**Project Progress Report - RBAS - Kuwait[[1]](#footnote-1)**

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| **Type of Reporting:** | Annual Progress Report |
| **Award ID:** | 00087622 |
| **Project ID:** | 00094565 |
| **Project Full Title:** | Support of Public Authority of Manpower |
| **Implementing Partner:** | Public Authority of Manpower |
| **Executing Partner:** | GSSCPD |
| **Project Team Members:** | Rawan Al-Sheikh , Amira Al-Zayyat |
| **Portfolio / Analyst:** | Sahar Al-Shawa, Heba Ghoneim |
| **Award Start Date:** | 1 Jan 2015 |
| **Award End Date:** | 31 Dec 2016 extended to 30 Jan 2017 |
| **Total Award Amount:** | 2,412,627.17 |
| **Reporting Period:** | 1/1/2016 – 31/12/2016 |
| **Gender Attribute:** | GEN02 |

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| **SECTION 1: OUTPUT (PROJECT) PROGRESS** | |
| **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 Programme Document (CPD) 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) |
| **Project Outputs** | **Output 2: PAM has access to resources and methodologies that build capacity in evidence-based policy and programme development**  **Output 2.1:** Research programmes and workshops contribute to evidence –based policy, planning, implementation and monitoring within PAM  **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 the exploitation of foreign workers  **Output 3: Improving the tripartite participation in the International Labour Standards system and promoting the application of conventions**  **Output 3.1:** Kuwait Government and social partners, trained on reporting on ratified and un-ratified ILO Conventions as well as implementing ILO Conventions.  **Output 3.2**: Government and Social Partners trained on issues concerning International Labour Standards  **Output 3.3** Judges, lawyers and legal educators trained on International Labour Standards and their use in domestic courts decisions.  **Output 3.4:** Parliamentarians and their advisors trained on ILS to be used as a reference for their legislative reviews and actions.  **Output 4: Labour Inspection System modernized and effective in line with the ILS and OSH services improved and strengthened.**  **Output 4.1:**Enforcement Priorities established and Enforcement Plan developed.  **Output 4.2:** Labor Inspection Assessment and Recommendations issued  **Output 4.3:** Action Plan developed based on assessment’s findings.  **Output 4.4:** Actions Plan is Implemented as agreed to by PAM  **Output 4.5:** National Occupational Safety and Health Policy, Profile and Programme is produced.  **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).  **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).  **Output 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.)  **Output 4.9:** Tools for educating workers and employers’ reps on LI and OSH issues are developed and used. (Consistent with Enforcement Priorities and in support of Enforcement Plan.)  **Output 5: Report on performance of PAM produced, disseminated and issued for evidence base planning**  **Output 5.1:** Gap analysis report performed and disseminated between programme team and PAM members  **Output 5.2:** Indicators established and monthly report produced  **Output 5.3:** Report on performance of PAM produced, disseminated and issued for evidence base planning |
| **Output Targets:** | **Output 2:**  **Output 2.1**: 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 , PAM has greater understanding of how non-market factors impact labour mobility in GoK and recommendations of how to address this, PAM evaluates and implement at least five of the recommendations to better align labour mobility management structure with economic development objectives.  **Output 2.2:** 1Shelter assessment report issued, 5 PAM staff trained on shelter management, 1 Study tour implemented, 1 Technical roundtable, 1 Pre & post feasibility assessment on AVRR, PAM endorses AVRR implementation structure, 50 Victims of Trafficking undergo Fit-To-Fly medical screening, 50 Victims of Trafficking have return flight tickets, 50 Victims of Trafficking receive Reintegration Assistance in Country of Origin (CoO).  **Output 3:**  **Output 3.1:** At least 8 Government, 8 Employers and 8 Workers representatives participated in a Standards training courses in the ILO Training Centre in Turin and Kuwait.  **Output 3.2:** 2 workshops held on the ratification and application of conventions 100, 111, 122, 129,187, and 189  **Output 3.3:** Three trainers of the Kuwait Institute for Judicial Studies, and 5 judges from Kuwait, 2 from each of other GCC countries trained in an international activity for judges and lawyers in the ILO Training Centre in Turin.  **Output 3.4:** One capacity building workshop held on ILS implementation for parliamentarians  **Output 4:**  **Output 4.1** A leadership team of employees of Public Authority of Manpower trained, Needed Enforcement Priorities established and enforcement Plan developed for 24-month period.  **Output 4.2:** Assessment and recommendations completed  **Output 4.3:** Action Plan developed based on Assessment and in support of Enforcement Plan  **Output 4.4:** 75% of Enforcement Plan implemented  **Output 4.5:** OSH Profile and policy produced by PAM.  **Output 4.6:** PAM inspectors trained on basic OSH and risk assessment  **Output 4.7:** Six OSH specialists (including women, and potential trainers) receive specialized training on the use of OSH equipment  **Output 4.8:** One 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:** One workers and employers brochure developed on LI and OSH.  **Output 5:**  **Output 5.1:** Data gathering team established, Report on current process for gathering data and its effectiveness is issued, Process for data gathering and tools is established taking into consideration report generated, Database relational design is conducted and data is gathered and stored in one place, Corrupted data is rectified based on feedback from external stakeholder, List of measurement indicators identified and linked to sources, 2014 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, Reporting team established, Statistical tools used to process data are identified and implemented, Key Performance Indicators established for Recruitment and Employment Sector, Accurate and timely monthly report is issued.  **Output 5.3:** Accountabilities and responsibilities Matrix for the reporting team and Labor Market Research department identified and implemented, Technical competency profiles for the reporting PAM team identified and approved, Training plans are implemented based on competency gaps of staff, Training sessions conducted for remaining PAM staff on analyzing the reports, Research roadmap in place with 1 pilot research implemented based on reported indicators. |
