



ILO EVALUATION

- **Evaluation Title:** Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)
- **ILO TC/SYMBOL:** RAS/12/07/EEC
- **Type of Evaluation:** Final
- **Country:** Nepal, India, Pakistan with some activities in Kuwait, Qatar and UAE
- **Date of the evaluation:** September 2016
- **Name of consultants:** Ms. Katerina Stolyarenko
- **ILO Administrative Office:** CO-Kathmandu
- **ILO Technical Backstopping Office:** RO Asia and the Pacific/MIGRANT
- **Date project ends:** October 31, 2016
- **Donor:** European Commission (80%) and ILO (20%), EUR 2,407,186
- **Evaluation Manager:** Ms. Pamornrat Pringsulaka
- **Evaluation Budget:** EUR 26,333
- **Key Words:** safe migration, labour migration, GCC countries, Nepal, India, Pakistan

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

Table of Contents

Acknowledgement	3
Acronyms	4
I. Executive Summary	5
II. Background and Project Description	11
2.1. Project context	11
2.2. Project description	13
2.3. Organization of the Report	13
III. Evaluation Objectives and Methodology	14
3.1. Purpose and Scope of the Evaluation	14
3.2. Evaluation Criteria and Questions.....	14
3.3. Evaluation Methodology	15
3.5. Constraints and Limitations of the Evaluation	17
IV. Evaluation Findings	19
4.1. Relevance and Strategic Fit	19
4.2. Effectiveness (including achievement of objectives and project management)	28
4.3. Efficiency (including use of resources and value for money).....	59
4.4. Impact (including realized and prospective changes)	63
4.5. Sustainability (including local ownership and stakeholder participation)	65
4.6. Gender Equality.....	67
V. Conclusions and Recommendations	71
5.1. Conclusions	71
5.2. Recommendations	72
VI. Lessons learnt and Potential Good Practices	74
VII. Annexes	82
Annex 7.1. Terms of Reference	82
Annex 7.2. List of Documents Reviewed	91
Annex 7.3. List of Interviews, Meetings and Site Visits	98
Annex 7.4. Impact mapping.....	102

Acknowledgement

The evaluator is grateful to the many people who contributed to the evaluation process by taking time out of their busy schedules and lives to share their views and feedback about the SALM Project. The willingness of 119 persons to participate in interviews and focus group sessions was a true reflection of the spirit of participation, cooperation and partnership generated through implementation of the Project.

The evaluator would also like to acknowledge the extensive support she received from the SALM Project Team and ILO staff from Nepal, India, Pakistan, Thailand, and Lebanon who shared their valuable institutional knowledge about the Project and provided important logistical assistance during the field visits to Nepal, India and Pakistan.

Without the support and strong participation of all those involved in the evaluation process, this evaluation would not have been possible.

Acronyms

BE&OE	Bureau of Emigration & Overseas Employment, Pakistan
CIMS	Centre for Indian Migration Studies
CPO	Country Programme Outcome
CfP	Call for Proposals
CTA	Chief Technical Advisor
DOFE	Department of Foreign Employment, Nepal
DWAB	Decent Work Across Borders Project
DWCP	Decent Work Country Programme
EC	European Commission
EPF	Employers Federation of Pakistan
EU	European Union
FEPB	Foreign Employment Promotion Board, Nepal
FICCI	Federation of Indian Chambers of Commerce and Industry
GCC	Gulf Cooperation Council
GEFONT	General Federation of Nepalese Trade Unions
GFMD	Global Forum on Migration and Development
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMG	Global Migration Group
GMS TRIANGLE	Tripartite Action to Protect and Promote the Rights of Migrant Workers within and from the Greater Mekong Sub-region
GOI	Government of India
GON	Government of Nepal
GOP	Government of Pakistan
ICMPD	International Centre for Migration Policy Development
ILO	International Labour Organisation
IOM	International Organisation for Migration
KMG	Kathmandu Migration Group
KNOMAD	World Bank's Global Knowledge Partnership on Migration and Development
KKNTC	Kerala Kettida Nirmana Thozhilali Congress
MFA	Migrant Forum Asia
MOIA	Ministry of Indian Overseas Affairs
MOLE	Ministry of Labour and Employment, Nepal
MoOP&HRD	Ministry of Overseas Pakistanis and Human Resource Development
MRC	Migrant Resource Centre
MRVRS	Migrants Rights Violations Reporting System
NAFEA	Nepal Association of Foreign Employment Agencies
NAVTTTC	National Vocational & Technical Training Commission
NPC	National Project Coordinator
NWWT	National Workers Welfare Trust
OEC	Overseas Employment Corporation, Pakistan
OECD	Organization for Economic Cooperation and Development
OPF	Overseas Pakistanis Foundation
PRWSWO	Pakistan Rural Workers Social Welfare Organization
PSC	Project Steering Committee
POEPA	Pakistan Overseas Employment Promoters Association
PWF	Pakistani Workers' Federation
SARTUC	South Asian Regional Trade Union Council
TTUC	Trade Union Coordinating Council

I. Executive Summary

Project Background

The South Asia Labour Migration Project (SALM) project was designed to support governments, industry, and labour migrants from South Asia to the Gulf Cooperation Council countries (GCC) to improve labour practices and compliance with labour standards for low-skilled migrant workers from India, Nepal and Pakistan which migrate to Kuwait, Qatar and the United Arab Emirates (UAE). The SALM project of International Labour Organization (ILO) was launched in the year 2013 in response to a Restricted Call for Proposals issued by the European Commission (EC) under the “Thematic Programme of cooperation with third countries in the areas of Migration and Asylum”, supported by the EC with a budget of 2.4 million EUR.

The immediate objectives of the SALM Project are:

- Providing reliable information on overseas employment opportunities, and build capacity for matching qualified job seekers with the demand from foreign employers
- Improving recruitment services and increasing the protection of migrant workers during employment to reduce migration costs and recruitment abuses in origin and destination countries
- Expanding training opportunities and providing a system to enable the portability of skills for outgoing and returning migrant workers

The SALM project duration was revised twice, i.e. from 40 months (June 2013-May 2016) to 45 months (June 2013-October 2016). The project was a subject of the internal midterm evaluation conducted in early 2015. The project budget utilization rate constitutes 96 per cent as of September 30, 2016.

Evaluation Background

The overall objective of the final evaluation was to assess the performance of the project over its forty-five-month period, as well as its success in achieving its planned results and objectives. The overall purpose of this summative evaluation is to learn from the project implementation so that lessons can be drawn to form the basis for making improvements to the project planning, design and the management of future projects and programs of a related nature.

The final evaluation covers the SALM project implementation starting from June 2013 to October 2016.

The principle audiences for this evaluation are the management team of the SALM project, the ILO technical unit (MIGRANT), the administrative unit (ROAP) and the donor (EU), tripartite constituents and civil society organizations who have partnered with the project, as well as other agencies working on labour migration and human trafficking at national and regional levels.

Evaluation Methodology

The evaluation adheres to the ILO standard policies and procedures, the UNEG Norms and Standards, as well as the OECD/DAC Evaluation Quality Standards. It responds to twenty-nine overarching questions inspired by the Project’s Outcomes and by the internationally accepted evaluation criteria. The Evaluation Expert adopted a consultative and transparent approach and made use of the following methods and tools: (i) a desk review of literature, including the project documents; (ii) preparation of an evaluation matrix with related evaluation questions; (iii) semi-structured interviews with key informants and stakeholders; (iv) focus groups with direct project beneficiaries in two out of three project’s target countries; (v) direct observation during field visits to Pakistan, India and Nepal; and (vi) de-briefings consisting of discussion on final evaluation findings, conclusions and recommendations with senior ILO officers and project staff in Pakistan and Nepal.

In total, more than 70 project documents have been reviewed, 89 interviews (46-m/43-f) with key project informants and project staff have been held, and 2 focus groups were conducted with 30 project's direct beneficiaries (25-m/5-f) in Lahore, Pakistan and Telangana state, India.

The evaluation was undertaken over a in eight weeks' period from 28 August to 31 October 2016.

Limitations to the Evaluation

- *Attribution of the Project's results:* All of the medium and long-term outcomes of the Project are quite broad and the achievement of the goals is not solely the responsibility of the Project. In order to achieve many of its objectives the Project cooperates actively with other international agencies present in the country, civil society partners and state authorities. Consequently, it is not possible to attribute results solely to the Project. At best, it is possible to point to Project's contribution towards achieving the goals.
- *Sample size:* Given time and budget limitations for the evaluation it was not feasible to conduct interviews with direct project beneficiaries in all target countries, i.e. 1 country of origin (Nepal) and countries of destination (GCC countries), who received consultations at MRC Kathmandu and legal assistance and support from Migrant Forum Asia in Kuwait, UAE and Qatar.

Summary of Evaluation Findings

Relevance and Strategic Fit

The SALM project was highly relevant to the tripartite constituents, project implementing partners and direct beneficiaries and remained relevant throughout the project's lifespan. The labour markets in Nepal, India and Pakistan are characterized by high level of youth unemployment/under employment that a lack of decent work opportunities is pushing people to seek opportunities elsewhere. The project tried to address the major causes of vulnerability and respond to prevalent forms of exploitation among migrant workers in the three countries of origin and in the recipient countries (GCC member States), in particular payment of high recruitment fees, misrepresentation of jobs, failure to meet placement obligations and contract substitution, abuses during employment, absence of freedom of association in many GCC countries and lack of information about qualifications, skills and wage.

The SALM project has clearly defined and direct relevance to ILO priorities globally, regionally and within the Nepal, India and Pakistan "Decent Work Country Programmes" and both draws upon and contributes to ILO technical expertise in relation to labour migration and the protection of migrant workers. The Project is fully in line with all relevant international instruments pertaining to the rights and interests of the migrant workers.

The project design was generally valid, accompanied by the interlinked project's components represented by five strategic pillars and based on rights-based, partnership and inclusive approaches. The positive side of the project is a "light" design in order to allow fine-tuning during implementation. The SALM project was designed taking into account the priorities/framework of the Abu Dhabi Dialogue, the Colombo Process, and the Fair Migration Agenda process lead by ROAP. However, the project would benefit from incorporation of regional approach in addition to corridor approach.

As evident from the desk review, the project team addressed fully the MTE recommendation with regard to the project design.

Effectiveness (including achievement of objectives and project management)

Despite delays in project implementation and challenging environment, the Project has effectively delivered upon all key activities and demonstrated good achievements towards reaching the anticipated results. The project achieved most of the set targets under Outcome 3, while the expected results mostly exceeded the set targets under Outcome 1 and Outcome 2.

Feedback from evaluation interviews with stakeholders and focus groups with beneficiaries show that the overall delivery of outputs under Outcome 2 is perceived as ‘highly satisfactory’, under Outcome 3 as ‘satisfactory’, while under Outcome 1 as either ‘satisfactory’ or ‘highly satisfactory’.

Under Outcome 2, the SALM project provided the support with revision of the legislation on labour migration in each country of origin, promoted the ethical recruitment through support for the development of codes of conduct and national plans of action for self-monitoring in India, Nepal, and Pakistan, provided technical support to the respective ministries in Pakistan and Nepal with creation of an online complaint mechanism for MWs and their families, support conduction of orientation training for the newly appointed and perspective labour attachés in Nepal, prepared the studies on access to justice and recruitment industry for overseas employment for Nepali and Pakistani MWs, provided support to GEFONT and Migrant Forum Asia.

Under Outcome 3, the SALM project initiated a number of important studies (a study on the links between migration and development and a study on the overseas migration of health workers) and supported the National Planning Commission in conduction of a high-level consultations on integrating labour migration in sectoral policies. In overall, evaluation interviews showed that the SALM project contributed to the improvement of ILO reputation in Nepal in the area of labour migration as ILO started to be seen by tripartite constituents and partners as a key player in this field.

Under Outcome 1, the SALM project were not able to undertake all initially planned activities like establishment of South Asia-GCC Employment Information Portal (SAGEIP), provision of better quality services to prospective migrant workers by the two MOIA-managed MRCs in Andra Pradesh and Kerala, evaluation of MRCs in India and integration of employment services in two job centres in Nepal due to various reasons. Instead of the sub-regional portal, the SALM project partnered with KPMG to develop the blue print ‘Assisted Overseas Recruitment: A Future-State Blue Print for Labour Migration Information System in India, Linking Skills with Jobs and Migration’ and established one MRC at the Labour Village in Kathmandu. Furthermore, the project produced a number of additional deliverables at the request of tripartite constituents in each project country, like establishment of MRC in Lahore, carrying out exposure visit to Nepal and developing of additional country-specific information booklets ‘Travel Smart-Work Smart’ (India – Saudi Arabia, Pakistan – Saudi Arabia, Nepal-Malaysia (through funding from another project)). In overall, under this Outcome the project focused on improving information on labour migration due to the lack of information regarding qualifications, skills, wages and absence of mutual recognition of educational attainment and acquired skills based on comparable standards for low- and semi- skilled occupations both in countries of origin and destination.

The SALM project faced a number of external challenges which included: (1) difficult relations on bilateral level between some project’s target countries of origin (Pakistan and India); (2) difficulties in working at destination countries for ILO and its partners; (3) staff turnover within the Governments in countries of origin; (4) limited budget of the project in comparison with its scope; (5) lack of engagement of social partners to deal with issues of migration; (6) earthquake in Nepal; (7) security situation in Pakistan and (8) short-deadlines for implementation of activities by partners.

Project efforts and approaches are contributing to efforts to strengthen policy and governing arrangements and have been highly responsive to needs identified by tripartite constituents, private recruitment agencies, NGOs, migrant associations, embassies, and researchers alike. Technical support provided by ILO and the Project team is of a high quality and approaches towards delivery are deemed by all stakeholders as being highly relevant to current needs and context, and contribute significantly to the strengthening of capacities of all stakeholders for improved labour migration management as well as service delivery to migrant workers.

Relevant and accountable management mechanisms were put in place and ILO has successfully recruited a competent team in each target country, with relevant technical skill and credibility and a strong rights orientation. This has been supported by strong relationships between the Project team and stakeholders at all levels as well as the development of strategic partnerships and alliances with key agencies.

Efficiency (including use of resources and value for money)

The SALM project budget amounts to a total of EUR2,490,805, while the actual spending equals EUR2,422,602 as of September 30, 2016, i.e. the budget utilization rate constitutes 96 per cent. In spite of having limited resources, the Project was very successful in complementing the project's resources through cost-sharing and in-kind contributions from partners and used very efficient implementation modality for reaching the anticipated number of beneficiaries in targeted countries of origin and destination.

At large, all project activities were efficient, but especially those which (1) provided direct informational or legal support to MWs; (2) awareness raising campaigns on safe migration in countries of origin and destination; (3) activities which targeted systems strengthening for protection of MWs; (4) produced knowledge base; (5) improvement of recruitment services; (6) development of training courses on migration; and (7) strengthened regional collaboration on labour migration among tripartite constituents.

The project suffered some delays in implementation and run during 45 months instead of initially planned 40 months. The main reason of no-cost extension was delays with implementation of project's activities in Nepal due to massive earthquake which took place on April 25, 2015. In overall, the SALM project had insufficient timeframe to achieve all intended outcomes as the project started timely only in Nepal, while actual implementation in India was delayed on 4 months and in Pakistan on 9 months due to staff recruitment.

Impact (including realized and prospective changes)

The Project has shown positive short-term and medium-term impacts at individual, institutional and policy levels through the provision of access to reliable information by MWs, establishing of the centres for effective delivery of service support to women and men migrant MWs, promotion of ethical recruitment and protection of migrant workers during employment, encouraging tripartite participation on formulation and implementation of recommendations on Migrant Labour, strengthening of complaints mechanisms, pre-departure orientation and institutionalization of tripartite consultation in developing protection policies and practices for MWs.

However, still much more work has to be done to create the long-term impact for noticeable improvement of well-managed labour migration flows from India, Nepal and Pakistan to Kuwait, Qatar and the United Arab Emirates as the SALM project with its interventions was able to cover only certain number of migrants from India, Nepal and Pakistan and piloted/implemented only a limited number of unique products/tools/models created

Sustainability (including local ownership and stakeholder participation)

The project activities demonstrated a solid sustainability. The high relevance formed the basis for ownership at the national and even the local level, and this in turn translated in strong commitment to continue and scale up the project's initiated activities.

Sustainability was addressed through relying on existed structures and institutions as well as collaborated with well-established implementing partners in both countries of origin and destination, as well as embedding activities within organizations, involving multi-stakeholders with expertise in various aspects of migration, which has developed a pragmatic perspective on migration and its issues, forming of a pool of highly qualified local experts in each targeted country of origin with in-depth knowledge of ILO tools, standards and guidelines under each strategic pillar, and producing of a number of knowledge based products that could serve further as a basis for evidence based policy making in each target country.

However, for the national governments and project partners, sustainability is very much dependent on their ability to mobilise resources and still for the majority of them the external support is required to ensure follow up. The project team was quite successful in securing funding for continuation of the work on labour migration issues in Nepal and India as well as on regional level; nevertheless, no resources have

been secured for continuation of work in Pakistan, except securing of 9 months funding for operation of MRCs.

Gender equality

Whilst the Project did not specifically deal with gender and the advancement of women issues, it promoted and took into account gender mainstreaming aspects wherever applicable. The SALM Project used four main ways to address gender issues during both the design and implementation of its activities, namely (1) involvement of women participants in various activities to secure that women and men have equal opportunities and are treated equitably and without discrimination; (2) collection of sex-disaggregated data for most its capacity building and awareness raising activities under each strategic pillar as well as the project's research studies and statistical reports together with analysis of women vulnerability issues; (3) ensuring of balanced representation of women among selected project's experts (both the international and national) and the project management team in each target country were female dominated and (4) preparation of position papers, policy briefs models contracts which seek to address the issues of vulnerabilities. However, the gender orientation of the SALM project, particularly strategies and indicators for the more qualitative aspects of gender could be strengthened within the project design and implementation.

Main conclusions

The SALM Project has made a sound contribution to promoting the management of labour migration from India, Nepal and Pakistan to the countries of the Gulf Cooperation Council (GCC), ensuring effective protection of the rights of vulnerable migrant workers, enhancing the development impact of labour migration and reducing unregulated migration. It has further encouraged joint planning and action between governments, social partners, private recruitment agencies, NGOs, migrant associations, embassies, and researchers and strengthened the capacities of them to deliver more effective and protective services to Nepali, Indian and Pakistani migrant workers. While these represent a considerable contribution to the sector, the process of reforms is ongoing in targeted countries of origin and destination and there is a clearly identified need for a broadened scope of support to this area into the future.

Recommendations

1. The project duration was too short and requires continuation for at least 3 more years to ensure lasting impact of activities carried out and/or initiated by the project.
2. The design of any subsequent Phase of the Project should carefully consider how and where ILO and its partners in each target country can have strongest impact and extend both the sphere of influence of both itself and its partners.
3. In any subsequent phase of the Project to ensure that it builds upon existing capacity building activities, and that monitoring and evaluation efforts enable effective monitoring and evaluation of the long-term impacts of these efforts.
4. The design of any future Project should pay further attention to articulating an outcome-based strategy towards gender mainstreaming in order to strengthen the gender orientation of activities undertaken by its partners, as well as impact of the Project.
5. To introduce a practice of conduction of needs assessments and baseline studies in order to have evidence-based and tailor-made project designs and monitoring tools.
6. To ensure that the ILO national project staff are able to carry out their M&E responsibilities.
7. In future projects, identify strategies at the planning phase that will lead to sustainability of core project outputs and outcomes within the project timeframe.
8. ILO as a standard-setting organization should continue to play further a leading role in the dialogue with the Government of Nepal, Government of India and Government of Pakistan on the legal and policy reviews pertaining to the issues of labour migration.

9. ILO Nepal, ILO India and ILO Pakistan should share the good practices emerged within the SALM project with other countries and share with tripartite partners and development partners in Nepal, India and Pakistan.
10. ILO Nepal, ILO India and ILO Pakistan should develop appropriate dissemination strategies for all research studies developed by the SALM project and use them as advocacy tool for communication of relevant findings to policy-makers.
11. ILO Nepal and ILO Pakistan should improve tracking system at the Information Center at the Labour Village and MRCs in Pakistan to prepare better for financial audit of the EU in April 2017.
12. ILO Nepal should explore further the possibility of securing EU funding for migration under focus area rural development within Rural Development Programme planned to be signed between the EU and Nepal by the end of 2016.
13. ILO Nepal should continue support the GoN with the development of bilateral agreements with the GCC countries and further support required with implementation of Free Visa Free Ticket policy.
14. ILO Pakistan should continue support the GoP with replication of MRCs in other regions of Pakistan, further improving of pre-departure orientation; implementation of safe migration curriculum at TVET institutions, capacity building of teachers and creation of good quality assessment system; strengthening access to justice interventions.
15. ILO India should continue support the organizational strengthening of the newly established All India Federation of Recruitment Association in partnership with the Federation of Indian Chambers of Commerce and Industry.

Lessons Learned

The importance of the adapting interventions to the local situation in the country and plan them in early stage in the process together with constituents. To some extent, the SALM Project showed that it allows for experimentation and exploration, followed only then by implementation.

Regular and sustained communication between Project Management, and the tripartite partners can prevent misunderstandings. Through regular communication the building of trust is substantially enhanced. Regular communication could typically include PAC meetings; regular bilateral meetings with the Government, the trade union and the employers' organizations and recruitment agencies by the Project staff in target countries.

Emerging Good Practices

As a result of ignorance, migrants might face exploitation and abuse during the recruitment and employment stages of labour migration or may choose irregular channels of migration, which may result in loss of money and even lives. The SALM project supported the establishment of Migrant Resource Centers (MRCs) in countries of origin, which provide accurate and timely information on safe and legal migration, referral and counselling, as well as raising awareness on irregular migration and the related serious risks.

In today's globalized economy, workers are increasingly looking for job opportunities beyond their home country that will provide a better livelihood and decent work. Strengthening governance of labour migration requires knowledge and information critical to formulate and implement policies and practice. The SALM Project supported improving information on labour migration for evidence based decision-making including labour market needs assessments and the generation of labour migration statistics.

In view of the importance of migration related statistics for policy formulation, planning, better governance and protection of migrant workers, and the absence of a proper system of tracking data of migrant workers (leaving and returning to the countries of origin), the SALM Project initiated the strengthening the online database and information systems for migrant workers' complaints mechanism in some targeted countries of origin (Nepal and Pakistan).

II. Background and Project Description

2.1. Project context¹

South Asia, home to one-fifth of the world population, comprises Afghanistan, Bhutan, Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka. Latest government data place the total annual migrant outflow from five countries in South Asia at 2.8 million migrant workers. India formally sends the largest number of workers (at 781,000 workers in the category requiring emigration clearance, or ECR), followed by Pakistan (at 775,000 workers), Nepal (at 500,000 workers), Bangladesh (at 409,000 workers) and Sri Lanka (at 282,000 workers). While migrant workers from South Asia can be found in almost all countries of the globe, the Gulf Cooperation Council (GCC) countries emerged as the primary destination during the oil boom of the 1970s and have remained the number one destination for South Asia labour migrants since then. Migration is thus a common agenda of South Asian countries with much of the migration flows from the region consisting of the same destination countries, skills levels and sectors of work.

Migrant workers make an enormous development contribution to the region's economies – through skills, labour power, services and competitiveness in countries of destination; and financial remittances, skills and knowledge on return to their countries of origin. In destination countries, many migrants fill labour market niches by doing jobs that nationals do not want or cannot fill.

Of all migrant workers from India (in the ECR category), Pakistan and Sri Lanka, 96 per cent, 96 per cent and 88 per cent, respectively, take jobs in a GCC country. About 75 per cent of all migrant workers from Bangladesh end up in a GCC country. And 62 per cent of all migrants from Nepal go to a GCC country, while 36 per cent go to Malaysia.

Although Asia accounted for a third of all migrants to countries of the Organisation for Economic Co-operation and Development in 2011, and half of them had a high-level of education (largely migrants from China, India and the Philippines), the majority of South Asian migrant workers are low- or semi-skilled. A large majority of South Asian migrants (including all who go to GCC countries) work with a fixed-term contract. The private sector manages most of the recruitment, with state agencies having a minor role.

Table 1. South Asia Profile of Labour Migration

Nepal	Over 2 million Nepalese nationals are working abroad (excluding the number of migrants working in India), 15% of whom are women. The major destinations of 62% of the migrating labour are states in the MENA zone. The remittances sent by the migrant workers contribute 22.4 per cent of GDP in 2012 (ILO).
India	Of all the total of 14 million Indian migrant workers currently living and working abroad, nearly half take jobs in a MENA country in 2013, predominantly in UAE (2,852,207), Saudi Arabia (1,761,857) and Kuwait (730,558) (UN DESA). Migrant workers contributed to the remittances of approximately US\$ 70 billion in 2012.
Pakistan	More than 7 million Pakistanis have worked abroad since 1971 to 2013, out of these, 94% have sought employment in the GCC countries, with 80% concentrating in Saudi Arabia and UAE. Overseas Pakistanis sent large amounts of remittances, reaching US\$ 15 billion (ILO).

There is an increasing trend of female workers going abroad overall, although the increases vary considerably across the region and start from a very low level in some countries: Women accounted for 50 per cent of all migrants from Sri Lanka, but only 6 per cent of all migrants from Nepal and less than 1 per cent from Pakistan.

¹ The analysis and trends of the Labour migration from South Asia to the GCC countries derive from the original project document and SALM project publications unless otherwise noted.

In the GCC countries, women are primarily employed in hospitality and service jobs, including domestic work, whereas men typically are employed in construction, manufacturing, agriculture (and herding), transport and security.

The Arab States have the highest proportion of migrant workers as a share of all workers with 35.6 per cent, and host about 11.7 per cent of all migrant workers worldwide. The overwhelming majority (82 per cent) of domestic workers in the Gulf Cooperation Council (GCC)² are migrants. Even when improvements in the overall situation of migrant workers were noted in the GCC, seldom did they extend to migrant domestic workers. The latter are typically excluded from national labour laws with the argument that domestic work cannot be regulated in the same manner as other work without violating the privacy of the employer’s household, considered sacrosanct, and the honour of his/her family. The admission, stay and exit of migrant domestic workers in (along with the employer-migrant worker relationship) are governed by the *Kafala*, a private sponsorship scheme for temporary migrant workers. *Kafala* results in situations where employers have unchecked control over migrant workers, exposing the latter to greater risk of exploitation and abuse. Vulnerabilities to abuse are markedly heightened when migrant workers end up in an irregular situation.

Table 2. GCC Profile of Labour Migration

Kuwait	There are approximately 1.5 million migrant workers currently in Qatar (IOM). A rough breakdown of the origin of these migrant workers is as follows: Bangladesh: 210,000; Egypt: 320,000; India: 390,000; Indonesia: 11,000; Iran: 98,000; Pakistan: 123,000; Philippines: 86,000; Sri Lanka: 210,000; Syria: 123,000 (IOM). Foreign labour in Kuwait comprises 93% of the private sector labour force (ILO). The majority of Kuwaiti households (90%) employ a foreign domestic worker, in total employing over 620,000 migrant domestic workers, accounting for over 21.9% of the country’s total work force (Migrant Rights).
Qatar	There are approximately 1.15 million migrant workers currently in Qatar (IOM), comprising roughly 94% of the overall population (ILO). A rough breakdown of the origin of these migrant workers is as follows: Egypt: 88,000; India: 250,000; Iran: 150,000; Nepal: 175,454; Pakistan: 250,000; Philippines: 125,000; Saudi Arabia: 20,000; Sri Lanka: 88,000.
UAE	In 2013, the UAE had the fifth-largest international migrant population in the world with 7.8 million migrants (out of a total population of 9.2 million), particularly coming from India (2,852,207), Bangladesh (1,089,917), and Pakistan (953,708), Egypt (711,894) and Philippines (477,139) comprising over 90 percent of the country's private workforce (UN Department of Economic and Social Affairs, Population Division).

GCC countries have supported the adoption of the Domestic Workers Convention, 2011 (No. 189) in 2011 but none have ratified it so far. ILO’s supervisory mechanisms rely on other conventions³ which the Arab States have ratified, like the forced labour conventions, to address the vulnerabilities of migrant domestic workers. All the Arab States have signed the United Nations Convention against Transnational Organized Crime (UNTOC). In consequence, they have responded to charges of human trafficking more proactively than to calls for improving the working conditions of migrant domestic workers.

² The Gulf Cooperation Council (GCC) is a regional intergovernmental political and economic union consisting of all Arab states of the Persian Gulf, except for Iraq. Its member states are Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates.

³ The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), 1979; the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), 1965; the Forced Labour Convention, 1930 (No. 29); and, the Abolition of Forced Labour Convention, 1957 (No. 105).

2.2. Project description

The South Asia Labour Migration Project (SALM) project was designed to support governments, industry, and labour migrants from South Asia to the Gulf Cooperation Council countries (GCC) to improve labour practices and compliance with labour standards for low-skilled migrant workers from India, Nepal and Pakistan which migrate to Kuwait, Qatar and the United Arab Emirates (UAE). The SALM project of International Labour Organization (ILO) was launched in the year 2013 in response to a Restricted Call for Proposals issued by the European Commission (EC) under the “Thematic Programme of cooperation with third countries in the areas of Migration and Asylum”, supported by the EC with a budget of 2.4 million EUR.

The SALM project set three specific objectives (SOs):

SO1

- Providing reliable information on overseas employment opportunities, and build capacity for matching qualified job seekers with the demand from foreign employers

SO2

- Improving recruitment services and increasing the protection of migrant workers during employment to reduce migration costs and recruitment abuses in origin and destination countries

SO3

- Expanding training opportunities and providing a system to enable the portability of skills for outgoing and returning migrant workers

The ILO project management team planned the project activities to: promote safe migration through improvement of pre-departures orientation programmes and delivery mechanisms to meet the specific needs of female migrant workers (strategic pillar 1), improve recruitment services through monitoring and reporting on recruitment costs (strategic pillar 2), protection during employment including links to local service providers (strategic pillar 3), improve training and portability of skills (strategic pillar 4) and facilitate migration and development including development of strategies and roadmaps to support preparation and migration and implement pilot actions to facilitate remittance-backed savings and investment (strategic pillar 5, only for Nepal).

The SALM project worked in close coordination with its tripartite constituents: Ministry of Labour and Employment in Nepal; Ministry of Overseas Pakistanis and Human Resource Development in Pakistan; and Ministry of External Affairs in India (previously Ministry of Overseas Indian Affairs) and the India Centre for Migration in India. The project also works private recruitment agencies, NGOs, migrant associations, diaspora organizations, embassies, researchers and other actors in each country.

The main target group of the project was: migrant workers (men and women) from construction and services sectors (including domestic work) who works or intending to work in the GCC states.

2.3. Organization of the Report

The present report is comprised of five (5) sections. Section 1 gives the history and overview of the Project. Section 2 provides a description of the evaluation objectives and the methodology used. Section 3 presents evaluation findings according to the evaluation criteria. Section 4 and 5 draws conclusions and recommendations to ILO that derive from the analysis and findings outlined in the report as well as identifies good practices and lessons learned finding out in the course of the SALM project final evaluation. Three annexes provide supplementary information.

III. Evaluation Objectives and Methodology

This section defines the main objectives of the final evaluation as well as describes the evaluation methodology that was employed to carry out this assessment, explains the methods of data analysis and lists the main limitations of the evaluation.

3.1. Purpose and Scope of the Evaluation

The overall objective of the final evaluation was to assess the performance of the project over its forty-five-month period, as well as its success in achieving its planned results and objectives. The overall purpose of this summative evaluation is to learn from the project implementation so that lessons can be drawn to form the basis for making improvements to the project planning, design and the management of future projects and programs of a related nature. This evaluation exercise is meant to ensure ownership, result-based orientation, cost-effectiveness and quality of ILO services and act as a downward and upward accountability process by the ILO to the donor.

The scope of the evaluation includes the whole period of project duration from June 2013 to October 2016.

3.2. Evaluation Criteria and Questions

The overall evaluation questions were provided by the terms of reference, and follow OECD-DAC⁴ evaluation guidelines:

1. *Relevance* (including the extent to which the Project responds to stakeholders' needs and priorities and the alignment with ILO regional and thematic programmes);
2. *Efficiency* (including cost-effectiveness, timeliness and the efficiency of implementation arrangements);
3. *Effectiveness* (including progress of achievement of stated objectives and major challenges faced as well as project management);
4. *Impact* (including anticipated long term impact of the project and any positive or negative unintended results, which influenced results of activities);
5. *Sustainability* (including the likelihood that activities and/or impact will be sustained beyond the end of the Project).

Additionally, the evaluation studied the overall design aspects of the project and gender equality consideration during the design and implementation of the project, as per Evaluation TOR.

Table 3: Evaluation Questions

Relevance (including strategic fit)
EQ1. Did the project address the major causes of vulnerability and respond to prevalent forms of exploitation among migrant workers in the three countries and in the recipient countries (Gulf Cooperation Council –GCC member States)?
EQ2. Was the project design (including its regional approach, the partners and beneficiaries involved, the objectives and outputs outlined, etc.) adapted as per the midterm evaluations' recommendations-appropriate for achieving its intended development impact?
EQ3. Did the project activities align with or influence government policy and planning, as well as social partner programming and priorities, on labour migration?
EQ4. Was the project consistent with or influential to ILO national, regional and global strategic priorities and programming on labour migration and make effective use of its comparative advantages?
Effectiveness (including achievement of objectives and project management)
EQ5. To what extent did the project achieve the three immediate objectives set forth in its logical framework?
EQ6. How effective was the internal management of the project? (Including strategy and work planning, staffing arrangements and capacities, governance and oversight, monitoring system, technical backstopping support from ILO MIGRANT etc.)?

⁴OECD DAC: Organization for Economic Cooperation and Development's Development Assistance Committee

EQ7. Was the project successful in obtaining the support and cooperation of government and social partners at national and regional levels?

EQ8. How effective was the collaboration and coordination with other project's working on labour migration issues in the region, including by the ILO or external organizations? (Extent and results)

EQ9. Were implementing partners strategically selected and effective in carrying out the project activities? (i.e. possess the necessary project management skills and achieve the objectives outlined) If yes/no why?

EQ10. Have the capacities of partner organizations been nurtured and supported on collection and analysis of M&E data?

EQ11. Has a management information system been established to ensure that data is regularly analysed and incorporated in management decision-making? Has M&E data been disaggregated to show the project results for women and men and different stakeholder groups?

Efficiency (including use of resources and value for money)

EQ12. Was the project's use of resources optimal for achieving its intended results? (Financial, human, institutional and technical, etc.)

EQ13. Were activities completed on-time/ according to work plans?

EQ14. Was the funding and timeframe sufficient to achieve the intended outcomes?

EQ15. Which project activities represented the greatest value for money in terms of protecting migrant workers?

EQ16. Were cost-sharing arrangements or in-kind contributions sought from partners to complement the project's resources? (from other ILO projects, inter-agency initiatives, cooperation with tripartite constituents and CSO partners, etc.). Which were the most effective for leveraging project resources?

Impact (including realized and prospective changes)

EQ17. What impact did the project activities contribute to policy and practices related to labour migration management?

EQ18. What changes did the project contribute to for women and men potential migrants?

EQ19. What additional impacts do stakeholders foresee emerging after its completion?

Sustainability (Including local ownership and stakeholder participation)

EQ20. Were strategic plans developed and implemented to ensure the sustainability of the project's results in the target countries?

EQ21. Which project-supported tools been solidly institutionalized by partners? Have any been replicated or adapted by external organizations?

EQ22. Which project activities at national and local levels show evidence that they will likely continue after external funding is discontinued? (particularly, which MRC sites?)

