



International Labour Organization

iTrack

Evaluation

ILO EVALUATION

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

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List of Acronyms and Abbreviations

ACT/EMP	ILO's Bureau for Employers' Activities
ACTRAV	ILO's Bureau for Workers' Activities
ATUC	Arab Trade Union Confederation
BCCI	Bahraini Chamber of Commerce and Industry
CSO	Civil Society Organisation
CTA	Chief Technical Advisor
CWs	Construction Workers
DWCP	Decent Work Country Programmes
DWD	Domestic Workers Department (Jordan)
DWT	Decent Work Team
DWU	Domestic Workers Union (Lebanon)
EAP	Engineers Against Poverty
EJN	Ethical Journalism Network
FENASOL	Fédération nationale des syndicats des ouvriers au Liban
FGD	Focus Group Discussion
FPRW	Fundamental Principles and Rights at Work
GCC	Gulf Cooperation Council
GFBTU	General Federation of Bahraini Trade Unions
GFJTU	General Federation of Jordanian Trade Unions
HLO	Human Line Organization (Kuwait)
HQ	Head Quarters
IDWF	International Domestic Workers Federation
ILO	International Labour Organization
ILS	International Labour Standards
IOE	International Organization of Employers
KAP	Knowledge Attitude and Practice
KCCI	Kuwait Chamber of Commerce & Industry
KSHR	Kuwait Society for Human Rights
KTUF	Kuwait Trade Union Federation
LMRA	Labour Market Regulatory Authority
MCC	Migrant Community Centre (Lebanon)
M&E	Monitoring & Evaluation
MDW	Migrant Domestic Worker
MG	Migration Glossary
MIGRANT	The Migration and Governance Network
MOHRE	Ministry of Human Resources and Emiratization, UAE
MOI	Ministry of Interior
MoJ	Ministry of Justice
MOL	Ministry of Labour
MRC	Migrant Resource Centre
MTE	Mid-Term Evaluation
MW	Migrant Worker
NSC	National Steering Committee
NCMWRs	National Committee for Migrant Workers and Refugees
NORMES	International Labour Standards Department

NPC	National Programme Coordinator
OECD/DAC	Organisation for Economic Co-operation and Development/ Development Assistance Committee
OSH	Occupational Safety and Health
PAC	Policy Advisory Committee
PAM	Public Authority for Manpower (Kuwait)
PMF	Project Monitoring Framework
PNA	Petra News Agency (Jordan)
POC	Project Oversight Committee
RECs	Regional Economic Communities
RPU	Regional Programme Unit (ROAS)
ROAS	Regional Office of the Arab States
RPU	Regional Programme Unit
SDC	Swiss Agency for Development Cooperation
SDGs	Sustainable Development Goals
SKDWA	Sandigan Kuwait Domestic Workers Association
TCP	Technical Cooperation Project
TOC	Theory of Change
TOR	Terms of Reference
TPR	Technical Progress Report
TU	Trade Union
UAE	United Arab Emirates
UNEG	United Nations Evaluation Group
UNHCR	United Nations Human Rights Commission
UNRWA	United Nations Relief and Works Agency
WIF	Work in Freedom Project of the ILO

Executive Summary

Final Independent Evaluation Report Regional Fair Migration Project in the Middle East (Fairway project)

Project Background

The ILO “Regional fair migration project in the Middle East” (hereafter referred to as Fairway or the Project) started in July 2016 and with three cost extensions, will be completing by 31st December 2019. A second phase is planned to start in January 2020. The overall goal of the project is to address some of the key drivers of decent work deficits of the migrant labour force employed in the domestic and construction sectors in four selected Middle-Eastern countries: Lebanon, Jordan, Kuwait and Bahrain. Because of its regional approach, the Fairway project also contributes to ILO’s aim of facilitating and enhancing the (inter)regional dialogue on labour migration issues between countries of origin and destination with a particular focus on the Arab States that account among the main destination countries of migration globally.

In working toward its developmental objective of achieving fair migration and decent work of low skilled migrant workers (MWs) in the project countries, the phase 1 of the project’s outcome areas include supporting policy change through evidence-based knowledge creation and dissemination, improvement of institutional mechanisms and operational modalities of government institutions, core service delivery to vulnerable migrant workers through government institutions, trade unions (TUs) and migrant workers’ associations, and negative employer attitudes against mainly female migrant domestic workers in countries of destination.

Evaluation Background

The objective of the phase 1 final independent evaluation is to ascertain the Fairway project’s progress towards targets, assess and analyse challenges faced during implementation, and provide recommendations applicable to Phase 2. The clients of the evaluation are the ILO-Fairway project team, the ROAS management and the donor Swiss Agency for Development Cooperation (SDC). The primary users of the evaluation, together with the clients, are the tripartite constituents and all the other implementing parties involved by the project. The evaluation has taken place from October 2018 to March 2019 and has included three phases: a) An inception phase (October 2018 to January 2019); b) Field work visits to three of the four countries covered by the project: Lebanon, Jordan and Kuwait (January 2019), and c) The analysis and reporting phase (February to March 2019).

Methodology

The evaluators collected data through a combined approach of desk review of project documentation and other relevant publications and reports; semi-structured interviews with key persons and focus group discussions with migrant workers, migrant workers’ employers, government and media agencies staff. During field visits, the evaluators interviewed key persons in Bahrain through Skype and phone calls. A purposeful, non-random sampling methodology was used to select the interviewees in the inception phase and evaluators met with 98 persons. Finally, the team used qualitative data analysis methods to triangulate, and synthesize the data gathered and prepare the findings.

Main Findings

Relevance and Validity of Design

The Project's three interrelated outcome areas strategically address the needs of the targeted tripartite constituents and specifically: a) Critical needs of MWs; b) Shortcomings of tripartism in the region by adopting a dual approach involving both TUs and CSOs; c) Technical and legislative gaps of the labour related government institutions. Through its comprehensive approach on labour migration, Fairway certainly constitutes an added value to the ILO's Fair Migration Agenda endorsed by the by ILO's tripartite constituents at the International Labour Conference of 2014 as well as by the Abu Dhabi Dialogue in 2014. Further, the Project is highly relevant to international development priorities as Decent Work and fair migration feature strongly in the Declaration on the 2030 Agenda, especially for target indicators 8.8; 10.7 and 8.5.

The project design is coherent, with logical correlations between the objectives, outcomes and outputs. Overall, the TOC is well articulated. Although the assumptions have proven largely true, it is important to note that participation of governments and workers' organisations in an ILO project does not reflect their willingness to change policies or structures significantly.

Effectiveness

Outcome 1: Quality knowledge products on labour migration issues have been created and strategically disseminated, reaching key stakeholders. Some key evidence-based research has been directly referenced during high-level conferences and consultations. The Policy Advisory Committee (PAC) has met regularly and has had very useful discussions that inform Fairway and senior management of ILO. However, the uptake of these discussions is primarily by Fairway despite its original aim of acting as a think tank for the ILO ROAS.

Fairway operates in a very volatile political environment and fair migration do not constitute a priority in governments' agenda. Structural policy change has not happened yet, or has happened with limited benefit to migrant workers. However, the Project has had a series of dialogues with governments and relevant stakeholders at the national level to prepare the ground for broader policy change achieving valuable interim steps, but indicators currently do not track interim steps towards policy change.

Outcome 2: Trainings and capacity building have enabled the government to review and consider amending its policies and procedures. Examples include gap assessments of the labour inspection systems in Bahrain and Jordan, and consideration of legislative reform on prohibition of recruitment fees being charged to workers in Kuwait. Further, capacity building efforts have ensured ownership of the initiative by the partners, ensuring sustainability. The examples include *a pilot project with the Office of Public Notaries in Lebanon aiming at ensuring that notaries use a right-based approach during the contract registration process*, and the complaints resolution system of the DWD, Jordan.

Overall, the project has constantly engaged with TUs to the extent possible and tried to stimulate opportunities to bring TUs and CSOs together. Some remarkable outcomes have been achieved, such as the foundation of the Sandigan Kuwait Domestic Workers Association (SKDWA). Deeply-rooted challenges are encountered in the Lebanese and Jordanian contexts due to competition and subsequent lack of coordination among TUs and CSOs that lies beyond the Project's operations. This has led to unintended impacts in terms of constraining the project capacity to continue consistent work initiated in Jordan with the General Federation of Jordanian Trade Unions (GFJTU) and the Arab Trade Union Confederation (ATUC).

Outcome 3: The fellowship for journalists and the production of a Migration Glossary (MG) have been key achievements. While media agencies find the MG very useful, actual use is contingent on the adaptation of the

MG to country contexts, and its ownership and promotion through prominent state-owned and private agencies. Similarly, stronger focus on country contexts for the fellowship would significantly improve the value of the programme to the participants. The promotion of youth networks is an initiative that has had a successful start and needs continuation and mentoring to complete the task of establishing them as vibrant networks that take the campaigns to different regions of their respective countries. Engagement with employers through workshops and campaigns have created more awareness and enabled a discussion on practices and attitudes. However, effectiveness of these strategies is too early to measure.

Monitoring & Evaluation System

Efforts have been made to strengthen the M&E system after the Mid-Term Evaluation (MTE) improving the Project Monitoring Framework (PMF) and conducting accurate result analysis through pre-tests and post-impact measurement tools for all categories of trainees. Further steps are needed to monitor outcomes at policy level, small steps towards larger policy change may be identified as interim targets, which would enable to better assess and highlight Fairway's contribution to broader goals. Room for improvement exists at the behavioural change monitoring level and for the monitoring of media-related activities. As per the former, a clear baseline has not been established. However, raw data has been collected and could be used to establish one for the second phase of the project. As per the latter, language content has not been monitored through systematized tools, and impact on readers has not yet been assessed properly.

Efficiency

Fairway has been a highly efficient project, compared to its overall expenditure. The Project has shared and leveraged resources with the Work in Freedom (WIF) project and potential overlap of the two projects in Lebanon and Jordan has been minimized through backstopping by the Deputy Regional Director and the Senior Migration Specialist in ILO ROAS. ILO's specialists have provided the crucial linkages among the Project and the constituents; however, some specialists have been involved to solve emerging problems, rather than to strategize the intervention.

Effectiveness of Management Arrangements

Although the overall management arrangements have been positive, smooth and timely with project partners, room for improvement exists concerning: a) time framing of pilot programmes, b) higher payments for national collaborators/experts, and c) composition and placement of the technical team.

Impact Orientation and Sustainability

According to the interviewed stakeholders, the Fairway project has contributed well towards the larger goal of fair migration and decent work of low-skilled migrant workers in the project countries. Impact, however, will be perceivable only in the long-term, and even then, Fairway and ILO would have contributed along with several other stakeholders to achieve the goals.

Tripartite and Gender Issues

The Project has conducted extensive consultations with all tripartite constituents and engaged in supporting strategic and structural changes. However, a resolution of the shortcomings of the tripartism characteristics in the region lies beyond the scope of a Technical Cooperation project, requiring the guidance of a consistent strategy at the ROAS level in addressing competition among 'tripartite plus' partners especially in Lebanon and Jordan. This hampers the capacity of a Technical Cooperation Project such as Fairway to bring them closer, and

to address the shortcomings of tripartism in the region through the so called 'dual approach' (aiming at working with both TUs and CSOs and to bring them closer).

The Fairway project is well informed about the discrimination, abuse and working and living conditions of women migrant domestic workers, and their lack of access to services and justice. Gender sensitivity is incorporated into all training. However, mental health needs should be recognized as OSH issues and be better integrated in OSH studies.

Positive and Negative Unintended Outcomes

An unintended positive outcome of the dissemination of Fairway knowledge materials was their use at Global Compact on Migration negotiations by the Philippines delegation. This also constitutes evidence of strategic and effective dissemination of policy knowledge products by the Fairway team. An unintended negative impact pertaining to the provision of legal services through a pilot project, was the inability of FENASOL to pursue court cases filed on behalf of MWs, which Fairway will find the resources to mitigate.

Conclusions

The Fairway project is overall well designed and implemented. Although policy change indicators have proven over-ambitious in retrospect, these could be readapted for the second phase to better assess Fairway contributions to long-term goals and structural policy change. The Project is highly valuable as it has contributed to strengthened ILO relations with government constituents in the countries of operation, especially in Kuwait and Bahrain where labour migration flows are high. In Kuwait, the dual approach taken to promote coordination among TUs and CSOs and build migrant workers voices has had very valuable results. Nonetheless, strategic discussion at the ROAS and HQ level is needed to address the lack of a productive relationship among 'tripartite plus' partners in Jordan and Lebanon to comprehensively orient Technical Cooperation Projects' implementation strategies.

In the policy domain, new research may be needed for covering emerging knowledge gaps and for updating information or retooling knowledge products to suit the needs of constituents. Besides these, the project can focus on dissemination and dialogue of the knowledge generated. Although policy changes are difficult to achieve, and require long-term engagement, tracking short and medium-term indicators may be feasible, especially because Fairway has contributed, through its direct experience, to shape a ROAS Theory of Change (TOC) where interim steps are highlighted. The monitoring system has greatly improved, yet needs specific measurement tools and processes, especially for behaviour change and media related activities. The pilots initiated by the Project are well targeted to the needs of MWs and constituents, and merit continuation with longer term planning.

The Fairway project addresses several structural issues within the region, aided by good integration within ROAS. As some structural issues need attention of the ILO beyond the project, the evaluators have included some recommendations that go beyond the project itself, and have the potential to positively impact not only on the Fairway project but at the regional level, and migration-related projects more generally.

Emerging Good Practices and Lessons Learned

The evaluation identifies the following good practices from the project:

GP 1: Establishment of the Sandigan Kuwait Domestic Workers Association (SKDWA) in Kuwait: Fairway established the SKDWA in Kuwait, with over 1,000 members of which 100 have been in supporting migrant domestic workers and linking with the Philippines Embassy in Kuwait to provide support services for Filipino DWs in Kuwait.

GP 2: Establishment of Policy Advisory Committee as a Think Tank for ILO ROAS: An external group of experts in labour migration have been brought to bear on the strategies followed by Fairway, thus bringing to the project the benefit of experience and knowledge from the region, and also benefits of the contacts of the PAC members.

GP 3: Use of Policy Dialogues and Stakeholder Meetings to Share Knowledge and Promote Advocacy: Fairway has conducted multi-stakeholder dialogues on many of its studies and publications at national, and regional levels. These have served to bring the stakeholders on board and to create their ownership of the study findings, laying a foundation for further advocacy.

GP 4: Pilot Programme initiated on Promoting the Role of Public Notaries in Ensuring a Rights-Based Employment between Employers and MDWs in Lebanon: Fairway trained members of the Office of Public Notaries and offered them translated contracts, so that workers and their employers were better informed before the mandatory registration of contracts. This initiative is currently poised for scale up across all offices of Public Notaries in Lebanon.

GP 5: Improved Complaint System of Domestic Workers Department (DWD) – Jordan: Fairway provided technical support for an assessment and streamlining of the complaints system at the DWD, using participatory processes. The improvement has laid the foundation for effective digitalisation and monitoring of the complaints resolution system in DWD, Jordan.

GP 6: Fellowship initiated for Young Journalists to improve Fair Communication on Labour Migration: A fellowship for young journalists, to sensitise them on labour migration issues, and to provide them with the tools for fair communication, has led to production of over 32 articles, podcasts and a movie. The journalists are motivated to continue their writing on migration.

The evaluation identifies the following primary lesson learned from the project:

LL: Short Duration Pilots can have Unintended Negative Impacts: Two key pilots implemented by Fairway included a legal clinic for Migrant Domestic Workers in FENASOL, Lebanon and promotion of a youth network for campaigns to change employer mindsets, in Jordan and Lebanon. Although both pilots were well implemented and had positive outputs, the duration of 6 months proved too short to mainstream a legal clinic in the first case, and too short to enable formation of a youth network in the second.

Recommendations

Recommendations for the ILO Country Office (project management) and Donor:

Recommendation 1: Consider conducting fewer new studies and focus on dissemination and use of already existing knowledge produced by Fairway and ILO (*Priority: High*).

Recommendation 2: Consider designing interim indicators towards policy change needed to gauge project contribution to long-term achievements (*Priority: High*).

Recommendation 3: Consider different, tailored strategies for voice-building of migrant workers in the domestic and the construction sectors (*Priority: High*).

Recommendation 4: Consider stronger involvement of ILO ROAS specialists in building the Project strategy for Phase 2, which will add value to the Fairway approach towards constituents (*Priority: High*).

Recommendation 5: Consider appointing personnel for M&E purposes with knowledge of the Arabic context and language (*Priority: High*).

Recommendation 6: Consider placing the Technical Officer in one GCC country (*Priority: Medium*).

Recommendations to the ILO ROAS and HQ:

Recommendation 7: Consider conducting a thematic evaluation/ strategy paper covering all labour migration projects in ROAS (*Priority: Medium*).

Recommendation 8: Consider development/ review of the strategy for institutional support to migrant workers (*Priority: High*).

Recommendation 9: Consider integrating the PAC within all ROAS labour migration projects (*Priority: Medium*).

The Evaluation Report

Final Independent Evaluation Report Regional Fair Migration Project in the Middle East (Fairway project)

1. Project Background

1.1. Project Description and Objectives

The ILO “Regional fair migration project in the Middle East” (hereafter referred to as Fairway or the Project) focuses on four selected countries of the Arab region: Lebanon, Jordan, Kuwait, and Bahrain and on two sectors: the construction and the domestic work sectors. Because of its regional implications, the Fairway project aims at facilitating and enhancing the regional and inter-regional dialogue on labour migration issues. Together with other ILO projects, it is intended to bring forward the ILO’s Fair Migration Agenda endorsed by the by ILO’s tripartite constituents at the International Labour Conference of 2014 as well as by the Abu Dhabi Dialogue in 2014.

In its initial stage, the Fairway project intervention also covered a fifth country: the United Arab Emirates (UAE). Following a decision from the ILO Regional Office for Arab States (ROAS) management, direct engagement of the Fairway project with the UAE was discontinued in 2018, although ROAS engagement continues with the Ministry of Human Resources and Emiratization (MOHRE), including in relation to the Abu Dhabi Dialogue.

The project has been implemented from January 2016 to December 2019, with three extensions.¹ A mid-term evaluation of the Project was completed in November 2017.

The Project engaged with the following stakeholders a) policymakers (through production of policy-oriented research and policy dialogue); b) operational-level government staff; c) trade unions and migrant worker organizations for supporting migrant workers’ voice; d) the media; e) employers of domestic workers and f) employers in the construction sector. Working in each of these areas had separate but interlinked theories of change. The three specific target areas (outcomes) of the Fairway project, and the accompanying outputs are as follows:

Outcome 1: Labour migration-related policy change for fair migration informed by evidence-based knowledge

- *Output 1.1 Policy Advisory Committee operational and supporting advocacy for policy change towards fair migration*
- *Output 1.2 Research and policy advisory papers delivered and used to support advocacy for policy change towards fair migration*

¹ The Project was planned to start in January 2016, however the intervention began in July 2016 because of delays in recruiting project staff. A second phase is planned to start in July 2019. The Project was planned for a two-and-a-half-year duration till June 30, 2018. The Project received a first no-cost extension from June to December 2018, a second cost extension from December 2018 to June 30, 2019, and a third cost extension till December 2019 to ensure continuity between the two phases of the project

Outcome 2: More effective and efficient institutional mechanisms and improved operational modalities for fair migration

- *Output 2.1 Government authorities capacitated for fair migration (including on improving operational modalities) and to address decent work deficits of women and men migrant workers*
- *Output 2.2 Trade unions and migrant worker organizations capacitated on fair migration and outreach to and empowerment of migrant workers²*

Outcome 3: Diminished discriminatory and abusive attitudes and actions towards women and men migrant workers

- *Output 3.1 Public sensitized on abuse of women and men migrant workers and fair migration solutions through collaborative partnerships with media*
- *Output 3.2 Evidence-informed campaigns implemented to address negative employer attitudes against mainly women migrant domestic workers in countries of destination*
- *Output 3.3 Evidence-informed campaigns implemented to address negative employer attitudes against mainly men migrant workers in construction in countries of destination*

The project is funded by the Swiss Agency for Development and Cooperation (SDC), and has a budget of USD 2,723,283.

1.2. Project Management

ILO-ROAS implemented the project, supported by the Labour Migration Branch (MIGRANT) at its Headquarters in Geneva. In the Regional Office for Arab States, the Director and Decent Work Team (DWT) oversaw the project and are responsible for all deliverables, and technical guidance. Supervision on deliverables was provided by the Senior Migration Specialist. The Senior Gender Specialist, and the Senior Workers' and Employers' Specialists (who respectively represent ILO's Bureau for Workers' Activities (ACTRAV) and ILO's Bureau for Employers' Activities (ACT/EMP)), the ROAS Communications Specialist, and other specialists provided necessary guidance.

The project staff consisted of a Chief Technical Advisor (CTA) (P4) for day-to-day implementation of the project, one Technical Officer (P2) for campaign work under Outcome 3, and support to CTA for deliverables under Outcome 1 and 2, and one Administrative/Finance Assistant at GS5.

A Project Oversight Committee (POC) guided the project comprising members of ILO management (i.e. DWT Director, Senior Migration Specialist) and SDC management (2 staff), which met with the CTA and the Technical Officer of the Project semi-annually. The ROAS Policy Advisory Committee (PAC), which met semi-annually too, provided the policy direction to the project as well as to the ROAS management strategy on labour migration-related issues.

This report documents the main findings and conclusions of an independent final evaluation of the International Labour Organisation (ILO)-managed and SDC-funded programme in the ROAS region with a main focus on Lebanon, Jordan, Bahrain and Kuwait, which was carried out in December 2018 - March 2019. In this first section, the report explains the project, and the following two sections explain the evaluation background and the evaluation methodology. Section 4 contains detailed findings, according to the evaluation criteria and questions. Conclusions are drawn in Section 5. Section 6 lists the lessons learned and good practices emerging from the Fairway project. Finally, Section 7 provides recommendations for Phase 2 of Fairway, ILO and the donor. A total of 11 Annexures are then appended to the report.

² This output was amended in August 2017 to include migrant worker organizations in addition to trade unions.

2. Evaluation Background

The purpose of this evaluation is to ascertain the Fairway project’s achievements against targets and the challenges faced during implementation. This includes how it has been designed, implemented and managed; how it is recognised and valued by stakeholders; and what the impact has been on the target groups. The evaluation is also intended to identify lessons for improvement and good practices, and assess ways to sustain these beyond the life of the project. The evaluation aims at providing advice and recommendations useful for the forthcoming second phase of the project.

The clients and the main audience of the evaluation are the donor (SDC), the ROAS management, ILO constituents, ILO-Fairway project team, and the implementing partners of the Project. The primary users of the evaluation, together with the clients, are the tripartite constituents involved by the project in the countries of operation and other implementing parties (e.g. Civil Society Organizations (CSOs), individual consultants, etc.).

The evaluation follows the OECD/DAC criteria and the specific questions covered for the evaluation under each criterion are summarised in Table 1.