| **Output Baselines:** | **Output 2:**  **Output 2.1:** No research available to support evidence-based policy, planning, implementation and monitoring within PAM, Limited knowledge of non-market drivers of labour mobility, Labour mobility management structure not fully aligned with GoK’s labour market and economic development goals.  **Output 2.2:** No available assessment of shelter, No workshops held on shelter management, No study tours held on shelter management, No technical roundtables, No available information on feasibility of AVRR, No victims of trafficking assisted with AVRR.  **Output 3:**  **Output 3.1:** Lack of training to Kuwait Government and social partners, on reporting.  **Output 3.2:** Insufficient capacity related to international labour standards  **Output 3.3:** No of cases in court proceedings of trained judges, No of trainers and judges from Kuwait trained in the ILO Training Centre in Turin, No of Information materials produced in Arabic Language.  **Output 3.4:** No capacity building workshops to parliamentarians held  **Output 4:**  **Output 4.1:** No training of a leadership team, No enforcement priorities and no existing plan  **Output 4.2:** No existing Labour inspection assessment  **Output 4.3:** No action plan  **Output 4.4:** No action plan  **Output 4.5:** No existing national OSH profile  **Output 4.6:** Not enough training of inspectors on OSH  **Output 4.7:** No technical capacity of inspectors for monitoring environmental pollutants in the workplace.  **Output 4.8:** Weak capacity of employers’ and workers’ representatives on LI and OSH.  **Output 4.9:** No existing tools  **Output 5:**  **Output 5.1:** No team assembled for the data gathering, Random process for gathering data, Corrupted database for gathering and storing data (reading from different databases), No corrective measures taken for feedback on corrupted data form external stakeholders, Random and repeated measurement indicators, Outdated versions of job and economic sectors categorization.  **Output 5.2:** No process for reporting formulated at PAM, No reporting team established, No statistical tools used to process data, No Key Performance Indicators established, No monthly report issued.  **Output 5.3:** No clear accountabilities and responsibilities established for interpreting data and generating reports, No technical competency profiles for the reporting PAM team, No training conducted on PAM staff based on competency gaps, No training conducted for remaining PAM staff to understand and analyze reports, No research roadmap based on reported indicators. |
| **Output Indicators:** | **Output 2:**  **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 non-market 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).  **Output 3:**  **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)  **Output 4:**  **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.  **Output 5:**  **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. |
| **Main results achieved:** | **Output 2:**   * A research study on social networks and recruitment corridors took place and it targeted 3 study groups in India, Nepal, and Kuwait and compared them to each other. The results of the study are to be considered for policy changes related to recruitment and employment of foreign labour in Kuwait.   The research study started in the second quarter and continued to take place in the fourth quarter, and the PAM was supported to enhance its national capacities by establishing a research steering committee, development and leadership teams to follow up on the developments of the research and take necessary decisions. This adds directly to enhancing the capacity of the national staff and guide them through research approach and methodology.  The study resulted in 10 recommendations and a suggested model for estimating the needs of Kuwaiti labour market of labour. In the next quarter, dissemination workshops are to take place with concerned government partners to address the suggested model and relevant policy changes.   * The PAM has implemented concrete steps towards enhancing the efficiency of the government shelter for foreign workers and was supported to develop and automate the databases for the guests to enhance data retrieval and reporting function   The capacities of different departments at the shelter are being developed on managing the different operations of the shelter through IOM’s regional consultants, English language courses and workshops continuing from the third quarter, and two workshops, took place on psychosocial support for victims of trafficking, and national referral mechanism.   * A research study to simplify the process related to labour recruitment and employment practices is continuing to take place for the employment and recruitment sectors, along with a first draft of business rules and suggested improvements. work has also started for the labour protection.   PAM was also supported to enhance its national capacities by establishing a research steering committee to follow up on the developments of the research and take necessary decisions. This adds directly to enhancing the capacity of the national staff and guide them through research approach and methodology.  **Output 3:**   * Improving the tripartite participation in the International Labour Standards system and promoting the application of conventions continues to be enhanced. A training on Reporting on International Labour Standards (ILS) targeted 23 participants representing the government, workers, and employers. Training handled reporting on gender and compliance with ILS regarding gender issues, and reflected on PAM’s reports submitted to ILO regarding this issue.   