EQ23. Has there been any local and/or private sector support provided for the project activities?

EQ24. Has the project been successful in supporting the development of an enabling policy, legal framework, and institutional environment for sustainable changes in labour migration management to take place?

EQ25. Were tools, research, outcome documents and other knowledge products developed and broadly disseminated under the project?

Gender equality

EQ26. Did the project activities benefit women and men equally? (Including migrant workers and government and social partner representatives)

EQ27. Has the project supported governments to adopt gender-sensitive labour migration policies? (reflecting the ILO Multilateral Framework and the provisions of the relevant international labour standards)

EQ28. Has the project been effective at addressing the vulnerabilities of migrants in highly gendered sectors of work? (Domestic work, construction etc.)

EQ29. Were risks to gender equality identified and appropriately managed?

3.3. Evaluation Methodology

The design of the evaluation was calibrated in alignment with the Final Evaluation ToR (see Annex 6.1) and was discussed and agreed with ILO staff at commencement of the evaluation in order to ensure that ILO approach towards evaluation have been followed. Given the nature of project's activities, which relate primarily to research, knowledge transfer, information sharing and participation in regional forums, it was deemed sufficient that the evaluation relied heavily on qualitative methodologies, focusing on interviews with individuals involved in the project activities, as well as a review of documentation and financial information.

Three lines of evidence were used for this evaluation, including a document review (quantitative), key informant interviews (qualitative) and focus groups (qualitative). Evaluation questions were assessed using multiple lines of evidence when possible; however, the majority of findings were derived from the interviews.

3.3.1. Document review

A document review was conducted to provide descriptive information on the different types of activities funded through the program, as well as information to address evaluation questions relating to program relevance and performance. In total, more than 70 documents were reviewed.

Documents reviewed included:

- Project document;
- Budget;
- Agreement;
- Workplan (initial and revised);
- Project's no-cost extensions approved by EU;
- Minutes of the PSC meetings;
- Progress reports;
- Reports and ToRs on trainings, workshops, conferences and study tours organized by the Project;
- Developed publications by the Project (booklets, research studies statistical reports, curriculums, etc);
- ILO strategic documents (such as DWCPs, Fair Migration Agenda, etc);
- Other relevant documents (legislative and policy frameworks on migration in project's target countries, reports/statistics on migration; EUD strategies in project's target countries, etc.)

The list of documents reviewed could be found in Annex 6.2.

3.3.2. Key informant interviews

Interviews with key informants were held to address all evaluation questions. A total of 89 interviews (46-m/43-f) were completed (Annex 6.3), as follows:

- Executing agency (ILO Nepal (3-m/6-f), ILO India (4-m/1-f), ILO Pakistan (5-m/5-f), ILO Regional Office for Asia and Pacific (1-m), ILO Regional Office for the Arab States (1-m));
- Government representatives in Nepal (m-2/f-3), and Pakistan (m-7/f-1);
- Employers organizations in India (m-2) and Pakistan (m-2);
- Workers organizations in Nepal (m-5), India (m-2) and Pakistan(m-2);
- Donor representatives from EUD Nepal (f-1), India (m-1) and Pakistan (1-m/1-f);
- National implementing partners in Nepal (m-3/f-1), India (m-2/f-2) and Pakistan (m-3/f-2);
- Development partners in Nepal (IOM: 1-f; SDC: 1-f; SDC-funded SAMI project: 1-f), and Pakistan (ICMPD: 2-f).

Interviews lasted between 45 and 90 minutes. Not all informants responded to all questions; this was taken into account when analysing the data. These key informants were useful in providing clarifications on the Project's implementation, details of the challenges, good practices and suggestions on areas that merit improvements.

3.3.3. Focus groups

Focus group discussions (FGDs) were conducted with direct project beneficiaries in two out of three project's target countries, in particular: (1) 8 potential and actual migrants (all males) who received consultations at the Migrant Resource Center (MRC) Lahore in Pakistan, and (2) 22 participants (17-m/5-f) of awareness campaign and capacity building programme in Telangana state in India. In total, 2 FGDs were conducted with 30 project's direct beneficiaries (list attached in Annex 6.4).

3.3.4. Field missions/Observations

The evaluation was undertaken over a in eight weeks' period from 28 August to 31 October 2016, including:

Country	Place	Dates of field visit
Pakistan	Lahore, Pakistan	September 5, 2016
	Islamabad, Pakistan	September 6-11, 2016
India	Delhi, India	September 12/15-18, 2016
	Tirupathy, India	September 13, 2016
	Hyderabad, India	September 14, 2016
Nepal	Kathmandu, Nepal	September 19-23, 2016

3.4. Data analysis

The scope of this evaluation required that the analysis consider perceptions as well as concrete data across a range of environments at the country, regional and headquarters levels. It thus demanded a variety of methodological approaches, including data collection from interviews and focus groups to gather the more subjective and perception-based data, as well as extensive document reviews and the observations of the evaluation team. Elements of all of these approaches were incorporated into the data collection methodology, and ensured that findings were based upon a wide array of carefully chosen and well-balanced information.

Data analysis involved triangulation between different data sources. The various evaluation tools asked similar questions of different stakeholders and different types of documents, which allowed for assessment of performance against the overarching evaluation criteria. Qualitative responses and quantitative data were reviewed and compared to answer the overarching evaluation questions. The main forms of analysis were content and narrative analysis, as well as comparative analysis.

Where qualitative evidence is presented, the following scale was used to report:

Table 3. Interview and focus group data analysis scale

All	Findings reflect the views and opinions of 100% of the key informants in the group
Majority/Most	Findings reflect the views and opinions of at least 75% but less than 100% of key informants in the group
Many	Findings reflect the views and opinions of at least 50% but less than 75% of key informants in the group
Some	Findings reflect the views and opinions of at least 25% but less than 50% of key informants in the group
A few	Findings reflect the views and opinions of at least two respondents but less than 25% of key informants in the group

3.5. Constraints and Limitations of the Evaluation

This evaluation went on well without obstacles. The evaluator was able to work on the assessment in conditions that permit to make a reasonable opinion on the Project. The evaluation draws on data from a number of different sources so that the findings from each of the sources can be compared for consistency of findings.

Nonetheless it is important to highlight some limitations, which might affect the interpretation of this report.

The limitations are summarized below:

- *Attribution of the Project's results:* All of the medium and long-term outcomes of the Project are quite broad and the achievement of the goals is not solely the responsibility of the Project. In order to achieve many of its objectives the Project cooperates actively with other international agencies present in the country, civil society partners and state authorities. Consequently, it is not possible to attribute results solely to the Project. At best, it is possible to point to Project's contribution towards achieving the goals.
- *Sample size:* Given time and budget limitations for the evaluation it was not feasible to conduct interviews with direct project beneficiaries in all target countries, i.e. 1 country of origin (Nepal) and countries of destination (GCC countries), who received consultations at MRC Kathmandu and legal assistance and support from Migrant Forum Asia in Kuwait, UAE and Qatar.

IV. Evaluation Findings

The following findings were arrived at following the document review and the collation and analysis of the feedback from the interviews. The findings relate to six main issues, namely (1) relevance and strategic fit of the project including design; (2) effectiveness including achievement of objectives and project management; (3) efficiency including use of resources and value for money; (4) impact of project including realized and prospective changes; (5) sustainability including local ownership and stakeholder participation, and (6) gender equality.

4.1. Relevance and Strategic Fit

4.1.1. *Relevance for countries of origin and recipient countries*

A review of the desk material and interviews with project stakeholders highlight that the SALM project was highly relevant to the tripartite constituents, project implementing partners and direct beneficiaries and remained relevant throughout the project's lifespan. The labour markets in Nepal, India and Pakistan are characterized by high level of youth unemployment/under employment that a lack of decent work opportunities is pushing people to seek opportunities elsewhere. They also continue to encounter disproportionate discriminations and human rights violations throughout the migration process. Nepal, India and Pakistan are not exceptional countries in terms of people migrating to foreign lands in search of better life options. In recent decades' migration to the Middle East and other parts of the world in search of better opportunities has become a common phenomenon in Nepal, Pakistan and India. The main flow of workers from South Asia is to Gulf Cooperation Council (GCC) member States. The GCC region emerged as the primary destination for South Asian workers in the 1970s and has remained popular because of the demand connected with the massive oil boom-related development. Of all migrant workers from India (in the ECR category) and Pakistan 96 per cent take jobs in a GCC country and 62 per cent of all migrants from Nepal go to a GCC country, while 36 per cent go to Malaysia. Subsequently, labour migration has been a major source of financial contributions to Nepali's and Pakistan's economy and remittances, which account for 27.7 per cent and 7 per cent of GDP accordingly⁵. At the same time, contribution of labour migration to Indian's GDP is lower than in Nepal and Pakistan and constitutes 3.4 per cent of GDP; however, it makes India the global lead in remittances receiving. The six GCC economies rely heavily on foreign labour – expatriates account for around 85 per cent of the GCC countries' total population. Foreign labour comprises 99 per cent of the private sector labour force in Qatar, 93 per cent in Kuwait and 89 per cent in Saudi Arabia.

In this context, the project tried to address the major causes of vulnerability and respond to prevalent forms of exploitation among migrant workers in the three countries of origin and in the recipient countries (GCC member States), in particular payment of high recruitment fees, misrepresentation of jobs, failure to meet placement obligations and contract substitution, abuses during employment, absence of freedom of association in many GCC countries and lack of information about qualifications, skills and wage. The SALM project was built on the past initiatives supported by ILO in the region to upscale the gains of the initiatives made so far to enhance the benefits of this process for the migrant workers and their families by creating a conducive policy and operating environment, enhancing the capacity of both the right holders and duty bearers to take a rights-based approach while responding to the issue concerning foreign labour migration and improving access of migrant workers to relevant information and services. The project was found relevant to achieve these objectives.

The SALM project was also relevant in responding to the national priorities as highlighted in the following policy documents and legislation governing migration and foreign employment policies in countries of origin:

⁵ World Bank, 2014

Table 4. Relevance to the countries of origin legislation and policies on labour migration

Nepal		India		Pakistan	
Foreign Employment Policy 2012	Provides knowledge and skill based training to Nepalese human resources to develop skilled, empowered and competitive as per demand of international market creating safe, organized and respectable environment for foreign employment.	India Emigration (Amendment) Rules 2009	Included new provisions on: recruitment agent may represent the employer with a power of attorney; requirement for recruitment agencies to register with the registering authority.	Emigration Ordinance 1979	Aims to promote overseas employment and protect migrant workers. The recruitment process is subject to a licensing requirement. Under section-15, proper Orientation and Briefing is imparted to every emigrant prior to his departure for employment abroad. During pre-departure briefing the intending emigrants are briefed about cultural, economic, social, geographic and other important aspects of destination countries.
Foreign Employment Act, 2007	Sets out rules for recruitment agencies, establishes a bank guarantee system and a welfare fund in order to better protect migrant workers	Emigration Act 1983	Sets up procedures for overseas employment, both for potential migrants (Emigration Clearance) and recruitment agencies (Certificate).	Emigration Rules 1979	Define powers and duties of government positions responsible for overseas employment matters including protection of migrant workers.
The Foreign Employment Regulation, 2008	Sets out rules for licensing institutions that carry out foreign employment business and approval and selection of workers for foreign empowerment.	National Skills Qualifications Framework	Launched in 2013 in order to organize all qualifications related to knowledge, skills and aptitude in a rank of 10 levels	Draft National Policy for Overseas Pakistanis 2013	Focuses on maximizing welfare and empowerment of Pakistani diaspora working abroad
National Strategic Action Plan on Foreign Employment 2015	To implement the policy and acts and regulations.	Indian Community Welfare Fund (ICWF)	Established in the 43 Indian Missions across the world in countries that have a significant overseas Indian population. ICWF is aimed at providing 'on site' welfare services on a means tested basis in the most deserving cases including, Boarding and lodging for distressed overseas Indian workers in Household / domestic sectors and unskilled labourers, Extending emergency medical care to the overseas Indians in	Community Welfare Attaches (CWAs)	Established 19 offices of CWAs in 16 Pakistan Diplomatic Missions in 14 countries to better assist Pakistani migrant workers and promote their welfare

			need, Providing air passage to stranded overseas Indians in need, Providing initial legal assistance to the overseas Indians in deserving cases, Expenditure on incidentals and for airlifting the mortal remains to India or local cremation/burial of the deceased overseas Indian in such cases where a sponsor is unable or unwilling to do so as per the contract and the family is unable to meet the cost		
Free Visa Free Ticket Policy, 2016	Came into effect from July 8, 2015 and obligates the employers from labour receiving countries (particularly six GCC countries and Malaysia) to bear cost of visa processing and air ticket of Nepali MWs.	Pravasi Bharatiya Bima Yojana (PBBY) insurance policy	Designed for Indian emigrants who are abroad on a valid visa for purposes of employment. The policy covers a minimum sum of INR. 1 Million payable to the nominee/legal heir in the event of death or permanent disability of any Indian emigrant who goes abroad for employment purposes after obtaining emigration clearance from the concerned Protector of Emigrants (POE). The validity of the policy is for a minimum period of two years or the actual period of employment contract, whichever is longer	OPF Pension Scheme for Overseas Pakistanis	Launched in 2001 to provide pension benefits to Pakistanis living abroad
		Policies on protection and welfare of Indian female domestic workers to GCC countries for employment	Requirement of the provision of bank guarantee of US\$ 2,500 from a foreign employer to the Indian Embassy	Group insurance scheme	BE&OE and the State Life Insurance Corporation of Pakistan provides overseas migrants with group insurance

4.1.2. Relevance to the ILO programming

The SALM project has clearly defined and direct relevance to ILO priorities globally, regionally and within the Nepal, India and Pakistan “Decent Work Country Programmes” and both draws upon and contributes to ILO technical expertise in relation to labour migration and the protection of migrant workers. The Project is fully in line with all relevant international instruments pertaining to the rights and interests of the migrant workers. Further, the Project is designed to maximise opportunities for analysis and sharing of lessons learned between partners in Nepal, India and Pakistan, as well as within and across the region in order that they may influence changing policies and regulations relating to the protection of migrant workers at all stages of the migration process and ensure that both sending and receiving countries meet their human rights obligations.

Table 5. The SALM Project’s fit with ILO global, regional and national strategic priorities and programming on labour migration and regional consultative processes

Level	Document	Specification
Global	ILO’s Project and Budget (P&B)	ILO P&B for 2012-2013 and 2014-2015, Outcome 7: More migrant workers are protected and more migrant workers have access to productive employment and decent work, Indicator 7.1: “Number of ILO member states that, with ILO support, adopt gender sensitive labour migration policies to protect migrant workers that reflect the multilateral framework on labour migration and the provisions of relevant international labour standards”. ILO P&B for 2016-2017, Outcome 9: Promoting fair and effective labour migration policies, indicator 9.2. ‘Member States or regional or sub regional institutions that have established or strengthened institutional mechanisms and inclusive practices or services for the protection of migrant workers or for the promotion of productive employment and decent work for migrant workers’.
	ILO Multilateral Framework on Labour Migration: Non-binding principles and guidelines for a rights-based approach to labour migration	Principles and Guidelines under areas I, II, III, IV, V, VI, VII and IX: I. Decent work, II. Means for international cooperation on labour migration, III. Global knowledge base, IV. Effective management of labour migration, V. Protection of migrant workers, VI. Prevention of and protection against abusive migration practices, VII. Migration process and IX. Migration and development.
	ILO Fair Migration Agenda/ILO Fair Recruitment Initiative ⁶	Approach 1: Enhancing global knowledge on national and international recruitment practices Approach 4: Empowering and protecting workers Targets for 2015-2016: <ul style="list-style-type: none"> ▪ Organization of Fair Recruitment Initiative consultative meetings ▪ Conduction of research looking at strategies to reduce recruitment costs for migrant workers undertaken in collaboration with the World Bank’s Global Knowledge Partnership on Migration and Development (KNOMAD)
	International Conventions (ILO and UN)	ILO Convention on Migration and Employment No 97 (1949) ILO Convention on Migrant Workers (Supplementary provisions) No 143 (1975) International (UN) Convention on the Protection of the Rights of all Migrant Workers and Their Families (1990) ILO Private Agencies Convention No 181 (1997) to guide actions on recruitment practices ILO Convention on Domestic Workers No189 (2011) for promoting domestic workers’ protection and rights
	UN Sustainable Development Goals (SDGs)	International migration has become a vehicle for development and poverty reduction: SDG 8: Decent Work and Economic Growth, Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment SDG 10: Reduced Inequalities, Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies

⁶ Background information: ILO Fair Recruitment Initiative was launched in 2014 to foster fair recruitment practices, prevent human trafficking and reduce the costs of labour migration. This multi-stakeholder initiative is implemented in close collaboration with governments, representative employers’ and workers’ organizations, the private sector and other key partners.

Regional	Colombo Process ⁷	<p>Thematic Area 1: Protection and provision of services to migrant workers by protecting migrant workers from abusive practices in recruitment and employment, and providing appropriate services to them in terms of pre-departure information, orientation and welfare provisions.</p> <p>Thematic Area 3: Capacity building, data collection and inter-state cooperation through institutional capacity building and information exchange to meet labour migration challenges, increasing cooperation with destination countries in terms of protection of migrant workers and access to labour markets, and enhancing cooperation among countries of origin.</p> <p>Commitment to Action in Pursuit of Ethical Recruitment and formation of the Alliance of Asian Associations of Overseas Employment Service Providers (AAA-OESP)⁸ (2008) and Joint Statement in Pursuit of Ethical Recruitment (2014)⁹</p>
	Abu Dhabi Dialogue ¹⁰	<p>Manila Consultation 2012 Framework of Regional Collaboration¹¹</p> <p>Outcome 1: Enhance the employability and skills of workers by reviewing and aligning current systems and programs for education, testing, and certification to facilitate recognition of qualifications that enhance the employability and productivity of workers at home and abroad.</p> <p>Outcome 2: Improve the recruitment process by taking measures, unilaterally and in cooperation with other countries, to minimize worker-job mismatches and reduce recruitment costs.</p> <p>Outcome 4: Facilitate worker adaptation to foreign employment by developing programs to familiarize contract workers with their rights and responsibilities and grievance redressal mechanisms in countries of destination (CODs).</p>
	South Asian Association for Regional Cooperation ¹²	<p>Eighteenth SAARC Summit Declaration (2014)</p> <p>Collaboration and cooperation on safe, orderly and responsible management of labour migration from South Asia to ensure safety, security and wellbeing of their migrant workers in the destination countries outside the region.</p>
Country	DWCP for Nepal 2013-2017	<p>Priority 3: Promotion of fundamental principles and rights at work</p> <p>Outcome 3.1: Constituents and major stakeholders have improved capacities to address the implementation gap in respect of conventions 29, 105, 169 and 182 and to ratify conventions of national priorities.</p>
	DWCP for Pakistan 2016-2020	<p>Priority 3: strengthened compliance with ILS through social dialogue</p> <p>Outcome 3.4: Safe and fair labour migration promoted</p> <p>Output 3.4.2: Migrant workers' including those migrant, access to timely, targeted and accurate information increased</p> <p>Output 3.4.3: Migrant workers access to justice in countries of destination and in Pakistan enhanced</p>
	DWCP for India 2013-2017	<p>Priority 2: Policies for Job-Rich and Inclusive Growth Promoted, especially for Women, Youth and Disadvantaged Groups Outcome</p> <p>Outcome 2.3: Enhanced regulatory and delivery mechanisms to promote access and inclusion in skills development</p>

4.1.3. Project design

⁷ Background information: Colombo Process is a Regional Consultative Process on the management of overseas employment and contractual labour for countries of origins in Asia. It is a member state-driven, non-binding and informal forum to facilitate dialogue and cooperation on issues of common interest and concern relating to labour mobility. The Colombo Process consists of 12 Member States and 8 Observer Countries and it was established in 2003.

⁸ Background information: Regional conference of national associations of labour recruitment agencies and government placement offices of the Colombo Process member states was held in 2008

⁹ Background information: Joint Statement in Pursuit of Ethical Recruitment was signed in April 2014 during regional meeting of 23 delegates representing private recruitment associations and public recruitment bureaus from the Colombo Process member states including the Nepal National Association of Foreign Employment Agencies (NAFEA), the Pakistan Overseas Employment Promoters Association (POEPA) and the Indian Staffing Federation (ISF)

¹⁰ Background information: The Abu Dhabi Dialogue is a voluntary and non-binding inter-government consultative process, engaging seven Asian countries of labour destination: Bahrain, Kuwait, Malaysia, Oman, Qatar, Saudi Arabia, and UAE; and eleven countries of origin: Afghanistan, Bangladesh, China, India, Indonesia, Nepal, Pakistan, the Philippines, Sri Lanka, Thailand and Vietnam. Japan, Korea and Singapore participate as observers. It was established in 2008.

¹¹ <http://abudhabidialogue.org/ae/en/regional-ministerial-consultations/manilla-april-2014.aspx>

¹² Background information: SAARC is regional intergovernmental organization of South Asian countries, founded in 1985 and dedicated to promoting economic, technological, social and cultural development among the member states and seeks to promote greater regional integration in South Asia. It is composed of Afghanistan, Bangladesh, Bhutan, India, Nepal, the Maldives, Pakistan and Sri Lanka.

The Project built on the achievements of ILO's work in the field of decent work and employment in Asia¹³. The SALM project was designed by ILO ROAP and ILO Nepal in 2011 in consultative collaboration with the with ILO India, ILO Pakistan and ILO ROAS and tripartite constituents; however, the SALM project was approved by the EC two years after development of project proposal due to the competitive process for selection of implementing partner. The positive side of the project is that it adopted a broad approach in terms of initial specification of the project of intervention and was designed in a "light" way, leaving specific details open in order to allow fine-tuning during implementation. In spite of that many changes in context took place in countries of origin and countries of destination and the project was not able to address all new priorities like migration and development issues which started to be placed more attention, but the project document foresaw work in this area only in Nepal.

The desired impact of the SALM project was to promote well-managed labour migration flows from India, Nepal and Pakistan to Kuwait, Qatar and the United Arab Emirates. More specifically, the Project's objectives were to provide 'reliable information on overseas employment opportunities, and build capacity for matching qualified job seekers with the demand from foreign employers', to reduce 'migration costs and recruitment abuses in countries of origin and destination by improving recruitment services; and increase protection of migrant workers during employment' and to enhance 'training, portability of skills for outgoing and returning migrant workers, and to promote the development impact of migration'. On the one hand, the integration of activities to influence policy and practice are among the elements that made the project's design relevant. On the other hand, the scale of ambition of the project objectives was high in the light of broad geographic scope coupled with a broad range and scope of activities (ranging from research, consultation and high level policy advice, to local service delivery) and limited resources and time allocated for their achievement.

The SALM project strength is the simplicity in its design accompanied by the interlinked project's components represented by five strategic pillars, namely improved access to reliable information on job opportunities and requirements in the GCC countries; pre-departure information; portability of skills; better recruitment services, including lower recruitment costs; and protection during employment, including links to local service providers. The overall and specific objectives were well-defined in the ProDoc. The expected results were clear. The selected activities were relevant for the fulfilment of the stated objectives and results. The project work plan was practical, logical, cohesive and relevant. The SALM project focused only on three countries of origin (Nepal, India and Pakistan) as other two countries (Bangladesh and Sri Lanka) were covered separately by others ILO labour governance projects supported by SDC.

The project was designed on rights-based approach, mainly to provide opportunities for the migrant workers to claim their rights to access and utilization of information and services on safe migration. Another approach that the project adopted was the evidenced-based approach. The project in partnership with relevant public and private entities and academic institutions undertook substantive research at the national and sub regional level to produce evidence based policy recommendations and methodological tools and guidelines. The project adopted also an inclusive approach and worked with all diverse but relevant stakeholders involved in safe migration namely, tripartite partners (government, employers and workers associations), non-government organizations concerned with migration issues, private recruitment agencies, migrant associations and diaspora organizations, other concerned international agencies, academia and media to protect the rights of migrants in the entire cycle of migration while supporting the Governments of project's target countries to enhance the accountability to implement the provisions of legislation on labour migration and strengthen networking and partnerships.

However, the design of the Project suffered from some shortcomings:

- The ProDoc foresees only a corridor approach (i.e. it emphasized a focus on addressing migration governance gaps from certain countries (India, Nepal and Pakistan) to other countries (Kuwait,

¹³ Note: Asian Decent Work Debate Agenda adopted by all Asian countries on the 14th Regional Meeting of the ILO in 2007

Qatar and the UAE); therefore, the SALM project should be seen as a multi-country project rather than a regional project.

- The selection of project's target countries of origin was not optimal due to intense relations between India and Pakistan, which made it quite difficult for the project team to bring those countries together for participation in joint events. Based on the ProDoc, it was done as the ILO launched two labour migration governance projects in Bangladesh and Sri Lanka supported by the Swiss Agency for Development Cooperation and therefore Bangladesh and Sri Lanka were not focus countries.
- The ProDoc did not contain a strong analysis of both the national and legal context in which the project intends to operate in each target country (both countries of origin and countries of destination). At the same time, it is necessary to point out that ProDoc followed the EU call for proposals format with strict page limits on each section.

To cope with existed limitations, the project team positioned regional activities of the project within broader regional consultative processes like Abu Dhabi Dialogue, Colombo Process, and the realization of a Fair Migration Agenda process lead by ROAP. Furthermore, to ensure consistency in approaches it used as much as possible standardised tools and methodologies. The examples of that include the usage of standardized ToRs in Pakistan and India for preparation of research on access to justice, of unified standardized methodology for development of country of origin reports in Nepal, India and Pakistan, of the format of the booklet 'Travel Smart-Work Smart' for different migration corridors.

Assumptions and risks were identified in the ProDoc. Assumptions are the conditions necessary in order to ensure that the project activities will produce results while risks are the possibility that they may not occur. Risks need to be recognized and prevented from happening to the extent possible, and contingency plans must be put in place to deal with them should they happen. The main risks identified was centred on lack of political stability in Nepal and Pakistan, lack of commitment of the GCC countries to implement reforms in recruitment and inclusion of domestic work in labour law. However, the mitigating measures have not been pointed out in the ProDoc.

The Project established a Logframe on the stage of project design and it was an integral part of the ProDoc. The Project Logframe is technically sound; nevertheless, some indicators provided to measure the rate of success ('achievement indicators') fail to pass the SMART-test (specific, measurable, achievable, realistic, time-bound), as they lack measurement of quantity and quality and cannot be used for the assessment of the project progress and achievements.

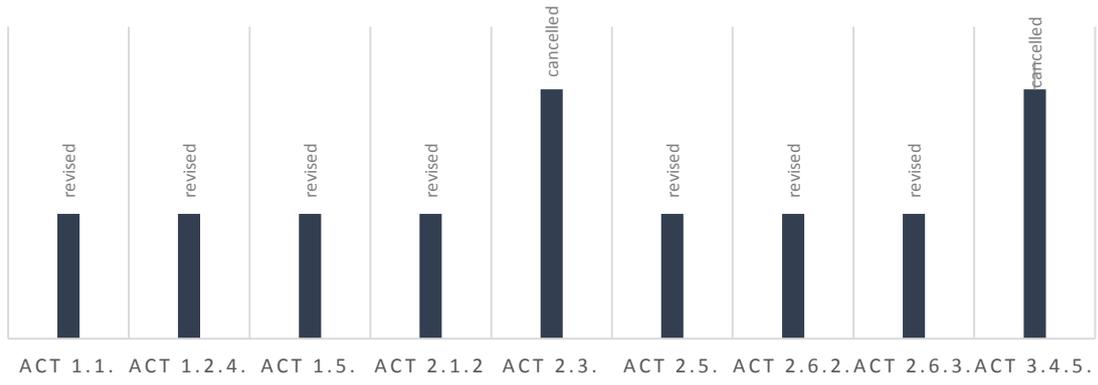
The examples of that are, as follows:

- Impact indicators stated either as results or targets (e.g. Improved recruitment services in target countries or Quality skills training and certification available in target areas and occupations)
- Outcome indicators repeat impact indicators (e.g. Accurate and timely information on job opportunities in 3 GCC countries and on safe migration to these countries available in target areas)
- Output indicators –limited number, more quantitative than qualitative (e.g. Extent of integrated services, KAP levels, coverage)

The ProDoc outlines specific Expected results and activities under each component, however, there is no baseline evidence with indicators specific to each Result/Activity, against which it would be possible to measure changes occurred during and/or after the intervention. In terms of gender issues, the project's Logframe did not have specific indicators for gender that can assess the project's progress and achievements on promoting gender equality.

As evident from the desk review, the project team addressed fully the MTE recommendation with regard to the project design. Through an addendum approved by the donor, the Logframe was revised and the activities which were not feasible or no longer relevant have been revisited. As a result, out of 58 activities initially planned, 7 activities were revised and 2 were cancelled.

Figure 1. Status of revision of the Logframe disaggregated by activity



4.2. Effectiveness (including achievement of objectives and project management)

4.2.1. Project Progress and Effectiveness

In support of **Outcome 1 ‘Provide reliable information on overseas employment opportunities, and build capacity for matching qualified job seekers with the demand from foreign employers’** the following has been delivered:

Country	Ref to Activity	Achievements
Nepal	1.2.1-1.2.4	<ul style="list-style-type: none"> Prepared and published a study ‘Analysis of Labour Market and Migration Trends in Nepal’ (October 2015) in partnership with GiZ Nepal.
	1.3.1	<ul style="list-style-type: none"> Developed and printed 31,500 copies of TSWs booklets for migrant workers going to Kuwait, Qatar, UAE and Malaysia.
	1.3.2-1.3.5/ 1.5.1-1.5.3	<ul style="list-style-type: none"> Established an information centre in the Government’s Labour Village in collaboration with the Foreign Employment Promotion Board (FEPB) and the Non-Resident Nepali Association (NRN).
	1.4.1	<ul style="list-style-type: none"> Assisted the FEPB with development of community level orientation manual targeting potential male migrant workers to improve their decision making when considering foreign employment¹⁴.
India	1.1.1-1.1.4	<ul style="list-style-type: none"> Supported a pilot with the Deen Dayal Upadhyaya Grameen Kaushalya Yojana youth employment scheme of the Ministry of Rural Development to explore the possibility of self-migration by workers.
		<ul style="list-style-type: none"> Prepared the blue print ‘Assisted Overseas Recruitment: A Future-State Blue Print for Labour Migration Information System in India, Linking Skills with Jobs and Migration’ in partnership with KPMG in September 2016.
	1.2.1-1.2.4	<ul style="list-style-type: none"> Supported the preparation by the with the Ministry of Labour’s V.V. Giri National Labour Institute of the study ‘From India to the Gulf region: Exploring links between labour markets, skills and the migration cycle’ (November 2015) in partnership with European Union-funded South Asia Labour Migration Governance Project, and the Inclusive Development of the Economy (INCLUDE) Programme¹⁵.
	1.2.1-1.2.4	<ul style="list-style-type: none"> Prepared and published an ‘Assessment: Minimum Referral Wages for International Migrant Workers from India’ in May 2016
	1.3.1	<ul style="list-style-type: none"> Prepared, published and disseminated 10,500 TSWs booklets for migrants going to Kuwait, Qatar and UAE in three regional languages – Hindi, Malayalee and Telugu – and English.
	1.3.2-1.3.5	<ul style="list-style-type: none"> Conducted the evaluation of MRCs in India for MOIA in May 2015 through the Association for Stimulating Knowhow (ASK).

¹⁴ Background information: The community level orientation manual was developed together with the Foreign Employment Promotion Board upon the request from the Board. The manual aims to help individuals who are potentially interested in migration for foreign employment make their decision in an informative, unbiased and efficient manner. The manual was developed in line with the guidelines developed by the Board and endorsed by the Ministry of Labour and Employment in regard to community mobilization and awareness on safe migration. The manual will be used by district-level trainers, such as social mobilizers and community workers, under coordination of the Foreign Employment Promotion Board.

¹⁵ A joint Nepal-German initiative under the guidance of the Nepal Ministry of Industry, with technical assistance provided by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ)

		<ul style="list-style-type: none"> ▪ Raised awareness on safe migration among 10,000 intending migrant workers in 2 districts of Telangana state by the Trade Union Coordinating Council (TUCC).
		<ul style="list-style-type: none"> ▪ Supported the Centre for Indian Migration Studies (CIMS) in Kerala with consolidation of the database of some 1,000 cases of migrants that have had their rights violated and development of a short education video on pre-departure orientation during a weekly television programme called “Pravasalokam”, which focuses on missing persons in the Gulf region and airs on a private channel called Kairali.
		<ul style="list-style-type: none"> ▪ Raised awareness on safe and legal migration among 4,041 prospective and actual migrant workers in Telangana State (Andhra Pradesh and Telangana) and Kerala state through the National Workers Welfare Trust and the Kerala Kettida Nirmana Thozhilali Congress (KKNTC).
	1.4.1-1.4.4	<ul style="list-style-type: none"> ▪ Prepared a report for MOIA with a suggested pre-departure system for India in March 2015.
Pakistan	1.2.1-1.2.4	<ul style="list-style-type: none"> ▪ Supported the preparation of the study ‘From Pakistan to the Gulf region: An analysis of links between labour markets, skills and the migration cycle’ (September 2016) in partnership with European Union-funded South Asia Labour Migration Governance Project, and the Inclusive Development of the Economy (INCLUDE) Programme.
	1.3.1	<ul style="list-style-type: none"> ▪ Developed and printed 31,500 TSWs booklets for Pakistani migrant workers going to Saudi Arabia, UAE and Qatar in Urdu and English.
	1.3.2-1.3.5	<ul style="list-style-type: none"> ▪ Established two migrant resource centres in Lahore and Islamabad in partnership with the Ministry of Overseas Pakistanis and Human Resource Development, the Punjab Department of Labour and the International Centre for Migration Policy Development. ▪ Raised awareness on safe migration in southern Punjab among 3,825 prospective migrants, migrant workers and their families through the Pakistan Rural Workers Social Welfare Organization.
	1.4.1-1.4.4	<ul style="list-style-type: none"> ▪ Assisted the National Vocational Technical Training Commission (NAVTTTC) with the development of a course on safe migration to GCC countries for students in technical institutions. ▪ Supported three-days teacher’s training on “Safe Migration for Decent Work in the GCC Countries” in partnership with NAVTTTC. ▪ Supported the Government of the State of Kerala with review of the predeparture information booklet of NORKA ROOTS and shared with ILO resources (Pre-departure training curriculum from Vietnam to Malaysia and Start and Improve your Business (SIYB) program).
India, Nepal and Pakistan	1.2.4	<ul style="list-style-type: none"> ▪ Prepared and published the country of destination report ‘Labour Market Trends Analysis and Labour Migration from South Asia to Gulf Cooperation Council Countries, India and Malaysia’ (June 2015) in partnership with GIZ Nepal.

A South Asia-GCC Employment Information Portal (SAGEIP) will be established and linked to employment and migrant resource centres in South Asian countries (Act 1.1.1-1.1.4) was cancelled by the project on grounds of unfeasibility to establish it. A comprehensive round of discussions with a range of stakeholders was conducted and concluded that it would be more feasible to start the development of the platform in one country (India). Instead of the sub-regional portal, the SALM project partnered with KPMG to develop the blue print ‘Assisted Overseas Recruitment: A Future-State Blue Print for Labour Migration Information System in India, Linking Skills with Jobs and Migration’. Reliable pre-employment information available in two States in India and target areas in Nepal and Pakistan through migrant resource centres and/or job

centres (Act 1.3.2) was implemented only partly. The two MOIA-managed MRCs in Andhra Pradesh and Kerala were supposed to be supported by the project partner - India Centre for Migration (ICM) to deliver better quality services to prospective migrant workers; however, it has never been materialised due to slow clearances by the Ministry. Instead the project partnered with other partners to make pre-employment information available to local communities in Telagana and Kerala states. The evaluation of MRCs in India was only partially conducted as clearance was not given by the Ministry (Act 1.3.2-1.3.5). The Integrated employment services introduced in two job centres in Nepal (Act 1.5.1-1.5.3) was modified as it was not possible to integrate information related to foreign employment in the existing MOLE employment information centres due to various reasons. The Project has instead established one MRC at the Labour Village in Kathmandu.