Table 1: Criteria for Evaluation and Themes of Questions

Criteria	Questions of the Terms of Reference
Relevance	<ol style="list-style-type: none"> 1. To what degree did the Project respond to the different needs of migrants, trade unions and government entities (noting that protection of migrant workers is not always a high priority for governments)? 2. To what extent are the Project activities linked to the global commitments of the ILO including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs)? 3. To what extent is the positioning of Fairway adequate and complementary vis-à-vis civil society organizations who are actively engaged on labour migration in the region, and what can be possible lessons learnt from that positioning?
Validity	<ol style="list-style-type: none"> 4. Did the theory of change on which the Project was developed remain valid through the Project duration? 5. Assess if the programme design (including its regional approach, the partners and beneficiaries involved, the objectives and outputs outlined, etc.) is appropriate for achieving its intended development objective? 6. How did the Project use the mid-term evaluation recommendations to orient and improve project’s implementation?
Effectiveness	<ol style="list-style-type: none"> 7. To what degree did the Project achieve the outcomes as set out in the theory of change. Specifically: <ul style="list-style-type: none"> ○ Did the evidence-based policy papers and briefs reach policymakers and did they contribute to any changes in policymakers’ perspectives/behaviour? ○ Did the engagement with trade unions – and bringing them closer to migrant workers and civil society – change their interest and technical ability to support migrant workers and improve their operational modalities? ○ Did the advocacy, training and information awareness with media, youth and civil society organizations contribute to awareness, attitude and behavioural change? 8. How monitoring of progress, and therefore of indicators, data collection, analysis and reporting reflected appropriateness to realize the desired change? Was the monitoring and evaluation (M&E) system designed/ or revised to capture evidence on the “change” part of the theories being evaluated as well as its assumptions? Why and why not? How can the Project measure the use of the Migration Glossary among partners?

	9. What are the concrete results against the planned results under each of those outcomes?
Efficiency	10. To what extent have project activities been cost-effective? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? To what extent can the Project results justify the time, financial and human resources invested in the Project? 11. Assess if the programme has cost-sharing with/ leveraged resources from other programmes and projects, and the involvement (professional and time) of other ILO specialists in supporting the programme
Effectiveness of management arrangements	12. How effective were management arrangements under this project?
Impact Orientation and Sustainability	13. To what extent is the Project able to contribute to the longer-term objectives as set out in the Theory of Change (together with other ILO projects)? 14. To what extent are national partners able and willing to continue with the Project? How can the Project best build the foundation to ensure that the Project is sustainable after its completion?
Lessons Learned and Good Practices	15. What lessons and good practices can be learned from the Project that can be applied in similar future projects?
Additional questions	16. Are the Project objectives aligned with tripartite constituents' objectives and needs? What measures were taken to ensure alignment? How does the Project deal with shortcomings of tripartism characteristic of the region? 17. How did the Projects' design take into consideration gender-related issues? 18. What positive or negative unintended outcomes can be identified (if applicable)?

The list of questions is given in the Terms of Reference (TOR), included at Annexure 1. The questions are also listed in the sections where they are primarily answered.

Evaluation Schedule: During the inception phase, which lasted from 4 December, 2018 to 12 January, 2019, the team reviewed the existing project documents, conducted interviews with key stakeholders who would inform the design of the evaluation, and prepared data collection tools tailored for the different categories of stakeholders. Field visits were undertaken during 12 to 28 January 2019, covering Lebanon, Jordan and Kuwait. The bulk of the data analysis and report writing was completed from 29 January to 20 February, 2019. A Skype meeting with the CTA was held on February 4, to collect additional information to support the findings. A draft report was submitted on 20 February, 2019. A detailed debriefing session was held with the Deputy Regional Director and Director of the DWT, the Senior Migration Specialist, the M&E Officer of ROAS, the Fairway project team, SDC, and other ROAS staff to validate the findings on 25 February, 2019. The final report was submitted to ILO ROAS in mid-March, after incorporating feedback from stakeholders. A detailed description of the evaluation phases is given in the Inception Report submitted on January 10, 2019 to the ROAS M&E Officer.

3. Evaluation Methodology

Data Collection: The evaluation questions given in the Terms of Reference (TOR) were elaborated and tailored according to individual stakeholders, and these tools served as the basis for the evaluation. The team used qualitative data collection methods such as Focus Group Discussions (FGDs) and interviews, during which

stakeholder perspectives were triangulated to ensure integrity of the findings to the extent possible. The following methods were employed to gather primary and secondary data:

- *Document Reviews.* The team reviewed a variety of project documents and publications shared by the Fairway project staff. These documents included the project monitoring framework document, theory of change, technical progress reports, and other key documents, including relevant academic research. Annexure 2 shows the complete bibliography of documents that were reviewed. A rapid expenditure analysis was done for activities under each outcome, to assess the efficiency of the project.
- *FGDs and Key Informant Interviews.* The evaluation team conducted stakeholder meetings in person and by Skype/ phone, FGDs and direct observation. Data collection during field visits has been conducted following different and articulated qualitative investigation techniques. In addition to individual interviews with key stakeholders and a few joint meetings with the Fairway project staff, FGDs were conducted with Migrant Domestic Workers (MDWs), including members of the Domestic Workers Union (DWU) in Lebanon, members of the Sandigan Kuwait Domestic Workers Association (SKDWA), Members of the General Federation of Jordanian Trade Unions (GFJTU) committee, Individual Employers of MDWs in Jordan, journalists of the Petra News Agency (PNA) in Jordan, Government officers of the Public Authority for Manpower (PAM) and Ministry of Interior in Kuwait (MOI) and members of the Kuwait Society for Human Rights (KSHR). The list of people interviewed is given in Annexure 3 and the meeting schedules through Skype, phone and face to face interviews, are provided in Annexure 4.
- *Direct observation.* The team had the opportunity to observe a meeting of Civil Society Organizations (CSOs) and Judge Joelle Fawaz in Lebanon (ILO Office), where the CSOs informed the judge of the situation of MDWs. This was a good example of sensitizing the judiciary, and demonstrated the process of consultations used by Fairway for networking among CSOs, and consolidating issues to be raised before the policymakers at the National Steering Committee in Lebanon.

Sampling Methodology: The evaluators used a purposeful, non-random sampling methodology to select the interviewees. The details of the number of stakeholders engaged is given in Table 2.

Table 2: Stakeholder Category and Number of Stakeholders Interviewed

A total of 98 persons were interviewed, through a total of 57 meetings and 7 FGDs with 41 individuals. A

Stakeholder Category/ Countries	Lebanon	Jordan	Kuwait	Bahrain	Geneva/ Others	Total
Govt officers - labour department, public notaries	4	5	4	1		14
ILO ROAS, Geneva and others	14	2	2		3	21
ILO consultants	4	1			1	6
Swiss Agency for Development and Cooperation (SDC)		2				2
Workers' Trade Unions and Associations	10	6	8			24
Employers' Association			1	1		2
Individual Employers of Domestic Workers		5				5
CSOs		1	4			5
News Agencies and Media		11			1	12
Trainees and Fellowship Beneficiaries		1				1
Youth Advocates		4	1			5
Others					1	1
Total	32	38	20	2	6	98

translator was provided by the ILO for all the discussions where one of the two evaluators would need translation from Arabic, which ensured full understanding of the interviews held.

Data Analysis: The team used qualitative data analysis methods, to triangulate, and synthesize the raw data gathered during the data collection phase. The data was analysed by Outcomes, categories of constituents, and countries of work to arrive at an overall assessment on the evaluation criteria and specific questions of the evaluation.

Limitations

The evaluators made an effort to cover all categories of constituents and partners of the Fairway project in each country. However, the time available for the study did not allow for some interviews. It was not possible to visit Bahrain during the field visit, although the team did talk to one representative of the Bahraini Chamber of Commerce and Industry (BCCI) and a PAC member from Bahrain. Other key contacts the team was unable to meet due to the stakeholders not being available during the study period include the General Federation of Bahraini Trade Unions (GFBTU), the Kuwait Trade Union Federation (KTUF), the Kuwait News Agency (KUNA), the Youth Network in Lebanon, any representative of construction companies, migrant workers in Jordan.³ Similarly, because of time limitations, the evaluators could not meet the Technical Specialist of the Strategic Compliance Programme (LABADMIN/OSH, ILO, Geneva), a programme to which Fairway has provided support in Jordan. Despite these limitations, the coverage of stakeholders has been representative of each category of ILO constituents and partners in the countries of operation. The reliability of the evaluation findings is predicated on the integrity of information provided to the evaluators from the documents and interviews, which the evaluators have triangulated through further interviews, and follow up emails.

4. Findings

4.1 Relevance and Strategic Fit

Main findings:

- *The Project's three interrelated outcomes areas strategically address the needs of the targeted tripartite constituents and specifically: a) Critical needs of MWs; b) Shortcomings of tripartism in the region by adopting a dual approach involving both TUs and CSOs; c) Technical and legislative gaps of the labour-related government institutions.*
- *Strategies aiming at building associations of migrant workers in the two focus sectors need differentiation. While TUs are non-existent or not formally recognised in the domestic sector, workers' constituents do exist in the construction sector. Separating the outcome areas and tailoring the intervention accordingly would be advisable for the Project phase 2.*
- *The Project is highly relevant to international development priorities as Decent Work and fair migration feature strongly in the Declaration on the 2030 Agenda. Going forward, Phase 2 of the project will also be relevant to implementation of the Global Compact for safe, orderly and regular migration, adopted by the UN General Assembly in December 2018.*
- *Fairway has focussed on influencing policy, using ILO's convening power to work with CSOs, defining clear roles for them as implementing partners and collaborators for advocacy.*

4.1.1. Response to Needs of Beneficiaries and Constituents

1. To what degree did the Project respond to the different needs of migrants, trade unions and government entities (noting that protection of migrant workers is not always a high priority for governments)?

³ The evaluator could have a brief conversation with two Bangladeshi workers visiting the MOL in Jordan; these, however, offered very limited perspectives.

Migrant Workers' Needs

The PRODOC highlights that the limited rights and multiple disadvantages faced by migrant domestic workers (MDWs) in both the GCC and Mashreq sub-regions are an ever-growing concern. Fairway focuses on migrant workers in construction and domestic work, who are mostly low-skilled and prone to a variety of decent work deficits and abuse at destination and in the recruitment and migration process that precedes it. The labour migration in the Arab region is of a highly gendered nature, with mostly migrant men working in construction, and mostly migrant women working in services and domestic work.

In this highly restrictive environment for migrant workers, the Fairway project works towards fair migration and decent work of low-skilled migrant workers in selected Middle Eastern countries, and is highly relevant as it addresses some of the critical needs of migrant domestic and construction workers. Outcome 1 focusses on advocacy for policy change for the benefit of the project beneficiaries, i.e. MWs. Activities related to Outcome 2 aim at providing technical support to institutions dealing with MWs promoting, amongst other things, access to justice for MWs, and supporting MWs voice-building through both Trade Unions (TUs). Activities under Outcome 3 promote awareness of MWs employers through campaigns and the media. Activities under these interrelated outcome areas are designed to comprehensively address MWs needs.

It is important to note, however, that while in the domestic sector workers constituents are non-existent (or not formally recognised, e.g. DWU in Lebanon), TUs exist in the construction sector in all the four countries. Therefore, while new TUs structures (or a more effective role for the informal existing workers unions/associations) are needed for MDWs, the intervention in the construction sector should focus on reforming the internal bylaws of the existing unions so as to be more inclusive of migrant workers. In the light of the above, the intervention should be tailored accordingly in Phase 2 of the Fairway Project.⁴

Trade Unions' Needs

Bahrain, Jordan, Kuwait, and Lebanon allow TUs, but in practice that does not necessarily mean migrant workers can gain genuine representation or participation (including the right to vote), nor can workers set up new trade unions due to legal restrictions. Also, TUs capacity to effectively support workers is often constrained, unions may lack independence, and their scope to impact public policies is limited at best. TUs engagement in Bahrain presented significant hurdles due to regular government crackdowns on independent union activities, which affected the ILO's ability to operate in a tripartite manner. While in some situations, such as in the garment sector in Jordan, migrants have the right to join TUs, they cannot compete for leadership positions or have the right to vote. Domestic workers are isolated in private households, hence cannot join unions even if the law of a country permits union membership. This results, *inter alia*, from unfavourable legal environments as they do not have the freedom to associate and bargain collectively. Migrants need better knowledge of their rights and improved access to support services (supplied by government agencies, labour attachés, CSOs, and TUs, should they offer any).

Recognising the shortcomings of the tripartite dialogue in the region and the limited capacity of TUs to support MWs, the Fairway project has adopted a dual approach that supports grassroots models of organizing domestic workers, as well as sensitizing unions on the importance of hearing the voices of migrant workers. Further discussion around the dual approach and its achievements and challenges is provided in Section 4.3.2.

⁴ This is reflected in Recommendation 3 where further analysis is also provided.

Governments' Needs

The prime entry point for the project to work with national governments is ministries of labour or 'manpower' authorities in the target countries, all of whom have been engaged to varying degrees by ILO-ROAS in addressing labour issues. Regional dialogue amongst governments under the umbrella of the Abu Dhabi Dialogue offer further opportunities for engagement and (inter)regional dialogue. The UAE and the Philippines governments agreed to implement a large-scale government-to-government recruitment pilot through the Abu Dhabi Dialogue, following strategic input by ROAS and Fairway to the UAE Ministry of Labour on the design of the pilot.

The ILO Committee of Experts on the Application of Conventions and Recommendations (CEACR) has noted that the *Kafala* system may be conducive to the exaction of forced labour and has requested that the governments concerned protect migrant workers from abusive practices. A number of governments have since made overtures towards reviewing their sponsorship systems and treatment of migrant workers, with some concrete policy and regulatory reforms made in Bahrain and UAE. However, evidence of implementation is lacking, particularly in relation to the reforms in UAE. In other countries, there has been limited progress in reforming the *Kafala* system.

Among other policy issues are weak labour inspection, low number of labour inspectors, difficulty in regulating private spaces (work spaces of domestic workers) and MDWs being excluded from the labour law in some of these countries (e.g. Lebanon) or being included through derogatory, *ad hoc*, legislation.

The relevance to the ILO constituents, as described above, translates into the needs being prioritised by ILO's Decent Work Country Programmes (DWCPs). The DWCP provides a key entry point for Fairway's engagement with the countries concerned, especially in Kuwait, where the project is embedded in the DWCP document. In Lebanon and Jordan too, the DWCP priorities include improved labour governance in accordance with International Labour Standards, and Decent Work conditions for all. Further details are provided in Annexure 5.

Finally, Fairway is highly relevant for the donor, as it contributes to SDC's new strategy for global programmes, which prioritises Decent Work, and wherein the priority areas include improved policy frameworks, institution building for governments, trade unions and CSOs, and linkages between countries of origin and destination to promote fair migration.

Overall, through its comprehensive approach on labour migration, Fairway certainly constitutes an added value to the ILO's Fair Migration Agenda endorsed by the by ILO's tripartite constituents at the International Labour Conference of 2014 as well as by the Abu Dhabi Dialogue in 2014.

4.1.2. Relevance of Fairway to Sustainable Development Goals (SDGs)

2. To what extent are the Project activities linked to the global commitments of the ILO including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs)?
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The Fairway project has high relevance to international development priorities. Decent work and migration feature strongly in the Declaration on the 2030 Agenda,⁵ adopted by the UN General Assembly in September 2015. The ILO promoted the inclusion of full and productive employment and decent work for all in the proposed Sustainable Development Goals (SDGs) of the post-2015 UN development agenda (SDG 8), wherein the Heads of State and Government resolved "to create conditions for sustainable, inclusive and sustained economic growth,

⁵ SDC Migration Network – Global Meeting on Migration and Development - Migration and Development in the 2030 Agenda: From Global Commitment to Collective Action - Discussion Note on Decent Work and Migration.

shared prosperity and decent work for all, taking into account different levels of national development and capacities”.⁶

Fairway contributes to the migration-related targets of SDG 8, in particular SDG target 8.8., which aims to: “Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment”. The Fairway project also contributes to SDG target 10.7, to “Facilitate orderly, safe, regular and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies.”

Fairway’s contributions form a part of ILO’s contribution to these goals, as ILO is the custodian agency for further developing the methodology for two indicators of SDG target 8.8 - concerning occupational safety and health, and freedom of association and collective bargaining - both to be disaggregated by sex and migrant status, and ILO and the World Bank are custodian agencies for developing the methodology for the indicator on the cost of recruitment of SDG target 10.7.

Within ILO, from the biennium 2016–17, labour migration is covered by a specific policy outcome, namely Outcome 9 titled “Fair and effective international labour migration and mobility”. With its Outcome 1, Fairway also contributes to ILO’s commitment to create social dialogue on labour migration: “As labour migration is a cross-border phenomenon, the strengthening of national, sub-regional and regional social dialogue mechanisms, processes and institutions on labour migration must be a key feature of ILO’s work, and requires close cooperation with UN Regional Economic Commissions and Regional Economic Communities (RECs).”

Further, the Fairway project contributes to other targets that 2030 agenda calls for: the rule of law (SDG target 16.3), accountable institutions (SDG target 16.6) and enhancing policy coherence for sustainable development” (SDG target 17.14)⁷. Going forward, Phase 2 of the Project will also be relevant to implementation of the Global Compact for safe, orderly and regular migration, adopted by the UN General Assembly in December 2018.

4.1.3. Positioning of Fairway vis-à-vis Civil Society Organizations

3. To what extent is the positioning of Fairway adequate and complementary vis-à-vis civil society organizations who are actively engaged on labour migration in the region, and what can be possible lessons learned from that positioning?

Fairway has worked with CSOs, making partnerships for sourcing skills and expertise in research (e.g. KSHR). Towards building the voice of workers, Fairway has been very successful in bringing together CSOs and TUs in Kuwait (e.g. Sandigan CSO which transformed into a workers’ association, and International Domestic Workers Federation (IDWF)), and Bahrain- (GFBTU and CSOs) under the umbrella of the My Fair Home (MFH) Campaign.

In promoting youth networks, Fairway worked with CSO ‘Fe-male,’ as a mentor for the network in Lebanon. Although the youth network in Jordan was directly supervised by ILO through a consultant, this was to compare two different models, and in the next iteration an CSO ‘Tamkeen’ was requested to mentor the youth network. In relation to work with CSOs in the MFH campaigns, efforts of different organisations were well coordinated as clear roles were assigned to implementing partners (Lebanon and Bahrain) and consultants (Jordan) and overlap was avoided. Thus, Fairway has focussed on influencing policy, using ILO’s convening power to work with CSOs as implementing partners or for coordinating to advance advocacy agendas.

⁶ UN, 2015, 2030 Agenda for Sustainable Development, para 3.

⁷ <https://www.ilo.org/global/topics/dw4sd/themes/s-dialogue-tripartism/lang--en/index.htm>

Although there is a recognised need for ILO to continue to work with CSOs in the region, the ILO lacks a consistent strategy on *how* to engage with both TUs and CSOs and *how* to bring them closer in order to encourage a coordinated synergy, especially in Lebanon and Jordan where there is competition among ‘tripartite plus’ partners. The Fairway has only worked with CSOs in the context of advocacy, and in the framework of behavioural change related activities. Yet, competition among ‘tripartite plus’ partners hampers the capacity of a Technical Cooperation Project such as Fairway to address the shortcomings of tripartism in the region. The attention to this issue lies beyond the scope of individual Technical Cooperation projects and has been highlighted in other ILO ROAS evaluations (ILO, 2015).⁸ This issue is further analysed in Section 4.3.2. of the report.

4.2. Validity of Design

Main findings:

- *Overall, the TOC is well articulated and assumptions have proven largely true. However, governments and workers' organisations may participate in the ILO project, but not change policies or structures significantly. Employers' organisations may be reticent to participate.*
- *The project design is coherent, with logical correlations between the objectives, outcomes and outputs.*
- *The Fairway team has made very good use of the recommendations of the MTE, especially in making changes in the M&E system, Policy Advisory Committee (PAC) modalities, and upgrading the communication strategy of the project.*

4.2.1 Validity of the Theory of Change

4. Did the theory of change on which the Project was developed remain valid through the Project duration?

The overall development objective of the Fairway project is improved protection and Decent Work outcomes for migrant workers in selected countries in the Middle East. Beneficiaries include female and male migrant workers in the project’s countries. To ensure the protection of migrants, the Fairway project addresses three primary needs: changes in legislation, thorough implementation of legislation and regulations, and change in societal attitudes which are critical determinants of employer behaviour. The TOC of the Fairway project is depicted in Annexure 6. The validity of the TOC can be assessed based on two interrelated factors: whether the results expected have been achieved, and whether the assumptions have proved valid. The detailed assessment of effectiveness is provided later in Section 4.3. Annexure 6, Section 6.2. provides an assessment of the validity of each assumption based on the experiences gleaned from stakeholders during the evaluation. Although many of the 14 assumptions of the project have proven largely true, certain nuances merit discussion.

The first Outcome 1, related to policy impact, espouses that if good research is produced, disseminated well, and followed by policy dialogue, this will be taken up by policy makers for eventual policy reform. This modality was followed by Fairway to deliver the knowledge products produced, and disseminate at an international, regional and national levels. Preliminary indications show that knowledge dissemination and generating discussions does lead to uptake of the knowledge and experience shared.⁹ However, these examples of uptake were ad hoc rather than systemic. In the countries where Fairway operates, while there is sustained interest and collaboration by

⁸ ILO, 2015. Strengthening of Workers’ Organizations in the Arab Countries through Economic, Social and Legal Literacy - Final Evaluation. Geneva/ Beirut: ILO. Evaluation Summary: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_379020.pdf

⁹ For instance, the use of a Fairway White Paper on internal labour market mobility by the Philippines delegation during GCM negotiations.

stakeholders, the willingness to make changes is limited. Sustained interest by the government has not translated in substantial policy change due to political economy factors, and the Gulf diplomatic “crisis” has affected work in some countries, e.g. UAE. However, some changes have occurred, such as the introduction of a domestic workers’ law in the UAE, the handover of the domestic workers’ portfolio from the MOI to PAM in Kuwait that are likely to have been indirectly influenced by Fairway advocacy.

Outcome 2 seeks to influence operational mechanisms and modalities of two key constituents: the government, and workers’ organisations. For the government, FAIRWAY focusses on assessment of labour inspection systems, followed by needs-based training that is supported by appropriate tools. If the training and tools are used, institutional mechanisms would improve and permit fairer labour inspections. Accordingly, Fairway has worked on the track of labour inspections, but has also worked on improvement of contract registration and complaint resolution systems. Preliminary reports show that the work on operational mechanisms also engages the participants in discussions and challenges mind-sets as well as improves the ways of working, increasing effectiveness of the project.¹⁰

As per engagement with TUs and workers’ associations, relations with specific workers’ organisations remained strained due to unfulfilled expectations on the part of both the organisations and the ILO.¹¹ Further, while tripartite partners showed a willingness to participate, ILO/ Fairway has not always found among them, an adequate response to the efforts to change policies, structures and procedures to allow more participation of migrant workers.

With respect to engagement with labour-related institutions, Fairway has engaged with the Ministries of Labour in the project countries, also focussing on the respective inspection systems. The numbers of labour inspectors assigned for domestic work are very low in Bahrain, Jordan and Lebanon. Further, as long as the instruction to labour inspectors is to check work permits, ILO trainings on reviewing Occupational Safety and Health (OSH) conditions are reported to remain a matter of low priority during inspections. Among workers’ organisations too, it has not been possible to increase the participation of MWs within the unions by obtaining rights to vote, the lack of freedom of association more generally has made it difficult to integrate migrant workers and raise their voice even within workers’ organisations.

Outcome 3 seeks to bring change in social norms and attitudes through media, direct reach to employers, and reaching employers through youth networks. The ToC implied is that changes in social norms would accordingly alter the behaviour of employers. For changing social norms towards migrants, it is critical to change the language used by the media. Existing literature highlights that the language used influences not only attitudes, but policies and services to which migrants have access (Dito 2007).—This TOC is used by other CSOs too, who hold panel discussions in order to change social perceptions.

With regard to the interviews conducted to assess assumptions relating to Outcome 3, the news agencies and journalists trained by Fairway in Jordan reported no barriers in reporting. However, fair reporting on labour migration issues in the GCC still appears to be challenging as noticed by some stakeholders and expressed in the

¹⁰ This finding is based on Fairway project reports on the activities. For instance: The report on Public Notary Pilot Presentation- Exploring the Role of Public Notaries in Ensuring a Rights-Based Employment between Employers and Migrant Domestic Workers.

