indicator:</b> - No. of labour inspection reports produced and published containing relevant data in compliance with ILS. Baseline: -Applicable LI system not in line with ILS and OSH Target: Better inspection system with 80% of inspection reports containing relevant data in compliance with ILS.		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

<p><b>Output 4.1: Enforcement Priorities established and Enforcement Plan developed</b></p> <p><b>Baseline:</b>  1- No training of a leadership team  2- No enforcement priorities and no existing plan</p> <p><b>Indicator:</b>  1- Number of Employees of Public Authority of Manpower leadership team trained.  2- Number of Enforcement Priorities established &amp; Enforcement Plan developed</p> <p><b>Targets:</b>  1- A leadership team of employees of Public Authority of Manpower trained.  2- Needed Enforcement Priorities established and enforcement Plan developed for 24 month period.</p>	<p><b>Activity 4.1.1: Training of Public Authority of Manpower leadership team</b></p> <p><b>Activity 4.1.2: Meeting of Public Authority of Manpower leadership team to establish Enforcement Priorities and to develop Enforcement Plan (including OSH)</b></p>	√	√												Support Cost (\$41627)	
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<p><b>Output 4.2: Labor Inspection Assessment and Recommendations issued Baseline:</b> - No existing Labour inspection assessment</p> <p><b>Indicator:</b> -Assessment and recommendations completed</p> <p><b>Targets:</b> - Assessment and recommendations completed</p>	<p><b>Activity 4.2.1: Technical mission for collection of labor inspection data, interviews, observations, and documents for the preparation of labor inspection assessment.</b></p> <p><b>Activity 4.2.2: Prepare assessment and make recommendations on actions</b></p>	√	√								ILO programme Team			
<p><b>Output 4.3: Action Plan developed based on assessment's findings Baseline:</b> - No action plan</p> <p><b>Indicator:</b> - Action Plan developed</p> <p><b>Targets:</b> - Action Plan developed based on Assessment and in support of Enforcement Plan.</p>	<p><b>Activity 4.3.1: Action Plan for implementing the recommendations of the assessment is drafted and presented to the Public Authority of Manpower.</b></p>			√	√	√					ILO programme Team			

<p><b>Output 4.4: Actions Plan is Implemented as agreed to by PAM.</b>  <b>Baseline:</b>  - No action plan  <b>Indicator:</b>  - Enforcement Plan implemented.  <b>Targets:</b>  - 75% of Enforcement Plan implemented.</p>	<p><b>Activity 4.4.1: Actions included in Action Plan are completed consistent with stated timelines and deadlines.</b></p>					√	√	√	√	ILO programme Team			
<p><b>Output 4.5: National Occupational Safety and Health Policy, Profile and Programme is produced.</b>  <b>Baseline:-</b> No existing national OSH profile  <b>Indicator:-</b> National OSH Policy, Profile and Programme are produced.  <b>Targets: -</b> OSH Profile implemented by PAM</p>	<p><b>Activity 4.5.1: Technical Assistance and Advisory Services for the preparation of a national OSH policy, profile and programme in full participation of Public Authority of Manpower, social partners and other stakeholders</b></p>	√	√	√	√					ILO programme Team			

<p><b>Output 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).</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Not enough training of inspectors on OSH</li> </ul> <p><b>Indicator:</b></p> <ul style="list-style-type: none"> <li>- Number of training courses are conducted on basic OSH and risk assessment</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- All PAM inspectors trained on basic OSH and risk assessment</li> </ul>	<p><b>Activity 4.6.1</b></p> <p><b>Training courses on the basic occupational safety and health knowledge targeting labor inspectors. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan).</b></p>				√	√	√			ILO programme Team			
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<p><b>Output 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).</b></p> <p><b>Baseline:</b> - No technical capacity of inspectors for monitoring environmental pollutants in the workplace.</p> <p><b>Indicators:</b> - No of OSH specialists receiving specialized training on the use of OSH equipment.</p> <p><b>Targets:</b> -At least six OSH specialists including women, potential trainers, and receivers are specialized training on the use of OSH equipment, including women inspectors.</p>	<p><b>Activity 4.7.1: Advanced OSH training, including monitoring environmental pollutants in the workplace, and use of relevant equipment, targeting labor inspectors, in collaboration with ITC-Turin, or some specialized centers or institutes in other countries. (consistent with Enforcement Priorities and support of Enforcement Plan and Action Plan)</b></p>				√	√	√	√	√	√	ILO programme Team			
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<p><b>Output 4.9: Tools for educating W&amp;E reps on LI and OSH issues are developed and used. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)</b></p> <p><b>Baseline:</b> - No existing tools</p> <p><b>Indicator:</b> - No of W&amp; E brochures on LI developed</p> <p><b>Targets:</b> - At least one W and one E brochure developed on LI and OSH</p>	<p><b>Activity 4.9.1 W&amp; E brochures on LI and OSH developed and disseminated. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)</b></p>				√	√	√	√	√	ILO programme Team			
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**United Nations Development Programme (UNDP)**

