



# ILO - EVALUATION

- **Evaluation Title:** Improving the governance and protection mechanisms for labour migration in the Middle East & Advocacy Strategy on ILO's Domestic Workers Convention in the Arab States (C189) - Final Evaluation
- **ILO TC/SYMBOL:** RAB/12/05/SDC and RAB/12/01/SDC
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- **Date of the evaluation:** February – April 2015
- **Name of consultant(s):** Pierre Mahy
- **Administrative Office:** Regional Office for the Arab States (ROAS)
- **Technical Backstopping Office:** MIGRANT
- **Date project ends:** May 2015
- **Donor: country and budget** Swiss Agency for Development Cooperation (SDC) MAGNET (2.5 million US\$) – C189 (0.5 million US\$)
- **Evaluation Manager:** Nathalie Bavitch
- **Evaluation Budget:** 17,550 US\$
- **Key Words:** Migration - Migration policy- Domestic Work – Governance – Advocacy

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has been quality controlled by the ILO Evaluation Unit

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## List of Acronyms and Abbreviations

ACTRAV	(ILO) Bureau of Workers' Activities
ASEAN	Association of South East Asian Nations
CTA	Chief Technical Adviser
DWCP	Decent Work Country Programme
DWT	Decent Work Team
GCC	Gulf Cooperation Council
GLMM	Gulf Labour Market and Migration
GMS	Greater Mekong Subregion
HQ	Headquarters
ILO	International Labour Organization
IOM	International Organization for Migration
ITUC	International Trade Union Confederation
KISR	Kuwait Institute for Scientific Research
KOSAC	Kuwait Occupational Standards, Assessment and Certification Centre
LFM	Logical Framework Matrix
LMA	Labour Market Authority (Kuwait)
MOL	Ministry of Labour
MOSAL	Ministry of Social Affairs and Labour (Kuwait)
MoU	Memorandum of Understanding
OVI	Objectively Verifiable Indicator
PCC	Project Coordination Committee
PMF	Performance Measurement Framework
PROWD	Promoting Rights of Women Domestic Workers
PSC	Project Steering Committee
ROAP	(ILO) Regional Office for Asia and Pacific
ROAS	(ILO) Regional Office for Arab States
SARTUC	South Asian Regional Trade Union Council
SCPD	Supreme Council of Planning & Development (Kuwait)
SDC	Swiss Agency for Development and Cooperation
TRIANGLE	Tripartite Action to Protect Migrants in the ASEAN Region from Labour Exploitation
UAE	United Arab Emirates
UN	United Nations
UNAF	United Nations Assistance Framework
UNDAF	United Nations Development Assistance Framework

# 1 Executive Summary

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## Project objectives and structure

With the overall objective to ensure decent work opportunities for men and women migrant workers in order to allow them to contribute to the development of their respective countries of origin and destination, the **MAGNET** project has three major outcomes:

*Outcome 1:* enhanced information and mechanisms available for the formulation of labour migration policy (***Policy Reform on Labour Migration***)

*Outcome 2:* better protection and services are extended to migrant workers through the increased capacity of trade unions, civil society organisations and the media (***Strengthened Service Delivery***)

*Outcome 3:* Governments develop effective mechanisms to respond effectively to cases of forced labour and trafficking (***Capacity Building of Government Stakeholders***).

The **C189** project developed in conjunction with MAGNET acts as its main advocacy vehicle on the critical issue of rights and protection for domestic workers; it has one main outcome:

The Governments and the social partners acquire the capacity to formulate and implement reforms which are in line with the provisions of ILO Convention 189 and its accompanying recommendation No.201.

Both projects have a **regional focus** targeting three clusters of countries:

- Lebanon and Jordan,
- the six Gulf Cooperation Council member states (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates), and
- Yemen.

The project budgets are US\$ 2.5 million for MAGNET and US\$ 0.5 million for C189, both entirely provided by the Swiss Agency for Development and Cooperation (SDC).

To facilitate operations, both projects have been integrated and are managed by a single implementation unit.

## Purpose, scope and clients of the evaluation

The scope of the final evaluation is from the project start (December 2012) until the time of this evaluation and covers all countries in which the project is implementing activities.

The evaluation examines the efficiency, effectiveness, relevance, potential impact and sustainability of the project. The evaluation assesses whether the project has achieved its stated objectives, produced the desired outputs, and the extent to which it realized the proposed outcomes. This evaluation also identifies strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned with recommendations for SDC's and ILO's considerations in the design of a second phase of MAGNET and C.189.

## Methodology of the evaluation

The evaluation has been conducted from February to March 2015 and comprised field visits to Lebanon, Jordan and Kuwait, multiple phone interviews with key informants as well as inputs from the consultant's base to undertake desk research and prepare this Final report.

The Evaluation was managed by Ms. Nathalie Bavitch, M&E and Knowledge Management Officer– based at ILO ROAS in Beirut.

The work plan for the evaluation comprised:

- Review of relevant documentation
- Interviews with ILO programme management, coordinators and technical experts, project partners, beneficiary organizations, consultants, relevant authorities and other key informants. Consultations took place in the form of physical meetings and, where this was not feasible, by Skype and phone communication.
- Debriefing meeting with ILO, the donor (SDC) and stakeholders to present the findings of the evaluation and solicit feedback, additional information and clarifications
- Preparation of a draft report, finalization of the report based on comments from ILO.

## **Main Findings & Conclusions**

### ***Relevance & Design***

The project fully aligns with the existing Decent Work Country Programmes (DWCP), contributes to regional outcomes on enhanced capacity of Governments and social partners to address labour trafficking, and on the increased capacity of Ministries of Labour to develop policies for labour migration. It links to several Outcomes of the Strategic Framework and to the ILO Global Programme and Budget (P&B) 2010-2011 and 2012-2013, in particular outcomes 7 (Labour migration) and 18 (International labour standards), but also 10 (workers' representation) and 15 (elimination of forced labour). It also aligns with the Protection domain of SDC's Cooperation Strategy which targets vulnerable migrants (defined as domestic workers, low-skilled workers and victims of human trafficking).

A gender responsive approach was included in the project design, in particular through a component focusing on migrant domestic workers. The tripartite approach for countries where it would possibly apply was not clearly explained in the project design.

Under Outcome 1 (Policy level) the correlation between producing information in establishing a research network, producing research studies, setting up a database and producing statistical data is clear, and the assumption that these instruments could possibly lead to the development of recommendations for a better labour migration policy was coherent. The mechanism through which this would happen however was not adequately reflected.

Under Outcome 2 (Strengthened Service Delivery) the approach with trade unions and civil society was coherent, but somewhat undefined with regard to civil society. The media module appeared disconnected from the other activities.

Outcome 3 (Trafficking/Capacity building) mainly defined during the Inception phase and Outcome 4 (Domestic workers) were presented in a logical and coherent way.

Overall, the structure of the project is well-balanced in its design, but lacks precision in defining linkages between the different outcomes. A Monitoring & Evaluation Framework is also missing in the project design.

### ***Effectiveness***

At policy level (Outcome 1) the network of researchers has been established with practitioners from the region and from Europe, but does not include (with one exception) any representative from the sending countries (South/South-East Asia and/or Africa). Research studies have been prepared (mainly by external consultants) without clear linkages to a vision and/or strategy on how the resources of the network could be best used to reach out to policy makers. Regional events have indeed given the opportunity to selected network members to share their knowledge with other stakeholders, but the potential offered by the network has not been utilized at its best.

The database developed on basis of the existing ASEAN database is an important output and adds to the knowledge base on labour migration.

The major contribution of the project to Outcome 1 is that multiple interactions with government officials have made it possible for the ILO to engage more intensively with governments on specific programmes, in particular in Kuwait and in the United Arab Emirates. With regard to reaching out to trade unions (Outcome 2), the major development is the inter-regional meeting of trade union representatives from South Asia and the Middle East (Kathmandu – September 2013) initiated by ACTRAV Geneva, which resulted in an Action Plan aiming at developing collective joint efforts and initiatives between the trade unions of the two regions. The project has also carried forward the momentum created by the establishment of the Migrant Domestic Workers Union in Lebanon.

Work with Civil Society has mainly focused on funding the activities of Vivere in the Gulf States and developing activities with Caritas in Lebanon (access to justice), Project 189 in Kuwait (employers' survey) and smaller initiatives in Jordan.

The media module was implemented with Panos Institute Europe and has resulted in having media professionals trained (though the impact cannot be assessed) and in developing a working relationship with Al Jazeera Network, which has given the ILO more opportunities to intervene on their programmes.

Outcome 3 has its major achievement in the adjustment of the anti-trafficking law in Yemen, whereas activities under Outcome 4 have resulted in a major improvement in the legal framework related to domestic migrant worker in Jordan. The ILO will furthermore release its Regional Strategy on Domestic Workers to which the project has provided a contribution.

Synergies have been developed by the project with several other projects in the region, but the cooperation with projects in sending countries (South and South-East Asia) has been limited. Insufficient cooperation with ILO's technical departments in Beirut and in Geneva has also been noted.

#### ***Efficiency & Management arrangements***

The project had to face a number of internal and external difficulties.

External difficulties are mainly related to the context surrounding the inception of the project (ILO did not have a working relationship in all countries covered by the project), the under-representation of ILO in the region (concentration of all staff in Beirut) and the sensitiveness of certain governments to discuss issues which are part of ILO's mandate.

Internal difficulties have resulted from an inadequate allocation of resources, split responsibilities between the project office and headquarters, the lack of support staff in the project office, coordination problems between the project and other ILO departments as well as from the absence of a supervision mechanism (in the form of a Project Steering Committee).

#### ***Impact and sustainability***

There is no system in place to measure the immediate or potential impact of the project. Many indicators defined in the LFM will indeed be reached (e.g. network and data base established, research studies undertaken, officials trained, etc.) but how they impact on the development objective is not established. Measuring the impact requires drafting a potential impact analysis with a definition of more precise targets in a Performance Measurement Framework which does not exist.

The major innovative process of MAGNET has been to focus interactions with some governments on issues which are less sensitive than labour migration governance and migrant workers' rights. Approaching labour migration in the framework of labour markets and/or employment policies, combatting forced labour and trafficking and technical approaches on

less delicate issues (e.g. on skills standards and recognition) have allowed establishing a better working relationship with some governments. This has created the potential for further developments to take place.

A second innovative initiative has been to undertake intensive work with the media, beyond the regular communication process of the ILO. This had never been done before in the region.

At Policy level (Outcome 1), the project has delivered a number of interesting studies and papers which have brought new ideas for policy considerations and also enhanced the attention and priority given to the protection of migrant workers.

The sustainability of these deliverables mainly lies in the developments which will follow the dissemination of research studies and papers, as well as the follow-up given to the different meetings, workshops and events to which the project has contributed (e.g. Kathmandu meeting).

With regard to Outcome 2, the process initiated during the Kathmandu trade union meeting will be carried forward with a follow-up meeting during which the Action Plan developed and agreed among trade unions will be reviewed by ACTRAV.

Outcome 3 has its major breakthrough in Yemen, however stalled due to political circumstances.

With regard to Outcome 4, in which the most promising development has taken place in Jordan, the implementation of the new regulation on domestic workers is now beyond the project's control; while officially published, the regulation will only come into application once Executive Decisions are produced.

### **Overall conclusions**

Overall, there is a real interest in the project and its activities. The distinction between MAGNET and ILO activities is not always clear in the mind of stakeholders, but this should be seen in a positive way. MAGNET was intended to be an instrument of the much larger agenda of the ILO and of the SDC and not an isolated product with its own brand name.

A number of results have been achieved, but there is room for improvement. Efficiency in particular can be enhanced and management arrangements better coordinated or defined in a different way in future interventions.

The support provided by MAGNET/ILO is perceived as constructive and supportive by government officials; this in itself is a key achievement.

### **Lessons Learned & Recommendations**

The main global **lessons learned** from the project are the following:

1. The design and implementation of a project needs to be more comprehensive than just adding different activities and components to each other without clear linkages; this applies to the overall approach, to the definition of responsibilities, to the interaction between different parties involved as well as to the allocation of resources.
2. The absence of an adequate monitoring and reporting system makes it difficult to assess the progress and the impact of a project.
3. The flexibility in implementation resulting from an incomplete project design and facilitated by the absence of an oversight mechanism sometimes results in positive achievements, but needs to be limited to ensure better coherence of all components and closer interaction with other key actors of the ILO.
4. Setting up a network of researchers requires a clear vision, a strategic plan to be developed and a consistent management to make the best use of its potential to reach out to target groups.

5. The successful implementation of an activity does not automatically result in a measurable impact; external factors linked to political changes and to changing priorities may delay achieving objectives, reason for which policy developments and resulting practical changes need to be considered in a long-term perspective.

The project has generated several **good practices** of which the most noteworthy are the following:

1. The avoidance of confrontational dialogues in sensitive environments
2. The focus on gender issues
3. The cooperation with other projects in the region
4. The consolidation of knowledge on labour migration issues
5. The involvement of the media

**Recommendations:**

***MAGNET (until the project ends)***

1. Undertake a full Impact analysis in order to better assess what the project will have achieved upon closure
2. Design MAGNET's Performance Measurement Framework and improve reporting (for the final report)
3. Enhance communication in promoting the achievements of the project and print the draft manuscripts produced by the project (e.g. the Access to Justice report launched in June 2014 is not yet available either in English or in Arabic either in hard copy or on ILO's website)
4. Identify areas in which governments can make progress and show commitment towards implementation / enforcement of policies and rules without ILO support

***Future interventions***

1. Rather than going through a list of activities in sequential order, define a clear strategy, precise objectives and priorities taking into consideration the political, economic and social environment of the countries targeted as well as ILO's strategic objectives
2. Priorities and target countries should be limited in numbers and align with ILO's strategic objectives in the region
3. Build on existing initiatives which are considered by the ILO, SDC and all constituents as important highlights (Kathmandu meetings, Abu Dhabi dialogues, Fair Migration Agenda and its corresponding Fair Recruitment Initiative)
4. If the research network is maintained, develop a clear vision on how to use the available resources and know-how and extend the membership to representatives of sending countries in Asia and Africa
5. Engage more intensively with trade unions and employer representatives where possible in line with ILO's tripartite approach
6. Develop the cooperation with projects implemented in sending countries (ILO & non ILO)
7. Assess to what extent and how civil society can engage with the project to bring policy closer to the people
8. At operational level, considering human resources requirements of a further project, redefine the profiles of the implementation team in strengthening management capabilities, define adequate M&E procedures using existing ILO procedures & tools, establish a supervision body and mechanism to better monitor project performance, budget allocations and planning

9. Allocate sufficient resources for Communication & Dissemination campaigns and define a clear Communication strategy in the framework of ILO's Communication policy.

## 2 Project Background

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The following sections briefly summarize the project by providing an outline of the environment in which it has been initiated, its objectives and planned outputs as defined in the project design document and the Logical Framework Matrix, both reformulated in the Inception phase of the project, and an overview of the management and implementation structure.

These sections are therefore presented as a short *reminder of the main features* of the projects.

### Project environment

Labour migration has increased exponentially in the Middle East since the onset of the 1970s oil boom. Initially, migrants came to work on large infrastructure projects but the demand for migrant workers diversified into manufacturing and other occupational sectors such as retail, hospitality health, tourism and domestic help, presenting new opportunities for migrant women. The major destination countries of the 25 million migrant workers estimated to work in the region are Bahrain, Iraq, Saudi Arabia, Kuwait, Jordan, Lebanon, Oman, Qatar, the United Arab Emirates (UAE) and Yemen.

Labour migration in the Middle East is ruled by the employer-driven sponsorship system “*kafala*” regulating the relationship between employers (known as sponsors or *kafeels*) and migrant workers. Terms and conditions of residence and work are unilaterally determined by the *kafeels*; migrant workers are prevented from changing employer, which exposes them even more to potential risks of exploitation.

The inequalities resulting from employer-driven migration governance systems often result in migrant workers suffering from a lack of social protection, underpayment, delayed and/or non-payment of wages. Low-skilled workers frequently work in difficult conditions for longer hours than envisaged by the law and without overtime payments. They may be deprived of weekly rest, annual or home leave or subjected to physical and sexual abuse, in particular women migrant workers. In extreme cases exploitation results in human trafficking and/or forced labour. ILO estimates that there are some 600,000 forced labour victims in the Middle East<sup>1</sup>.

The systematic violations of migrant workers’ rights have raised concern in the international community. In recent years, the *kafala* system has been under growing scrutiny by civil society and international organizations, which have taken the lead in terms of migrant workers rights’ advocacy. Arab Governments have indicated some interest to reform some components of the *kafala* system and taken limited steps to improve the working and living conditions of national and foreign workers.

### Objectives, scope and outputs of the projects

With the overall objective to ensure decent work opportunities for men and women migrant workers in order to allow them to contribute to the development of their respective countries of origin and destination, the **MAGNET** project has three major outcomes:

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<sup>1</sup> International Labour Office (ILO), Special Action Programme to Combat Forced Labour (SAP-FL): *ILO Global Estimate of Forced Labour: Results and methodology*, 2012.

**Outcome 1:** enhanced information and mechanisms available for the formulation of labour migration policy (***Policy Reform on Labour Migration***)

- Output 1.1: a Migration and Governance Network (MENA-MAGNET) is established and operational.
- Output 1.2: a statistical database on labour migration is established to monitor migration trends, discuss options for interventions and appraise policies in place.
- Output 1.3: research on labour migration produced by the MAGNET network members provides key recommendations on improving the working and living conditions of women and men migrant workers.
- Output 1.4: recommendations for a gender-sensitive labour migration policy are developed.
- Output 1.5: statistical information on migration, forced labour and trafficking is improved.

**Outcome 2:** better protection and services are extended to migrant workers through the increased capacity of trade unions, civil society organisations and the media (***Strengthened Service Delivery***)

- Output 2.1: a series of consultations between trade unions in countries of origin and destination is organized.
- Output 2.2: civil society organisations are equipped with means to support migrant workers, especially women migrant workers.
- Output 2.3: a learning programme for media professionals is developed and implemented in the Arab States.

**Outcome 3:** Governments develop effective mechanisms to respond effectively to cases of forced labour and trafficking (***Capacity Building of Government Stakeholders***).

- Output 3.1: roles and mandates of different institutions are reviewed and assistance is provided to implement the national law on human trafficking.
- Output 3.2: capacity building of first-responders to victims of trafficking is increased through staff development programmes for law enforcement officials and labour inspectors.
- Output 3.3: mechanisms to improve access to justice for migrant workers are developed in collaboration with national law enforcement authorities and embassies/consulates of countries of origin.
- Output 3.4: a package of guidelines on combatting human trafficking is developed on the basis of the technical advisory services provided.

The **C189** project developed in conjunction with MAGNET acts as its main advocacy vehicle on the critical issue of rights and protection for domestic workers; it has one main outcome:

The Governments and the social partners acquire the capacity to formulate and implement reforms which are in line with the provisions of ILO Convention 189 and its accompanying recommendation No.201.

- Output 4.1: a regional awareness-raising campaign on principles of Convention Nr. 189 and Recommendation Nr. 201 is designed and implemented.

- Output 4.2: a learning programme for management and key officers of the Governments, the social partners and key members of the civil society is designed and implemented.
- Output 4.3: ad-hoc assistance to specific requests of counterparts is provided on how to improve governance of the domestic work sector at three different levels: legislations, regulations by decree and unified contracts.
- Output 4.4: a learning programme to equip national inspectorates to detect decent work deficits in the domestic work sector is designed and implemented.
- Output 4.5: applied research and policy analysis notes are produced with the aim of building the foundations of advocacy activities.

Both projects have a **regional focus** targeting three clusters of countries:

- Lebanon and Jordan,
- the six Gulf Cooperation Council member states (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates), and
- Yemen.

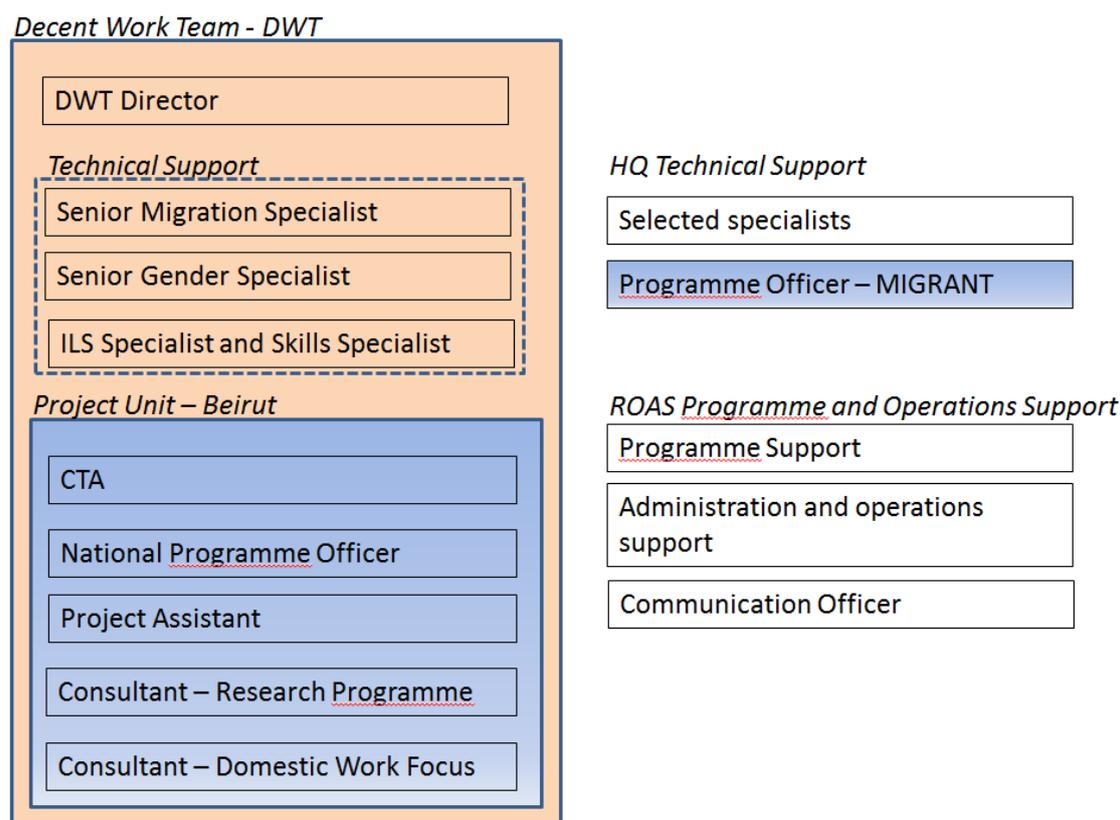
Both projects were designed with a 24 months implementation period and are embedded in the Technical Cooperation Programmes of ROAS.