¹¹ For further discussion on this issue, see Section 4.7.1., where context specific findings are detailed.

Freedom House's Reports.¹² ILO/ Fairway has been cautious and has opted to use and promote use of positive language and news as an entry strategy for promoting a positive attitude migrants.

An assumption that was not fully validated was that employers are receptive to change. Employers, whether individuals (for domestic workers) or corporate (for construction companies) have been mobilised for discussions with great effort by the project. The feedback from the pre and post training tests in Lebanon and Kuwait showed positive response to the outreach from the short inputs provided by the Project. However, significant changes in employers' perspectives on MWs need time and investments which may be beyond the possibility of a single TC project. In order to address this long-term need, FAIRWAY has been working on an Employer Outreach Toolkit for CSOs so that the pool of organizations conducting outreach is widened, and informed by experience from the ILO's pilots.

Thus, a nuanced picture emerges with regard to the TOC. Although the theory remains largely valid, experience on the project shows that some assumptions may be too simplistic. Governments may participate in the ILO project, but not change policies or structures significantly. Trade unions may offer services to migrant workers, but not allow them equal rights within the organization. This points to the need for specific indicators for assessing the changes within the government departments and unions, so that these may be built in as assumptions in further iterations of the Project and its TOC.

4.2.2 Programme Design

5. Assess if the programme design (including its regional approach, the partners and beneficiaries involved, the objectives and outputs outlined, etc.) is appropriate for achieving its intended development objective?
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Regional Approach: The Fairway project is regional in scope, with priority focus on Lebanon, Jordan, Bahrain and Kuwait. Through following a regional approach, Fairway aimed to promote policy reform through exchange between countries of destination. As a secondary objective, it also aimed to promote policy reform through exchange with countries of origin. Taking the (inter)regional approach has enabled Fairway to link with the regional as well as global experience on fair migration. In the region, Fairway has supported initiatives to share promising practices in *Kafala* reform from the Gulf countries, to stimulate policy dialogue in Jordan and Lebanon.

Partners: In addition to ILO's tripartite constituents, Fairway has engaged with a wide range of partners, which has augmented its outreach. Of notable importance has been the ability of the team to identify the right partners and key individuals who can make a significant impact, such as state-owned news agencies, to accept discussions on the migration glossary and expose their journalists to ILO's concerns and accurate and rights-based terminology. The Project has also brought international expertise to the project, for capacity building and institution building, such as IDWF. The partner base of Fairway has been strong and varied, to be able to provide high quality inputs to stakeholders and beneficiaries.

Beneficiaries: The project has targeted domestic workers and construction workers as the primary beneficiaries, who are the most numerous among women and male migrants, respectively, and among the most vulnerable in the Middle East region. The project targeted employers. Direct approach was strategized through institutions such as Chambers of Commerce and Industry in Kuwait and Bahrain. It also targeted intermediate beneficiaries, such as youth, to influence domestic workers' individual employers through campaigns, and also to prepare the youth as the 'future generation of employers. This benefitted the youth by encouraging them to network.

¹² See Freedom house reports: <https://freedomhouse.org/report/freedom-world/2019/kuwait>; <https://freedomhouse.org/report/freedom-world/2019/bahrain>; <https://freedomhouse.org/report/freedom-world/2019/lebanon>; <https://freedomhouse.org/report/freedom-world/2019/jordan>.

Another category of beneficiaries were young journalists and media professionals who attended Fairway trainings/ fellowships that increased their capacity to represent issues of migrant workers in the media, with use of language that depicts migrant workers more fairly.

The objectives are well defined, the specific outputs and their indicators have been revised from time to time, as elaborated in the Project Monitoring Framework (PMF). A table depicting achievements against indicators, including the PMF's evolution as prepared by the project team during the evaluation, updated with the evaluators' assessment, is given in Annexure 7. Some outputs, especially those relating to the pilots with Office of Public Notary in Lebanon, and the Domestic Workers Department (DWD) of the Ministry of Labour (MOL) in Jordan, are initiatives for which the Project found an entry, and used the opportunity to mainstream these changes. Similarly, the Project made good use of the National Steering Committee (NSC), where the ILO is invited as an observer, as a forum to garner CSO support for influencing policy. These are not included in the PMFs, and could be added in the next phase, as these initiatives need continuation and completion of the mainstreaming process.

There is generally a coherent and logical correlation between objectives, outcomes and outputs, as discussed in detail in Section 4.2.

4.2.3. Use of Mid Term Evaluation Recommendations

6. How did the Project use the mid-term evaluation recommendations to orient and improve project's implementation?

The Fairway team has made good use of the key recommendations of the Mid-Term Evaluation (MTE).

1. **The team has undertaken a results analysis of the key activities implemented**, developed pre/post-tests for trainings participants, conducted surveys for training participants and Fellowship participants. FGDs were held with the staff of Jordan's DWD and an evaluation is planned for FENASOL's DWU beneficiaries and activities under the Implementation Agreement with the GFBTU. Ongoing monitoring of activities includes the case tracking of inspections under the Strategic Compliance Programme in Jordan.
2. **The team has significantly improved the Performance Measurement Framework**, with support from the Regional M&E Officer in ROAS, by more precisely defining the existing indicators and providing narrative accounts of meetings held to discuss consultative materials. Indicators on policy change could not be developed due to the volatile policy environment and political sensitivity of the migration issue. The Final Independent Evaluation team, however, believes that there is a possibility to develop interim indicators which a project could identify and pursue even within short time spans that projects have. This is further discussed in Section 4.3.4.
3. **The team has significantly upgraded the communication** by better targeting different audiences, and has employed more effective strategies to reach policy makers. The team translated and developed material tailored for the national level. It also shared key recommendations and publications with the ILO staff working on the Global Compact on Migration discussions, sharing with projects in countries of origin, so that pressure for policy change can also come bilaterally.
4. **The Fairway team defined clear priorities for the remaining time of implementation and built on opportunities.** The Fairway strategies for all project countries were enumerated in bi-annual Country Profiles. They prioritised policy reform in Jordan and Kuwait while focussing on activities with youth and employers of domestic workers in Lebanon and Jordan.
5. **In response to the suggestion to engage more intensively with trade unions and employers**, the Fairway team engaged with FENASOL and DWU in Lebanon, and have reportedly had positive responses from GFBTU. Collaboration with the GFJTU was encouraged in a multi-stakeholders'

consultation in December 2017, and in a panel discussion on DW’s day in June 2018 but further activities did not eventuate. In Kuwait, the team could not consistently engage with the Kuwait Trade Union Federation (KTUF) because of the frequent handover in leadership that limited effectiveness of the project efforts. The evaluation team considers that the issue of engagement with TUs needs further analysis, which is presented in Section 4.3.2.

6. **On the issue of intensification of engagement with the PAC, Fairway has done extremely well**, on the one hand, ensuring that fewer topics are brought for discussion, to keep the discussions focused, and on the other, by making concrete use of PAC suggestions. For instance, in response to PAC’s suggestion to produce more policy briefs, Fairway developed the Wage Brief, with the engagement and contribution of the Wage Specialist from ILO headquarters (HQ), and the Senior Employment Policy Specialist and Senior Migration Specialist from ROAS. In order to include a representative of domestic workers, an invitation was extended to IDWF for participating in the PAC. The Final Independent Evaluation has addressed the issue of PAC as part of its TOR question 2, and further analysis is provided in Section 4.3.1.
7. **With regard to the recommendation to reconsider working in UAE**, direct engagement of Fairway in the country had to be stopped due to reasons beyond the control of Fairway project.
8. **PAC discussions:** The MTE suggested that fewer topics be taken up for in-depth discussions, which has reportedly improved the focus and effectiveness of the PAC discussions and advice.

Further details of actions taken on each MTE recommendation are provided in Annexure 8. In view of all the actions taken as described above, the Fairway team has made very good use of the recommendations of the MTE.

4.3. Effectiveness

7. To what degree did the project achieve the outcomes as set out in the theory of change?
7.1. Did the evidence-based policy papers and briefs reach policymakers and did they contribute to any changes in policymakers’ perspectives/ behaviour?
7.2. Did the engagement with trade unions – and bringing them closer to migrant workers and civil society – change their interest and technical ability to support migrant workers and improve their operational modalities?
7.3. Did the advocacy, training and information awareness with media, youth and civil society organizations contribute to awareness, attitude and behavioural change?
9. What are the concrete results against the planned results under each of those outcomes?

The Fairway Project has achieved most of the (revised) targets that were set, as depicted in Annexure 7. This section analyses the key results that are relevant for the detailed questions asked in Question 7 and 9 of the TOR.

4.3.1 Outcome 1: Policy Change Informed by Evidence-based Knowledge

Main findings:

- *The Policy Advisory Committee (PAC) has met regularly and has had very useful discussions that inform Fairway and senior management of the ILO. However, the uptake of these discussions is primarily by Fairway despite its original aim of acting as a think tank for the ILO ROAS.*

- *Dissemination of knowledge materials has reached key stakeholders and some key evidence-based research has been directly referenced during high-level conferences and consultations.*
- *Overall, Fairway advocacy would have contributed to some policy and structural changes, such as the transfer of DW portfolio from MOI to PAM. Yet, Outcome 1 indicators have proven to be overambitious for the project time-frame. However, Fairway advocacy has contributed to build the ground towards major policy change providing technical support, engaging and involving relevant stakeholders and key change agents, assessing legislative gaps and providing factual advice and suggestions to governments for structural reform. In Phase 2, Fairway's contribution towards broader reform through Fairway advocacy might be better measured by identifying and designing interim indicators.*

introduction of a domestic workers' law in the UAE, the handover of the domestic workers' portfolio from the Ministry of Interior to the Public Authority of Manpower in Kuwait that are likely to have been indirectly influenced by Fairway advocacy.

Use of the Policy Advisory Committee (PAC)

The Policy Advisory Committees (PAC) meetings have been held regularly, taking up discussions on topics of relevance to Fairway and ROAS. By virtue of the fact that Fairway works as the Secretariat of PAC, proposes the agenda for the PAC discussions, and prepares the meetings summaries, the uptake of these discussions is primarily by Fairway. The uptake of the PAC discussions by other migration projects in ROAS offices, is, however, limited. These include the (inter-regional) Work in Freedom project (WIF) implemented in Lebanon and Jordan, the Integrated Programme on Fair Recruitment (FAIR), and the Better Work project in Jordan. Due to lack of awareness about PAC in other projects and country offices there is a lack of their participation in setting the agenda for PAC and attending the meetings, and limited awareness of PAC discussions. This limits the impact of the PAC to the Fairway project, as against its original aim of acting as a think tank for the ILO ROAS. It is also worth mentioning that inclusion of DWT specialists in the PAC meetings, might add value to discussions, as also ensure better uptake across ROAS projects. The discussions with PAC members and senior management of ROAS highlighted that some members are not able to attend regularly, while others may feel that they do not derive good value from their membership. Given these factors, some rotation or renewal of PAC members may be needed, and DWT members may be included in phase 2.¹³

Policy outcomes from Use of Fairway Produced Research and Policy Papers

Production and dissemination: Fairway has produced 14 regional and national publications. These include papers, reports and policy briefs (e.g. the white papers on recruitment of low-skilled MWs in the Asia-Arab States corridor, Employer-MW relationships in the Middle East, and others), published along with infographics/videos. Legislative fact sheets pertaining to MWs-related regulations in 8 Arab countries have also been prepared. Six of these publications are available in English and Arabic.¹⁴ These evidence-based knowledge materials are intended to influence policy change towards fair migration with the papers and policy briefs having been disseminated on the ILO website, as printed publications, and through conferences and workshops, to provide factual advice and suggestions for policy change. Fairway conducted tailored dissemination of knowledge products through dialogues among stakeholders to discuss these papers and briefs, intending to create ownership and the motivation to use the evidence.¹⁵ Examples of use of knowledge created include direct references by key

¹³ Pl see Recommendation 9 in Section 7 of the report. The PAC strategy is included as Emerging Good Practice 2 in Annexure 10.

¹⁴ Details of the publications and other products are available in Annexure 2.

¹⁵ This strategy is further elaborated in Good Practice 3 in Annexure 11.

stakeholders in regional and international consultations: the background paper to the Interregional Consultation on Labour Migration from Asia/Africa to the Middle East (October 2017) and the Philippines delegation statement at the negotiations for the Global Compact for Safe, Orderly and Regular Migration, where the *Kafala* white paper is extensively quoted and used to provide advice on steps forward to reform the *Kafala* system.

As a result of Fairway's engagement with the labour inspectorate in collaboration with ILO colleagues in LABADMIN/OSH and in ROAS (namely the OSH specialist who has conducted a gap assessment of the labour inspection system in Jordan and Bahrain, together with the Fairway CTA), Jordan is now considering a review of its policy whereby labour inspectors prioritize checking migrants' work permits (rather than their working conditions). Likely influenced by ILO advocacy (including FAIRWAY activities), Lebanon is currently considering possible models for part-time domestic work,¹⁶ and the UAE established the Tadbeer centres for recruitment and a domestic work law.

However, it is not possible to establish whether dissemination of policy papers and briefs in themselves have led or not to any change in policymakers' perspective/behaviour since no specific measurement tools (as a base- and end-line or a Knowledge Attitudes and Practices (KAP) survey, etc.) were developed to this end. However, changing policymakers' perspective/behaviours should be considered as part of a more general process aiming at influencing change in social norms at the societal level. This is well integrated in the design of the Fairway project, and is further discussed in Section 4.2. on Validity of Design.

Further, both policy change and behavioural change constitute long-term processes that can hardly be achieved during the short life of a project. As policy change is intertwined with political economy, it is rarely linear or predictable, with uptake of initiatives of ILO or its projects being variable according to change in leadership among ministers, senior government officials or trade union leaders. Given that policy change may be a distant goal, the FAIRWAY project has sought to create the foundation for change. Fairway has worked towards these by effectively targeting and involving key change agents that are committed and well-positioned to influence policy changes in government institutions. Fairway has effectively targeted such change agents, e.g. in the MOL in Lebanon, DWD Jordan, PAM Kuwait, among others. In the light of the above, and given that policy change requires focussed efforts, it will be useful to focus on the dissemination and use of knowledge materials and update or produce new research only when this fills important gaps.¹⁷

Overall, policy changes on topics, including *Kafala*, recruitment policies and access to justice, have been slow but small steps towards broader reform have been achieved through Fairway advocacy.¹⁸ In Kuwait, a study on recruitment practices has been developed and discussed with the Public Authority for Manpower (PAM) that has taken ownership of the publication.¹⁹ Following a half-day National Consultation on Fair Recruitment in Kuwait (April 2018), Fairway was able to discuss a more holistic assessment on Kuwait's policy and legislative framework

¹⁶ However, the ILO is aware that the part-time model selected by the government may be detrimental to the workers, by curbing freedom of movement and increasing surveillance.

¹⁷ Recommendation 1 makes a suggestion about the shift of focus and provides further analysis.

¹⁸ For instance, the UAE adopted the Domestic Workers Law which – and while not a direct result of Fairway activities – is likely to have been influenced by information on regional and international good practices with respect to domestic work legislation, which was provided to key contacts in the UAE Ministry of Human Resources and Emiratization (MOHRE) during a mission to Geneva (delivered by HQ colleagues), as well as engagement by Fairway via the ILO Regional Director during the June 2017 ILC. Further, a study of technological government-facilitated platforms for recruitment is underway with negotiations with the governments of Saudi Arabia, South Korea, and India, and the European Commission.

¹⁹ ILO, "توظيف العمل في الكويت تحليل الأوضاع والتوصيات" (Labour Recruitment in Kuwait. Contextual Analysis and Recommendations).

on recruitment. Similarly, in Jordan, Fairway reviewed and assessed the current context and legislative framework pertaining to domestic workers. The assessment was carried out in collaboration with ILO colleagues in ROAS and HQ,²⁰ that met with the Committee on Decent Work in the Jordanian Labour Ministry to guide them on the process of ratifying the Convention 189.

However, as per policy change addressed under Outcome 1, indicators have proven to be overambitious for the project set time-frame. While reform pertaining to recruitment policies (ind. 1.1), to the sponsorship system (ind. 1.2), and to the construction and the domestic work sectors (ind. 1.3 and 1.4) are under consideration in all the project countries and are likely to have been influenced by Fairway advocacy, policy change has not happened yet. As stated above, policy-change is a long-term process, made challenging in the volatile environment in which the project operates, and major policy change outcomes should be considered as overall goals of the ILO strategy in the region rather than project-related ones. Therefore, considering and designing more specific interim outcomes for the phase 2 could strengthen the capacity to measure the project contribution to broader achievements that are likely to take place in the longer term.

4.3.2 Outcome 2: Improved Institutional Mechanisms and Operational Modalities

Main findings:

- *Training and advice by ILO technical specialists have enabled the government to review and consider amending its policies and procedures. Examples include labour inspection systems in Bahrain and Jordan, and consideration of legislative reform of the kafala system in Jordan.*
- *Capacity building efforts have used a strategy that accords agency and ownership to the partners, ensuring mainstreaming of the institutional mechanisms. The examples include a pilot project with the Office of Public Notaries in Lebanon aiming at ensuring that notaries use a right-based approach during the contract registration process, and the complaints resolution system of the DWD, Jordan.*
- *Overall, the Project has constantly engaged with TUs to the extent possible and tried to stimulate opportunities to bring TUs and CSOs together. Some remarkable outcomes have been achieved, such as the foundation of the SKDWA and of the General Service Union in Bahrain (aiming at organizing MWs) which was established under the umbrella of the GFBTUs that received Fairway support.*
- *Deeply-rooted challenges are encountered in the Lebanese and Jordanian contexts due to competition and subsequent lack of coordination among TUs and CSOs. This has led to unintended impacts in terms of constraining the project capacity to continue consistent work initiated in Jordan with the GFJTU and the Arab Trade Union Confederation (ATUC).*

Government authorities capacitated for fair migration

Fairway has provided capacity building support to government institutions through trainings (covering 161 participants in Jordan and Kuwait) where gender sensitive tools were mainstreamed. Training has been imparted to key officials, such as labour inspectors, who are in contact with MWs and their issues on a day-to-day basis. Trainings have also been used to assess structural deficits and then convince the government to consider broader reform. In Bahrain, the OSH specialist in ROAS and the CTA conducted a gap assessment of the labour inspection systems, providing recommendations and offering ILO assistance in strengthening support to MWs in both the construction and the domestic work sectors.

²⁰ Draft currently being reviewed by ILO Geneva

Other key achievements in promoting more effective and efficient institutional mechanisms to the benefit of MDWs are: the improvement of the dispute resolution system in the DWD in the Jordanian MOL, and the pilot programme initiated with the Office of Public Notaries in Beirut, which aims at sensitizing public notaries to MDWs issues and finding practical solutions to engage in a dialogue with MDWs and MDWs' employers during the registration of the employment contract.²¹ In both cases, the initiatives aim at building partners' capacity and at ensuring ownership, so that these change agents can further advance the efforts towards fair migration and decent work.

Engagement with Trade Unions and CSOs: achievements and challenges²²

Capacity building of Trade Unions: In the first year of operation of the project, Fairway conducted trainings for 83 participants from trade unions in Bahrain (GFBTU), Lebanon (FENASOL and DWU) and Jordan (GFJTU), in strategies to organise migrant construction and domestic workers.

A dual approach: Recognizing that working through existing trade union structures may not be adequate to actually empower migrant domestic workers, Fairway, as well as other ILO projects, have adopted a dual approach supporting grassroots models that bring MDWs together to build their own capacity to organize (often through CSOs), as well as sensitizing unions on the importance of hearing the voices of migrant workers.

In Kuwait, Fairway pioneered (via partnership with the IDWF) the establishment of the first member-based association of MDWs in the Gulf: SKDWA. SKDWA is an organisation strongly rooted in the Filipino community, has a robust strategy and a clear work agenda and appears well positioned to extend its influence on other MDWs communities in different sectors in Kuwait.²³

In Bahrain, Fairway set up an implementation agreement with the General Federation of Bahraini Trade Unions (GFBTU), that has also collaborated with the civil society under the umbrella of the My Fair Home (MFH) campaign. In March 2017, Fairway and the GFBTU organized a roundtable where GFBTU affiliates and the civil society discussed a "Strategic Policy and Planning for Migrant Workers" in Bahrain, and drafted an action plan for the federation that comprised short- and long-term initiatives in support of MDWs and construction workers (CWs). Although evaluators could not meet any representative of the GFBTU either directly or by Skype/phone call, the GFBTU has reportedly established a TU of service workers aiming at unionizing MDWs and has integrated the latter into its regular activities such as legal support, outreach, and public events.

In Lebanon, in order to support MDWs through TUs, Fairway's activities have been focused on empowering MDWs through the DWU (under the auspices of the FENASOL union). In 2017, Fairway and WIF jointly organized a one-day training for 39 members of the DWU to assist the union to develop a solid, strategic and feasible plan, and to guide Fairway contribution (activity jointly implemented with the ILO's WIF project). Following the workshop, Fairway has supported the DWU to build a communication strategy and extend membership. In 2018, it supported the establishment of language classes (in English and then Arabic) for MDWs members of the DWU and launched a pilot programme for the establishment of a legal clinic through FENASOL. In the attempt to bring TUs closer to the civil society, Fairway has also supported FENASOL's collaboration with CSOs on access to justice through joint consultations held in October 2018. However, FENASOL appears reluctant to set up a common

²¹ The details are provided in Annexure 11 on Good Practices and Lessons Learned.

²² This sub-section specifically answers to the ToR question 7.2: "Did the engagement with trade unions – and bringing them closer to migrant workers and civil society – change their interest and technical ability to support migrant workers and improve their operational modalities?"

²³ A more detailed analysis of this Fairway achievement is provided as Emerging Good Practice 1 in Annexure 11 where the establishment of the SKDWA is framed as a good practice.

agenda with CSOs. Moreover, vis-à-vis CSOs such as KAFA or Amel for instance, the union has a different vision on how to advocate for the recognition of MDWs as workers. While the union advocates for the reform of the Labour Code that currently excludes DWs at its article 7, these CSOs advocate for the establishment of a special law for DWs and coordination appears difficult on the matter. Given these differences, there is an evident need to build the ground for a coordinated strategy among ‘tripartite plus’ partners on core issues affecting MWS condition in the labour market. Therefore, building the foundation of a lasting cooperation among ‘tripartite plus’ partners needs more than a one-off meeting that Fairway could facilitate. It is also worth noting that the lawyer from FENASOL and the DWU – whose contract ended in November 2018 – did not participate at the roundtable with CSOs and Judge Fawaz in January 2019, where practical ways to provide access to justice to MDWs were discussed.²⁴ Both FENASOL and the DWU could have provided inputs and made good use of the discussion arising on that occasion in the light of the legal clinic pilot programme. As per the latter, the launching of the legal clinic at FENASOL is, indeed, an important step forward in providing support to MDWs through trade unions in Lebanon. It responds to a critical need for MDWs to be provided with legal support as they are very often promptly deported as soon as they file a case against their employers, who immediately charge them with “absconding” in most of the cases.²⁵ So far, the lawyer employed by the Fairway project has provided support to about 40 MDWs, and has provided trainings to DWU and FENASOL members and to lawyers and graduates in law. However, the pilot that started in June 2018 and lasted 5 months has been suspended in November (end of the lawyer contract) and FENASOL does not have the capacity to continue supporting the workers on the pending court cases. Although there was a formal handover from the lawyer of the pilot project to the lawyer from FENASOL, who was to deal with the cases, there were constraints of time and/or capacity, and a long-term plan has not yet been formulated, till the time of the current evaluation. As cases can last more than 2 or 3 years, the lack of continuity of the pilot programme hampered the effectiveness of the initiative. A related lesson learned can be found at Annexure 11.