Knowledge management at PAM was reinforced by sharing the material on USBs, and creating flash cards that were kept of the desks of employees for easier reference.  **Output 4:**   * The PAM was supported to continue to modernize, strengthen, and improve the Labour Inspection System in line with the ILS and OSH services through a mission of technical experts who assessed the labour inspection function at PAM covering legislative and regulatory framework, operational deficiencies, and Human Resources aspects. The findings of the assessment and recommendations were sent to PAM officials for feedback and review. A validated labour inspection and assessment report was issued by ILO.   Based on the findings of the assessment and the initial plan a training course of “Train the Trainer” was given to labour inspector, the course rendered excellent results and immediate impact could be seen on the trainees, who will be spreading the knowledge to peers and organize following sessions.   * The role of the civil society organization has been also strengthened through the partnership with Hemaya initiative for occupational health and safety, that is being executed by Kuwait society for Human Rights (KSHR) and Union of workers at University of Kuwait. Together Hemaya, PAM, and participating UN agencies have launched the initiative in apress conference that coincides the memory of putting off the last oil well fires in Kuwait 25 years ago. * The PAM has implemented concrete steps toward establishing the National Health and Safety Profile by identifying the main components of the national OSH profile and documenting them for the actual initiation of the OSH assessment. A local consultant was contracted to support for the actual data gathering required for the OSH profile based on the components identified earlier   The capacities of the PAM continue to grow with regards to occupational health and safety through Training courses, where all the training examples and study cases were based on the actual Kuwaiti context and challenges and were very relevant to the experience of the attendees.  **Output 5:**   * The PAM was supported to enhance its reporting on its own performance by a) establishing a report on all statistical indicators to identify reporting gaps, and by establishing a team representing all departments at the PAM. The report has identified the statistical indicators related to gender, b) establishing a team representing different departments to develop operational KPIs, and c) appointing a KPIs consultant and an oracle database developer to guide the teams through the process   In the second quarter a system audit report was submitted highlighting the challenges for implementing the KPIs and strategy, this work continued in the third quarter, as a KPIs blue print was submitted for implementation including 13 operational KPIs and the design of the dashboards. Final output will be shared on January 2017.  One of the issues encountered is the low quality of the database and redundancies of records, and coordination with the automation team, though this was handled by assigning a dedicated oracle developer for reverse engineering  A major issue, is that also, the UNDP had announced twice for dashboard designer and it rendered un matching applicants and low numbers (could be due to the short period of the assignment, making it unattractive for the applicants). To avoid the risk, UNDP has asked Equate as a part of their social responsibility to allocate one of its resourced to carry on with the assignment.     * The PAM was also supported to standardize the reports produced by the Labour Market Research Department to identify critical labour market indicators. A labour market research consultant was on board on the last quarter and action plan was issues and approved for the labour market research department. * The capacity of PAM staff continues to grow and flourish specially when it comes to reporting on the progress of their own projects, an initiative was taken during the second quarter to train project managers at the PAM on basics of project management. The training rendered excellent results as submitted reports on relevant projects were enhanced significantly. PRINCE2 training was initiated for the same group, in order to keep the momentum and advance the mastery levels of the trainees. * PRINCE 2 training   **For all outputs:**   * **South-South & Triangular Cooperation (SSC/TrC):** Experts form ILO’s and IOM’s regional offices were part of the training courses and workshops organized for PAM staff, that allowed them to discuss cases and examples from the region. * **Targeting:** the project is specially designed to target different segments and functions of PAM (including senior and middle management while taking gender into consideration), and its working environment. The project promotes tripartite relationships (workers, employers, and government) and had many representations during its workshops from all parties. The Exploitation Index developed for human trafficking directly supports identifying the cases at the government shelter that serve in average 350 female guests. * **Sustainability:** Aspects of high policy advice and technical expertise are still at risk of no sustainability. The recommendations of the first research study and following dissemination workshops shall enhance this on the next quarter. However, training of staff in the different departments has started to provide for sustainability of the joint programme. Particularly successful is the experience of the staff gained from the ILS reporting training course.   Training of staff in the different departments has started to provide for sustainability of the joint programme. Particularly successful is the experience of the staff gained from the “Train the Trainer programme for the Labour Inspectors” who will be training peers in rollouts that to take place in the first quarter of 2017. Policy changes are planned based on the results of the KPIs implementation and second research study related to process simplification.   * **National capacities:** The implemented activities are in the heart of capacity building of national institutions: the research steering committee that includes the staff of the PAM, and hands on training related to ILS and occupational health and safety, and the KPIs and Process simplification development team that is formed from PAM staff and facilitated by a consultant. * **Gender Attribute and Contribution to Gender mainstreaming[[2]](#footnote-2):** The gender attribute has been included in all new Terms of Reference (TORs) and planning for training courses, and outcomes of the first research study. However, it should be more included in the deliverables of the gender statistics that to take place in the 1st quarter. * **Knowledge Management:** Several Knowledge Management products were completed. The first research study and recommendations, customised training material and steps for ILS reporting, system audit report, customised OSH and project management training material, revised SOP for the shelters, KPIs implementation blueprint, labour inspection assessment report, the action paln for the labour market research department, the customised PRINCE2 training manual. * **Innovation:** The work carried out on the KPIs development, and the second research study on process simplification, as well as the development of the occupational health and safety in the project are all promising initiatives toward innovation. This would be reported on the beginning of year 2 when results would be more visible. * **Problems/Challenges encountered:** * Slowness in response by the PAM and limited staff capacity in key positions are causing delays. * Some of the activities in the project document were not approved for the implementation as it contradicts the accountabilities of the PAM and the current policies of SCPD (including study tours and assisted voluntary return and reintegration activities. Although the project team could come up with alternative and developed an additional plan, considerable delays and lost efforts took place. * The quality of the database at the PAM and coding. A dedicated consultant is to handle all the reverse engineering issues. * Being the first joint program in Kuwait, a lot of coordination issues between the 3 UN agencies has to be sorted out and controlled as plans getting implemented.   **Performance on Indicators for all outputs:**  **Output 2.1:** # of comprehensive research reports produced, endorsed and dissemination workshops that contribute to evidence-based decisions in PAM. **One Research Study report was produced, second is 50 % complete, and the third is initiated**  **Output 2.2:** % of shelter assessment completed, **100%**.  # of PAM staff trained on shelter management, **15**.  # of PAM staff trained on English courses **10**.  SOPs developed for shelter, **Yes**  **Output 3.1:** # of Government, Employers and Workers representatives participated in a Standards training course in the ILO Training Centre in Turin and Kuwait. **23.**  **Output 4.1:** Number of Employees of Public Authority of Manpower leadership team trained, **13.**  Number of Enforcement Priorities established & Enforcement Plan developed, **9**.  **Output 4.5:** % of national OSH policy and profile produced, **40%.**  **Output 4.6:** Number of training courses are conducted on basic OSH and risk assessment, **3**  **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**  Database relational design is conducted and data is gathered and stored in one place (Y/N), **Yes**  **Output 5.3:**# of reporting staff engaged in training plans based on competency gaps, **25** |

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| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **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. | | | | | | |
| **Start Date: 1/7/2015** | | | **End Date: 30/3/2016** | | | |
| **Purpose** | Determine demand driven and non – market driven factors leading to labour mobility. | | | | | |
| **Description** | A research study that compares two labour recruitment corridors in Kuwait (Nepal vs. India) to determine demand driven and non-market driven factors shaping labour mobility in Kuwait such as social networks. | | | | | |
| **% of progress to date:** | 100% | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | For each of the above indicate how you rate these from 1 to 9  (1 lowest, 9 highest) | | |
| Submission of the full research study | Approval of GSSCPD | 14/5/2016 | | 6 | 6 | 6 |
| **Sub Activities** | | | | | | |
| **Key Actions** | | **Start Date** | | **End Date** | **Status** | **Comments** |
| * Develop Research TOR * Assign Consultants * Establish a research committee * Conduct and revise first draft and give feedback in coordination with the research committee. * Revise the second draft and give feedback in coordination with the research committee. * Send for SCPD for approval * Hold dissemination workshop | | 1/7/ 2015  15/7/2015  15/7/2015  15/8/2015  15/2/2016  15/4/2016  14/5/2016 | | 15/7/2015  15/8/2015  1/8/2015  30/1/2016  15/4/2016  1/5/2016  15/6/2016 | Completed  Completed  Completed  Completed  Completed  Completed  Completed |  |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 2.1.3 Analysis of GOK Labour Mobility Management Structures and Recommendations for alignment with objectives of 2035 national vision** | | | | | | |
| **Start Date: 1/4/2016** | | | **End Date: 09/05/2017** | | | |
| **Purpose** | Determine value and non – value added process related to labour employment and recruitment and recommend enhancements. Others sector were added to the scope of this research study . | | | | | |
| **Description** | A research study that identifies business rules for each process, documents maps, and compare to best international practices. | | | | | |
| **% of progress to date:** | 70% | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | For each of the above indicate how you rate these from 1 to 9  (1 lowest, 9 highest) | | |
| Submission of the full research study | Approval of GSSCPD | End of April 2017 | |  |  |  |
| **Sub Activities** | | | | | | |