## **Organisational arrangements for implementation**

### **Management and Implementation Team**

The overall management and implementation of the project is the responsibility of the CTA based in ROAS and working under the supervision of ILO's Director, Decent Work Team for Arab States based in Beirut. The CTA is assisted by a technical backstopper in Geneva (P3), a National project officer as well as by administrative support staff. External consultants furthermore provided valuable support during the implementation of the project.

The following chart illustrates how MAGNET fits into the overall organization:



ILO specialists from the Decent Work Team based in Beirut provide technical guidance and support in coordination with technical units in Geneva.

### Project funding arrangements

The project budgets are US\$ 2.5 million for MAGNET and US\$ 0.5 million for C189, both entirely provided by the Swiss Agency for Development and Cooperation (SDC).

### Monitoring system

The project design documents include a Logical Framework Matrix (LFM) in which Objectively Verifiable Indicators (OVIs) are listed and quantified. The LFM has been updated during the Inception phase (the LFMs of the two projects are presented in Annex 4).

Regular monitoring procedures were defined following ILO's established procedures for technical cooperation projects with monitoring of individual objectives and activities based on indicators defined in the LFMs feeding into the progress reports.

Progress reports however have essentially been activity based and do not provide any impact measurement of activities implemented. Progress reports furthermore do not clearly specify the nature of contributions provided by MAGNET to different events, making it difficult to identify the actual results which can be attributed to a technical input of MAGNET.

### 3 Evaluation Background and Methodology

The independent final evaluation is carried out in accordance with the ILO evaluation policy based on the United Nations Evaluation Norms and Standards.

The scope of the final evaluation is from the project start until the time of this evaluation, and it covers the three clusters of countries mentioned above.

The full Terms of Reference of the Evaluation are set out in Appendix 3.

The Evaluation was managed by Ms. Nathalie Bavitch, M&E and Knowledge Management Officer– based at ILO ROAS in Beirut.

The evaluation has been conducted by Mr. Pierre Mahy, External Evaluator, from February 2015 to March 2015.

The work of the Final Evaluation took place over three phases:

Phase	Activities and outputs	Tentative schedule
Preparation/Desk Phase	Review of documents Submission Inception Report	5-12 February 12 February
Field Mission Phase	Visits, meetings and interviews (see Annex 2 for complete list)	16-26 February
Synthesis and Reporting Phase	Analysis and preparation debriefing/validation meetings Debrief ROAS Debrief SDC Synthesis and preparation draft evaluation report Submission draft report ILO comments to evaluator Preparation of Final Report Submission of Final report with Executive Summary and Annexes	27 February – 3 March  4 March 5 March 9-17 March  18 March 27 March 30 March – 2 April* 3 April*  (* subject ILO comments received by 27 March)

The work plan for the evaluation comprised:

- Review of relevant documentation
- Interviews with ILO programme management, coordinators and technical experts of the ILO (ROAS, ROAP, HQ)
- Interviews with the project partners, beneficiary organizations, consultants, relevant authorities and other key informants. Consultations took place in the form of physical meetings and, where this was not feasible, by Skype and phone communication.
- Preparation of the draft final report
- Debriefing meeting with ILO, the donors (SDC) and stakeholders to present the findings of the evaluation and solicit feedback while validating findings, additional information and clarifications
- Responding to the comments of ILO on the draft report.

The evaluation tools employed were documentary analysis, identification of relevant evaluation questions and sub-questions, semi-structured interviews to elicit the facts relevant to the evaluation questions and synthesis of findings, conclusions and recommendations. Findings were validated with stakeholders during debriefing sessions at the end of the field visits.

Field visits to meet with project beneficiaries and partners were limited to Lebanon, Jordan and Kuwait, as requested by the Terms of Reference of the evaluation.

**Lebanon** (February 16 to 20, 2015 and March 4-6, 2015)

After having met the project team and ILO ROAS management and staff, interviews were held (through Skype) with ILO Headquarters in Geneva, SDC Headquarters in Bern, project partners, ILO coordinators, consultants and other relevant stakeholders in other countries.

In Beirut, the evaluator also met with the Head of the Department of Foreign Workers in the Ministry of Labour, the Central Administration of Statistics, the trade union Federation FENASOL and civil society organizations.

Debriefing meetings with ROAS, SDC and the stakeholders took place on March 4-6, 2015.

**Kuwait** (February 22 to 24, 2015)

Meetings were organized with the Ministry of Social Affairs and Labour, the Supreme Council of Planning & Development, the Kuwait Trade Union Federation, the Kuwait Institute for Scientific Research, with the NGO Project 189 and with a representative of the research network based in Bahrain.

**Jordan** (February 25 to 26, 2015)

The visit to Jordan included meetings with the Swiss Agency for Development and Cooperation (SDC), the ILO office, the Department of Statistics and the Ministry of Labour.

The full list of meetings / consultations held by the Evaluator is set out in Appendix 4.

The evaluation report provides answers to the questions suggested in the Evaluation Terms of Reference, which the consultant slightly edited/amended in the Inception Report accepted by the Evaluation Manager on 16 February 2015.

The ILO evaluation norms, standards and ethics have been followed throughout implementation of the assignment.

**Limitations and potential bias**

The time allocation for the evaluation was limited but allowed to reach out to most stakeholders of which a list had been provided by the project. About sixty interviews could be arranged.

The evaluation referred to the Logical Framework of the project (Annex 4 of this report) as the main basis for the evaluation and used the Technical Cooperation Progress Reports (TCPR) and technical documents delivered by the project as the evidence of reported outputs. Interviews conducted mainly aimed to confirm statements made in the TCPRs and assess whether or not developments are pointing towards the achievement of tangible results, which allow “trends” to be identified in relation to the potential sustainability and the emerging impact of the activities and project outputs.

The evaluator has to report the caution and hesitancy to talk to the evaluator of a number of informants among constituents; this most probably is due to the political environment prevailing in certain countries.

## 4 Activities and Outputs

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Activities implemented by the project are reported in a rather incoherent way in the progress reports; some are given as examples, some are not mentioned and the degree of importance between key and secondary activities is not sufficiently underlined. As part of the evaluation it was found to be relevant to summarize activities implemented and reported in progress reports in a generic way in order to possibly better assess to which extent they have contributed to the achievement of the expected outcomes<sup>2</sup>.

The key activities implemented by the project are summarized below.

### 4.1 Activities implemented in relation to Outcome 1 (MAGNET)

*Activities undertaken to enhance information and mechanisms available for the formulation of labour migration policy (Policy Reform on Labour Migration)*

- Key experts in different areas were identified to become members of the research network and a research agenda was developed (the list of members of the network is presented in Annex 5).
- Research studies and papers have been produced (the list of research studies and other technical papers is presented in Annex 6).
- Key indicators on labour migration in the region have been identified and a database to possibly appraise current policies and inform national policy making has been developed.
- Consultations, meetings and workshops have been organized and/or financed on different topics and “support” (unspecified) to different institutions has been provided (e.g. support to the Abu Dhabi Dialogue, support to the Kuwait Occupational Standards, Assessment and Certification Centre (KOSAC), etc.).

### 4.2 Activities implemented in relation to Outcome 2 (MAGNET)

*Activities aiming at better protection and extended services to migrant workers through the increased capacity of trade unions, civil society organisations and the media (Strengthened Service Delivery)*

- Technical and financial support for the inter-regional consultations between trade unions in countries of origin and destination have been organized (Kathmandu meeting)
- Technical and financial support provided to the NGO Vivere through three implementation agreements and one monitoring mission was undertaken
- Technical and financial assistance provided in the run up to the establishment of the first Domestic Workers trade union in Lebanon.
- Technical and financial support has been provided to the Panos Europe Institute, which led to an inter-regional kick-off event in Jordan, national-level workshops for Jordanian and Bahraini journalists (and another one is planned in Oman in April 2015), and training workshop in Geneva with the Al Jazeera Network.

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<sup>2</sup> Please refer to section 5.3 (Effectiveness)

### **4.3 Activities implemented in relation to Outcome 3 (MAGNET)**

*Activities supporting Governments in developing effective mechanisms to respond effectively to cases of forced labour and trafficking (Capacity Building of Government Stakeholders)*

- A study to support the formulation of the Yemen anti-trafficking strategy has been prepared.
- Training workshops on victim identification have been organized in partnership with IOM.
- A national workshop on trafficking has been organized with the Ministry of Human Rights of Yemen.
- Training modules for law practitioners on improved access to justice for migrant workers have been prepared.
- A guideline for practitioners on labour migration has been prepared.

### **4.4 Activities implemented in relation to Outcome 1 (C189)**

*Activities to develop the capacity of Governments and social partners to formulate and implement reforms which are in line with the provisions of ILO Convention 189 and its accompanying recommendation No.201*

- An awareness raising conference on provisions of C189 as well as workshops have been organized (e.g. a 3-day tripartite workshop entitled “Dignity Rights and Domestic Work in the Arab States: Technical Workshop on Challenges and Good Practices” in Istanbul (October 2014).
- Training workshops with constituents from Jordan and Kuwait have been organized.
- Ad-hoc support has been provided (e.g. with regard to technical review and guidance on institutional and policy reform in Jordan)
- Research studies on different topics ranging from employers’ perspective on the sponsorship system to HIV-related restrictions for migrant workers have been prepared (e.g. mapping of the legal, policy and institutional contexts of 8 Arab countries with respect to issues affecting migrant domestic workers).
- Cooperative research.

Section 5.3 on Effectiveness will elaborate on the different activities and try to assess their degree of achievement and contribution to the planned outcomes.

As MAGNET and C189 are considered to be fully integrated, the following sections will no longer differentiate the two individual projects and only refer to “the project” with four outcomes.

## 5 Answers to Evaluation Questions

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### 5.1 Relevance and strategic fit

The presentation of the following sections 5.1 – 5.7 is based on the evaluation questions provided in the Terms of Reference of the evaluation (slightly edited in the Inception Report).

**How does the project's approach fit the on-going trends and patterns of labour migration in the selected countries?**

The overall strategic approach of ILO is based on the Strategic Policy Framework (2010-2015) which defines the protection of migrant workers, the elimination of forced labour and trafficking, and the promotion of equitable working conditions of women and men as three of the nineteen global corporate outcomes.

With these strategic priorities in mind, MAGNET was designed as a response to the specific conditions prevailing in the region with targeted interventions in four GCC countries (Bahrain, Kuwait, Oman and Saudi Arabia) selected on basis of a number of criteria including the number of migrant workers living and working in these countries, the existing ILO projects underway in the region, the volatile security situation a number of countries (Iraq and Syria), and the existence of social partners in the region.

The project was designed with the three major outcomes described in section 2 (Background). The approach defined in the project document was slightly modified during the Inception phase, taking into consideration i) that trafficking in the region is an important issue and ii) that governments perceive migration and trafficking as fundamentally disconnected. Outcomes 1 and 3 were therefore clearly separated, providing more opportunities to engage in policy dialogue with governments more prone to discuss ways to address trafficking of human beings and worst forms of labour exploitation with the ILO.

The geographical coverage of the project was extended to all six GCC member states, as well as to Jordan, Lebanon and Yemen, and so targeting a market of 25 million migrant workers, of which an large proportion of domestic workers.

Integrating a specific outcome focusing on migrant domestic workers into the project therefore was a sensible decision, the more that the objective and approach to work at policy level in line with ILO Convention 189 and the related Recommendation 201 perfectly fits into the long-term priorities of ILO.

With regard to the practical construction of the project, combining a component focusing on policy development with capacity development at the level of governments, trade unions, civil society and media is a sound approach, if well designed and managed.

The way in which some of the activities were designed was rather atypical of the ILO (this will be further discussed in the design section 5.2).

Finally, it needs to be mentioned that the project has been designed without formal consultations of the stakeholders in the targeted countries<sup>3</sup>.

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<sup>3</sup> Information not verified, but communicated to the evaluator by different informants. Further information received states that the ILO representatives from HQ and Beirut spoke to several delegations during the Tricked and Trapped launch in Amman about the project, and they were all receptive to it. The project's output focusing on trade unions was also discussed with ACTRAV and designed together.

**How do project's objectives fit under the ILO Decent Work Country Programmes for countries where it exists (Jordan, Yemen transition framework) and broader development frameworks (UNDAF) as well as UNCT programming documents?**

Decent Work Country Programmes (DWCP) in the region are available for Oman (2010-2013), Bahrain (2010-2013), Yemen (2008-2010), Syria (2008-2010) and Jordan (2012-2015).

In the most recent DWCPs corresponding to the lifetime of MAGNET, the project's objectives fit with the different strategies proposed as follows:

- Labour migration is part of the programme strategy to achieve effective employment policies to support productive work in the private sector in Oman; the Oman DWCP also extensively refers to domestic workers, in particular women domestic workers and migrant women domestic workers. The DWCP furthermore aims at enhancing institutional capacity of the Ministry of Manpower to better address issues of forced labour and trafficking.
- The DWCP for Bahrain covers the protection of temporary expatriate contractual workers with labour market mobility under its Outcome 2 in promoting the relevant conventions aiming at ensuring rights at work of migrant workers, i.e. the Migration for Employment Convention (Revised), 1949 (No. 97), the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143), and other relevant Conventions.
- In Jordan, priority 1 of the DWCP (Promotion of better working conditions, non-discrimination and equal rights at work) defines capacity building of the Migration Directorate at the Ministry of Labour and the joint Anti-Trafficking Unit as a key intervention to strengthen migrant workers' rights and promote a better management of the migration process. The DWCP also refers to an improvement of migration statistics. Trafficking is specifically targeted under Outcome 2 of the DWCP (working conditions and respect of fundamental principles and rights at work including for migrant workers and vulnerable groups).

By design, the project contributes to regional outcomes on enhanced capacity of Governments and social partners to address labour trafficking, and on the increased capacity of Ministries of Labour to develop policies for labour migration.

The project links to several Outcomes of the Strategic Framework and to the ILO Global Programme and Budget (P&B) 2010-2011 and 2012-2013, in particular to:

- **Outcome 7** on Labour Migration ("*more migrant workers are protected and more migrant workers have access to productive employment and decent work*") – the project promotes the protection of migrant workers in supporting the development of better policies and improved migration management (MAGNET Outcome 1);
- **Outcome 18** ("*International labour standards are ratified and applied*") – MAGNET Outcome 4 aims at the formulation and implementation of reforms in line with Convention 189 on Domestic Workers;

Outcome 2 of the project aiming at increasing the capacity of trade unions indirectly contributes to **Outcome 10** of the P&B ("*workers have strong, independent and representative organizations*"); Outcome 3 of the project focussing on forced labour and anti-trafficking contributes to P&B **Outcome 15** ("*forced labour is eliminated*").

In relation to broader development frameworks (UNDAF), the project’s objectives align with the all-embracing principles of democratic governance and institutional development, human rights and gender equality<sup>4</sup>.

**The project is also coherent with other ILO managed projects in the region** and builds on the experience and knowledge developed by ILO through national and regional projects aiming at improving the governance of labour migration in the Arab States, in particular with the following projects:

- Action Programme for Protecting the Rights of Women Migrant Domestic Workers in Lebanon (PROWD)
- Protecting Migrant Workers’ Rights in Jordan (PWJ)
- Global Action Programme on Migrant Domestic Workers and their Families (GAP)
- Work in Freedom: Preventing trafficking of Women and girls in South Asia and the Middle East (WIF)
- Development of a Tripartite Framework for the Support and Protection of Ethiopian and Somali Women Migrant Domestic Workers to the GCC States, Lebanon and Sudan
- Promoting the Effective Labour Governance of Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills and Development Impact (SA-LM).
- ACTRAV’s regional literacy project

How MAGNET fits in the overall strategy of the ILO in relation to these projects is shown in the following chart:

**Strategic objective: Improving the governance of labour migration in the Arab States**

		Decentralized Projects				Centralized Projects or based in other regions													
		DWT	MAGNET	C189	PWJ	PROWD	GAP	WIF	Ethiopia	SA-LM									
<b>Strategic Issues</b>		migration specialist supported by other specialists as needed																	
Recruitment																			
Working conditions																			
Representation																			
Migration Policy																			
<b>Specific Concerns</b>																			
Domestic Workers																			
Trafficking and forced labour																			

<sup>4</sup> A detailed analysis on how the project’s objectives fit into each of the existing UNDAFs has not been undertaken as it would be of limited value for this evaluation.

**How do the project objectives respond to SDC priorities in targeted countries?**

The intervention of the Swiss Agency for Development Cooperation in the region is concentrated on Humanitarian Assistance; only 5% of the budget available for the region is dedicated to Development Cooperation projects.

The SDC Global Programme on Migration and Development has a major component on decent work for migrant workers, under which it funds the ILO projects. It has four geographical priority areas, which includes the Middle East, and according to its strategy, the ILO is one of its major implementing partners in the region.

SDC's Cooperation Strategy for Iraq, Jordan, Lebanon and Syria focuses on three domains: Basic Services and Livelihoods, Protection and Disaster Risk Reduction. The MAGNET project aligns with the Protection domain for which the Outcome is defined as "capacity and conditions to exercise rights are improved for refugees, IDPs, vulnerable groups and vulnerable migrants. SDC also aims to contribute to the reduction of gender inequalities.

The target group of vulnerable migrants is defined as domestic workers, low-skilled workers and victims of human trafficking.

MAGNET's objectives and outcomes respond to SDC priorities, in particular through the focus on migrant domestic workers (Outcome 4) and trafficking (Outcome 3). The project objectives are central to what SDC seeks to support in the countries of destination of the Middle East with the view of protecting migrant workers.

**How did the intervention's design and implementation contribute (or not) toward the ILO goal of gender equality, international and regional gender equality conventions, and national gender polices and strategies?**

In terms of **design**, the gender responsive approach of the project is defined without clear reference to the ILO Action Plan for Gender Equality (2010-2015) and to ILO's 1999 policy on gender equality. A Regional Strategy on Gender did not exist when the project was designed, but a Strategy for action towards making decent work a reality for domestic workers worldwide (ILO, 2013) may have been used as a reference document<sup>5</sup>.

The project document suggests that within the framework of the research platform to be established, research would ensure that specific issues related to gender equality such as pay equity, discrimination, harassment and maternity rights are explored. The ILO would then use this research to draft a gender-responsive policy for each of the selected countries, and organise tripartite national workshops to present the policies.

When the design was adjusted in the inception phase, Output 1.4 under the Policy component aimed at the development of "*Recommendations for gender-sensitive labour migration policy*".

As part of the indicators, it was suggested that at least one national study on production transformation profiling and migration scenarios is developed with *gender sensitive methodologies*, at least one national policy document describes the multi layered aspects of a *gender-sensitive national migration policy* and that in at least one country, national constituents discuss the draft policy implications of the recommendations and options for reform looking at efficiency, *equity and gender based aspects of social inclusions*.

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<sup>5</sup> This however could not be confirmed by the Evaluator

In terms of **implementation**, the focus on domestic work under Outcome 4 has provided the opportunity to test gender-sensitive approaches in the development of migration governance models. Under the research and policy component (Outcome 1) Domestic Work is the occupation chosen to qualify gender sensitive vulnerabilities of women migrants.

Overall, the project has implemented a number of gender focused activities, which include for example:

- ILO Gender Specialist supervised technical aspects of Project's work on gender equality and domestic work, and co-managed key activities on domestic work together with the CTA.
- cooperating with the Project Promoting Rights of Women Domestic Workers (PROWD);
- Organizing gender sessions in all the events and meetings organised and/or co-organized by the project (e.g. in the framework of the “ Dignity Rights and Domestic Work in the Arab States: Technical Workshop on Challenges and Good Practices” workshop in Istanbul (October 2014) to raise awareness on the principles of Convention 189;
- Organizing awareness raising conferences and workshops focussing on domestic work and exploring alternatives to the current Kafala system such as looking at social and solidarity economy through the paper and regional workshop “Cooperating out of isolation: the case of women migrant domestic workers in Kuwait, Lebanon and Jordan” all available on line with multimedia materials and research;
- Preparing technical papers on gender specific issues (e.g. Annotated Bibliography on Women Migrant Domestic Workers in the Arab States, Cooperating out of isolation).

To which extent these activities have resulted in changed processes and/or attitudes would need to be analyzed in the framework of a comprehensive impact assessment. The different gender specific activities and input of MAGNET and of other ILO interventions however have led to a tangible achievement in the form of a Regional Strategy on Domestic Workers prepared by the ILO Senior Regional Specialist on Gender Equality (release pending approval).