At the same time, the SALM project added one more Output under Outcome 1, i.e. Output 1.6 'Comprehensive information of the status of labour migration' based on the needs of partners to close critical information gaps and improve the accessibility of labour migration statistics in the project countries. This output was added from project's savings from other activities and identified partnerships for cost-sharing with other partners. As a result, the following additional deliverables was produced by the SALM project:

Country	Ref to Act	Achievements
Nepal	Act 1.6.1	<ul style="list-style-type: none"> Assisted the Ministry of Labour and Employment with development of two annual migration statistical reports for 2014 and 2016 in partnership with the International Organization for Migration (IOM) and the Asia Foundation.
		<ul style="list-style-type: none"> Funded the Rapid Assessment of the Impact of the 2015 earthquake on migrant households in Nepal which was conducted by the Center for Labour and Mobility.
		<ul style="list-style-type: none"> Prepared the report 'When the Safety of Nepali Migrant Workers Fails: A Review of Data on the Numbers and Causes of the Death of Nepali Migrant Workers' in July 2016.
		<ul style="list-style-type: none"> Supported two fact-finding missions of the Government of Nepal to Sri-Lanka and Afghanistan in 2015 and 2016.
India	Act 1.6.1	<ul style="list-style-type: none"> Developed a 'Labour Migration Update' report with critical statistics on labour migration of Indian nationals out of the country.
Pakistan	Act 1.6.1	<ul style="list-style-type: none"> Organized a two-day basic workshop on statistics handling for the Policy Planning Unit within the Ministry of Overseas Pakistanis and Human Resource Development in September 2015. Published a 'Labour migration from Pakistan: A Status Report 2014-2015' in partnership with the Ministry of Overseas Pakistanis and Human Resource Development in Pakistan.
		<ul style="list-style-type: none"> Provided fellowships for two media persons to participate in a regional programme conducted by PANOS South Asia funded by SDC to ensure appropriate coverage of labour migration by the media.
		<ul style="list-style-type: none"> Supported two representatives from the Ministry of Overseas Pakistanis and Human Resource Development and the Punjab Labour and Human Resource Department for a visit to Sri Lanka to study its labour migration governance system in December 2015.

Furthermore, the project produced a number of additional deliverables at the request of tripartite constituents in each project country, like establishment of MRC in Lahore, carrying out exposure visit to Nepal or developing of additional country-specific information booklets 'Travel Smart-Work Smart' (India – Saudi Arabia, Pakistan – Saudi Arabia, Nepal-Malaysia (through funding from another project)).

Feedback from evaluation interviews with stakeholders and focus groups with beneficiaries show that the overall delivery of outputs under Outcome 1 is perceived as either 'satisfactory' or 'highly satisfactory'.

The SALM project has developed a series of country-specific information booklets 'Travel Smart-Work Smart'. The booklets targeted low- and semi-skilled workers with information on security during employment, working safely and profitably and how to avoid exploitation and abuse. In total, ten booklets (amounting to more than 70,000 copies) have been printed in a range of local languages, including Nepali, Urdu, Hindi, Telugu and Malayalam, and covered such migration corridors as Nepal – Kuwait, Nepal – Qatar, Nepal – United Arab Emirates; India – Kuwait, India – Qatar, India – United Arab Emirates, India – Saudi Arabia; Pakistan – Saudi Arabia, Pakistan – United Arab Emirates and Pakistan – Qatar. The booklets were shared with the stakeholders before finalization¹⁶ in order to avoid inaccuracies and distributed through a number of channels including the migrant resource centres, development partners and local partners both in countries of origin and countries of destination. The feedback from the GoP showed that in spite of the good quality of booklets, it is a bit difficult to absorb fully the information provided by low- and semi-skilled workers and there is a need to pictorialize them. In response, the project team also developed a number of simplified one-two page information sheets and a few posters that derived from the more comprehensive booklets. These were disseminated by the MRCs and our NGO partners. The booklets were also uploaded on the ILO SALM project web-site.

Information centre at Labour Village was established by the SALM project in partnership with the Foreign Employment Promotion Board (FEBP) and the Non-Resident Nepali Association (NRN). The project provided support to the FEBP in the framework of the project 'Increasing the access of pre-departure information and services of potential migrant workers'. The SALM project assistance was crucial as it was the first ever information centre run by the FEBP to increase awareness of potential migrant workers which remains one of the main objectives of the establishment of the Board. In addition to the information centre established and operational at the Labour Village, the SALM project also worked with the FEBP together with the ILO Work in Freedom programme to build up the capacity of the national migrant resource centre and its link with existing resource centres across the country in order to provide standardized information on safe migration and create an information-sharing platform.

Nepal has a number of MRCs throughout the country which are supported by the District Administrative Offices and different development partners. The main aim of the formation centre was to provide potential migrant workers access to pre-departure information; therefore, the SALM project was successful in selection of a strategic location for the information centre, which is situated in the Government's Labour Village¹⁷, a one-stop location in Kathmandu catering a number of migrant workers every day. Evaluation interviews indicated that 1,500 migrants' workers going abroad every day and about 200-300 migrants come to the Labour Village daily and 20-30 migrants come to the MRC.

The SALM project in coordination with the FEBP and the DoFE constructed a stand-alone building for information centre within the premises of the Labour Village. The information centre consists of three rooms and a restroom: one information room, one room for individual legal counselling, and one room for counter. The information centre has a good visibility and easy access for the beneficiaries (see Figure 2) as stands close to where the individual applicants process their labour permits.

¹⁶ Note: Booklets have being reviewed by the ILO team in Beirut; reviewed by partners in each country (Nepal, including Pakistan) consisting of Government officials, recruitment agencies and in Pakistan also by returned MWs to ensure that it captured the type of information that they felt they needed.

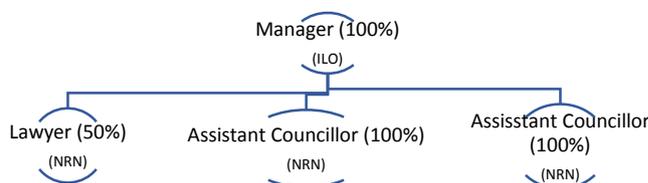
¹⁷ Background information: The Labour Village houses the Kathmandu office, Malaysia section, Qatar section, and Saudi Arabia section of the DoFE

Figure 2. Location of information centre at Labour Village in Kathmandu



The information centre has 4 staff members. The SALM project funded the salary of the Manager to ensure smooth operationalization of the centre and salaries of other staff members were covered by NRN to strengthen its day-to-day service delivery to its clients (see Figure 3). The Manager was selected through an open call jointly by ILO and FEPB. In order to ensure that the information provided by the MRC is standardized and up-to-date, orientation programs for staff were conducted about the process of pre- and post-labour approval, Foreign Employment Act, Rules and Regulation, concept of Labour Village and coordination of MRC with the Labour Village. The operational guideline for the MRC was also drafted in consultation the MoLE, the FEPB and the DoFE to govern operations both at a strategic and on a day-to-day basis. The guideline also established a management committee comprising of the FEPB and the DoFE Kathmandu Office, under which the Labour Village is administered, to overlook and monitor the work of the MRC. The Manager of the information centre takes part in the meetings of the management committee as well.

Figure 3. Organigram of information centre at Labour Village in Kathmandu



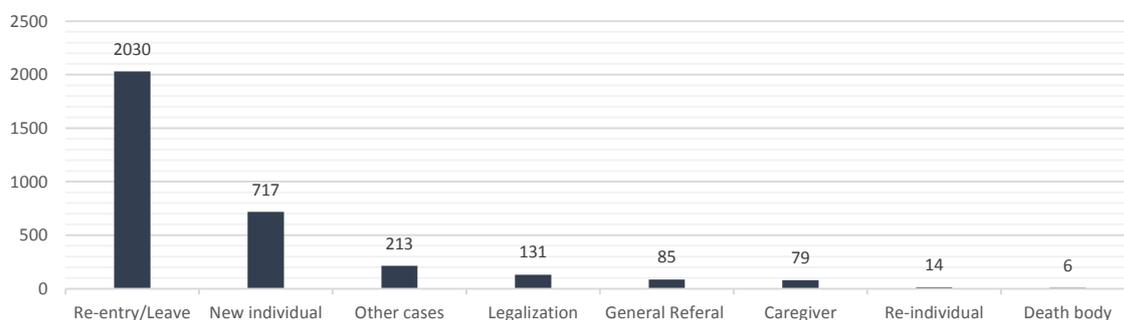
As evident from the interviews with ILO and NRN, support of legal officer was not very visible as most cases were referral ones due to the nature of visitors at the MRC office and limited information about legal support provided at MRC. In view of FEBP, the MRC will benefit from having a staff member for provision of psychological counselling.

MRC started to work since August 12, 2015 and became fully operational since October 2015. The information centre offers a number of services for migrants and potential migrants including information and counselling, referral, rescue, legal support, applications writing, DoFE print and others. The working hours of the information centre is 10.00am-5.00pm, while the lawyer worked from 11.00am to 1.00pm. The MRC opened a Facebook page, while the web-site for the Labour Village is under development.

During August 2015-August 2016, the information centre at the Labour Village provided information and counselling services to 3,576 prospective labour migrants. Among 3,576 cases (88%-m/12%-f), there were 2,030 cases of leave and re-entry, 717 cases of new-individual, 85 cases of general referral, 131 cases of legalization, 79 cases of care giver and 213 cases related to other category that includes DoFE print, form fill-up, email communication, telephone call etc. In addition, 10 cases related to rescue from destination countries and compensation claim was dealt and monthly about 50 consultations were provided by phone.

Information centre also distributed different information materials including leaflets, posters, stickers and others with the aim to increased awareness of the migrant workers.

Figure 4. Statistics of information centre at Labour Village in Kathmandu



The site visit of the evaluator to the information centre in the course of the final evaluation showed that the clients of the information centre are not only migrants or potential migrants but also recruitment agencies; however, MRC team does not track such type of data. In addition, the number of clients which referred to the lawyer is not possible to identify as this information was captured under indicator 'General Referral'. Moreover, the database of information centre does not include data on migrant workers' occupation. As it was explained by the MRC Manager this is so as the Labour Village does not follow classification of occupations; therefore, it is problematic to capture such type of data and synchronise it with other offices working at the Labour Village. The staff of the information centre did not develop any mechanism for receiving feedback from clients about the level of satisfaction with the quality of services received. Moreover, the tracking system of information materials received and distributed was not established as well, although there were a number of materials provided by ILO, SAMI project and IOM. The main challenge associated with the establishment and operationalization of the information centre was the earthquake. as it hit the construction of the center was still ongoing, and the recruitment of the MRC coordinator had just started. The massive destruction of the earthquake forced the GoN to change its focus away from the recruitment process of the MRC Coordinator as well as hit the construction of the center due to inability to find construction workers for several months. In addition, the project has to cancel the study tour to Sri Lanka after the Ministry of Labour and Employment (MoLE) failed to provide approval despite timely submission of the request.

Counselling at Labour Village Information Center: Success Highlights

A male of 26 years from Chagunaryan, Bhaktapur went to Malaysia on 2013/11/26 through a private recruitment agency of Nepal. He was said to work as a Factory Worker with a 900 RM salary per month. For one year after his departure he was in contact with his family; however, after 2015 Baishakh all communication was ended. His mother tried to communicate him several times but communication was not possible. His family members were worried about his whereabouts and health conditions as he used to inform his mother about his poor health condition and his desire to return to home. After frequent efforts of his mother to communicate with him were not successful, she decided to visit the private recruitment agency to get information about his son. She did not get concrete information about his son and also did not get reliable support from there. She was not successful to communicate with her son even after several visits to the private recruitment agency. Finally, she decided to visit MRC, Tahachal and seek support. She visited the MRC on 2015/10/25 and explained the detail to MRC Manager and requested for support.

MRC office firstly made communication with Manager of the private recruitment agency and discussed about the case while requesting support from their side to find him. Similarly, a request letter was sent to the Nepali Embassy in Malaysia via email with detail information of the client and his company to seek the support. After the MRC had several rounds of discussions and communication with the private recruitment agency and the Nepali Embassy, he came in contact with his mother on 2015/11/27.

The SALM project also supported the establishment of the first ever facilities in Pakistan dedicated to providing information to MWs on safe and legal migration. Initially, it was planned in partnership with the Ministry of Overseas Pakistanis and Human Resource Development (MoOP&HRD) to establish only one MRC in Islamabad, but at the request of the Department of Lahore and Human Resources of the Province of Punjab the project also supported the establishment of an additional MRC in Lahore. This location was selected as 52% of total Pakistani labour migrants originate from the province of Punjab. The SALM project has done all the negotiations within both the GoP for setting up of the MRC in Islamabad as well as the Punjab DoL for establishment of the MRC in Lahore. However, later the SALM project decided to collaborate with the ICMPD through its EU-funded project “Support to the Silk Routes Partnership for Migration under the Budapest Process”¹⁸ to support the establishment of MRCs. The main reasons for partnering of ILO with the ICMPD were as follows: (1) to join the efforts of two projects for establishment of two high-quality centers that could serve as a role model, (2) to ensure sustainability as the ICMPD project continued after the closure of the SALM project, and (3) to ensure collaboration of the EU-funded projects. Both MRCs were set up at the government premises (either MoOP&HRD or DoL -see Figure 5) and the expenses of communal services are covered by the federal or provincial budgets. MRC in Lahore started to operate earlier than MRC in Islamabad (i.e. from January 2016 and April 2016 respectively) as there were some challenges with the original premises offered by the MoOP&HRD and it was necessary to change the location. The site visits of the evaluator to MRCs showed that MRC Lahore has better location as situated on the first floor of the stand-alone building of the Industrial Relation Institute Lahore, while the MRC in Islamabad is situated on the third floor of the MoOP&HRD building, although quite close to the metro station and public transport junction. However, it is quite difficult to find MRC in Lahore due to the absence of signs in the front of the building, which cannot be placed by the project because those buildings belong to the DoL.

Figure 5. Locations of MRCs in Pakistan

MRC in Islamabad



MRC in Lahore



The centres provide information and capacity building to potential migrants in Pakistan on rights, legal practices, jobs and protection possibilities abroad as well as on the dangers and consequences of irregular migration. ILO together with ICMPD prepared an introductory promotional video on the MRC to introduce the MRCs and their services¹⁹, created MRCs website²⁰ and Facebook page²¹ and developed brochures on MRCs. During conduction of the final evaluation, an official website for the MRC was under development, meanwhile the MRC Facebook page was fully operational. In terms of the organizational structure, MRC in Islamabad has 5 staff members (2 staff members funded by ILO) and MRC in Lahore has 4 staff members (1 staff member funded by ILO). The costs of staff members are shared among the ILO, ICMPD and GoP (see Figure 6).

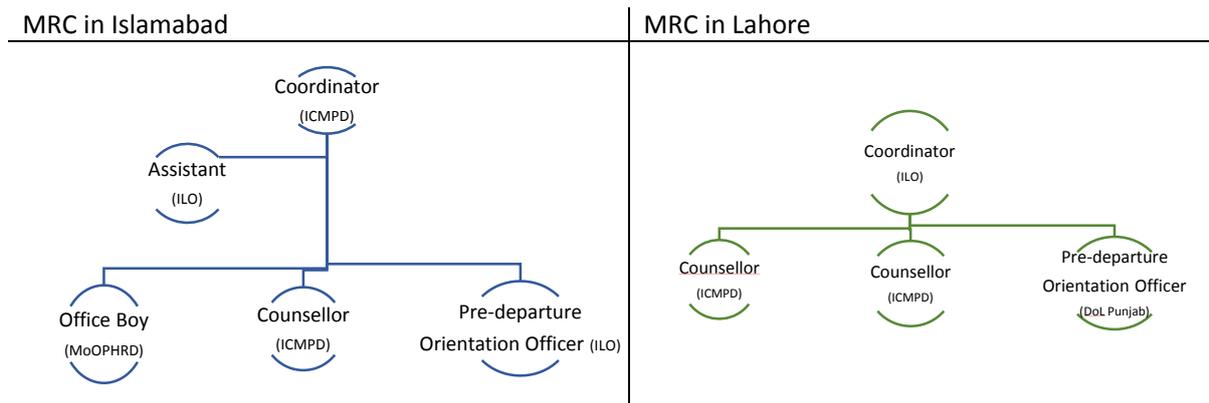
¹⁸ Background information: This project aims at contributing to the concrete implementation of the Silk Routes Partnership for Migration under the Budapest Process by strengthening the migration management capacities of the Silk Routes countries Afghanistan, Iraq and Pakistan. The project initial duration is February 2014-April 2017 and it is co-funded by Bulgaria, Hungary, Netherlands, Norway, Sweden, Switzerland, Turkey and United Kingdom.

¹⁹ <https://www.dropbox.com/s/mlysn5cmqf07pw/MRC%20Final.mp4?dl=0%20>

²⁰ <http://mrc.org.pk/>

²¹ <https://www.facebook.com/Migrant-Resource-Center-Pakistan-173570946312394/>

Figure 6. Organigrams of MRCs in Pakistan

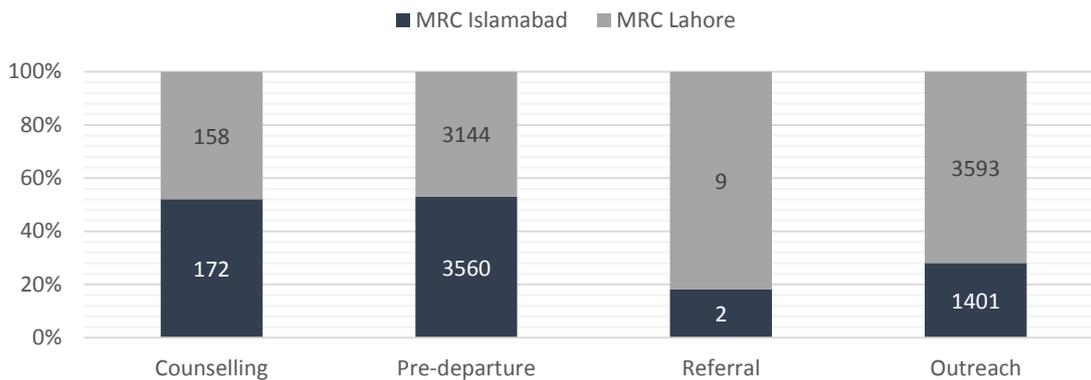


The interviews with MRCs staff showed that in spite of having professional teams, there is a lack of Communication Officers and Designers of the outreach materials. Currently these functions are undertaken by MRC Coordinators and/or Counsellors. The roles and responsibilities of the staff are clearly defined; however, the number of functions are quite broad and includes (1) counselling to potential migrants, return migrants and migrants’ family members (in person and over the phone) on safe and legal ways of migration, complaints/abuses and redressal and support services available, (2) pre-departure orientation lectures at the Protectorate of Emigrants office in Islamabad and Overseas Employment Promoters in Lahore, (3) referral to TVET institutes, trade testing institutes, health screening institutes and (4) outreach activities at schools, colleges, technical vocational and training institutes. All interviewed staff from MRCs in Islamabad and Lahore emphasised the substantial learning from exposure visit to Nepal where had a chance to learn in depth the structure, daily operation, service delivery and outreach work of four models of MRCs operational in Nepal²². The visit was organized by SALM project team from Nepal in partnership with Helvetas SAMI project in August 2016. The visit was co-funded by the International Centre for Migration and Policy Development (ICMPD) through the Silk Routes Partnership for Migration. Both centres face a number of challenges including difficulties in collaboration with government departments and overseas agents as well as limited number of clients due to the lack of awareness about MRCs existence; therefore, it would be more beneficial to hold the site visit to Nepal on the stage of centres’ set up.

As evident from the desk review of statistics (see Figure 7), in total MRC in Lahore and Islamabad during January-August 2016 provided counselling services to 330 potential migrants, return migrants and migrants’ family members (95%-male/5%-female), hold pre-departure briefings for 6,704 migrants, facilitated 11 complaints and outreached 4,994 potential and return migrants on safe and informed migration through orientation sessions at educational institutions (Islamabad and Lahore) and MRC stalls at exhibitions (Lahore).

²² Background information: four models of MRCs in Nepal: one MRC operated by the Foreign Employment Promotion Board (FEPB) located at the Labour Village, one national level MRC operated by the FEPB, one MRC located at the Department of Passport, and one district level MRC located in the District Administrative Office in Dhanusha district, Janakpur. The four models of MRCs presented a variation in the structure and operational modality along with different strategies of service delivery catered to the specific characteristic of potential migrant workers.

Figure 7. Statistics of MRCs in Pakistan



In May 2016, the SALM project drafted a comprehensive operational manual to guide operational procedures of MRCs in Pakistan. The manual was developed on the basis of ILO Migrant Workers Resource Centre Operations Manual for Cambodia and adapted to the cultural, social and political context and scope of Pakistan’s MRCs. The strong point of the manual is that it provides a number of tools and templates which could be used by MRC staff during conduction of communication and M&E activities. As the manual was developed just several months before the end of the project, some indicators were not synchronized between MRCs like statistics on meetings, coordination, and events. Both MRCs have not collected clients feedback after counselling, although developed client cards and plan to collect feedback from clients by shooting videos and place them on MRC Facebook page. In addition, only MRC Islamabad collected and recorded success stories from clients.

Counselling at MRC Islamabad: Success Highlights

Success story 1

Intern (Male of 22 years) at the National Internship Program from Wah Cantt.

Like most of the youngsters in Pakistan, he was also fascinated by the idea of going abroad and living a comfortable life. He came to us in March 2016 to find out how he can get a visa for Spain or Germany where many of his friends were now based, some of whom had travelled to Europe via irregular means. These friends were now telling him to use the same channel to travel and once there they will take care of him.

Three counselling sessions were held by the MRC Islamabad with him and the explanations were provided him about the mandatory requirements for a student visa to study in Germany. We also briefed him about serious risks related to irregular migration and migrant smuggling.

After these sessions, he felt he was in a much better position to make an informed decision. He chose not to make any hasty decision about his future and is now working as an intern whilst pursuing his Master’s degree in engineering.

Success story 2

Salesman (male of 35 years) from Dera Ghazi Khan

He called to the MRC from Dera Ghazi Khan, South Punjab. A sub agent from his village was recruiting on behalf of an Overseas employment promoter (OEP) for UAE. He had registered with the OEP and handed over his passport. He was now being asked to pay \$3500 for a two-year visa and if he did not pay the amount he would have to pay \$500 as a penalty and the agent had also refused to give his passport back.

Since he did not sign any contract with the employment promoter till now, the OEP could not force him to pay the visa fee or any fine and as per law they could not retain his passport against his will.

He was not aware of this. After this telephonic consultation, he spoke the sub agent and was not only able to retrieve his passport but also avoided being fleeced by the OEP. Most importantly he did not migrate at such an exorbitant cost against his wishes.

The project collaborated with different partners for raising awareness among potential and actual MWs on safe migration. In India, the project had different experience with partners selected for community awareness raising activities. The Trade Union Coordinating Council (TUCC) was not able as planned to cover three districts of Andhra and Telangana states due to the weak organizational capacity and conflict within TU leadership. TUCC was able to cover only 20 villages instead of 30 villages and only in one state – Telangana within 12 months. The project team has to attract the other partner NGO ‘National Workers Welfare Trust’ (NWWT) for conduction of community based awareness campaign and capacity building on safe and legal migration and prevention of irregular migration in Andhra Pradesh and Telangana.

In spite of short duration of the project (only 6 months), NWWT was able to:

- conduct 2,000 family visits for orientation on safe migration practises and handbills on migration containing pre/post departure measures on migration and helpline numbers of Indian Embassies and NRI cells;
- organize 24 community level meetings targeting 998 prospective migrants and migrant families to create awareness on safe migration practises and government schemes available for locals, schemes that migrants can avail, local employment opportunities, helpline numbers;
- hold 10 public meetings in the districts of East Godavari and Kadapa to mobilize local leaders and describe them problems faced by unskilled and semi-skilled migrant workers in the cycle of migration and initiate steps to prevent such problems through awareness and orientation, skill training and upgradation, provision of rehabilitation and resettlement opportunities to the returnees, raise awareness about unregistered agents and measures to utilise money and save money;
- conduct 6 grievance redressal meetings at Mandal with 82 victims/family members and 38 officials;
- organize 4 meetings with 40 media representatives and 77 officials, migrants and their families, coordinators and volunteers to discuss the issues related to migration and build strategies for prevention of irregular migration, skill training, rehabilitation;
- lead orientation sessions 3 times a week in Hyderabad at Passport Office and documented 41 cases of rights violation of migrants, 36 of which were registered in MADAD and 5 other cases have been resolved on interaction with officials.

The project selected the poorest districts which has a very high rate of migration due to either uncultivated area because of rocky nature of the land, lack of rain and water facilities which creates high unemployment (Kadapa district of Andhra Pradesh) or high level of unemployment because of usage of modern means of cultivation (East West Godavari of Andhra Pradesh).

Community Level Meetings



Orientation at Passport Office



Public Meetings



Grievance Redressal Meetings with Victims/Families



Meetings with Officials



Meetings with Media Representatives



The focus groups and evaluation interviews indicated that the most valuable was the assistance with case-handling (gave a possibility to provide migrants at GCC who are in distress with help to return back home), family visits (allowed face-to-face interaction, individual approach, checking of documents and provision of counselling in addition to formation of database of actual and potential MWs), grievance redressal mechanism (gave a chance to discuss real problems of MWs with concerned officials and submit petition letters to them) and meeting with the government officials (allowed to raise the issues of migration at the regular government meetings and include it on their agenda as well as gave a chance to update the government officials with the current situation with migration and associated problems). NWWT was very successful in ensuring good visibility of all events in local media. However, NWWT faced a number of challenges mainly due to the limited budget for such type and scale of the project as staff costs for a number of involved community level workers and health workers and travel costs for them were not at all budgeted, limited communication costs were included and insufficient allowances for conduction of meetings were budgeted.

Case handling by NWWT: Success Highlights

Success story 1

A man, resident of Palakollu, East Godavari went to Qatar as a domestic worker. She worked there for two years without any complaints. But after that due to harassment from the employer she ran away from the work place. She does not have her passport with her as the employer took it away and also it got expired in 2013. She later moved to Indian Embassy. Her son G. Vinod contacted D.V. Ramana. Her daughter had a heart surgery and is in critical condition. NWWT has sent a mail to NRI department on 09.03.2016 on her behalf requesting to bring her back. She came back to India in April 2016.

Success story 2

A young lady went to Kuwait in 2013 to work as a domestic worker. She was harassed by her employer. She was a diabetic patient and has no medicines with her. She was uneducated and too innocent that she can't make a phone call on her own. She was not given salary for 3 years. Her employer shifted her to Saudi Arabia. After getting shifted to Saudi Arabia she contacted her family only once. Recently it came to her family notice that she is in Dammam Jail, Saudi Arabia. Her employer sent her out of the house and had not even given passport to her. She was Caught by Saudi Arabian police as she did not have the passport. She has no knowledge of the language and could not express her problem to them. Her health condition is spoiling and is unable to walk without support. She has been in jail for 6 months. She came back to India in July 2016.

Success story 3

A women migrated to Qatar for livelihood in July 2015. Her employer is not providing her with proper food. She is given more work burden and she is suffering from severe back pain. She has gone through an operation recently and due to over work she is getting pain near stitches. She is not provided with medicines or any medical care. Her employer is also beating her. Her employer is asking her to pay 1 lakh rupees to send her back to India. Her husband recently met with an accident. She has children aged 4 and 6 years. There is no one to look after her family. Her family contacted NWWT seeking assistance to bring her back. Her case is registered in MADAD on 10/05/2016. She came back to India in June 2016.

At the same time, ILO selected solid partners in Kerala state²³ to promote safe migration. Two partners were approached, i.e. the KKNTC and the Centre for Indian Migration Studies (CIMS). The KKNTC was able to strengthen its work in five districts of Kerala (Thrissur, Trivandrum, Kochi, Kasaragod and Calicut) on the issue of international migration, conducted 8 pre-departure training programmes in five districts of Kerala for 346 workers, hold meeting with Non-Resident Keralites' Affairs Department (NORKA)²⁴ and organized

²³ Background information: Kerala State is one of the first Indian states from where international migration started and continues till date.

²⁴ Background information: NORKA was set up by the Government of Kerala in 1996 to ensure the welfare of the Non-Resident Keralites, redress their grievances and to safeguard their rights. Further, Norka-Roots, the field agency of the Department of NORKA was set up in 2002. It acts as an interface between the Non-Resident Keralites and the Government of Kerala and as a forum for addressing the NRKs' problems, safeguarding their rights and in rehabilitating the returnees

five meetings involving 157 participants from local NGOs, members of Gulf returnees forum, district members of Overseas Indian Cultural Congress (OICC) and recruiting agents in each targeted districts of Kerala to build alliance on international migration issues during April-August 2016. The project was successfully implemented as was very targeted and allowed the KKNTC to start to maintain database of migrants with the objective of rendering assistance as and when required, helped in forming district level loose networks to work collectively on migration issues including promotion of safe migration, rendering assistance to distressed workers and lobby together for proper implementation of schemes and programmes for migrant workers and agree with NORKA to establish collaboration for joint training programmes and rendering assistance to workers.

Pre-departure training



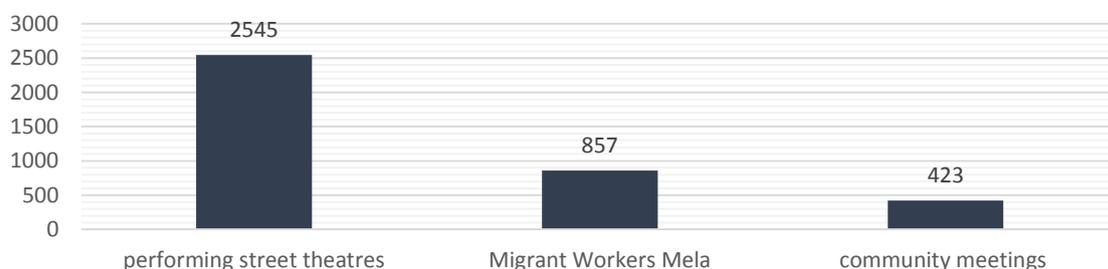
Meeting with NORKA



In its turn, CIMS outreached some 50,000 potential migrant workers, family members and returnees through preparation of a short education video on pre-departure orientation, which provides contact numbers for emergency situations and its broadcasting during a weekly television programme called “Pravasalokam”²⁵. The SALM project also supported the formation of an online database of 1,800 cases of migrants that have had their rights violated which CIMS collected since the year 2000. Interviews with CIMS representatives indicated that it was the first collaboration for them with international organizations, which allowed to look back and analyse how this data could be used for awareness raising and advocacy. The database was shared by CIMS with the Migrant Forum Asia for further sharing with the UN Special Rapporteur on the Human Rights of Migrants. During the implementation of the project (February 2015-August 2016), CIMS also filed 270 cases (mostly on wages which were not paid to the MWs) and registered them at Madad system; however, it needs further support with provision of legal assistance and taking those cases to the courts.

The Pakistan Rural Workers Social Welfare Organization (PRWSWO) was also able to outreach a number of migrant workers and their families and returnees on safe and legal ways of migration in the district of Rahimyarkhan, Pakistan (see Figure 8) through community meetings in 18 locations of Rahimyarkhan district, 6 performing street theatres and one day Migrant Workers Mela. In view of PRWSWO, the most effective were performing street theatre where audience have been briefed on how to go abroad legally for labour migration and what are the consequences if adopt illegal ways and means and Migrant Workers Mela where government and private sector institutions exhibited their stalls on information about their services, procedure and facilities while going abroad for job purposes or redressed their grievances in case they have any complaint for skilled and unskilled youth and general public.

Figure 8. Number of actual and potential MWs reached by PRWSWO



²⁵ Note: The TV programme “Pravasalokam” focuses on missing persons in the Gulf region and airs on a private channel called Kairali



The project delivered important and highly needed support to the National Vocational Technical Training Commission with the development of a course on safe migration to GCC countries for students in technical institutions. The curriculum was developed using the competency-based training approach and is registered under Pakistan National Vocational Qualification Framework. The aim of the course is to enable students of vocational training institutes to make informed decisions on whether or not to migrate, how to protect themselves at all stages of the migration journey and how to maximize the benefits from their migration. The course is available for formal, non-formal and informal learning programmes and pathways. Evaluation interviews showed that the curriculum was developed in highly participatory way (8 TNAs were held during 12 months' period) and it is the first demand driven curriculum. It has 18 credits which could be taught separately based on the needs of trainees. Training of Teachers was conducted in September 2016 in Lahore and 1,000 guides were published. It is planned that this course will be piloted in 5 technical institutions in October 2016; however, interviews with curriculum developers indicated that it is necessary to undertake an assessment after piloting to measure to what extent the training programme met the expectations of the stakeholders.

Rapid assessment of the impact of the 2015 earthquake on migrant households in Nepal was very useful and timely as it was conducted two months after the earthquake by the Centre for the Study of Labour and Mobility and the findings of the assessment have been used in the development of the Post Disaster Needs Assessment and in a report on migration patterns and remittance flows prepared by the Earthquake Assessment Unit in OCHA. Analysis of the cases of Nepali migrant workers' death during employment abroad was a unique study and conducted for the first time by ILO worldwide. The study costs the project just 800USD but provided an important data needed to understand the gaps in the protection of migrant workers' rights. The results of the analysis of some 4,300 deaths that occurred among migrant workers from fiscal year 2008–09 to fiscal year 2014–15 displayed that the national mortality rate is higher than the number of migrants died abroad. The report and findings were picked up by the national and international media. The findings are also planned to be explored further in the 3rd statistical report.

The SALM project in collaboration with IOM supported two inter-ministerial fact-finding missions of the GoN²⁶ to Sri-Lanka and Afghanistan in 2015 and 2016 respectively. Those missions were ad-hoc and organized by the project based on the request received from MoLE. The first one was done to collect information about how trafficking of Nepali women via Sri Lanka and Malaysia is organized, establish the size and scale of the problem, and agree on the establishment of a rapid response mechanism led by the Nepali Embassy in Colombo with collaboration from the Sri Lankan government counterparts, while the second one followed the suicide attack that killed 13 Nepalis working as security guards at the Canadian Embassy in Kabul which resulted in issuance of a ban of Nepalis to take up employment in Afghanistan, Iraq, Libya and Syria in the interests of the safety of citizens. In the evaluator meeting with the MoLE, they highlighted that those fact-finding missions allowed to establish collaboration with the Sri Lankan Police to investigate the cases of human trafficking and lift the government ban on migration to Afghanistan. In addition, the SALM project in partnership with the ILO Country Office for Sri Lanka and the Maldives supported a GoP delegation²⁷ visit to Sri Lanka to study their labor migration management in December

²⁶ Background information: The fact-finding mission to Sri Lanka was composed of the government representatives from the Ministry of Labour and Employment, Nepal Police, Ministry of Foreign Affairs, and the Ministry of Women, Children and Social Welfare, while the fact-finding mission to Afghanistan included the government representatives from the Ministry of Labour and Employment, Foreign Employment Promotion Board, Department of Immigration, Nepal Police, and the Ministry of Foreign Affairs.