In Jordan, the Fairway project engaged steadily with the GFJTU and the ATUC (regional federation based in Jordan). At earlier stages, the project has closely engaged both the TUs to explore opportunities to support and empower the newly established National Committee for Migrant Workers and Refugees (NCMWRs), under the umbrella of the GJFTU, where the ILO, through Fairway, is supposed to be represented. Fairway assisted the GFJTU’s executive committee to draft a ‘vision’ document which includes a principle to treat all migrant workers as equals to nationals, and also agreed to assure migrant workers key roles in the executive committee of the federation. However, the NCMWR is reported to be “largely inactive”.²⁶ In December 2017, the Fairway project organized a workshop in Amman aiming at bringing together TUs and CSOs and discuss, inter alia, ways forward to ensure support to MWs and share good practices pertaining to the setting up of a Migrant Resource Centre (MRC).²⁷ Following this meeting, coordination with the GJFTU and the ATUC reached an impasse.²⁸

²⁴ The evaluators were invited to this discussion, held on January 18, 2019, as observers. Reportedly, the legal consultant from FENASOL-DWU did attend to the previous technical meetings for lawyers. However, it is unfortunate that she could not attend to a national round-table involving a key stakeholder as the judge Fawaz, advisor to the Ministry of Justice.

²⁵ For a detailed analysis of how employers ‘throw off’ of their employees when a case is filed against them see for instance: Najjar & Saghiyeh (2018), “Lebanese Domestic Workers: Deportation Without Compensation”, <http://legal-agenda.com/en/article.php?id=4255>.

²⁶ Source: PMFs of August 2018, November 2018 and January 2019.

²⁷ Good practices were shared based on the Fairway publication: “[A mapping of migrant resource centres in the Arab States](#)”.

²⁸ According to the Technical Progress Report (TPR) 21.11.2018: “Despite early success in getting the GFJTU to consider including empowering migrant workers as technical staff under the umbrella of the ‘National Committee for Migrant Workers and Refugees’, and a joint consultation with civil society, in which both union officials (and the CSOs) indicated

As per the NCMWRs, however, the evaluation findings indicate that the outlined considerations have to be nuanced. The team has found that the NCMWRs has been integrated through at least one of their representatives in a pilot programme aiming at providing legal support to MWs through GFJTU and ATUC. The evaluators could examine evidence of the pilot programme successes, and of the involvement of the NCMWRs within the pilot. So far, the TUs have received 114 requests from MWs demanding various kinds of legal support and the pilot has dealt with 33 cases (24 women, 3 men and 6 children). 16 cases have been solved by the ATUC in collaboration with the NCMWRs members mobilised through the GFJTU. The GFJTU and ATUC representatives perceived a lack of interest on the part of Fairway to engage with them, and believed this due to a preference of the ILO projects to engage with CSOs in Jordan. Although Fairway has not at all engaged with CSOs in Jordan during the first phase of implementation, GFJTU and ATUC's perception of the ILO approach in the country has had a concrete unintended negative outcome on project capacity to pursue consistent work initiated with both the unions. In fact, the evaluation team was informed that despite being solicited by the Fairway project team on numerous occasions, the GFJTUs and the ATUC only responded intermittently and no further collaboration was requested by the unions.

These experiences in Jordan may carry important lessons for the ILO ROAS and ILO HQ too. Although Fairway has not engaged with CSOs in Jordan, it would appear that the tense relations among TUs and CSOs at the ground level are hampering the project capacity to continue collaboration with TUs. Another possibility is that TUs are not yet ready to engage with the ILO around issues of MWs, for technical support or financial support for pilots. The evaluators believe that these complex issues should be addressed at the management level since time-bound projects can hardly solve these systemic challenges. Consequent actions might be considered to minimize impact of deeply-rooted TUs and CSOs issues on the projects' implementation. In fact, in the absence of a consistent and coherent strategy on *how* to engage with both TUs and CSOs (and *how* to bring them closer), projects' implementation might be constrained. Moreover, the further deepening of the existing challenges, might be detrimental not only to the ultimate beneficiaries, but also to ILO's positioning vis-à-vis TUs on the mid- and long-term.

4.3.3. Outcome 3: Diminished Discriminatory and Abusive Attitudes and Actions

Main Findings:

- *Production of a Migration Glossary (MG) has been a key achievement, and Fairway has introduced this product to media agencies in Jordan and Kuwait. While media agencies find the product very useful, actual use is contingent on the adaptation of the MG to country contexts, and its ownership and promotion through prominent state-owned and private agencies.*
- *The fellowship for journalists has been a highly successful initiative with the journalists trained, motivated and completing their committed articles for dissemination. A stronger focus on country contexts in the trainings would significantly improve the value of the programme to the participants.*
- *Promotion of youth networks is an initiative that has had a successful start, and needs continuation and mentoring to complete the task of establishing them as vibrant networks that take the campaigns to different regions of their respective countries.*
- *The documentary film produced has yet to be distributed widely, and a discussion guide to aid learning is under preparation, but ongoing discussions of the producers with the Department of Education show a high potential outreach among young viewers.*

preliminary interest in collaboration, the union leadership has shown limited commitment to supporting migrant workers' organizing, including in the domestic work sector. It would appear that no meetings of the 'National Committee' have been convened since the start of 2018". As a corrective action, the Fairway project subsequently discontinued support to GFJTU and focused activities on GFBTU and FENASOL as reported in the same TPR.

- *Workshops with employers have created more awareness and enabled a discussion of attitudes of employers, and although some pre and post-training measurements were made, effectiveness however is too early to measure.*
- *Work to engage with employers of construction workers is at an early stage and effectiveness of the initiatives undertaken by the project cannot be assessed yet.*

Advocacy through collaborative partnerships with media²⁹

Public sensitization on abuse of women and men migrant workers and fair migration solutions through collaborative partnerships with media is a unique initiative of the Fairway project, which is the first among the ILO-ROAS projects to try this pilot. Given that it is breaking new ground, and measurement of outcomes has only recently been put into place, the judgement of evaluators is based on triangulation of the review of relevant documents, and discussions with stakeholders, including the project team and ILO ROAS DWT staff.

Media agencies are positive about the MG. They recognise the potential of the MG as a useful product, as well as the need to represent labour migration issues in ways in which they give respect to workers' rights and not perpetuate their stigmatisation. Fairway can now capitalise on this, promote ownership and mainstreaming of the glossary, in each country, through appropriate country constituents, including state-owned and private media agencies, as suggested above.

The fellowship for young journalists and media practitioners has been a highly successful initiative that supports journalists through training, mentorship and stipends to produce rights-based and ethical reporting on the issues of labour migration, forced labour and human trafficking, with the intention to contribute to more informed public debate on migration and in shaping public perceptions. Over 20 journalists have participated in the migration fellowship programme over the course of its two phases (2017 and 2018). The journalists have produced 32 articles so far, of which 27 are available in English, 4 in Arabic, 1 in Italian. Moreover, a radio podcast series in Arabic is being released weekly while we write, and will last 6 weeks. Other stories (also in Arabic) are expected to be submitted by fellows in 2019. Some of the fellows' stories, published in major news outlets and shared on social media, have reached an audience of millions in the region.³⁰ In the short term, there is sufficient evidence of their outputs, and the initiative is likely to have produced a lasting effect on the fellows' sensitivity to labour migration issues making them important change-agents. However, as highlighted by several stakeholders involved in the fellowship, a stronger focus on the national contexts and the planning of the initiatives at the country level, might ensure a greater capacity to create and nurture local networks of journalists, therefore ensuring more tailored, long-lasting, effects.³¹

Advocacy to address negative employer attitudes against mainly women migrant domestic workers

The strategy to change employer attitudes utilised an indirect approach through youth networks, and production of a documentary film. Fairway also tried a direct approach of conducting workshops with employers of large companies in Lebanon and Jordan.

²⁹ This sub-section specifically answers to the ToR question 7.3: "Did the advocacy, training and information awareness with media, youth and civil society organizations contribute to awareness, attitude and behavioural change?".

³⁰ For example, A story produced by fellow Heba Kanso "Migrants in Lebanon seek to break stereotypes with new radio show" was circulated in 14 different newspapers globally, including Reuters, Al Arabiya, The Daily Star and Voice of America

³¹ For more details, see Emerging Good Practice 6 in Annexure 11.

Fairway has mobilised youth volunteer networks in Lebanon, Jordan and Bahrain through the support of CSOs and trade unions.³² The promotion of youth networks is founded on the premise that youth are forerunners of change, and in a better position to influence social norms from within their families and networks. The evaluators found this to be well-founded, given the energy and commitment of the youth met during the evaluation. At the same time, it would be important to accord greater agency, enabling them to articulate the vision for their networks, finding suitable institutional forms, and connecting them with funding agencies. Wherever possible CSOs have been engaged strategically to guide and mentor youth networks (e.g. Lebanon through Fe-Male). However, in Jordan, the youth network reported low involvement in the decision-making process. Recently, the youth network in Jordan has been connected to Tamkeen which is keen to grant greater agency and independence to the network.

The youth engagement strategy is further reinforced through the development and promotion of “Thank you Soma,” a documentary developed in collaboration with the WIF programme. The film deconstructs and depicts the complexity of a domestic worker’s reality through the eyes of the daughter of an employer and her “second mother”, the domestic worker. The movie has been launched in Lebanon on International Migrants Day on 18 December 2018 and will be taken to movie festivals, and shown in schools and colleges, through arrangements with the Department of Education, that are currently under negotiation.

Fairway pioneered the implementation of 15 orientation sessions for employers of domestic workers in Lebanon, using businesses as an entry point. More than 160 employers were targeted. Further, as part of an ILO/ROAS-wide effort, Fairway has indirectly contributed to a decision by the UN Resident Coordinator in Lebanon to make orientation on domestic work mandatory for all 5,000 staff employed by the UN in Lebanon.

The reports of implementing partners show that the discussions could bring out sensitive issues allowing the exposition and challenging of employer attitudes. The reports also provide insights into how the programme can be made more effective: by expanding outreach to marginalized areas outside the capital cities, intensifying engagement with lawyers, and implementing self-care and healing sessions for MDWs, of whom many have experienced traumatizing situations during their presence in destination countries.³³

Advocacy to address negative employer attitudes against mainly men migrant workers in the construction sector

The initial efforts of Fairway included preparing a tool and commissioning a leading expert from the CSO , Engineers Against Poverty, to develop a strategy paper on engaging with construction companies in UAE, Bahrain and Kuwait (Wells 2018, Wells 2017). Fairway has explored different paths to engage with construction companies in the GCCs, finding an entry point through Chambers of Commerce and Industry (CCI). A three-day workshop with BCCI was conducted by the CTA and the Employers’ Specialist in ROAS in September 2018 to share good practices in worker welfare in the construction Sector. Similarly, a roundtable with the Kuwait Chamber of Commerce & Industry (KCCI) was held in April 2018. International companies have also been targeted and

³² A total of 63 youth advocacy volunteers were trained and mobilized in Jordan, Lebanon and Bahrain. In Lebanon, 23 youth members were trained, and they engaged with MDWs to produce 8 videos, and other social media content posts including photos, infographics, links to the pledge, event pages, profile photo frame, etc. They hosted 4 events at universities reaching 1,000 individuals, and 6 media articles were produced, including on BBC Arabic. Together, the youth networks produced 12 unique videos, including innovate ideas such as a ‘rap’ video about the rights of domestic workers. In Jordan, 20 youth were trained, who made 4 movies and hosted events at public universities in Amman and Irbid. The Youth Networks’ Facebook page (Lebanon and Jordan only) had a reach of 4.5 million, including 1.8 million total video views.

³³ This further underscores the need for mainstreaming the issue of mental health in OSH conditions for WMDWs, as indicated later in Section 4.7.2.

although some stakeholders appear receptive to Fairway inputs, e.g. 6 companies of the Building Responsibly (BR) network, actual results are still to be achieved and it is too early to assess effectiveness.

4.3.4. Design of the Monitoring and Evaluation System

8.1. How monitoring of progress, and therefore of indicators, data collection, analysis and reporting reflected appropriateness to realize the desired change? Was the monitoring and evaluation (M&E) system designed/ or revised to capture evidence on the “change” part of the theories being evaluated as well as its assumptions? Why and why not?

8.2. How can the Project measure the use of the Migration Glossary among partners?

Main findings:

- *Efforts have been made to strengthen the M&E system after the MTE and result analysis is provided through pre-tests and post-impact assessments for all trainings.*
- *Narrative updates permit to monitor the quality and not only the quantity of the project’s achievements.*
- *Further steps are needed to monitor outcomes at the policy level, small steps towards larger policy change may be identified as interim targets.*
- *Room for improvement exists at the behavioural change monitoring level. Although a clear and independent baseline has not been established, raw data has been collected and could be used to establish one.*
- *Consistent work has been done to monitor progress of media-related activities; however, language content has not been monitored through a systematized monitoring system, and impact on readers has not been assessed.*

The monitoring and evaluation system of Fairway has evolved over time and strengthened greatly after the Mid-term evaluation. As discussed in Section 4.2.3 on Validity of design, following the MTE recommendations the project has revised and strongly enforced the monitoring system through:

- i. Amendments to the PMFs that now include narrative reporting of progress towards each outcome and output indicators; and
- ii. Development and use of pre and post-tests for all categories of trainees for impact assessment purposes.

Monitoring policy change

The use of narrative updates is indeed a huge progress for the M&E system, especially at the outcome level. The narrative permits to keep track of the quality of progress as well as of the unpredictable changes the project has endured in engaging with policymakers during implementation.³⁴ The use of a narrative is a very useful means of monitoring the nature of the policy change that has occurred, since changes in policy can sometimes be of little (or no) benefit to the target beneficiaries condition, or consist in ad hoc, rather than structural reforms as seems to be currently happening in Lebanon (Please see the discussion on this issue in Section 4.3.1).

Elaboration of Intermediary Outcomes of Policy Change: While recognising that policy change takes time and is volatile due to the political economy of labour migration, identifying small steps that can be achieved during the

³⁴ E.g. “Despite proposals to both the MOL in Jordan and the MOI to Kuwait to develop operational tools and guidelines [...] Fairway has not received approval to develop such documents” (Narrative update, output 2.1.2, revised PMF after the MTE), or “A training with 35 senior labour inspectors in the UAE [...] was cancelled by the MOL (MOHRE) at short notice. This may have been due political reasons” (Narrative update, output 2.1.1, revised PMF after the MTE).

life of a project could lead to a greater capacity to monitor project contribution to major outcomes.³⁵ Moreover, policy changes may not always be positive. Hence, discussions, delays and stalling of policies that would harm migrant workers are also to be considered positive outcomes. This may offer a case for breaking down the desired policy change into small steps, focussing on achieving these intermediary outcomes in the short duration of a project, and reporting on them. This process has already started with a TOC for ROAS initiated by Fairway in coordination with the Regional Programme Unit (RPU). A preliminary framework with some key indicators that would aid the development of the ROAS TOC, is provided at Annexure 10. Once such an elaborate ROAS theory of change, with the intermediary and long-term steps, is prepared, these can be mirrored in the Technical Cooperation Projects through specific Outcomes and Outputs.

Monitoring attitude/behavioural change

The Fairway project explicitly aims at influencing and changing behaviours of target groups to improve MWs' situation and working conditions as expressed in the PRODOC (phase 1): "These intermediary target groups³⁶ are chosen because of their positioning and capacity to influence policy or behaviour in society, and pass on the benefits of their participation to the ultimate beneficiaries, who are the women and men who migrated for work to the target countries".

To this end, the project has developed pre- and post-tests and surveys with a range of 10 to 15 per cent of the trainees for all the training activities. However, since pre and post-surveys are based on self-reporting of participants, it would be useful to develop further impact assessment tools for in-depth individual interviews and FGDs with participants, and quantitative benchmarks to triangulate self-reported perceptions with other qualitative data collection means.

At the behavioural change level, the project team acknowledges that assessments conducted so far, have largely focussed on changes in knowledge rather than behaviour (draft PRODOC phase 2). Some behavioural change components are, indeed, mirrored through indicators at the output levels of Outcomes 2 and 3, and raw data have been collected through pre- and post-test surveys.³⁷ However, a more effective way to monitor behavioural change is to disaggregate the benchmark indicators from the output level of the activity and to develop an independent baseline which would 1) distinguish between outputs (what is put out to target individuals) outtakes (what individuals do with the communication received) and outcomes (the effects the communications effort has on individuals); 2) be mainstreamed at the outcome (not output) level. Developing tailored

³⁵ ILO (2014: ii) recognises that "Tracking the impact of policy advice provided by ILO to constituents is challenging in the development context. Establishing impact in this area has proven difficult and is therefore an underdeveloped but an important area where future ILO impact evaluation could be strengthened."

³⁶ Further defined in the PRODOC (phase 1) as "direct recipients of the outputs" include "government officials at various levels who will be exposed regularly to evidence-informed policy advice, dialogue and training. These will include both national governments in the target countries and governments participating in regional and interregional forums. Direct recipients also include social partners who participate in training and in the development of public campaigns in support of better protection and Decent Work for migrant workers. The group also includes media professionals who are mobilized and equipped with information that is re-transmitted through their work."

³⁷ These include the number of trade union participants from each country participating in trainings or meetings, increased knowledge through training, number of organizations sensitized and positively responding to the Arabic-language migration glossary, and number of companies accepting ILO inputs and pledging support to fair and ethical recruitment standards and working conditions.

quantitative/qualitative benchmarks and indicators tracking disaggregated behavioural change could strengthen project capacity to measure progress towards attitude/behavioural change.³⁸

Monitoring impact of media-related activities

At the Outcome 3 level, the project has engaged with and through media to sensitize both practitioners and readers to MWS' situations, conditions and needs dedicating a specific output to media related activities (Output 3.1). The monitoring of progress and the indicators mainly track two aspects, both related to progress towards cumulative targets: a) No. of trainees and media products, and b) No. of general public outreach. However, the main challenge remains how to track: a) Content of media products, i.e. whether language used by journalists' trainees to communicate on labour migration is right-based and sensitive, and b) actual impact on readers. Tracking progress towards these two qualitative changes is critical to measuring the extent to which activities contribute to the achievement of the overall related outcome: "Diminished discriminatory and abusive attitudes and actions towards female and male migrant workers". Although it is not documented in any of the project documents whether the language used (by trainees and in media products) is right-based and sensitized to communicate in a fair way on labour migration, reportedly the project team has been reading the media products that have been produced. However, despite the commitment of the project team, there is no systematized way to monitor the actual impact of trainings on journalists' language and, equally importantly, impact on readers. Further, the Arabic contents cannot be directly monitored by the technical team as they are not fluent in Arabic. The Administrative officer could monitor content in Arabic, although this is beyond his administrative assignments. Although the media component constitutes about 1/7 of the project design, technical and consistent monitoring work is needed to ensure effectiveness of the initiative.

The next issue is about who can monitor and at what cost. While dedicated companies with capability of assessing language content and impact on readers could be expensive, language content could be monitored through state or private media agencies, or through university students/ projects.³⁹

The monitoring impact on readers would eventually provide high added value to the consistent work carried out so far, and require tools and resources. As per the trainees under the fellowship programme implemented through the EJM, monitoring of language content has been assured by the project partner that has carefully documented fellows' achievements at each stage of the programme as it can be found in the EJM impact report 2018-2019. Moreover, fellows have had the opportunity to be followed individually by mentors, although this was not mandatory and only a few fellows have actually requested their assistance.

Usage of Migration Glossary

The use of the migration glossary (MG) is a function of three key factors: the relevance and adaptation of the MG to the country context, ownership and championing change of language by media agencies, and the use by journalists of the media agencies and those directly trained by the programme. The medium-term objective that determines the long-term use and impact of the MG is its ownership and promotion by state-owned and private media agencies and free-lancer journalists. Ownership and mainstreaming of the MG into media agencies would therefore be the most efficient and effective solution to ensure good and sustainable use of the MG.

³⁸ These should be tailored to the targeted groups and could include, for instance, number of people who change language used; number of people who broadcast a key behaviour change on social media; number of people who change (specific) inspection modalities, number of people who require further training, etc.

³⁹ The private and state agencies met during the evaluation confirmed the feasibility of using their own monitoring systems, or those using collaborations with University professors and students.

Overall, the evaluators would highlight that the M&E system could be further improved and systematized. The need for a baseline and end-line study for all the behavioural change-related activities, as well as the systematization of the monitoring system for media-related activities is evident. Similarly, outcome 1 indicators might be refined integrating feasible, realistic interim steps towards major policy change that the project might achieve during its duration. These tasks require the expertise of a M&E personnel (consultant / part-time staff) with knowledge of the Arabic language and context to design tailored tools in coordination with the ROAS M&E officer so to ensure alignment with ROAS major goals. Concrete suggestions are provided in Recommendations 2 and 5.

4.4. Efficiency

Main findings:

- *Fairway has been a highly efficient project, compared to its overall expenditure.*
- *The Project has shared and leveraged resources with the Work in Freedom (WIF) project and potential overlap of the two projects in Lebanon and Jordan has been minimized through backstopping by the Deputy Director and the Senior Migration Specialist in ILO ROAS.*
- *ILO's specialists have provided the crucial linkages between the Project and the constituents; however, some specialists have been involved to solve emerging problems, rather than in strategizing the intervention.*

4.4.1 Cost-effectiveness of Project Activities

10. To what extent have project activities been cost-effective? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? To what extent can the Project results justify the time, financial and human resources invested in the Project?

A rapid expenditure analysis on the activities of the project shows that those related to Outcome 1 formed 20 per cent of the project expenditure, Outcome 2 accounted for 34 per cent of the expenses and Outcome 3 for 46 per cent. Given the nature of the activities undertaken, with Outcome 3 being related to media activities, campaigns and fellowships, this division seems balanced. The distribution of expenses between Outcomes is not very fruitful as the three Outcomes are closely-linked.

It is to be noted that the time and expertise of the technical specialists (CTA and TO) is accounted for outside of the cost of the activities. The policy briefs have been highly cost effective because they were mostly prepared in-house within the ILO. Similarly, the migration glossary has been revised and updated in-house by the TO, although editing, design and translation had to be externalized.

4.4.2 Cost-sharing and Leveraging Resources

11. Assess if the programme has cost-sharing with/ leveraged resources from other programmes and projects, and the involvement (professional and time) of other ILO specialists in supporting the programme?

Fairway collaboration with other ILO-ROAS projects

In ROAS, collaboration has mostly been among Fairway and WIF projects funded by the SDC and the DFID. These appear complementary on several aspects. Possible overlap with WIF is only in two of the four countries where Fairway works, in Lebanon and Jordan, and that too only in the domestic work sector; as WIF has no interventions in the construction sector. As WIF already had a component for Fair Recruitment, Fairway did not work on this aspect. There was some overlap in stakeholder mapping, tools and activities for policy change, however, coordination eventually helped the two projects to share costs. Costs were shared across several activities, e.g. the assessment of the insurance scheme in Jordan and the preparation of the film 'Thank you, Soma'. The risk of

duplication and overlapping has been avoided through coordination of the Senior Migration Specialist and Senior management backstopping the projects.

Shared activities have enabled the Fairway and WIF programmes to achieve good synergies. For instance, the membership of the National Programme Coordinator (NPC), WIF in the National Steering Committee has been leveraged to link Fairway with the MOL, and Ministry of Justice (MoJ) to plan and execute the intervention relating to improvement of dispute resolution and access to justice.

In addition to WIF, Fairway has cooperated with REFRAME, a global ILO project funded by the EU, on the translation of the ILO general principles and operational guidelines for fair recruitment into Arabic. Fairway has also shared costs with the Regular Budget activities of the ILO, e.g. recruitment paper (consultant funded by ROAS, but editing and design by FAIRWAY). In conclusion, Fairway has been a highly efficient project, compared to its overall expenditure.