**Are the project objectives aligned with tripartite constituents objectives and needs? How does the Project deal with shortcomings of tripartism characteristic of the region? How are inter-regional aspects of representation of migrant workers taken into account by the Project?**

In its design, the project clearly refers to the tripartite constituents in relation the approach on Outcome 4 focussing on domestic workers in suggesting “the Project will operate with the ILO tripartite constituents to identify ways to reform national policies and institutions towards the protection of workers in the domestic work sector”. Tripartite constituents were not considered as partners in the research component of the project (Outcome 1); Trade Unions (and civil society) were seen as a target group under Outcome 2 and governments were the target group for Outcome 3.

As per its mandate, ILO’s standard approach is to involve tripartite constituents in all interventions; this may have been challenging (and sometimes impossible) considering the different tripartism characteristics across the region. The promotion of two basic principles of the Multilateral Framework is not clearly explained in the project design; this refers to:

- *“Governments and social partners should consult with civil society and migrant associations on labour migration policy”*

- *“Governments, in consultation with employers’ and workers’ organizations, should engage in international cooperation to promote managed migration for employment purposes ... and work with the ILO to promote coherence of labour migration policies at the international and regional levels”.*

How this is dealt with in each country could have been better explained in the project document.

With regard to inter-regional aspects of representation of migrant workers, no precise suggestion was made in the project design. During implementation, the project collaborated with ROAS and ROAP specialists for the organization of an interregional experts’ meeting in Kathmandu (December 2014) which brought together key Asian sending countries and GCC destination countries in a tripartite setting.

## 5.2 Validity of design (logic and coherence)

**Is the project strategy and structure coherent and logical (what are logical correlations between objective, outcomes, and outputs)?**

**Outcome 1:** the correlation between producing information in establishing a research network, producing research studies, setting up a database and producing statistical data is clear. It is also logic to assume that these instruments could possibly lead to the development of recommendations for a better labour migration policy. The mechanism through which this would happen however was neither defined in the project document, nor in the revised approach of the Inception report. The proposed strategy on *“how do we go about obtaining results under Outcome 1?”* is imprecise and not sufficiently developed. It only refers to *“organizing the work of several ministries on labour migration”* and does not clearly specify the role of the MAGNET network.

**Outcome 2:** increasing the capacity of trade unions and civil society organizations by means of consultations between trade unions of sending and receiving countries, and *“equipping”* civil society with means to support migrant workers is coherent. The approach to both target groups is well defined, though limited for the civil society part; it only refers to supporting an established NGO in the Gulf States and involving national and international women’s associations. The media module attached to outcome 2 aiming at improving communication on labour migration issues such as living and working conditions of migrant workers, the abuse and exploitation of workers, the *kafala* system and other related topics appears somewhat disconnected from the other outputs.

**Outcome 3:** as earlier mentioned, the trafficking dimension has been given special attention under the MAGNET project due to a joint interest of governments and of the ILO to make progress on this important issue, and in light of the ILO research on the subject. Providing support in implementing national laws on trafficking, developing capacity of first-responders and mechanisms to facilitate access to justice for migrant workers, as well as guidelines on combatting human trafficking is logical and coherent.

**Outcome 4:** the approach aiming at the formulation and implementation of reforms in line with the provisions of ILO Convention 189 and its accompanying Recommendation 201 is coherent; it includes awareness-raising campaigns, training of key government officials, of social partners and of civil society, providing assistance to specific requests and including labour inspection is well balanced.

**Overall** the structure of the project is well balanced in its design but lacks precision in defining linkages between research and policy under outcome 1 as well as linkages between the different components. The overall design furthermore does not reflect how the project will feed into the mandate of the ILO and support the work of the different technical groups. The project budget given to the Evaluator does not provide a clear breakdown between the different components; priorities in implementation are not identifiable from the project reference documents.

**Were project assumptions realistic; did the project undergo a risk analysis and design readjustment when necessary?**

As earlier stated, the adjustment of the project took place during the Inception phase. The Assumptions and Risk Analysis included in the project document was not revised during the inception phase.

The general Assumption/Risk matrix of MAGNET in the project design document is adequate and presented with a realistic view. The last TCPR reported a change in the “Sustained commitment of Governments and social partners” due to some resistance in promoting a rights based approach to labour migration, but overall the analysis of assumptions and risks stands up to now, two years into implementation.

It has also been mentioned to the Evaluator that in the design phase of the project, the SDC realised that this project was quite an undertaking for the ILO as the subjects were quite sensitive and difficult to tackle and that SDC pushed the ILO to take on big and ‘risky’ initiatives – e.g. with the media, pushing ILO out of its comfort zone to come up with new ideas and ways of doing business<sup>6</sup>.

**Have realistic and measurable indicators been defined to assess the progress in implementation? How appropriate and useful are these indicators in assessing the project’s progress? If necessary, how should they be modified to be more useful?**

The LFM presents measurable indicators for the different outcomes and outputs; e.g.

- At the Outcome level, in relation to outcome 1 the reference indicator is “the migration policy or the regulatory framework for recruitment **of at least one country** reflects some principles ...”
- At the Output level, measurable indicators refer e.g. to a network of **15 women and men**, the training of at least **40 media professionals**, or the organisation of **2 inter-regional meetings**.

In terms of numbers, the indicators are clear and allow assessing the project in terms of activities implemented (quantitative progress); they are however of limited ambition on technical aspects. The indicators may have been deliberately low in consideration of the difficult political context related to migration in the countries covered by the project; over-ambitious indicators might have proven unrealistic but a better balance could have been defined. While the outcomes are ambitious, the indicators furthermore do not help to measure the expected impact. The following two examples best illustrate this weakness:

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<sup>6</sup> Not verified by the Evaluator and only reported for information

1. Developing a database to monitor migration trends and aiming at completing the work for only 3 countries is a modest target when the project covers 9 countries.
2. Developing activities with the media through a learning programme for media professionals and defining as sole indicator “40 professionals trained” indeed allows measuring the quantitative progress, but does not provide any impact measurement. While it is extremely difficult to define an adequate mechanism to properly measure impact of such an activity, an analysis of articles published by journalists after the training could have allowed identifying changes in the way in which sensitive issues are presented after the training.

To be more useful, indicators also would benefit from being linked to a time frame and considered in a longer term perspective, far beyond the project’s lifetime. By the same token indicators linked to priorities of the DWCP (when they exist) or other strategic documents would facilitate assessing the project’s outputs against national and regional strategies of the ILO.

#### **Are the indicators gender sensitive?**

The gender aspect has largely been taken into consideration for the definition of indicators; the LFM indeed refers to gender on all four outcomes as follows:

- O1 – Research on labour migration mentions gender sensitive methodologies and gender sensitive policies to be developed, in which equity and gender based aspects of social inclusion are considered; a gender based sectoral and occupational segmentation of statistical data on forced labour and trafficking is also specified.
- O2 – gender concerns have been emphasized for the definition of an action plan for inter-regional cooperation between trade unions and gender based needs are specifically defined for the delivery of services to women migrant workers.
- O3 – gender based discrimination is taken into consideration for the definition of mechanisms to respond to cases of forced labour and trafficking; the guidelines to be developed should include gender sensitive practices.
- O4 – by definition, the entire component of the project is based on specific gender aspects as it targets in priority women migrant domestic workers.

#### **Are the means of verification for the indicators appropriate?**

The means of verification defined in the LFM are appropriate and based on the existence of representative evidence; e.g. list of participants endorse the attendance at workshops and/or conferences, policy papers and publications confirm the existence of enhanced information, etc.

### **5.3 Effectiveness**

#### **Does the project make use of monitoring and evaluation framework? Is data regularly collected for direct assistance initiatives, if any?**

The project used the standard ILO reporting template of the TCPR but did not define any Performance Plan to report against pre-defined milestones in implementation. The use of a

Project Performance Plan<sup>7</sup> has become standard approach in ILO projects but has not been implemented by MAGNET.

The Performance Plan is a key complement to the logical framework. Without the information contained in both the LFM and a Performance Plan, it is impossible to measure whether or not there has been any change as a result of the a technical cooperation intervention.

The overall M&E approach of the project is very weak; in absence of a Performance Plan which may have been difficult to develop in absence of a clear vision of the network, it would have been appropriate to have at least an accurate Outcome Monitoring Plan. The “Monitoring Table Milestones” recently prepared by the project is an attempt to present a more coherent view on achievements, but it comes late and still requires a lot of improvement to be assimilated to a Project Performance Plan.

A Mid-Term evaluation had been foreseen by the project, but was not carried out.

With regard to direct assistance initiatives, they only relate to the support services provided by Vivere to trafficked persons in the Gulf States. Data on activities has been collected by Vivere and reported to the MAGNET project.

#### **Has the project achieved the planned outcomes?**

The following section provides an overview of achievements by outcome with reference to outcome and output indicators as specified in the LFM. Final and intermediate results towards reaching the outcomes are based on progress reports of the project and findings of the evaluator during interviews with key stakeholders.

##### **Outcome 1**

The network of researchers has been established (20 members) and four communication platforms have been created on Facebook support (links are provided in Annex 3) targeting different groups (young scholars and practitioners, media practitioners, ITUC members, etc.). The core group consists of practitioners from the region and from Europe, but does not include (with one exception) any representative from the sending countries (South/South-East Asia and/or Africa).

The intended mandate of the research network was to undertake research to build on existing knowledge of qualified researchers, policy advisors and opinion formers, and conduct analysis to feed into policy formulation; data collection on key labour migration indicators from the countries of the region would complement the research work in providing reference data.

A Blueprint for implementation has been prepared by the project but is more a collection of general ideas than a clear strategy (e.g. suggesting that “mixed methods” will be used to carry out the research is not a clear answer to the question “how will knowledge be developed and disseminated”; the “key areas of research” are not related to clear priorities, etc.).

While the quality of the database (adapted from the International Labour Migration Statistics – ILMS - database for ASEAN launched in 2014) is undeniable, the link between information resulting from the research work and policy formulation is not established. Research studies have mostly been prepared by external consultants and not by the members of the network.

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<sup>7</sup> See ILO “Achieving results, enhancing impact” Technical Cooperation projects” – Guide nr. 5 Performance Plan developed by PARDEV

The nature of the different studies reflects a lack of vision and of priorities, though these may have been defined but not explicitly reported; these could have been better defined to support different initiatives of the ILO, but the consultation process between the project and technical departments of the ILO, in particular with Workers' and Employers' activities, is not strongly established.

The work process implied by the research component, as well as by the other components of the project, required multiple consultations with government officials at different levels (technical officers and decision-makers); the interaction of MAGNET with government officials has opened doors to the ILO to engage more intensively with governments. Encouraging achievements have materialized, in particular in:

- **Kuwait:** Input has been provided into the Kuwait National Development Plan (2015-2020) prepared by the Supreme Council of Planning & Development (SCPD); the development plan includes a specific chapter on expatriate workers focussing on registration of workers and recruitment procedures.  
Further developments can be expected from cooperating with the newly created Labour Market Authority (LMA) and the good working relationship established with the Ministry of Social Affairs and Labour (MOSAL).  
Input has been provided to the establishment of the Kuwait Occupational Standards, Assessment & Certification Center (KOSAC), with which ILO works to develop a system of skill accreditation for low-skilled migrant workers, including migrant domestic workers. MAGNET has promoted ILO's involvement and proposed practical steps to initiate a joint UAE/Kuwait project on Skills Development, certification, upgrading and recognition of migrant workers from Asia.  
In a more global perspective, MAGNET has contributed to re-establish a working relationship with the Kuwaiti authorities.
- **United Arab Emirates:** consultations between ILO ROAS and UAE, technically supported by MAGNET by means of several documents (note on ILO/UAE entry points, finalization of the project document of a Skills Pilot within the Abu Dhabi Dialogue), have led to the formulation of a possible Technical Cooperation Programme for Collaboration between the UAE and the ILO focusing on the improvement of Labour Market Information Systems, the development of dispute prevention and resolution mechanisms along with improved access to justice for migrant workers and the development of an integrated labour inspection system and OSH culture.
- **Jordan:** MAGNET has facilitated the acceptance of policy makers to include the domestic work sector in the process of reviewing labour laws and regulations; this builds upon the work ILO has undertaken on gender equality and non-discrimination in collaboration with the Labour Committee of the Parliament over the past three years, and is likely to better align laws and regulations with Convention C.189. On 16 February 2015, a new regulation (Regulation Nr. 12) was adopted giving Domestic workers new benefits related to their mobility, to insurance schemes, rating of recruitment agencies and the creation of a government safe house for victims of abuse.  
MAGNET benefited from an established working relationship with the Jordanian authorities, but has provided its share in further promoting the cooperation with the ILO.
- **Yemen:** the dialogue with the Prime Minister's office has contributed to the formulation of the National Youth Employment Plan; MAGNET provided input for the

preparation of the situation analysis; policy options were also discussed and recommendations quantifying trade-off between emigration and domestic jobs creation were validated and incorporated into the Plan.

- **Regional:** by means of technical papers, MAGNET contributed to the interregional Expert meeting on “Realising a Fair Migration Agenda: Labour flows between Asia and the Arab States” in Kathmandu in December 2014 which was organized in a tripartite setting and within ILOs rights based framework. It offered opportunities to pin down the content of the Kuwait Declaration issued from the Abu Dhabi Dialogue and discuss their technical implications with both independent experts and constituents. The Experts’ meeting explored issues and proposals around five key areas, arising from the challenges identified in Asia-Arab States labour flows; these are: fair recruitment; decent employment and working conditions; recognizing the skills of potential and returning workers; increasing the development impact of migration; and effective partnerships.

The project has also launched and/or is planning to launch a number of surveys which potentially are of interest to the ILO and to policy makers, e.g. employers of domestic workers surveys in Jordan and in Kuwait, etc.

How such surveys will feed into policy making however has not been established. The evaluator observed a misunderstanding between the concept of the surveys and the way in which it will be implemented; e.g. in Jordan, the objective of the survey on Knowledge, Attitude, and Behaviour of Employers of Domestic Workers mainly meant to be a qualitative survey will result in a quantitative analysis; the Department of Statistics (DOS) is indeed planning to operate as per usual procedures in quantifying all questions. The DOS is not used to undertake “qualitative” surveys and will not use the focus-group approach which had been suggested; the sample will be drawn from an earlier larger sample of households defined for a labour marker survey. Questions related to the particular situation caused by the Syrian refugee crisis have been rejected. The DOS has furthermore requested a delay up to July to finalize the work and is awaiting approval from the project to proceed with internal clearance from the Prime Minister’s office.

## **Outcome 2**

The major development with trade unions is the inter-regional meeting of trade union representatives from South Asia and the Middle East (Kathmandu – September 2013) initiated by ACTRAV Geneva, organized by the South Asian Regional Trade Union Council (SARTUC) and co-funded by MAGNET. The meeting resulted in an Action Plan aiming at developing collective joint efforts and initiatives between the trade unions of the two regions. MAGNET aimed at organizing a second follow-up meeting, but this has constantly been delayed and has not materialized to date.

In Lebanon, MAGNET has somewhat carried forward the momentum created by the establishment of the Migrant Domestic Workers Union which largely resulted from the project Promoting Rights of Women Domestic Workers (PROWD) to which full credit is to be given.

With regard to civil society:

- The activities implemented by VIVERE in the Gulf States have been financially supported; although direct support to migrant workers was not meant to be a focus of the MAGNET project, human trafficking became an important outcome by itself (outcome 3) and the know-how and hands-on experience of VIVERE could have been

- of added value to the project; VIVERE indeed suggested sharing their experience with the project in order to discuss possible closer cooperation;
- Work on Access to Justice for Migrant Workers has been developed with CARITAS in Lebanon and resulted in the publication of the first study on access to justice of migrant domestic workers in the country (and Middle East). The findings were validated during a meeting with ILO constituents, members of the Lebanese judiciary and civil society in June 2014. The results of this research will now inform the production of two manuals intended for judges and for NGOs and social workers<sup>8</sup>; and
  - Focus group discussions with employers of domestic workers in Kuwait are being organized with Project 189 (a non-registered NGO) to possibly better perceive the employers' views on employment of domestic workers.

The work with the media implemented in cooperation with PANOS is still in progress at the time of the evaluation. Activities implemented appear to be disconnected from the other components of the project as a result of the split in management responsibilities between the CTA and ILO Geneva. The information resulting from the research produced by MAGNET has not been shared with PANOS (yet) and consequently not included in the information package delivered during the workshops with journalists; as a result training has been focused on general issues related to labour migration and trafficking in the Middle East based on prior research conducted by the ILO.

PANOS intensively worked with Al Jazeera in order to engage with a global media network; their efforts led to the signature of a MoU between PANOS and Al Jazeera Network in the framework of which a workshop with the ILO could be organized in Geneva. This workshop created the basis for a closer and more long-lasting cooperation between the ILO and Al Jazeera. Several results already emerged from this formalized cooperation, e.g. 1) Al Jazeera published ILO's photo reportage on Lebanon and Jordan in December 2014 marking International Migrants Day, 2) Al Jazeera invited ILO's Chief of the Labour Migration Branch to speak live on issues related to crisis migration, 3) Al Jazeera agreed to produce for TV the stories developed by ILO and Panos, 4) Al Jazeera agreed to air two public service announcements of the ILO on forced labour and domestic work on all its TV channels, 5) subsequent to the media training in Jordan, half the journalists went on to produce some of the "untold" stories they had identified during the workshop and 6) our first inter-regional event planted seeds for different types of new initiatives – e.g. Panos South Asia who were in attendance developed a stand-alone training project for media in South Asia working on labour migration which is now funded by SDC. Another example is that MFA invited the senior editors they met at ILO's event to the Global Forum on Migration and Development in Stockholm to better understand the stakes of the global policy debates on migration.

The media initiative was a multi-stakeholder initiative. ILO and Panos worked together with OHCHR, Migrant Forum Asia (MFA), Migrant Rights and ILO's Department of Communications (DCOMM), ACTRAV and national unions who were both participants and resource persons.

### **Outcome 3**

A major breakthrough of MAGNET is in Yemen where the project, in consultation with International Labour Standards (ILS) specialist, provided feedback to the authorities on the Yemeni draft trafficking bill. This was the first time that a Government requested to align its

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<sup>8</sup> The value of the training/information activities for judges could not be assessed as the judge suggested by the project as an informant declined an interview with the evaluator

national legislation in accordance with the new ILO Protocol on Forced Labour which was nearly unanimously adopted at the International Labour Conference in June 2014. Right after the conference, ILO-HQ received the official request from the Ministry of Human Rights and colleagues from LABOURLAW unit together with the ILS Specialist coordinated the technical feedback on the draft Yemeni legislation in view of the workshop planned in September. The Ministry of Human Rights of Yemen and MAGNET co-hosted a national workshop on trafficking which took place in Beirut in September 2014. The two main objectives of the workshop were to discuss and design a roadmap for legislative reform in Yemen to combat human trafficking through the adoption of new legal norms in conformity with international labour standards and to discuss the broad parameters and schedule of carrying out research on human trafficking in Yemen, with the view of developing the national strategy to combat human trafficking.

The workshop confirmed the Yemeni Government's commitment to the issue, but the political developments in Yemen have stalled the process, although it is expected that any government in place will go ahead with the draft law.

#### **Outcome 4**

On the specific issue of domestic workers, the project has contributed in several ways to promote the rights of domestic workers. A visible result relates to the proposed revision of the labour law in Jordan (now stalled in Parliament) which includes specific reference to domestic workers for which the project has been influential.

The Regional Strategy on Domestic Workers to be released soon by the ILO ROAS is another important instrument to which the project, in parallel to PROWD, has provided a contribution in the form of research and analysis (mapping of the legal, policy and institutional contexts of 8 Arab countries with respect to issues affecting migrant domestic workers).

Besides these discernible results, MAGNET has implemented a wide range of activities and consultations aiming at raising awareness (e.g. the Istanbul workshop "Dignity, Rights and Domestic Work in the Arab States" jointly organized with PROWD), at promoting ideas towards organizing domestic workers (e.g. the round-table discussion "Cooperating out of isolation: the case of migrant domestic workers in Jordan, Kuwait and Lebanon" - December 2014), identifying and understanding employers' perspectives on domestic workers (e.g. the focus groups with Project 189 in Kuwait which is being initiated), and others. These activities are likely to generate changes, but the dynamics of change in the region are such that it will require sustained dialogue and strategic advocacy to allow these initiatives to make a real impact.

<p><b>To what extent did the project build synergies with national initiatives and with other donor-supported projects, with reference also to initiatives in the North Africa, Ethiopia, South East Asia, and South Asia regions?</b></p>
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The project has undertaken several initiatives to cooperate with other projects; during the initial months of implementation a meeting was organized in Beirut with other related project managers to discuss cooperation and ensure not to duplicate efforts.

The following examples of cooperation document successful initiatives:

- The cooperation with the IOM's PAVE project, to deliver a joint training programme for Governments, the social partners and the civil society on anti-trafficking issues. MAGNET resource persons participated in two IOM training workshops on victims

identification (December 2014) focused on countering human trafficking in Lebanon and Iraq, as well as in a regional seminar for ministries of labour and members of the judiciary system, which took place in Jordan during the first week of June 2014.