²⁷ Background information: The delegation was composed of three government officials from the Ministry of Overseas Pakistanis and Human Resource Development and the Punjab Department of Labour and Human Resource

2015. The visit allowed to learn the Sri Lankan experiences from management information systems, pre-departure training, ethical recruitment and return and reintegration systems. In interview with the Provincial Government of Punjab, they confirmed that the visit was very useful and they will replicate the Sri-Lanka experience on MRC in three major cities of Punjab province (Faisalabad, Rawalpindi and Gujranwala).

The SALM project initiated the development of labour migration statistics in targeted countries of origin. In Nepal and Pakistan such type of analysis has been done for the first time. All interviewed project partners highly appreciated it and use them as a source of information and reference. The project in partnership with IOM and the Asia Foundation was able to support the preparation of two annual migration statistical reports in Nepal in 2014 and 2016. During the preparation of the first report a number of challenges were faced including absence of consolidated database, absence of data on female migration, availability of data only in paper form. The project jointly with partners incorporated the lessons learnt in the course of preparation of the second report which in turn allowed to improve its quality. The first annual migration statistical report in Nepal generated interest of the Ministry of Overseas Pakistanis and Human Resource Development in Pakistan and a similar report that presented migration statistics up to 2015 has being prepared. Gleaned from interviews with the MoOP&HRD, it was first ever report in Pakistan on the status of migration, which set a baseline and could be used by different ministries in their work. Policy and Planning Unit of the MoOP&HRD did not produce any reports before. Existed data have not been properly analyzed by them due to the lack of capacity and resources. For that reason, the project conducted two trainings on statistics for the Policy and Planning Unit to improve their skills in data analysis. The labour migration statistics report was approved by the Federal Secretary of the the MoOP&HRD in September 2016 and 300 copies were printed. The situation in India is a bit different as the GoI collects statistics which is not as comprehensive as in the other countries, and does not give a full view of migration flow; therefore, the project developed only a Labour Migration Update report with critical statistics on labour migration of Indian nationals out of the country; therefore, the project developed only a Labour Migration Update report with critical statistics on labour migration of Indian nationals out of the country.

The SALM project focused on improving information on labour migration due to the lack of information regarding qualifications, skills, wages and absence of mutual recognition of educational attainment and acquired skills based on comparable standards for low- and semi- skilled occupations both in countries of origin and destination. For that reason, the project in partnership with GiZ Nepal initiated a series of studies on labour market needs assessments, quality of training and portability of skills. The countries of origin reports were prepared timely in Nepal and India (i.e. in 2015), while the report in Pakistan was prepared with delays (only in 2016) due to the changes in the system of qualification in the country. All stakeholders interviewed emphasized the importance of these studies for initiating skills discussions on the national as well as the inter-regional level which is led by the two regional ILO offices ROAP and ROAS on realizing a Fair Migration Agenda. Furthermore, the project conducted a vital assessment on minimum referral wages in India, which examined the rationale and operation of the minimum referral wage system in the context of migration flows from India to Kuwait, Saudi Arabia and United Arab Emirates, with a focus on eight occupational categories: carpenters, masons, drivers (light duty and heavy duty), fitters (reinforcing and pipe), nurses and domestic workers. The study showed that the referral wage system in India should be revisited as there is significant wage differentials between the domestic minimum wages fixed in India and the prevailing wage rates in the three destination countries for low-skilled job categories which result in initiation and perpetuation of international labour migration in these categories from India.

In support of **Outcome 2 ‘To reduce migration costs and recruitment abuses in countries of origin and destination by improving recruitment services; and increase protection of migrant workers during employment’** the following has been delivered:

Country	Ref to Activity	Achievements
Nepal	2.1.1- 2.1.3	<ul style="list-style-type: none"> ▪ Conducted a study with 600 migrant workers who were about to depart for Malaysia, Qatar or Saudi Arabia with the support of a

		private recruitment agency to verify the impact of the Free Visa, Free Ticket policy introduced by the Government in July 2015 using the ILO/WB KNOAMD methodology
2.2.1-2.2.3		<ul style="list-style-type: none"> Helped the Nepal Association of Foreign Employment Agencies (NAFEA) in partnership with the ILO WIF project and the IOM to develop a national plan of action.
2.6.1		<ul style="list-style-type: none"> Supported the Ministry of Labour and Employment (MoLE) to prepare the ILO General Survey on migrants related to ILO Conventions 97 and 143 and Recommendations 86 and 151 in February 2015. Made a comprehensive review of the Nepal Foreign Employment Act.
2.6.3		<ul style="list-style-type: none"> Conducted a two-day capacity-building workshop for 15 government officials on bilateral labour agreements and MoUs for the MoLE and the Ministry of Foreign Affairs (MoFA). Assisted MoLE in the development of an MoU with Saudi Arabia and reviewed the existing MoU with the Government of Bahrain on labour migration.
2.6.4		<ul style="list-style-type: none"> Assisted the Department of Foreign Employment (DoFE) to strengthen its database system in order to track individual complaint cases, improve transparency and feed comprehensive data reports to inform policies and strategies. Conducted two one-day capacity building workshops on migration governance for 155 staff from MoLE and DoFE.
2.8.1		<ul style="list-style-type: none"> Supported a 12-day training programme for labour attachés for six newly appointed Labour Attachés for Bahrain, Kuwait, Malaysia, Oman, Qatar and the United Arab Emirates and 37 government officials from the MoFA and the MoLE in 2014.
2.8.3		<ul style="list-style-type: none"> Worked with the General Federation of Nepalese Trade Unions (GEFONT) in Nepal during July 2014–June 2016 to increase Nepali workers’ access to legal and social support services in Kuwait, Qatar and the UAE.
India	2.2.1-2.2.2	<ul style="list-style-type: none"> Assisted in the establishment of an All India Federation of Recruitment Association and facilitated the Association’s membership into the Federation of Indian Chambers of Commerce and Industry.
	2.2.3	<ul style="list-style-type: none"> Trained more than 90 private recruitment agencies on ethical recruitment in partnership with the EU funded DWAB project during September-November 2014.
	2.4.1-2.4.3	<ul style="list-style-type: none"> Hold a series of consultations on “Establishment of a platform to work towards recognition of Staffing and Recruitment Related Services as an Industry” with FICCI during 2014-2015.
	2.6.1	<ul style="list-style-type: none"> Made the technical review of the 1983 Emigration Act for the MOIA, and provided inputs to the framing of a standard contract for migrant workers and an initial assessment of new decrees in the UAE in 2015.
	2.6.2	<ul style="list-style-type: none"> Supported the research ‘I Saw My Dreams Dying: The Plight of Indian Migrant Workers and Policy Recommendations for Safe Migration’ (June 2016) of the Society for Labour and Development which focused on how India fared against international standards. Supported a workshop in coordination with the Federation of Indian Chambers of Commerce and Industry and IOM on the SDGs and migration, which included the National Institution for Transforming India (the Government of India’s policy think tank) and the Ministry of Statistics. A technical paper from the workshop contributed to the Vision 2030 of the Government of India’s planning on the SDGs.

	2.6.3	<ul style="list-style-type: none"> Conducted a half-day session on analysis of the MoUs signed by India as a capacity building session for the affiliate unions of the Building and Wood Worker’s International (BWI²⁸) in Chennai in March 2014, provided inputs to BWI for their presentation of migration issue in India in the Global unions’ strategy meeting held in Geneva in June 2014 and hold a session on migration in August 2014 during BWI’s regional meeting.
	2.7.1	<ul style="list-style-type: none"> Supported the preparation of the draft research paper on Indian Migrant Workers Access to Justice in 2015.
Pakistan	2.1.1-2.1.3	<ul style="list-style-type: none"> Conducted a survey on migration costs among low-skilled Pakistani migrant workers in the construction and agriculture sectors in Saudi Arabia and the United Arab Emirates, in partnership with the World Bank-led Global Knowledge Partnership on Migration and Development initiative and published in August 2016 the report ‘The Cost of Migration: What Low-Skilled Migrant Workers from Pakistan Pay to Work in Saudi Arabia and the United Arab Emirates. Developed a Training of Trainers’ manual for trade unionists to better protect the rights of migrant workers and trained 31 master trainers from major Trade Unions in Pakistan in March 2015 in collaboration with the Pakistan Workers Federation (PWF).
	2.2.1-2.2.2	<ul style="list-style-type: none"> Initiated a research on operation and regulation of Pakistani recruitment industry for overseas employment with a focus on low-skilled occupations for foreign employment and published the reports ‘Law and Practice: The Recruitment of Low-Skilled Pakistani Workers for Overseas Employment, presents the prevailing recruitment practices in Pakistan’ in August 2016. Undertook a study on recruitment costs within the migration corridors vis-à-vis regulated rates and published a report ‘The cost of migration: What low-skilled migrant workers from Pakistan pay to work in Saudi Arabia and the United Arab Emirates’ in August 2016.
	2.2.3	<ul style="list-style-type: none"> Assisted the POEPA with development of Code of Ethical Conduct for Licensed Overseas Employment Promoters and an accompanying Plan of Action on the implementation of the code in April 2015.
	2.6.1	<ul style="list-style-type: none"> Provided support with assistance of ILO ROAP to the Government of Pakistan with review of the 1979 Emigration Ordinance in March 2015.
	2.6.2	<ul style="list-style-type: none"> Supported the PWF to visit and highlight the situation of migrant workers in Qatar in November 2015.
	2.6.4	<ul style="list-style-type: none"> Supported the Ministry of Overseas Pakistanis and Human Resource Development (MoOP&HRD) in creating an online complaint mechanism for migrant workers and their families, which was launched in February 2016.
	2.7.1	<ul style="list-style-type: none"> Initiated a study on access to justice among migrant workers going to Saudi Arabia and the United Arab Emirates and published a report ‘Where to Go for Help: Pakistani Migrant Workers’ Access to Justice at Home and in Gulf Corporation Council Countries’ in August 2016.
Nepal, India and Pakistan	2.6.5	<ul style="list-style-type: none"> Assisted the South Asian Regional Trade Union Council (SARTUC) to develop a comprehensive blueprint for the involvement of origin- and destination-country trade unions in protecting and promoting the rights of migrant workers and a time line to achieve proposed objectives.

²⁸ A sectoral global union federation of unions specific to building, building-related, wood and other linked activities

	<ul style="list-style-type: none"> ▪ Helped the FEPB to draft the SAARC Declaration on Labour Migration for the 18th South Asian Association for Regional Cooperation (SAARC) Summit in Kathmandu in November 2014 and organized the SAARC meeting in May 2016 where the Action Plan was adopted. ▪ Supported the Fair Migration Agenda workshop which was held in Kathmandu in December 2014 with participation from our three countries.
2.8.2.	<ul style="list-style-type: none"> ▪ Supported the strengthening of civil society support mechanisms for coordinating and providing legal and social services to 3,000 Indian, Nepali and Pakistani migrant workers and 20 civil society organizations, trade unions, government missions and officials and human rights bodies in Kuwait, Qatar and the United Arab Emirates through the Migrant Forum Asia during August 2014–June 2016.
	<ul style="list-style-type: none"> ▪ Supported participation of delegates from India and Nepal in interregional knowledge-sharing forum ‘Fair Migration Agenda for Migrant Domestic Workers in Africa, Arab States and Asia’ in May 2016 in Madagascar.
	<ul style="list-style-type: none"> ▪ Supported the conduct of the global workshop on good practices in development of MoUs and BLAs in Kathmandu, Nepal in December 2014 in the framework of the global research project supported by the World Bank’s Global Knowledge Partnership on Migration and Development (KNOMAD) and coordinated by the ILO MIGRANT Geneva.

The Project was supposed to conduct 6-monthly studies on recruitment costs with the aim to monitor changes (Activity 2.1.2); however, given the resources (both in terms of time and finances) involved in undertaking this kind of studies, the SALM project conducted it only once during the project lifetime. The Project undertook a study on recruitment only in Pakistan and Nepal (Activities 2.2.1-2.2.2 and 2.1.1-2.1.3) as the World Bank conducted studies for Nepal – Qatar and India – Qatar (as well as a number of other corridors) and the SALM project made one more study for Nepal using the same methodology.

Rating mechanisms for recruitment agencies (Act 2.3.1-2.3.3) have not been established in any country due to unwillingness by the three Governments to pursue such initiatives. Instead the Project conducted a number of activities have been undertaken with recruitment agencies to develop and implement ethical codes of conduct. Blue-print and advocacy for reform of the recruitment mechanism in destination countries developed (Act 2.5.1-2.5.2) was pursued by providing support to the ILO Asia-GCC Fair Migration Initiative managed by the ILO regional office for Asia and the Arab States. Review existing bilateral MoUs of Nepal and Pakistan with destination countries and provide recommendations for improvement (Act 2.6.1) was modified and Pakistan was replaced with India as the BLAs and MoUs developed in Pakistan are strictly confidential. Study on access to justice (Act 2.7.1) was not completed in India due to the low quality of the draft and in Nepal due to preparation of the comprehensive report on Nepali migrant workers access to justice in 2014 by the Open Society Foundations in partnership with CESLAM.

Delivery of outputs under Outcome 2 is perceived as highly satisfactory.

The SALM project in partnership with ILO HQ and ROAP migration experts at the request of the GoP, GoI and GoN provided the support with revision of the legislation on labour migration. In all countries, the revisions were completed in time and handed over to the respective governments; however, due to the lengthy legislative review process in Pakistan and India, it is difficult to estimate the level of inclusion of project’s recommendations as the process of revision of the 1979 Emigration Ordinance in Pakistan and formation of new Emigration Bill in India are still ongoing. Nevertheless, it is also necessary to highlight that revision of the legislation in India was done by the project through a joint consultation by the MOIA, ILO and FICCI with the objective of providing a platform for recruitment agents, sub-agents, project exporters, labour unions, academics, researchers and thought leaders to share their opinions with the

MOIA on how the Emigration Act of 1983 may be reformed and what new components may be considered for addition to the Emigration Management Bill to be introduced by the MOIA. Additionally, to assist the policy discussions, the ILO developed three thematic papers on (i) the return and reintegration of migrant workers; (ii) the protection provided to prospective migrants and migrant workers by countries of origin; and (iii) the processes and practices in fair recruitment. Nevertheless, the most tangible results were achieved in Nepal in this area. The SALM project undertook a comprehensive revision of the Foreign Employment Act (2007) and its Regulation (2008) with provision of a number of recommendations on recruitment, approval system, complaint mechanisms, pre-departure orientation, the migrant welfare fund, support during employment abroad, skills development, remittance management, reintegration. ILO was selected to represent Kathmandu Migration Group in the Technical Committee formed under the MoLE for drafting the revised draft of the Foreign Employment Act. A number of ILO proposals pertaining to the approval system, pre-departure orientation, recruitment agencies were included into the revised draft of the Foreign Employment Act. The revised draft will be submitted to the National Law Commission by the MoLE.

In partnering with recruitment agencies and their associations, the project has promoted the ethical recruitment through support for the development of codes of conduct and national plans of action for self-monitoring in India, Nepal, and Pakistan. As evident from desk review and evaluation interviews, the SALM project was able to establish very efficient collaboration with recruitment agencies in Pakistan and India. For the first time, ILO collaborated with the Pakistan Overseas Employment Promoters Association (POEPA). This collaboration resulted in development of its first-ever code of ethical conduct for licensed overseas employment promoters and an accompanying action plan on the implementation of the code. The strong point of ethical code and action plan that they were developed through rigorous consultations with members at the regional levels (i.e. Karachi, Lahore, Peshawar and Rawalpindi). The code of conduct was prepared in April 2015, but launched only in June 2016 because of POEPA election cycle. In total, 10,000 copies of code were printed in two languages English and Urdu and disseminated to more than 2,800 members across the country. One of the project's successes in India is assistance with establishment of a national level federation of recruitment associations: The Federation of Recruiters Associations of India (FORAI)²⁹. In evaluation interviews, it was emphasized that ILO played a major role of unification of state level associations. Initially it was planned to create one regional association, but because of different vision of members of different associations there are at the moment two associations active in India the earlier existing Federation which unites 7 associations and the newly created which unites 9 associations. The project also facilitated the Association's membership into the Federation of Indian Chambers of Commerce and Industry (FICCI), which has since included them in a task force on migration and diaspora. The project also contributed substantially into formation for the first time of a platform for a regular dialogue, on the one hand, between recruitment agencies and the Ministry of External Affairs (which now oversees migration processes) and, on the other hand, between recruitment agencies and other ministries. In view of interviewed recruitment agencies, it is very important as gives a chance to share with the GoI with practical problems of the industry and increase the level of trust between them. The short-term results of the cooperation are already evident and relate to starting to have more systematic approach towards pre-departure orientation programmes, improvement in relations of recruiters with the Ministry of Skills which invited them for piloting of skills training as well as improvement in understanding of the need for development of Code of Ethics by recruitment agencies and initiation of discussions with the GoI for needed changes in legislation for its better usage. FORAI has already drafted the Code of Ethics and planned to publish it. The SALM project was successful in dialoguing with recruitment agencies, which has not been done by any other organization in India previously. The project organized for them in partnership with the EU funded Decent Work Across Borders – A Pilot Project for Migrant Health Workers and Skilled Professionals (DWAB) project a series of trainings on ethical recruitment. It allowed to familiarise recruiters with ILO standards and gave a chance to create a social dialogue.

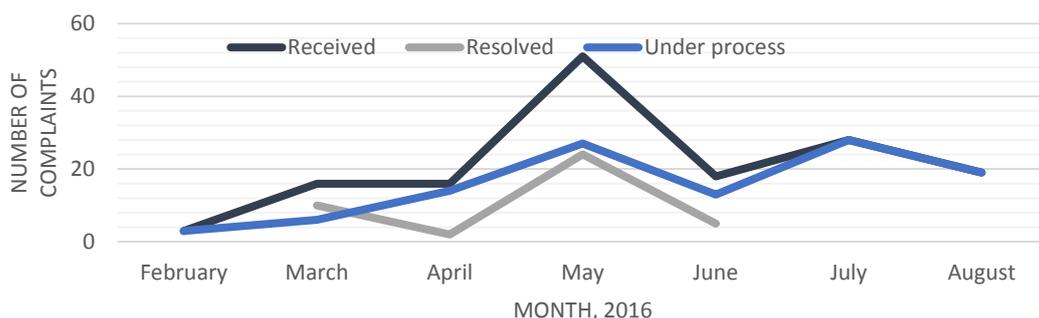
²⁹ Note: Memorandum of Association of Federation of Overseas Recruitment Agents Association of India was signed on February 26, 2016

In Nepal and in partnership with IOM and the ILO WiF programme, the SALM project supported the NAFEA to develop a national plan of action, complete with strategies and activities to promote ethical recruitment practices for all members. Among the strategies is a sector-wide monitoring mechanism for the existing ethical code of conduct. The plan of action is based on the Code of Conduct of NAFEA³⁰.

Furthermore, the project established a strong partnership in India with FICCI and hold a series of consultations on strengthening the recruitment industry as well as supported a workshop in coordination with IOM on the SDGs and migration, which included the National Institution for Transforming India (the Government of India’s policy think tank) and the Ministry of Statistics. A technical paper from the workshop contributed to the Vision 2030 of the Government of India’s planning on the SDGs.

The SALM project provided technical support to the MoOP&HRD in Pakistan with creation of an online complaint mechanism for MWs and their families. Such assistance allowed MoOP&HRD to implement the 2015 initiative of the Federal Ombudsman with regard to development of an online complaint website to address the individual and systematic issues of the Overseas Pakistanis related to the Federal Government Ministries, Departments, Organizations and Agencies. The online complaint mechanism was launched in February 2016 and allowed to make a transfer from paper based complaints system to online with possibility for the online complaint registration and an effective tracking and reporting mechanism. The awareness raising about newly established complaint mechanism was done through Community Welfare Attaches in countries of destination. During February-August 2016, the Policy Planning Unit of MoOP&HRD received 151 complaints (see Figure 9).

Figure 9. Number of complaints received by MoOPHRD during February-August 2016



The SALM project provided significant support as well to DoFE³¹ with establishment of computerised complaints database in Nepal. It was done through the project ‘Strengthening the Online Database and Information Systems for Migrant Workers Complaints Mechanism and Skills Classification at the Department of Foreign Employment’ implemented in two phases during February 2014-January 2016. The project was very effective as there was no computerized system for complaints previously available and the entire complaints system was in fact paper based and highly disorganised. The project had three interlinked components including development of new software, strengthening DoFE staff capacity and purchase of necessary hardware infrastructure. In total, 10,000 old cases were entered into the database within the project duration, DoFE staffed passed two trainings on MySQL database management, administration and performance, purchased 2 sets of computers, one printer, one smart UPS and one generator. Consequently, the newly computerised complaints database was integrated into the Department’s information system and is used by its Complaints Registration and Investigation Section. As the old system was paper based, all the complaints used to file manually. With the operationalization of the database, all new cases are uploaded in the database instead of relying on paper documentation. The database also consolidates information from the database to be used by the DoFE for reporting purposes

³⁰ Note: The WiF programme has a bigger component on fair recruitment which works with NAFEA. Thus, the work under the WiF programme compliments the ILO’s work with private recruitment agencies in Nepal

³¹ Note: DoFE hosts a central database system for foreign employment information management which runs on the Local Area Network (LAN) of the DoFE head office

as well as monitoring purposes. In regard to the linkage to monitoring and accountability of recruitment agencies, the DoFE officials now use the complaint database to note the status of recruitment agencies before their licenses are renewed to check any pending complaint cases against the agencies.

Another important initiative undertaken by the SALM project was the organization in partnership with the Institute of Foreign Affairs for the first time an orientation training for the newly appointed and perspective labour attachés. The training aimed to provide a brief introduction of Nepal's foreign policy, diplomatic etiquette and protocol, relevant international laws and conventions, roles and responsibility as a diplomat under a foreign mission, issues and challenges related to Nepalese migrant workers and experiences and management techniques from former diplomats. The inclusion of officials from the MoFA and the MoLE in addition to the Labour Attachés was important as facilitated effective and interactive coordination with the government representatives in Nepal who will be liaising with the Labour Attachés. Based on the training evaluation report, the training was very well perceived by participants and was seen as a positive step toward effective implementation of labour diplomacy by Nepal.

The project also organized the workshop for MoLE and MFA on bilateral labour agreements and MoUs with participation of ILO researcher who carried out the ILO Global Study 'Bilateral Agreements and MoU on Migration of Low Skilled Workers: A Review'. In view of interviewed MoLE officials this training was valuable for them as allowed to learn about international standards pertaining to the difference between MoU and bilateral agreement as tools for the governance of labour migration. In the course of the training, a model agreement or MoU on labour migration for low-skilled workers and for domestic workers and a standard employment contract were also developed and participants received good sample of reference materials which could be used by them in the future work. As a whole, ILO assisted with development of MOUs with Jordan, Saudi Arabia and Lebanon, reviewed MoU with Bahrain and MoLE plans to develop within the fiscal year 2015/2016 the MOUs with Oman and Malaysia.

The project adapted the training manual 'In search of Decent Work – Migrant workers' rights: A manual for trade unionists' to reflect the specific conditions of migration in Pakistan for the Pakistan Workers Federation (PWF) and supported the conduct of a 2-day training by the Industrial Relation Institute under the Department of Labour Punjab. Interviews with PWF showed that they are very satisfied with the collaboration in this area with ILO as previously did not have any manual which deals with migration. In total 31 trainers from Trade Unions from all provinces of Pakistan (Sindh, Punjab, KP, Baluchistan and Federal region) were prepared. The topic on migration was incorporated into the PWF's 2 weeks Paralegal training programme and Leadership development training programme. The trained by the project trainers delivered 6 Paralegal training programme and 6 Leadership development training programme during 2015-2016 with 1,5 hours' lectures on migration. The SALM project was also supposed to help with signature of MoUs by PWF with the TUs from Oman and Kuwait following the successful experience of GEFONT by supporting the visit to these countries of the General Secretary of the Pakistan Workers Federation. However, due to delays with preparation of the draft MoUs, the visit did not take place in the framework of the SALM project. In India, the project supported the Society for Labour and Development along with a Trade Unions Advisory Body in carrying out of evidence-based research on the protection of migrant workers. The research 'I Saw My Dreams Dying': The Plight of Indian Migrant Workers and Policy Recommendations for Safe Migration' followed from a training session on international migration for trade union leaders and will open the way for developing the trade union agenda on international migration.

Also in India, the SALM Project supported a pilot with the Deen Dayal Upadhyaya Grameen Kaushalya Yojana youth employment scheme of the Ministry of Rural Development to explore the possibility of self-migration by workers to reduce their dependency on subagents. The pilot was evaluated by the international KPMG auditing company, which also developed a blueprint for an IT-based migration system. Moreover, the project provided additional support for the Ministry of Skill Development and Entrepreneurship. In particular, ILO provided 3 models which could be used by the Ministry during setting up of the international skilling center and signed an MoU in September 2016 which includes a separate section on migration. The Ministry of Skill Development and Entrepreneurship is planned to introduce the pre-departure training within the center and the project shared with suggested pre-departure system for

India, which was previously prepared for MOIA in March 2015.

The project had delays with preparation of the studies on access to justice and recruitment industry for overseas employment in Pakistan. The access to justice study was delayed as the first partner that was contracted to do the study, a consultant attached to the Punjab Department of Labour, was not able to successfully perform the task. When it was clear that the first consultant was not able to write an acceptable study, a second consultant; was brought in. In addition, the team of researchers faced a number of challenges with preparation of this study because of difficulties with access to data as Pakistan has quite complex institutional mechanisms available to MWs for registering complaints³² and not all data was shared by some government departments like Overseas Pakistanis Commissioner, MoOP&HRD in spite of numerous requests. At the same time, the study was important as covered revealed a number of gaps (like absence of the uniform SoP for complaints handling and absence of knowledge about the procedure by MWs) and provided a set of policy recommendations which could be used further as inputs in a policy dialogue with key actors to shape and implement a reform agenda. The study on recruitment industry for overseas employment in low-skilled occupations including but not limited to construction, agricultural workers and drivers also required time for preparation due to the lack of information, sensitivity of data and problems with getting relevant data. However, the study came up with important set of recommendation important on how to make the enforcement of recruitment regulations more efficient and equitable including among other the development of a coherent migration policy, the need for reviewing license issuance, regularization of sub-agents. The study on recruitment costs titled as 'The cost of migration: What low-skilled migrant workers from Pakistan pay to work in Saudi Arabia and the United Arab Emirates' was undertaken for the first time in Pakistan and covered the most popular migration corridors - Saudi Arabia and UEA. This study was developed based on the comprehensive methodology developed by Global Knowledge Partnership on Migration and Development (KNOMAD)³³. The research team faced some challenges including the access to MWs because of security concerns in some districts as well as difficulties in finding respondents based on the study criteria (i.e. low-skilled workers going abroad for employment only after 2011). Interviews with partners indicated that the report raised high level of interest among different group of stakeholders as the study showed that Pakistani low-skilled workers require to pay about 4,290USD for going to Saudi Arabia and 2,358USD for going to the UEA. Both are significantly higher than what a Nepali or Indian migrant worker are paying to migrate for jobs in Qatar. To cover such type of costs the MWs have to work 9 months and such migration costs are the highest among South-East Asian countries. This study also showed that there is a need to undertake deeper studies on visa trading market in Pakistan (i.e. the role of agents on visa purchasing and visa selling process), as well as separate in-depth studies on other groups (skilled labour, semi-skilled workers) and other destination countries (Qatar, Bahrain) for comparison purposes. All three studies were published in August 2016 in the amount of 300 copies each and the official launch of Labour Migration Research Publications took place only in October 2016.

In Nepal and using the same methodology as in Pakistan, the SALM Project conducted a study with 600 migrant workers who were about to depart for Malaysia, Qatar or Saudi Arabia with the support of a private recruitment agency. In view of interviewed tripartite partners, the study was highly relevant as provided verification of the impact of the Free Visa, Free Ticket policy introduced by the Government in July 2015.

³² Background information: In Pakistan, there are in total 10 complaints mechanisms operated by different government institutions (Pakistani embassies and community welfare attachés, MOPHRD; Complaint Cell, Overseas Employment Corporation; Complaint Cell, Overseas Pakistanis Foundation; Grievance Commissioner Overseas Pakistanis, Federal Ombudsman; Expatriate Pakistani Complaints Wing, Supreme Court of Pakistan; Overseas Complaint Cell, FIA; POEs in seven regions across Pakistan, BEOE; Director General or Deputy Director in charge of complaints, BEOE; Policy Planning Unit, MOPHRD and Overseas Pakistanis Commissioner, MOPHRD)

³³ Background information: In 2013, ILO and the World Bank-led Global Knowledge Partnership on Migration and Development (KNOMAD) launched an initiative to generate and then compare migration cost across a number of migration corridors, including many from South Asia to the Gulf Cooperation Council region. This involved developing a methodology to collect recruitment cost data that are comparable across migrant-sending countries and building a database of worker-paid migration costs, both of which are intended to better inform policies to reduce such costs

The project selected strong and reliable partners (Migrant Forum Asia³⁴ and GEFONT³⁵) for extending support services to the MWs in the countries of destination (i.e. Kuwait, Qatar and the UAE). MFA supported migrant workers from India, Nepal and Pakistan, while GEFONT focused on supporting Nepali migrant workers. Additionally, to bring forward the regional discussion on migration, the SALM project established close cooperation with the SAARC Secretariat and the SARTUC as further discussed below.

MFA within the SALM project implemented the project ‘Increasing Indian, Nepalese and Pakistani migrant workers access to support services including information, advice, dispute resolution and legal support in selected countries of destination’ during July 2014-June 2016 in Kuwait, Qatar and the United Arab Emirates (UAE). This project was implemented in four phases (phase 1 - July 2014-January 2015, phase 2 - March-July 2015, phase 3 - September – December 2015, and phase 4 - February – June 2016) and was composed of three components: (1) increase capacity of various actors in Kuwait, Qatar and UAE to better address issues related to the exploitation of MWs, (2) increase access of MWs to a range of legal and social services in Kuwait, Qatar and UAE and (3) establish a base for advocacy among right holders and duty bearers to protect better MWs in Kuwait, Qatar and UAE. MFA project was important as gave an opportunity for MWs to receive free legal assistance and free health consultations in countries of destination, allowed to identify/document main areas of violations of MWs rights pertaining to access to justice and health care necessary for evidence based advocacy on migrant’s rights with respective governments and on international arena as well as permitted the MFA to build stronger network of migrants’ rights advocates and support groups in countries of destination.

As a result, MFA through its partners were able to provide legal assistance to 351 MWs in UEA, Kuwait, Qatar during 2014-2016. In addition, MFA in cooperation with the Centre for Indian Migrant Studies and the Kerala Social (KSC) organized legal aid camp in Abu Dhabi in June 2015.

Table 6. Number of MWs who received legal support from MFA’s partners in UEA, Kuwait, Qatar during 2014-2016

Year	Country	Number of Cases	Nationality of Migrants Assisted
2014	UEA, Kuwait, Qatar	44	India, Nepal, Pakistan, Philippines and two countries in Africa: Togo and Nigeria
2015	UEA, Kuwait, Qatar	141	India, Philippines, Nepal, Pakistan, Sri Lanka
2016	UEA, Kuwait, Qatar	168	India, Philippines, Nepal

Source: MFA data

The widespread labour rights violations were documented in such areas as excessive fees charged by the recruiters and placement agencies/agents, forced labour, confiscation of MWs documents, delays with payment of wages and/or benefits, restricted mobility of MWs, false or misleading information provided by the recruiters/employers to MWs, psychological abuse of MWs and inadequate health care services provided for MWs. All the cases were encoded to the MFA HAMSA Migrants Rights Violations Reporting System (MRVRS)³⁶ and most of cases were endorsed to the respective embassies/missions for rescue and/or repatriation of MWs.

³⁴ Background information: Migrant Forum in Asia (MFA) is a regional network of non-governmental organisations, associations, trade unions and advocates, working together to promote the protection and rights of migrant workers. MFA was conceived in 1990 in a meeting of migrant workers’ advocates in Hong Kong and was formally established in 1994 in a forum held in Taiwan (China). MFA is active in key inter-governmental regional consultative processes (ASEAN, Colombo Process, Abu Dhabi Dialogue and SAARC). At the global level, it engages with the UN Human Rights Mechanisms, Treaty Bodies and Special Mandates and the International Labour Conference to highlight migrants’ rights concerns in the region. MFA has also been actively involved in the civil society activity surrounding the Global Forum on Migration and Development (GFMD), and has campaigned for the ratification of ILO Convention No. 189 on Domestic Workers, 2011.

³⁵ Background information: General Federation of Nepalese Trade Unions (GEFONT) is the largest Confederation in Nepal established in 1989 and representing nearly 400,000 workers (agriculture, industries and services fields) from 20 affiliates. GEFONT is one the founders of international trade union body- the International Trade Union Confederation (ITUC).

³⁶ Background information: The HAMSA MRVRS was developed by MFA in 2004 and aims to record, store, and manage information about human rights and labour rights violations against migrant workers and members of their families. MRVRS is an online, internal database of the network that facilitates the generation of statistics and consolidated reports of violations that MFA uses for evidenced based policy advocacy

MFA with its partners also organized two health camps for MWs in the UEA in April and December 2015. In total, 552 MWs were assisted and provided with health check-ups. Due to the cooperation with the Ministry of Health and a number of hospitals/clinics, the camp was able as well to administer medication for MWs. Furthermore, a survey among 163 MWs on their working conditions and access to health was conducted.

To strengthen the capacity of its local partners, MFA hold trainings on business and human rights, documentation for advocacy among the members of the Middle East Council of Churches, and usage of online MFA Migrants Rights Violations Reporting System.

Moreover, MFA was engaged in constant dialogue with diplomatic missions in the UEA and Qatar for provision of assistance for MWs in distress and with the UN Special Rapporteur on the Human Rights of Migrants, the Special Rapporteur on the Right to Health and members of the Committee on Migrant Workers to share with the results of the legal assistance and health camps programmes in targeted GCC countries. The dialogue with the partners helped informed the UN Special Rapporteurs for their reports on MWs. Additionally, MFA prepared two policy briefs to streamline its policy advocacy efforts. One on 'Right to Vote of Overseas Migrant Workers in Home Countries in Asia', which looks at the existing laws and practices that have implemented the right to vote of migrant workers and provides an argument why governments should support the right to vote of migrant workers and the other one on 'Passport Confiscation by Employers' in countries of destination developed in Collaboration with Lawyers Beyond Borders Asia.

As evident from desk review and interviews with representatives of MFA, there were a number of challenges faced during project implementation including difficulties of working on human rights issues in the GCC countries, the necessity to look for another local partner in Qatar to implement legal assistance programme due to the stop of local partner operations after the organization's founder and chairperson was banned from entering the country, inability to organize the second health camp in Kuwait due to the limitations of local partner organizations in this country, proper documentation of cases by local partners, difficulties with hiring consultant for preparation of good practice report. At the same time, evaluation interviews with MFA showed the high level of appreciations of the ILO SALM project team support with preparation of the financial reports and the project work plans.

In its turn, in the framework of the SALM project, the GEFONT implemented a 22 months' project 'Increasing Nepali migrant workers access to support services including information, advice, dispute resolution and legal support in selected countries of destination'. The GEFONT project aimed at strengthening a system for provision of legal and social services to Nepalese migrant workers in Qatar, UAE and Kuwait. The project resulted in strengthening and/or establishing the GEFONT Support Groups (GSGs) for Nepali migrant workers in targeted GCC countries (see Figure 10). In view of the interviewed GEFONT representatives, the project exceeded the set targets as GEFONT was able to strengthen/form much bigger number of GSGs and strengthen capacity of members of GSGs than originally was planned. In total, 11 GSGs with 165 members were strengthened in Qatar and 1 GSGs with 15 members in Kuwait. The GEFONT was able to establish 7 GSGs with 105 members in the UAE which is highly important taking into consideration that the UEA is one of the top five major destination countries for Nepali migrant workers and in light of the upcoming World Expo 2020 to be held in Dubai which may lead to the increase in demand for MWs. The GSGs were able to reach 1,949 Nepali migrant workers and informed them about their rights in Kuwait, Qatar and UAE.