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

<p><b>Output 5.1: Gap analysis report performed and disseminated between programme team and PAM members</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- No team assembled for the data gathering</li> <li>- No database for gathering and storing data</li> <li>- No data analyzed in graphical form</li> <li>- No data analyzed from month to month</li> </ul> <p><b>Indicator:</b></p> <ul style="list-style-type: none"> <li>- Working group team assembled</li> <li>- Data mined and gathered</li> <li>- Data inputted and digitized</li> <li>- Data sources identified</li> <li>- Data to be collected from IOM and ILO programs</li> <li>- baselines established</li> <li>- Data defined</li> <li>- Data retrieval standardized</li> <li>- Data quality maintained</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Data gathering team established</li> <li>- Data collected and determined</li> <li>- Process for data gathering produced</li> <li>- Data quality report issued</li> <li>- Data sources and definition report issued</li> <li>- Data retrieval process created</li> </ul>	<p><b>Activity 5.1.1: to establish the team from each department in the PAM.</b></p> <p><b>Activity 5.1.2 :Survey of PAM capabilities and review internal process for establishment of Report Issuance effectiveness</b></p> <p><b>Activity 5.1.2: team to gather all the data available at all departments to be analyzed for the report.</b></p> <p><b>Activity 5.1.3: to determine the data entry required for digitizing the data.</b></p> <p><b>Activity 5.1.4: Establish a list of all the data sources and formats.</b></p> <p><b>Activity 5.1.5: Establish process of data gathering and tools needed for the monthly process.</b></p> <p><b>Activity 5.1.6: to gather data from IOM and ILO programs to be consolidated in the monthly performance report</b></p> <p><b>Activity 5.1.7: Establish the baselines</b></p> <p><b>Activity 5.1.8: Compile list of all possible measurement indicators</b></p> <p><b>Activity 5.1.9: Define all data sources</b></p> <p><b>Activity 5.1.10: Standardize data retrieval at the PAM</b></p> <p><b>Activity 5.1.11: Data quality and clean up</b></p>		√	√							UNDP PM			100,000
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<p><b>Output 5.2: Indicators established and monthly report produced</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- No database for gathering and storing data</li> <li>- No process for reporting formulated at PAM</li> <li>-No reporting team established</li> </ul> <p><b>Indicator:</b></p> <ul style="list-style-type: none"> <li>- Reporting methods determined</li> <li>- Reporting team members established</li> <li>- Reporting team trained on analysis of data</li> <li>- Key performing indicators determined</li> <li>- Departmental reports established</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>-PAM reporting team trained</li> <li>- Monthly report issued</li> <li>- Departmental reports issued</li> <li>-Issuance of the report to third parties, i.e. print and website of the PAM</li> </ul>	<p><b>Activity 5.2.1: Determine the methods of reporting, i.e.: dashboards, report cards, biweekly, monthly and yearly, month on month, and year to date. Categorization of the data.</b></p> <p><b>Activity 5.2.2: Establish departmental reports addressing information in each department.</b></p> <p><b>Activity 5.2.3: Establish the team that will be trained on compiling of data and issuing of the report.</b></p> <p><b>Activity 5.2.4: Establish who will review the reports, and the decisions to be taken from using the report.</b></p> <p><b>Activity 5.2.5: Train the reporting team how to analyze the data into meaningful information for better decision making.</b></p> <p><b>Activity 5.2.6: Determine the key performance indicators that drive performance at the PAM</b></p> <p><b>Activity 5.2.7: Consolidate all indicators and reports into the monthly report</b></p> <p><b>Activity 5.2.8: Engage all related departments with the report results</b></p>		√	√	√	√	√						UNDP PM							120,000	
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<p><b>Output 5.3: Tools for empowering PAM staff to issue report and capacity building on report issued</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- No training conducted on PAM staff to create, and produce the reports</li> <li>- No training conducted for remaining PAM staff to understand and analyze reports.</li> </ul> <p><b>Indicator:</b></p> <ul style="list-style-type: none"> <li>- No of employees engaged in the training of the reports</li> <li>- No of employees engaged in receiving of the reports.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- issuing the training plan</li> <li>- training report issued</li> <li>- issuance of the report by PAM staff</li> </ul>	<p><b>Activity 5.3.1: Establish training plan for all staff concerned at the PAM to create the reports.</b></p> <p><b>Activity 5.3.2: Establish training plan for all staff receiving the reports on how to analyze them and take decisions based upon it.</b></p> <p><b>Activity 5.3.3: Train PAM staff handling the reporting to issue reports in monthly, and yearly basis</b></p>										UNDP PM							100,000
<p><b>Monitoring &amp; Evaluation Activities Costs</b></p>																10,000		
<p><b>Programme Management Unit</b></p>																280,000		
<p><b>IOM Programme Costs</b></p>																806,031		