In Jordan, Fairway has collaborated with the Strategic Compliance Programme, implemented by ILO HQ, significantly increasing the sustainability of Fairway's contributions.

Professional support of ILO specialists

Fairway has primarily gained technical support from the Senior Migration Specialist and the Deputy Director in ROAS, who form part of the Project Oversight Committee (POC) for the project, together with the donor. Within ROAS, ILO's technical specialists and Programme Officers (POs) provide the crucial link between country constituents and a project, and bring to bear the ILO's experience in the country and region to the Fairway project. They are regularly engaged with the government to advance the ILO agenda, and in doing so, create the space for technical cooperation projects to contribute. For instance, the ILO's/ POs' and Senior Employers' Specialist good relationships with the constituents in Kuwait helped Fairway to connect with the key stakeholders such as the PAM and KCCI in Kuwait.

As per the PRODOC, technical support was also envisaged from several departments of the ILO: MIGRANT, FUNDAMENTALS, International Labour Standards Department (NORMES), ACTRAV, ACT/EMP, LABADMIN/OSH, INWORK and SECTOR. Fairway also collaborated closely with the Domestic Work Specialist (INWORK) to design behavioural change-related activities. The Senior Economist and Labour Market Specialist, who prepares the ILO Global Wage Report, participated in a PAC meeting and contributed to the development of the Wages brief,⁴⁰ along with the ROAS Senior Migration Specialist and Senior Employers Specialist. Discussions have been held with the Employers Specialist on how to engage with employers in the construction sector, especially in the GCCs, and with the Regional Labour Migration and Mobility Specialist in Abidjan to share the experiences and planning work across countries of origin and destination.

However, some specialists have highlighted they had been consulted when project activities were already launched or when early attempts to coordinate with the constituents did not succeed or are still not consulted adequately. Previous, stronger involvement of ILO ROAS specialists in building the Project strategy could have added value to the Fairway approach towards constituents.

4.5. Effectiveness of Management Arrangements

12. How effective were management arrangements under this project?
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⁴⁰ ILO 2019. Minimum wages and wage protection in the Arab States: Ensuring a just system for national and migrant workers. ILO Policy Advisory Committee on Fair Migration in the Middle East, Note for Policymakers.

Main findings:

- *The overall management arrangements have been positive, and most of the stakeholders confirmed that communication on the project and on project activities has been smooth and timely.*
- *Although the overall management arrangements have been positive, room for improvement exists concerning: a) time framing of pilot programmes, b) increase payments for national collaborators/experts, and c) composition and placement of the technical team.*

The Fairway project is implemented by ILO-ROAS, with generic backstopping by the Labour Migration Branch (MIGRANT) at Headquarters in Geneva. In the regional office, the project is overseen and backstopped in the first instance by the Director of DWT who has the ultimate responsibility for all deliverables, and the Senior Migration Specialist who offers technical guidance and support and broad supervision on all project deliverables. Specific guidance is offered by the Senior Gender Specialist, and the Senior Workers' and Employers' Specialists (who respectively represent ACTRAV and ACT/EMP), the ROAS Communications and Public Information Officer, and the RPU, including the Regional M&E Officer, and other specialists where relevant. The specialists have provided strategic orientation but have sometimes been involved when project activities were already launched or when early attempts to coordinate with the constituents did not succeed, indicating a need for early involvement.

The Fairway team has been very efficient, with the GS staff also conducting the monitoring and evaluation interviews. The role of the Programme Office has been very well executed, with the POs forging links to national authorities, supporting donor-reporting, budget revisions, and supervising the work of the administrative staff of the project.

In terms of partnership management, most of the stakeholders confirmed that communication on the project and on project activities has been smooth and timely. However, external collaborators and volunteers expressed some concerns:

- The fee rates paid to national collaborators were particularly low, even to those with high levels of research or legal expertise. This may partly be because of institutionalised norms of low fee rates for national stakeholders, which warrants review at ILO, ROAS.
- Volunteers agreed to give time free, in exchange of learning from ILO, and development of their own association. Their expectation on both accounts was belied, their learning came from a consultant and they did not have contact with the ILO, with the exception of a meeting after completion of the first set of activities, and instead of promoting their agency and organisation, they were assigned time bound tasks to do. Their cost coverage was perceived as too low and delayed, too.
- The pilots were short-term, resulting in unintended negative consequences for workers, as stated later in Section 4.7.3.
- Three key gaps appear in the technical team: i) a technical team member with knowledge of Arabic language; ii) a technical team member posted in the GCC countries, and iii) a technical team member tasked with monitoring and communication.
- The evaluators find that having on board an Arabic skilled personnel/ consultant would enable better tracking of knowledge materials produced in Arabic for the local context, especially for the media component that seeks to change language used to communicate on fair migration in the Arab region. Further, the lack of Fairway presence in Jordan, Kuwait and Bahrain made it difficult to follow activities and entertain

relationships with the stakeholders on the ground. Operations in the GCC countries might be enhanced by placing the Technical Officer in one Gulf country.⁴¹

Although the overall management arrangements have been positive, room for improvement, especially concerning framing of pilot programmes, payments for national collaborators/experts, and composition and placement of the technical team, exists.

The evaluators are informed that following the adoption of a DWCP in Kuwait, one staff member will be recruited to work on the DWCP agenda relating to the second DWCP Priority area on improved governance of foreign labour, which includes collaboration with Fairway project. While this may fill the gap needed, it is important to reiterate here that Fairway would benefit from a technical team member, who is Arabic speaking, and who can be posted in the Gulf, to coordinate the additional work in the GCC countries in Phase 2.

4.6. Impact Orientation

4.6.1 Contribution to the Longer-term Objectives stated in the Theory of Change

13. To what extent is the Project able to contribute to the longer-term objectives as set out in the Theory of Change (together with other ILO projects)?

Main Findings

- *From the stakeholder interviews during the evaluation, it is apparent that the Fairway project has contributed well towards the larger goal of fair migration and decent work of low skilled migrant workers in selected Middle Eastern countries. Impact, however, will be perceivable only in the long-term, and even then, Fairway and ILO would have contributed along with several other stakeholders to achieve the goals.*
- *Measurement of progress towards outcomes has improved since the MTE, yet could be further refined.*

Fairway has contributed towards the larger goal through its three inter-related outcomes. Through publication, dissemination and discussion of knowledge products, not only have stakeholders become more aware of the issues, there have also been instances of uptake, as in the case of the Philippine Statement during the negotiations on Objective 6(h) at the Global Compact for Safe, Orderly and Regular Migration, at UN Headquarters, New York. The statement also provides specific reference to the *Kafala* white paper of the ILO Fairway, paving the way for the eventual elimination of the *Kafala* system. It is important to note that policy change is also a function of an enabling environment, and of multi-stakeholder actions over long periods, hence cannot be attributed to a single project or a single agency.

Under Outcome 2, the capacities of trade unions to reach MDWs were enhanced through language classes, provision of legal services, and support for strategic planning for unions in Lebanon and Jordan. These activities do not, however, lead to self-advocacy, and more efforts are needed to strengthen the position and voice of MWs in trade unions. The most impactful achievement is the creation of the SKDWA, which is a new association of domestic workers in Kuwait. The project has provided technical support and capacity building to governments, through training of labour inspectors in the domestic and construction sectors, which aim to orient inspectors towards checking working conditions, especially Occupational Safety and Health (OSH), rather than merely checking work permits. Further, the Project has piloted improvement of mechanisms such as that of registration of contracts at the Office of the Public Notary in Lebanon, or the improvement of the complaints registration and

⁴¹ Further analysis is provided in recommendation 5.

follow-up system in Jordan. When these pilots are completed and mainstreamed, they would have an impact by way of contributing to overcome the Decent Work deficits for low-skilled workers.⁴²

The Project employed three strategies to attain Outcome 3, of which the first was the preparation and dissemination of a Migration Glossary. The strategy of enrolling the state news agencies paves the way for greater impact, however, the product needs to be adapted at the national level, and produced in Arabic by the relevant national agencies before it can be mainstreamed. The campaigns conducted through the youth networks show great potential for impact, however, the pilots need to continue to their logical end, with agency accorded to the youth networks and their sustainability attained through linkages for funds. The third initiative, the Fellowship programme for journalists, has not only led to the production of several articles, the journalists are also well positioned to continue to influence media on the issue of labour migration, in addition to being future mentors to other journalists. These are significant contributions towards changed attitudes. However, their scale remains small and significant mainstreaming and scaling up would be needed before reduced discriminatory and abusive attitudes and actions towards female and male migrant workers becomes visible.

Finally, although the M&E system of the Fairway project has been significantly improved over the past year, measurement of outcomes needs further investment during Phase 2. Ex post impact assessment will be needed to assess impact, which, if considered necessary, will need a baseline, end-line and budget provisions.⁴³

4.6.2. Overall Comment on Sustainability

14. How can the second phase of Fairway build on the achievements of the first phase – which partners to continue to support and which not to?⁴⁴

Main findings:

- *All the stakeholders met by the evaluators are willing to continue partnership with the Project, however a sense of ownership still needs to be developed by a) PNA, and b) The Youth Network in Jordan.*

Sustainability of interventions depends upon the involvement of the stakeholder in the process of introducing the interventions, ownership, completion of pilots and access to resources. The partners who have taken ownership and with whom interventions merit continuation include, but are not limited to:

- i. Office of Public Notaries, where the intervention around the process of registering contracts will be scaled up across all offices of public notaries, not just Beirut, and could be further developed in terms of showing short movies, having an app or the translated contract on phone, etc.
- ii. DWD, MOL, Jordan, where the complaints management system is already mainstreamed, but needs further development in terms of improved digitalisation, and could be leveraged to suggest structural changes, such as assignment of more labour inspectors, especially women labour inspectors. The pilot should also allow a reasonable time for follow up after completion. Delivery of technical outputs as the standardised form for complaints developed by the ILO consultant has been completed. For

⁴² The contract registration and the complaint resolution processes are described as Emerging Good Practices 4 and 5 respectively, in Annexure 11.

⁴³ This is also recognised by ILO (2014: iii), which states: “Some of the main constraints included inadequate budget resources, time constraints, and lack of baseline or monitoring data. [...] Impact evaluations are particularly costly due to their more complex methodologies, longer timelines, and more robust data collection requirements.”

⁴⁴ This question was rephrased in the Inception Phase. The original TOR question was: 14. To what extent are national partners able and willing to continue with the project? How can the project best build the foundation to ensure that the project is sustainable after its completion?

sustainability, it is critical that the use of this tool and mainstreaming of the data collected within the monthly reports of the DWD be guided and mentored too.

- iii. Growth and development of the SKDWA that is deeply rooted in the Filipino community, has a strong work agenda and is seeking recognition from the KTUF.

By contrast, wherever the interventions have been led by ILO, with the partners being engaged as receivers of benefits, rather than change agents, the sustainability is low. This does not however, mean that the initiatives should be given up, rather that the mode of engagement be one that provides agency to the collaborators. Examples of this include, but are not limited to:

- i. The youth network in Jordan that has great potential but has not yet fully developed a sense of ownership of the activities implemented
- ii. State news agencies, such as PNA, and private news agencies such as Al Ghad, who are keen to collaborate for adapting the migration glossary and spearheading its use.

The project has several partners who are keen on continuing the relationship with the project and ILO. The evaluators do not recommend closing the partnership with any of the agencies they met.

4.7. Tripartite and Gender Issues and Unintended Outcomes

4.7.1 Alignment of Project Objectives and Processes with Tripartite Partners' Needs

16. Are the Project objectives aligned with tripartite constituents' objectives and needs? What measures were taken to ensure alignment? How does the Project deal with shortcomings of tripartism characteristic of the region?

Main Findings

- *The Project objectives and processes were well aligned with tripartite constituent's objectives and needs.*
- *The Project has conducted extensive consultations with all constituents and engaged in supporting strategic and structural changes.*
- *Single Technical Cooperation Projects can hardly overcome the shortcomings of the tripartism characteristics in Jordan and Lebanon in the absence of a consistent strategy at the ROAS level in addressing competition among 'tripartite plus' partners.*

The Fairway project works in an environment where most countries do not have functioning tripartite national steering committees, an avenue where the project's products could be presented for feedback. Fairway has conducted several meetings with different stakeholders to seek such feedback.

Fairway has had several successful partnerships with unions. In Kuwait, Fairway capitalised on a ground-based network to promote a domestic workers association, the SKDWA, in collaboration with IDWF.

In Lebanon, Fairway has supported FENASOL to provide language classes to domestic worker members of the DWU. Fairway has also offered technical support through preparing a communication strategy for DWU, and supported a strategy meeting for FENASOL. Further, Fairway has supported WMDWs through FENASOL by structuring a pilot around providing critical legal support to domestic workers, by counselling them and filing court cases where needed.

In Jordan, Fairway facilitated a meeting of GFJTU, ATUC, unions from other countries, and CSOs on issues related to migrant workers, and enabled ATUC to prepare a strategy note for the National Committee for Migrant

Workers (NCMWs) and Refugees (under the umbrella of the GFJTU). These did not result in any further partnerships, however.

In Lebanon and Jordan, the TUs feel a lack of ILO support which translates into a competitive relationship with CSOs. In the case of Jordan, this led GFJTU and ATUC to the decision not to engage with Fairway for its planned activities.⁴⁵ In the case of FENASOL and the DWU, their connection and communication with the CSOs is very limited and restricted to provision of specific services. While they occasionally coordinate with organizations like Caritas, mostly for medical support for workers, broader coordination and networking with and CSOs tackling DWs issues is weak, if non-existent. The evaluation team has observed a meeting of CSOs with judge Joëlle Fawaz. Neither the DWU nor FENASOL had been invited/were present.

The DWU has no voice in the Domestic Workers Consortium. The DWU has over 500 members despite the difficult environment, however leadership appears weak. The FENASOL umbrella for the organization appears needed because it provides infrastructures and services, as well as trainings, although a fully independent DWU would allow the union to grow at its own pace and FENASOL appears overprotective of the Union.

It is not the purpose for a time-bound project to build capacities of organisations, rather, short-term projects tend to use existing capacities for delivery of project outputs. However, this outlook may overlook the capacity of some organisations to deliver. For instance, GFJTU/ ATUC has an operational programme for legal support to migrant workers and their children, which could have been evaluated, and if found robust, been harnessed well by Fairway, in building the dispute management system of MOL.

While the unions may currently be weak partners, ILO ROAS would need to build their capacities, without which the agenda of building voice of migrant workers and decent work for all may be damaged in the long term.

4.7.2 Gender

17. How did the Project's design take into consideration gender-related issues?

Main Findings:

- *The project stakeholders have a very good understanding of all the Decent Work deficits that MDWs face in the project countries.*
- *The project is well informed about the discrimination, abuse and working and living conditions of women migrant domestic workers, and their lack of access to services and justice. Gender sensitivity is incorporated into all training. Although the Fairway project was not requested by the governments for an OSH study in the domestic work sector, better integration of their mental health needs may be considered in any future OSH studies conducted in the region.*

By virtue of addressing sectors where work is gender-segregated (men in construction work and women in domestic work), the Fairway project focuses on women's issues in its activities. The project is well informed about the conditions of work of women MDWs, such as wages, working conditions, long working hours, lack of mobility, confiscation of documents, passports and mobile phone, etc. Gender sensitivity is incorporated into all the media training provided, and the tools prepared by Fairway.

However, there is significant experience emerging from stakeholders about emerging issues such as mental health needs of women domestic workers who state that the stress arising from verbal abuse, lack of sleep,

⁴⁵ While ATUC claims to have sent a concept note for a partnership with Fairway, the Fairway team does not seem to have seen the note, and is instead disappointed that there has been no follow-up work on the strategy that the Project helped to prepare for the Committee.

overwork, and isolation cause women workers to either become aggressive or internalize such abuse, which may lead to depression, other mental health outcomes, and even suicide (Kerbage-Hariri, 2017). Given the exigencies of migrant domestic work, live-in -MDWs are highly vulnerable to mental illness, which needs to be recognised as a labour issue to counter the common perception among employers that this is an affliction that women arrive with to the destination countries (that also appears to be based on “racial” stereotypes and discrimination as highlighted by Kerbage-Hariri (2017) in an ILO commissioned report).

Stakeholders in Lebanon, Jordan and Kuwait highlight that there is a lack of transparency on this issue, and no data or information is available on it. Mental illness needs to be recognised as an OSH issue, studied as such, to enable ILO constituents to form strategies to address these issues and to counter these mind-sets.

4.7.3 Unintended Consequences⁴⁶

18. What positive or negative unintended outcomes can be identified (if applicable)?

Main findings:

- *One unintended positive outcome: Dissemination of Fairway knowledge materials has been referenced at Global Compact negotiations by the Philippines delegation.*
- *One negative unintended outcome: The suspension of the legal clinic pilot programme at FENASOL has limited its impact since cases filed during the pilot are still pending.*

An important unintended positive impact arose when, during the negotiations for the Global Compact for Safe, Orderly and Regular Migration, the Philippines delegation directly referenced a Fairway White Paper and used it to provide advice on steps forward to reform the *Kafala* system. This is also evidence of the strategic dissemination of Fairway publications.

An important unintended negative outcome arose from the pilot of legal support in Lebanon. The time frame of the initiative for providing legal support to DWs through FENASOL, was 5 months, after which the service was suspended. While there is a possibility that the service may be continued in Phase 2, this is not indicated in precise terms. Consequently, there are still pending court cases of workers, who expect FENASOL to continue arguing their cases in court. Without the support of the Fairway-funded lawyer, FENASOL does not have the capacity or the skills to pursue the court cases filed during the pilot programme.

5. Conclusions

The evaluation team met over 98 stakeholders in person or by Skype, and has triangulated all the findings, which are largely based on these interviews and extensive review of project and published documents. We judge the reliability of our conclusions to be high despite limitations in meeting some stakeholders, especially in Bahrain.

The Fairway project is overall well designed and implemented although policy change indicators have proven over-ambitious in retrospect and could be readapted and made more realistic for the second phase. The Project is highly valuable as it has contributed to strengthened ILO relations with government constituents in the countries of operation, especially in Kuwait and Bahrain where labour migration flows are high. In addition to that, ownership of the ILO-Fairway implemented activities is high among these governmental partners in the Gulf, and regional and inter-regional relations have been enhanced during the project duration. The Project is

⁴⁶ This section answers Question 18 of the TOR: What positive or negative unintended outcomes can be identified (if applicable).

also well integrated with other regional projects since it complements and supplements labour migration-oriented ILO TCPs, cost-sharing and leveraging activities and resources, avoiding as much as possible overlap under the mentorship of the DWT Deputy Director and the Senior Migration Specialist.

In the policy domain, new research may be needed for covering emerging knowledge gaps and for updating information or retooling knowledge products to suit the needs of constituents. Besides these, the project can focus on dissemination and dialogue of the knowledge generated, as this has been very effective in the first phase, as shown by the use of Fairway knowledge products by the Philippines delegation at the Global Compact negotiations. Although policy changes are difficult to achieve, and require long-term engagement, tracking short and medium-term indicators may be feasible, especially because Fairway has contributed, through its direct experience, to shape a ROAS TOC where interim steps are highlighted. The monitoring system has greatly improved since the Mid-Term Evaluation, and impact of all trainings imparted to targeted groups has been measured through pre- and post-tests. However, behavioural change and media-related activities need specific measurement tools in order to assess impact. The pilots initiated by the project are well targeted to the needs of MWs and constituents, and merit continuation with longer term planning.

The Fairway project addresses several structural issues within the region, aided by good integration within ROAS. As these structural issues need attention of ILO beyond the project, the evaluators have included some recommendations that go beyond the project itself, and have the potential to positively impact not only on the Fairway project but at the regional level, and migration-related projects more generally.

6. Lessons Learned and Emerging Good Practices

All the lessons learned and good practices of the project are detailed in Annexure 11. Briefly, these are as follows:

6.1. Lessons Learned

Short Duration Pilots can have Unintended Negative Impacts

Pilots are a potentially useful component of innovative projects, and Fairway has tried some pilots to good effect. Two pilots that need mention include: 1. Legal clinics for Migrant Domestic Workers set up in FENASOL, and 2. Support to a youth network for campaigns to change employer mindsets. Both had a duration of 6 months, which was too short to mainstream a legal clinic in the first case, and too short to enable formation of a youth network in the second.

6.2. Emerging Good Practices

Several good practices have emerged from the Fairway project, some of which have also led to lessons that might be mainstreamed in the second phase to improve effectiveness and impact of the project activities. The emerging good practices are:

GP 1: Establishment of the Sandigan Kuwait Domestic Workers Association (SKDWA) in Kuwait

Fairway established the SKDWA in Kuwait, with the support of Sandigan and IDWF. This association has over 1,000 members of which 100 actively organise and support MDWs in Kuwait, and have formed links with the Philippines Embassy in Kuwait to conduct programmes on awareness, health check-ups, blood donation and other support services for DWs.

GP 2: Establishment of Policy Advisory Committee as a Think Tank for ILO ROAS

An external group of experts in migration have been brought to bear on the strategies followed by Fairway, thus bringing to the project the benefit of experience and knowledge from the region, and also benefits of the contacts of the PAC members.

GP 3: Use of Policy Dialogues and Stakeholder Meetings to Share Knowledge and Promote Advocacy

Fairway has not only published White Papers on issues e.g. recruitment of low-skilled migrant workers, *Kafala* (sponsorship) reform, construction company bankruptcies, etc. it has also conducted multi-stakeholder dialogues on many of its studies and publications. These have served to bring the stakeholders on board and to create their ownership of the study findings, laying a foundation for further advocacy.

GP 4: Pilot Programme initiated on Promoting the Role of Public Notaries in Ensuring a Rights-Based Employment between Employers and MDWs in Lebanon

Fairway trained members of the Office of Public Notaries and offered them translated contracts, so that when workers came along with their employers for mandatory registration of contracts, they could each read in their respective languages and then sign the contract. This initiative is currently poised for scale up across all offices of Public Notaries in Lebanon.

GP 5: Improved Complaint System of Domestic Workers Department (DWD) - Jordan

Fairway provided technical support for an assessment and streamlining of the complaints system at the DWD, using participatory processes. The improvement is mainstreamed from the beginning, laying the foundation for effective digitalisation and monitoring of the complaints resolution system in DWD, Jordan.

GP 6: Fellowship initiated for Young Journalists to improve Fair Communication on Labour Migration

A fellowship for young journalists, to sensitise them on labour migration issues, and to provide them with the tools for fair communication, has led to production of over 32 articles, podcasts and a movie. The journalists are motivated to continue their writing on migration.

7. Recommendations

Recommendation 1: Consider conducting fewer new studies and focus on dissemination and use of already existing knowledge produced by Fairway and ILO.

The ILO ROAS, and Fairway in particular, have access to several knowledge products on fair migration. In Phase 2, it may be more efficient and effective to conduct fewer new studies, unless they fill important gaps (e.g. studies on recent developments in the *Kafala* system or needs of workers in the cleaning sector employed through labour supply companies; renewal of tools to better suit the needs of the constituents, or more policy focussed knowledge products are needed, such as briefs and infographics). Instead, Fairway can use the methods it has applied to good effect in Phase 1, which is to hold consultations to disseminate and use the knowledge products created, and find ways forward for influencing policy change.

(Action: ILO Country Offices (Project Management) and Donor, Priority: High, Resources required: Yes)

Recommendation 2: Consider designing interim indicators towards policy change needed to gauge project contribution to long-term achievements.

The Fairway project and the ILO experience in the labour migration field show that policy change in the region is a long-term process that might not be achieved during the short duration of a Technical Cooperation Project. However, the project's contribution to such a change could be measured more systematically by identifying interim, feasible steps towards structural policy change. Attention to policy change is also needed to achieve better results on other Outcomes such as institutional capacity building. Therefore, interim indicators might be designed and measured in order to assess the Project's contribution to the larger goal of fair migration and decent work for migrant workers in the project countries. This process might be embedded in the design of an ILO-ROAS Theory of Change currently under preparation where short- and medium-term indicators are highlighted.