Figure 10. Number of GEFONT Support Groups established and Nepali migrant workers reached in targeted GCC countries

No	Data Type	Qatar		UAE		Kuwait
		(15 June 2014 – 14 June 2015)	(3 August 2015 – 31 March 2016)	(15 June 2014 – 14 June 2015)	(3 August 2015 – 31 March 2016)	(3 August 2015 – 31 March 2016)
1	Total number of GSGs including	10 GSGs 1 National Committee	1 GSG	7 GSGs	No new groups formed	1 GSG

	disaggregation of central and area committees	9 Area Committees	1 Area Committee	1 National Committee 6 Regional Committee		1 National Committee
2	Total number of members in the GSGs	150 members 15 members in each GSG	15 members	105 members 15 members in each GSG		15 members
3	Total number of Nepali migrant workers reached by GSGs through interaction programs	620 Nepali migrant workers	140 Nepali migrant workers	1,040 Nepali migrant workers	110 Nepali migrant workers	39 Nepali migrant workers
4	Total number of Nepali migrant workers who received support services from the GSGs	800 Nepali migrant workers 450 supported to get in touch in the Nepali Embassy 8 supported to facilitate return to Nepal 342 provided legal information	650 Nepali migrant workers 380 supported to get in touch in the Nepali Embassy 270 provided legal information	227 Nepali migrant workers 208 supported to get in touch in the Nepali Embassy 2 supported to receive captured passport from employer 15 provided legal information 2 cases referred to Nepali Embassy for repatriation	410 Nepali migrant workers 350 supported to get in touch in the Nepali Embassy 10 referred to Nepali Embassy for legal assistance for repatriation 50 provided legal information	

Source: GEFONT data

GEFONT was also successful in training 60 trade unionists on issues related to labour migration. GEFONT incorporated migration³⁷ into the 5-days TU course delivered by the GEFONT Trade Union School. Despite a number of achievements, GEFONT experienced challenges with orientation of potential MWs seeking final labour approval about the rights and responsibilities of MWs through collaboration with DoFE as could not prolong the MoU with DoFE for having access inside the Labour Village³⁸. Consequently, GEFONT had to change the modality and had volunteers outside the Labour Village. Evaluation interviews demonstrated that ILO is perceived as a standard setting organization on labour migration and for all events hold by GEFONT in Qatar and UEA the logo of ILO was putted to increase importance of events. Although the leaders of GEFONT made visits to all three targeted destination countries and met with MoLE representatives to discuss kafala system; however, it was pointed out that ILO could play a bigger role at the countries of destination as Nepal tripartite constituents do not have good negotiations skills to effectively discuss these issues on intergovernmental level.

The SALM project was highly successful in establishing effective collaboration with the SAARC Secretariat in partnership with the senior management of ILO Regional Office for Asia and the Pacific. The cooperation resulted in inclusion for the first time of labour migration into the agenda of SAARC on the 18th SAARC Summit held in Kathmandu in 2014 and development of its first ever SAARC-wide plan of action on labour migration in 2016. The program of action includes provisions such as the formulation of a standard employment contract, ensuring fair and ethical recruitment and establishing a regional platform for sharing information and knowledge building among others. The SALM project helped the Foreign Employment Promotion Board to draft the SAARC Declaration on Labour Migration and co-funded 2-days Consultative Workshop on SAARC Plan of Action for Cooperation on Matters Related to Migration in Kathmandu in May 2016, with participation of government representatives from the Ministry of Foreign Affairs and the ministry responsible of issues related to labour migration of their nationals from all eight SAARC member states. The SALM project supported the FEPB and the SAARC Secretariat to draft the SAARC Declaration along with conducting a tri-partite plus consultation on the draft SAARC Declaration. Upon receiving the inputs, a final draft was developed which has been forwarded to the seven SAARC member states by the SAARC Secretariat. As the result, it was agreed to establish a SAARC Technical Committee on Labour

³⁷ Note: the curriculum on migration was developed for 1 day

³⁸ Background information: Initially the MoU was signed between DoFE and GEFONT for the period 2012-2014, but was never extended due to the changes in DoFE leadership.

Migration and a SAARC Ministerial Forum dealing with labour migration as well as to adopt a SAARC Declaration on Labour Migration during the 19th SAARC Summit initially planned to be held in Pakistan in November 2016. However, the 19th Summit was postponed due to the deteriorating diplomatic relations between India and Pakistan which led to refusal of the majority of SAARC member-states (India, Afghanistan, Bhutan, Bangladesh and Sri Lanka) to also participate in the Summit in Islamabad.

Furthermore, the SALM project worked with the South Asian Regional Trade Union Council (SARTUC³⁹) to support its campaign on labour migration. With SARTUC efforts, the SAARC Kathmandu Declaration incorporated 'Agenda 21: Migration' and a MoU with Asean TUC and Arab TUC was signed in August 2015 for the protection and well-being of MWs in countries of origin and destination. In addition, the SALM project helped the SARTUC in preparation of a paper summarizing the position of trade unions on addressing shortcomings in several areas related to foreign employment along with preparation of minimum standards for migration and model standard employment contract. The support to the SARTUC was provided by the SALM project in the framework of the project 'Implementation of SARTUC Migrant Labour Charter and the Kathmandu Plan of Action' implemented during September 2014-September 2015. In interviews with SARTUC representatives it was confirmed that the SALM project was also instrumental in setting up the structure of SARTUC to work on the migration issues, including bringing migrant issues in the TU Constitution and structure, establishment of Migration Unit within the TUs, development of pre-departure resources materials (planned to be translated in 7 languages) and creation of roster of legal advisors.

The SALM project also covered the participation of delegates from India and Nepal in the forum 'Fair Migration Agenda for Migrant Domestic Workers in Africa, Arab States and Asia' in May 2016 in Madagascar. The participation of delegates from India and Nepal was important as for the first time the forum gathered government representatives and social partners from countries of origin in Asia and Africa to exchange information on good practices, lessons learned and common challenges to improve labour migration governance and to promote and protect migrant domestic workers' rights.

³⁹ Background information: South Asian Regional Trade Union Council (SARTUC) is a regional federation of national level trade unions of South Asia. Established in 1988, SARTUC exists to unite the workers organised in the free and democratic trade unions of the South Asia region and to afford a means of consultation and collaboration between member trade unions.

In support of **Outcome 3 ‘To enhance training, portability of skills for outgoing and returning migrant workers, and to promote the development impact of migration’** the following has been delivered:

Country	Ref to Activity	Achievements
Nepal	3.4.1-3.4.3	<ul style="list-style-type: none"> ▪ Assisted the National Planning Commission in conducting a high-level consultation in December 2014 on the integration of labour migration into sectoral policies. ▪ Supported a study ‘Promoting informed policy dialogue on migration, remittance and development in Nepal’ in 2015 and published it in January 2016. ▪ Supported the Second National Conference on Migration in Nepal in September 2016.
	3.4.4	<ul style="list-style-type: none"> ▪ Conducted a study on the overseas migration of health workers in 2016.

Note: Skills work is reported under outcome 1

Review of the Nepal migrant welfare fund (activity 3.4.5) was not done by the Project as the FEPB, the nodal government agency in charge of the welfare fund, lacked willingness in conduction of such type of review and did not provide its approval. Study, design of products and pilot (activity 3.6.1) under Output 3.6 ‘Financial products and mechanisms designed and promoted to leverage remittances for enhanced and long-term development impact in Nepal taking into account effective international practices’ was done only ‘partly’ as the study on the links between migration and development has been undertaken which included a review of potential products; however, the actual piloting of these products has not been conducted by the project due to the lack of time.

Delivery of outputs under Outcome 3 could be assessed as satisfactory. The SALM project initiated a number of important studies. A study on the links between migration and development aimed at assisting the GoN in formulating clear strategies and a road-map to maximize the development potential of labour migration through productive usage of foreign remittances and returnee-migrant skill and expertise transfer, and development of remittance-backed savings and investment products. The study was based on a comprehensive methodology and sample of 421 remittance-receiving households. However, the project team experienced some challenges in carrying out this study as had at the beginning to replace the initial service provider⁴⁰ due to delays in the deliverables and afterwards postpone the data collection due to the April 2015 earthquake. A study on the overseas migration of health workers was valuable as well as previously only two studies in this area was undertaken in Nepal. The topic is relevant as 2,000 health workers are prepared annually in Nepal and there is an increasing culture of their migration from Nepal. This study provided insights on the major trends of such migration, its drivers and its impacts as well as identified a significant gap in links between policies governing the health sector and labour migration. At the same time, the research team from the Centre for the Study of Labour and Mobility also faced a number of challenges during conduction of the study which resulted in delays with its completion due to the difficulties with the access to medical colleges and the need of receiving approval from the Nepal Health Research Council combined with unavailability of some students for interviews because of preparations for examinations and problems with contacting returned doctors and nurses due to their business.

The support of the SALM Project to the National Planning Commission in conduction of a high-level consultations on integrating labour migration in sectoral policies was notable as resulted in the adoption of a resolution that acknowledges the importance of migration as a central element in the Government’s planning process. It also identified six steps, including setting up an inter-ministerial mechanism (task force) under the leadership of the National Planning Commission and drafting a migration-for-development strategy that will directly feed into the national development planning. In overall, evaluation interviews showed that the SALM project contributed to the improvement of ILO reputation in Nepal in the area of

⁴⁰ Note: The project changed Association of Political Science Studies (APSS) to the Institute for Integrated Development Studies (IIDS) in February 2015

labour migration as ILO started to be seen by tripartite constituents and partners as a key player in this field.

4.2.2. Main challenges faced

Nevertheless, the pace of the project implementation was influenced by a series of external factors, which have an influence on the achievement of the expected results and smooth implementation of the Project. Specific challenges were described in the previous section, while general factors are described below. Those factors were identified during the interviews with the project team and partners as part of this final evaluation.

- *Difficult relations on bilateral level between some project's target countries of origin:*
Relations between India and Pakistan are complex due to a number of historical and political events. Since the partition of British India in 1947 and creation of modern States of India and Pakistan, the two South Asian countries have been involved in four wars, including one undeclared war, and many border skirmishes and military stand-offs. It created difficulties for the SALM project to hold joint project events with representatives of all three target countries of origin.
- *Difficulties in working at destination countries for ILO and its partners:*
Several restrictive policies in the GCC countries impact the rights of MWs, including the kafala system. The *kafala*, a system of sponsorship governing migration in the Persian Gulf countries of Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates, epitomizes restricted mobility. The *kafala* system in the GCC countries shares a general feature: every migrant worker must have a specific job and a sponsoring employer—neither of which can be easily changed. This restricted mobility leaves labour migrants particularly vulnerable to other rights abuses. The absence of freedom of association in many GCC countries further contributes to workers' vulnerability to abuse and exploitation as in the vast majority of cases MWs unable to join the TUs in countries of destination either by the law of the destination country or by their employment contract or immigration status. Moreover, Qatar has experienced a low level of domestic dissent compared to its neighbours, but since its successful bid to host the 2022 FIFA World Cup, it has become a focus of international criticism of the mistreatment of low-paid migrant workers. It was discovered that around 1.7 million migrant workers, mostly from the Indian subcontinent countries of Nepal, India and Pakistan, along with the Philippines, were being subjected to conditions of exploitation in Qatar, causing the deaths of at least 1,200 workers. Due to non-observance by Qatar of the Forced Labour Convention, 1930 (No. 29), and the Labour Inspection Convention, 1947 (No.81), made by delegates to the 103rd Session (2014) of the International Labour Conference under article 26 of the ILO Constitution, ILO stopped the provision of technical assistance to the country since 2015. Due to the lack of political will to reform labour migration legislation, the project was not able to work directly and with the same level of intensity in GCC countries as in countries of origin. To cope with that the project collaborated intensively with Migrant Forum Asia and GEFONT as well as SAARC Secretariat.
- *Staff turnover within the Governments in countries of origin:*
In all three countries of origin, there has been a very high turnover of senior Government staff (Secretary and Joint Secretary level): While this has caused less problems in Nepal, activities in India and Pakistan have been affected as approval of agreements have been delayed or cancel. This is particularly the case of work around MRCs in both India and Pakistan. In addition, in India the Ministry of Overseas Indian Affairs was merged with Ministry of External Affairs on January 7, 2016; therefore, the project had to spent time to establish the relations with the new Ministry. In addition, constant changes of staff in the ministries negatively affect the institutional development of project's government partners.
- *Limited budget of the project in comparison with its scope:*

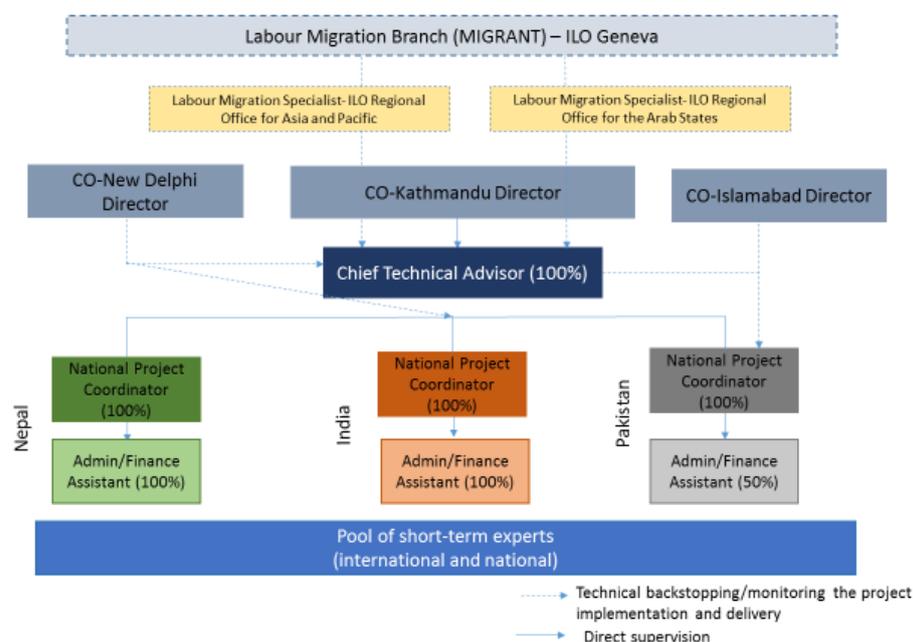
The SALM project covered five distinct technical areas of work in three countries of origin and three destination countries with a large number of activities. Given the broad scope, some interventions do not have sufficient financial resources to address the issue in a comprehensive way.

- *Lack of engagement of social partners to deal with issues of migration:*
The project experienced difficulties in establishing collaboration with NAFA in Nepal due to lack of willingness to promote ethical recruitment and reduction of the cost of migration. It was also sometimes challenging for the project to involve TUs in the issues of protecting and promoting migrant workers' rights as migrant workers are not seen as traditional trade union constituency. Therefore, it took some time for the project to change the perception of TUs towards the need of integration of migrant workers in union structures because of globalization and changes in the labour markets.
- *Earthquake in Nepal:*
On April 25, 2015, the earthquake in Nepal occurred which took away over 9,000 lives and put 2.8 million people in need of humanitarian assistance. The GoN priorities shifted towards rescue and relief. The project faced various challenges including delays in activities.
- *Security situation in Pakistan:*
Terrorism in Pakistan has become a major and highly destructive phenomenon. A number of terrorist attacks took place within 2013-2016 in Islamabad, Lahore, Peshawar, Quetta and Karachi. Because of high threat of terrorist acts it was difficult for project's implementing partners to get access to MWs in some provinces.
- *Short-deadlines for implementation of activities by partners:*
Due to the short project duration and high volume of activities, the project set very tight deadlines for the majority of implementing partners. All that have influence on ensuring either proper piloting of the developed tools or sustainability of results. In addition, due to innovative nature of a number of project's activities and difficulties with access to information and/or quality of existed data, the project had lengthy process for preparation of deliverables in each target country of origin.

4.2.3. Management and Governance

Project management was delegated to a Chief Technical Advisor (CTA) located in Kathmandu, Nepal. The CTA was assisted by National Project Coordinators (NPCs) and Project Admin/Finance Assistants in Nepal, India and Pakistan. The ILO Kathmandu, New Delhi and Islamabad provided human resources and administrative support. Content-specific expertise was delivered by Short-Term external experts and ILO staff (Decent Work Team in Bangkok and New Delhi and relevant technical units at headquarters). The Senior Migration Specialist in Bangkok provided the main technical backstopping for the project but was also supported by the MIGRANT unit in Geneva.

Figure 11. Project Management Structure



Overall, the project management structure was effective. The roles and responsibilities within staff members were clearly defined. Project team received high level of support from CTA, ILO Country Offices, ILO ROAP, ILO ROAS and ILO Geneva migration specialists. At the same time, the project had insufficient number of staff in some target countries. Project Admin/Finance Assistants for India and Pakistan were initially budgeted for 50% only. It created some difficulties for ILO to recruit Project Admin/Finance Assistants on part-time basis. The project management team resolved this issue by paying other 50 per cent through another project in Pakistan and covering other 50 per cent from other sources in India⁴¹ in line with MTE recommendation ‘An admin assistant should be appointed without further delay in India to avoid further delays in India’. In the future, the project would benefit more if Project Admin/Finance Assistants will be budgeted for 100 per cent. There was some project turnover during project implementation⁴²; however, it did not influence on the quality of products and activities delivered by the SALM project. Although, CTA encouraged coordination among NPCs, the information sharing about project’s activities in each target country could be done more.

ILO has established a strong team with the relevant skills and competencies to be able to establish effective partnerships with a range of stakeholders and effectively manage the SALM Project. The rights orientation

⁴¹ Note: The SALM project cost-shared with other ILO projects the Project Admin/Finance Assistant in India: (1) the EU funded project on migrant health workers (DWAB project) implemented during 2013-2014 and with another ILO project on informal economy for a few months. After that, the SALM project paid 100% of full-time admin assistant until Sept 2016. The last month, the project relied on support from the ILO office.

⁴² Note: NPC and Project Admin/Finance Assistant were changed once in Nepal, and 5 times Project Admin/Finance Assistant was changed in India

of the team is a key strength of the Project. This coupled with ILO's position as the UN technical agency on labour issues provides the SALM Project with strong recognition and credibility, amongst governments, trade unions and employers' associations alike, which is critical for high level advocacy and influence upon policy and legislative reform.

The quality of relationships between the Project team and counterparts were strongly evidenced throughout the in-country missions. The Evaluation Expert was able to observe team members and counterparts engage in detailed, strategic discussions regarding labour migration issues and potential programming and policy responses. Such relationships coupled with the professional integrity of the team and technical integrity of ILO underpin the Project's effectiveness and maximise its potential for success. The project management team in each country and project experts (national and international) were perceived by all interviewed national and international counterparts as knowledgeable and highly experienced. In addition, in interviews with the donor representatives, they advised that the project was professionally implemented, conformed to their requested inputs, and was responsive to information requests.

In terms of the project governance structure, it was represented by the Project Steering Committee (PSC) established in Nepal and Pakistan and consisting of tripartite partners, donor and ILO to provide overall strategic guidance for smooth implementation and to achieve stated objectives of the project. In Nepal, the PSC was under the leadership of the Ministry of Labour and Employment (MOLE). In Pakistan, the PSC was chaired by the Secretary of Ministry for Overseas Pakistanis and Human Resource Development (MoOP&HRD). In India, it was not possible to set-up a project specific PSC. As evident from the evaluation interviews, ILO-Delhi Office intended to establish a tripartite committee that would provide an advisory function for all ILO activities in India and it was suggested that this committee was to provide advice and oversight to also the SALM project.

Initially the PSC meetings in Nepal and Pakistan should take place at least twice a year. Nevertheless, they have not been held frequently due to staff turnover within the Government of Nepal (GoN) and Government of Pakistan (GoP). Instead, the project team in each project country hold regular bilateral meetings with partners to discuss the planned activities and update about the progress of project implementation and perceived by interviewed counterparts as very good.

4.2.4. Partnerships and Cooperation

The project demonstrated respect for the importance of stakeholder participation, and actively sought stakeholder input through structured periodic meetings and consultations. Evaluation feedback through interviews with project's stakeholders show that the SALM project was able on the whole to establish strong partnerships both with national and international partners and donor, namely:

- Government (*Nepal, Pakistan*)
- TUs (*Nepal, India and Pakistan*), however in some countries (*India and Pakistan TUs are not enough active*)
- Regional TU (*SARTUC*)
- Recruitment agencies (*Pakistan and India*)
- NGOs (*Nepal, India, Pakistan*)
- Other international organizations working in the area of migration (*ICMPD in Pakistan; IOM in Nepal and India; Helvetas in Nepal, GIZ Nepal*)
- Donor (*EUD Pakistan, EUD India and EUD Nepal*)

It is also pertinent to note that a key efficiency of the SALM project is its ability to leverage and indeed build upon other ILO programmes and activities rather than establish parallel programmes or indeed, "reinvent the wheel". Cooperation between the SALM project and other ILO Projects such as:

- ILO-DFID Work in Freedom Project (Nepal and India)
- ILO-EU Decent Work Across Borders - A Pilot Project for Migrant Health Workers and Skilled Professionals (DWAB) project (India)

- ILO-SDC Improving Labour Migration Governance and Combatting Human Trafficking in the Middle East (MAGNET) Project (Lebanon)
- EU funded OECD/ILO project 'Assessing the economic contribution of labour migration in developing countries as countries of destination' (Nepal)
- ILO-KOICA funded Labour Market Information and Employment Project (LIFE)
- ILO-SDC Bangladesh migration project
- ILO regional project 'Realizing a Fair Migration Agenda: Labour flows between Asia and the Arab States'

have enabled labour migration and the target group of migrant labourers and their families, to be extended and mainstreamed into the overall targeting of the ILO DWCPs which in turn resulted in an expansion project scope, access and impact.

Furthermore, the SALM project also participated in the Kathmandu Migration Group (KMG), an interagency group meeting bi-monthly to coordinate joint action, share plans and upcoming events and discuss migration related topics. In India, the EU chaired a working group for international agencies interested in migration and the SALM project CTA co-chaired the Nepal based Interagency Coordinating Group on Human Trafficking together with the World Education.

This seems to form a solid basis for future projects formulation, in which cooperation and collaboration can be continued. The challenge for any project cooperation network is that it exists only during project's lifetime. The partners to this network however have cooperated closely in the past, and interview feedback indicated that there is no reason to suggest that they will cease to do so in future.

4.2.5. Monitoring and Evaluation, Reporting and Visibility

The CTA and NPCs were responsible for M&E within the Project. Although the project did not have a separate joint M&E plan, it had a well-established documentation system consisting of the minutes of meetings, press releases, reports for trainings and study tours, progress reports from implementing partners, budget ledgers, narrative progress reports and the project workplans.

The quality of trainings has been monitored through the following tools: (1) Trainees Feedback at the End of Training, and (2) Trainer End of Training Report. It would benefit if they would incorporate pre-post knowledge test in addition to collection of feedback about trainees' satisfaction with trainings as it would allow to measure change in participants' knowledge as a result of participation in the training event and assess the level of usage of the knowledge and skills by trainees after 3 months of trainings conduction. It will allow to measure the trainings impact. The MRCs in Nepal and Pakistan collected systematically monitoring data on a number of indicators and stored it in Logbooks. MRCs in Pakistan also opened a section Comments on its web-site for collecting feedback from clients. At the same time, participatory monitoring (beneficiary survey, systematic collection of success stories) has not been conducted. The SALM project in line with the MTE recommendation starting from mid of 2015 developed a clear enumeration strategy to record the number of migrants that have benefited from the range of services and products implemented by the project. However, the project would benefit from establishment of a consolidated database system for capacity building activities and awareness raising activities which will include the participant's name, sex, institutional and state affiliation, type and name of event participated, date(s) of event, and venue.

The reporting of the ILO (within the organization and to donor) has been in accordance with agreed on formats and time-frames. The feedback of donor received in the framework of this evaluation shows that the donor is satisfied with the quality and accurateness of the ILO reporting (both progress and financial) and appreciate a lot the level of ILO responsiveness to their requests and invitation for different project's events in each target countries of origin (Nepal, India and Pakistan). Nevertheless, the progress reports would benefit from having a separate Table summarizing the annual update of activity implementation including clear delivery rates and details for activities at state and regional levels in the annex section.

The SALM Project as per the ILO Evaluation Policy underwent two evaluations (mid-term internal evaluation managed by the project manager and conducted by external consultant and final independent evaluation). Results-Oriented Monitoring (ROM) has not been conducted by the EUD; however, the independent financial audit of the project is planned to be undertaken by the EUD in April 2017.

The project team paid a proper attention towards EU visibility in all project’s deliverables and events in line with the 2010 Communication and Visibility Manual for European Union External Actions. The project team also ensured good visibility of the project by placing all developed materials at the ILO SALM project web-site.

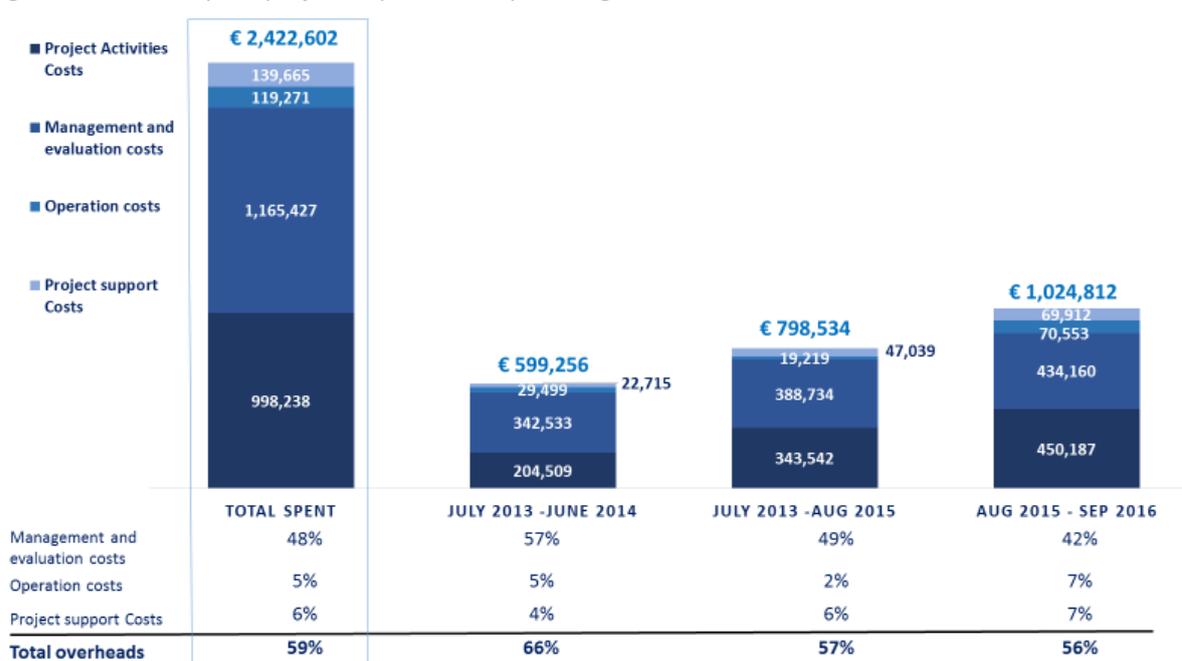
4.3. Efficiency (including use of resources and value for money)

4.3.1. Cost effectiveness

The SALM project budget amounts to a total of EUR2,490,805, while the actual spending equals EUR2,422,602 as of September 30, 2016, i.e. the budget utilization rate constitutes 96 per cent.

There was a sound relationship between budget allocated and results achieved. The table below shows the budget allocation according to four main categories: project expenditures per component, management and evaluation costs, operating costs and project support costs.

Figure 12. Annual spent project expenditures per budget line



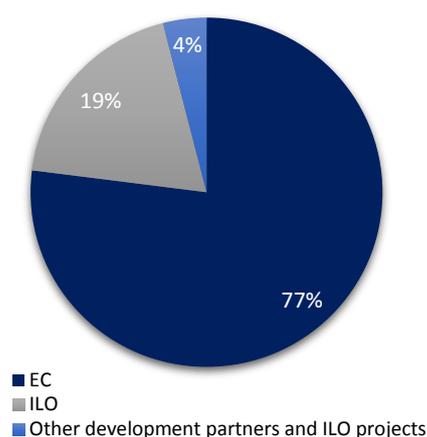
In reviewing the financial documents obtained from the desk report, the SALM project should be seen as a technical assistance project; therefore, the distribution of costs between ‘Project Direct Costs’⁴³ and ‘Other Costs’⁴⁴ amounts to 41.2 per cent and 58.8 per cent respectively.

⁴³Direct costs include project expenditures per component

⁴⁴Other costs include management and evaluation costs, project support costs and operating costs

The EC provided the main portion of funding (77 per cent) and in-kind contributions (human resources) were provided by the ILO technical specialists from the ILO DWT ROAP, ILO DWT/CO-New Delhi and ILO Geneva. In overall, the project budget was very tight to cover six distinct technical areas of work in three countries of origin and three destination countries with a large number of activities. Given the broad scope, some interventions do not have sufficient financial resources to address the issue in a comprehensive way, e.g. conduction of research for EUR3,000. As a result, 25 *internal* budget revisions were undertaken by a project team within project timeframe; although, none of them exceeded the possible changes between the budget lines as per the EC rules.

Figure 13: The SALM Project donors



The cost-efficiency of the project was ensured through provision of a number of sub-grants to implementing partners for carrying out activities under different strategic pillars, which allowed to reach a big number of beneficiaries at relatively low cost.

In addition, to complement the project’s resources, the SALM project team successfully established partnerships with other ILO projects and other development partners through cost-sharing arrangements and/or in-kind contributions from partners.

The examples of *cost-sharing or in-kind contributions* from partners could be seen as follows:

<p>IOM Nepal and ILO Nepal made cost-sharing of a number of activities on 50%/50% approach</p>	<p>ILO Pakistan and ICMPD cost-shared resources for launching and maintains of MRC Lahore and MRC Islamabad</p>
<ul style="list-style-type: none"> ▪ SAARC workshop in May 2016 ▪ Study tour to SL/Malaysia ▪ Study tour to Afghanistan ▪ Migration report 2013/14 and 2014/15 	<ul style="list-style-type: none"> ▪ Study tour to Nepal for MRC Pakistan staff members ▪ Staff salary ▪ Running costs of MRCs ▪ Equipment the MRCs ▪ Launch of Islamabad MRC including promotional video
<p>ILO-DFID Work in Freedom Project in India and Nepal</p>	<p>World Bank KNOMAD project</p>
<ul style="list-style-type: none"> ▪ Promotion of ethical recruitment practices in India and Nepal ▪ Support to the MRC in Nepal ▪ Prepared Policy Brief on Women’s Mobility and Domestic Work in India 	<ul style="list-style-type: none"> ▪ Study a to measure migration costs for low-skilled migrant workers from Pakistan to Saudi Arabia and UAE
<p>GiZ-Nepal and the ILO-SDC Bangladesh migration project</p>	<p>ILO-KOICA funded Labour Market Information and Employment Project (LIFE)</p>
<ul style="list-style-type: none"> ▪ Study on occupations and skills in demand in countries of destination and linkages to training, certification and accreditation in countries of origin. The costs for the study were divided between the ILO projects and the GiZ. The SALM project covered the costs for the studies in India (two studies), UAE and Kuwait, as well as contributes to the fee of the international team leader; GIZ covered the 	<ul style="list-style-type: none"> ▪ Developing information materials Employment Information Centers (EIC) operated by MoLE in Nepal

costs for the studies in Malaysia, Qatar, Saudi Arabia, Nepal and Pakistan, as well as contributes to the fee of the international team leader and the ILO Bangladesh project covered the costs of the study in Bangladesh as and contributes to the fee of the international team leader.

The DWAB project and the SALM project	The SALM project and NRN
<ul style="list-style-type: none"> ▪ costs of trainings for Trade Union National Centres of India and costs for field work under research study on the situation of Indian migrants - the DWAB project ▪ costs of the editing and lay-out of the publication – the SALM project 	<ul style="list-style-type: none"> ▪ salary of manager of information center at Labour village - SALM project ▪ salaries of 2 assistant councillors and part-time lawyer of information center at Labour village - NRN
The SALM project and ILO Way Out of Informality project	
<ul style="list-style-type: none"> ▪ 50% cost sharing of admin staff salary in India for one year 	

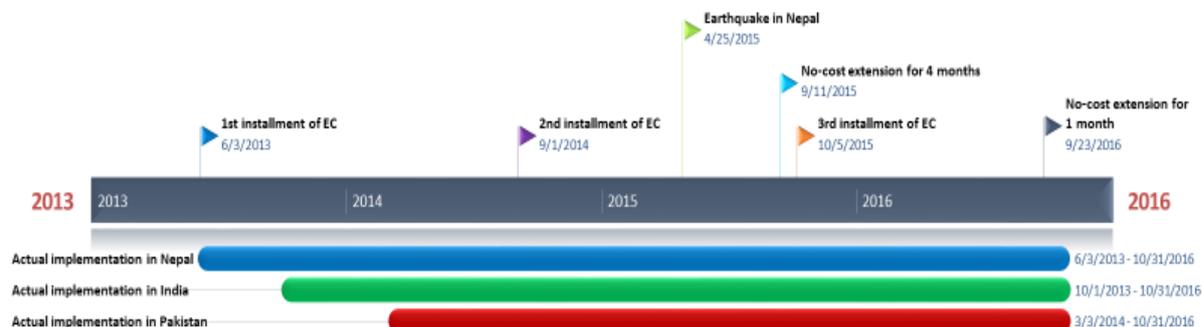
At large, all project activities were efficient, but especially those which (1) *provided direct informational or legal support to MWs* (MRCs in Nepal and Pakistan; MFA and GEFONT projects); (2) *awareness raising campaigns on safe migration in countries of origin and destination* (projects implemented by NWWT and KKNTC in India, GEFONT in Nepal, PRWSWO in Pakistan); (3) *activities which targeted systems strengthening for protection of MWs* (online complaints systems in Nepal and Pakistan/creation of database); (4) *produced knowledge base* (annual statistical reports and studies on migration costs in Nepal and Pakistan, study on access to justice in Pakistan, studies on cases of Nepali migrant workers’ death, rapid assessment after earthquake and study on the links between migration and development in Nepal, studies on skills and occupation in countries of origin); (5) *improvement of recruitment services* (POEPA in Pakistan, FORAI in India); (6) *development of training courses on migration* (course on safe migration to GCC countries for students in technical institutions and training curriculum on migration for TUs in Pakistan and training course for labour attaches in Nepal); and (7) *strengthened regional collaboration on labour migration among tripartite constituents* (SARTUC and SAARC work) as all of that are very substantial support for promotion of well-managed migration flows from India, Nepal and Pakistan to GCC countries.

The SALM project maintained thorough records of all transactions. In reviewing of the financial documents obtained from the desk report, all procurement is done within the rules and regulations of ILO Geneva. This attentive maintenance of records and adherence to good administrative and financial practice also contribute to the active promotion of transparency and accountability.

4.3.2. Timeliness of implementation

The project suffered some delays in implementation. The Project duration was revised twice⁴⁵, i.e. from 40 months (June 2013-May 2016) to 45 months (June 2013-October 2016).