<b>IOM GMS Costs (7%)</b>		<b>60,669</b>
<b>Total IOM Programme Cost</b>		<b>866,700</b>
<b>ILO Programme Costs</b>		<b>809,137</b>
<b>ILO GMS Costs (7%)</b>		<b>60,903</b>
<b>Total ILO Programme Cost</b>		<b>870,040</b>
<b>UNDP Programme Costs</b>		<b>600,000</b>
<b>UNDP GMS Costs (7%)</b>		<b>42,000</b>
<b>Total UNDP Programme Costs</b>		<b>642,000</b>
<b>Programme Cost</b>		<b>2,388,740</b>
<b>AA and CA Costs (1%)</b>		<b>23,887</b>
<b>Total Budget USD</b>		<b>\$ 2,412,627</b>





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## **II. MANAGEMENT AND COORDINATION ARRANGEMENTS**

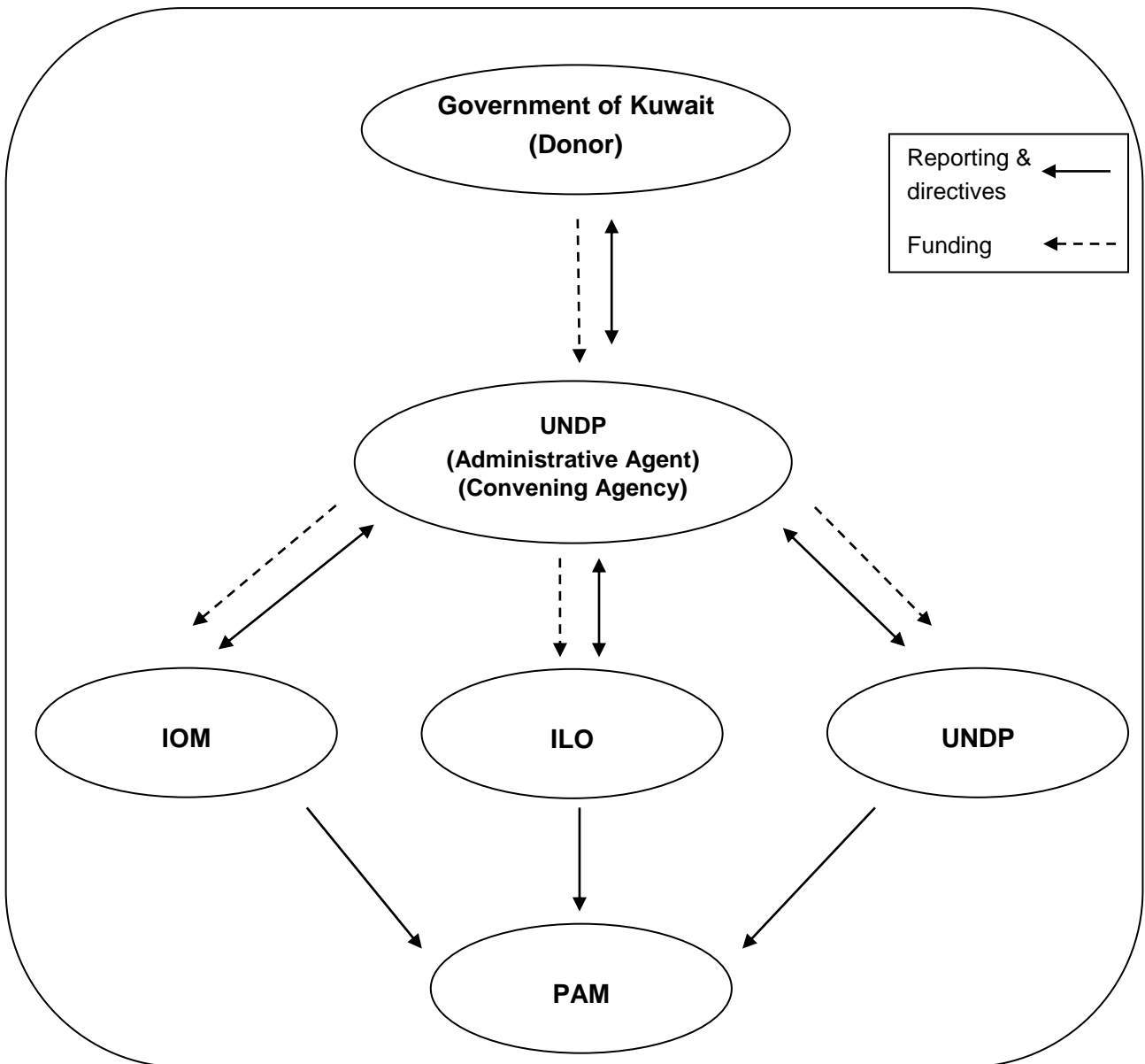
The responsibilities and tasks undertaken by each of the three participating UN agencies reflects their core competencies and experience, all while agreeing to work in a Joint Programme framework to support PAM in the areas of labour issues, ILS and institutional efficiency. In accordance with the United Nations Development Group's (UNDG) each participating UN agency subscribes to a common programme results and resource framework, monitoring and evaluation framework, work plan, budget and coordination structure. The contribution of each participating UN agency towards the Joint Programme will be featured in both the Results and Resources Framework and Annual Work Plans, and these will be used to transfer funds for implementation. Each organization will have accountability for the resources received and the programmatic areas agreed upon. Each will, therefore be responsible for its own portfolio of programmes, budget and work plan, partnership arrangements and corresponding legal documents or contracts, and minor budget revisions as per its own rules, regulations and directives. In pursuing the Joint Programme, the participating UN agencies agree in principle to share information and analysis, derived for example from technical reports and analyses, minutes of meetings, lessons learned and other strategic documents of importance.