- The cooperation with CARITAS Lebanon to design and implement a research initiative on Access to Justice.
- The cooperation with ILO Cairo to design a joint component of a Project replicating advisory services on the migration policy to the context of Egypt; the project presents a component jointly implemented with MAGNET aiming to pilot-test selected initiatives on Egyptian migrant labourers (mainly in the construction sector) emigrating to Jordan.
- The cooperation with the Work in Freedom project (DFID funded) to implement a survey on knowledge and attitudes of employers of domestic workers in Jordan.
- The cooperation with the EU-funded South Asia Labour Migration project (implemented by ILO) focussing on GCC countries from the perspective of sending countries, though limited to the Kathmandu meeting.

Further potential areas of cooperation have been initiated with e.g. the regional office of IOM in Egypt (MENA countries) to jointly develop occupational specific labour migration scenarios for Kuwait, the collaboration with Konrad Adenauer Stiftung to enhance the relation with law enforcement officers in Lebanon, and others.

The attempts to cooperate with the Gulf Labour Market and Migration initiative (GLMM) on the labour market database did not materialize for different reasons linked to a disagreement between the ILO and GLMM; this however did not impact on the output of the project as the database developed in ASEAN countries was used to implement the work to be carried out under the MAGNET project.

Considering the fact that ILO is implementing two successful projects in South-East Asia (GMS Triangle and ASEAN Triangle) as well as two others in South Asia (South Asia Labour Migration project and Promoting Decent Work through improved Migration Policy in Bangladesh) mainly dealing with sending countries, a closer cooperation could have been expected with these projects.

<b>What, if any, alternative strategies would have been more effective in achieving its objectives?</b>
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The MAGNET project needs to be considered in a longer term perspective and as part of the global intervention of the ILO and of SDC in the region.

The strategy chosen is valid, but some “ingredients” are missing to make it more effective in achieving objectives. These are:

- A clear vision on how to manage and use the research network to reach out to policy makers with clearly defined targets.
- A stronger ownership of the research work undertaken at the level of tripartite constituents, when possible.
- Stronger synergies with technical and programme departments of the ILO and more guidance to the project as to how better integrate MAGNET into the global programme of ILO ROAS (the vacancy in the Senior Migration Specialist position for a substantial period did not facilitate the coordination).
- A stronger involvement of SDC in the decision making progress (which would have been facilitated through the existence of a Project Steering Committee).

- A more focused approach of interventions under the different components.

**What are the overall achievements of the research network (in particular its composition, the research produced and its publication and dissemination). Have the priorities defined been implemented? Have the different consultations been set up strategically with clear objectives? What remains after two years?**

The network is formally composed of 20 members (list presented in Annex 5); it includes researchers, academics, labour migration experts, policy advisors and lawyers from the region and from European countries. With the exception of a former member of the planning commission in Nepal, there is no representative from South/South-East Asia and/or from Africa in the network; even though the intention may have been to bring together mainly researchers from the Arab region, this is seen as a shortcoming of the network's composition as it does not cover the supply side of migrant workers.

The network does not include any representative of ILO's constituents and was therefore intended to be an independent and informal think tank focussing on "knowledge" to support the work of the ILO.

The network convened on two occasions to define the scope of work, in Kuwait (October 2013) and in Istanbul (April 2014). The results of these meetings were found to be disappointing by members of the network interviewed during the evaluation as no clear vision could be defined of what the MAGNET network is all about. Similar networks in other regions were mentioned to the evaluator as examples of better organized networks (e.g. the OSCE related New-MED research network on Migration providing a channel for policy discussions on challenges facing the European and Mediterranean regions, or the Independent Network of Labour Migration and Integration experts funded by the European Commission). In comparison with such networks, the management of the MAGNET network has been qualified as unprofessional by different informants; having chosen Facebook as the main communication platform instead of a dedicated website is also seen as an inappropriate approach. The Asia Pacific Migration Network (AP Migration) in comparison has a dedicated site under the ILO domain (<http://apmigration.ilo.org/>).

The absence of a well presented vision and priorities combined with the reported management weakness has led to the indifference of some network members who consider it to be a missed opportunity if the approach is not improved.

**Publication and dissemination** of the research studies has been done by means of:

- presentation workshops to government officials, ILO constituents and other stakeholders (e.g. Study on Demographic and Labour Market Trends in Yemen presented at the National Workshop on Human Trafficking in Yemen in September 2014 in Beirut);
- video presentation (e.g. for the access to justice research and the coop research, two small videos were produced along with info graphics);
- press releases circulated to media; and
- posting on the ILO website.

The project has prepared a "MAGNET Communication and Dissemination Plan 2015-2018" which summarizes the different steps taken or to be taken for each of the research studies, technical papers and training materials. The project also uses a "Research Study/Policy Paper Dissemination Checklist" which lists all possible options available for dissemination. Neither the Plan nor the Checklist provide any explanation as to why a specific communication support has been or will be used (why a video, why info graphics, or why a leaflet or a press

release?). There is no obvious link between the nature of the support and the audience targeted.

**How effective was the communication strategy in increasing the project visibility in the media at national, regional and global levels?**

The project employed a Communication consultant until the end of 2014 who closely worked with ILO ROAS' Communication and Public Information Department in Beirut, the technical backstopper as well as with the Communications Officer in Amman.

Information on the MAGNET project can be found on the ILO ROAS's website ([http://www.ilo.org/beirut/projects/WCMS\\_226948/lang--en/index.htm](http://www.ilo.org/beirut/projects/WCMS_226948/lang--en/index.htm)) from where selected project documentation, articles, videos and more can be accessed and downloaded. The consultant also developed at the outset a small video on the MAGNET project which was supposed to be used at the outset of meetings and trainings to help familiarize constituents and key partners with ILO's work and approach: [http://www.ilo.org/beirut/media-centre/multimedia/WCMS\\_242694/lang--en/index.htm](http://www.ilo.org/beirut/media-centre/multimedia/WCMS_242694/lang--en/index.htm)

A factsheet on the project was also developed in both English and Arabic and distributed during events, including at the ILO's Governing Body and ILC.

MAGNET has also published Newsletters which are accessible on the web. The dissemination of MAGNET related information has followed normal procedure as it applies for other projects and ILO activities in the region.

The workshop organized in Jordan in cooperation with PANOS targeting national journalists from print, television, radio and social media generated the publication of different articles in the local and regional press, reflecting the work of ILO and voicing the concerns on labour migration and trafficking.

How effective the communication has been and how it has generated an impact on the general public and on policy makers has not been assessed by the Communications Department and cannot be reflected in the framework of this evaluation.

**What unintended outcomes can be identified?**

No unintended outcomes could be identified in the course of the evaluation.

## 5.4 Efficiency

**To what extent have project activities been cost-effective? Have resources been spent as economically as possible in relation to outputs and benefits? Have project results been generated with the best possible allocation of resources (funds, expertise, time, etc.)?**

A detailed analysis of expenditures versus budget has not been undertaken during this evaluation. The project team has provided the evaluator with the budget situation up to 19 February 2015, from which it appears that 74.6% of resources have been utilized (85% of personnel costs and 65% of consultancy costs).

The personnel costs cover a full-time (22 working months) CTA, a full-time technical backstopping position in ILO Headquarters (20 working months), a full-time Programme Assistant (24 w/m) and a National Officer.

The full-time backstopping position which represents 11% of the total MAGNET budget is inflated and should have been aligned to similar projects implemented by the ILO.

As a result of this, the project office could not allocate sufficient resources to appoint local support staff other than the positions mentioned in the budget. The project therefore used the consultancy budget to fund support staff in the office, hence taking away resources from a budget intended to be used for technical support.

The quality of technical expertise recruited by the project under the consultancy budget could not be assessed. Examples of transparent selection procedures involving the CTA and other ILO staff members were given to the evaluator; at the same time, some of the recruitment did not fully comply with the transparency standards.

The operational planning of the project was made by means of a work plan in which activities are mentioned without pre-defining specific budgets for each activity.

<b>What were the main implementation difficulties and what was done to address them?</b>
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The project has encountered both internal and external implementation difficulties.

**External** difficulties are mainly related to the context surrounding the inception of the project (ILO did not have an effective working relationship on labour migration in all countries covered by the project) and the approach of the ILO in general. The tripartite approach cannot be standard practice in a number of countries, e.g. in countries where trade unions are not allowed. Labour migration is a sensitive issue in all countries of the region and often closely linked to internal security matters; labour migration does not only involve the respective Ministries of Labour in each country, but many other Ministries and institutions (Internal Affairs, Security, Foreign Affairs, Police and others). The entry point of MAGNET in the GCC countries was difficult as the project had to face a strong resistance due to misperception of ILO's objectives.

Two years into implementation, the relationship with Kuwait and the United Arab Emirates has developed into a constructive dialogue, for which the MAGNET project has to be given some credit.

**Internal** difficulties are related to several issues:

- Insufficient support staff in the project office created by the absorption of resources into a full-time backstopping function;
- High turnover of project staff (the project had to recruit three national project officers (the first two leaving several months after assuming their functions) and admin staff;
- The under-representation of ILO in the region, i.e. the absence of ILO Coordinators or Country offices in some of the countries covered by the project making it difficult to have a more intense interaction with government officials and other stakeholders;
- The split management responsibilities between the CTA and the backstopping officer in Geneva, the latter having taken over the management of the media component implemented in cooperation with PANOS; this has resulted in the disconnect between PANOS and the project as earlier explained;
- A difficult coordination between the project and the Regional Programming Services Unit resulting from the absence of a clear vision on how to integrate MAGNET into the global programme in coordination with other projects;
- The difficulties faced by the project staff and consultants to deal with erratic changes in activities (which seems to result from the unclear vision and strategy earlier mentioned), the tasks of general project office work assigned to consultants, the lack

of internal communication (e.g. unexplained requests addressed to staff and consultants to follow-up on initiatives without enough background information given), and in more general terms of the inconsistent management of the project.

**To what extent has the project been able to build on other ILO or national/regional initiatives and create synergies in cost sharing?**

In order to capitalize on resources, a project should always have the ultimate objective of being a catalyst in bringing about change in the environment in which it is being implemented. Close co-ordination on the ground therefore is the most efficient way of ensuring consistency, coherence and complementarities between interventions, resources and results.

The project has cooperated with other initiatives in the region (see above section on Synergies), and progress reports suggest that the project “has been catalysing on other ILO resources and instruments” without providing evocative examples. While the project has occasionally involved technical specialists, the integration of MAGNET in the different activities deployed by the ILO is not well established. MAGNET needs to be an instrument supporting the strategies of the ILO and of the SDC and not the other way round.

## **5.5 Effectiveness of management arrangements**

**What was the division of work tasks within the project team and has the use of local skills been effective?**

The human resource set up of the project is inadequate and implies an important work load for the team members to cover all activities and deal with all duties deriving from their respective responsibilities; as earlier mentioned in the report, “consultants” had to be hired to perform general office duties.

The management responsibilities have been split between the CTA and the Backstopping Officer in Geneva. Relations with the SDC are also managed through two different channels, i.e. Geneva/Bern and Beirut/Amman.

A major weakness in the project design is the absence of a Project Steering Committee (PSC) which would have provided guidance to the CTA and ensured better oversight on project planning and implementation.

As an alternative to a PSC, the Network’s Blueprint suggested that “the Network will be comprised of delegates to function as an advisory committee to the MAGNET Project. They will meet 2-3 times a year, and depending on the level of interest of delegates, will provide technical guidance, research and analysis”. Such an advisory committee composed of members of the network may indeed have been of interest for Outcome 1, but cannot hold the responsibility of overseeing the entire MAGNET project and make decisions on behalf of the ILO and of the SDC. Besides, this advisory group did not meet 2-3 times per year as suggested in the Blueprint.

As a matter of comparison with another SDC funded project implemented by the ILO, the Labour Migration project in Bangladesh has both a Project Steering Committee (Policy level) and a Project Coordination Committee (Technical/Operational level). Roles and responsibilities of both are clearly defined and a “Project Governance and Management chart” describes the

supervision mechanism of the project and the ways in which the project, the PSC and the PCC interact with Governments, Trade Unions, Employers and Civil Society. In absence of such structures, the MAGNET project has been implemented in a much less synchronized way.

**Has the project received adequate technical and administrative support/response from the ILO departments and units?**

The inputs provided by ILO technical experts of the Decent Work Team and by headquarters in Geneva have been efficient and well received by all parties involved. Government authorities in the countries visited by the evaluator (Kuwait, Jordan and Lebanon) value the professional and impartial support provided by the ILO, though the support provided to the Domestic Workers Trade Union in Lebanon is creating some irritation at the Ministry's level.

The guidance of a Senior Migration Specialist has unfortunately been missing in the period May-September 2014; this position was filled in October 2014 at the time of the 3rd Ministerial meeting of the Abu Dhabi Dialogue and preparations for the Kathmandu Expert Meeting on Fair Migration.

While the technical input of ILO experts has been highly praised, more could have been done by the project in adopting a more cooperative approach with the different ILO departments; some activities developed by the project have indeed ignored the technical departments, thereby missing the input of qualified expertise and sometimes isolating the project from the global ILO ROAS approach. This is for example the case for the research work for which Employers', Workers' and Standards departments claim not having been consulted<sup>9</sup> and for ILO-STAT not always consulted on key issues related to the database.

In absence of technical know-how within the project team, MAGNET should seek involvement of relevant technical departments on all activities as a rule and avoid taking initiatives which carry the risk of disconnecting the project from other initiatives.

## 5.6 Impact orientation and sustainability

**What is the likely contribution of the project initiatives, including the innovative approaches and methodologies piloted, to the stated development objective of the intervention including on labour migration governance?**

MAGNET is to be seen as part of a process leading to improved legal frameworks, better migration management and protection of migrant workers in a longer term perspective. The project aims to reduce labour exploitation by strengthening regional policies and capacities related to the recruitment and labour protection of women and men migrant workers. These are longer-term objectives to which the project provides a two-year contribution through its regional approach.

At this point in time, there is no system in place to measure the impact of the project at the end. Many indicators defined in the LFM will indeed be reached (e.g. network and data base established, research studies undertaken, officials trained, etc.) but how they impact on the development objective (decent work opportunities enabling migrant workers to contribute to the development of their countries of origin and destination) is not established; measuring the

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<sup>9</sup> This could not be verified by the evaluator but draws attention to a potential lack of cooperation

impact requires drafting a potential impact analysis with a definition of more precise targets in a Performance Measurement Framework which does not exist.

The overall strategy adopted by the project is not innovative in itself; similar projects have been implemented by the ILO; the approach was innovative in the region. – it was the first time the ILO was rolling out a large project on migration and trafficking in the Middle East after being nearly 15 years operational in the region.

The major innovative process of MAGNET has been to focus interactions with some governments on issues which are less sensitive than labour migration governance and migrant workers' rights. Approaching labour migration governance in the framework of labour markets and/or employment policies, combatting forced labour and trafficking and technical approaches on less delicate issues (e.g. on skills standards and recognition) have allowed establishing a better working relationship with some governments, in particular in the GCC. This has created the potential for further developments to take place, but the road is long to reach the development objective of the project.

A second innovative initiative has been to undertake intensive work with the media, beyond the regular communication process of the ILO. The reasons for which PANOS was chosen as a sub-contractor to develop the media component may have raised some hesitation, but the work accomplished by PANOS has been highly praised and promising results are now perceived, in particular in relation to the cooperation with Al Jazeera. This communication channel needs to be further entertained and developed both with Al Jazeera as with other important media in the region (e.g. Al Arabia).

**Are project achieved results likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the project? - How will activities and/or management structures be financed when the project ends?**

At **Policy level** (Outcome 1), the project has delivered a number of interesting studies and papers, though they were not part of a well-defined and/or explained strategic research plan. Research work undertaken has brought new ideas for policy considerations and also enhanced the attention and priority given to the protection of migrant workers.

The sustainability of these deliverables mainly lies in the developments which will follow the dissemination of research studies and papers, as well as the follow-up given to the different meetings, workshops and events to which the project has contributed (e.g. Kathmandu meeting).

Several validation workshops of research studies have taken place with governments and/or other stakeholders, but the ownership of such studies is not established as labour ministries and social partners were not involved in the process of designing and reviewing research. How the results of the research component will be further sustained has not been defined by the project (there is no sustainability/exit strategy other than planning for a new project) and will mainly rely on the ILO's further involvement in the policy development process. How the network would continue to exist after the project ends has not been defined.

The work undertaken by the project in preparing the labour migration statistics **database** is likely to be sustained as it is considered to be an important source of information to better manage migration flows and identify issues that need to be considered. It can be assumed that ILO will continue maintaining, using and possibly further developing the database after the project has ended.

With regard to Outcome 2, the process initiated during the Kathmandu meeting will be carried forward with a follow-up meeting during which the Action Plan developed and agreed among trade unions will be reviewed. The process is likely to be further driven by the work of ACTRAV, which will also support the further development of the Domestic Workers Trade Union in Lebanon.

The few activities deployed with civil society (Vivere, Project 189, Panos) will end when the project ends. NGOs are likely to carry on with their work in seeking funding either from a future regional project or from other sources.

Outcome 3 has its major breakthrough in Yemen stalled due to political circumstances.

With regard to Outcome 4, in which the most promising development has taken place in Jordan, the implementation of the new regulation on domestic workers is now beyond the project's control; while officially published, the regulation will only come into application once Executive Decisions are produced. The MAGNET project and ILO's involvement with the government beyond the project secures a better alignment of national policies with international conventions, but the implementation of laws and regulations remains outside the project's direct responsibility.

The Ministry of Labour has further plans to ensure better protection of migrant domestic workers (e.g. upgrading the shelter to a social service provider, creating a specific migrant workers TV channel, developing a skills recognition scheme with Indonesia) and of other migrant workers (construction workers).

From a global point of view, the relationships nurtured by the project with different governments have opened doors to further discussions and a closer cooperation with the ILO.

<b>Is there willingness and do project partners have the capacity to carry activities forward beyond the end of the project?</b>
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Project partners (Panos - Vivere) express total willingness to implement activities further and to carry results forward after the end of the project. How they would best be integrated in a future intervention needs to be discussed, but funding is a key issue for both of them.

The ILO certainly is committed to carry forward the project results and the SDC is committed to further build on the achievements of MAGNET.

A more important question to be looked at is the Stakeholders' contribution towards sustainability.

Interviews organized during this evaluation have revealed that there is a strong commitment of the Ministry of Labour in Jordan to continue working towards better protection of migrant workers and of the Lebanese FENASOL to support and defend the existence of the Domestic Workers Trade Union.

Despite a normalized working relationship with the Kuwaiti government, the declared intention to further advance on issues related to trafficking and protection of migrant workers will need to be further entertained by the ILO to result in tangible developments. The pace at which things develop largely exceeds the lifetime of a project; while the National Development Plan now includes specific references to migrant workers, the Ministry of Social Affairs and Labour suggests that it will take 3 to 4 years before changes can be observed. In order to get there, the Ministry expects the ILO to go beyond giving broad advice or recommendations, and to come up with practical solutions and mechanisms in order to streamline the process of change.

## 5.7 Good Practices

**What good practices can be learned from the project that can be applied to a second phase of this project or similar future projects?**

In spite of implementation weaknesses identified during this evaluation, the following good practices have been observed and should be further strengthened in future interventions:

1	The avoidance of confrontational dialogues in sensitive environments	In an environment in which labour migration governance and the protection of migrant workers is a sensitive issue, the project has found the way to engage with governments in issues of common interest to all governments of the region and to the ILO (employment, labour markets, trafficking), therefore enlarging the opportunities for cooperation, in particular in the GCC countries.
2	The focus on gender issues	The project has taken a large number of gender focused initiatives, e.g.: calling on the ILO Gender Specialist to provide input in different events; cooperating with the Project Promoting Rights of Women Domestic Workers; organizing gender sessions in events and meetings organized by the project to raise awareness on the principles of Convention 189; Organizing awareness raising conferences and workshops focussing on domestic work; Preparing technical papers on gender specific issues.
3	The cooperation with other projects in the region	The project has cooperated with PAVE (training programmes on anti-trafficking issues), CARITAS Lebanon (access to justice), ILO Cairo (advisory services on the migration policy), the DFID funded Work in Freedom project, the EU-funded South Asia Labour Migration project and developed contacts and initiatives with several other programmes
4	The consolidation of knowledge on labour migration issues	Although research work has not followed a precise plan of action, the knowledge base on labour migration issues has been enriched through the preparation of research studies, the implementation of surveys, the development of the data base and the gathering of experienced resource persons at different events
5	The involvement of the media	Communication is a very important tool for the dissemination of information. The involvement of PANOS in the project did not generate a passionate welcome upon inception, but the work delivered has generated new opportunities with the media which offer potential for further development

**What should have been differently implemented?**

Considering both the time and financial allocation of the project, the strategy chosen appears to be justified and appropriate, though ambitious in the definition of the overall objective; the weaknesses identified mainly relate to the implementation. In this respect:

- A clear vision on how to best use the resources of the network should have been developed;
- The research network should have been managed and used in a more organized way in order maximize its value;
- Research work should have followed a more strategic framework to avoid giving the impression of an inconsistent succession of studies and papers;
- More attention should have been given to tripartite constituents wherever possible;
- A closer cooperation with ILO's technical departments should have been developed;
- Reporting would have benefited from the use of existing templates (PMF) providing milestones and assessing the potential impact of activities;
- Inappropriate management arrangements should have been avoided in order to ensure better coordination;
- An oversight mechanism should have been put in place.

## 6 Conclusions

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### 6.1 Overall assessment

Overall, the evaluator's visits and interviews with the different parties involved allowed perceiving a **real interest** in the project and its activities. The distinction between MAGNET and ILO activities is not always clear in the mind of stakeholders, but this should be seen in a positive way. MAGNET was intended to be an instrument of the much larger agenda of the ILO and of the SDC and not an isolated product with its own brand name.