Figure 15. The SALM Project’s Timeline



The main reason of no-cost extension was delays with implementation of project’s activities in Nepal due to massive earthquake which took place on April 25, 2015. In overall, the SALM project had insufficient timeframe to achieve all intended outcomes as the project started timely only in Nepal, while actual implementation in India was delayed on 4 months and in Pakistan on 9 months due to staff recruitment.

⁴⁵ Note: First, 4-month no-cost extension was granted in September 2015 and the second one-month no-cost extension was received in September 2016 that moved the ending date from September 31, 2016 to October 31, 2016

4.4. Impact (including realized and prospective changes)

Based upon an analysis of the triangulated data, the Evaluation Expert identified a number of positive effects which can be causally linked to the project's intervention.

Strategic pillar 1. Promotion of safe migration and information

Access to accurate and relevant information prior to migration is absolutely necessary to ensure that workers make informed decisions throughout their migration journey.

The preparation and/or update of migration statistical reports in each country of origin consolidated labour market information, strengthened capacity of the relevant Ministries on statistics and data analysis and provided statistics for policy formulation, planning, better governance and protection of MWs. Establishment of MRCs in Islamabad and Lahore and Labour Village in Kathmandu improved access to reliable information by MWs on job opportunities and requirement in the GCC countries and in the long run can contribute to more effective governance of labour migration from Pakistan and Nepal to GCC countries. The produced and distributed booklets raised awareness among low-semi skilled MWs on their rights and duties in countries of destination. Development of curriculum on safe migration for TVET in Pakistan allowed to develop a competency standards, assessment package and curriculum on safe and informed migration to GCC countries and formed a pool of trained teachers in curriculum for further dissemination of the knowledge, which could lead to improvement of the quality of labour workforce. Information campaigns in Telagana and Kerala states raised awareness of MWs about their rights and duties and how they can protect their rights throughout the migration cycle as well as enforced usage of government system to render assistance to MWs in distress. Development of the manual on community orientation in Nepal will allow to improve the pre-departure orientation programmes and increase in awareness and information sharing on safe migration. Studies on mortality rate and resilience and migration in Nepal will inform policy decisions and processes to ensure the well-being and rights of MWs. Training for trade unionists in Pakistan increased knowledge and understanding of migration and the rights of MWs among trade unionists which can contribute to better protection the rights of Pakistani MWs.

Strategic pillar 2. Improvement of recruitment services and reduction of migration costs

The work of the SALM project addressed regulatory and enforcement gaps governing the recruitment industry, mechanisms for complaints and remedy, migration costs and recruitment practices.

Strengthening of online complaint mechanisms in Nepal and Pakistan enhanced government staff capacity on MIS system, improved both the transparency of complaint mechanism and MWs access to it, contributed to better sharing of data amongst concerned inter-related ministries or departments. All of that allows quicker processing of complaints by the respective governments. Studies on migration costs in Nepal and Pakistan allowed to have data on actual costs of migration for Nepali and Pakistani MWs, which could contribute to reduction of the vulnerability of Nepali and Pakistani MWs and stimulate an increase in their benefits from international labour migration. Moreover, the created knowledge base (particular the work on migration costs) might be used as a basis to measure migration costs under SDG target 10.7. Work with Private Recruitment Agencies (PRAs) in India led to establishment of All India Federation of Recruitment Association, strengthening of dialogue between GoI and PRAs and improvement of pre-departure orientation programmes, which could contribute to the adoption of ethical recruitment practices among the PRAs in India and ratification of ILO Convention No 181 and establishment of PRA rating system. Issue papers on processes and practices in fair recruitment, return and reintegration of MWs in India may lead to the improvement in existing legislative and regulatory frameworks of recruitment and their enforcement. Development of Code of ethical conduct in Pakistan in line with the international and regional good practices and commitments on fair recruitment including ILO and other UN instruments improved understating of POEPA management on the international and regional good practices on ethical recruitment, which could contribute for application of ethical recruitment practices by private overseas employment promoters are licensed by the MoOP&HRD. Meanwhile the studies on recruitment practices and access to justice undertook in Pakistan allowed to attain data on legal and policy frameworks and

prevailing recruitment practices of low-skilled MWs and on existed grievance-handling mechanisms, which could contribute to better enforcement of recruitment regulations and better accessibility and effectiveness of the grievance-handling mechanisms in Pakistan and GCC countries.

Strategic pillar 3. Protection in employment

The project activities ranged from legislation and policy review to increasing migrant workers' access to support services in the three targeted destination countries

The SALM Project support the development and review of legal and policy frameworks, including MOUs and bilateral agreements on labour migration could contribute in the longer run to better management of migration and mobility in each target country of origin, stronger government policies for protection of rights and gender equity for MWs and decrease in labour exploitation and labour trafficking of labour migrants from countries of origin. Studies on referral wages and protection of MWs can lead to incorporation of recommendations in a new policy on migration in Telangana State and better protection of Indians labour migrants and reduce in their exploitation and abuse abroad accordingly.

Support to SARTUC reinforced implementation of the SARTUC Migrant Labour Charter and the Kathmandu Plan of Action and established minimum standards for MWs of the SAARC region, standard unified contracts, while support to GEFONT and Migrant Forum Asia could increase the protection of MWs in employment in GCC and greater involvement of trade unions in securing rights of MWs as well as increase the protection of MWs in employment in GCC countries. Support with development of SAARC Plan of Action for Cooperation on Labour Migration contributed to institutionalization of tripartite consultation in developing protection policies and practices for migrant workers and strengthened regional cooperation on labour migration, which in turn could contribute to improvement in safety, security and wellbeing of SAARC MWs in the destination countries outside the region.

Training programme for labour attachés in Nepal could strengthen the response mechanism available to MWs in destination countries; meanwhile the trainings on labour migration for GoN can contribute to good governance of labour migration.

Strategic pillar 4. Labour market information, training and portability of skills

The work of the SALM project focused on improving information on labour migration (including labour market needs assessments), creating a system of mutual recognition of education attainment and acquired skills and the better training of prospective migrant workers.

Consequently, the project's efforts contributed to the improved understanding of demand for male and female foreign workers in Kuwait, Qatar, Saudi Arabia, the UAE, India and Malaysia up to 2025 as well as availability of data on origin countries policies and systems in that hamper or support the migration of male and female workers from India, Nepal and Pakistan, including interventions that strengthen employment networks, vocational and technical training and the issuing of permits. In long run, it could guide policy makers and programme managers on the need for diversification of women workers' skills and employment opportunities, guide students, and new entrants to the labour market, on likely labour-demand, the effect of labour policies, and available systems for finding employment overseas, create better information flow and support services between the countries of origin and destination, better prepared migrant workforce for overseas employment and more competitive than workers from other countries. All that in turn may contribute to increase in employability and skills of MWs and in income and remittances.

Strategic pillar 5. Migration and development (Nepal only)

The SALM Project supported the preparation and adoption of a migration and development strategy, a road map and piloted activities that facilitated remittance-backed savings and investments.

As a result of the project interventions, exchange of best practices and improving of cooperation among stakeholders, government officials, experts and civil society and private sector representatives on the

issues of migration took place. Moreover, the policy discourse on the links of migration to other relevant sectoral policies, such as national employment, education, health, labour market and development policies was initiated. In the long run, all of that could contribute to the adoption of migration and development strategy in Nepal, establishment of effective mechanism on remittances in Nepal and better monitoring recruitment agencies and subagents.

However, still much more work has to be done to create the long-term impact for noticeable improvement of well-managed labour migration flows from India, Nepal and Pakistan to Kuwait, Qatar and the United Arab Emirates as the SALM project with its interventions was able to cover only certain number of migrants from India, Nepal and Pakistan and piloted/implemented only a limited number of unique products/tools/models created.

4.5. Sustainability (including local ownership and stakeholder participation)

Dependent on the nature of the results, and the availability of financial resources, capacity and local ownership, the achievements of the project results can be sustainable. Gleaned from the desk review of documents and from interviews with the project team and partners, the SALM Project undertook all necessary steps, which are under its control and within its mandate to promote sustainable project's outcomes. The ILO project team has used various channels to ensure that its results will be sustained and further developed by tripartite constituents, although the project does not have separate sustainability plans in the target countries.

First, the SALM project was implemented involving multi-stakeholders with expertise in various aspects of migration, which has developed a pragmatic perspective on migration and its issues. The project also relied on existed structures and institutions as well as collaborated with well-established implementing partners in both countries of origin and destination. Furthermore, a pool of highly qualified local experts in each targeted country of origin with in-depth knowledge of ILO tools, standards and guidelines under each strategic pillar has been formed by the project. The approach which combined principles of equal partnering, institutional strengthening of constituents and creation/strengthening of local expertise in the field of migration contributed to establishing of a high level of local ownership of the main project's results.

Second, the SALM project in partnership with ILO local offices mainstreamed migration into the Decent Work Country Programmes in the course of project implementation, which is the major step for sustainability of project interventions. It has also created supportive environment for promotion of labour migration on regional level by strengthening regional collaboration among SAARC members. The creation of collaborative working relationships and joint planning is a key issue for ensuring sustainability through shared analysis and articulation of impact and influencing the creation of learning, change orientated environments. Moreover, the project assisted with development of minimum standards for migration and model standard employment contract, MoUs, Codes of Conduct, legislative improvements which could be used further as pillars to policies and programmes.

Third, the SALM project promoted the access to accurate and relevant information on overseas employment opportunities through development of informational materials and establishing of migrant resource centres. The booklets 'Travel Smart – Work Smart' were prepared in local languages, distributed to all relevant tripartite constituents and actual/potential MWs, and are available online at the ILO project web-site for further usage by all interested stakeholders. The established MRCs in Pakistan and Nepal contribute substantially to the protection of migrant workers through provision of timely and relevant information on safe and legal migration. In Nepal, the MRC was established within the existed government structure, i.e. under the FEPB which should contribute to its sustainability. However, it is necessary to underline that due to administrative constraints (particularly not approval of the budget for fiscal year 2016/2017), the FEPB is currently not in the position of bearing the operational and staff cost of MRC. Thus, for smooth functioning of the MRC, the external support is still needed to ensure its further functioning. In Pakistan, MRCs were newly created institutions and in order to achieve its institutionalization the

MoOP&HRD plans to incorporate them into the federal government structure. Within the SALM project this process was initiated but not yet finished as it requires a number of approvals from the Planning Commission of the Ministry of Planning, Development and Reforms which could take about a year or year and a half. However, the DoL Punjab is planning to provide further support for operation of the MRC in Lahore from its local budget and even plans to open 2 more MRCs in two other big cities of Punjab province by the end of 2016. To ensure sustainability of newly created MRCs in Pakistan, the SALM project agreed with ICMPD that it will provide further support to the centre up to July 2017 through its EU-funded project “Support to the Silk Routes Partnership for Migration under the Budapest Process”, while in Nepal the SALM project received RBSU funding for another 24 months starting from January 2017 which includes the support of MRC. The agreement between the ILO WiF project and FEPB ended in December 2016 thus the WiF project covered the information centre’s manager salary till the end of 2016. The salary starting from January 2017 will be covered by the ILO Nepal office’s regular budget. The SALM project reached an agreement with NRN that it will cover the salaries of two assistant councillors; however, on the stage of conduction of final evaluation it was not yet decided the period of possible NRN support to the MRC. It is also important to highlight that the SALM project contributed to the sustainability of the MRCs through development of operational manuals which could be used further by the government and MRCs staff for effective guidance of operational procedures of the centres.

Fourth, the SALM project improved access to effective mechanisms for complaints and remedy in countries of origin by creation of online complaints systems for migrant workers and their families in Nepal and Pakistan. This will further continue since online complaint mechanisms are government led and the project both purchased necessary software and trained government staff to ensure proper functioning of the databases.

Fifth, the project assisted with development of training courses on migration. It was done in close cooperation with national counterparts which contributes to the sustainability of the developed training curriculums. The training course on safe migration to GCC countries for students in technical institutions was developed in partnership with National Vocational Technical Training Commission (NAVTTTC), the regulatory body for technical education and vocational training in Pakistan. It plans to take it forward after the piloting and lobby for making this course mandatory at all technical institutions in Pakistan. The training of trainers’ manual for trade unionists was developed by the Industrial Relation Institute (IRI) and was institutionalized through inclusion of the theme migration in two regular Pakistan Workers Federation (PWF) training programmes for TUs (in particular Paralegal training programme and Leadership development training programme) and standard curriculum of the IRI. The training programme for labour attachés was developed jointly with the Institute of Foreign Affairs under the MoFA, which responsible among others for training on foreign policy related issues and plans to use the developed training guidelines in sub-sequent diplomatic courses. GEFONT incorporated the developed training module on labour migration within the project into the GEFONT’s course for TUs. The developed training manual on community mobilization and awareness on safe migration for FEPB will be used upon endorsement by the MoLE for training of social mobilizers and community workers at the district-level. Additionally, trained teachers and trained trade unionists on safe migration could pass on the knowledge gained in the project to a wider group of stakeholders. The created support groups in countries of destination by MFA and GEFONT and roster of lawyers by SARTUC could be used further for provision of support to MWs in distress.

Sixth, the created by the project the donor coordination mechanism - the Kathmandu Migration Group was replicated by SDC in Bangladesh.

Finally, the SALM project produced a number of knowledge based products (like annual statistical reports and studies on migration costs in Nepal and Pakistan, study on access to justice in Pakistan, studies on cases of Nepali migrant workers’ death, rapid assessment after earthquake and study on the links between migration and development in Nepal, studies on skills and occupation in countries of origin, Blue Print for Labour Migration Information System) that could serve further as a basis for evidence based policy making in each target country. All the developed researches have been disseminated among project partners either in hard or soft copies, presented during round-tables and uploaded at the project’s web-site.

However, for the national governments and project partners, sustainability is very much dependent on their ability to mobilise resources and still for the majority of them the external support is required to ensure follow up. The project team was quite successful in securing funding for continuation of the work on labour migration issues in Nepal and India as well as on regional level; nevertheless, no resources have been secured for continuation of work in Pakistan, except securing of 9 months funding for operation of MRCs.

Table 8. Funded secured for follow up activities

Country/Region	Donor	Status
Nepal	RBSA funding (170,000USD for 24 months -MRC/Foreign Employment Act) - Improving the protection of low-skilled migrant workers from Nepal: support to improvement of legal frameworks, migration statistics and access to information on safe migration project	confirmed
	FAIR Programme pilot for Nepal (January 2016-December 2017)	confirmed
	Japan funding (65,000 USD) for 12 months - Skills for Migration (S4M) Project	confirmed
India	New EU-funded project (estimated funding amount is 3mlnEUR for 36 months)	potential
	Japan funding for 12 months (50,000 USD) - Skills for Migration (S4M) Project	confirmed
SAARC	SDC funding (app 100,000 USD) for ILO and IOM (12 or 24 months to be determined)	Linked to the SAARC summit.

Consequently, it remains a question whether the SALM project created a critical mass to ensure imparting of knowledge to its tripartite constituents, partners and beneficiaries and another project may be required to give impetus to the long-term creation of lasting improvement of governance of labour migration in the South Asia-GCC region corridors.

4.6. Gender Equality

Whilst the Project did not specifically deal with gender and the advancement of women issues, it promoted and took into account gender mainstreaming aspects wherever applicable. The analysis of project documents and interviews with project staff showed that the SALM Project used four main ways to address gender issues during both the design and implementation of its activities.

First, the SALM project tried to involve women participants in various activities to secure that women and men have equal opportunities and are treated equitably and without discrimination. Both men and women had access to the services and/or awareness raising information on safe migration provided by the SALM project through MRCs and NGO-partners in Nepal, India and Pakistan. The partners in the ground also ensured information about the activities and support for migrant workers reached both men and women migrant workers. However, due to the low level of female migrant workers in the targeted countries of origin and destination, it was difficult for the ILO to ensure equal representation of male and female in all project's activities. Although there is an increasing trend of female workers going abroad overall, the number of women accounted only for 10 per cent of all migrants from India, 6 per cent of all migrants from Nepal⁴⁶ and less than 1 per cent from Pakistan. In the GCC countries, women are primarily employed in hospitality and service jobs, including domestic work, whereas men typically are employed in construction, manufacturing, agriculture (and herding), transport and security. The labour flows from India are still male dominated. In Nepal, there are multiple factors that influence women's restricted mobility including the

⁴⁶ ILO's "No Easy Exist: Migration Bans Affecting Women from Nepal" report (2015)

historical and patriarchal notion that men ought to shoulder the responsibility of providing for their families while limiting women's role to the realm of the household and family as well as the ban that the Government of Nepal to prohibit women to be recruited for domestic work in the Gulf countries. The main reason for the small number of female migrants from Pakistan is the conservative social precepts that prohibit women from working outside the household or keep them in family-related work. As a result, the project data, disaggregated by gender, showed that in overall the vast majority of project's beneficiaries (around 70%) under strategic pillars were male migrant workers as this is a reflection of the gender composition of the actual and potential migrant workers in each targeted country of origin. In addition, the SALM project focused more on broad migration flows of low skilled migrant workers from construction and services sectors. To avoid duplication with other ILO project, in particular ILO/DfID WiF project⁴⁷ which focused purely on female domestic workers, the SALM project decided not to do any specific interventions in the area of migrant domestic workers in Nepal.

Second, the ILO collected sex-disaggregated data for most its capacity building and awareness raising activities⁴⁸ under each strategic pillar as well as the project's research studies and statistical reports including analysis of women vulnerability issues. The Project presented gender disaggregation data systematically in its progress reports and reports on capacity building activities under each strategic pillar in each target country.

Illustration of collected sex-disaggregated data on different project's activities:

Figure 16. Number of assisted migrants by MRCs in Nepal and Pakistan, N=4,915

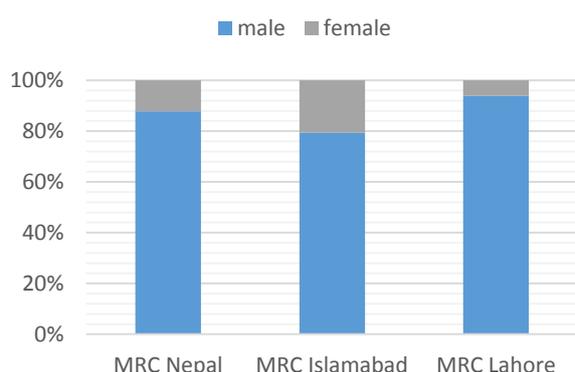


Figure 17. Number of members in the GSGs of the GEFONT, N=285

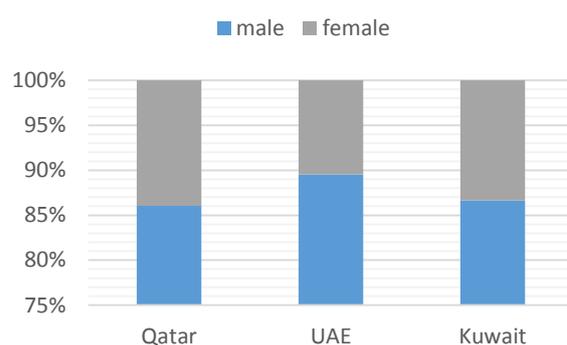


Figure 18. Number of migrants who received legal assistance in the framework of the Migrant Forum Asia project

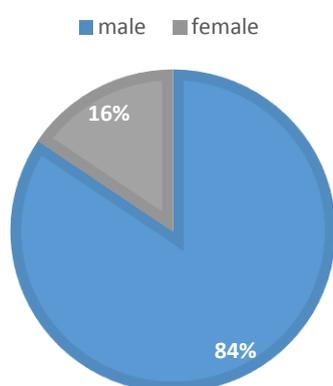
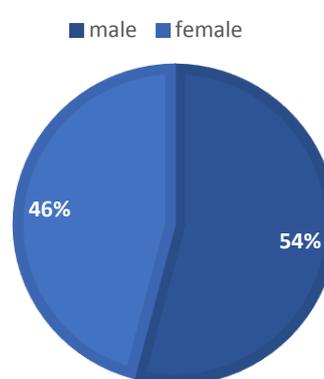


Figure 19. Number of migrants who received the legal support in Andhra Pradesh and Telangana from the National Workers Welfare Trust, N=74



⁴⁷ Background information: The ILO WiF project aims at promoting education, fair recruitment, safe migration and decent work, the Work in Freedom programme adopts an integrated and targeted approach to prevent trafficking of women and girls in South Asian countries of origin (Bangladesh, India and Nepal) and in selected destination countries (India, Jordan, Lebanon and the United Arab Emirates)

Figure 20. Number of trainees at the ToT for PWF, N=31

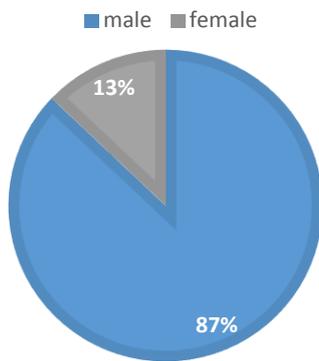


Figure 21. Number of participants of the National Seminar on Skills in Demand in GCC Countries in Pakistan, N=70

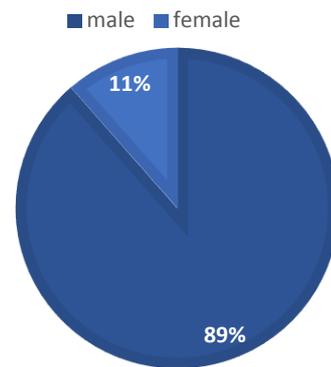


Figure 22. Number of surveyed families in Andhra Pradesh and Telangana, N=2,000

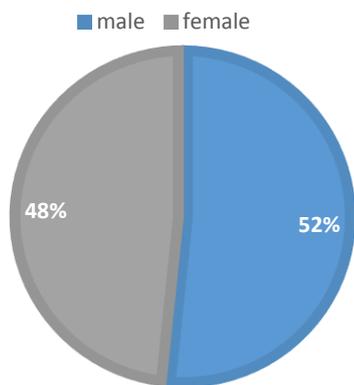
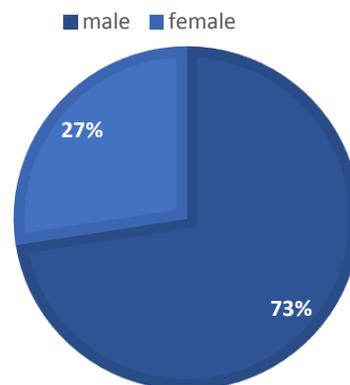


Figure 23. Number of workers from Kerala state which attended pre-departure training programmes and meetings delivered/organized by the KKNTC, N=543



Third, when it comes to staffing, the ILO ensured balanced representation of women among selected project's experts (both the international and national) and the project management team in each target country were female dominated. There appears to be a sound understanding within the team of the need to address gender, not simply as a standalone issue, but rather within the specific context of labour migration and in particular through the prism of the inherent vulnerabilities of the working conditions and situations of both men and women. For example, annual migration statistical report for Nepal supported by the Project includes a section on 'Women in foreign employment', High-Level Consultation supported by the project adopted a resolution which contains a separate action point on recognizing women as a major stakeholder in the debate of migration and development or supported a fact-finding mission of GoN to Malaysia and Sri Lanka as a follow-up to numerous reports and cases of trafficking of Nepali women through various transit hubs.

Fourth, the SALM project supported the preparation of position papers, policy briefs models contracts which seek to address the issues of vulnerabilities. For example, a position paper developed by SARTUC on labour migration includes among other areas related to shortcomings of foreign employment the issue on gender equality, while in India the Project developed policy briefs to prevent bans on domestic workers and standard contracts for domestic workers.

However, the gender orientation of the SALM project, particularly strategies and indicators for the more qualitative aspects of gender could be strengthened within the project design and implementation. For

instance, there is no clear articulation of how the Project will work towards or indeed measure the more qualitative aspects of gender within implementation or how the Project will address the differing vulnerabilities of women and men. The issue needs to be specifically highlighted with regard to the Project's objectives of supporting enabling policy and regulatory environments as well as institutional strengthening. It would be useful if the SALM project articulated a more detailed strategy for gender mainstreaming, monitoring and evaluation within Project documentation and developed a strategy for strengthening the gender orientation of policy makers and government service providers in particular. This could include specific training on gender and supporting government training providers to mainstream gender within their labour migration training programmes. This would include ensuring that gender outcomes are measured in training evaluation activities including participant feedback, pre-and post-tests. Further, the research activities which tried to better explore and document some of the gender aspects and impacts of labour migration could be undertaken. These in turn could feed into improved evidence based and gender responsive policy, service delivery protocols as well as capacity building activities. A more clearly articulated gender strategy should also include mechanisms for qualitative, outcome based monitoring and evaluation of gender issues to complement existing quantitative indicators and more clearly show gender impact. Specific attention should be paid in the future to the inclusion of a detailed outcome-based gender strategy including qualitative impact focussed performance indicators in the planning of any future Phase of the Project.

V. Conclusions and Recommendations

5.1. Conclusions

The Independent Final Evaluation of the ILO South Asia Labour Migration Governance Project confirms that the Project design and implementational priorities are strongly aligned with the national priorities of the target countries and fits with the ILO global, regional and national strategic priorities and programming on labour migration and regional consultative processes. Indeed, the Project's responsiveness to ongoing contextual changes is to be commended.

The SALM project has a high importance for the ILO as it contributed to strengthening of ILO's reputation in Nepal in the area of labour migration, assisted in keeping the issue on migration on agenda in India and opened a door for starting up the discussion on labour migration on regional level. In addition, it was the first ILO project on labour migration in Pakistan. The added value of the SALM project is focus on broader migration flows and closing of the knowledge gaps.

Despite delays in project implementation and challenging environment, the Project has effectively delivered upon all key activities and demonstrated good achievements towards reaching the anticipated results. The project achieved most of the set targets under Outcome 3, while the expected results mostly exceeded the set targets under Outcome 1 and Outcome 2. Relevant and accountable management mechanisms were put in place and ILO has successfully recruited a competent team in each target country, with relevant technical skill and credibility and a strong rights orientation. This has been supported by strong relationships between the Project team and stakeholders at all levels as well as the development of strategic partnerships and alliances with key agencies.

Project efforts and approaches are contributing to efforts to strengthen policy and governing arrangements and have been highly responsive to needs identified by tripartite constituents, private recruitment agencies, NGOs, migrant associations, embassies, and researchers alike. Technical support provided by ILO and the Project team is of a high quality and approaches towards delivery are deemed by all stakeholders as being highly relevant to current needs and context, and contribute significantly to the strengthening of capacities of all stakeholders for improved labour migration management as well as service delivery to migrant workers.

In spite of having limited resources, the Project was very successful in complementing the project's resources through cost-sharing and in-kind contributions from partners and used very efficient implementation modality for reaching the anticipated number of beneficiaries in targeted countries of origin and destination.

The Project promoted and took into account gender mainstreaming aspects whenever possible; however, due to the low level of female migrant workers in the targeted countries of origin and destination, it was difficult for the ILO to ensure equal representation of male and female in all project's activities.

The Project has shown positive short-term and medium-term impacts at individual, institutional and policy levels through the provision of access to reliable information by MWs, establishing of the centres for effective delivery of service support to women and men migrant MWs, promotion of ethical recruitment and protection of migrant workers during employment, encouraging tripartite participation on formulation and implementation of recommendations on Migrant Labour, strengthening of complaints mechanisms, pre-departure orientation and institutionalization of tripartite consultation in developing protection policies and practices for MWs.

In summary, it is clear that the ILO South Asia Labour Migration Governance Project has made a sound contribution to promoting the management of labour migration from India, Nepal and Pakistan to the

countries of the Gulf Cooperation Council (GCC), ensuring effective protection of the rights of vulnerable migrant workers, enhancing the development impact of labour migration and reducing unregulated migration. It has further encouraged joint planning and action between governments, social partners, private recruitment agencies, NGOs, migrant associations, embassies, and researchers and strengthened the capacities of them to deliver more effective and protective services to Nepali, Indian and Pakistani migrant workers. While these represent a considerable contribution to the sector, the process of reforms is ongoing in targeted countries of origin and destination and there is a clearly identified need for a broadened scope of support to this area into the future.

5.2. Recommendations

Based on the findings of this final evaluation, the following recommendations are made:

No.	Recommendation	Timeframe		Priority		
		S/T	L/T	L	M	H
<i>General recommendations</i>						
1	The project duration was too short and requires continuation for at least 3 more years to ensure lasting impact of activities carried out and/or initiated by the project. The focus of the next project should be more on (1) protection in employment, (2) migration and development and (3) return and reintegration of migrant workers. To re-visit the project formulation phase in any subsequent Phase of the Project and set realistic results taking into consideration the project duration and country contexts. It is suggested to pay greater attention towards selection of target countries taking into consideration the principle of good coverage versus optimal solutions, develop more comprehensive component on destination countries, clearly define regional strategy for the project. More sustained attention pay to strengthening service capacity and service delivery monitoring and evaluation mechanisms by tripartite constituents and non-government service providers.	▲				▲
2	The design of any subsequent Phase of the Project should carefully consider how and where ILO and its partners in each target country can have strongest impact and extend both the sphere of influence of both itself and its partners. This may include strengthening linkages and influencing programme delivery through the sharing of lessons learned and programme models, with other national and international organisations that include migrant workers as a target group, as well as recruitment agencies and agencies working at provincial and local levels.	▲				▲
3	In light of the short time frame of the SALM project, and the long-term nature of capacity building, clear efforts will need to be made in any subsequent phase of the Project to ensure that it builds upon existing capacity building activities, and that monitoring and evaluation efforts enable effective monitoring and evaluation of the long-term impacts of these efforts.	▲			▲	
4	The design of any future Project should pay further attention to articulating an outcome-based strategy towards gender mainstreaming in order to strengthen the gender orientation of activities undertaken by its partners, as well as impact of the Project.		▲		▲	
5	To introduce a practice of conduction of needs assessments and baseline studies in order to have evidence-based and tailor-made project designs and monitoring tools.	▲				▲

6	To ensure that the ILO national project staff are able to carry out their M&E responsibilities, it is necessary that the local project staff undergo a thorough M&E training or consider adding M&E line in the budget and/or hiring an M&E consultant at least at the very beginning of the new cycle of the project in case of extension to develop proper M&E framework for the project to effectively monitor the progress of the activities.		▲			▲
7	In future projects, identify strategies at the planning phase that will lead to sustainability of core project outputs and outcomes within the project timeframe. Prioritise the identified sustainable actions and closely monitor their progress to allow for early identification of any barriers or challenges. Adjust or add to these sustainability strategies as needed. To ensure better ownership of project's results consider provision of sub-grants on the basis of cost-sharing (ILO provides 80%-85% and the implementing partner 15%-20%).		▲		▲	
<i>Specific recommendations</i>						
8	ILO as a standard-setting organization should continue to play further a leading role in the dialogue with the Government of Nepal, Government of India and Government of Pakistan on the legal and policy reviews pertaining to the issues of labour migration.		▲			▲
9	ILO Nepal, ILO India and ILO Pakistan should share the good practices emerged within the SALM project with other countries and share with tripartite partners and development partners in Nepal, India and Pakistan.	▲			▲	
10	ILO Nepal, ILO India and ILO Pakistan should develop appropriate dissemination strategies for all research studies developed by the SALM project and use them as advocacy tool for communication of relevant findings to policy-makers.	▲			▲	
11	ILO Nepal and ILO Pakistan should improve tracking system at the Information Center at the Labour Village and MRCs in Pakistan to prepare better for financial audit of the EU in April 2017.	▲				▲
12	ILO Nepal should explore further the possibility of securing EU funding for migration under focus area rural development within Rural Development Programme planned to be signed between the EU and Nepal by the end of 2016. In light of the decentralization process to be introduced as per the new Constitution, the issues of governance and migration management on the local level should be looked at more closely.	▲				▲
13	ILO Nepal should continue support the GoN with the development of bilateral agreements with the GCC countries and further support required with implementation of Free Visa Free Ticket policy.		▲		▲	
14	ILO Pakistan should continue support the GoP with replication of MRCs in other regions of Pakistan, further improving of pre-departure orientation; implementation of safe migration curriculum at TVET institutions by holding strong marketing campaign, capacity building of teachers and creation of good quality assessment system; strengthening access to justice interventions.		▲		▲	
15	ILO India should continue support the organizational strengthening of the newly established All India Federation of Recruitment Association in partnership with the Federation of Indian Chambers of Commerce and Industry.		▲		▲	

VI. Lessons learnt and Potential Good Practices

ILO Lesson Learned No1: Flexibility in project design and freedom of experimentation to come up with a tailor-made approach for the specific setting and conditions

Project Title: The South Asia Labour Migration Governance (SALM) Project

Project TC/SYMBOL: RAS/12/07/EEC

Name of Evaluator: Katerina Stolyarenko

Date: September 2016

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.

Brief description of lesson learned (link to specific action or task)	The important lessons learnt is the importance of the adapting interventions to the local situation in the country and plan them in early stage in the process together with constituents. To some extent, the SALM Project showed that it allows for experimentation and exploration, followed only then by implementation. At this point in time, this is a rather rare strength of a development project. Labour migration is a complex issue that should be approached from various angles by stakeholders with effective collaboration.
Context and any related preconditions	CTA and National Project Coordinators in target countries involved in a pro-active and informal way in all interventions at early stage in the planning process, well before the interventions are subsequently coordinated with constituents. The attention is paid to a changing external environment where the Project strives to keep a close and active relationship with the constituents. The Project actively plan/implement and cost-share joint activities with sister projects and other development partners that enable to draw on resources of each other and achieve synergies.
Targeted users / Beneficiaries	<ul style="list-style-type: none"> ▪ Tripartite partners
Challenges /negative lessons - Causal factors	<ul style="list-style-type: none"> ▪ Need to pay attention to changing circumstances/priorities of constituents, and to adjust to these, as long as they correspond to the Outcome/Output strategy of the project and can be met within available funds (own and cost-sharing)
Success / Positive Issues - Causal factors	<ul style="list-style-type: none"> ▪ Identification of what can possibly work and what cannot and selecting the tested, most feasible solution for implementation; ▪ Better understanding of the system, the project intends to change and being able to design systemic, sustainable interventions; ▪ Flexibility in project design and implementation; ▪ Avoiding the typical 'one-size-fits-all' mistake.
ILO Administrative Issues (staff, resources, design, implementation)	A set of key skills of the project staff as well as donor acceptance and provision of funds and time on the side of the donors and the ILO headquarters is necessary to apply and support this approach

ILO Lesson Learned No2: Enhanced Communication between the project management and tripartite partners, and the building of trust among them

Project Title: The South Asia Labour Migration Governance (SALM) Project

Project TC/SYMBOL: RAS/12/07/EEC

Name of Evaluator: Katerina Stolyarenko

Date: September 2016

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
Brief description of lesson learned (link to specific action or task)	Regular and sustained communication between Project Management, and the tripartite partners can prevent misunderstandings. Through regular communication the building of trust is substantially enhanced. Regular communication could typically include PAC meetings; regular bilateral meetings with the Government, the trade union and the employers' organisations and recruitment agencies by the Project staff in target countries.
Context and any related preconditions	The partners should have a substantial sense of ownership of the project as was the case in the current project among most of them. The occurrence of changes in staff positions among either the partners or the project management makes it all the more important to have a strategy and an ingrained structure of communication.
Targeted users / Beneficiaries	All partners, project management, and ILO
Challenges /negative lessons - Causal factors	A reduced level of communication negatively impacts on partner relations
Success / Positive Issues - Causal factors	Have a good understanding and appreciation of each other's role and activities burden, and enhanced trust among each of the stakeholders.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

ILO Emerging Good Practice No 1: Raising awareness on safe and legal migration for potential migrant workers

Project Title: The South Asia Labour Migration Governance (SALM) Project

Project TC/SYMBOL: RAS/12/07/EEC

Name of Evaluator: Katerina Stolyarenko

Date: September 2016

The following emerging good practice has been identified during the course of the evaluation.