In terms of coordinating programmatic activities, UNDP is the Convening Agency (CA), responsible for coordinating programmatic aspects, because it best ensures timely implementation and reduce transaction costs. The Convening Agency's role comprises of:

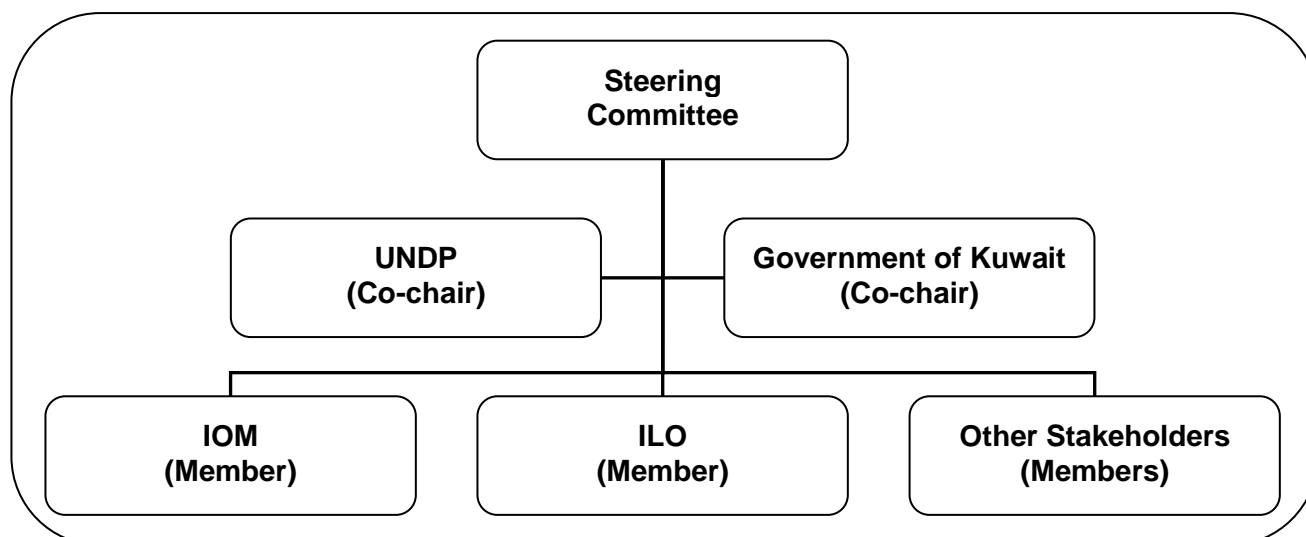
- Coordinating programmatic activities.
- Receiving annual work plans and regular reporting on activities.
- Consolidates reporting and reports to the government of Kuwait.
- Monitoring and evaluation.
- Calling for Steering Committee meetings.