The overview of activities (section 4) confirms that certain results have been achieved, but that there is **room for improvement** as can be deduced from the effectiveness assessment (section 5.3) and comments on impact orientation and sustainability (section 5.6). Efficiency furthermore can be enhanced and management arrangements better coordinated or defined in a different way in future interventions.

When assessing the success of a project, the most important question to be looked at is *"have planned benefits been perceived to have been received by stakeholders?"*

Government officials interviewed perceive the **support provided by MAGNET/ILO as constructive and supportive** of their own declared interests; this in itself is a key achievement to which the project has provided its contribution.

MAGNET as a project in the framework of MAGNET/ILO interventions **could however be more technical** and focused in providing more in-depth surveys and more practical solutions to address issues identified in the research studies and policy papers. Government officials having received research papers expressed the opinion that some of the products delivered by MAGNET were too superficial and lacking the insight of local knowledge. More follow-up on workshops and events was also brought up as an important activity which could be expected from the project.

The existence of a MAGNET research network is largely unknown to the stakeholders interviewed; a better marketing of the facility may have generated a higher demand from constituents on specific research work of interest to them.

Finally, considering the fact that MAGNET is implemented in the framework of the ILO which operates world-wide, the project could have provided more interaction with the supply side of labour migration in South and South-East Asia. Trade unions of both regions have indeed been brought together in the framework of inter-regional meetings, but government officials also express their interest to be supported in their relationship with sending countries. As an example, Jordan is discussing a skills recognition scheme for domestic workers with Indonesia and would welcome the guidance and support of the ILO in the on-going discussions.

### 6.2 Lessons Learned

The main lessons learned from project implementation identified in the course of this evaluation are the following:

1. The design and implementation of a project needs to be more comprehensive than just adding different activities and components to each other without clear linkages; this applies to the overall approach, to the definition of responsibilities, to the interaction between different parties involved as well as to the allocation of resources.

2. The absence of an adequate monitoring and reporting system makes it difficult to assess the progress and the impact of a project.
3. The flexibility in implementation resulting from an incomplete project design and facilitated by the absence of an oversight mechanism sometimes results in positive achievements, but needs to be limited to ensure better coherence of all components and closer interaction with other key actors of the ILO.
4. Setting up a network of researchers requires a clear vision, a strategic plan to be developed and a consistent management to make the best use of its potential to reach out to target groups.
5. The successful implementation of an activity does not automatically result in a measurable impact; external factors linked to political changes and to changing priorities may delay achieving objectives, reason for which policy developments and resulting practical changes need to be considered in a long-term perspective.

### 6.3 Recommendations

Based on the above analysis and conclusions, the evaluator would like to present recommendations related to a) possible ways to maximize the impact and ensure the sustainability of the accrued benefits, and b) to future interventions.

#### A – Maximizing Impact and ensuring Sustainability

In order to maximize the impact and sustainability of activities undertaken and/or initiated by the project, particular attention during the remaining time of implementation should be given to:

	Recommendation	Justification
1	Undertake a full Impact analysis in order to better assess what the project will have achieved upon closure	<p>The analysis of the project design has identified a weakness in the absence of a potential impact analysis of the project, as well as in the absence of an Outcome Monitoring Plan.</p> <p>Project reports furthermore are activity based and do not report on the potential impact of activities and of the project as a whole.</p> <p>Having a clear view on what the project will actually have achieved upon completion and what the prospects are on a longer-term basis is important and will facilitate the identification of adequate strategies for possible further interventions.</p> <p>It is therefore recommended to start working on a potential impact analysis of all individual activities and of the project as a whole.</p> <p><i>Addressed to Project Management – High priority – No financial resources required</i></p>
2	Design MAGNET’s Performance Measurement Framework and improve reporting (for the final report)	In line with the first recommendation and in order to facilitate the impact analysis, it is important to update in very precise terms the indicators of achievement which will be reached upon closure of the project. This

		<p>is about evaluating impact, not outputs and implies more than just showing numbers reached.</p> <p>Activities already completed and further activities planned or initiated provide sufficient background information to clarify the initial indicators. Indicators should be realistic and directly relate to the activity and outcome they are defined for.</p> <p>In terms of reporting, more attention should be given to report on the follow-up initiatives on activities undertaken or to be undertaken; these follow-up activities do not sufficiently appear in the project reports (TCPR).</p> <p>Templates for designing the Performance Measurement Framework are available in ILO Guidelines for Technical Cooperation Projects</p> <p><i>Addressed to Project Management – High priority – No financial resources required</i></p>
3	<p>Enhance communication in promoting the achievements of the project and print the draft manuscripts produced by the project (e.g. the Access to Justice report launched in June 2014 is not yet available either in English or in Arabic either in hard copy or on ILO's website)</p>	<p>As the project is coming to an end, it is important to communicate and disseminate the positive developments of the project throughout the region. The project therefore is encouraged to develop a more comprehensive communication and dissemination plan in cooperation with ILO's Communication and Public Information Department. This should include finalising translations of the Access to Justice research report and printing it in all three languages (French, English and Arabic)</p> <p><i>Addressed to Project Management/ILO Communication – High priority – financial resources required</i></p>
4	<p>Identify areas in which governments can make progress and show commitment towards implementation / enforcement of policies and rules without ILO support</p>	<p>Different suggestions have been made on how the ILO can further support governments – based on the knowledge acquired by the project on the mechanisms in place in the different countries, MAGNET should develop recommendations on what governments can do with and without the ILO to enforce policies and rules in proposing practical solutions and mechanisms facilitating the implementation of laws and regulations. Sustained dialogue, strategic advocacy, and capacity building training by ILO remain important but some homework can be done by governments willing to take the lead in making changes.</p> <p><i>Addressed to the ILO/ Project Management – High priority – No financial resources required</i></p>

## B – Future interventions

With a view on possible future interventions, the evaluator makes the following recommendations based on strengths and weaknesses identified during the evaluation of the project.

*(All recommendations are addressed to ILO/SDC and focus on the design of a follow-up project of MAGNET)*

	Recommendation	Justification
1	Rather than going through a list of activities in sequential order, define a clear strategy, precise objectives and priorities taking into consideration the political, economic and social environment of the countries targeted as well as ILO's strategic objectives	The project is often perceived as a patchwork of different outcomes and a succession of erratic activities; this is the result of the apparent lack of vision and strategic approach, as well as of confusing communication and reporting. A future project needs to have a vision, a focused approach and a precise work plan with milestones explaining how these will be achieved in implementing activities. The linkages between the different outcomes should be clearly explained, and the mechanisms to ensure their coordination should be defined.
2	Priorities and target countries should be limited in numbers and align with ILO's strategic objectives in the region	Initially designed to target 4 countries, the project was extended to 9 countries and in the end mainly developed activities in 5 countries (Jordan, Lebanon, Kuwait, Yemen and UAE). A new regional project on labour migration is tentatively earmarked with a 3 years implementation period; considering the slow moving dynamics of the region it should avoid extending its scope to "new" countries (Egypt is suggested in the concept note) and focus on achievements and potential developments of MAGNET/ILO initiatives (e.g. Technical cooperation programme defined with UAE, build on high interest and commitment of Jordan now planning to look into the sector of construction workers, support the UAE-Philippines corridor approach aimed at testing modalities for fair recruitment from source to destination, etc.). If Saudi Arabia and Bahrain are to be added as target countries as suggested in the concept note, a better strategic justification than "reaching out to other countries" should be elaborated.
3	Build on existing initiatives which are considered by the ILO, SDC and all constituents as important highlights	Kathmandu meetings, Abu Dhabi dialogues, Kuwait Declaration, Fair Migration Agenda and Fair Recruitment Initiative are considered by all parties involved as key milestones, even though sometimes they look like empty shells or declarations. These processes need to be further sustained, amongst

		<p>others through a regional project and contribute to the tripartite engagement of the ILO. Such wide-ranging events furthermore reinforce the regional dimension of the project.</p>
4	<p>If the research network is maintained, develop a clear vision on how to use the available resources and know-how and extend the membership to representatives of sending countries in Asia and Africa</p>	<p>The original idea to gather experts in the field of labour migration and make use of their knowledge to target policy makers was relevant but its potential has been under-utilized due to a lack of vision and inadequate management.</p> <p>Covering the migration process along the full chain from origin to destination countries is important; opinions and know-how from sending countries would enrich the knowledge reservoir which this network could provide. The members' list should be revised to add this missing link and a rather than a Blueprint, a Roadmap should be designed defining the possible strategies to reach out to policy makers by means of the research/know-how component.</p>
5	<p>Engage more intensively with trade unions and employer representatives where possible in line with ILO's tripartite approach</p>	<p>ACTRAV and the national unions worked hand in hand with PANOS and the technical backstopper on the media initiative. They also attended the Yemen workshop and ensured participation from the Yemeni labour movement and took part in the Access to Justice launch event. The involvement of ACTRAV and unions in the other project activities has been rather limited.</p> <p>In countries where a more open support to trade unions can be provided without resulting in political conflicts, future interventions should consider a more pro-active engagement in cooperation with ACTRAV</p>
6	<p>Develop the cooperation with projects implemented in sending countries (ILO and non ILO)</p>	<p>MAGNET has had little encounters with projects implemented in sending countries and should develop a closer cooperation with similar programmes in Asia and Africa, e.g. with "Promoting Effective Governance of Labour Migration from South Asia (EU/ILO)", the "Tripartite Action to Protect Migrants in the ASEAN Region from Labour Exploitation" (CIDA/ILO), the "Promoting Decent Work through Improved Migration Policy and its Application in Bangladesh" (SDC/ILO), as well as ADB Initiatives on Labour Migration in GMS countries.</p> <p>Regular consultations between these projects should be organized (six-monthly meetings of all CTAs) to define the areas in which cooperation could provide an added value. It is suggested that the Senior Migration Specialists of ROAS and ROAP initiate the process of organizing the first meeting, during which the further consultation process should be defined</p>

		with one CTA taking the lead of an inter-regional ILO Labour Migration projects coordination committee.
7	Assess to what extent and how civil society can engage with the project to bring policy closer to the people	<p>By design, projects generally deal with governments, social partners and sometimes with civil society organizations without reaching out directly to the migrant workers, i.e. the end beneficiaries of such projects.</p> <p>Civil society is a key player in reaching out to potential migrant workers in the field. Civil society furthermore is well positioned to reach out to migrant workers in receiving countries, where trade union interventions are not always welcome. Different strategies are used by civil society, one of them being through religious and/or sport groups.</p> <p>The ILO has also worked very closely with Migrant Forum Asia and the Diplomacy Training programme in the regional capacity building work done with NGOs, trade unions and national human rights institutions. This 'grassroots' work is also funded at SDC and if possible, the next project should seek to find synergies with it.</p> <p>Migrant workers would benefit from being informed about the work of the ILO in defending their rights and taking action for their protection. The scope of outreach of the project could be widened to better integrate civil society in supporting the implementation of policies and regulations. Inspiration could be found in the EU project "Enhancing civil society participation in human rights management of migration and asylum in the Southern Mediterranean and Middle East".</p> <p>As a first step it is suggested to assess where and how this could be done without creating political turmoil.</p>
8	At operational level, considering human resources requirements of a further project, redefine the profiles of the implementation team in strengthening management capabilities, define adequate M&E procedures using existing ILO procedures & tools, establish a supervision body and mechanism to better monitor project performance, budget allocations and planning.	<p>Under-staffing of the project team and inadequate management arrangements have been identified as problematic and need to be reconsidered.</p> <p>The project team of a possible follow-up project needs to have stronger management capabilities as well as sufficient support staff to operate more efficiently. Close monitoring and results measurement of all activities needs to be ensured; the creation of a Project Steering Committee (SDC/ILO) should be considered as well as the creation of an Advisory Board with a core team of SDC/ILO Technical staff in which outside stakeholders (constituents, a representative or "speaker" of the research network, media) would be invited on ad hoc basis on basis of the agenda to be discussed.</p>

9	Allocate sufficient resources for Communication & Dissemination campaigns and define a clear Communication strategy in the framework of ILO's Communication policy	With a focus on research work and the intent to reach out to policy makers, the MAGNET network needs to be provided with sufficient resources to disseminate information and recommendations to the different target groups. PANOS has initiated an important relationship with the media; if the cooperation with an external communication company is to be continued, a closer cooperation with the project team and with the ROAS Communication Department in Beirut needs to be developed.
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## Appendices

## Appendix 1: Lessons learned templates

### ILO Lesson Learned 1

**Project Title: Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)& Regional Advocacy Strategy on ILO's Domestic Workers Convention in the Arab States (C189)**

**Project TC/SYMBOL: RAB/12/05/SDC & RAB/12/01/SDC**

**Name of Evaluator: Pierre Mahy      Date: March 2015**

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	The design and implementation of a project needs to be more comprehensive than just adding different activities and components to each other without clear linkages; this applies to the overall approach, to the definition of responsibilities, to the interaction between different parties involved as well as to the allocation of resources.
<b>Context and any related preconditions</b>	Despite a well balanced structure of the project, its design lacks precision in defining linkages between activities and outputs, as well as linkages between the different components. The overall design does not reflect how the project feeds into the mandate of the ILO and supports the work of the technical departments of the ILO. The project budget does not provide a clear breakdown between the different components; priorities in implementation are not identifiable from the project documents.
<b>Targeted users / Beneficiaries</b>	ILO & project designers (for preparation of further project documents) and migrant workers (as final beneficiaries of well designed project interventions).
<b>Challenges /negative lessons - Causal factors</b>	The challenge of implementing projects with multiple components is to link them to each other in order to avoid the “patchwork” effect which typically hampers the generation of a meaningful impact; e.g. research undertaken without a clear vision and priorities did not link with all ILO initiatives and limited the consultation process and the cooperation between the project and technical departments.
<b>Success / Positive Issues - Causal factors</b>	The weaknesses in the project design have been recognized by all parties involved and will be taken into consideration for the design of future interventions, in particular for a second phase of MAGNET.

<p><b>ILO Administrative Issues (staff, resources, design, implementation)</b></p>	<p>Earlier and on-going projects, of which MAGNET, have provided the necessary background information and experience to design a well-balanced project which addresses issues at a regional level in a coherent way.</p>
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## ILO Lesson Learned 2

**Project Title: Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)& Regional Advocacy Strategy on ILO’s Domestic Workers Convention in the Arab States (C189)**

**Project TC/SYMBOL: RAB/12/05/SDC & RAB/12/01/SDC**

**Name of Evaluator: Pierre Mahy      Date: March 2015**

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<p><b>Brief description of lesson learned (link to specific action or task)</b></p>	<p>The absence of an adequate monitoring and reporting system makes it difficult to assess the progress and the impact of a project</p>
<p><b>Context and any related preconditions</b></p>	<p>The project used the standard ILO reporting template of the Technical Cooperation Project Reports but did not define any Performance Plan to report against pre-defined milestones in implementation. The overall M&amp;E approach of the project is very weak; without a well-designed monitoring system and a Performance Plan, it is very difficult to measure whether or not there has been any change as a result of a technical cooperation intervention.</p>
<p><b>Targeted users / Beneficiaries</b></p>	<p>ILO &amp; project designers (for preparation of further project documents), CTAs of Technical Cooperation projects</p>
<p><b>Challenges /negative lessons - Causal factors</b></p>	<p>The use of a Project Performance Plan has become standard approach in ILO projects but has not been implemented by MAGNET. In absence of a Performance Plan which may have been difficult to develop in absence of a clear vision of the network, it would have been appropriate to have at least an accurate Outcome Monitoring Plan which could have been developed during implementation.</p>
<p><b>Success / Positive Issues - Causal factors</b></p>	<p>The absence of an adequate M&amp;E and reporting system has been recognized by project management and will be taken into consideration for the design of future interventions, in particular for a second phase of MAGNET</p>

<p><b>ILO Administrative Issues (staff, resources, design, implementation)</b></p>	<p>The ILO Project Performance Plan template is available in ILO “Achieving results, enhancing impact” Technical Cooperation projects” – Guide nr. 5 Performance Plan developed by PARDEV</p>
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### ILO Lesson Learned 3

**Project Title:** Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)& Regional Advocacy Strategy on ILO’s Domestic Workers Convention in the Arab States (C189)

**Project TC/SYMBOL:** RAB/12/05/SDC & RAB/12/01/SDC

**Name of Evaluator:** Pierre Mahy      **Date:** March 2015

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<p><b>Brief description of lesson learned (link to specific action or task)</b></p>	<p>The flexibility in implementation resulting from an incomplete project design and facilitated by the absence of an oversight mechanism sometimes results in positive achievements, but needs to be limited to ensure better coherence of all components and closer interaction with other key actors of the ILO</p>
<p><b>Context and any related preconditions</b></p>	<p>A major weakness in the project design is the absence of a Project Steering Committee (PSC) which would have provided guidance to the CTA and ensured better oversight on project planning and implementation. Interesting results have been achieved, but not in full coordination with all Technical Departments of the ILO. More could have been done by the project in adopting a more cooperative approach which a PSC could have actively encouraged.</p>

<b>Targeted users / Beneficiaries</b>	Project management / ILO
<b>Challenges /negative lessons - Causal factors</b>	In absence of oversight structures, the MAGNET project has been implemented in an insufficiently synchronized way, leaving the potential benefits of technical support aside in several cases. Several initiatives have been taken by the CTA without prior approval and pre-defined budget allocations.
<b>Success / Positive Issues - Causal factors</b>	None
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	As a matter of comparison with another SDC funded project implemented by the ILO, the Labour Migration project in Bangladesh has both a Project Steering Committee (Policy level) and a Project Coordination Committee (Technical/Operational level). Roles and responsibilities of both are clearly defined and a “Project Governance and Management chart” describes the supervision mechanism of the project and the ways in which the project, the PSC and the PCC interact with Governments, Trade Unions, Employers and Civil Society.

## ILO Lesson Learned 4

**Project Title: Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)& Regional Advocacy Strategy on ILO’s Domestic Workers Convention in the Arab States (C189)**

**Project TC/SYMBOL: RAB/12/05/SDC & RAB/12/01/SDC**

**Name of Evaluator: Pierre Mahy      Date: March 2015**

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	Setting up a network of researchers requires a clear vision, a strategic plan to be developed and a consistent management to make the best use of its potential to reach out to target groups

<b>Context and any related preconditions</b>	The network convened on two occasions to define the scope of work, but the results of these meetings were found to be disappointing by members of the network as no clear vision could be defined of what the MAGNET network is all about. The lack of vision and of priorities combined to the reported management weakness has led to the indifference of some network members who consider it to be a missed opportunity.
<b>Targeted users / Beneficiaries</b>	ILO / Project management
<b>Challenges /negative lessons - Causal factors</b>	The link between information resulting from the research work and policy formulation is not established. Research studies have mostly been prepared by external consultants and not by the members of the network. The nature of the different studies reflects a lack of vision and of priorities; these could have been better defined to support different initiatives of the ILO, but the consultation process between the project and technical departments of the ILO, in particular with Workers' and Employers' activities, is not strongly established.
<b>Success / Positive Issues - Causal factors</b>	The work process implied by the research component required multiple consultations with government officials at different levels (technical officers and decision-makers); the interaction of MAGNET with government officials has opened doors to the ILO to engage more intensively with governments
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	In future projects involving research networks and/or in a second phase of MAGNET, a Roadmap should be designed defining the possible strategies to reach out to policy makers by means of the research/know-how component.