| **Key Actions** | | **Start Date** | | **End Date** | **Status** | **Comments** |
| * Develop Research TOR * Assign Consultants * Establish a research committee * Conduct and revise first draft and give feedback in coordination with the research committee. * Revise the second draft and give feedback in coordination with the research committee. * Send for SCPD for approval * Conduct the mapping for the other two sectors. * Confirm development suggestions. * Align with other agencies and strategic projects at the PAM | | 1/4/ 2016  15/4/2016  15/4/2016  15/5/2016  15/11/2016  15/12/2016 | | 15/4/2016  15/5/2016  1/5/2016  15/11/2016  15/12/2016  1/1/2017 | Completed  Completed  Completed  Completed  Completed  Completed | The research will take longer time that what is planned due to management approvals and revisions at the PAM. |

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| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 2.1.4:** Scenarios Program of impact of production in foreign workers on the Kuwaiti economy and labor force | | | | | | |
| **Start Date: 1/9/2016** | | | **End Date: 30/6/2017** | | | |
| **Purpose** | Provide Scenarios on foreign workers and linkages to the Kuwaiti labour market. | | | | | |
| **Description** | A 9 months’ research study that identifies and develops scenarios related to foreign workers and impact on different economic sectors. The results of the study shall promote policy changes. | | | | | |
| **% of progress to date:** | 30% | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | For each of the above indicate how you rate these from 1 to 9  (1 lowest, 9 highest) | | |
| Submission of the full research study | Approval of GSSCPD | End of June 2017 | |  |  |  |
| **Sub Activities** | | | | | | |
| **Key Actions** | | **Start Date** | | **End Date** | **Status** | **Comments** |
| * Develop Research TOR * Assign Consultants * Establish a research committee * Conduct and revise first draft and give feedback in coordination with the research committee. * Revise the second draft and give feedback in coordination with the research committee. * Send for SCPD for approval * Hold dissemination workshop | | 1/9/ 2016  15/9/2016  15/10/2016  15/11/2016  1/4/2017  15/4/2017  14/5/2017 | | 15/9/2016  15/10/2016  1/11/2016  30/3/2017  15/4/2017  1/5/2017  15/6/2017 | Completed  Completed  Completed  In progress |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 2.2:** Assessment of the shelter (including one preliminary workshop) for runaway workers carried out; | | | | | | |
| **Start Date: 1 January, 2016** | | | **End Date: February 15, 2016** | | | |
| **Purpose** | Assess the needs of the Government Shelter of Foreign Workers | | | | | |
| **Description** | A workshop that includes that staff of PAM to brainstorm and assess the needs of the shelter. | | | | | |
| **% of progress to date:** | 100% | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
| **15/2/2016** | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| - 1Shelter assessment report issued | Approval of PAM |  | | 7 | 8 | 8 |
| - 5 PAM staff trained on shelter management | Expert Opinion |  | | 8 | 8 | 8 |
| **Sub Activities** | | | | | | |
| **Key Actions** | | **Start Date** | | **End Date** | **Status** | **Comments** |
| * Invite the PAM to attend the assessment workshop and nominate attendees. * Arrange with the regional consultant along with the project manager to facilitate the workshop. * Conduct the worksop * Submit the assessment report and develop action plan. | | January 1, 2016 | | February 15, 2016 | All completed |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 2.2.2 Training Courses to support the shelter (AVRR alternatives)** | | | | | | |
| **Start Date: 1/3/2016** | | | **End Date: 30/6/2017** | | | |
| **Purpose** | A set of training courses and other interventions to support the shelter staff in daily work and future sustainability | | | | | |
| **Description** | Those activities come as a replacement for the AVRR activities, including database improvement, English language courses, and developing the exploitation index. | | | | | |
| **% of progress to date:** | 40% | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | For each of the above indicate how you rate these from 1 to 9  (1 lowest, 9 highest) | | |
| Training satisfaction after each workshop | Evaluation sheets for the exploitation index workshop | 15 /6/2016 | | 7 | 7 | 8 |
| **Sub Activities** | | | | | | |
| **Key Actions** | | **Start Date** | | **End Date** | **Status** | **Comments** |
| * Exploitation Index Workshop * English Language courses for the shelter staff * TOR for the database development at the shelter * Concept notes and logistics prepared for two training courses in December (National Referral Mechanism + Psychosocial Social Support). * Medical Screening | | 1/6/ 2016  15/4/2016  15/5/2016    15/9/2016  1/1/2017 | | 15/6/2016  30/6/2017  30/4/2017  30/12/2016  15/2/2017 | Completed  In progress  In progress  Completed  Completed |  |

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| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 3.1.1:** Hands-on assistance to reps of the relevant institutions on reporting, and practical training and assistance to Employers and workers (3 days workshop for 21 participants inside Kuwait) | | | | | | |
| **Start Date: 1 January 2016** | | | **End Date: 13 February, 2016** | | | |
| **Purpose** | Train the employers, workers, and government representatives on ILS reporting. | | | | | |
| **Description** | A 3 days training that addressed 22 participants on ILS reporting. | | | | | |
| **% of progress to date:** | 100% | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| Course quality and trainees’ satisfaction | Training Evaluation Sheet | Last day of the training | | 8 | 8 | 8 |
| **Sub Activities** | | | | | | |
| **Key Actions** | | **Start Date** | | **End Date** | **Status Date** | **Comments** |
| * Arrange with ITC for the expert and the training material. * Contact the PAM for the nominations * Arrange training logistics * Conduct the training and training evaluation | | 1/1/2016  15/1/2016  1/1/2016  10/2/2016 | | 15/1/2016  1/2/2016  10/2/2016  13/2/2016 | Completed  Completed  Completed  Completed |  |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 3.1.2:** Participation of selected government, employers, and workers representative in a standard training course in Turin | | | | | | |