The Steering Committee is comprised of a representative of UNDP, ILO, IOM, PAM and GSSCPD, as well as managers of all programmes in the Joint Programme. Other stakeholders may be awarded member or observer status as approved by the existing Steering Committee. The Steering Committee is the highest decision making authority in the Joint Programme, responsible for strategic guidance and management oversight. It meets on quarterly basis once the Joint Programme Document is signed. The Steering Committee may be co-chaired by the government of Kuwait and UN Resident Coordinator in Kuwait.

### Organogram for UN Joint Programme via Pass through-Fund Management Modality



## Organogram for UN Joint Programme Steering Committee



### III. FUND MANAGEMENT ARRANGEMENT

The chosen fund management arrangement is the Pass-Through Fund Management Modality. This modality was chosen because it is the most effective in accommodating the needs of the government and the arrangement of UN agencies in the country. The government explicitly expressed an arrangement whereby one UN agency is the counterpart when it comes to programmes of similar nature. The designated Administrative Agent, responsible for financial management, is UNDP because it is the agency that has an existing arrangement of receiving funds from the government of Kuwait (the donor). The Administrative Agent's role comprises of:

- Receiving the joint programme's funds from the government of Kuwait.
- Distributing the funds to participating UN agencies in accordance with agreements in the Joint Programme Document and MOUs, and in accordance with instructions from the Steering Committee based on the actual progress of the joint programme.
- Consolidating financial reports provided by the participating UN agencies.
- Financial reporting to the government of Kuwait.
- Other functions outlined by the MOUs or instructed by the Steering Committee to perform.

Per the UNDG's guidance, this joint programme endeavours to use standard fund management instruments.

#### Accounting, Indirect Costs and Fees

In order to demonstrate transparency in accounting, the Administrative Agent will comply with standard UN regulations and create a separate ledger account for the Joint Programme. All funds received will be deposited to the Joint Programme Account and recorded by the Administrative Agent. Funds channelled to participating UN agencies will not be recorded as income, UNDP, as Administrative Agent, Convening Agency and participating agency will, therefore, have two ledger accounts for the Joint Programme:

- 1) one for administering the Joint Programme Account;
- 2) for the receipt of and administration of funds disbursed from the Joint Programme Account to UNDP function as participating agency.

Each participating UN agency shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. Each participating UN agency shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent. The participating UN agencies participate in the design, ongoing programmatic implementation and oversight of the Joint Programme.

Indirect costs to participating UN agencies recovered through programme costs will be 7% per the agreement between the government of Kuwait and UNDP. The Administrative Agent and the Convening Agent are entitled to 1% of the amount contributed by the government of Kuwait to the Joint Programme as a whole. The Convening Agency shall be entitled to recover its direct costs related to its convening role, which should be included in the Joint Programme budgetary Framework. All other costs incurred by each participating UN agency in carrying out the activities for which it is responsible will be recovered as direct costs.

### **Agency and Programme Level Funds**

Agency programme level management, operations (procurement, finance and human resources) and expenditures shall be governed by the rules, regulations and directives of the respective participating UN agencies. Each will have responsibility for providing its own programme related documents, including budget revisions with tolerance levels. The Joint Programme Manager will suggest tolerance levels, identify excessive deviations and substantive budget and programme revisions, and submit them all for approval to the Steering Committee.

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## **IV. MONITORING FRAMEWORK AND EVALUATION**

Monitoring is the continuous function of using the systematic collection of data on specified indicators to provide the key stakeholders of the Joint Programme with indications of the degree of progress and achievements of objectives of the Joint Programme (including progress in the use of allocated funds). Monitoring is done against targets and indicators and progress is reported in the narrative report. Each participating UN agencies is responsible for monitoring its contributions and UNDP as the Convening Agency oversees and coordinates to ensure all targets are monitored. An indicative allocation of 4% of funds is allotted for monitoring, reporting and evaluation/s under the budget of UNDP as the Administrative Agent and Convening Agency, pre UNDG's recommendation.