## ILO Lesson Learned 5

**Project Title:** Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)& Regional Advocacy Strategy on ILO's Domestic Workers Convention in the Arab States (C189)

**Project TC/SYMBOL:** RAB/12/05/SDC & RAB/12/01/SDC

**Name of Evaluator:** Pierre Mahy      **Date:** March 2015

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
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<p><b>Brief description of lesson learned (link to specific action or task)</b></p>	<p>The successful implementation of an activity does not automatically result in a measurable impact; external factors linked to political changes and to changing priorities may delay achieving objectives, reason for which policy developments and resulting practical changes need to be considered in a long-term perspective</p>
<p><b>Context and any related preconditions</b></p>	<p>The dialogue with the Prime Minister's office in Yemen has contributed to the formulation of the National Youth Employment Plan; MAGNET provided input for the preparation of the situation analysis. The project also provided input into the revision of anti-trafficking legislation, but the process is stalled due to the volatile political situation in the country.</p>
<p><b>Targeted users / Beneficiaries</b></p>	<p>ILO / Constituents / Project Management</p>
<p><b>Challenges /negative lessons - Causal factors</b></p>	<p>Operating in a region with a volatile political climate can hamper the successful implementation of a project and requires flexibility to adapt to changing circumstances.</p>
<p><b>Success / Positive Issues - Causal factors</b></p>	<p>The commitment of governments creates the basis for perceptible results to be achieved.</p>
<p><b>ILO Administrative Issues (staff, resources, design, implementation)</b></p>	<p>n/a</p>

## Appendix 2: Good practices templates

### ILO Emerging Good Practice 1

**Project Title:** Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)& Regional Advocacy Strategy on ILO’s Domestic Workers Convention in the Arab States (C189)

**Project TC/SYMBOL:** RAB/12/05/SDC & RAB/12/01/SDC

**Name of Evaluator:** Pierre Mahy

**Date:** March 2015

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element Text	
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<p><b>The avoidance of confrontational dialogues in sensitive environments.</b> Governance of labour migration and the protection of migrant workers are sensitive issues in several countries in the region, in particular in GCC countries.</p> <p>The project, in cooperation with other ILO departments, engaged with government officials in these countries on labour migration in the framework of labour market and/or employment policy related issues, anti-trafficking issues, etc. which governments are interested to discuss and for which ILO know-how is well received.</p>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<p>The regular strategy of the ILO is based on the tripartite approach. Governments, workers’ and employers’ organizations all have an essential role to play in the development and the improvement of labour migration protection mechanisms, but constituents are not present in all countries, in particular not in the countries where governance of labour migration is not openly discussed by governments. This has been the case in Kuwait and in the UAE where the project engaged with governments on less sensitive issues.</p>
<b>Establish a clear cause-effect relationship</b>	<p>The cooperation of all constituents allows progress to be made in improving policies and processes but alternative ways have to found when “normal” circumstances do not prevail</p>
<b>Indicate measurable impact and targeted beneficiaries</b>	<p>The impact appears when labour migration issues are being considered in official government policies or strategies (e.g. National Development Plan in Kuwait). Beneficiaries are government officials in target countries</p>
<b>Potential for replication and by whom</b>	<p>Similar approaches can be adopted in the other GCC countries and/or countries with similar environments.</p>
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</b>	<p>The project links to several Outcomes of the Strategic Framework and to the ILO Global Programme and Budget 2010-2011 and 2012-2013, in particular Outcomes 7, 10, 15 and 18</p>

Other documents or relevant comments	n/a
<p><b>ILO Emerging Good Practice 2</b></p> <p><b>Project Title: Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)&amp; Regional Advocacy Strategy on ILO’s Domestic Workers Convention in the Arab States (C189)</b></p> <p><b>Project TC/SYMBOL: RAB/12/05/SDC &amp; RAB/12/01/SDC</b></p> <p><b>Name of Evaluator: Pierre Mahy</b> <span style="float: right;"><b>Date: March 2015</b></span></p> <p>The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.</p>	
<b>GP Element Text</b>	
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p><b>The focus on gender issues.</b></p> <p>The focus on domestic work under Outcome 4 has provided the opportunity to test gender-sensitive approaches in the development of migration governance models. Under the research and policy component (Outcome 1) Domestic Work is the occupation chosen to qualify gender sensitive vulnerabilities of women migrants.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>National gender policies and strategies in the region, when they exist, focus mainly on preventing gender-based discrimination, combating gender-based violence, and strengthening the economic empowerment of women. Several countries focus on work-life balance (Bahrain, Jordan) or enhancing gender diversity (Bahrain, Jordan, Lebanon). Yet, while relatively broad, the strategies tend to either focus narrowly on protecting women’s status related to their maternal functions and reproductive roles, or lack specific gender equality standards, principles and objectives</p>
Establish a clear cause-effect relationship	<p>Output 1.4 under the Policy component aimed at the development of “<i>Recommendations for gender-sensitive labour migration policy</i>”.</p>
Indicate measurable impact and targeted beneficiaries	<p>To which extent the gender focused activities have resulted in changed processes and/or attitudes would need to be analyzed in the framework of a comprehensive impact assessment</p>
Potential for replication and by whom	<p>All projects, all countries</p>
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	<p>The gender approach falls in line with the ILO Action Plan for Gender Equality (2010-2015) and the ILO’s 1999 policy on gender equality.</p>
Other documents or relevant comments	<p>The project has contributed to the preparation of a Regional Strategy on Domestic Workers</p>

### ILO Emerging Good Practice 3

**Project Title: Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)& Regional Advocacy Strategy on ILO’s Domestic Workers Convention in the Arab States (C189)**

**Project TC/SYMBOL: RAB/12/05/SDC & RAB/12/01/SDC**

**Name of Evaluator: Pierre Mahy**

**Date: March 2015**

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element Text	
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<b>The cooperation with other projects in the region.</b> The project cooperated with the PAVE project, to deliver a joint training programme for Governments, the social partners and the civil society on anti-trafficking issues, with CARITAS Lebanon to design and develop a research initiative on Access to Justice, with ILO Cairo to design a joint component of a Project replicating advisory services on the migration policy to the context of Egypt, with the Work in Freedom project (DFID funded) to implement a survey on knowledge and attitudes of employers of domestic workers in Jordan and with the EU-funded South Asia Labour Migration project (implemented by ILO) focusing on GCC countries from the perspective of sending countries.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	ILO implements a number of projects directly and indirectly dealing with labour migration and cooperation among those projects needs to be further promoted and encouraged.
<b>Establish a clear cause-effect relationship</b>	The initiatives to cooperate with other projects have resulted in the organization of common activities.
<b>Indicate measurable impact and targeted beneficiaries</b>	Joint activities result in the optimization of resources, avoids duplicating efforts and directly benefits to the migrant workers
<b>Potential for replication and by whom</b>	All countries, all projects. CTAs of all projects need to be brought together to develop closer cooperation
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</b>	All projects link to the Outcomes of the Strategic Framework and to the ILO Global Programme and Budget 2010-2011 and 2012-2013. ILO has the ability to develop and coordinate national and regional approaches which offers the advantage to promote an efficient exchange of information as well as the cooperation between tripartite constituents in all countries
<b>Other documents or relevant comments</b>	

## ILO Emerging Good Practice 4

**Project Title: Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)& Regional Advocacy Strategy on ILO’s Domestic Workers Convention in the Arab States (C189)**

**Project TC/SYMBOL: RAB/12/05/SDC & RAB/12/01/SDC**

**Name of Evaluator: Pierre Mahy**

**Date: March 2015**

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

### GP Element Text

<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<b>The consolidation of knowledge on labour migration issues.</b> Although research work has not followed a precise plan of action, the knowledge base on labour migration issues has been enriched through the preparation of research studies, the implementation of surveys, the development of the data base and the gathering of experienced resource persons at different events
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	There are no limitations to undertake research work, but in order to maximize its value, research work has to be undertaken with a clear vision and with defined priorities.
<b>Establish a clear cause-effect relationship</b>	Research work feeds into policy if reaching out to target groups in a well-organized and defined way. Research can also lead to the development of strategies.
<b>Indicate measurable impact and targeted beneficiaries</b>	Research work undertaken has brought new ideas for policy considerations and also enhanced the attention and priority given to the protection of migrant workers.
<b>Potential for replication and by whom</b>	Research work can be undertaken under any circumstances, but the sustainability of deliverables always lies in the developments which follow the dissemination of research studies and papers and the actions taken by governments to implement recommendations.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</b>	The project has also contributed to the development of a Regional Strategy for Migrant Domestic Workers which was not existing before
<b>Other documents or relevant comments</b>	n/a

## ILO Emerging Good Practice 5

**Project Title:** Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET)& Regional Advocacy Strategy on ILO's Domestic Workers Convention in the Arab States (C189)

**Project TC/SYMBOL:** RAB/12/05/SDC & RAB/12/01/SDC

**Name of Evaluator:** Pierre Mahy

**Date:** March 2015

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

### GP Element Text

<p><b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b></p>	<p><b>The involvement of the media</b></p> <p>Communication is a very important tool for the dissemination of information. The involvement of PANOS (communication institute sub-contracted by the project) did not generate a passionate welcome upon inception, but the work delivered has generated new opportunities with the media which offer potential for further development</p>
<p><b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b></p>	<p>The cooperation with the media beyond the regular communication policy and strategy of the ILO was an innovative approach in the region. Press freedom is not an obvious reality in all countries of the region and the selection of target journalists was a limitation implied by national restrictions imposed on the press.</p>
<p><b>Establish a clear cause-effect relationship</b></p>	<p>Journalists have been ‘trained’ on different topics related to labour migration, trafficking, etc. with the intention to deliver the right messages to the public in a more informed way.</p>
<p><b>Indicate measurable impact and targeted beneficiaries</b></p>	<p>PANOS intensively worked with Al Jazeera in order to engage with a global media network; their efforts led to the signature of a MoU between PANOS and Al Jazeera (English) in the framework of which a workshop with the ILO could be organized in Geneva. This workshop created the basis for a closer cooperation between the ILO and Al Jazeera; in December 2014, the Chief of MIGRANT was invited to speak live about on-going discussions related to the protection of migrant workers. Al Jazeera online broadcasted photos which had been commissioned under the MAGNET project on International Migrant</p>
<p><b>Potential for replication and by whom</b></p>	<p>Communication is an important tool to disseminate information and results of research work in order to reach out to target groups. Projects need to have comprehensive communication strategies and plans.</p>

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

## Appendix 3: Terms of Reference for the Evaluation

### Independent Final Evaluation

*RAB/12/05/SDC*

*RAB/12/01/SDC*

#### 1. KEY FACTS

<b>TC Symbol:</b>	MAGNET: RAB/12/05/SDC C189: RAB/12/01/SDC
<b>Project titles:</b>	Improving the governance and protection mechanisms for labour migration in the Middle East (MAGNET) Regional Advocacy Strategy on ILO's Domestic Workers Convention in the Arab States (C189)
<b>Technical field:</b>	MIGRANT
<b>Administrative unit:</b>	Regional Office for the Arab States (ROAS)
<b>Technical Backstopping Unit:</b>	ROAS
<b>Collaborating ILO Units:</b>	SAP-FL, NORMES, ACTRAV, STATS, DCOMM, LABOURLAW, COOP
<b>Evaluation requirements:</b>	End of project independent evaluation
<b>Donor:</b>	Swiss Agency for Development and Cooperation (SDC)
<b>Budget:</b>	MAGNET: 2.5 million USD C189: 0.5 million USD

#### 2. BACKGROUND INFORMATION

The International Labour Organisation (ILO) is implementing two technical cooperation projects to improve the governance of labour migration, with a focus on low-skilled women and men migrant workers in different occupational classes through research and advisory services of different type and scope. The two projects work in tandem and are titled:

1) Improving the governance and protection mechanisms for labour migration in the Middle East (hereafter referred to as MAGNET)

2) Regional Advocacy Strategy on ILO's Domestic Workers Convention in the Arab States (hereafter referred to as C189)

The development objective of these projects is to ensure decent work opportunities for men and women migrant workers, in order to allow them in turn to contribute to the development of their respective countries of origin and destination.

The MAGNET project has three major outcomes:

- Outcome 1: enhanced information and mechanisms available for the formulation of labour migration policy;
- Outcome 2: better protection and services are extended to migrant workers through the increased capacity of trade unions, civil society organisations and the media;
- Outcome 3: Governments develop effective mechanisms to respond effectively to cases of forced labour and trafficking.

The C189 project was developed in conjunction with MAGNET, and acts as its main advocacy vehicle on the critical issue of rights and protection for domestic workers, it has one main outcome:

- The Governments and the social partners acquire the capacity to formulate and implement reforms which are in line with the provisions of ILO Convention 189 and its accompanying recommendation No.201

MAGNET and C.189 focus on regional data management, research and policy reform; service delivery to migrant workers; and capacity training programmes for key stakeholders. It coordinates with on-going regional activities on forced labour and human trafficking and in order to increase impact, MAGNET and C.189 are embedded in the broader Technical Cooperation Programme of ROAS.

Both projects have a regional focus, specifically on three clusters of countries:

1) Lebanon and Jordan, countries currently characterized by high incidence of forced migration brought about by the Syrian refugee crisis, as well as of migrant domestic workers;

2) The Gulf Cooperation Council (GCC) member states (i.e. Bahrain, Kuwait, Oman, Qatar and the U.A.E.) that are countries where the dramatic dependency on foreign labour makes migration governance touching upon all main spheres of public policy;

3) Yemen, a country currently experiencing a degree of social unrest that also makes migration governance, in its own way, central to public policy.

By promoting a human rights approach to labour migration, the ILO has encountered difficulties in providing advisory services to countries on this topic, especially the GCC states, as well as strong shortcomings on freedom of association and collective bargaining for workers and especially migrant workers in the region have influenced the implementation arrangements of the project.

At the time of preparation of this TOR, both projects are in their 20<sup>th</sup> month of implementation, over a total duration of 24 months, with a start date originally planned for December 2012 and end date November 2014. However, due to delays in the recruitment of a Chief Technical Adviser, actual start date was in May 2014. Consequently, and given the planned duration of the project, agreement was reached with the donor to provide a no-cost project extension set till May 2015.

## **ILO's Comparative Advantage**

Most migration around the world is done for the purpose of employment. As such, the ILO has an important role to play in the field of labour migration. In the Arab region, and specifically in the GCC countries, the incidence of migrant labourers in the labour force can be up to five times that of national labour force. The ILO's comparative advantage can be summed up as follows: i) It has the technical know-how and skills to ensure a fair migration deal for both workers and employers' alike, ii) It has the normative framework and field presence/experience to engage substantively in this area. iii) Its tripartite structure allows the ILO to engage with all the parties involved in the world of work, iv) ILO has seized major 'political' opportunities recently, e.g. by Chairing the Global Migration Group in 2014, and as a result, is seen as a lead UN agency on labour migration, v) ILO has also had major 'wins' recently – e.g. new ILO Protocol on Forced Labour – thereby placing it centre-stage in policy discussions on combatting forced labour and trafficking for labour exploitation.

All sectors of ILO – standards, employment, social protection and social dialogue – work on labour migration within its overarching framework of “decent work for all”. ILO's International Migration Branch (MIGRANT) adopts a rights-based approach to labour migration and promotes tripartite participation (governments, employers and workers) in labour migration policy, in accordance with the ILO's fair migration agenda, which was put forward by the Director General at endorsed by ILO's tripartite constituents at International Labour Conference in 2014. In 2001, ILO's Governing Body also established the Special Action Programme to Combat Forced Labour (SAP-FL) under the 1998 Declaration on Fundamental Principles and Rights at Work (DECLARATION), with the mandate to contribute to the global knowledge base and reinforce the capacity of ILO constituents and other stakeholders to eliminate forced labour. Since then, SAP-FL has provided technical support through more than 50 field projects, thereby developing expertise in working with tripartite constituents.<sup>10</sup>

Under the ILO's Strategic Policy Framework (2010-2015), the protection of migrant workers, the elimination of forced labour and trafficking and the promotion of equitable working conditions of women and men have been identified as three of the nineteen global corporate outcomes. This strategic approach reflects ILO's focus on long-term development goals, based on standard setting and emphasis on policy change, rather than quick fix solutions. The ILO has several technical cooperation projects on migration underway in Lebanon and Jordan, which seek to strengthen the policies of the Government and other key stakeholders to better protect migrant workers. In Lebanon, the European Commission funded the “Action programme for protecting the rights of women migrant domestic workers” known as PROWD. This project which focused on women migrant domestic workers and ended in December 2014.

In Jordan, a similar project was funded by the US Department of State, and focused on domestic workers, as well as apparel and construction workers. Currently, two similar projects are still on-going in the region, the United Kingdom Department for International Development (DFID) funded Work in Freedom project, operating in Jordan and Lebanon, and the European Commission funded Global Action Programme on Migrant Domestic Work. In addition, the ILO is relying on its regular budgetary funds to support the Ministry of Labour in Jordan in the reform of the country's labour migration governance and labour inspection system. It is also in partnership with the International Finance Corporation to implement Better Work Jordan, which is a joint programme launched in February 2008. It aims to improve competitiveness of the garment industry by improving compliance with Jordanian labour law and the ILO's core labour standards, and enhancing economic performance at the enterprise level.

The ILO has also begun implementing a workers' literacy project in the region. This initiative, which is being spearheaded by the ILO's Bureau for Workers' Activities (ACTRAV), aims to design and validate a socioeconomic and legal literacy training programme for workers and their organizations in line with

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<sup>10</sup> It has developed a range of products, including handbooks and training tools for legislators; judges; labour inspectors; and e-learning modules for law enforcement on identification and investigation of forced labour cases.

the ILO's fundamental principles and rights at work. In addition, it seeks to promote evidence-based policy analysis, as well as develop a network of socioeconomic and legal expertise for support of workers' organizations. Moreover, ACTRAV has also been working to promote regional and inter-regional cooperation of trade unions on labour migration.

At the regional level, the ILO has undertaken qualitative research to better assess the processes of human trafficking for labour and sexual exploitation, which also benefited from core funding from the SDC. The ILO was involved in other research initiatives recently, including preparation of a paper that assesses the lack of reforms of the *kafala* system and another study that looks into the respective living and working conditions of migrant workers in Kuwait and the UAE. The latter study was carried out in collaboration with the University of Sharjah in the UAE and the Kuwait Economic Society in Kuwait. The ILO has relied on this research and its normative framework to participate actively in global and regional intergovernmental forums, including the Global Forum on Migration and Development, the Abu Dhabi Dialogue and the Colombo Process.

### **Management Set-Up**

Both projects are managed by ROAS and technically supported by the Decent Work Team based in Beirut. They coordinate with technical units in Geneva, including MIGRANT, SAP-FL, GED, NORMES, SKILLS, INWORK, STATS as well as ACTRAV and DCOMM. Progress is reported to the ILO's Regional Director based in Beirut.

ILO has recruited a Programme Coordinator (May 2013) and a National Officer (February 2014) (as well as a Programme Administrative and Finance Assistant) to implement the activities of both MAGNET and C.189. Both persons are based in ILO's Regional Office for the Arab States in Beirut, and have received extensive support from the PROGRAMME unit. Both projects have employed external consultants to deliver specific activities including work related to Media/communication and research. In the specific case of MAGNET, extensive technical backstopping has been provided by departments in HQ and by specialists based in the Decent Work Team in Beirut.

### **Major milestones achieved**

To date, a number of milestones have been achieved, intended as steps towards the achievement of the immediate objectives.

- I. Outcome 1: Towards improving information and mechanisms available for the formulation of a migration policy:
  - A 'Migration and Governance Network' (MAGNET) consisting of leading researchers and academic institutions from the Arab region is established and operational. A research agenda was set during an induction consultation;
  - A first thematic consultation on recruitment processes was organized together with lead international experts in the field with the aim of i) articulating the position Arab States should have on recruitment, in the discourse and policy field; and ii) developing research plan that will help inform discourse and policy;
  - Industrial policy approaches are being adapted to the GCC context, exploring linkages between the development model and migration with policy makers;
  - A study on youth and migration challenges in Yemen was taken as main input of situation analysis of the National Action Plan on Youth Employment and findings of the validated with national constituents in Beirut;
  - High level consultations to formulate a national migration policy in Kuwait were conducted with relevant line ministries, Ameri Diwan and planning commission;
  - Operational indicators on forced labour and trafficking designed along with an operational definition agreed upon with relevant counterparts, survey under implementation on employers' needs and perspectives in the domestic work sector (Jordan);
  - As a follow-up to Abu Dhabi Dialogue, experts Meeting on 'Realising a Fair Migration Agenda: Labour flows between Asia and the Arab States' in Kathmandu on 3-4 December 2014 (see attached agenda and outcome paper).

- Five papers prepared on the challenges identified in Asia-Arab States labour flows and shared with participants to the Kathmandu meeting; on the subjects of fair recruitment, decent employment and working conditions; recognizing the skills of potential and returning workers; increasing the development impact of migration; and effective partnerships.
- II. Outcome 2: Better protection and services extended to migrant workers, through the increased capacity of trade unions, civil society organizations and the media:
- The trade unions of South Asia and the Middle East agreed to a broad strategic framework, entitled the *Kathmandu Plan of Action*, which defines key priorities for them in the field of labour migration;
  - The ILO and Institute PANOS Paris launched the media initiative in January 2014 and engaged with editors in chief from both South Asia and the Middle East. Journalists reporting from Jordan have also received training on better reporting for cases of human trafficking and forced labour. ILO and PANOS also jointly partnered on a training event with Al-Jazeera;
  - A working agreement with VIVERE is under implementation, and its activities in the Gulf have led to over 100 of women being provided with immediate support upon repatriation to their home countries in Eastern Europe;
  - Photo-reportage of migrant workers on their day off in Jordan and Lebanon published for International Migrants' day 2014.
  - Newsletter for MAGNET published on a quarterly basis and disseminated to stakeholders.
- III. Outcome 3: Governments develop mechanisms to respond effectively to cases of forced labour and human trafficking:
- Findings of the access to justice study for migrant domestic workers in Lebanon were validated with Law Enforcement Officers, relevant infographics and media products were developed and disseminated.
  - A global research initiative on labour dispute resolutions aimed to increased access to justice of migrants was designed to determine the ability of migrant workers to access justice both in the destination countries in the Middle East and in the countries of origin with the view of reforming bottlenecks in national laws and other institutions.
  - Training modules for law practitioners on improved access to justice in Lebanon based on the ILO study have been developed and being carried out in partnership with Caritas and Konrad Adenauer Stiftung foundation. ILO and the International Organization for Migration(IOM) have joined forces to develop a training programme on human trafficking in the region. To date, three joint training sessions have been implemented with counterparts, with a special focus on the identification of potential victims of human trafficking;
  - An operational partnership with the Ministry of Human Rights in Yemen has been established and research and policy dialogue initiatives are being designed.
  - In collaboration with the Standards specialist at ILO ROAS, MAGNET is carrying out research on dispute resolution mechanisms in Lebanon and Oman.
- IV. Outcome C.189: The Governments and the social partners acquire the capacity to formulate and implement reforms which are in line with the provisions of ILO Convention 189 and its accompanying recommendation No.201:
- Adapted global awareness-raising products to the region in synergy with ILO HQ Task Force;
  - Regional conference in Istanbul to share good practices and lessons learned from the region, in collaboration with PROWD, ILO HQ and GAP-DW;
  - Peer-to-peer national training in Kuwait and Jordan to familiarize government officials with the content of C.189 and R.201 and identify gaps and challenges in national frameworks;
  - Provision of specific technical comments on Jordan's legislation for domestic workers;
  - Technical support to NGO initiative which will explore employers' perspectives and attitudes toward domestic workers and the kafala system in Kuwait;
  - A Learning programme for national labour inspectorates to monitor the domestic work sector has been designed;

- Adapting the ILO global guidelines for inspection of the domestic work sector to the Arab context and institutions, followed by pilot testing in one or more selected countries;
- A study on organising domestic workers was conducted, covering Lebanon, Jordan, and Kuwait, and identifying legal entry points for organizing domestic workers. The study has a special focus on the opportunities and challenges of creating cooperatives for migrant domestic workers in each of the three countries covered by the study. Findings were validated and shared with stakeholders through a 2-day roundtable discussion in Amman-Jordan.
- Identification of legal entry points for organizing domestic workers in Lebanon, Jordan and Kuwait, findings validated and shared with stakeholders through a 2-day roundtable discussion in Amman-Jordan.
- Cost-effectiveness assessment of HIV related restrictions for migrant workers.
- In Kuwait, qualitative research on employers' perspectives of domestic workers and employers' interest to organize is being implemented.
- "Cooperating out of isolation: the case of migrant domestic workers in Kuwait, Lebanon and Jordan" research paper and workshop to bring to the region new knowledge on global organizing experiences of domestic workers.