Further text can be found in the full evaluation report

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	As a result of ignorance, migrants might face exploitation and abuse during the recruitment and employment stages of labour migration or may choose irregular channels of migration, which may result in loss of money and even lives. The SALM project supported the establishment of Migrant Resource Centers (MRCs) in countries of origin, which provide accurate and timely information on safe and legal migration, referral and counselling, as well as raising awareness on irregular migration and the related serious risks.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Relevant conditions for establishment of MRCs:</p> <ul style="list-style-type: none"> ▪ An Orientation program is crucial to initiate the function of MRC by providing minimum guidance and information to staffs regarding migration cycle, roles and responsibilities of different entities of foreign employment and building the links with concerned government and non-government offices. ▪ An operational guideline specific to the MRC is a vital to ensure the effectiveness and efficiency of the MRC. The guideline will support to govern operations of the center at a strategic and on a day-to-day basis as it will provide a reference to the functions and structure of the centre. In addition to providing direct services, the centre needs to rely on a strong referral mechanism needed to provide a holistic service delivery to potential migrant workers. ▪ MRCs need strong involvement of community, returnee's, media, social mobilization and psychosocial support.
Establish a clear cause-effect relationship	<p>The key achievements of the practice were:</p> <ul style="list-style-type: none"> ▪ Provision of information, advice and counselling to potential migrants, return migrants and migrants' family members – in person and over the phone; information on safe and legal ways of migration to GCC countries and Europe; information on ways and necessary documents for labour migration to GCC countries; information and assistance to register complaints against abuses and exploitation migrants face; advantages of regular migration & dangers and disadvantages of irregular migration; referral to TVET institutes, trade testing institutes, health screening institutes and carrier counselling and vocational guidance. ▪ Outreach of potential migrants in the community, in schools and vocational training institutions, at job fairs, etc. ▪ Building of local knowledge base on migration trends, recruitment agency activity and complaints/abuses and redressal.
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ▪ Migrant workers ▪ Tripartite partners ▪ Private recruitment agencies ▪ NGOs

Potential for replication and by whom	<p>With the necessary modifications, it can be replicated in any country.</p> <p>Rationale for establishing MRCs include:</p> <ul style="list-style-type: none"> ▪ Lack of information on safe migration and migration process ▪ Lack of awareness on dangers and consequences of irregular migration ▪ Lack of information about available services to them and their families in Pakistan and in destination countries ▪ Lack of awareness about access to justice system available to them in Pakistan and in destination countries
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<ul style="list-style-type: none"> ▪ DWCP for Nepal 2013-2017 ▪ DWCP for Pakistan 2016-2020 ▪ DWCP for India 2013-2017 ▪ ILO Fair Migration Agenda/ILO Fair Recruitment Initiative ▪ UN Sustainable Development Goals (SDGs 8 and 10) ▪ Colombo Process, Abu Dhabi Dialogue, South Asian Association for Regional Cooperation
Other documents or relevant comments	N/A

ILO Emerging Good Practice No 2: Providing data and reports on labour migration to influence migrant policy

Project Title: The South Asia Labour Migration Governance (SALM) Project

Project TC/SYMBOL: RAS/12/07/EEC

Name of Evaluator: Katerina Stolyarenko

Date: September 2016

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	In today's globalized economy, workers are increasingly looking for job opportunities beyond their home country that will provide a better livelihood and decent work. Despite the substantial benefits generated by the migration flow, many challenges remain to ensure a fairer distribution of the profits. Strengthening governance of labour migration requires knowledge and information critical to formulate and implement policies and practice. The SALM Project supported improving information on labour migration for evidence based decision-making including labour market needs assessments and the generation of labour migration statistics.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Relevant conditions: <ul style="list-style-type: none"> ▪ Availability of competent researchers in the country. ▪ Sufficient absorption capacity of government staff to learn techniques/methods of data analysis. ▪ Availability of data and access to data by researchers. ▪ Willingness of the government officials to share with the data with third parties.
Establish a clear cause-effect relationship	The key achievements of the practice were: <ul style="list-style-type: none"> ▪ Captured the official quantitative data on various aspects of labour migration and brought together all available statistics from a range of Government departments/units. ▪ Improved knowledge about the labour demand, its relationship to skills and the impact of the recruitment process on these aspects. ▪ Described role of skills – including training, certification, accreditation, deployment practices and future labour demand – for both the countries of origin and destination ▪ Provided a framework for policy makers, development practitioners and researchers for determining priorities and interventions on labour migration.
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ▪ Migrant workers ▪ Tripartite partners ▪ Private recruitment agencies ▪ NGOs

Potential for replication and by whom	<p>Necessary condition for replication</p> <ul style="list-style-type: none"> ▪ Absence of consolidated data on numerous aspects of labour migration. ▪ Lack of information regarding qualifications, skills, wages and how demand will evolve inhibits informed decision-making by public and private institutions as well as by migrant workers. This results in lost opportunities or mistakes with training investment in both source and recipient countries. ▪ Absence of the system of mutual recognition of educational attainment and acquired skills based on comparable standards for low-skilled or semi-skilled occupations.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<ul style="list-style-type: none"> ▪ DWCP for Nepal 2013-2017 ▪ DWCP for Pakistan 2016-2020 ▪ DWCP for India 2013-2017 ▪ ILO Fair Migration Agenda/ILO Fair Recruitment Initiative ▪ UN Sustainable Development Goals (SDGs 8 and 10) ▪ Colombo Process, Abu Dhabi Dialogue, South Asian Association for Regional Cooperation
Other documents or relevant comments	N/A

ILO Emerging Good Practice No 3: Strengthening complaint handling mechanisms to address migrant worker grievances

Project Title: The South Asia Labour Migration Governance (SALM) Project

Project TC/SYMBOL: RAS/12/07/EEC

Name of Evaluator: Katerina Stolyarenko

Date: September 2016

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	In view of the importance of migration related statistics for policy formulation, planning, better governance and protection of migrant workers, and the absence of a proper system of tracking data of migrant workers (leaving and returning to the countries of origin), the SALM Project initiated the strengthening the online database and information systems for migrant workers' complaints mechanism in some targeted countries of origin (Nepal and Pakistan).
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Relevant conditions: <ul style="list-style-type: none"> ▪ Willingness of the Government to change the paper based system to computerized complaints system. ▪ Availability of software and hardware for establishment of computerized complaints system. ▪ Capacity of relevant Government officials to use the new established computerized complaints system. ▪ Awareness raising about newly established complaints mechanism among migrant workers and all relevant government counterparts and Embassies.
Establish a clear cause-effect relationship	The key achievements of the practice were: <ul style="list-style-type: none"> ▪ Developed a computerized system to handle and track the status of complaints from migrant workers. ▪ Improved accessibility of the complaints systems for migrant workers. ▪ Increased capacity of the relevant Government partners. ▪ Purchased where necessary the hardware infrastructure. ▪ Used complaint database to note the status of recruitment agencies before their licenses are renewed to check any pending complaint cases against the agencies.
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ▪ Migrant workers ▪ Tripartite partners

Potential for replication and by whom	<p>Necessary condition for replication:</p> <ul style="list-style-type: none"> ▪ While migrant workers are encouraged to file complaints against recruitment agencies, employers or any other actor involved in the migration process when they have not had their rights respected or received the services they are entitled to as the government complaints mechanism is not operational. ▪ There is no computerized system for complaints available that would make it possible to easily track the status of individual cases or produce reports on the number and nature of reported – and resolved – cases. ▪ Cases are kept in paper files and not systematically monitored or worked on. ▪ Absence of computerized mechanism to share data amongst concerned inter-related ministries or departments.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	<ul style="list-style-type: none"> ▪ DWCP for Nepal 2013-2017 ▪ DWCP for Pakistan 2016-2020 ▪ DWCP for India 2013-2017 ▪ ILO Fair Migration Agenda/ILO Fair Recruitment Initiative ▪ UN Sustainable Development Goals (SDGs 8 and 10) ▪ Colombo Process, Abu Dhabi Dialogue, South Asian Association for Regional Cooperation
Other documents or relevant comments	N/A

VII. Annexes

Annex 7.1. Terms of Reference

1. INTRODUCTION AND RATIONALE

As agreed in the project document and in line with International Labour Organization (ILO) policy governing technical cooperation projects, an independent final evaluation is required for the SALM Project. Building on the internal project's midterm evaluation during March to April 2015, the final evaluation will apply the key criteria of relevance, effectiveness, efficiency, impact, sustainability, gender equality to determine the completed results of the intervention.

The evaluation will be carried out from August to October 2016. It will be conducted in compliance with the principles, norms and standards for project evaluation set forth in the *ILO Policy guidelines for results-based evaluation: principles, rationales, planning and managing for evaluations, 2nd edition (July 2013)*¹. An assessment of the impact of the project's activities, triangulating the views of tripartite and civil society stakeholders, will be a particular emphasis of the evaluation. It is also expected that the final evaluation will document good practices and lessons learned that were revealed during the project cycle, and make recommendations for additional interventions on labour migration within the region. In particular, the findings of the evaluation will be considered in the finalization of the design of a proposed second phase of the project, and in its possible inception phase. The evaluation process will be from late August to mid November 2016.

Responsibility for management of the evaluation will be assigned to the ILO's Regional Monitoring and Evaluation Officer who has no prior involvement in the project, with further oversight provided by ILO Evaluation Office. The SALM project will bear the entire cost of the evaluation, including the fee of the Evaluation Consultant and any travel, meetings, translation or other expenses incurred. The evaluation will comply with UN Norms and Standards.

2. BACKGROUND ON THE PROJECT

2.1 Origin and content of the project

South Asian migrant workers accept employment options all around the world, with the migration trends having become increasingly complex these days. Migrant movements within South Asia are mainly to India (primarily from Nepal and Bangladesh) and to Pakistan (mainly Afghan refugees). Within Asia, there is a steadily increasing flow of South Asian workers to East and South-East Asia, with Malaysia the primary destination. Though smaller in number, workers are also choosing the Republic of Korea and entering under the Employment Permit System, which was introduced in 2006. Still the main flow of workers from South Asia is to Gulf Cooperation Council (GCC) member States. The GCC region emerged as the primary destination for South Asian workers in the 1970s and still is today due to a huge demand of foreign workers connected to the massive oil boom-related development. Of all migrant workers from India (in the ECR category), Pakistan and Sri Lanka, 96 per cent, 96 percent and 88 percent respectively, take jobs in GCC countries. 62 per cent of migrants from Nepal work in GCC countries, while 36 per cent go to Malaysia.

The six GCC economies rely heavily on foreign labour – expatriates account for around 85 per cent of the GCC countries' total population. Foreign labour comprises 99 per cent of the private sector labour force in Qatar, 93 percent in Kuwait and 89 per cent in Saudi Arabia. Future demand is likely to increase with the extensive infrastructure investments planned for the Qatar World Cup 2022, the UAE World Expo 2020 and generally across Saudi Arabia. The majority of South Asian migrant workers are low or semi-skilled. A large majority of South Asia migrants work with a fixed term contract. The private sector manages most of the recruitment, with state agencies taking a minor role. There is also an increasing trend of female workers going abroad.

In the GCC countries, women are primarily employed in hospitality and service jobs, including domestic work, whereas men typically are employed in construction, manufacturing, agriculture (and herding), transport and security.

Despite the substantial benefits – remittances in origin countries and human capital in destination countries – the official channels for migration are failing to distribute the benefit equitably among employers, intermediaries, and workers. Too many migrant workers pay high recruitment fees, receive low wages and are denied their fundamental rights to freedom of movement and freedom of association when abroad. Abuses during recruitment and employment are common. Yet, sadly, the lack of decent work options at home makes the challenging conditions abroad a compelling choice. The specific challenges encompass i.e. commercialisation of the recruitment industry and exploitation during recruitment; abuses during employment and access to justice; labour mobility, lacking system that recognize workers' skills and qualifications; contribution of migration to development and poverty reduction.

The overall objective of the SALM project is to promote well-managed labour migration from South Asia, to ensure effective protection of the rights of vulnerable migrant workers, enhance the development impact of labour migration and reduce irregular flows.

The project has 3 immediate objectives:

- 1) Immediate objective 1: to provide reliable information on overseas employment opportunities and build capacity for matching qualified job seekers with the demand from foreign employers
- 2) Immediate objective 2: To reduce migration costs and recruitment abuses in countries of origin and destination by improving recruitment services: and increase protection of migrant workers during employment
- 3) Immediate objective 3: to enhance training, portability of skills for outgoing and returning migrant workers, and to promote the development impact of migration.

The action of the project is centred on five strategic pillars including promotion of safe migration and information; improvement of recruitment services and reduction of migration costs; protection in employment; labour market information, training and portability of skills; and migration and development (specific to Nepal).

The midterm evaluation conducted in early 2015 highlighted the project's various achievements and also provided a number of recommendations to improve future performance of the project. The recommendations are listed below:

- The project document should be refined and activities which are not feasible or no longer relevant should be discussed with the funder and omitted. Funds should be reallocated to actions with a higher likelihood of sustainability.
- Activities that have not yet started should be initiated.
- The contribution of the project to regional processes should be more visible in reporting documents.
- A lack of awareness of project activities across project sites was reported in India and Pakistan. More efforts to share information could be promoted.
- An admin assistant should be appointed without further delay in India to avoid further delays in India.
- The project team should develop a clear enumeration strategy to record the number of migrants that have benefited from the range of services and products implemented by the project. Where possible these numbers should be disaggregated by gender, age, education level, occupation, country of origin, country of residence, nature of support received and by whom.
- Discussions regarding a Phase II project should be further developed. Projects which require the implementation of activities in countries of destination should consider project staff allocated in those countries. The project staff should discuss the viability of requesting a no-cost extension with the EU Delegation in Nepal.

- Bearing in the mind that the Call for Proposals called for actions not exceeding 36 months while also recognising the project has faced challenges in its implementation largely due to establishing relationships of trust and mutual understanding with new partners, it would be the recommendation of the evaluation team that the project is granted a short no-cost extension.
- Applicants for funding should be encouraged to an explicit inception phase in their project documents where the funder and the implementer sit together to discuss any contextual changes that may have implications for the project and refine the project design from the outset.
- Where a project is administratively backstopped by one EU delegation but implemented in multiple countries, increased efforts to ensure coordination with other EU delegations should be pursued.
- In tackling complex issues that involve interventions in different regions, targeted calls for interregional projects may be considered.

2.2 Management arrangements

The project team is led by a Chief Technical Advisor (CTA) who is based in Kathmandu, Nepal. Three full-time National Project Coordinators (NPCs) based in the ILO Country Offices in Islamabad, Kathmandu and New Delhi; two half-time Admin/finance Officers in Islamabad and New Delhi, and one full-time Admin/finance Officer in Kathmandu.

Project Steering Committees (PSC) were established in Nepal and in Pakistan to provide policy advice to the project implementation. In Nepal, the PSC is under the leadership of the Ministry of Labour and Employment (MOLE). In Pakistan, the PSC is chaired by the Secretary of Ministry for Overseas Pakistanis and Human Resource Development (MoOP&HRD). In India, it was not possible to set-up a project specific PSC. The ILO-Delhi Office intended to establish a tripartite committee that would provide an advisory function for all ILO activities in India and it was suggested that this committee was to provide advice and oversight to also the SALM project.

2.3 Implementation arrangement

Annual work plans are developed in consultation with tripartite constituents and implementing partners through the Project Advisory Committees (PACs) in each project country. These are guided by the objectives outlined in the project design document, with the PACs prioritising the needs in their country context. Project activities are then either directly carried out by the ILO or implemented in partnership with government agencies responsible for migration management and protection of migrant workers, as well as with trade unions, employer associations, non-government organizations, research institutions, and other service providers.

The project team provides technical assistance and monitors the implementation of sub-contracted activities to ensure they are carried out as planned in TORs and contribute to achieving the results outlined in the project's logical framework.

Partners: Ministry of Labour and Employment in Nepal; Ministry of Overseas Pakistanis and Human Resource Development in Pakistan; and Ministry of Overseas Indian Affairs and the India Centre for Migration in India. The project also works with workers' and employers' organizations, private recruitment agencies, NGOs, migrant associations, diaspora organizations, embassies, researchers and other actors in each country.

2.4 Progress to date

Some of the key achievements under the project's three objectives can be briefly summarised as follows:

1) Promotion of safe migration and information

- In Pakistan – the project in partnership with the Ministry of Overseas Pakistanis and Human Resource Development, support the establishment of migrant resource centres in Pakistan, one in Lahore and another one in Islamabad.

- In Nepal – the project collaborated with the Foreign Employment Promotion Board and the Non-Resident Nepali Association to set up an information centre in the Labour Village of Kathmandu, which is a one-stop location catering to some 500 migrant workers every day.
- In India – the project is working with the Trade Union Coordinating Council in 3 districts of Andhra and Telangana states and the Centre for Indian Migration Studies in Kerala State. Through these partners the project reaches out to a large number of potential and actual migrant workers with information on safe migration and various support services, including legal support.
- The project has developed a series of country-specific information booklets called *Travel Smart-Work Smart*. These are being used and disseminated by partners in India, Nepal and Pakistan.

2) Improvement of recruitment services and reduction of migration costs

- In partnership with the World Bank-led Global Knowledge Partnership on Migration and Development (KNOMAD) initiative, a survey on migration costs among Pakistani low-skilled migrant workers in the construction and agriculture sectors in Saudi Arabia and the UAE was conducted and published. A survey on Nepali migrant workers is in the pipeline.
- In partnering with recruitment agencies and their associations, the project has promoted the ethical recruitment through support for the development of codes of conduct and national plans of action for self-monitoring in India, Nepal, and Pakistan.
- Development and launching of an on-line complaint mechanism by the MOPHRD, Pakistan
- A computerised database system was set-up to track individual complaints cases and to improve transparency.

3) Protection in employment – this includes support the development and review of legal and policy framework including MOU and bilateral agreement on labour migration.

- In Nepal, review of the 2007 Foreign Employment Act and draft MOUs with Kuwait and Saudi Arabia
- In Pakistan, a legal review of the 1979 Emigration Ordinance.
- In India, a technical review of the 1983 Emigration Act, and inputs to the framing of a standard contract for migrant workers and an initial assessment of new decrees in the UAE.
- Support its partners in India, India Migration Studies (CIMS) in establishing of database of cases of missing migrants
- Working with Nepalese Trade Unions (GEFONT) in Nepal to replicate the highly successful experience in Hong Kong, Malaysia and Korea in the project GCC's countries to increase Nepali workers' access to legal and social support services.
- Trained Nepali labour attaches about to be placed in Bahrain, Kuwait, Malaysia, Oman, Qatar, and UAE
- The project helped the South Asian Regional Trade Union Council (SARTUC) bring together three leading trade unions in Nepal which led to consensus among them on issues linked to labour migration and resulted in a paper summarizing the position of trade unions on addressing shortcomings in several areas related to foreign employment.
- Supported SAARC to develop its first ever SAARC-wide plan of action on labour migration.

4) Labour Market Information, training and portability of skills

- A study on skills and occupations in demand in six destination countries and links to recruitment, training, certification and accreditation in 4 countries of origin in South Asia
- Support a member of steering committee of piloted activities on skills development, certification, upgrading, recognition and skills passports in the construction and service occupations

5) Migration and development (Nepal only)

- Support the preparation and adoption of a migration and development strategy, road map and piloted activities

3. EVALUATION PURPOSE, CRITERIA, SCOPE AND CLIENTS

3.1 Purpose

The evaluation will objectively assess the SALM project's performance in order to contribute to organizational learning and knowledge sharing through distillation of:

1. An understanding and validating of the achievements and challenges faced in implementing the project, and its prospective long-term impact.
2. Lessons learnt and good practices revealed during the project cycle for replication and scaling by the ILO or other actors.
3. Recommendations for strengthening of future interventions on labour migration within the region.

The final evaluation should also assess the extent to which the project has acted upon the midterm evaluation's recommendations.

3.2 Criteria

The following set of key criteria should be applied in determining the results of the project:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability
- Gender equality

The impact and sustainability of the project's activities should be particular areas of focus during the final evaluation.

3.3 Scope

The evaluation will seek to assess the implementation of the project from its initiation in June 2013 until the final evaluation in September 2015. It will include all three project countries within its geographic scope.

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

3.4 Clients

The primary end users of the evaluation's findings will be the management team of the SALM project, the ILO technical unit (MIGRANT), the administrative unit (ROAP) and the donor (EU). Secondary parties making use of the results will include tripartite constituents and civil society organizations who have partnered with the project, as well as other agencies working on labour migration and human trafficking at national and regional levels. Actors from other regions working on these issues may also take an interest in the evaluation's assessment.

4. EVALUATION QUESTIONS

The final evaluation will seek to answer the key questions listed below as measures of the project's performance. Adaptation is encouraged where necessary but any fundamental changes should be agreed upon between the evaluation manager and the evaluator and reflected in the inception report.

4.1 Relevance (including strategic fit)

- Did the project address the major causes of vulnerability and respond to prevalent forms of exploitation among migrant workers in the three countries and in the recipient countries (Gulf Cooperation Council –GCC member States)?
- Was the project design (including its regional approach, the partners and beneficiaries involved, the objectives and outputs outlined, etc.) adapted as per the midterm evaluations' recommendations- appropriate for achieving its intended development impact?
- Did the project activities align with or influence government policy and planning, as well as social partner programming and priorities, on labour migration?
- Was the project consistent with or influential to ILO national, regional and global strategic priorities and programming on labour migration and make effective use of its comparative advantages?

4.2 Effectiveness (including achievement of objectives and project management)

- To what extent did the project achieve the three immediate objectives set forth in its logical framework?
- How effective was the internal management of the project? (including strategy and work planning, staffing arrangements and capacities, governance and oversight, monitoring system, technical backstopping support from ILO MIGRANT etc.)
- Was the project successful in obtaining the support and cooperation of government and social partners at national and regional levels?
- How effective was the collaboration and coordination with other project's working on labour migration issues in the region, including by the ILO or external organizations? (Extent and results)
- Were implementing partners strategically selected and effective in carrying out the project activities? (i.e. possess the necessary project management skills and achieve the objectives outlined). If yes/no why?
- Have the capacities of partner organizations been nurtured and supported on collection and analysis of M&E data?
- Has a management information system been established to ensure that data is regularly analysed and incorporated in management decision-making? Has M&E data been disaggregated to show the project results for women and men and different stakeholder groups?

4.3 Efficiency (including use of resources and value for money)

- Was the project's use of resources optimal for achieving its intended results? (financial, human, institutional and technical, etc.)
- Were activities completed on-time/according to work plans?
- Was the funding and timeframe sufficient to achieve the intended outcomes?
- Which project activities represented the greatest value for money in terms of protecting migrant workers?
- Were cost-sharing arrangements or in-kind contributions sought from partners to complement the project's resources? (from other ILO projects, inter-agency initiatives, cooperation with tripartite constituents and CSO partners, etc.) Which were the most effective for leveraging project resources?

4.4 Impact (including realized and prospective changes)

- What impact did the project activities contribute to policy and practices related to labour migration management?
- What changes did the project contribute to for women and men potential migrants?
- What additional impacts do stakeholders foresee emerging after its completion? Key areas to consider should include the
 - Access to reliable information by migrant workers on job opportunities and requirement in the GCC countries, on pre-departure information
 - Recruitment services and protection of migrant workers during employment protection of rights and gender equity for migrant workers, and their realized and prospective impact.

- Institutionalization of tripartite consultation in developing protection policies and practices for migrant workers.
- Complaint mechanisms, self-regulation initiatives, pre-departure orientation and other institutional tools developed or strengthened for protection of migrant workers (including capacity development to enhance implementation at all levels).
- Tripartite participation in formulation and implementation of recommendations on Migrant Labour, and other bilateral and regional dialogues on labour migration.
- Capacity of MRCs to deliver support services to women and men migrant workers

4.5 Sustainability (Including local ownership and stakeholder participation)

- Were strategic plans developed and implemented to ensure the sustainability of the project's results in the target countries?
- Which project-supported tools been solidly institutionalized by partners? Have any been replicated or adapted by external organizations?
- Which project activities at national and local levels show evidence that they will likely continue after external funding is discontinued? (Particularly, which MRC sites?)
- Has there been any local and/or private sector support provided for the project activities?
- Has the project been successful in supporting the development of an enabling policy, legal framework, and institutional environment for sustainable changes in labour migration management to take place? Did the project work through local systems and processes and strengthen the capacity of these institutions?
- Were tools, research, outcome documents and other knowledge products developed and broadly disseminated under the project?

4.6 Gender equality

- Did the project activities benefit women and men equally? (Including migrant workers and government and social partner representatives)
- Has the project supported governments to adopt gender-sensitive labour migration policies? (reflecting the ILO Multilateral Framework and the provisions of the relevant international labour standards)
- Has the project been effective at addressing the vulnerabilities of migrants in highly gendered sectors of work? (Domestic work, construction etc.)
- Were risks to gender equality identified and appropriately managed?

5. EVALUATION METHODOLOGY

The *ILO policy guidelines for results-based evaluation* provide the general framework for carrying out the evaluation and writing the evaluation report, including the requirements for the recommendations made, lessons learned and good practices documented in the report (http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm). These guidelines adhere to the evaluation norms and standards of the United Nations system, as well as to the OECD/DAC Evaluation Quality Standards. In addition, the *UNEG Ethical Guidelines for Evaluation* are to be followed by all parties involved with the process.

The evaluation is to be carried out independently and the final methodology and evaluation questions will be determined by the evaluator, in consultation with the evaluation manager. The following primary and secondary data collection techniques are recommended:

The evaluation process will be participatory. The Office, tripartite constituents and other parties involved in the execution of the project will have the opportunity to be consulted, provide inputs and use the evaluation findings and lessons learnt, as appropriate.

- **Review of key project documents** (including the project design document, mid-term evaluation report, annual progress reports, quarterly briefing notes and biannual updates, features, results assessment framework, management information system, M&E guide, publications, etc.)

- **Review of relevant ILO and EU documents** (such as Programme and Budget (Migration Outcome) and CPO, Decent Work Country Programmes, ILO key regional papers and reports on migration, Conclusions from the Tripartite Technical Meeting on Labour Migration, ILO Director-General’s Fair Migration Agenda)
- **Site visits, key informant interviews and focus group discussions with stakeholders and beneficiaries in Nepal, India and Pakistan**
- **Related policy and operational outputs (e.g. outcome documents, systems) produced at sub-regional (SAARC) and national level.**

Data collection during the evaluation must obtain the perspective of both women and men beneficiaries and stakeholders, as well as of marginalized groups such as irregular migrants and ethnic or religious minorities. All data should be disaggregated to allow for a thorough gender analysis of the evaluation’s findings. Gender equality has been identified by the ILO as a crosscutting issue of the strategic objectives of its global agenda of Decent Work. To the extent possible, data collection and analysis will be disaggregated by gender as described in the ILO Evaluation Policy Guidelines and relevant Guidance Notes.

6 MAIN OUTPUTS

The main outputs expected from the evaluation are as follows:

- Inception report with finalized data collection tools and methodology;
- Presentation of preliminary key findings for discussion with ILO, key stakeholders and EU;
- Submission of the draft evaluation report for review by the ILO and other stakeholders (quality of report will be reviewed using the Evaluation checklist 5 and 6 on preparing evaluation report and rating evaluation report *See section 10 for the hyperlink to ILO evaluation checklists and guidelines*);
- Submission of the final evaluation report after revision (to the satisfaction of the ILO)
- Submission of a stand-alone evaluation summary *in standard ILO format*

The evaluator will draft a short inception report after reviewing the available documents and holding an initial discussion with the project management staff. This report should provide a well-refined evaluation methodology and data collection tools (including the evaluation questions, data collection and analytical techniques, questionnaires and discussion guidelines and the site visit/sample selection). Any substantial changes from the terms of reference for the evaluation will need to be approved by the evaluation manager.

The main output of the evaluation will be a report assessing the project’s results, to be revised based on the comments of the ILO and other stakeholders. The report should be no longer than 40 pages (excluding appendices) and will include an evaluation summary of no more than five pages and appropriate for publication on the ILO website (including recommendations and a summary of lessons learned and good practices). The contents of the report must meet the requirements of the *Quality Checklist for Evaluation Reports*, to be provided by the evaluation manager.

The evaluator will give a presentation of the findings for discussion with the ILO and EU. The power-point presentation should highlight the project’s achievements and challenges, lessons learned and good practices, prospective long-term impact and recommendations for strengthening future interventions on labour migration. The evaluator will revise the report based upon the comments received and submit a finalized report, which will then be reviewed for approval by the ILO Evaluation Unit.

The project staff will prepare a management response to the recommendations made in the evaluation report stating the actions to be taken in response, which will be reported to the ILO Evaluation Unit.

7. MANAGEMENT ARRANGEMENTS AND WORK PLAN

7.1 Roles and responsibilities

Evaluation manager: The evaluation manager will be Pamornrat Pringsulaka from the ILO Regional Office for Asia and the Pacific. She will be responsible for finalizing the Terms of Reference and the selection of the Evaluator in consultation with EVAL. The evaluation manager will also provide a briefing on the ILO's Evaluation Policy to the selected evaluator, be involved in the presentation of findings and sharing of the final report with ILO and key stakeholders including the EU as well as reviewing the final report and sharing it with EVAL. The project office in Kathmandu will handle all contractual arrangements with the evaluator and provide any logistical or other assistance that may be required.

Annexed to the evaluator's employment contract, the evaluation manager will provide the following documents: (1) The Terms of Reference for the assignment; (2) A list of individuals pertinent to the evaluation with contact details; (3) A copy of the Code of Conduct for ILO evaluations (to be signed and returned); and (4) A list of supplemental information that can be accessed through the internet.

Evaluator: An international consultant who has no prior involvement with the project or conflicts of interest will undertake the evaluation and will be responsible for delivering the above evaluation outputs using the methods provided. Interpreters who are not permanently affiliated with the project will be recruited in the project countries to provide translation support during the evaluation field mission.

The consultant selected for the assignment will be an evaluation specialist with experience evaluating similar complex regional projects on labour migration and expertise in gender analysis. Work experience within the South Asian region is required.

Stakeholders: Stakeholders will be engaged throughout the project evaluation process, providing inputs to the evaluation terms of reference, interviews during field work and commenting on the draft evaluation report. This includes the project team, ILO regional and national staff, ILO technical units in Geneva, donor, tripartite constituents, CSOs and other project partners.

Key stakeholders will be provided with an opportunity to comment on the Terms of Reference before they are finalized and will be provided with a copy of the evaluator's CV. They will also be invited to participate in the stakeholders' workshop and to provide comments on the draft evaluation report.

Project staff: The SALM project team will provide logistical support to the evaluator during the evaluation and will prepare a detailed agenda for the field work. The project team will also ensure that all relevant documentation is up to date and available for the evaluator. It is expected that project staff will provide full cooperation and answer all questions as candidly as possible during the evaluation process.