(Action: ILO Country Offices (Project Management) and Donor, Priority: High, Resources required: No)

Recommendation 3: Consider different, tailored strategies for voice-building of migrant workers in the domestic and the construction sectors.

In the domestic sector, workers' constituents are non-existent (or not formally recognised, e.g. Domestic Workers Union in Lebanon), but TUs exist in the construction sector in all the four countries. This calls for different strategies for the two sectors with regard to building new, or strengthening already existing associations of migrant workers (MWs). MWs in the domestic sector need new TU structures, or a more effective role for the informal existing workers unions/associations. Voice-building in the construction sector could focus on reforming TUs' internal bylaws to be more inclusive of MWs. As the two approaches and strategies need differentiation, interventions in Phase 2 of the Fairway project should be designed and tailored accordingly, with clear and separated outcomes for the two sectors.

(Action: ILO Country Offices (Project Management) and Donor, Priority: High, Resources required: No)

Recommendation 4: Consider stronger involvement of ILO ROAS specialists in building the Project strategy for Phase 2, which will add value to the Fairway approach towards constituents.

Engaging with the constituents has proven to be challenging in the regional context. Early and strong involvement of ILO ROAS specialists in building the project strategy might facilitate Fairway's engagement with the tripartite partners in the region.

(Action: ILO Country Offices (Project Management) and Donor, Priority: High, Resources required: Yes)

Recommendation 5: Consider appointing personnel for M&E purposes with knowledge of the Arabic context and language

The M&E system has strongly improved from the mid-term evaluation, however it might be further improved in the following areas: 1) Behavioural change-related activities need a baseline study in the duration of the project, and ex-post impact assessment, as the intended impacts need a long time to take effect; and 2) Media-related activities need to measure impact on language used by media practitioners/journalists trained, as well as impact on readers. Appointing a consultant / part-time staff who brings in expertise in M&E and Arabic language would permit to design a stronger monitoring system for the Phase 2 and ensure that impact of behavioural change- and media-related activities is properly assessed. An M&E consultant could design, in coordination with the ROAS M&E Officer, pre- and post- training tests, baseline and end line surveys, ensure analysis of findings and provide feedback to the project team about results and suggestions for adaptation of project strategies. Similarly, in line with recommendation 2, he/she could participate to the identification and design of interim steps towards policy change in coordination with the Regional Programme Unit.

(Action: ILO Country Offices (Project Management) and Donor, Priority: High, Resources required: Yes)

Recommendation 6: Consider placing the Technical Officer in one GCC country.

As highlighted by relevant stakeholders met by the evaluators, activities in the GCC countries need close follow up in order to produce the intended outcomes. The Fairway team has also highlighted the importance of maintaining relationships with the stakeholders on the ground and the difficulties encountered to do so, being based in Beirut. However, the budget allocated to staff costs do not allow appointing new technical team as resources have to be allocated efficiently to the benefit of the targeted beneficiaries. Hence, during the second phase of the project, it would be logical to place the Technical Officer in one GCC country in order to ensure close follow up of operations in the Gulf without increasing the staff expenditures.

(Action: ILO Country Offices (Project Management) and Donor, Priority: Medium, Resources required: No)

Recommendation 7: Consider conducting a thematic evaluation/ strategy paper covering all labour migration projects in ROAS.

The previous thematic evaluation of the migration portfolio was conducted globally, by the ILO HQ, in 2013. Given the growing importance of the issues related to labour migration, increased migration flows from Africa, the growing number of ILO projects in the region, and the need to collaborate with other regional and country offices of ILO, the thematic evaluation/ strategy paper could address, among others, the following issues:

- Consider all good practices and lessons from migration-related projects in the region and globally, especially including the Asian and African regions which are the predominant origin countries of migrant workers to the Middle East;
- Consider strategic issues, such as the competition and practical areas for collaboration between TUs and CSOs, and an ILO strategy on *how* to bring them closer in order to achieve an effective migrant workers' representation in the Arab States, where migrant workers capacity to organize is limited, weak or non-existent;
- Consider and analyse the benefit and challenges of the projects' sectoral approach towards labour migration in a segmented labour market, as well as potential competition of migrant workers and refugees in specific sectors in the different national contexts and room for coordination among labour migration, and Syrian crisis-related projects in the region;
- Design a clear and coherent theory of change leading to intermediary and long-term outcomes. The TOC developed could then be connected to the logical framework of all new migration projects of the ROAS.

This would enable better coordination among ILO projects about MWs and/or refugees as also better coordination among countries of origin and destination. The thematic evaluation may be timed as per the assessment of ILO-ROAS about the readiness for the exercise.

(Action: ILO Regional and HQ, Priority: Medium, Resources required: Yes)

Recommendation 8: Consider development/ review of the strategy for institutional support to migrant workers.

With reference to Recommendation 7 above, and especially if the issue of a strategy addressing Trade Unions (TUs) / Civil Society Organizations (CSOs) relations is not included in the thematic study, a case emerges for development and articulation of a consistent strategy on *how* to bring TUs closer to CSOs. Unions are rights-

based and member-based organizations, but may be considered ineffective due to structural weaknesses, lack of gender-sensitiveness and political affiliations. By contrast, CSOs may have the competencies to deliver project-specific outputs and to nurture grass-root models of organization but cannot ensure migrant workers participation in collective bargaining processes. A ROAS/HQ level discussion would take into consideration shortcomings of the tripartite dialogue in the region and room for cooperation among 'tripartite plus' partners. *(Action: ILO ROAS and ILO HQ Administration; Priority: High, Resources: Yes)*

Recommendation 9: Consider integrating the PAC within all ROAS labour migration projects.

ILO ROAS may consider improving the effectiveness of PAC through the following measures:

- Integrate PAC better in the ROAS by inviting more migration-related projects in ROAS to contribute to the agenda and to attend PAC meetings;
- Renew PAC membership through a system of rotation of some members every year as per the needs and availability of regional and global specialists who could advise on migration in the region;
- Include Decent Work Team members in the PAC;
- Share the PAC minutes more widely among the ROAS projects and other ILO projects relating to labour migration;
- Consider PAC discussions for the drafting of the ROAS TOC and policy on fair migration;
- If PAC is found to be a useful mechanism for policy advice to ROAS, ROAS may consider ways of anchoring this forum in other migration projects too, and to plan for its sustainability beyond the Fairway project.

(Action: ILO Regional Office ROAS (Senior Management) and Technical Unit; Priority: Medium; Resources required: Yes)

Annexures to the Fairway Final Independent Evaluation Report

Annexure 1: The Terms of Reference for the Evaluation



TECHNICAL COOPERATION

INTERNATIONAL LABOUR ORGANIZATION

Terms of Reference (ToR) for Independent Final Project Evaluation Regional Fair Migration Project in the Middle East (Fairway project)

Project code	RAB/15/03/CHE
Project budget	USD 2,723,283
Donor	Swiss Agency for Development Cooperation (SDC)
ILO Administrative Unit	ILO Regional Office for Arab States
ILO Technical Unit	Labour Migration Branch (MIGRANT)
Project duration	1 July 2016-30 June 2019
Project geographic coverage	The project is regional, with priority focus on Lebanon, Jordan, Bahrain and Kuwait
Purpose of evaluation	Accountability to donor, lessons learnt for implementation in Phase 2 of project
Users of the evaluation	Donor, tripartite partners, community of experts and ROAS Senior Management
Methodology	TBC
Contract (evaluation) duration	October – December 2018

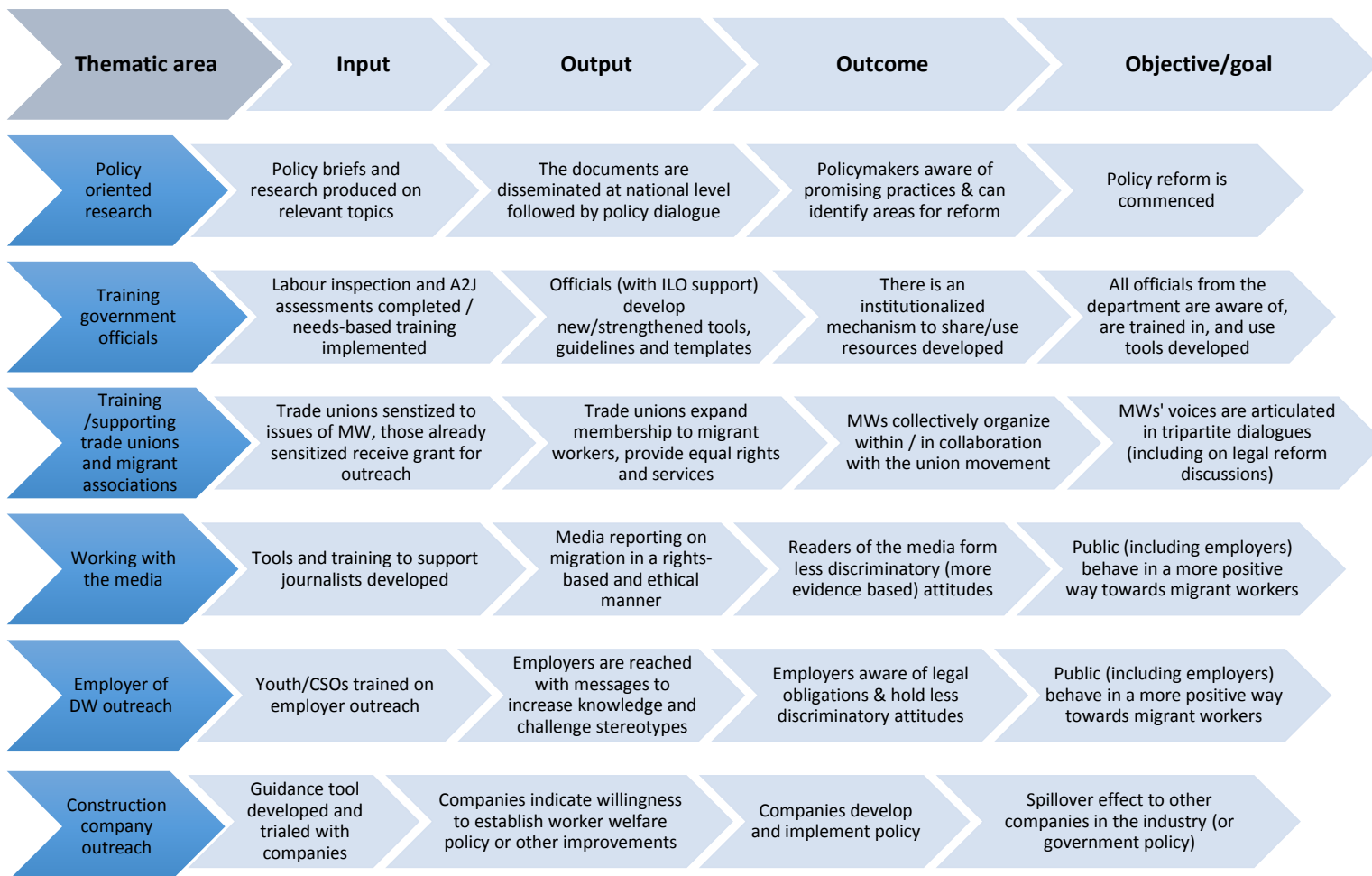
Summary of project rationale and strategy

Background

Under the broad problem of decent work deficits of low-skilled migrant workers in selected Middle Eastern countries, the project has sought to address five problems 1) flawed recruitment and placement, 2) unacceptable working conditions including in situations akin to forced labour, 3) ineffective dispute resolution and lack of access to justice, 4) limits on voice, representation, and social dialogue, and 5) discrimination of migrant workers.

While the described problems form a non-exhaustive list, they are interrelated and mutually reinforce each other, and are addressed through three interrelated outcome areas. At an output level, this can thematically be broken down to 6 output areas relating to engagement with policymakers (through production of policy-oriented research and policy dialogue); working with operational-level government staff; supporting migrant workers' voice through engagement with trade unions and migrant worker organizations; engaging with the media; and engaging with employers of domestic workers and construction companies.

These different areas have separate (but interlinked) theories of change as described below.



The interlinked nature of the project includes the following connections between the project outcomes:

- In order to be effectively implemented, policy changes need to be reflected in operational modalities and staff skills
- Government and trade union staff's better understanding of the issues (developed through training), leads to a push for policy change
- A strengthened policy and worker-voice centred trade union framework contributes to creating an enabling environment to tackle discriminatory attitudes at work and in society
- A positive change in public (and employer) attitudes and behaviours towards migrant workers contributes to further positive change in policy and operational modalities

The outcomes of the project are as follows:

Outcome 1: Labour migration-related policy change for fair migration informed by evidence-based knowledge

- *Output 1.1 Policy Advisory Committee operational and supporting advocacy for policy change towards fair migration*
- *Output 1.2 Research and policy advisory papers delivered and used to support advocacy for policy change towards fair migration*

Outcome 2: More effective and efficient institutional mechanisms and improved operational modalities for fair migration

- *Output 2.1 Government authorities capacitated for fair migration (including on improving operational modalities) and to address decent work deficits of women and men migrant workers*
- *Output 2.2 Trade unions and migrant worker organizations capacitated on fair migration and outreach to and empowerment of migrant workers⁴⁷*

Outcome 3: Diminished discriminatory and abusive attitudes and actions towards women and men migrant workers

- *Output 3.1 Public sensitized on abuse of women and men migrant workers and fair migration solutions through collaborative partnerships with media*
- *Output 3.2 Evidence-informed campaigns implemented to address negative employer attitudes against mainly women migrant domestic workers in countries of destination*
- *Output 3.3 Evidence-informed campaigns implemented to address negative employer attitudes against mainly men migrant workers in construction in countries of destination*

Project Management Structure

The project is implemented by ILO-ROAS, with generic backstopping by the Labour Migration Branch (MIGRANT) at Headquarters in Geneva. In the regional office, the project is overseen and backstopped in the first instance by the Director of the Decent Work team, who has ultimate responsibility for all deliverables, and by the Senior

⁴⁷ This output was amended in August 2017 to include migrant worker organizations in addition to trade unions.

Migration Specialist who offers technical guidance and support, and broad supervision on all project deliverables. Specific guidance is offered by the Senior Gender Specialist, and the Senior Workers' and Employers' Specialists (who respectively represent ACTRAV and ACT/EMP), the ROAS Communications Specialist, and a number of other specialists where relevant.

The Fairway project staff comprise:

- Chief Technical Advisor (CTA) at P4 level who has day-to-day responsibility for implementation of the project.
- One officer at P2 level, primarily tasked with campaign work under outcome 3, and where possible to co-facilitate preparations for training under outcome 2.
- One Administrative/Finance Assistant at GS5.

The project is guided by a Project Oversight Committee (POC) comprising members of ILO management (i.e. DWT-team Director, Senior Migration Specialist) and SDC management (2 staff), which meet with the Chief Technical Advisor (CTA) of the Project semi-annually.

The project policy direction is guided by the Policy Advisory Committee, which meets semi-annually.

Strategic fit and linkage to other projects

The project supports the implementation of the ILO Fair Migration Agenda and the Sustainable Development Goals in the region. The activities are aligned with the Decent Work Country Programme (DWCPs) where applicable. The project also responds to the priorities of the donor as presented in the Swiss Cooperation Strategy Middle East 2015-2018 (covering Lebanon and Jordan). For the GCC countries Fairway's regional dimension falls in line with the Global Programme Migration and Development Division of the Swiss Strategic Framework 2013-2017, which is a thematic division to leverage the potential of migration for development.

The project has linkages to other regional migration projects including the Work in Freedom (WIF) project, the REFRAME project, the FAIR project, as well as national labour migration projects in Ethiopia, Bangladesh and Qatar.

Linkages are made through direct collaboration on activities (such as the documentary project with Work in Freedom, or the study of domestic worker modalities with the Qatar project), and through regular communication and information sharing among relevant specialists and focal points at the HQ, regional and national level.

Overview of current political, economic and social environment in the region

The countries of the Gulf and Lebanon and Jordan, continue to rely on migrant workers in a range of sectors, perpetuating policies characterized by a contrast between open labour markets and closed societies: admitting temporary contract migrant workers needed by ambitious development programmes (and care needs of the population) while limiting the rights of migrant workers and avoiding their long-term settlement. Labour migration governance remains a highly sensitive topic in the region.

Some of the key characteristics of labour migration in the region are:

- The Arab States in 2016 hosted over 35 million international migrants: large numbers of migrant workers, especially in Gulf Cooperation Council (GCC) countries; and over 8 million refugees.⁴⁸
- The majority of these migrants are migrant workers and come from Asia (with India, Bangladesh and Pakistan offering the biggest stock of migrants in the Arab States), although numbers from a diverse range of countries in Africa are now on the rise (with particularly high numbers from Sudan, Somalia, Ethiopia and Kenya).
- The number of international migrants in the Arab States is not only high in absolute terms, but also as a share of the total population. In the UAE, migrants comprise 88 per cent of the total population, while in Qatar and Kuwait they make up 75 per cent and 73 per cent of the population, respectively, and in Bahrain 51 per cent.
- Migrants in the Arab States work in a variety of sectors, including construction, domestic work, oil and gas, transportation, garment manufacturing, hospitality and retail. By far the largest number of migrant workers, however, particularly in the Gulf States, are to be found in construction (and these are mostly men), with sizeable numbers also in domestic work (mostly women in household-related work and mostly men as drivers, guards and gardeners).
- Policy priorities in the GCC states are currently focused on addressing the very high dependency on foreign labour; low female labour force participation (of nationals); underutilization of the education and skill sets of nationals; large remittance flows out of the country; and high levels of irregularity (a result of the very rigid immigration regulations). A key strategy has been to introduce more restrictive immigration policies with the aim of nationalizing the workforce and replacing migrants with nationals.
- The Arab region is one of the top remittances sending regions in the world, with migrants in the region sending an estimated US\$105 billion in 2014, amounting to 28 per cent of the global total. With an estimated US\$98 billion of remittances sent from the GCC in 2014, the sub-region accounts for the vast majority of outflows (93 per cent) from the Arab States
- Migrant workers are often subject to abusive and fraudulent recruitment practices in the migration process prior to their employment as well as a variety of decent work deficits.
- A lack of internal labour market mobility under the *Kafala* sponsorship system in a number of countries in the Arab States region results in the delegation of responsibility by the State to the private employer to oversee both a migrant worker's immigration and employment status. This is inherently problematic as it creates an imbalance between the rights and abilities of workers and employers to terminate an employment relationship and mobility in the labour market.

Attachment 1 describes the specific context in each of the project countries.

An independent Mid-Term Evaluation was undertaken in October 2017.

Previous evaluations and reviews

Purpose and Scope of Evaluation

Evaluation Background

The ILO considers evaluation as an integral part of the implementation of development cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as

⁴⁸ ESCWA (2017) 2017 Situation Report on International Migration: Migration in the Arab Region and the 2030 Agenda for Sustainable Development. This figure includes 5.2 million Palestinians displaced since 1948 and their descendants, and more than 2 million Syrian refugees.

per established procedures. The Regional Evaluation Officer at ILO ROAS provides the evaluation function for all ILO projects.

The project document states that an independent final evaluation will be conducted, which will be used to assess the progress towards the results, identify the main difficulties/constraints, assess the impact of the programme for the targeted populations, and formulate lessons learned and practical recommendations to improve future similar programmes.

ILO's established procedures for development cooperation projects are followed for monitoring, reporting and evaluation of the project throughout the project cycle and at different stages of project execution. Specific components of ILO's M&E plan include a multi-layered logical framework and work plan to measure the timely achievement of results at the activity and output level as well as change at the objective level.

Monitoring of individual objectives and activities based on indicators in the logical framework feed into the progress reports.

Purpose

The final evaluation will be conducted to examine the efficiency, effectiveness, relevance, sustainability, and potential impact of the project and provide recommendations for future similar projects. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned.

The purpose of this evaluation is to:

- Determine if the project has achieved its stated objectives and explain why/why not;
- Determine the impact of the project in terms of sustained improvements achieved;
- Provide recommendations on how to build on the achievements and the possible avenues/intended objectives and results of a second phase of the project
- Look into how Fairway positions itself with regards to the work of civil society organizations in the region active on the same issues, how it is perceived, and what recommendations can be made for the next phase. The evaluation should look a bit beyond the project's partners (and ILO's tripartite stakeholders) and beneficiaries and also look at other partners situated around it.
- Document lessons learned, success stories, and good practices in order to maximize the experiences gained.

The evaluation will comply with ILO evaluation policy, which is based on the United Nations Evaluation Norms and Standards and the UNEG ethical guidelines will be followed.

Specifically, the evaluation will focus on:

1. Identifying better practices and intervention strategies that could inform future labour migration projects in Jordan, Lebanon and Gulf countries
2. Identifying key lessons learnt and recommendations for the ILO and the donor on programme implementation, M&E and learning system, and impact assessment; and assess how they should be adapted to the second phase of the programme for enhanced relevance and impact of future interventions
3. Identifying new opportunities and challenges of the programme and assess the possibility to address them in the second phase.

Scope of the evaluation

The evaluation will look at the project activities, outputs and outcomes to date. The evaluation should take into consideration the project duration, existing resources and political and environmental constraints. The evaluation will also examine the programme's performance in relation to the ILO's cross-cutting issues on gender, non-discrimination, and social dialogue.

In particular, the evaluation will examine the quality and impact of project activities on the target groups, looking at:

- **Development effectiveness:** The extent to which the development intervention's agreed objectives and intended results were achieved.
- **Resource efficiency:** The extent to which resources were economically converted into results, including mention of alternative more cost-effective strategies when applicable.
- **Impact:** Positive and negative, intended and unintended long-term effects.
- **Relevance:** The extent to which the development intervention of the project meets the needs of constituents, country needs, global priorities and donor policies.
- **Impact of training:** The extent to which the training delivered matches the needs of constituents and had an impact on daily work and process improvement.
- **Sustainability:** The continuation of benefits and probability of continued long-term benefits after the project has been completed.
- **Partnerships:** The extent to which the project contributed to capacity development of the involved partners, the effectiveness of partnership development and implications on national ownership and project continuity/sustainability.
- **Lessons learned and good practice:** Good practices identified by the project, key lessons learned from programme implementation, and recommendations for similar programmes/projects.

The evaluation will cover the full timeframe of implementation of the project (July 2016 until time of evaluation). The evaluation will take a regional approach, while focusing on the target countries of Lebanon, Jordan, Kuwait and Bahrain. The evaluation will cover all of the project's implementing partners, including government, social partners, civil society as well as ILO colleagues.

Primary Users of the evaluation

The evaluation will be useful for both international and external ILO stakeholders.

Internal users of the evaluation are the ILO Management, the project team, responsible ILO Units (at country and HQ levels) as well as other related technical departments (MIGRANT EVAL, PARDEV, etc.).

External clients of the evaluation include, but are not limited to, the donor and key stakeholders (the project's implementing partners, the Policy Advisory Committee, social partners and others). **VALUATION CRITERIA AND QUESTIONS**

The evaluation will address concerns such as (i) relevance and strategic fit; (ii) validity of design; (iii) project progress and effectiveness; (iv) efficiency of resource use; (v) effectiveness of management arrangements, and (vi) impact orientation and sustainability following the UN evaluation standards and norms.

Evaluation Criteria and Questions

The following key questions will guide the evaluation:

Relevance and strategic fit

- ❖ To what degree did the project respond to the different needs of migrants, trade unions and government entities (noting that protection of migrant workers is not always a high priority for governments and that interest needs to be gradually built through a multi-faceted, strategic approach)?
- ❖ To what extent are project activities linked to the global commitments of the ILO including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs)?
- ❖ To what extent is the positioning of Fairway adequate and complementary vis-à-vis civil society organizations who are actively engaged on labour migration in the region, and what can be possible lessons learnt from that positioning?