### ***Evaluation and reviews***

ILO's established procedures for technical cooperation projects are followed for monitoring, reporting and evaluation of the project throughout the project cycle and at different stages of project execution. Specific components of the ILO's M&E plan include a multi-layered logical framework and work plan to measure the timely achievement of results at the activity and output level as well as change at the outcome and development objective level; a baseline and monitoring component to determine the current and required situation, and to monitor, document and report on achievement of change in the target population; and an evaluation component to verify the project's contribution towards the achievements of both outputs and outcomes.

A quarterly review by the project team is used to monitor the work plan and expenditures, and sets the agenda of monitoring meetings with the donor and ILO senior management that also takes place approximately every three months. Monitoring and evaluation of individual objectives and activities based on indicators in the logical framework feed into the progress reports. Four progress reports were submitted so far and are attached to this terms of references.

## **3. PURPOSE AND SCOPE OF THE EVALUATION**

### **Purpose**

- A final independent evaluation will be conducted to examine the efficiency, effectiveness, relevance, potential impact and sustainability of the project. The evaluation report shall reflect findings from this evaluation on whether the project has achieved its stated objectives, produced the desired outputs, and the extent to which it realized the proposed outcomes. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned with recommendations for ILO's considerations in the design of a the second phase of MAGNET and C.189 in line with the donor's comments to the progress report submitted in July 2014.
- The evaluation will comply with the ILO evaluation policy, which is based on the United Nations Evaluation Norms and Standards and the UNEG ethical guidelines will be followed.

### **Scope**

- The evaluation will cover the MAGNET project in all its outcomes and in its entire duration. In addition, the scope of the evaluation will include the C189 project as a fourth outcome (See progress report of December 2014), since the two projects are considered by the donor as

- interdependent, and the ILO is required to report on progress of both projects in a consolidated format.
- In addition, the scope will cover the multiple geographical dimensions of MAGNET: i) Regional (League of Arab States), ii) sub-regional (GCC Council) and iii) national (as described in the previous section). However, travel will be limited to 3 countries: Lebanon, Jordan, and Bahrain (with participation of GCC countries).
  - The independent evaluation will take place between February and May 2015, with a two and a half weeks evaluation mission to collect information from different stakeholders. This mission will tentatively take place during the second half of February 2015.
  - The evaluation will integrate gender equality as a cross-cutting concern through-out its methodology and all deliverable, including the final report.
  - Primary users of the evaluation mainly consist of ILO ROAS, the ILO constituents in targeted countries, and the donor. Secondary users include other project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation (MIGRANT, SAP-FL, ACTRAV, NORMES, STATS, LABOURLAW, COOP).

## 5. EVALUATION CRITERIA AND QUESTIONS

The evaluation utilises the standard ILO framework and follows its major criteria:

- Relevance and strategic fit – the extent to which the objectives are aligned with sub-regional, national and local priorities and needs, the constituents’ priorities and needs, and the donor’s priorities for the project countries;
- Validity of design – the extent to which the project design, logic, strategy and elements are/ remain valid vis-à-vis problems and needs;
- Efficiency - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources;
- Effectiveness - the extent to which the project can be said to have contributed to the development objectives and the immediate objectives and more concretely whether the stated outputs have been produced satisfactorily; in addition to building synergies with national initiatives and with other donor-supported projects, project visibility;
- Impact - positive and negative changes and effects caused by the Project at the sub regional and national levels, i.e. the impact with social partners and various implementing partner organisations;
- Effectiveness of management arrangements; and
- Sustainability – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion; the extent to which the knowledge developed throughout the project (research papers, manuals and other tools) can still be utilized after the end of the project to inform policies and practitioners,

Relevance and strategic fit:

- How does the project’s approach fit the on-going trends and patterns of labour migration in the selected countries?

- How do project's objectives fit under the ILO Decent Work Country Programmes for countries where it exists (Jordan, Yemen transition framework) and broader development frameworks (UNDAF) as well as UNCT programming documents?
- How do the project objectives respond to SDC priorities in targeted countries?
- How did the intervention's design and implementation contribute (or not) toward the ILO goal of gender equality, international and regional gender equality conventions, and national gender policies and strategies?
- Are the project objectives aligned with tripartite constituents objectives and needs? How does the Project deal with shortcomings of tripartism characteristic of the region? How are inter-regional aspects of representation of migrant workers taken into account by the Project?

Validity of design:

- Is the project strategy and structure coherent and logical (what are logical correlations between objective, outcomes, and outputs)?
- Were project assumptions realistic; did the project undergo a risk analysis and design readjustment when necessary?
- Does the project make use of monitoring and evaluation framework? Is data regularly collected for direct assistance initiatives, if any?
- How appropriate and useful are the indicators described in the project document in assessing the project's progress? If necessary, how should they be modified to be more useful? Are indicators gender sensitive? Are the means of verification for the indicators appropriate?

Effectiveness:

- Has the project achieved the planned outcomes? (analysis of achievements and challenges by outcome is required, with attention viz outcome indicators as policy milestones) In cases where challenges were faced, what intermediate results can be reported towards reaching the outcomes?
- To what extent did the project build synergies with national initiatives and with other donor-supported projects, with reference also to initiatives in the North Africa, Ethiopia, South East Asia, and South Asia regions?
- What, if any, alternative strategies would have been more effective in achieving its objectives?
- What are the overall achievements of the research network (in particular its composition, the research produced and its publication and dissemination). Have the priorities defined been implemented? Have the different consultations been set up strategically with clear objectives? What remains after two years?
- How effective was the communication strategy in increasing the project visibility in the media at national, regional and global levels?
- What unintended outcomes can be identified?

Sustainability:

- Are project achieved results likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the project?- How will activities and/or management structures be financed when the project ends?

Efficiency:

- To what extent have project activities been cost-effective?
- To what extent has the project been able to build on other ILO or national/regional initiatives and create synergies in cost sharing?

Effectiveness of management arrangements:

- What was the division of work tasks within the project team and has the use of local skills been effective?
- Has the project received adequate technical and administrative support/response from the ILO departments and units?

Impact orientation:

- What is the likely contribution of the project initiatives, including the innovative approaches and methodologies piloted, to the stated development objective of the intervention including on labour migration governance?

Lessons learned:

- What good practices can be learned from the project that can be applied to a second phase of this project or similar future projects ?
- What should have been differently implemented?

## 6. METHODOLOGY

An independent evaluator will be hired by the ILO to conduct the evaluation.

The evaluation will be conducted through:

### 1- Desk Review:

The evaluator will review project background materials before conducting any interviews or trips to the countries.

2-Briefing: The evaluator will have an initial consultation with the ILO specialists and support staff in ROAS and Geneva. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the inception and final report.

Following the initial briefing, the desk review and the inception report, the evaluator will have a mission to Lebanon, Jordan and Bahrain, and have meetings with constituents/stakeholders together with interpreters supporting the process if needed.

### 3-Individual Interviews and/or Group Interviews:

Individual or group interviews will be conducted with the following:

- a) Project Staff / consultants that have been active/hired on MAGNET/C. 189.
- b) ILO ROAS DWT Senior Specialists in Migration, Gender, Employers' and Workers' Organizations, ILO ROAS RPS and DRD.
- c) ILO Headquarters technical departments;
- d) SDC representatives in Amman and Bern;
- e) Interviews with national counterparts (government, public institutions, social partners, IPs, etc.);
- f) Interviews of direct and indirect beneficiaries;
- g) Other international agencies working in the relevant fields.
- h) MAGNET research network members

4-Debriefing: Upon completion of the missions, the evaluator will provide a debriefing to the Project teams, ILO DWT and HQ on the evaluation findings, conclusions and recommendations towards the beginning of March in Beirut at ROAS. . The evaluator will also debrief stakeholders to validate results.

## 7. MAIN DELIVERABLES

The main outputs of the evaluation consist of the following:

- Deliverable 1. Inception report
- Deliverable 2. Draft evaluation report
- Deliverable 3. Stakeholder debrief and PowerPoint Presentation (PPP)
- Deliverable 4. Final evaluation report with executive summary (report will be considered final after an additional review by EVAL. Comments will have to be integrated).
- Translation of the final report to Arabic (Project team)

#### INCEPTION REPORT:

The evaluator will draft an Inception Report, which should describe, provide reflection and fine-tuning of the following issues:

- project background
- purpose, scope and beneficiaries of the evaluation
- evaluation criteria and questions
- methodology
- main deliverables
- management arrangements and work plan.

The inception report should be short, but comprehensive, not exceeding 5 pages.

#### FINAL REPORT:

The final version of the report will follow the below format and be in a range of 30-35 pages in length, excluding the annexes:

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions
8. Status of outcomes
9. Overall findings
10. Lessons Learned
11. Conclusions
12. Recommendations
13. Annexes (list of interviews, TORs, meetings' notes, relevant country information, policies, regulations or any other documents demonstrating the impact of the project)

The quality of the report will be assessed against the EVAL Checklists 4, 5 & 6.

The deliverables will be submitted in the English language, and structured according to the templates provided by the ILO.

## **8. MANAGEMENT ARRANGEMENTS AND WORKPLAN**

### **REQUIREMENTS**

The evaluator will have experience in the evaluation of development interventions, expertise in the subject matter, an understanding of the ILO's tripartite culture, and knowledge of the region. He/she will be guided by high professional standards and principles of integrity in accordance with the guiding principles of the international evaluation professionals associations. The evaluator should have an advanced degree in social sciences, proven expertise on evaluation methods, and knowledge about labour market, skills and migration issues and the ILO approach. Full command of English will be required. Command of the national languages would be an advantage.

The final selection of the evaluator will be approved by the Regional Evaluation Focal Point in the ILO ROAS based on a short list of candidates prepared in consultations with the ILO technical specialists, EVAL, ILO HQ technical departments, etc.

### **ROLES AND RESPONSIBILITIES**

The External Evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:

- Review the ToR and provide input, propose any refinements to assessment questions, as necessary.
- Review project background materials (e.g., project document, progress reports).
- Prepare an inception report
- Develop and implement the assessment methodology (i.e. conduct interviews, review documents) to answer the assessment questions.
- Conduct preparatory consultations with the ILO REO and DWT prior to the assessment mission.
- Conduct field research, interviews, as appropriate and collect information according to the suggested format.
- Present preliminary findings to the constituents.
- Prepare an initial draft of the assessment report with input from ILO specialists and constituents/stakeholders.
- Conduct briefing on findings, conclusions and recommendation of the assessment to ILO ROAS.
- Prepare the final report based on the ILO, SDC and constituents feedback obtained on the draft report.

The ILO Evaluation Manager is responsible for:

- Drafting the ToR;
- Finalizing the ToR with input from colleagues;
- Preparing a short list of candidates for submission to the Regional Evaluation Officer, ILO/ROAS and EVAL for final selection;
- Hiring the consultant;
- Providing the consultant with the project background materials;
- Participating in preparatory consultations (briefing) prior to the assessment mission;
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents);
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report);
- Reviewing the final draft of the report;
- Disseminating the final report to all the stakeholders;
- Coordinating follow-up as necessary.

The ILO REO<sup>11</sup>:

- Provides support to the planning of the evaluation;
- Approves selection of evaluation consultant and final versions of TOR;
- Reviews the evaluation draft and final report and submits to EVAL;
- Disseminates as appropriate.

The Project Team Leaders in consultation with the Project technical back stopper are responsible for:

- Reviewing the draft TOR and providing input, as necessary;
- Providing project background materials, including studies, analytical papers, reports, tools, publications produced, and any relevant background notes;
- Providing a list of stakeholders;
- Reviewing and providing comments on the inception report;
- Participating in preparatory briefing prior to the assessment missions;
- Scheduling all meetings and interviews for the missions;
- Ensuring necessary logistical arrangements for the missions and stakeholder workshop (hotel reservations, travel, interpretation);
- Reviewing and providing comments on the initial draft report;
- Participating in debriefing on findings, conclusions, and recommendations;
- Providing translation for any needed documents: TOR, PPP, final report.
- Making sure appropriate follow-up action is taken.

### **TIMEFRAME**

The following is a tentative schedule of tasks and anticipated duration of each for the Evaluator:

- Preparation (desk research, study of project documents) - 3 days
- Preparation of interview guides, refinement of evaluation questions, inception report - 2 days
- Interviews with constituents/stakeholders, project partners in countries – 10 days
- Stakeholder debrief, PPP, and minute– 2 days
- Report writing – 6 days
- Report finalization –4 days

(A total of 27 workdays plus travel (travel cost and UN DSA) for the work of the External Evaluator).

<b>Task</b>	<b>Responsible person</b>	<b>Time</b>
Preparation of the TOR	Team/ REO/DWT	Dec-Jan
Sharing the TOR with all concerned for comments/inputs	REO	Dec-Jan
Finalization of the TOR	REO	Jan 2015
Selection of consultant and finalization	REO	Jan

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<sup>11</sup> ILO REO will manage the evaluation.

Draft mission itinerary for the evaluator + list of key stakeholders to be interviewed + Documentation	Project Team	Jan
Excoll contract based on the TOR prepared/signed	REO	Feb
Brief evaluator on ILO evaluation policy	REO	Feb
Desk Review and Inception Report	Evaluator	Feb
Evaluation Mission	Evaluator	Feb
Debrief stakeholders/Prelim results	Evaluator	March
<b>Debrief for ROAS</b>	Evaluator	March
Submitting draft evaluation report	Evaluator	March
Circulate draft for comments	REO	March
Consolidated comments on the draft report, send to the evaluator	REO	April
Finalization of the report	Evaluator	April
Review of the final report	REO	Early May
Submission of the final report to RO, EVAL	REO	Early May
Approval of the final report	EVAL	May

The list of interviews, excluding ILO staff, comprises at least 20 representatives of counterpart organizations and partners..

## 9. LEGAL AND ETHICAL MATTERS

- This independent evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- These ToRs will be accompanied by the code of conduct for carrying out the evaluation “Code of conduct for evaluation in the ILO” (See attached documents).
- UNEG ethical guidelines will be followed through-out the independent evaluation.
- The consultant will not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.

## 10. ATTACHED DOCUMENTS

- MAGNET Project Document
- C189 Project Document
- 1<sup>st</sup> Progress Report for MAGNET (November 2013)
- 2<sup>nd</sup> Progress report for MAGNET (June 2014)
- C189 Annual Progress Report (March 2014)
- 3<sup>rd</sup> Progress Report (Consolidates MAGNET and C189 implementation until 31 December 2014)
- MAGNET workplan
- C189 workplan
- Project Amendment of Approval Minute (with extension agreement)
- MAGNET newsletter

## Appendix 4: List of persons and organisations interviewed

<b>ILO ROAS</b>		
	Mr. Frank Hagemann Mr. Hans van de Glind Ms. Nathalie Bavitch Mr. Patrick Daru Ms. Rabia Jalloul Ms. Emanuela Pozzan Mr. Mustapha Said Ms. Lama Oueijan Ms. Zeina Mezher Ms. Salwa Kanaana  Ms. Joumana Karame Mr. Ali Dahhaq Ms. Dina El Beheri Ms. Nisreen Bathish Ms. Anna Engblom	Deputy Regional Director Senior Migration Specialist Evaluation Manager Senior Skills and Employability Specialist Senior Programme Officer Senior Regional Specialist – Gender Equality Senior Specialist in Workers’ Activities Senior Specialist on Employers’ Activities Ex-Project Manager of PROWD Regional Communication and Public Information Officer Programme Officer ILO National Coordinator Yemen ILO Kuwait ILO Jordan ILO Nepal
<b>Project Team</b>		
	Mr. Andrea Salvini Ms. Soraya El-Khalil Ms. Latife Reda Ms. Carla Unger Chan	Chief Technical Advisor National Project Officer Consultant Consultant
<b>ILO Geneva</b>		
	Ms. Helene Harroff Tavel Ms. Maria Gallotti Mr. Mustafa Hakki Ozel Mr. Azfar Khan Mr. Joaquim Pintano Nunes Mr. Jean-Francois Klein	MIGRANT MIGRANT ILO-Stat FPRW LAB-ADMIN (ex-Programme ROAS)
<b>ILO ROAP</b>		
	Mr. Nilim Baruah	Senior Migration Specialist
<b>SDC</b>		
	Ms. Yvonne Diallo-Sahli Mr. Pascal Raess Ms. Aya Maraqa	SDC Bern SDC Amman SDC Amman
<b>Implementation partners</b>		
	Mr. Charles Autheman Mr. Mike Hoffman	Director, PANOS President, VIVERE
<b>Government officials</b>		
	Mr. Fouad Al Ghaffari Ms. Marlene Atallah Ms. Lara Bader Mr. Abdalla Al Rashidi Mr. Hadi el Onayzi	Ministry of Human Rights (Yemen) Ministry of Labour (Lebanon) Central Administration of Statistics (Lebanon) Ministry of Social Affaires & Labour (Kuwait) Ministry of Social Affaires & Labour (Kuwait)

	Mr. Khaled Abdel Jawad Mr. Amer Al Jammal Mr. Ibrahim Al Saudi	Supreme Council of Planning & Development (SCPD) – Kuwait Department of Statistics (Jordan) Ministry of Labour (Jordan)
<b>Trade Unions</b>		
	Mr. Abdallah Hussein Mr. Castro Abdalla Mr. Abed El Rahman Al Ghanim	Bahrein Federation of Trade Unions FENASOL (Lebanon) Kuwait Trade Union Federation (KTUF)
<b>Others</b>		
	Mr. William Gois Ms. Sarah Craggs Mr. Samer Youness Mr. Mohammed Adow Ms. Najla Tabet Chahda Ms. Ekaterina Porras Sivolobova Mr. Mohammed Dito Mr. Rajai Ray Jureidini Mr. Siddig Abdelmageed Salih	Migrant Forum Asia (MFA) IOM Regional Office (Cairo) Judge (Lebanon) Al Jazeera Consultant (Ex-Caritas Lebanon) Project 189 (Kuwait)  MAGNET Network and LMRA Policy Directorate (Bahraein) MAGNET Network and Research Center for Islamic Legislation and Ethics (Qatar) Kuwait Institute for Scientific Research (KISR)

## **Appendix 5: List of documents and publications consulted**

- Terms of Reference for the Independent Final Evaluation

### **Project documents**

- MAGNET Project document
- C189 Project document
- SDC Inception report
- Logframe MAGNET (updated)
- Logframe C189 (revised in Progress Report)
- Work Plans MAGNET & C189
- Chronological background note – Evaluation purpose
- C189 Progress Report (December 2012 - November 2013)
- MAGNET Progress Report 1 (December 2012 – June 2013)
- MAGNET Progress Report 2 (July 2013 – June 2014)
- MAGNET Progress Report 3 (July 2014 – December 2014)
- Annexes to MAGNET Progress Reports 2 & 3
- MAGNET no-cost extension
- MAGNET Communication & Dissemination Plan 2015-2018
- Research Study / Policy Papers Dissemination checklist
- Monitoring Table Milestones
- Blueprint MAGNET research network

### **Reference documents**

- Regional Strategy for Decent Work for Domestic Workers in the Arab States (2015-2020)
- Access to Justice for Migrant Domestic Workers in Lebanon
- Women Migrant Domestic Workers in the Arab States
- Wages and Living Conditions of Migrant Workers in GCC Countries and Jordan
- Recruitment of Migrant Workers in Arab States
- Cooperating out of isolation (working paper)
- Current limitations to Implementation of the Migrant Worker Welfare Standards in Qatar
- Demographic and Labour Market Trends in Yemen
- Decent Work Indicators for Lebanon
- LCPS Study “Youth Employment in Lebanon – Skilled and Jobless”
- IMF Country Report on Lebanon (2014)
- Labour Market and Employment Policy in Lebanon
  
- Information available on ILO web site:  
<http://www.ilo.org/beirut/lang--en/index.htm>
  
- Facebook communication links:  
<https://www.facebook.com/groups/502905846472870/?fref=ts>  
<https://www.facebook.com/groups/203325523052402/?fref=ts>  
<https://www.facebook.com/communicatinglabourmigration?fref=ts>  
<https://www.facebook.com/groups/231305920281513/?fref=ts>
  
- Programme and Budget for the biennium 2014-2015
- DWCP Oman 2010-2013
- Extension DWCP Oman 2014-2016

- Oman DWCP Logframe 2014-2016
- DWCP Bahrain 2010-2013
- DWCP Yemen 2008-2010
- DWCP Syria 2008-2010
- DWCP Jordan 2012-2015
- Jordan, United Nations Assistance Framework 2015-2017
- Jordan, United Nations Development Assistance Framework 2013-2017
- Lebanon, United Nations Development Assistance Framework 2010-2014
- Yemen, United Nations Development Assistance Framework 2012-2015