## Joint Programme Monitoring Framework

No	Outputs	Baseline	Indicator	Target	Means of verification	Collection Methods	Responsibilities	Risks and assumptions
2.1	Research Projects and workshops contribute to evidence-based policy, planning, implementation and monitoring within PAM	No research capacity to support evidence-based policy  Limited knowledge of non-market drivers of labour mobility;	Research projects deliver data and knowledge that support evidence-based policy-making in PAM;  PAM has greater understanding of how non-market factors impact labour mobility in GoK and recommendations on how to address this;	Appropriate staff, PAM focal point, and consultants in place, and steering committee established;  Three comprehensive research reports and three dissemination workshops contribute to evidence-based decisions in PAM;	Policy and programme changes suggested or implemented by PAM that reflect recommendations from research or refer to other evidence as informing decisions  Qualitative feedback from workshop participants to identify knowledge and learnings from the studies.	PAM policy and programming documents; Observation of policy and programme changes implemented by PAM or MoSAL  Survey of workshop participants	IOM	PAM and GoK are receptive to the results of the studies and understand their relevance to policy and programming issues;

	<p>Labour Mobility Management Structures not fully aligned with GoK's labour market and economic development goals.</p>	<p># of adjustments to PAM procedures carried out to better align with labour market objectives, as per recommendations of report.</p>	<p>PAM authorities officially recognize value of research and support ongoing research to inform policy development; % of workshop participants acknowledging greater understanding of non-market drivers and able to implement knowledge in their day-to-day work; PAM evaluates and implements at least five of the recommendations to better align labour mobility management structures with economic development objectives.</p>	<p>PAM states aim to implement evidence-based decision-making process and establishes funding mechanism for ongoing labour migration-related research</p> <p>Post-workshop assessment of participants</p> <p>Structural or procedural reforms undertaken by PAM and MoSAL in line with recommendations of study</p>	<p>Records of meetings with PAM and MoSAL officials; Observation of PAM's efforts to fund ongoing research initiatives</p> <p>Survey of workshop participants</p> <p>Records of meetings with PAM and MoSAL officials; Observation of PAM's structural or procedural reforms</p>		<p>PAM and GoK are in a position to implement reforms recommended from studies;</p>
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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	<p>No available assessment of shelter</p> <p>No. of workshops held on shelter management</p> <p>No of study tours held on shelter management</p> <p>No of technical roundtables on shelter management</p> <p>No available information on feasibility</p>	<p>GoK/PAM have new information available to further improve and/or expand the shelter</p> <p>GoK/PAM have new skills and knowledge regarding shelter management</p> <p>GoK/PAM exposed to best practices, lessons learned, and able to share information on shelter management</p> <p>GoK/PAM informed of the operational and cost advantage of AVRR</p> <p>Migrants are returned home voluntarily and provided</p>	<p>Shelter report issued</p> <p>PAM staff trained on shelter management- 50</p> <p>Study tour to share best practices- 1</p> <p>Technical roundtable- 1</p> <p>Pre &amp; post feasibility assessment on AVRR- 2</p>	<p>Quality review of content and publication issued</p> <p>Pre and Post knowledge assessment of workshop participants</p> <p>Qualitative feedback from study tour participants</p> <p>Qualitative feedback from roundtable participants</p> <p>Results of feasibility assessments</p>	<p>Report assessment by IOM Migrant Assistance Division Specialist; Verification of report's publication and circulation</p> <p>Surveys of workshop participants</p> <p>Post-tour survey and interviews of study tour participants</p> <p>Minutes of roundtable; Post-roundtable survey of GoK and PAM participants</p> <p>Analysis of feasibility assessments</p>	<b>IOM</b>	<p>Protection of Victims of Trafficking remains a priority for GoK; GoK officials are receptive to results of the report and ideas put forth in the training and study tour;</p> <p>Logistical or legal complications make AVRR difficult to operate in a practical and migrant-friendly manner.</p>
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		of AVRR	with reintegration assistance					
		No migrants assisted with AVRR		Migrants provided with AVRR- 75	Records of project operations	Review data from project operations		
<b>3.1</b>	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	At least 8 Government, 8 Employers and 8 Workers representatives participated in a Standards training course in the ILO Training Centre in Turin	Analysis of training reports	Research on training participation in International Training Center in Turin (ITCILO)	<b>ILO</b>	Implementation will be in a collaborative manner with the Authority and its departments with the participation of social partners; sharing information will enable sound analysis and development of national documents.
<b>3.2</b>	Government and Social Partners trained on issues concerning International	Insufficient capacity related to international labour standards	No. of workshops held on the ratification and application of conventions 100, 111, 122,	At least one workshop held on the ratification and application of conventions 100, 111, 122, 129,187, and 189	Analysis of workshop reports	Workshop reports	<b>ILO</b>	Commitment of the PAM and social partners in participation in the training workshops