Validity of design:

- ❖ Does the theory of change on which the project was developed and implemented remain valid?
- ❖ Is the programme design (including its regional approach, the partners and beneficiaries involved, the objectives and outputs outlined, etc.) appropriate for achieving its intended development objective?
- ❖ How did the project use the mid-term evaluation recommendations to orient and improve project's implementation?

Effectiveness:

- ❖ To what degree did the project achieve the outcomes as set out in the theory of change? Specifically:
 - Did the evidence-based policy papers and briefs reach policymakers, and did they contribute to any changes in policymakers' perspectives/behaviour?
 - Did the engagement with trade unions – and bringing them closer to migrant workers and civil society – change their interest and technical ability to support migrant workers and improve their operational modalities?
 - Did the advocacy, training and information awareness with media, youth and civil society organizations contribute to awareness, attitude and behavioural change?
- ❖ How monitoring of progress, and therefore of indicators, data collection, analysis and reporting reflected appropriateness to realize the desired change? Was the M&E system designed/and or revised to capture evidence on the “change” part of the theories being evaluated as well as its assumptions? Why and why not?
 - How can the project measure the use of the Migration Glossary among partners?
- ❖ What are the concrete results against the planned results under each of the outcomes?

Efficiency:

- ❖ To what extent have project activities been cost-effective? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? To what extent can the project results justify the time, financial and human resources invested in the project?
- ❖ Assess if the project has cost-shared/leveraged resources from other programmes and projects, and the involvement (professional and time) of other ILO specialists in supporting the programme

Effectiveness of management arrangements:

- How effective were management arrangements under this project?

Impact orientation:

- ❖ To what extent is the project able to contribute to the longer-term objectives as set out in the Theory of Change (together with other ILO projects)?
- ❖ To what extent are national partners able and willing to continue with the project? Has a foundation been built to ensure that the project is sustainable after its completion?

Lessons learned and good practices:

- ❖ What lessons learned and good practices drawn from the project that can be applied in similar future projects?

Additional Questions:

- ❖ Are the project objectives aligned with tripartite constituents' objectives and needs? What measures were taken to ensure alignment? How does the project deal with the shortcomings of tripartism characteristic of the region?
- ❖ How did the projects' design take into consideration gender-related issues?
- ❖ What positive or negative unintended outcomes can be identified (if applicable)?

Methodology

An independent evaluator will be hired by the ILO to conduct the evaluation, which will be managed by the Regional Monitoring and Evaluation Officer (REO). The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the REO and the Chief Technical Advisor. Data gathering instruments and methods should disaggregate by sex.

a) Desk Review

The evaluator will review project background materials before conducting any interviews or missions. The evaluator will also review quantitative data from surveys undertaken

b) Briefing

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

An inception report will be prepared and submitted to the REO and Chief Technical Advisor.

c) Individual Interviews and/or Group Interviews

Following the initial briefing, the desk review and the preparation of the inception report, the evaluator will undertake missions to Lebanon, Jordan and either Kuwait or Bahrain, and have meetings with constituents/stakeholders together with interpreters supporting the process if needed (additional meetings will be arranged by skype).

Individual or group interviews will be conducted with the following:

- Project staff/consultants that have been active in the project's implementation;
- ILO ROAS DWT Director, RPU, and Senior Specialists in Migration, Labour Inspection and OSH, Gender, Communications, and the Senior Employers' and Workers' Specialists;
- Interviews with national counterparts (government, public institutions, social partners, journalists, civil society organizations);
- Current and former SDC staff
- Members of the Policy Advisory Committee (PAC)
- Interviews with direct and indirect beneficiaries (including migrant workers and employers).

The evaluator may also propose data collection tools to triangulate information, especially for the indicators that can be measured through surveys or similar tools.

d) Debriefing

Upon completion of the missions, the evaluator will provide a debriefing to the Project team and ILO DWT and the SDC.

Evaluation Management

The evaluator will report to the ILO REO in ROAS and should discuss any technical and methodological matters with the REO. The ILO ROAS office will provide administrative and logistical support during the evaluation mission.

Evaluation Timeframe: Total of days: 43 Days

Main Deliverables

The main outputs of the evaluation consist of the following:

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

Inception Report

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

- Project background
- Purpose, scope and beneficiaries of the evaluation
- Evaluation criteria and questions
- Methodology and instruments
- Main deliverables
- Management arrangements and work plan.

Final Report

The final version of the report will follow the format below and be in a range of **15-20 pages** in length, excluding the annexes.

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary with key findings, conclusions and recommendations
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions
8. Status of objectives
9. Clearly identified findings
10. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
11. Clearly identified conclusions and recommendations (identifying which stakeholders are responsible)
12. Lessons Learned

13. Potential good practices
14. Annexes (list of interviews, TORs, list of documents consulted, etc.)

The quality of the report will be assessed against the EVAL Checklists 4, 5, and 6. The deliverables will be submitted in the English language, and structured according to the templates provided by the ILO.

Management Arrangements

Requirements

The evaluator will have experience in the evaluation of development interventions, enterprise development, business management training programmes, working conditions and productivity, and other relevant subject matter, and an understanding of the ILO's tripartite culture, and knowledge of the regional context. He/she will be guided by high professional standards and principles of integrity in accordance with the guiding principles of the international evaluation professionals' associations. The evaluator should have an advanced degree in social sciences, proven expertise on evaluation methods, and knowledge about labour market, skills and migration issues and the ILO approach. Full command of English will be required. Command of the Arabic language would be an advantage.

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

Roles and Responsibilities

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

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

The ILO Evaluation Manager is responsible for:

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

- Coordinating follow-up as necessary

The ILO REO⁴⁹:

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

The Project Coordinator is responsible for:

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

Legal and Ethical Matters

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

Attached Documents

Annex 1: Political/Social background in project countries

	Bahrain	Jordan	Kuwait	Lebanon
Political/economic factors	<ul style="list-style-type: none"> - Political and social environment remains volatile. - In response to official complaints against the Bahraini Government by ILO constituents, the DWCP was put on hold until further notice and a direct contacts mission by the 	<ul style="list-style-type: none"> - Government particularly receptive to ILO support on a number of initiatives that would likely improve conditions for migrant workers - However, the Syrian refugee crisis has created a complex environment, where a 	<ul style="list-style-type: none"> - The government has remained stable for almost the last year, with a strong Minister, but weak bureaucracy in the Ministry of Labour (Public Authority for Manpower). - There is continuing discussion in 	<ul style="list-style-type: none"> - Unstable political situation with no government. - National Steering Committee on Domestic Work established and operational but remains weak in terms of actual reforms. - Migrant workers are subject to all the rights

⁴⁹ The REO is also the Evaluation Manager.

	ILO was organized in September 2018.	<p>'replacement policy' is promoted to replace migrant workers with refugees in certain sectors.</p> <ul style="list-style-type: none"> - To encourage take up of work permits by Syrian refugees, in agriculture and construction, work permits are no longer linked to a single employer for Syrians, allowing for greater mobility for sectors where occupations are seasonal or of limited duration. These measures have contributed towards the formalization of Syrian refugees' occupations; however, the reforms have not been extended to migrant workers. 	<p>Parliament regarding Kuwait's 'demographic imbalance'. There have already been multiple layoffs of migrants employed by the civil service, increased cost of healthcare and increased taxes for migrants.</p> <ul style="list-style-type: none"> - In February 2018, a Philippine domestic worker was found dead in a freezer in Kuwait, sparking a diplomatic row between the two states. 	<p>stipulated by the social security law, on condition of reciprocity whereby a migrant's country of origin provides Lebanese nationals the same rights.</p>
ILO framework for engagement (if any)	n/a	Decent Work Country Programme in 2012-2015, which was extended in 2016-2017 (2018-22 Programme currently under development)	DWCP under development	DWCP signed June 2018 (2017-20)
Key government counterpart	Ministry of Labour	Ministry of Labour	Ministry of Labour; Ministry of Interior	Ministry of Labour
Social partner specifics	<ul style="list-style-type: none"> - Unions are comparatively active although hopeful developments in 2011 have been quashed. Two competing trade union movements complicate policy level dialogue. - Migrant workers are legally permitted to join, but not form trade unions. 	<ul style="list-style-type: none"> - Restrictions on operations of trade unions; only one per occupation allowed. - Migrant workers are legally permitted to join, but not form trade unions (DWs face additional restrictions). - Emergence of new independent unions has given hope to collective bargaining and organizing efforts. - Collective bargaining agreement reached in garment sector in 2015. 	<ul style="list-style-type: none"> - Promising tripartite setup. Only country in region to ratify both C.87 and 98. - Restrictions on operations of trade unions; only one per occupation allowed. - Migrant workers are legally permitted to join, but not form trade unions (with exception of DWs). - Only legally permitted trade federation is KTUF, which faces challenges with independence. KTUF has established a 	<ul style="list-style-type: none"> - 'Infrastructure' for organizing is in place. Domestic Workers Union was created in 2015. Unions in construction and agricultural sectors already exist. - Migrant workers are legally permitted to join trade unions (with exception of DWs), under condition of reciprocity whereby the migrant's country of origin provides Lebanese nationals the same rights.

			Migrant Workers' Office.	
Environment for civil society	Moderately vibrant but problem with independence. Migrant worker organizations are focused on support services/case work, but not on activism/organizing	Quite vibrant – one strong CSO partner focused on migrant worker rights – engaging in support services and policy advocacy.	Moderately vibrant but problem with independence. Conservative in criticism of the government	Vibrant – in both activism/policy advocacy, as well as support services for migrant workers. Higher focus on migrant domestic workers than other migrant workers.

Annexure 2: List of Documents

The documents and audio/ video materials that will be reviewed for the evaluation will include but not be limited to:

2.1. Project Documents

Products and Reports of Fairway

1. Fairway phase 1 PRODOC, 2013
2. Communications Strategy
3. Operations Manual
4. Country Profiles
5. PAC TOR
6. PAC Summary November 2016
7. PAC Summary April 2017
8. PAC Summary November 2017
9. PAC Summary May 2018
10. POC Summaries
11. POC Summary September 2016
12. POC Summary April 2017
13. POC Summary November 2017
14. POC Summary May 2018
15. Fairway Phase 2 PRODOC, 2018
16. Country Fact sheets (8 ROAS countries) – Legislations, 2018

National, Regional and Global strategies:

17. Lebanon Decent Work Country Programme (DWCP)
18. Jordan DWCP
19. ILO, 2019. Decent Work Country Programme for Kuwait, 2018-2020
20. Fair Migration Agenda
21. Bahrain UNSPF 2018-2022
22. Jordan UNSDF 2018-2020
23. Lebanon UNSF 2017-2020

M&E documents:

24. Project Monitoring Framework
25. MTE report
26. Fairway response to MTE recommendations
27. TPR 2016
28. TPR 2017
29. TPR 03/18/2018
30. TPR 14/11/2018
31. TPR January 2019
32. Summary changes to the TPRs (2016 to 2019)
33. Update on Monitoring: Fairway Training and Support (January 2019 update)
34. Combined pre and post trainings questionnaire

35. Pre & Post Knowledge assessment questionnaire
36. Pre presentation survey template

Key implementation agreements:

37. General Federation of Bahrain Trade Unions Agreement
38. Ethical Journalism Network (Fellowship) Agreement
39. Agreement with IDWF (Kuwait)

Additional Project Documents

40. April 2018, KUW, Recruitment consultation
41. Aug 2018, KUW, News Agency Training
42. Current Fairway Implementation plan November 2018-June 2019
43. Dec 2016, Senior Media Consultation
44. Fairway 1503_Mgt Response-Midterm Final Evaluation
45. Fairway CN Phase 2 10.7.18 – SDC
46. Fairway Country Profiles, 14.11.18
47. Fairway revised work plan 9.11.17
48. July 2018, JOD, Policy brief - insurance scheme
49. ILO, Policy Brief 1, Social Care Needs and Service Provisions in Arab States: Bringing Care Work into Focus in Lebanon
50. ILO, Policy Brief 6, Enhancing the Participation of Rural Women Producers in Cooperatives in Yemen
51. ILO, Policy Brief 8, Gender, Employment and the Informal Economy in Syria
52. ILO, Policy Brief, Providing NSSF Registered Palestinian Refugee Workers with Health Coverage
53. List of Documents - set 1
54. March 2018, LEB, Background paper- Access to justice workshop
55. May 2018, KUW, Dispute Resolution and Access to Justice EN
56. May 2018, KUW, Recruitment study
57. May 2018, LEB, Summary Report - ILO Access to Justice Workshop
58. Nov 2017, LEB, MDW-Employers Outreach
59. Nov 2018, JOD, Petra News Workshop
60. Sep 2018, BAH, BCCI Stakeholder meeting
61. Sept 2018, JOR, C189 gap analyses EN
62. Visual TOC
63. Budget Expenditure Summary 14.11.18
64. Country Profiles April 2017
65. Country Profiles April 2018
66. Final Report - IDWF
67. Implementation Report Equip November 2017
68. Implementation Report Fe-Male, November 2017 and July 2018
69. Key Fairway successes
70. TOR - Government platforms study
71. TPR Fairway Draft 20.11.18
72. ILO, Job Description for Technical Cooperation Position for project FAIRWAY -Forms
73. Public Notary Pilot Presentation Exploring the Role of Public Notaries in Ensuring a Rights-Based Employment between Employers and Migrant Domestic Workers
74. Thematic and chronological workplan, January 2019 update
75. Lessons from evaluations January 2019
76. Preparation for evaluator meeting January 2019

77. ILO (2018), Outcome of Discussions of PAC meeting May 2018 “Minimum wages and wage protection in the Arab States: Ensuring a just system for national and migrant workers”

2.2. Fairway Publications

78. Jureidini Ray (2016), “Ways forward in recruitment of low-skilled migrant workers in the Asia-Arab States corridor”, ILO White Paper, Beirut.
79. ILO (2017a), “Employer-Migrant Worker Relationships in the Middle East: Exploring Scope for Internal Labour Market Mobility and Fair Migration”, ILO White Paper, Beirut.
80. ILO (2017b), [En and Ar] “Media-Friendly Glossary on Migration. Middle East Edition”, Beirut.
81. ILO (2018a), “A mapping of Migrant Resource Centres in the Arab States”, Beirut.
82. Kagan Sophia (2017), “Domestic Workers and Employers in the Arab States. Promising Practices and Innovative Models for a Productive Working Relationship”, ILO White Paper, Beirut.
83. Wells Jill (2018), “Exploratory Study of Good Policies in the Protection of Construction Workers in the Middle East”, ILO White Paper, Beirut.

Fairway Briefs and Infographics

84. ILO, “10 Things that the Government can do to Ensure Fair Recruitment”
85. ILO, “Migrant Workers in an Irregular Situation Through No Fault of their Own. Pathways and Response Options in the Arab States”.
86. ILO, “10 Things You Should Know About Migrants Resource Centres in the Arab States”.
87. Engineers Against Poverty and ILO, “Protecting Migrant Construction Workers in the Middle East”.
88. ILO-EAP, Protecting Migrant Construction Workers in the Middle East’, 2018.

2.3. Other Relevant Publications

89. Abella Manolo (2004), “The role of recruiters in international migration” in D. S. Massey and J. E. Taylor, (eds.) *International Migration: Prospects and Policies in a Global Market*. Oxford University Press, London: 201–211.
90. Alijouni Salem and Kawar Mary (2014), “The Impact of the Syrian Refugee Crisis on the Labour Market in Jordan: A Preliminary Analysis, ILO, Beirut.
91. Alijouni Salem and Kawar Mary (2015), “Towards Decent Work in Lebanon: Issues and Challenges in Light of the Syrian Refugee Crisis”, ILO, Beirut.
92. Endo Esaku and Afram, Gabi (2011), *The Qatar-Nepal Remittance Corridor: Enhancing the Impact and Integrity of Remittance Flows by Reducing Inefficiencies in the Migration Process*, World Bank, Washington.
93. Fargues Philippe and Shah Nasra M. (ed.) (2017), *Skilful Survivals: Irregular Migration to the Gulf*, Gulf Research Centre Cambridge, Cambridge.
94. Freedom house reports: <https://freedomhouse.org/report/freedom-world/2019/kuwait>;
<https://freedomhouse.org/report/freedom-world/2019/bahrain>;
<https://freedomhouse.org/report/freedom-world/2019/lebanon>;
<https://freedomhouse.org/report/freedom-world/2019/jordan>.
95. ILO (2013), “Domestic workers across the world: Global and regional statistics and the extent of legal protection”, Geneva.
96. ILO (2013), “Independent Evaluation of the ILO’s work on international labour migration”
97. ILO (2015), “The Jordanian Labour Market: Multiple segmentations of labour by nationality, gender, education and occupational classes”, Beirut.

98. ILO (2018b), "ILO Global Estimates on International Migrant Workers, Results and Methodology", Geneva.
99. IOM (2016) *Research on the Labour Recruitment Industry between United Arab Emirates, Kerala (India) and Nepal*, Interim Report for the Abu Dhabi Dialogue Senior Officials Meeting in Dubai, 11-12 May 2016, International Organization for Migration.
100. Kerabage-Hariri (2017), "The Implications of Work-Related Vulnerabilities of Migrant Domestic Workers in Lebanon", ILO Country Office for Ethiopia, Djibouti, Somalia, Sudan And South Sudan.
101. Maysa Zahra (2015), "The Legal Framework of the Sponsorship Systems of the Gulf Cooperation Council Countries: A Comparative Examination", in *Gulf Labour Markets and Migration*, No. 5.
102. Maysa Zahra (2018), "Bahrain's Legal Framework of Migration", in *Gulf Labour Markets and Migration*, No. 2.
103. Rajan S. et al (2011), *Dreaming Mobility and Buying Vulnerability: Overseas Recruitment Practices in India*, Routledge, New Delhi.
104. Salvini Andrea (2014), "The Kuwaiti Labour Market and Foreign Workers: Understanding the Past and Present to Provide a Way Forward", Working Paper, Beirut.
105. Dito, Mohammed. 2007. Migration Policies and Challenges in the Kingdom of Bahrain. Paper Prepared for the Migration and Refugee Movements in the Middle East and North Africa, The Forced Migration & Refugee Studies Program. The American University in Cairo, Egypt, October 23-25, 2007. P 2.
106. ILO, "والتوصيات الأوضاع تحليل. الكويت في العمل توظيف" (Labour Recruitment in Kuwait. Contextual Analysis and Recommendations)
107. UN, 2015, 2030 Agenda for Sustainable Development, para 3
108. ILO, in collaboration with Heartland Alliance International, *Tricked and Trapped - Human Trafficking in the Middle East*
109. Dina Mansour-Ille, *Migrant Domestic Workers and Access to Justice in Lebanon -An Assessment to the Swiss Agency for Development and Cooperation (SDC)*
110. ILO (2018), Information Booklet on ILO's Labour Migration and Mobility Work in Africa
111. ILO, IOM, (2018) Concept note - "Towards Comprehensive Global Guidance on Developing and Implementing Bilateral Labour Migration Arrangements (BLA): Unpacking Key Obstacles to Implementation in The African Region"
112. Kuwait Society of Human Rights (2018), [Hn and En] "Guide for Rights and obligations of domestic workers in Kuwait"
113. Kuwait Society of Human Rights (2018), [Hn and En] "Worker's Guide in the private and oil sector in the state of Kuwait"
114. Kuwait Society of Human Rights (2018), [Hn and En] "Worker's Guide in the private and oil sector in the state of Kuwait"
115. Kuwait Society for Human Rights (2018), "The rights of Domestic Workers between Legislative System and Enforcement – Through Law No. 68 of Year 2015"
116. IDWF, "My Fair Home – Pledge to Respect the rights of Domestic Workers in your home"
117. ITUC-Africa (2018), Atong, K., et al., *Africa Labour Migration to the GCC States: The Case of Ghana, Kenya, Nigeria And Uganda*
118. AUC, ILO, IOM, ECA Programme Brief, "Labour Migration Governance for Development and Integration in Africa- A Bold New Initiative"
119. REFRAME (2019), Toolkit for journalists on reporting on forced labour and fair recruitment
120. REFRAME (2019), Media engagement on forced labour and fair recruitment
121. ILO, Lessons Learned and Emerging Good Practices of ILO's Syria Crisis Response in Jordan and Lebanon
122. ILO (2015), "The ILO Response to the Syrian Refugee Crisis – Update"
123. Ministry of Labour, Lebanon, "National Awareness Raising Strategy on the Worst Forms of Child Labour in Lebanon"

124. Embassy of Switzerland - Lebanon, FENASOL, Ratify C189, Posters on Decent work for Domestic workers to Ratify C189
125. Department of Domestic Labour, Kuwait Society, The Domestic Worker Law, First Edition 2018
126. Public Authority of Manpower, Kuwait, The Embassy of the Kingdom of the Netherlands in the state of Kuwait, Kuwait Society for Human Rights, Duties and Rights of Workers in the Labour Law in the Civil Sector, No. 6 of 2010
127. Public Authority of Manpower, Kuwait, The Embassy of the Kingdom of the Netherlands in the state of Kuwait, Kuwait Society for Human Rights, Labor Law in Caricature
128. Public Authority of Manpower, Kuwait, "Kuwait Shelter Expats, Kuwait Shelter Expats Internal Regulation"

Media

129. ILO, Thank You Soma – a documentary film about migrant domestic workers and the families they care for

Others

130. Letter to Ministry of Interior, Kuwait
131. List of ILO projects and contact persons on Labour Migration and Labour Mobility work in the African Region (2018-2019)
132. 2019 ToR for Consultancy - Update of ILO's Labour Migration and Labour Mobility Strategy in Africa
133. Google Analytics of ILO pages
134. Wells, Jill (2017), "Draft Strategy Paper"

Annexure 3: List of People Interviewed

The Participants of the Review (Individuals/ Groups)			Location
	FAIRWAY TEAM		
1.	Ms. Sophia Kagan	Chief Technical Advisor	Beirut
2.	Ms. Eliza Marks	Technical Officer	
	ILO ROAS		
3.	Mr. Frank Hagemann	Deputy Regional Director / Director Decent Work Team	Beirut
4.	Mr. Ryszard Cholewinski	Senior Migration Specialist	
5.	Mr. Mustapha Said	Senior Workers' Specialist	
6.	Ms Lama Oueijan	Senior Employers' Specialist	
7.	Mr. Torsten Schackel	Senior ILS and Labour Law specialist	
8.	Mr. Amin al-Wreidat	Labour Inspection and Occupational Safety and Health Specialist	
9.	Ms. Salwa Kanaana	Communication Specialist	
10.	Ms. Frida Khan	Gender Specialist	
11.	Ms. Rabia Jalloul	National Programme Officer	
12.	Ms. Nathalie Bavitch	Monitoring and Evaluation Officer	
13.	Ms. Zeina Mezher	National Coordinator Lebanon - Work in Freedom Project	
14.	Ms. Sara el Jamal	National Programme Coordinator	
15.	Mr. Patrick Daru	Senior Skills and Employability and Coordinator DWCP Jordan	

16.	Ms. Suha Labadi	National Coordinator Jordan - Work in Freedom Project	
17.	Ms. Joumana Karame	Programme Coordinator GCC	Kuwait
18.	Ms. Dina El Beheri	Admin/Finance Officer, CO-Kuwait	
ILO Geneva, Abidjan			
19.	Ms. Lou Tessier	Technical Officer of RE-FRAME	Geneva
20.	Ms. Michelle Leighton	Chief of MIGRANT	Geneva
21.	Gloria Moreno-Fontes Chammartin	Regional Labour Migration and Mobility Specialist for Africa	Abidjan
Swiss Agency for Development and Cooperation (SDC)			
22.	Ms. Simone Troller Alderisi	SDC Regional Advisor	Amman
23.	Ms. Aya Maraqa	SDC National Coordinator – Jordan	
Government officials and Labour related Institutions			
24.	Ms. Denise Dahrouj	Chief of international affairs (MoL)	Beirut
25.	Joelle Fawaz	Legal Advisor to the Ministry of Labour (MoL)	
26.	Mr. Joseph Bechara	Public Notary Office President	
27.	Ms. Nisrine Ayoub	Notary	
28.	Mr. Tareq al-Aziz	Head of the Domestic Workers' Department (DWD) of the MoL	Amman
29.	Ms. Lara Tameme	M&E specialist Minister's office (MoL), member of DWD	
30.	Ms. Ghadeer Ataya	MoL officer	
31.	Mr. Ahmad Kharabsheh	MoL, member of DWD	

32.	Mr. Jihad Jadallah	Adviser to the Minister (MoL), Jordan	
33.	Mr. Jaber Alali	Director International Relations, Public authority of Manpower (PAM)	Kuwait
34.	Mr. Fahed al-Murad	Director Administrative Development & Training, PAM	
35.	Ms. Fai al-Mubarak	Coordinator Administrative Transactions, PAM	
36.	Mr. Yousef al-Ustaz	Ministry of Interior - Kuwait	
37.	Mr. Mohammad Dito	Labour Market Regulatory Authority (LMRA) Policy Advisor (Bahrain) – Policy advisory Committee (PAC) member	Bahrain
Workers' Trade Unions and Associations			
38.	Mr. Castro Abdallah	Fédération Nationale des Syndicats des Ouvriers au Liban	Beirut
39.	Ms. Mariela Acuna	International Domestic Workers Federation (IDWF)	
40.	Ms. May Abi Samra		
41.	Member 1 ⁵⁰	Members of the Domestic Workers Union	
42.	Member 2		
43.	Member 3		
44.	Member 4		
45.	Member 5		
46.	Member 6		
47.	Member 7		
48.	Mr. Mohammad al Mayta	Arab Trade Union Confederation, Migration Focal Point – Policy Advisory Committee (PAC) member	Amman
49.	Ms. Hind Ben Ammar	Arab Trade Union Confederation, Office Coordinator	
50.	Mr. Ouns al-Qawasmi	Member of the Jordanian Federation of Trade Unions Committee, Transports Sector	

⁵⁰ For confidential reasons, the evaluators do not reveal the identity of the interviewed members of the Domestic Workers Union in Lebanon.