| **Start Date: 1 May, 2015** | | | **End Date: 30 May, 2015** | | | |
| **Purpose** | Train government staff on ILS | | | | | |
| **Description** | Standard training on ILS in Turin that allows trainees to share experiences with others from different parts of the world | | | | | |
| **% of progress to date:** | **100%** | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| Training quality | passing the final exam | Last day of the training | | 7 | 8 | 8 |
| Sub Activities; No major sub activities, only 2 PAM staff were selected and registered to attend a training course in Turin. | | | | | | |

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| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 4.1.1 and 4.1.2** Training of Public Authority of Manpower leadership team and meeting of Public Authority of Manpower leadership team to establish Enforcement Priorities and to develop Enforcement Plan (including OSH) | | | | | | |
| **Start Date: 1 February, 2016** | | | **End Date: 30 April, 2016** | | | |
| **Purpose** | Establish OSH enforcement priorities and develop the OSH enforcement plan | | | | | |
| **Description** | A 5 days’ workshop for PAM leadership team facilitated by ILO experts to discuss OSH enforcement priorities and develop plans | | | | | |
| **% of progress to date:** | **90%** | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| Workshop quality | Trainees evaluation | Last day of the workshop | | 7 | 8 | 8 |
| Sub Activities | | | | | | |
| Key Actions | | Start Date | | End Date | Status | Comments |
| * Contact different government institutions, workers, and employers in order to have representatives covering the tripartite relationship. * Arrange logistics for the workshop. * Arrange for facilitator and material. * Submit the first draft of the development plan | | 15/2/2016  1/3/2016  15 /3/2016 | | 15/3/2016  15/3/2016  15/4/2016 | Completed  Completed  In progress |  |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 4.6.1: Training** courses (minimum of 4) on the basic occupational safety and health knowledge targeting labor inspectors. (Consistent with Enforcement Priorities and in support of Enforcement Plan and Action Plan). | | | | | | |
| **Start Date: 15 February 2016** | | | **End Date: 30 October, 2016** | | | |
| **Purpose** | Train workers, employers and government representatives on occupational health and safety | | | | | |
| **Description** | 2 months online training followed by 3 days classroom training for 20 labour inspectors | | | | | |
| **% of progress to date:** | **80 % ( 4 courses out of 5 planned )** | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| Training quality | Training evaluation by trainees + training post test | Last day of the training | | 8 | 8 | 8 |
| Sub Activities | | | | | | |
| Key Actions | | Start Date | | End Date | Status | Comments |
| * Contact the PAM for nominations for the online training on occupational health and safety. * Initiation of a 2 months online training training on occupational health and safety that will be followed by a face to face training * Train the Trainer program for labour inspector and OSH training for the constructions sector | | 15/2/2016  1/3/2016  15/9/2016 | | 1/3/2016  1/5/2016  30/9/2016 | Completed  Completed  Completed |  |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 5.1.1: Establish the team from each department in the PAM** | | | | | | |
| **Start Date: 1 January, 2016** | | | **End Date: 30 January, 2016** | | | |
| **Purpose** | To identify sources of data and required reporting in preparation of the gap analysis | | | | | |
| **Description** | A team of 8 PAM staff was established representing different departments at PAM to collect data and conduct the gap analysis | | | | | |
| **% of progress to date:** | **100%** | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| Team established representing all departments | PM judgment | January, 2016 | | 8 | 8 | No cost |
| **Sub Activities** | | | | | | |
| **Key Actions** | | **Start Date** | | **End Date** | **Status** | **Comments** |
| * Identify selection criteria and numbers from each department. * Officially communicate with the PAM on the groups and set objectives | | 1/1/2016 | | 30/1/2016 | All Completed |  |
| **Activity 5.1.3 Prepare a TOR for Oracle Database Developer and select candidates.** | | | | | | |
| **Start Date: January, 2016** | | | **End Date: April, 2017** | | | |
| **Purpose** | To hire an oracle database developer | | | | | |
| **Description** | The oracle database developer will be in charge of handling the relational design of databases and allocating sources of data | | | | | |
| **% of progress to date:** | **80%** | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| TOR published on time | PM judgement | March, 2016 | | 8 | 8 | N/A |
| Sub Activities | | | | | | |
| Key Actions | | Start Date | | End Date | Status | Comments |
| * Prepare TOR according to business needs and in consultation with all parties. * Shortlist applicants and select one * Consultant submitted first assessment report in August 2016 * Consultant to submit Second Report per TOR * Consultant to submit Third Report according to TOR | | 1/1/2016  1/3/2016  8/8/2016  15/10/2016  15/12/2016 | | 28/2/2016  30/6/2016  15/10/2016  15/12/2016  8/2/2016 | Completed  Completed  Completed  Completed  In progress | Many challenges for assigning the oracle developer as the skill was difficult to locate in the local market. Though it is late form what is planned, it does not affect the end date of the project as it is not on the critical path. |
| **Activity: Training on project management to support PAM staff** | | | | | | |
| **Start Date: 15 March, 2016** | | | **End Date: 30 April, 2016** | | | |
| **Purpose** | Train PAM project managers and deputies on basics of project management and interpreting earned value. | | | | | |
| **Description** | a 15 hours training for 20 participants covering basics of project management | | | | | |