Annex 7.2. List of Documents Reviewed

Approval from EU: Addendum No01 Grant Contract No-DCI-MIGR-2013-282607, September 30, 2015

Request to EU for a no-cost extension of four month and its approval, April 25, 2015

EU Approval letter to ILO, July 14, 2014

Request to EU to change one of the target countries (from Oman to Qatar) and its approval, June 16, 2014

Labour Market Trends Analysis and Labour Migration from South Asia to Gulf Cooperation Council Countries, India and Malaysia, 2015

Report of workshop SAARC/IPA/Workshop on Migration, May 4, 2016

SAARC Plan of Action for Cooperation on Labour Migration, May 2016

Concept Note: Good practices and lessons learned on promoting international cooperation and partnerships to realize a fair migration agenda for migrant domestic workers in Africa, the Arab States and Asia, April 2016

1st Interim Annotated Report: Promoting the Effective Governance of Labour Migration from South Asia through actions on labour market information, protection during recruitment and employment, skills, and development impact, June 15, 2014

2nd Interim Annotated Report: Promoting the Effective Governance of Labour Migration from South Asia through actions on labour market information, protection during recruitment and employment, skills, and development impact, August 15, 2015

Terms of reference: Labour Market Trends Analysis for migrant workers from Bangladesh, India, Nepal and Pakistan in selected GCC countries

Concept Note: Consultative Workshop on SAARC Plan of action for cooperation on matters related to migration, May 3-4, 2016

Final report: Training of Trainer's Workshop decent work for migrant workers, Industrial Relation Institute, Lahore, March, 2015

Implementation Agreement "Increasing Indian, Nepalese and Pakistani migrant workers access to support services including information, advice, dispute resolution and legal support in selected countries of destination" with Migrant Forum Asia (MFA)

Independent Mid-Term Evaluation of Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM), April 2015

Promoting Effective Governance of Labour Migration from South Asia. The ILO South Asia Labour Migration Governance Project 2013–2016

Pakistan

Terms of Reference for the Steering Committee: Promoting the Effective Governance of Labour Migration from South Asia to be implemented by ILO and MoOP&HRD

Minutes of the 1th meeting of the Project Steering Committee on South Asia Labour Migration Governance Project (SALM), June 27, 2014

Agenda 2nd Project Steering Committee meeting on South Asia Labour Migration Governance Project (SALM), September 14, 2015

Report of National Seminar on Skills in Demand in GCC Countries: Challenges and Opportunities for Pakistan, June 26, 2014

Training manual for trade unionists on migration. Industrial Relation Institute http://www.ilo.org/islamabad/whatwedo/publications/WCMS_350456/lang--en/index.htm

Report of the Training of Trainers for trade unionists. Industrial Relation Institute, Lahore, March 3-4, 2015

Plan of Action on the implementation of the Code of Conduct on Ethical Recruitment for Pakistan Overseas Employment Promoters Association 2015–16

POEPA: Code of Ethical Conduct for Licensed Overseas Employment Promoters

Press release: Pakistan Overseas Employment Promoters Association launches a Code of Conduct on Ethical Recruitment, June 22, 2016

Letter between ILO-ICMPD to collaborate on the two-migrant resource centers in Islamabad and Lahore, February 26, 2016

Press release: Pakistan's First Ever Migrant Resource Centre Inaugurated in Islamabad, April 12, 2016

Terms of Reference for a Service Contract with the Labour & Human Resource Department Punjab: Support to Establish "Punjab Migrant Workers Information Centre" (PMWIC) in Lahore

Terms of Reference. Exposure visit to Nepal to Study Migrant Worker Resource Centre Operations and Regulations: An exposure visit of delegates from Pakistan to Nepal

Terms of References for training of journalists on migration. Increased media attention to migration issues in Pakistan: Support to Panos Institutes South Asia to expand their ongoing Media Fellowship Programme, phase 1

Terms of References for training of journalists on migration. Increased media attention to migration issues in South Asia with a focus on Pakistan: Support to Panos South Asia to expand their ongoing Media Fellowship Programme, phase 2

ILO comments on the Emigration Ordinances in Islamic Republic of Pakistan. ILO Regional Office for Asia and the Pacific, Bangkok, March 16, 2015

Development of a Competency Standards and Curriculum on Safe and Informed Migration for Decent Work in the GCC for participants in vocational training courses in partnership with NAVTTC

Terms of References for outreach work with local NGO. Increasing migrant workers access to support services including information and advice on safe migration and stakeholders' capacity building in Pakistan

Decent Work Country Programme (DWCP): Country Programme Review (CPR), Pakistan, August 2015

Where to go for help: Pakistani migrant workers' access to justice at home and in Gulf Council countries, ILO Country Office for Pakistan, 2016

Decent Work: The ILO in Pakistan

Travel Smart – Work Smart: A guide for Pakistani migrant workers in the State of Qatar. Promoting safe migration and protecting migrant workers' rights, ILO Country Office for Pakistan, 2016

Travel Smart – Work Smart: A guide for Pakistani migrant workers in Saudi Arabia. Promoting safe migration and protecting migrant workers' rights, ILO Country Office for Pakistan, 2015

Travel Smart – Work Smart: A guide for Pakistani migrant workers in the United Arab Emirates. Promoting safe migration and protecting migrant workers' rights, ILO Country Office for Pakistan, 2015

Law and Practice: The recruitment of low-skilled- Pakistani workers for overseas employment, ILO Country Office for Pakistan, 2016

The cost of migration: What low-skilled migrant workers from Pakistan pay to work in Saudi Arabia and the United Arab Emirates. ILO Country Office for Pakistan, 2016

Labour migration from Pakistan: 2015 status report. Ministry of Overseas Pakistanis and Human Resource Development Government of Pakistan and ILO Country Office for Pakistan

Migration Study Pakistan: From Pakistan to the gulf region: An analysis of links between labour markets, skills and the migration cycle

Pakistan Decent Work Country Profile - Snap Shot. The Decent Work Country Profile at a Glance

Nepal

Terms of Reference for the Steering Committee. Promoting the Effective Governance of Labour Migration from South Asia to be implemented by ILO and MOLE

Agenda of First Project Steering Committee Meeting in Nepal, September 10, 2013

Minutes of 2nd Second Project Steering Committee Meeting in Nepal, August 29, 2014

Minutes of 3rd third Project Steering Committee Meeting in Nepal, April 3, 2015

Terms of References for review: Facilitation of the process to revise the Foreign Employment Act (2007) and its Regulation (2008)

Agenda Stakeholders Meeting about review of Foreign Employment Act Revision, March 17, 2014

Terms of Reference: Strengthening the Online Database and Information Systems for Migrant Workers Complaints Mechanism and Skills Classification at the Department of Foreign Employment, MoLE, Nepal

Terms of Reference for work with SARTUC on development of TU position paper: Stakeholder Interaction Program on Protecting Migrant Workers' Rights

SARTUC position paper on migration: Trade Union Position Paper on Labour Migration

Terms of Reference for training of labour attaches: Capacity building training of Government of Nepal's Labour Attachés and other relevant government officials involved in the protection and promotion of the rights of Nepalese migrant workers

Report of labour attaches training, August 1-19, 2014

Agenda for labour attaches training, August 1-19, 2014

Implementation Agreement "Increasing Nepali migrant workers access to support services including information, advice, dispute resolution and legal support in selected countries of destination" by General Federation of Nepalese Trade Unions (GEFONT)

Terms of Reference for High-level consultation on labour migration in partnership with the Kathmandu Migration Group. Migration for Development: Integrating Labour Migration in the Sectoral Policies, December 19, 2014

Agenda for High-level consultation on labour migration, 2nd High Level Consultation, December 19, 2014

Resolutions of the 2nd High-Level Consultation on labour migration, December 19, 2014

Implementation Agreement for establishment "Increasing the access of pre-departure information and services of potential migrant workers- Phase 1" by Foreign Employment Promotion Board in Kathmandu

Terms of References for development of training manual on pre-pre-departure: Development of a two-day community level orientation manual to enable potential migrant workers to make informed decision regarding foreign employment

Terms of References for technical support to DOFE databases, phase 1: Strengthening the online database and information systems for migrant workers' complaints mechanism and skills classification at the Department of Foreign Employment, MoLE, Nepal

Terms of References for technical support to DOFE databases, phase 2: Strengthening the online database and information systems for migrant workers' complaints mechanism and skills classification at the Department of Foreign Employment, MoLE, Nepal – Second Phase

Terms of Reference for a training workshop on Bilateral Agreements and Memoranda of Understanding on Labour Migration: Enhancing the Capacity of the Ministry of Labour and Employment and the Ministry of Foreign Affairs Officials to Develop and Negotiate Effective Bilateral agreements and Memoranda of Understanding on Labour Migration

Final report from the training workshop on capacity building on effective Bilateral Agreements and Memoranda of Understanding on Labour Migration, March 23-24, 2016

Terms of Reference for ongoing study on the cost of migration with the Nepal Institute of Development Studies (NIDS): Measuring migration costs of Nepali migrant workers going to the Gulf Cooperation Council countries and Malaysia to assess the impact of the "Free visa, free ticket" provision

Terms of References for an inter-ministerial visit: Exploitation, abuse and trafficking of Nepali women: Support to inter-ministerial fact-finding visit to Sri Lanka and Malaysia

Labour Migration for Employment: A Status Report for Nepal: 2013/2014

Labour Migration for Employment: A Status Report for Nepal: 2014/2015

Travel Smart – Work Smart: A guide for Nepali migrant workers in the United Arab Emirates, ILO Country Office for Nepal, 2015

Travel Smart – Work Smart: A guide for Nepali migrant workers in Qatar, ILO Country Office for Nepal, 2015

Travel Smart – Work Smart: A guide for Nepali migrant workers in Kuwait, ILO Country Office for Nepal, 2015

Research Paper VII on the impacts of the 2015: Migration and resilience experiences from Nepal's 2015 Earthquake. Centre for the Study of Labour and Mobility, June 2015

A review of data on the numbers and causes of the death of Nepali migrant workers: When the safety of Nepali migrant workers fails, 2016

Analysis of Labour Market and Migration Trends in Nepal, GIZ and ILO, 2015

Research report: Promoting informed policy dialogue on migration, remittance and development in Nepal, January 2016

Research report: Migration of health workers from Nepal 2016

India

Memorandum and articles of association of Federation of Overseas Recruitment Agents Association of India

Terms of Reference for workshops on fair recruitment (DWAB/SALM joint): Engagement with Private Recruitment Agencies in the international migration sector

Concept note - using technology for ethical recruitment: FICCI- Business Case for Migration conference, New Delhi, December 18, 2014

Final report of FICCI: Proceedings of the Conference on Mobility and the Business Case for Migration

Articles of Association of Federation of Overseas Recruitment Agents Association of India

Project proposal "Protecting and Promoting Safe migration of the workers migrating from the state of Kerala to the Middle East" by the Centre for Indian Migrant Studies (CIMS)

Terms of reference for outreach work: Community Based Awareness Campaign and Capacity Building on Safe and Legal Migration & Prevention of Irregular Migration in Kerala

Proposal for assisting international migrant workers in Andhra Pradesh

Terms of reference for outreach work: Community Based Awareness Campaign and Capacity Building on Safe and Legal Migration & Prevention of Irregular Migration in Andhra Pradesh

Legal review: Initial and Informal Comments on the Emigration Act, 1983, Republic of India – ILO Regional Office for Asia and the Pacific, Bangkok

National Consultation Workshop on migration of domestic workers from India to the Gulf, November 28, 2014

Concept Note PRAs platform. Promotion of ethical recruitment for foreign employment: Rules and regulations for Private Recruitment Agencies, July – August 2015

Final report: Consultation on Strengthening Recruitment - Legislation and Structure Part 1 - Reviewing Legislation on International Recruitment, August 26, 2015

Terms of reference for the establishment: Consultation on Formation of a Federation of Private Recruitment Agencies in India

KPMG Approach Note to ILO: Approach to blueprint for assisted overseas recruitment – Linking skills with jobs and migration, July 8, 2016

Terms of reference for a workshop on SDGs and migration. Migration in the SDG agenda: a roundtable discussion on indicators for measuring progress in the Indian context

FORAI show Stamp Duty Receipt, Ministry of Corporate Affairs, 2016

FROAI show Fee Receipt, Ministry of Corporate Affairs, 2016

Letter of issue of under section 8 (1) of the Companies Act, 2013. April 21, 2016

Travel Smart – Work Smart: A guide for Indian migrant workers in Kuwait, ILO Country Office for India, 2015

Travel Smart – Work Smart: A guide for Indian migrant workers in Qatar, ILO Country Office for India, 2015

Travel Smart – Work Smart: A guide for Indian migrant workers in United Arab Emirates, ILO Country Office for India, 2015

Travel Smart – Work Smart: A guide for Indian migrant workers in Saudi Arabia, ILO Country Office for India, 2016

Piyasiri Wickramasekara. Recruitment standards and practice: Processes and practices in fair recruitment. Issues paper prepared for the South Asia Migration Governance Project, New Delhi

Piyasiri Wickramasekara. A paper on protection: Countries of origin – protection provided to potential migrants and migrant workers. Issues paper prepared for the South Asia Migration Governance Project, New Delhi, and August 2016

Piyasiri Wickramasekara. Issues paper on return and reintegration of Migrant Workers

S.K. Sasikumar, Rakhee Timothy. A study for India to the Gulf region: Exploring links between labour markets, skills and the migration cycle, 2015

Final study on referral wages for migrants: Operation of minimum referral wages for international migrant workers from India: An assessment, May 17, 2016

A study on the situation of Indian migrant workers: The plight of Indian migrant workers and policy recommendations for safe migration “I saw my dreams dying”

Project website: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang--en/index.htm

India specific: http://www.ilo.org/newdelhi/whatwedo/projects/WCMS_426164/lang--en/index.htm

Pakistan specific: http://www.ilo.org/islamabad/whatwedo/projects/WCMS_241922/lang--en/index.htm

Annex 7.3. List of Interviews, Meetings and Site Visits

Field mission to Pakistan 5-9 September 2016	
Monday, 5 September 2016	
09:00 – 10:00	Meeting with the Director, Industrial Relation Institute, Mr. Tahir Manzoor
10:00 – 11:00	Meeting with the MRC Lahore Staff
	Air travel from Lahore to Islamabad
Tuesday, 6 September 2016	
09:00 – 09:30	Meeting with the SALM Project Team
09:30 – 10:05	Meeting with Dr Lubna Shahnaz (and her team)
11:00 – 11:30	Meeting with the Federal Secretary, Ministry of Overseas Pakistanis & Human Resource Development Mr. Khizer Hayat Khan,
12:30 – 01:30	Lunch
02:00 – 02:40	Mr Fayyaz Malik, Chief Policy Planning Unit, Ministry of Overseas Pakistanis & Human Resource Development
02:40 – 03:00	Meeting with the MRC Islamabad Staff
03:30 – 04:00	Ms Humera Hussain, ILO Consultant
04:00 – 05:00	Syed Saad Hussain Gilani Senior Programme Officer, ILO
Wednesday, 7 September	
09:40 – 10:20	Mr Kashif Noor, Director General, Bureau of Emigration and Overseas Employment Mr Shahzad Ali, Deputy Director, Bureau of Emigration and Overseas Employment
11:00 – 11:40	Mr Saif ur Rehman Khan, Director General, Welfare and Services Division, Overseas Pakistanis Foundation
01:00 – 01:40	Chaudhry Muhammad Afzal, Central Chairman, Pakistan Overseas Employment Promoters Association
	Mr Aqeel Awan, Member Pakistan Overseas Employment Promoters Association
02:00 – 02:40	Lunch
03:10 – 03:40	Dr Nasir Iqbal, Consultant
Thursday, 8 September	
11:00 – 11:40	Mr. Rizzi Michele, Development Advisor – Trade and Communication, <i>Delegation</i> of the European Union to Pakistan (focal person for SALM project)
12:30 – 01:10	Mr. Zahoor Awan, General Secretary, Pakistan Workers Federation
01:10 – 02:00	Lunch
02:00 – 03:00	Ms Nausheen Malik, Director Skill & Curriculum, National Vocational Technical Training Commission (NAVTTTC)
03:00 – 03:40	Meeting with the ILO Country Director Ms Ingrid Christensen
04:00 – 05:00	Ms. Sedef Dearing, Senior Regional Advisor, Silk Routes, International Centre for Migration Policy Development (ICMPD) and Ms. Hina Maqsood
05:00-6:00	Mr Sajjad Ahmed Qazi
Friday, 9 September	
08:30 – 09:00	Mr Sabir Farhat, Pakistan Rural Workers Social Welfare Organization (PRWSWO)
09:00 – 11:00	Debrief with Stakeholders

Field mission to India 12-16 September 2016	
Monday, 12 September	
10.00 – 11:00 am	Meeting of Ms Katerina Stolyarenko with Seeta Sharma, National Project co-ordinator, SALM Project
12:15-12:45pm	Meeting with Mr Max Tunon, Specialist- Labour Migration
2.15-2.45 pm	Meeting with Mr Coen Kompier, Sr Specialist, International Labour Standards
2.50-3.20 pm	Meeting with Mr Igor Bosc, CTA, Work-in-Freedom Project
3.30 pm	Travel from New Delhi to Noida along with Ms Seeta Sharma
4.30-5.30pm	Meeting with S. Sasikumar- Sr. Fellow- Faculty, V.V. Giri National Labour Institute
5.30pm-	Travel from Noida to New Delhi
Tuesday, 13 September	
6:00 am	Delhi to Tirupathy by AIR along with Ms Seeta Sharma
10:45 am	Arrival at Tirupathy
11:30 am	Travel from Tirupathy to Rayachoti by Car
1:30 pm	Arrival at Rayachoti (Field visits and meetings)
6:00 pm	Return to Tirupathy (Night stay at Tirupathy)
Wednesday, 14 September	
7:30 am	Departure from Tirupathy by AIR
8:40 am	Arrival at Hyderabad
11:30 am	Meeting with Ms K. Bhavani, General Manager, TOMCOM, ITI mallepally campus Masabtank, Near nice hospital, Hyderabad, Mob no. +91-888-688-2040
2:30 pm	Meeting with Mr Bhim Reddy, President TUCC, Telangana State, 3-4-897/1-Barkatpura, Hyderabad-500027, Mob no. +91-9849422622
4:00pm	Meeting with Dr Lissy Joseph, Chairperson, NWWT, B5, PAigha Apartments, SP Road, Secunderabad-500 003, Mob no- +91-9441675817
7:55 pm	Departure from Hyderabad to Delhi
Thursday, 15 September	
11:00 am	Meeting with Mr. R. Buhril, Adviser & Addl. Secretary, ISCS, MHA Inter-State Council Secretariat, Ministry of Home Affairs, Room No346-A, 2nd Floor, Vigyan Bhavan Annexe, New Delhi-110011, Phone no- +91-11-23022152
12:30 pm	Meeting with Mr P.J. Raju, Secretary, INTUC, Shramik Kendra 4, Bhai Vir Singh Marg, New Delhi-110 001, Mobile no. - +91-9811675442
2.00 pm	Telephonic Conversation with Mr Rafeek Ravuther, CIMS, Mobile no- +91-9847920104
2.30 pm	Telephonic Conversation with Mr Amit Saxena, Select Jobs, Mobile no- +91-9820649397
Friday, 16 September	
9:00 am	Meeting with Mr Sher Verick, Deputy Director, ILO-DWT-New Delhi
10:00 am	Meeting with Ms Renuka Srinivasan, EU,5/5, Shanti Niketan New Delhi-110021, phone no- +91-11-66781967
11.30 am	Meeting with Ms Tuhina Chatterjee, Consulnant, NSDA, MSDE (over phone)

12:30 pm	Meeting with FICCI
3.30 pm	Meeting with Sudeep, RA
Field mission to Nepal 18 – 23 September, 2016	
18 September 2016 (Sunday)	
3:00 p.m. – 4:00 p.m.	Meeting with the Ministry of Labour and Employment Ms. Aabha Shrestha Karna Joint Secretary
19 September 2016 (Monday)	
8:50 a.m.	Pick-up from Summit Hotel
9:00 a.m. – 10:30 a.m.	Meeting with the SALM project team: Ms. Anna Engblom Chief Technical Advisor Ms. Niyama Rai National Project Coordinator Ms. Shanti Maharjan Admin/Finance Assistant
10:30 a.m. – 11:30 a.m.	Meeting with Mr. Richard Howard Director of the ILO Country Office for Nepal
11:30 a.m. – 12:30 p.m.	Meeting with ILO colleagues Ms. Bina Kunwar Thapa Programme Officer Ms. Bharati Sharma Pokharel National Project Coordinator (Work in Freedom programme) Ms. Marina Rai Admin/Finance Officer
1:00 p.m. – 2:00 p.m.	LUNCH
2:15 p.m. – 3:45 p.m.	Meeting with the European Union Ms. Diana Garcia Alcupilla via skype
4:00 p.m.	Drop-off at Summit Hotel
20 September 2016 (Tuesday)	
9:30 a.m.	Pick-up from Summit Hotel
10:00 a.m. – 11:30 a.m.	Visit and meeting at the Labour Village
12:00 p.m. – 1:00 p.m.	Meeting with the Foreign Employment Promotion Board Mr. Raghu Raj Kaphle Executive Director Ms. Nirmala Thapa Director
1:00 p.m. – 2:00 p.m.	LUNCH
2:00 p.m. – 3:30 p.m.	Meeting with the Ministry of Labour and Employment Mr. Shiva Ram Pokharel Under Secretary
21 September 2016 (Wednesday)	
9:15 a.m.	Pick-up from Summit Hotel
10:00 a.m. – 11:00 a.m.	Meeting with the General Federation of Nepalese Trade Unions
11:30 a.m. – 12:30 p.m.	Meeting with the International Organization for Migration Nepal Ms. Pravina Gurung National Program Officer
1:00 p.m. – 2:00 p.m.	LUNCH
2:30 p.m. – 3:30 p.m.	Meeting with the South Asia Trade Union Council

	Mr. Laxman Basnet General Secretary
22 September 2016 (Thursday)	
9:40 a.m.	Pick-up from Summit Hotel
10:00 a.m. – 11:00 a.m.	Meeting with the Swiss Development Cooperation Ms. Barabara Weyermann Programme Manager
11:30 a.m. – 12:30 p.m.	Meeting with the Safer Migration Project Ms. Sita Ghimire Team Leader
1:00 p.m. – 2:00 p.m.	LUNCH
2:45 p.m. – 4:00 p.m.	Meeting with the Nepal Institute of Development Studies Dr. Ganesh Gurung Executive Director
23 September 2016 (Friday)	
9:30 a.m. – 10:30 a.m.	Meeting with the PANOS South Asia Ms. Ramyata Limbu Head of Operations
11:00 a.m. – 12:00 p.m.	Meeting with Centre for the Study of Labour and Mobility Mr. Jeevan Baniya Head Researcher
12:00 p.m. – 1:00 p.m.	LUNCH
1:00 p.m. – 2:30 p.m.	Debriefing with the SALM project team

Annex 7.4. Impact mapping

SP	Country	Area	Individual level	Institutional Level	Policy level
SP 1	Nepal	Information Center at Labour Village	<p><u>Realised changes:</u> strengthened capacity of the MRC of the FEPB to operate as a national central level MRC</p> <p><u>Realised changes:</u> raised awareness of MWs about their legal rights and responsibilities in the destination countries as well as knowledge about the support services.</p>	<p><u>Realised changes:</u> strengthened service delivery (information and referral) to women and men MWs in the Labour Village.</p> <p><u>Realised changes:</u> improved pre-departure orientation programmes.</p>	<p><u>Realised changes:</u> improved access to reliable information by MWs on job opportunities and requirement in the GCC countries.</p> <p><u>Prospective changes:</u> reducing the risk of trafficking and exploitation of MWs.</p>
		Annual migration statistical reports	N/A	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ strengthened capacity of MoLE on statistics and data analysis ▪ consolidated labour market information 	<p><u>Realised changes:</u> Availability of statistics for policy formulation, planning, better governance and protection of MWs</p>
		Manual on community orientation	<p><u>Prospective changes:</u> informed decision of potential MWs regarding foreign employment</p>	<p><u>Realised changes:</u> formation of a pool of local level trainers (social mobilizers and community workers) on community orientation</p> <p><u>Prospective changes:</u> improved pre-departure orientation programmes</p>	<p><u>Prospective changes:</u> increase in awareness and information sharing on safe migration</p>
		Resilience and migration study	N/A	<p><u>Realised changes:</u> used in the development of the Post Disaster Needs Assessment and in a report on migration patterns and remittance flows being prepared by the Earthquake Assessment Unit in OCHA</p>	<p><u>Prospective changes:</u> increase in protection of migrants' workers</p>
		Study on mortality rate	N/A	<p><u>Realised changes:</u> improved understanding of the gaps in the protection of the rights of migrant workers.</p>	<p><u>Prospective changes:</u> inform policy decisions and processes to ensure the well-being and rights of MWs.</p>
		Fact finding missions to Malaysia, Sri-Lanka and Afghanistan	N/A	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ availability of data on how trafficking of Nepali women via Sri Lanka and Malaysia organized ▪ availability of data on how the safety and security of Nepali MWs in Afghanistan 	<p><u>Prospective changes:</u></p> <ul style="list-style-type: none"> ▪ establishment of a rapid response mechanism and decrease in vulnerability of Nepali female domestic workers to multiple forms of discrimination and abuse ▪ lifting of the ban on migration to Afghanistan by GoN and increase in protection of Nepali MWs
	India	Information campaigns in Telagana and Kerala states	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ raised awareness of MWs about their rights and duties and how they can protect their rights throughout the migration cycle 	<p><u>Realised changes:</u> usage of government system to render assistance to MWs in distress</p>	N/A

		<ul style="list-style-type: none"> raised awareness of MWs on available government welfare schemes access to legal assistance by MWs 		
	Labour Migration Update report	N/A	N/A	<u>Realised changes:</u> Availability of statistics for policy formulation, planning, better governance and protection of MWs
Pakistan	Migrant resource centres in Islamabad and Lahore	<u>Realised changes:</u> <ul style="list-style-type: none"> raised awareness of MWs about their legal rights and responsibilities in the destination countries as well as knowledge about the support services. enhanced capacity of MRCs staff to deliver support services to women and men MWs 	<u>Realised changes:</u> establishment centers for potential migrant workers and returnees under the GoP with accurate information on overseas employment opportunities and referral services	<u>Realised changes:</u> improved access to reliable information by MWs on job opportunities and requirement in the GCC countries. <u>Prospective changes:</u> effective governance of labour migration from Pakistan to GCC countries
	Information campaigns in southern Punjab	<u>Realised changes:</u> raised awareness on safe migration among potential migrant workers, migrant workers and their families	N/A	<u>Prospective changes:</u> increase the protection of migrant workers
	Training for trade unionists	<u>Realised changes:</u> <ul style="list-style-type: none"> increased knowledge and understanding of migration and the rights of MWs among trade unionists prepared a pool of master trainers on safe migration among trade unionists 	<u>Realised changes:</u> improved in understanding on establish a TU platform for action around migrant workers' issues in Pakistan	<u>Prospective changes:</u> better protection the rights of Pakistani MWs.
	Development of curriculum on safe migration for TVET	<u>Realised changes:</u> <ul style="list-style-type: none"> Formed a pool of trained teachers in curriculum for further dissemination of the knowledge. Provided personal networking opportunities. 	<u>Realised changes:</u> development of a competency standards, assessment package and curriculum on safe and informed migration to GCC countries	<u>Prospective changes:</u> improved the quality of labour workforce.
	Annual migration statistical report	N/A	<u>Realised changes:</u> <ul style="list-style-type: none"> strengthened capacity of MoOP&HRD on statistics and data analysis consolidated labour market information 	<u>Realised changes:</u> Availability of statistics for policy formulation, planning, better governance and protection of MWs
Nepal, India, Pakistan	Booklets	<u>Realised changes:</u> raised awareness among low-semi skilled MWs on their rights and duties in countries of destination	N/A	N/A
SP2	Nepal	Study on migration cost	<u>Realised changes:</u> availability of data on actual migration costs (documentation and registration, recruitment and transportation costs) for Nepali MWs with job demand letters	<u>Prospective changes:</u> reduction of migration costs for Nepali MWs

			<p>accredited after the Free Visa, Free Ticket provision was implemented by the Government of Nepal</p> <p><u>Prospective changes:</u> better implementation of the Free Visa Free Ticket provision</p>	
	Online complaint mechanism	<u>Realised changes:</u> enhanced DoFE staff capacity on MIS system.	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ operationalization of the DoFE online database and information systems for MWs complaints mechanism and skills classification ▪ enhanced DOFE hardware infrastructure <p><u>Prospective changes:</u> quicker processing of complaints by GoN</p>	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ improved transparency of complaint mechanism. ▪ improved access of MWs to complaint mechanism. ▪ better sharing of data amongst concerned inter-related ministries or departments (immigration offices, embassies and the DOFE). <p><u>Prospective changes:</u> launch of skills enhancement programmes by the GoN</p>
India	Work with Private Recruitment Agencies (PRAs)	<u>Realised changes:</u> raised awareness of PRAs on ethical recruitment practices	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ establishment of All India Federation of Recruitment Association ▪ strengthening of dialogue between Gol and PRAs ▪ improvement of pre-departure orientation programmes 	<u>Prospective changes:</u> adoption of ethical recruitment practices among the PRAs in India and ratification of ILO Convention No 181 and establishment of PRA rating system
Pakistan	Survey on migration costs	N/A	<u>Realised changes:</u> availability of data on actual costs of migration for Pakistani MWs	<u>Prospective changes:</u> reduce the vulnerability of Pakistani migrant workers and stimulate an increase in their benefits from international labour migration
	Code of ethical conduct	<u>Realised changes:</u> improved understating of POEPA management on the international and regional good practices on ethical recruitment	<u>Realised changes:</u> development of the Code of Ethical Conduct in line with the international and regional good practices and commitments on fair recruitment including ILO and other UN instruments; industry specific models such as the Code of Conduct on Ethical Recruitment developed by the International Confederation of Private Employment Services (CIETT), and work done under the regional Overseas Employment Service Providers Alliance of Asian Associations	<u>Prospective changes:</u> Application of ethical recruitment practices by private overseas employment promoters are licensed by the MoOP&HRD

		Study on recruitment practices	N/A	<u>Realised changes:</u> availability of data on legal and policy frameworks and prevailing recruitment practices of low-skilled MWs	<u>Prospective changes:</u> better enforcement of recruitment regulations
		Study on access to justice	N/A	<u>Realised changes:</u> availability of data on existed grievance-handling mechanisms	<u>Prospective changes:</u> better accessibility and effectiveness of the grievance-handling mechanisms in Pakistan and GCC countries
		Online complaint mechanism	<u>Realised changes:</u> Enhanced staff capacity on MIS system.	<u>Realised changes:</u> improved transparency of complaint mechanism of MoOP&HRD. <u>Prospective changes:</u> quicker processing of complaints by GoP	<u>Realised changes:</u> improved access of MWs to complaint mechanism of MoOP&HRD.
SP3	Nepal	Review of the 2007 Foreign Employment Act	<u>Prospective changes:</u> <ul style="list-style-type: none"> ▪ increase in access of MWs to pre-departure information at the national and local levels ▪ simplification of procedures to obtain legal documents required for foreign employment and to migrate through the official channels 	<u>Realised changes:</u> <ul style="list-style-type: none"> ▪ identified gaps in the legal and policy framework in Nepal <u>Prospective changes:</u> <ul style="list-style-type: none"> ▪ improvements in work permit approval process, domestic workers' recruitment procedures, systems for monitoring of recruitment agents and agencies, services for integration of returning migrant workers ▪ decentralisation of the foreign labour management system ▪ enhancing MWs access services in the area of to justice (e.g. mechanisms for complaints, grievances and compensation) ▪ promotion of inter-regional cooperation 	<u>Prospective changes:</u> <ul style="list-style-type: none"> ▪ stronger government policies for protection of rights and gender equity for Nepali MWs ▪ decrease in labour exploitation and labour trafficking of Nepali labour migrants
		Training programme for labour attachés	<u>Realised changes:</u> raised awareness on role of the embassies and consulates of the origin countries in promoting and protecting the rights of MWs in destination countries	<u>Prospective changes:</u> better access of MWs to support services (information, dispute resolution, legal support, and other emergency support) in destination countries	<u>Prospective changes:</u> strengthen the response mechanism available to MWs in destination countries
		Training on BLAs and MoUs	<u>Realised changes:</u> raised awareness of GoN on international standards and good practises on BLAs and MoUs	<u>Realised changes:</u> <ul style="list-style-type: none"> ▪ enhanced GoN capacity to develop and negotiate effective BLAs and MoUs ▪ developed/improved new/existing BLAs/MoUs <u>Prospective changes:</u> <ul style="list-style-type: none"> ▪ more effective implementation of signed BLAs/MoUs by the GoN 	<u>Prospective changes:</u> <ul style="list-style-type: none"> ▪ better governance of migration flows from Nepal ▪ effective protection of Nepali MWs in destination countries
		Trainings on labour migration	<u>Realised changes:</u> increased knowledge of GoN on recruitment and labour approval	N/A	<u>Prospective changes:</u> good governance of labour migration

	procedures, complaint and grievance-handling mechanisms and the supervision and monitoring of recruitment agencies and institutions		
Support to GEFONT	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ Increased knowledge on labour migration among GEFONT's members ▪ Access of Nepali MWs to support services (information, advice, dispute resolution and legal support) in 3 countries of destination 	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ replication of experience of GEFONT from Hong Kong, Malaysia and Republic of Korea in targeted 3 countries of destination. ▪ strengthened GEFONT's networks in GCC ▪ expanded legal support services to Nepali MWs in 3 countries of destination ▪ inclusion of labour migration theme into curriculum of GEFONT Trade Union School 	<p><u>Realised changes:</u> availability of more effective support services for Nepali MWs in 3 countries of destination.</p> <p><u>Prospective changes:</u></p> <ul style="list-style-type: none"> ▪ increase the protection of MWs in employment in GCC ▪ greater involvement of trade unions in securing rights of MWs
SAARC Plan of Action for Cooperation on Labour Migration	<p><u>Realised changes:</u> learned new ideas and others experiences on labour migration from other SAARC MSS.</p>	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ built common understanding and agreement of the content of the Plan of Action for Cooperation on Matters Relating to Migration ▪ tripartite participation in formulation and implementation of recommendations on Migrant Labour, and other bilateral and regional dialogues on labour migration 	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ institutionalization of tripartite consultation in developing protection policies and practices for migrant workers ▪ strengthened regional cooperation on labour migration <p><u>Prospective changes:</u> improvement in safety, security and wellbeing of SAARC MWs in the destination countries outside the region</p>
Support to SARTUC	<p><u>Realised changes:</u> strengthened capacity of SARTUC members to draft and negotiate position papers on labour migration related issues</p>	<p><u>Realised changes:</u> built consensus between TUs, recruitment agencies, NGOs, and the government on areas of collaboration for protecting migrant and potential migrant workers in the countries of destination and in Nepal</p>	<p><u>Realised changes:</u></p> <ul style="list-style-type: none"> ▪ supported implementation of the SARTUC Migrant Labour Charter and the Kathmandu Plan of Action. ▪ established minimum standards for MWs of the SAARC region, standard unified contracts. <p><u>Prospective changes:</u></p> <ul style="list-style-type: none"> ▪ establishment of procedures pertaining to labour recruitment, and procedures pertaining to implementing contracts at the destination countries ratification of ILO Conventions on Migration for Employment Convention No. 97 (1949), the Migrant Workers Convention No.143

				(1975), the Private Employment Agencies Convention No.181 (1997), the Domestic Workers Convention No.189 (2011) and Members of their Families by countries of origin and destination
	Study on the overseas migration of health workers	N/A	N/A	<u>Realised changes:</u> availability of information on trends of Nepali health workers' migration, its drivers and its impacts. <u>Prospective changes:</u> development of policies to govern and manage the migration of health care workers in Nepal
India	Review of the 1983 Emigration Act	N/A	N/A	<u>Prospective changes:</u> better management of migration and mobility
	Study on referral wages	N/A	<u>Realised changes:</u> availability of data on existed minimum referral wage rate system	<u>Prospective changes:</u> incorporation of recommendations in a new policy on migration in Telangana State
	Research on protection of MWs	N/A	<u>Realised changes:</u> availability of data on main problems that MWs (construction workers, domestic workers, livestock workers and nurses) have experienced during employment abroad <u>Prospective changes:</u> usage of findings for advocacy to protect Indian workers who emigrate for employment	<u>Prospective changes:</u> better protection of Indians labour migrants and reduce in their exploitation and abuse abroad.
	Workshop on the SDGs and migration	N/A	<u>Realised changes:</u> development of set of indicators for measuring progress on migration relevant targets of the SDGs for India as a country of origin, transit and destination	<u>Prospective changes:</u> mainstreaming of migration into the Gol policies that are designed for meeting SDG targets
Pakistan	Review of the 1979 Emigration Ordinance	N/A	<u>Realised changes:</u> ▪ identified gaps in the legal framework in Pakistan <u>Prospective changes:</u> improvements in granting licenses to overseas employment promoters, procedure of inspection of agencies and renewal of licenses, better definition of duties of protector of emigrants	<u>Prospective changes:</u> ▪ stronger government policies for protection of rights and gender equity for Pakistani MWs ▪ stronger system of prohibition and punishment of human trafficking
Nepal, India, Pakistan	Support to Migrant Forum Asia	<u>Realised changes:</u> ▪ raised awareness of MWs on from India, Nepal and Pakistan on countries of	<u>Realised changes:</u> ▪ strengthened MFA's network of civil society support groups	<u>Prospective changes:</u> increase the protection of MWs in employment in GCC countries

			<p>destination laws, contacts for legal and social support, directory of lawyers</p> <ul style="list-style-type: none"> provided MWs from India, Nepal and Pakistan with access to social and legal services in GCC countries (the UAE, Kuwait and Qatar) 	<ul style="list-style-type: none"> improved capacity of MFA's civil society support groups to engage governments on migrants' rights and make documentation of cases updated MFA's database of organisations concerned with labour rights and other issues related to MWs in the GCC countries including UAE, Kuwait and Qatar strengthened dialogue on MWs rights in countries of destination with key stakeholders and partners (diplomatic missions, human rights bodies, UN Special Rapporteurs, relevant government agencies) 	
SP4	Nepal India Pakistan	Study on the skills and occupations	<p><u>Prospective changes:</u></p> <ul style="list-style-type: none"> guide policy makers and programme managers on the need for diversification of women workers' skills and employment opportunities guide students, and new entrants to the labour market, on likely labour-demand, the effect of labour policies, and available systems for finding employment overseas. 	<p><u>Realised changes:</u> availability of data on origin countries policies and systems in that hamper or support the migration of male and female workers from India, Nepal and Pakistan, including interventions that strengthen employment networks, vocational and technical training and the issuing of permits.</p> <p><u>Prospective changes:</u></p> <ul style="list-style-type: none"> better information flow and support services between the countries of origin and destination better prepared migrant workforce for overseas employment and more competitive than workers from other countries 	<p><u>Realised changes:</u> improved understanding of demand for male and female foreign workers in Kuwait, Qatar, Saudi Arabia, the UAE, India and Malaysia up to 2025.</p> <p><u>Prospective changes:</u></p> <ul style="list-style-type: none"> increase in employability and skills of MWs increase in income and remittances
SP 5	Nepal	Study on the links between migration and development	N/A	N/A	<p><u>Prospective changes:</u></p> <ul style="list-style-type: none"> establishment of effective mechanism on remittances in Nepal better monitoring recruitment agencies and subagents better adherence to the industry code of conduct
		High-Level Consultation on Integrating Labour Migration in Sectoral Policies and 2nd National Conference on Migration	<p><u>Realised changes:</u> exchanged best practices among stakeholders, government officials, experts and civil society and private sector representatives.</p>	<p><u>Realised changes:</u> improved cooperation among different stakeholders on the issues of migration.</p>	<p><u>Realised changes:</u> initiated policy discourse on the links of migration to other relevant sectoral policies, such as national employment, education, health, labour market and development policies.</p>

Prospective changes: adoption of migration and development strategy in Nepal.