	Labour Standards		129,187, and 189					
3.3	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	Three trainers of the Kuwait Institute for Judicial Studies, and 5 judges from Kuwait, 2 from each of other GCC countries trained in an interregional activity for judges and lawyers in the ILO Training Centre in Turin	Analysis of training reports	Research on training participation	ILO	Reports on national and Turin trainings
3.4	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	At least 1 capacity building workshop held on ILS implementation for parliamentarians	Analysis of workshop reports	Workshop reports	ILO	Commitment of parliamentarians to participation in the training
4.1	Enforcement Priorities established and Enforcement	No training of a leadership team	Number of Employees of Public Authority of Manpower leadership	A leadership team of employees of Public Authority of Manpower trained.	Analysis of training reports and PAM reports produced	Research on training and PAM reports	ILO	Public Authority of Manpower cooperates to provide required info and statistics and facilitates all necessary requirements for enforcement plan

	ent Plan developed	No enforcement priorities and no existing plan	team trained. Number of Enforcement Priorities established & Enforcement Plan developed	Needed Enforcement Priorities established & Enforcement Plan developed for 24 month period.	Minutes of meetings and consultations	Assessment and follow-up actions to meetings and consultations		
4.2	Labor Inspection Assessment and Recommendations issued	No existing Labour inspection assessment	Assessment conducted	Assessment and recommendations completed	Assessment report presented including recommendations	Records of the assessment process and follow-up on the recommendations	ILO	Public Authority of Manpower cooperates to provide required info and statistics and facilitates all necessary interviews
4.3	Action Plan developed based on assessment's findings	No action plan	Action Plan developed	Action Plan developed based on Assessment and in support of Enforcement Plan.	Action plan discussed and agreed with the PAM	Records of the assessment process and follow-up on the recommendations and documentation of the action plan	ILO	Commitment of the Public Authority of Manpower for supporting the development and discussion of the action plan
4.4	Actions Plan is Implemented as agreed to by PAM.	No action plan	Enforcement Plan implemented	75% of Enforcement Plan implemented.	Regular monitoring of the implementation of the action plan	Monitoring reports of the implementation of the action plan	ILO	Commitment of the Public Authority of Manpower to the implementation of the agreed actions.

4.5	National Occupational Safety and Health Policy, Profile and Programme is produced.	No existing national OSH profile	National OSH Policy, Profile and Programme are produced.	OSH Profile implemented by PAM	National OSH profile produced and PAM reports on implementation	Documentation of the process of the production and implementation National OSH profile	<b>ILO</b>	A National OSH Profile team exists or established that includes reps of all stakeholders, and access of member to all necessary info and data facilitated.
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).	Not enough training of inspectors on OSH	Number of training courses are conducted on basic OSH and risk assessment	All PAM inspectors trained on basic OSH and risk assessment	Analysis of training courses reports and PAM inspectors' reports	Research on training courses and PAM reports	<b>ILO</b>	Commitment of the Public Authority of Manpower to mobilize the inspectors to be trained

4.7	<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 training on the use of OSH equipment.</p>	<p>At least six OSH specialists including women, potential trainers, and receivers are specialized training on the use of OSH equipment, including women inspectors.</p>	<p>Analysis of the training course reports for the specialized training delivered</p>	<p>Research on training participation and training reports produced by the participants</p>	<p><b>ILO</b></p>	<p>Equipment for monitoring Occupational hazards in the workplace are available for use by OSH Specialists of the Public Authority of Manpower.</p>
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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.)	weak capacity of employers' and workers' representatives on LI and OSH	No of training courses for Workers' Reps and Employers' Reps are implemented	At least one training course for Workers' Reps and one for Employers' Reps are implemented., including 2 women one from E, and one from W	Analysis of the training course reports for Workers' and Employers' Reps	Research on training participation and training reports produced by the participants	<b>ILO</b>	Commitment of Workers' Reps and Employers' Reps to mobilize participants
4.9	Tools for educating W&E reps on LI and OSH issues are developed and used. (Consistent with Enforcement	No existing tools	No of W& E brochures on LI developed	At least one W and one E brochure developed on LI and OSH	Tools developed on LI and OSH	Monitoring reports and documentation of LI and OSH brochures produced	<b>ILO</b>	Commitment of Workers' Reps and Employers' Reps to validate the content