| **% of progress to date:** | **100%** | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| Training quality | Training evaluation sheet | April, 2016 | | 8 | 8 | 8 |
| Sub Activities | | | | | | |
| Key Actions | | Start Date | | End Date | Status | Comments |
| * Design the learning curriculum with the trainer. * Prepare a brief on each strategic project at the PAM for the trainer in order to include in the revisions. * Prepare the training evaluation tools including pre – tests and post tests. | | 15/3/2016 | | 30/4/2016 | All Completed |  |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 5.2: KPIs and indicators established** | | | | | | |
| **Start Date: 30/4/2016** | | | **End Date: 30/12/2017** | | | |
| **Purpose** | Support the PAM to control and report on its own performance | | | | | |
| **Description** | Identify different operational and strategic KPIs at PAM | | | | | |
| **% of progress to date:** | **85%** | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| System Readiness for KPIs | Quality of system readiness report (IOM PM& UNDP PM) | 30/6/2016 | | 8 | 7 | 8 |
| **Sub Activities** | | | | | | |
| **Key Actions** | | **Start Date** | | **End Date** | **Status** | **Comments** |
| * Publish a TOR for a KPIs consultant in coordination with IT and IOM. * Submit a full system audit report. * Submit the KPIs implementation blueprint * Submit final report and screens * Work with the Dashboard designer to set up the screens and conduct training for users | | 30/4/2016  15/6/2016  1/9/2016  30/9/2016  15/1/2017 | | 15/6/2016  30/6/2016  30/9/2016  15/1/2017  15/2/2017 | Completed  Completed  Completed  Completed  In progress |  |
| **SECTION 2: ACTIVITY PERFORMANCE** | | | | | | |
| **Activity 5.3: Tools for empowering PAM staff to issue report and capacity building on report issued (Training on project management to support PAM staff)** | | | | | | |
| **Start Date: 15 March, 2016** | | | **End Date: 31/12/2016** | | | |
| **Purpose** | Train PAM project managers and deputies on basics of project management and interpreting earned value using PRINCE2 methodology | | | | | |
| **Description** | Full fledge training with 4 training days for the foundation level and 3 days for the practitioner. Along with the testing for each phase | | | | | |
| **% of progress to date:** | **100%.** | | | | | |
| **Quality Log:** | | | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured?  (From the project document) | **Quality Method**  What method are you using to determine if quality criteria has been met. | **Quality Assessment Due Date** | | **User Perspective**  Was the user satisfied with what you have actually achieved | **Timeliness**  Was your achievement reached in the planned timeframe | **Resource Usage**  What were your activity  expenditure versus budget |
|  | | **For each of the above indicate how you rate these from 1 to 9**  **(1 lowest, 9 highest)** | | |
| Training quality | Training evaluation sheet | April, 2016 | | 8 | 8 | 8 |
| Knowledge levels | Passing rates for foundation and practitioner exams | End of November 2016 | |  |  |  |
| Sub Activities | | | | | | |
| Key Actions | | Start Date | | End Date | Status | Comments |
| * Design the learning curriculum with the trainer. * Prepare a brief on each strategic project at the PAM for the trainer in order to include in the revisions. * Prepare the training evaluation tools including pre – tests and post tests. | | 15/3/2016 | | 30/4/2016 | All Completed |  |
| * Arrange for an RFP o PRINCE2 and approach training courses. * Identify selection criteria and contract a vendor. * Start online training, conduct kick off meeting, and receive training material | | 1/5/2016  1/6/2016  15/9/2016 | | 30/5/2016  30/6/2016  30/9/2016 | Completed  Completed  Completed |  |

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| **SECTION 3: PROJECT RISKS AND ISSUES**  **3.1 UPDATED PROJECT RISKS:** (as in the project document) | | | | | | | | |
| **#** | **Description** | **Date Identified** | **Type** | **Impact & Probability** | **Countermeasures/ Mngt Response** | **Owner** | **Last update** | **Status** |
| **1** | **PAM and GoK are receptive to the results of the studies and understand their relevance to policy and programming issues** | **Project Document** | **Strategic** | **P= 3**  **I=4**  **C=M** | **Research Steering Committee**  **Dissemination workshops for the results**  **Sessions to explain findings for key decision makers** | **IOM** | **June , 2016** | **reducing** |
| **2** | **Protection of victims of trafficking remains a priority for GOK** | **Project Document** | **Strategic** | **P= 2**  **I=4**  **C= M** | **Periodic reporting on the cases and assessment of reactions.** | **IOM** | **June , 2016** | **Reducing** |
| **3** | **Logistical or legal complications make AVRR difficult to operate in a practical and migrant friendly matter** | **Project Document** | Regulatory | **P= 0**  **I=0**  **C= L** | **The whole output has been deleted and will be replaced with other alternatives.** | **IOM** | **June , 2016** | **Dead** |
| **4** | **Commitment of the PAM and Social partners in participation in the training workshops** | **Project Document** | Environmental (for the social partners)  Organizational | **P= 3**  **I=4**  **C= M** | **Continuous communication using different channels.**  **Maintain positive relationships with all parties.** | **ILO** | **June , 2016** | **Reducing** |
| **5** | **PAM cooperates to provide required info and statistics and facilitate necessary interviews (ILO OSH Profile)** | **Project Document** | Operational  Organizational | **P= 3**  **I=4**  **C= H** | **Continuous communication using different channels.**  **Maintain positive relationships with all parties.** | ILO | **June , 2016** | **reducing** |
| **6** | **A national OSH profile team exists or established that includes reps of all stakeholders** | **Project Document** | Operational | **P= 2**  **I=3**  **C= M** | **Contact different government entities and civil society representatives to establish the team.**  **Conduct periodic meetings to ensure alignment and progress** | **ILO** | **June , 2016** | **Reducing** |