### **ILO Templates & Guidelines**

- Checklist 3 for writing the Inception Report
- Checklist 5 for preparing the Evaluation Report
- Checklist 6 for rating the quality of Evaluation Reports
- Checklist 7 for filling in the Evaluation Title page
- Checklist 10 – Documents for project evaluators
- Guidance Note 4 – Integrating gender equality in monitoring and evaluation of projects
- Guidance Note 7 – Stakeholder participation
- Policy Guidelines for results-based evaluations
- Template for lessons learned and Emerging Good Practices

### **SDC Strategic documents**

- SDC Cooperation Strategy Iraq, Lebanon, Jordan and Syria (2010-2014)

## Appendix 6: Logical Framework Matrix

### Logframe matrix MAGNET

<b>Project title:</b> <b>Improving the Governance and Protection Mechanisms for Labour Migration in the Middle East</b>		<b>Project duration: Two years</b>  <b>Beneficiaries: Migrant workers</b>	
<b>Project structure</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Assumptions</b>
<b>Development Objective: Decent work opportunities for men and women migrant workers enable them to contribute to the development of their countries of origin and destination</b>			Project outcomes will contribute to meeting the development objective
<b>Project Outcome 1:</b> <b>Enhanced information and mechanisms available for the formulation of labour migration policy</b>	<p>The migration policy or the regulatory framework for recruitment of at least one country reflects some of the principles embedded in ILO Conventions and Recommendations</p> <p>Key technical officers of the Government use evidence on labour migration and their analytical implications to amend national policies and propose reform in at least one country</p> <p>An independent policy dialogue on migration governance is generated by the MENA MAGNET network leading to the formulation of a regional policy on migration governance for the Arab World</p> <p>The quality of official statistics on migration and trafficking is improved</p>	<p>Reports from the National Institute of Statistics; Policy notes from line ministries and from their Agencies (Labour Inspection, Public Employment Service); Comments of the Committee of Experts published annually and submitted to the International Labour Conference;</p> <p>Technical notes and assessments of the ILO and other national and international Agencies;</p> <p>Academic working papers and official</p>	<p>Governments and social partners request technical advisory services from the ILO</p> <p>Sustained commitment of Government and social partners</p> <p>Low rate of turnover of Ministries or high-level partners</p>

	through better sample design in national households' surveys in the at least two countries	publications	
<u>Output 1.1:</u> 'Migration and Governance Network' (MENA-MAGNET) established and operational	A network of 15 women and men researchers, policy advisors and opinion formers join MAGNET	Terms of References and list of MAGNET network members; Meeting minutes	Researchers/academic institutions are willing to participate in MAGNET
<i>Activities</i>	<ul style="list-style-type: none"> <li>- Identify the women and men researchers and academic institutions and invite them to take part in MAGNET</li> <li>- Develop ToRs for the participation of network members</li> <li>- Organise at least three meetings for MAGNET network members to launch the research platform, agree on the content of the database and the priorities in terms of policy research on the working and living conditions of migrant workers</li> </ul>		
<u>Output 1.2:</u> A database to monitor migration trends, discuss options for interventions and appraise policies in place	<p>A database to monitor migration trends is developed and kept up to date</p> <p>Data for at least three of the major destination countries is available in the database</p>	Existence of the statistical database; records of emails sharing access of database portal to network members	MAGNET network members are able to collect the data from national institutions
<i>Activities</i>	<ul style="list-style-type: none"> <li>- Identify in collaboration with MAGNET network members key indicators on labour migration to track in the Arab region</li> <li>- Hire a consultant to develop and manage a draft prototype database</li> <li>- Commission one researcher/academic institution per country to collect the data from national institutions to feed into the regional database for the Arab States</li> <li>- Provide access to the database to MAGNET network members and ILO users to review the data</li> </ul>		
<u>Output 1.3:</u> Research on labour migration produced by MAGNET	At least one national study on production transformation profiling and migration scenarios is developed with gender	Published policy papers; minutes of meetings of	The policy papers are consistent with international

<p>network members provides key recommendations on improving the working and living conditions of women and men migrant workers</p>	<p>sensitive methodologies and validated through a peer-to-peer review</p> <p>At least one national study on the review of recruitment mechanisms is developed and validated through a peer-to-peer review</p> <p>At least one national policy document describes the multilayered aspects of a gender-sensitive national migration policy</p> <p>Methods to improve estimates of stocks and flows of migrants are developed taking in to accounts gender based occupational segregations and made available to counterparts</p>	<p>MAGNET research group</p>	<p>standards and provide adequate technical guidance towards reforming the working and living conditions of migrant workers</p>
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Solicit research project ideas on how best to improve the working and living conditions of migrant workers in the Middle East</li> <li>- Commission one researcher/academic institution in at least three countries to prepare a policy paper on improving the working and living conditions of migrant workers</li> <li>- Edit the policy papers and publish them on the ILO website as part of the project's working paper series</li> </ul>		
<p><u>Output</u> 1.4: Recommendations for a gender-sensitive labour migration policy developed</p>	<p>In at least one country, national constituents discuss the draft policy implications of the recommendations and options for reform looking at efficiency, equity and gender based aspects of social inclusions</p>	<p>Draft policy paper; conference reports and lists of participants</p>	<p>Draft policy is consistent with international standards and provides adequate technical guidance towards reforming labour migration governance</p>
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Commission consultants to draft a policy on the protection of migrant workers based on the research carried out by MAGNET network members (in total three policy papers are developed)</li> <li>- Review the draft policy document to ensure they reflect ILO standards</li> </ul>		

<p><b>Output 1.5:</b>Statistical information on migration, forced labour and trafficking improved</p>	<p>In at least one country, techniques to detect elusive and rare populations are pilot tested looking at gender based sectoral and occupational segmentations and experience is validated through a peer to peer review</p>	<p>Survey results; minutes of validation workshops</p>	<p>There is Government and social partner commitment to carry out the research and disseminate the findings</p>
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Contact the national authorities to determine in which country the national survey should be implemented first</li> <li>- Measure the incidence of forced labour and trafficking both at the onset and end of the project</li> <li>- Organise validation workshops with ILO constituents and other key stakeholders after each survey is carried out</li> </ul>		
<p><b>Project Outcome 2:</b> <b>Better protection and services are extended to migrant workers through the increased capacity of trade unions, civil society organisations and the media</b></p>	<p>An action plan for inter-regional cooperation that takes in to account gender concerns of the labour movement is signed and is under implementation between trade unions in South Asian and Middle East destination countries</p> <p>In at least one country, trade unions are able to provide legal, organizational or other support services for female and male migrant workers in a way that services reflect gender based needs</p> <p>Increased capacity of civil society organization in at least two countries leads to new and better services are provided to the specific needs of women migrant workers</p> <p>A rights-based gender-sensitive approach to covering labour migration and human trafficking is used in media reporting in the Arab States</p>	<p>Conclusions and proceedings of expert meetings, learning events, tripartite reviews, seminars and conferences; minutes of meetings; plans of action; media coverage reports and article published in national and international newspapers, internet websites</p>	<p>Trade unions and civil society organisations have the human capacity and political will to provide services to migrant workers</p>
<p><b>Output 2.1:</b>A series of consultation between trade unions in</p>	<p>At least two inter-regional meetings between trade unions on the protection of</p>	<p>List of participants at the meetings; roadmaps</p>	<p>There is sustained political will from the</p>

countries of origin and destination organised	migrant workers are organised  Good practices that emerge from the implementation of the action plan are documented and published on the ILO website	developed to operationalize activities; good practices' reports	trade unions
<i>Activities</i>	<ul style="list-style-type: none"> <li>- Organise meetings with the workers' representatives and develop a road map for action</li> <li>- Support workers' representatives to operationalize activities in the Arab region</li> </ul>		
<u>Output 2.2:</u> Civil society organisations are equipped with means to support migrant workers, especially women migrant workers	At least 40 victims of trafficking and forced labour are provided emergency support and lessons learned will be consolidated into a technical note	Bi-annual reports of partner agency	The relevant civil society organisation is able to obtain the necessary approvals from the Government to provide services to victims of trafficking and forced labour
<i>Activities</i>	<ul style="list-style-type: none"> <li>- Issue a service contract to the Swiss non-governmental organisation, Vivere, to carry out service delivery to migrant workers</li> <li>- Carry out assessments and seminars with service providers to better understand the needs of migrant workers, especially migrant women, and improve capacity of social workers to address these needs</li> </ul>		
<u>Output 2.3:</u> A learning programme for media professionals developed and implemented in the Arab States	At least 40 women and men media professionals covering the Arab States are trained on international labour standards related to labour migration and forced labour  Media professionals in the Arab States are provided with approaches to describe and analyse labour migration and trafficking issues with better information	Curriculum; list of participants; evaluation of the course done by participants; training workshop report	Media professionals agree to participate in the ILO media training programme
<i>Activities</i>	<ul style="list-style-type: none"> <li>- Identify media professionals to invite to the courses</li> <li>- Carry out the trainings in the region in conformity with the decisions taken by the Advisory Committee</li> </ul>		

	- Share with the media professionals the results of the research produced by the MAGNET network members and published by the ILO		
<b>Project Outcome 3: Governments develop mechanisms to respond effectively to cases of forced labour and trafficking</b>	National institutions (Governments, legislative bodies, social partners organizations and embassies of countries of origin) in at least two countries improve their implementation of laws and procedures relating to migrant women and men workers  Amendments to laws and regulations relating to forced labour takes into account gender based discrimination in at least one country	Documents detailing the guidelines and mechanisms, law, decrees and regulations	Governments and social partners request technical advisory services from the ILO  Sustained commitment of Government and social partners
<u>Output 3.1:</u> Roles and mandates of different institutions reviewed and assistance provided to implement the national law on human trafficking	Dialogue among different institutions at the national level is supported in at least two country	Activity reports, Government and legislative bodies documents	Line ministries engage in activities of inter-institutional dialogue on forms of forced labour and trafficking
<i>Activities</i>	<ul style="list-style-type: none"> <li>-Develop country plans of assistance to define forms of forced labour and trafficking</li> <li>- Organize seminars and bilateral consultations to agree upon a common terminology and definitions</li> <li>- Provide assistance to facilitate alignment of definitions and clarifications of roles and responsibilities of different institutions</li> </ul>		
<u>Output 3.2:</u> Capacity building of first-responders to victims of trafficking increased through staff development programmes for law enforcement officials and labour inspectors	At least 30 women and men law enforcement officials are trained to identify and investigate cases of forced labour in at least one country according with methodological findings developed in output 3.1	Curriculum of course; list of participants; evaluation of the course done by participants; training workshop report	The Ministries of Labour, Interior and Justice in the targeted countries agree to nominate law enforcement officials to participate in the course

<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Develop training programmes adapted to the needs of each country</li> <li>- Identify the women and men law enforcement officials to invite to the trainings</li> <li>- Carry out one training on combating forced labour and trafficking</li> </ul>		
<p><b>Output 3.3:</b> Mechanisms to improve access to justice for migrant workers are developed in collaboration with law enforcement authorities and embassies of countries of origin</p>	<p>Mechanisms to improve access to justice of migrant women and men workers are developed in the two targeted countries and submitted to the relevant authorities for adoption</p>	<p>Official documents and reports</p>	<p>The key stakeholders who have participated in the study tour actively contribute to developing the mechanisms to enable migrant workers to obtain more easily legal redress</p>
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Two consultations in at least two countries are carried out to understand the issue better and the needs of ILO constituents and other key stakeholders</li> <li>- Organise an “Access to Justice” study tour programme for key stakeholders</li> <li>- Develop with participants of study tour mechanisms that enable migrant workers to obtain legal redress through the courts</li> </ul>		
<p><b>Output 3.4:</b> A package of guidelines on combatting human trafficking is developed on the basis of the technical advisory services provided</p>	<p>Relevant gender-sensitive national practices made available through a package of guidelines adapted to Arab States context and institutions</p>	<p>Progress documents and reports; package of guidelines</p>	<p>Successful production of Output 3.1 to 3.3</p>
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Consolidate assistance developed within output 3.1 to 3.3 into a package of step by step guidelines for practitioners</li> <li>- Peer review the guidelines through a network of international experts</li> <li>- Validated the guidelines with ILO Constituents of at least one country</li> <li>- Print and disseminate the above-mentioned guidelines</li> </ul>		

## Logframe matrix C189

<b>Project title:</b> <b>Region advocacy project on migrant domestic work</b>		<b>Project duration: Two years</b>  <b>Beneficiaries: Migrant domestic workers</b>	
Project structure	Indicators	Means of verification	Assumptions
<b>Development Objective: To improve the working and living conditions of migrant domestic workers in the Middle East.</b>			ILO is in the position to operate both at regional and country level in the delivery of advocacy and advisory services
<b>Project Outcome 1:</b>  <b>The Governments and the social partners acquired the capacity to formulate and implement reforms which are in line with the provisions of ILO Convention 189 and its accompanying Recommendation 201.</b>	<ul style="list-style-type: none"> <li>- At least three national action plans are adopted by the Governments towards aligning national legislations covering domestic workers with Convention No. 189.</li> <li>- In at least one country, proposals of reform of the system of governance of the MDW sector are formulated by the Government with input from the social partners.</li> </ul>	Policy documents; comments of the Committee of Experts published annually and submitted to the International Labour Conference	Sustained commitment of Government and social partners  Low rate of turnover of Ministries or high-level partners
<u>Output 1.1:</u> A regional awareness-raising campaign on principles of Convention No. 189 and	<ul style="list-style-type: none"> <li>- One regional awareness-raising conference on decent work for domestic workers is held</li> <li>- At least three countries are identified for national capacity building and activities are rolled out at the country level.</li> </ul>	Conference reports and list of participants	

<p>Recommendation No. 201 designed and implemented</p>			
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- A regional awareness-raising conference on principles of Convention No. 189 and Recommendation No. 201 organized</li> <li>- Conduct follow up actions on the conference with constituents to roll down advocacy work at the country level</li> <li>- Based on conclusions of Activity 1.1, design and implement selected awareness raising activities at regional and national levels.</li> <li>- In synergy with PROWD, GAPDW and ILO HQ, design and organize a conference to disseminate products adapted to the Middle East</li> <li>- Implement selected items of the plan mentioned in Activity 1.1.3b</li> </ul>		
<p><u>Output 1.2:</u>A learning programme for management and key officers of the Governments, the social partners and key members of the civil society is designed and implemented</p>	<ul style="list-style-type: none"> <li>- At least two national training workshops are designed and conducted;</li> <li>- International practices from migration destination countries around the world are adapted in to learning modules for Government practitioners.</li> </ul>	<p>Curriculum of course; list of participants evaluation of the training done by participants, training workshop report</p> <p>Package of learning modules</p>	<p>There is sustained political will to improve governance of the migrant domestic work sector</p>
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Develop an advocacy training program on MDW tailor made to national needs</li> <li>- Conduct a peer-to-peer binational training for Kuwait and Jordan</li> <li>- Conduct a national training in Oman</li> <li>- Conduct a national training in Bahrain</li> <li>- Feed in technical material in to the guide for practitioners developed by MAGNET project</li> </ul>		
<p><u>Output 1.3:</u>provide ad-hoc assistance to specific requests of counterparts on how to improve governance of the domestic work</p>	<ul style="list-style-type: none"> <li>- At least three countries receives advisory services to reform of system of governance of the MDW sector;</li> <li>- A framework to review the system of laws and regulations on MDWs is developed and applied to at least one country.</li> </ul>	<p>Draft policy papers;</p>	<p>The policy papers are consistent with international standards and provide adequate technical guidance towards reforming the working and</p>

<p>sector at three different levels: legislations, regulations by decree and unified contracts</p>	<p>living conditions of migrant workers</p>		
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Define a framework to quantify the yardsticks of a national basic entitlement package for domestic workers</li> <li>- Provide consolidated ILO comments on the New Bill on domestic work developed by the Alliance for institutions in the Middle East</li> <li>- Deliver assistance to establish/reform national laws and underlying regulatory framework for the domestic work sector</li> <li>- Deliver assistance to establish/reform national laws and underlying regulatory framework for the domestic work sector in Kuwait</li> <li>- Deliver assistance to establish/reform national laws and underlying regulatory framework for the domestic work sector in Oman</li> <li>- Deliver assistance to establish/reform national laws and underlying regulatory framework for the domestic work sector in Bahrain</li> <li>-</li> </ul>		
<p><u>Output 1.4:A</u> learning programme to equip national inspectorates to detect decent work deficits in the domestic work sector designed and implemented</p>	<ul style="list-style-type: none"> <li>- Guidelines are pilot tested in at least three countries;</li> <li>- Methodology adapted to context and institutions of Arab States;</li> </ul>	<p>Package of guidelines, Curriculum of course; list of participants; evaluation of the course done by participants, pilot test report</p>	<p>The Ministries of Labour, Interior and Justice in the targeted countries agree to nominate law enforcement officials and labour inspectors to participate in the pilot testing</p>
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Design a learning programme to equip national inspectors with knowledge on forced labour</li> <li>- Develop a strategy to pilot test guidelines in Lebanon</li> <li>- Advocate for pilot testing of guidelines in Jordan Kuwait, Bahrain and Oman</li> </ul>		

<p><b>Output 1.5:</b> Applied research and policy analysis notes are produced with the aim of building the foundations of advocacy activities</p>	<ul style="list-style-type: none"> <li>- At least four innovative studies are prepared and validated by national counterparts, with inputs from the social partners and the selected members of the civil society; national study on social enterprises for domestic workers is developed and translated into policy options for discussions, and validated through a peer-to-peer review</li> <li>- At least three innovative approaches are developed to improve the governance of the domestic work sector and the working and living conditions of MDWs;</li> </ul>	<p>Published policy papers; published studies, minutes of validation workshops</p>	<p>The policy papers are consistent with international standards and provide adequate technical guidance towards reforming the working and living conditions of migrant domestic workers</p>
<p><i>Activities</i></p>	<ul style="list-style-type: none"> <li>- Commission annotated bibliography on women domestic migrant workers in the Arab States</li> <li>- Research on social enterprise in Lebanon, Jordan and Kuwait</li> <li>- Research on access to justice of migrant domestic workers in Lebanon (Caritas)</li> <li>- Participatory Action Research (PAR) with Women Migrant Domestic Workers, NGOs, and unions in Lebanon and Jordan on organizing MDW</li> <li>- Applied research on issues relating to specific vulnerabilities of women migrant workers</li> <li>- Develop regional estimates for the domestic work sector</li> </ul>		

## Appendix 7: Members of the MAGNET Research Network

Name	Position
Graziano Battistella	Philippines: Scalabrini Research Centre
Ganesh Gurung	Nepal Institute of Development Studies
George Kusaifi	Researcher
Elizabeth Frantz	Programme Officer at the Open Society Foundation
Eugene Dabbous	Research Associate at Notre Dame University
George Nawfal	Assistant Professor - AUS
Guita Hourani	Director of the LERC- Notre Dame University
Habibul Haque Khondker	Professor- Zayed University Abu Dhabi
Iruduya Rajan	Professor, Centre for Development Studies
Ismail Hakki	Professor at AUS
Katherine Jones	Labour Migration Specialist
Manolo Abella	Chairman - Low Skilled Workers at KNOWMAD
Michael Newson	Labour Migration Specialist at IOM
Mohamed Dito	Researcher and Vice President of the LMRA Policy Directorate
Nasra Shah	Professor at the University of Kuwait
Paul Tabar	Professor at the American University of Beirut
Piyasiri Wickramasekara	Former ILO specialist
Ray Jureidini	Researcher at the Qatar Foundation
Sasi Kumar	Former member of planning commission Nepal
Simon Cox	Migration Lawyer at the Open Society Foundation

## Appendix 8: List of research studies and technical papers

<b>COMPLETED RESEARCH PROJECTS AND STUDIES</b>
Demographic and Labour Market Trends in Yemen: A Background Paper to Frame the Interface between the Employment Challenge and the National Migration Policy
Access à la Justice: Le cas des travailleurs domestiques victimes d'exploitation au travail au Liban (Access to Justice for Migrant Domestic Workers in Lebanon) – (Translation pending)
The Compatibility of International Labour Standards and Islamic Teachings: Towards the Basic Entitlement Package for Migrant Workers in Arab States
Cooperating Out of Isolation: The Case of Domestic Workers in Lebanon, Jordan and Kuwait
<b>ONGOING RESEARCH</b>
The Kuwaiti Labour market and foreign workers: Understanding the past and present to provide a way forward
The Jordanian Labour Market: A Complex Patchwork of Nationality, Gender, Education and Occupation Segmentations
The Socio-economic Aspects of Migration in the Modern Islamic Tradition
Global Flagship Report on Domestic Workers
Recruitment Issues, Wages and Living Conditions, and Partnerships Relating to Migrant Workers in the GCC Countries and Jordan
Migrant Workers in the Arab States: Cost Effectiveness Assessment of Mandatory HIV Testing in the Arab States
Social Media Analysis of Attitudes towards Migrant Domestic Workers in Selected Arab States
Dispute Mediation Mechanisms (Research on Performance of Prevention and Resolution Mechanisms for Individual Labour Disputes)
<b>Annotated Bibliographies</b>
Women Migrant Domestic Workers in the Arab States: An Annotated Bibliography
Migrant Construction Workers in the Arab States: An Annotated Bibliography
<b>TECHNICAL MATERIAL</b>
Jordanian Draft Law on Domestic Workers
Kuwait Development Plan