	ent Priorities and in support of Enforcem ent Plan.)							
5.1	Gap analysis report performe d and dissemina ted between project team and PAM members	No team assembled for the data gathering No database for gathering and storing data No data analyzed in graphical form  No data analyzed from month to month	Working group team assembled  Data mined and gathered  Data inputted and digitized  Data sources identified Data to be collected from IOM and ILO programs Baselines established Data defined Data retrieval	Data gathering team established  Data collected and determined  Process for data gathering produced  Data quality report issued  Data sources and definition report issued  Data retrieval process created	Cross checking and referencing with other data sources, external  Data sources and definition report  Due diligence performed on the reports by NGOs or third party	Data collection by UNDP reporting team with all stakeholders and recipients of the report	<b>UNDP</b>	Scattered data, PAM staff define data based on their perceptions and departments

			standardized Data quality maintained					
<b>5.2</b>	Indicators established and monthly report produced	No database for gathering and storing data No process for reporting formulated at PAM  No reporting team established	Reporting methods determined  Reporting team members established Reporting team trained on analysis of data Key performing indicators determined Departmental reports established	PAM reporting team trained  Monthly report issued  Departmental reports issued  Issuance of the report to third parties, i.e. print and website of the PAM	PAM staff to issue reports independently  Third party (NGO) to cross check data gathering methodology and source	Training and assessment of PAM staff report	<b>UNDP</b>	Infrastructure not available  Training hours may be outside working hours
<b>5.3</b>	Tools for empowering PAM staff to issue report and capacity building on report	No training conducted on PAM staff to create, and produce the reports No training conducted for	No of employees engaged in the training of the reports  No of employees engaged in	Issuing the training plan  Training report issued	Issuance of training manual  Training report produced	Training and assessment of PAM staff report	<b>UNDP</b>	Infrastructure not available  Training hours may be outside working hours



	issued	remaining PAM staff to understand and analyze reports.	receiving of the reports.	Issuance of the report by PAM staff	Testing of PAM staff competencies, before and after training			
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## Quarterly and Annual/Regular Reviews

Internal annual reviews will be conducted by each participating UN agency and consolidated by the Administrative Agent and Convening Agency, UNDP. These will be based on financial and narrative progress reports related to funds received and activities mandated in the Joint Programme Document on a quarterly and annual basis. Reports will include in particular an analysis of Programme results and outcomes/output, and value for money.

## Evaluation

Evaluation is the systematic and objective assessment of the Joint Programme which aims to determine the relevance and fulfilment of objectives as well as the efficiency, effectiveness and sustainability of the Joint Programme (and when feasible, its impact). Evaluation of Joint Programmes will inform learning, decision-making and guidance on how to implement the modality. The final independent Evaluation will be conducted through a collaborative process between participating UN agencies guided by UNDP as the Convening Agency.

## Reporting

The Joint Programme will have one consolidated annual report prepared by UNDP, including programmatic and financial reports. All reports have to be endorsed by the Steering Committee and will be shared with all relevant stakeholders through the Steering Committee.

**Administrative Agent:** shall prepare certified annual and final financial reports consisting of the reports submitted by each participating UN agency and a report on "Source and Use of Funds." The Agent shall provide those consolidated reports to the government of Kuwait, in accordance with the timetable in the Standard Administrative Arrangement. The reports shall use UN approved harmonized budget categories:

- (1) Staff and other personnel costs
- (2) Supplies, commodities, materials
- (3) Equipment, vehicles and furniture, including depreciation,
- (4) Contractual services,
- (5) Travel
- (6) Transfers and grants counterparts
- (7) General operating and other direct costs
- (8) Indirect support costs.

**Convening Agency:** shall prepare annual and final consolidated narrative progress reports based on the reports submitted by each participating UN agency, and shall provide those consolidated reports, in its capacity as Administrative Agent, to the government of Kuwait. The narrative reports will describe in a coherent manner what is being done jointly at outcome and output level. The generic annual and final programme narrative progress report template shall be used.

**Each participating UN agency:** will prepare narrative reports in accordance with the narrative reporting template and financial reports in accordance with its financial regulations, rules and operational policy guidance, using the UN harmonized budget categories. The narrative report will be shared with UNDP as the Convening Agency, and the financial report will Also be shared with UNDP as the Administrative Agent.

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## V. LEGAL CONTEXT

This document is consistent with Article III of the Revised Basic Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

1. Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried;
2. Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.
3. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
4. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document.