| **7** | **Equipment for monitoring occupational hazards in the workplace are available for use by OSH inspectors at PAM** | **Project Document** | Operational | **P= 4**  **I=2**  **C= l** | **No action taken, will be handled after the scheduled training.** | **ILO** | **June , 2016** | **No change** |
| **8** | **Scattered data, PAM staff define data based on their perceptions and departments** | **Implementation** | Operational | **P= 4**  **I=4**  **C= H** | **Established a team from different departments to gather and validate data and identify data sources.** | **UNDP** | **June , 2016** | **Reducing** |
| **9** | **Infrastructure not available** | **Implementation** | Operational | **P= 4**  **I=5**  **C= H** | **Coordinate with the team of the automation project and work on analyzing the relational design of databases through an oracle developer** | **UNDP** | **June, 2016** | **Reducing** |
| **10** | **Procurement risk for key consultant on ISIC 4 and ISCO – 08** | **Implementation** | Operational | **P= 4**  **I=5**  **C= H** | **Multiple procurement Channels** | **UNDP** | **January, 2017** | **Increasing** |

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| **SECTION 4: LESSONS LEARNED LOG** | | | | | | |
| **#** | **Type**  **(Management, Results,** | **Date Identified** | **Successes** | **Shortcomings** | **Recommended Solutions** | **Submitted, updated by** |
| 1 | Human Factor | February, 2016 | Distributing a training evaluation sheet by the end of the training course would help in identifying the next training needs and add them to subsequent training courses | N/A | Add training evaluation after each training course and prepare a training log | UNDP |
| 2 | Other | January 2016 | In the first Board meeting, the board had objections on the AVRR activity, though it is approved in the project document. This change had stopped an activity that has been running for 6 months and to develop other alternatives. Alternatives were developped successfully and sent for SCPD for approval. | N/A | A working session with government partners should take place before signing project documents in order to explain terminology and new concepts. It is not enough to send it for the them for reading. | UNDP |
| 3 | Management | June 2016 | When planning for an event, have the invitations signed by both UNDP and SCPD as it is more appealing to other government agencies. |  | Joint invitation letters to be sent out before events, especially for government partners. | UNDP |
| 4 | Management | May, 2016 | A joint term of reference on a full system audit that is beneficial for both agencies proved to be effective and saved 16,000 US$ from the budget that can be used for other activities. |  |  | UNDP & IOM |

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| **Section 5: MONITORING SCHEDULE** | | | | |
| **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 to be signed |  |
| Q3 Progress Report | 30/9/2016 | 15/10/2016 |  | UNDP |
| Q4 Progress Report | 30/12/2016 | 15/1/2017 |  | UNDP |

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| **Section 5: MONITORING BUDGET** | | | | |
| **Output(s)** | **Budget** | **Utilization** | **%** | **Comments** |
| Output1: Programme Management Unit Established and Functional | 302,035 US$ | 171,000 | 56% |  |
| Output 2: PAM has access to resources and methodologies that build capacity in evidence – based policy and programme development | 866,702 US$ | 508,000 | 59% |  |
| Output 3: Improving the tripartite participation in the International Labour Standards System and promoting the application of conventions | 459,492 US$ | 234,000 | 51% |  |
| Output 4: Labour Inspection System modernized and effective in line with the ILS and OSH services improved and strengthened. | 410,853 US$ | 182,000 | 44% |  |
| Output 5: Report on performance of PAM produced, disseminated and issued for evidence base planning | 362,400 US$ | 254,000 | 70% |  |
| TOTAL | US$ 2,412,000 | 1,349,000 | 56% |  |

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| **SECTION 6: ASSETS LIST** | | | | | | | | | | | | | | | |
| **Asset ID** | **Description** | | | | **Type** | | **Serial No.** | | | **Tag No.** | **Model** | **Location** | **Acquisition Date** | **Currency** | **Cost** |
| 1 | Laptop Dell | | | | Electrical | | 8VJPL72 | | | N/A | Dell | Jabria | March | KD | 39 |
| 2 | Laptop Dell | | | | Electrical | | 8VJPL75 | | | N/A | Dell | Jabria | March | USD | 1577.5 |
| 3 | Colored printer | | | | Electrical | | HP office jet pro 8610 e-AIO 10 ppm / 4800dpi | | | N/A | HP | Jabria | January | USD | 1577.5 |
|  |  | | | |  | |  | | |  |  |  |  |  |  |
| Certified by: | | | Project Manager's signature | |  | |  | | |  |  |  |  |  |  |
| Date: | | |  | |  | |  | | |  |  |  |  |  |  |
| Key: | |  | | |  | |  | | |  |  |  |  |  |  |
| Asset ID | | | | Starts at 1 and increases |  | |  | | |  |  |  |  |  |  |
| Description: | | | | Short description of the asset eg: Dell Optiplex 660X | | | | | |  |  |  |  |  |  |
| Type: | | | | Electrical, Furniture, Vehicle | |  | |  | |  |  |  |  |  |  |
| Serial No. : | | | | For vehicle it is the chassis, for electrical equipment it is the serial number from the manufacturer | | | | | | | | | |  |  |
| Tag No. : | | | | Furniture need a tag number to stick on the item (chose the numbering) | | | | | | | |  |  |  |  |
| Location: | | | | The room the asset is in | |  | |  |  | |  |  |  |  |  |
| Acquisition Date: | | | | When it was bought | |  | |  |  | |  |  |  |  |  |

1. This template will be used for purposes of Quarterly, Annual and Final Project Reporting [↑](#footnote-ref-1)
2. *Include description of specific and measurable actions related to gender mainstreaming, gender equality and women’s empowerment, production of gender disaggregated data, participation and involvement of gender specialists or representatives from women’s stakeholders groups, participation of women and men in project activities, gender awareness among project staff and beneficiaries, and any possible steps taken to ensure gender equity in the recruitment of staff and consultants.* [↑](#footnote-ref-2)