51.	Mr. Hatim Qattis	Member of the Jordanian Federation of Trade Unions Committee, Electricity Sector	
52.	Mr. Basil al-Haroun	Member of the Jordanian Federation of Trade Unions Committee, Electricity Sector	
53.	Ms. Indrani Mendis	Committee for refugees and migrant workers, Jordanian Federation of Trade Unions	
54.	Member 1 ⁵¹	Members of the Sandigan Kuwait Domestic Workers Association	Kuwait
55.	Member 2		
56.	Member 3		
57.	Member 4		
58.	Member 5		
59.	Member 6		
60.	Member 7		
61.	Member 8		
Employers' Associations			
62.	Mr. Ali Houssayan	Kuwait Chamber of Commerce and Industry (KCCI)	Kuwait
63.	Dr Manaf Hamza	Chairman BCCI Real Estate and Construction Committee, BCCI	Bahrain
Individual Employers of Domestic Workers			
64.	Ms. Anuwar	Individual Employers of Domestic Workers	Amman
65.	Ms. Susan Karam		
66.	Ms. Nadira Sharif		
67.	Ms. Fatima Sharif		
68.	Ms. Sarah Sharif		

⁵¹ For reasons of confidentiality, the evaluators have not revealed the identity of the interviewed members of the Sandigan Kuwait Domestic Workers Association.

CSOs				
69.	Ms Dina Safarini	Tamkeen	Amman	
70.	Mr. Saleh al-Hassan	Kuwait Society for Human Rights	Kuwait	
71.	Ms. Manal Bouhaimed			
72.	Mr. Khaled al-Ajmi			
73.	Ms. Sheikha Bibi Al Sabah	Social Work Society		
News Agencies				
74.	Mr. Mohammad al-Omari	Director General, Petra News Agency	Amman	
75.	Ms. Falha Suleyman Brizat	Media Adviser, Petra News Agency		
76.	Mr. Suleiman al-Abeilat	Director, Petra News Agency		
77.	Mr. Khakled al-Shboul	Deputy Director, Petra News Agency		
78.	Mr. Janty Nouredin	Director of the Training Department, Petra News Agency		
79.	Mr. Mohammad al-Azzaa	Director of the Human Resources, Petra News Agency		
80.	Ms. Bushra Neiroukh	Journalist, Petra News Agency		
81.	Mr. Mohammad Khwaileh	Editor, Petra News Agency		
82.	Mr. Wafa Zenati	Editor Deputy, Petra News Agency		
83.	Mr. Issa al-Abbadi	Editor Reporter, Petra News Agency		
84.	Ms. Rania Sarayrah	Journalist and media trainer – al-Ghad newspaper		
85.	Mr. Tom Law	Ethical Journalism Network (EJN)		London
Youth Advocates				

86.	Ms. Labebah al-Ateef al-Omari	Youth Network - Jordan	Amman
87.	Mr. Ahmadand Rasmi Zgoul	Youth Network - Jordan	
88.	Mr. Yamen Al Helo	Youth Network - Jordan	
89.	Vivian Hmeidan	Youth Network - Jordan	
90.	Ms. Noura al-Suleyman	Ensaniyat Youth Project (Migrant-Rights.Org)	Kuwait
ILO Consultants			
91.	Ms. Bissan Youssef	Lawyer, Domestic Workers Union. Former ILO consultant to FENASOL (cost shared by FAIRWAY and WIF to provide support to Domestic Workers Union (DWU))	Beirut
92.	Ms. Leena Ksaifi	ILO Consultant (Formerly Equip)	
93.	Ms. Carole Mansour	Forward Film Production	
94.	Ms. Muna Khalidi		
95.	Mr. Ibrahim Aqeel	ILO Consultant – Dispute resolution procedures MoL Jordan	Amman
96.	Mr. Paulius Yamin-Slotkus	ILO Consultant – Measuring Attitude and Behaviour Change	London
Others			
97.	Ms. Ana V. Ibanez	Journalist, Fellow of the journalism fellowship programme	Spain
98.	Mr. Ray Jureidini	Policy Advisory Committee (PAC) member, Professor at Hamad Bin Khalifa University	Doha

Annexure 4: Schedule of Stakeholder Meetings and Field Visits

Skype Meetings in the Inception Phase

Sr. No.	Date	Time	Stakeholder name and Title	Venue	Responsible for scheduling
1.	Sunday 13 Jan	14:00-17:00	Sophia Kagan, CTA and Eliza Marks, Technical Officer, Fairway project	Skype	Sophia and Evaluators
2.	28 Nov 2018	14:30	Nathalie Bavitch, M & E Officer, ROAS and Jihane Sankari, ILO consultant to the Regional Programming Unit (RPU)	Skype	Sophia and Evaluators
3.	30 Nov 2018	9:00	Paulius Yamin-Slotkus, ILO HQ consultant on research and evaluation of interventions that seek to change social norms, and through these, behaviour	Skype	Sophia and Evaluators
4.	5 Dec 2018	11:00	Suha Labadi, National Programme Coordinator (NPC) of the ILO Work in Freedom (WIF) project, Jordan.	Skype	Sophia and Evaluators
5.	18 Dec 2018	11:00	Sophia Kagan, CTA, Fairway project	Skype	Sophia and Evaluators
6.	4 Dec 2018	10:00	Simone Troller and Aya Maraqa	Skype	Sophia and Evaluators
7.	4 Dec 2018	14:45	Salwa Kanaana, Communications Officer (ROAS);	Skype	Sophia and Evaluators
8.	9 Jan 2019	10:30	Lou Tessier – Technical Officer, Re-Frame Project	Skype	Sophia and Evaluators

Skype Meetings during field visits

Sr. No.	Date	Time	Stakeholder name and Title	Venue	Responsible for scheduling
9.	25 Jan 2019	13:30	Tom Law, Ethical Journalism Network	Skype	Sophia and Evaluators

10.	25 Jan 2019	12:15	Manaf Hamza, Labour Market Regulatory Authority, Bahrain	Phone call	Sophia and Evaluators
11.	14 Jan 2019	18:30	Mohammed Dito, PAC Member	Phone call	Sophia and Evaluators
12.	15 Jan 2019	18:30	Ray Jureidini, PAC member	Skype	Sophia and Evaluators

Skype Meetings after completion of the field visits

Sr. No.	Date	Time	Stakeholder name and Title	Venue	Responsible for scheduling
13.			Ana Ibanez	Skype	
14.	4 Feb 2018	09:00	Sophia Kagan	Skype	Sophia and Evaluators
15.	4 Feb 2018	11:00	Gloria Moreno-Fontes Chammartin	Skype	Sophia and Evaluators

ILO Beirut, Lebanon

13-18 January 2018 (Sunday to Friday)

Sr. No.	Date	Time	Stakeholder name and Title	Venue	Interpreter required	Responsible for scheduling
16.	Sunday 13 Jan	14:00-14:30	Bissan (DWU lawyer)	FENASOL Office, Cola	Y	Eliza
17.		14:30-15:00	May Abi Samra and Mariela Acuna from IDWF			
18.		15:00-17:00	15:00-17:00: FGD with members of the DWU			
19.	Monday 14 Jan	09:00-11:00	Sophia Kagan (ILO – CTA FAIRWAY)	ILO	N	Maarouf

			Eliza Marks (ILO – TO FAIRWAY)			
20.		12:00–13:00	Nathalie Bavitch (M&E Officer)		N	Maarouf
21.		14:00–15:00	Zeina Mezher ILO – NPC of WIF		N	Maarouf
22.		15:15–16:00	Mustapha Said ILO - Workers’ Specialist		N	Maarouf
23.		10:00–11:00	Salwa Kanaana – ILO Communication Specialist	ILO floor 12 th	N	Maarouf
24.	Tuesday 15 Jan	11:30–12:15	Frank Hagemann Deputy Regional Director, Director DWT Arab States	ILO floor 11 th	N	Maarouf
25.		12:15–13:00	Lama Oueijan ILO - Employers’ Specialist	ILO floor 11 th	N	Maarouf
26.		13:30–15:00	Denise Dahrouj Chief of International Affairs, MOL	MOL floor 4 th	Y	Maarouf
27.	Wednesday 16 Jan	10:00–11:00	Joumana Karame (ILO – Programme Coordinator GCC) and Dina el Beheri	Skype, ILO conference room	N	Maarouf

28.		11:00-11:45	Amin al-Wreidat ILO - Labour inspection and OSH Specialist	ILO floor 11 th	N	Maarouf
29.		12:15 – 1:30	Sophia Kagan, (CTA of Fairway)	ILO floor 7 th		Sophia
30.		14:00-15:00	Ryszard Cholewinski (ILO Migration Specialist)	ILO floor 11 th		
31.		16:00–17:00	Joseph Bcharra (President of Public Notaries Council) and Nisrine Ayoub (Notary)	Public Notaries Office, Badaro	N	Sophia
32.	Thursday 17 Jan	09:00-10:00	Sara El Jamal National Programme Coordinator	ILO floor 12 th	N	Maarouf
33.		10:00–11:00	Frida Khan ILO – Gender Specialist	ILO floor 11 th	N	Maarouf
34.		12:00 –13:00	Carole Mansour and Muna Khalidi, Forward Film Production	ILO floor 7 th	N	Eliza
35.		15:30-16:30	Leena Ksaifi, ILO consultant	ILO floor 7 th	N	Sophia

36.	Friday 18 Jan	09:00-10:00	Observing meeting of CSOs and Judge Joelle Fawaz	ILO floor 11 th	N	Maarouf
37.		10:00-11:00	Rabia Jalloul National Programme Coordinator	ILO floor 6 th	N	Maarouf
38.		12:00-13:00	Torsten Schackel ILO – ILS and Labour Law Specialist	ILO floor 11 th	N	Maarouf
39.		16:00	De-briefing with FAIRWAY team	ILO Floor 7 th	N	Sophia
40.	Saturday 19 Jan	08:30-09:30	Castro Abdallah	Phone call	Translation: evaluator	Evaluators
		13:15	<i>travel to Jordan</i>			

ILO Amman, Jordan

20-23 January 2018 (from Sunday to Wednesday)

Sr. No.	Date	Time	Stakeholder name	Venue	Interpreter required	Responsible for scheduling
41.	Sunday 20 Jan	09:00- 10:00	Patrick Daru ILO – Senior Skills and Employability and Coordinator of DWCP Jordan and Suha Labadi ILO – NPC of WIF project (Amman Office)	ILO Office, Amman	N	Maarouf

42.		12:00- 13:00	Lara Tameme (M&E specialist, Minister's Office (MoL), Jihad Jadallah (Adviser to the Minister), Ghadeer Ataya (MoL officer), Ahmad Kharabsheh (MoL, DWD)	Ministry of Labour	Y	Sophia
43.	Monday 21 Jan	09:00-10:00	DWD staff and Dr Ibrahim Aqel (FAIRWAY consultant)	DWD, Ministry of Labour	Y	Sophia
44.		14:00- 16:00	Mohammad al-Maita (ATUC, migration focal point and PAC member), Hind Ben Ammar (ATUC Office Coordinator) and GFJTU representatives.	ATUC office	Y	Sophia
45.	Tuesday 22 Jan	09:00- 11:00	Rania Sarayrah, journalist and media trainer	Al Ghad Newspaper	N	Eliza
46.		11:30- 13:30	FGD with Petra News training centre representative and journalists	Petra News Agency	Y	Eliza
47.		14:00-15:00	FGD with Youth Network members, and meeting with Dina Safarini, Tamkeen	Tamkeen Office	Y	Eliza
48.		16:00-17:30	FGD with MDW Employers	ILO Office	Y	Sophia
49.	Weds 23 Jan	12:00 -13:00	Simone Troller Alderisi and Aya Maraqa from SDC	Embassy of Switzerland in Jordan	N	Eliza
		17:55 Travel to Kuwait				

ILO Kuwait

24-28 January 2018

Sr. No.	Date	Time	Stakeholder name	Venue	Interpreter required	Responsible scheduling for
50.	Thurs 24 Jan	12:00- 13:30	Mr. Jaber Al-Ali, Director International Relations Dept., Mr. Fahed Al-Murad, Director Administrative Development& Training Dept., Ms. Fai Al-Mubarak, Coordinator Administrative Transactions, Yousef el-Ustaz, MOI officer	PAM	N	Maarouf
51.		14:00 – 15:00	Saleh el Hassan, Manal Bouhaimed, Khaled al-Ajmi, Kuwait Society for Human Rights	KSHR	Y	Sophia
52.		16:30 – 18:00	FGD with SKDWA members	Marina, Johnny Rocket's café	N	Sophia
53.	Sun 27 Jan	10:00 – 11:00	Ali Al Hossayan (KCCI)	KCCI Offices	Y	Eliza
54.		13:00 – 14:00	Sheikha Bibi Al Sabah (Social Work Society)	18 th Floor Al Shaheed Tower	N	Eliza
55.		16:00 – 16:30	Nourah Al Sulaiman Ensaniyat Youth Project (Migrant-Rights.Org)	Phone call	N	Evaluators

Skype calls conducted for the debriefing meeting

Finally, on February 25 an **overall debriefing meeting** was held by Skype with the Fairway team, the Deputy Regional Director, the Senior Migration Specialist, the M&E officer and other ROAS members who have been interviewed during the evaluation, and the SDC team.

Annexure 5: Priority Areas in DWCP and UNSF relevant for Fairway

The Fairway project provides key entry points for engagement in the countries, as per the priorities indicated in the DWCPs of these countries. The extracts of relevant priority areas for three of the project countries are provided in the following table:

Table 5.1: Extracts of relevant priority areas in DWCPs and technical projects⁵²

DWCP/TC Project	Relevant Priority
Kuwait (2018-2020)	<p>Priority 2: Improved Governance of foreign labour</p> <p>Outcome 1: Strengthened <u>fair recruitment processes</u> for foreign workers through legislative and regulatory changes</p> <p>Outcome 2: Improved protection of women and men foreign workers including through <u>enhanced dispute prevention and resolution mechanisms and enhanced access to justice procedures</u> for foreign and domestic workers.</p> <p>Outcome 3: Strengthened <u>inclusive dialogue</u> on labour mobility with countries of origin, including in the establishment of fair recruitment corridors.</p>
Lebanon (2018-2020)	<p>Priority 3: Improved labour governance in accordance with International Labour Standards and with a particular focus on Fundamental Principles and Rights at Work</p> <p>Outcome 1: Improved <u>regulatory frameworks and mechanisms, labour inspection and labour administration systems</u></p> <p>Outcome 3: Increased institutional capacity and mechanisms for <u>social dialogue</u>, collective bargaining and policy making</p>
Jordan (2018-2022)	<p>Priority 2: Decent working conditions for all creates a level playing field for Jordanians, refugees and migrant women and men</p> <p>Outcome 2.1: Effectiveness and efficiency of <u>labour inspection and OSH services</u>, and their preventive role, enhanced in line with the relevant International Labour Standards</p> <p>Outcome 2.2 <u>Improved working conditions for Jordanian, migrant and refugee men and women</u>, including in Special Economic Zones through strengthened regulatory framework and compliance in line with ILS (including legislative and policy reform on domestic work)</p>
Bahrain (UN Strategic Partnership Framework 2018-2020)	<p>Priority 1: Promote security and stability, the democratic system and foreign relations</p> <p>Outcome 1.2:</p> <ul style="list-style-type: none"> i. Improved criminal justice responses in accordance with international standards and norms in crime prevention and criminal justice and human rights instruments ii. Strengthened application of international conventions and practices for implementation of international legal frameworks <p>Priority 3: Empower Bahrainis through their contribution to the development process</p> <p>Outcome 3.4: Supportive care and effective social development:</p> <ul style="list-style-type: none"> i. Improved targeting of needy individuals for social protection systems and enhanced engagement of young people in national development ii. Greater capacity to implement measures for gender equality and women's advancement iii. Stronger labour market policies including mechanisms for dispute resolution and occupational health and safety

⁵² Source: Fairway PRODOC 1 and PRODOC 2

<p>P&B Outcomes:</p>	<p>Outcome 9: Promoting fair and effective labour migration policies Outcome Statement: Labour migration governance is strengthened to ensure decent work for migrant workers, meet labour market needs and foster inclusive economic growth and development</p> <p>Outcome 8: Protecting workers for unacceptable forms of work Outcome Statement: Tripartite constituents are better equipped to protect women and men workers from unacceptable forms of work</p>
<p>CPO:</p>	<p>RAB 129 Increased capacity of MOL to develop policies for labour migration in line with the ILO Multilateral Framework on Labour Migration</p> <p>RAB 155 Enhanced capacity of Governments and social partners to address labour trafficking</p> <p>BHR 102 Labour market mobility and protection of temporary expatriate contractual workers improved</p> <p>JOR 111 Enhanced capacity of the Government to better protect the fundamental and working rights of Women Migrant Domestic Workers in the country</p> <p>JOR 103 Working conditions and social protection of migrant workers, and other vulnerable groups, enhanced through the improvement of the legislative framework and its enforcement</p> <p>JOR 154 Enhanced capacity of the Government to prevent and prosecute trafficking and forced labour</p> <p>KWT 105 Improved regulatory framework on protecting rights of migrant workers</p> <p>KWT 102 Improved labour administration and labour inspection mechanisms to implement ILS, protect migrant workers' rights and improved integration of women in the labour force</p> <p>KWT 106 Increased capacity of the Government to manage labour migration</p> <p>KWT 104 Improved capacity of government and social partners to tackle forced labour</p> <p>LBN 151 Rights at work protected for domestic workers through the development and enforcement of legislative and policy framework in line with ILS</p> <p>LBN 156 Enhanced capacity of the Government to provide statistical information on forced labour and trafficking</p> <p>ARE 126 Increase capacity of MOL to develop policies for labour migration in line with the ILO Multilateral Framework on Labour Migration</p>
<p>Links to National Development Frameworks</p>	<p>Bahrain: Proposed ILO initiatives in Bahrain will seek to further progress national development goals as outlined under Economic Vision 2030 and the Government Programme (2015-2018). These frameworks serve as roadmaps to employment nationalization strategies based on a market-based approach, which would, if effectively implemented, serve to significantly enhance the mobility of migrant workers within the Bahraini labour force and reform key aspects of the <i>Kafala</i> sponsorship system.</p> <p>Jordan: In Jordan the project would contribute to the achievement of the relevant outcomes of ILO's DWCP, which in turn aligned with national development frameworks, including the UNDAF (2015-2017), UNDP Country Programme (2013-2017), Executive Development Programme (2011-2013), National Agenda (2006-2015) and the National Employment Strategy (endorsed in 2011).</p> <p>Kuwait: In Kuwait, the Supreme Council for Planning and Development has issued Vision 2035, and more recently, a draft National Mid-Range Development Plan (2015-2020). The new draft plan includes a specific chapter on foreign workers, with a focus on registration of workers and recruitment procedures. ILO, through FAIRWAY, will link its project plan for Kuwait to respond to these national goals, as well as synchronizing efforts with the UN Common Country Strategy (2015-2019) which is still under development,</p>

and the UNDP/IOM/ILO Joint Programme for the Support of the Ministry of Manpower (2015-2016) that aimed to assist the Ministry in improving labour conditions in the country, including those of migrant workers.

Lebanon: Migrant workers in Lebanon were specifically addressed under Outcome 2.2 of the UNDAF (2010-2014), particularly in relation to proposed amendments of the labour law for inclusion of migrant domestic workers.

UAE: In UAE, FAIRWAY was to ensure programmatic synergy with the UN Country Team Common Strategic Framework (2015-2016) under which ILO contributes in the areas of labour inspection, labour market information and protection of migrant workers. Where applicable, FAIRWAY initiatives will seek to promote the realization of national development goals as detailed within the UAE Economic Vision 2021.

Annexure 6: Theory of Change and M&E Assessments

This Annexure first provides, in Table 6.1., an example of how indicators may be classified, for measuring outputs and outcomes. It takes only one example, that of migration glossary. Table 6.2 provides and the evaluators' assessment of the validity of the assumptions and risks of the Fairway project. Figure 7.1 depicts the TOC of the Fairway project as depicted in the PRODOC phase 1.

6.1. Promotion, Monitoring and Impact Assessment of Migration Glossary

Table 6.1.: Promotion, Monitoring and Impact Assessment of Migration Glossary

Factors Determining Impact of MG	Inputs/ Outputs	Measuring Outputs	Measuring Outcome/ Impact
<ul style="list-style-type: none"> • Relevance/ adaptation to the situation in each country 	<ul style="list-style-type: none"> • Conducting workshops, with leading media agencies about the MG, producing country specific versions, preferably published by media agencies and distributed by them. 	<ul style="list-style-type: none"> • No. of media agencies involved in adapting and producing the MG (1 or 2) • No. of terms changed and adapted to country context 	<ul style="list-style-type: none"> • Monitor number of articles reported • Monitor topics covered • Monitor terms used • Monitoring impact on readers
<ul style="list-style-type: none"> • Understanding and acceptance by leading media agencies, especially state-owned agencies • 			
<ul style="list-style-type: none"> • Use by media journalists directly trained by the programme 	<ul style="list-style-type: none"> • Trainings of journalists by media agencies • Training of journalists by Fairway 	<ul style="list-style-type: none"> • No. of journalists trained • Pre and post-tests to assess change of knowledge and attitudes • Commitments and pledges made, if any, by the training participants 	

6.2. Overview of Project Assumptions and Risks

Table 6.2.: Overview of Project Assumptions and Risks

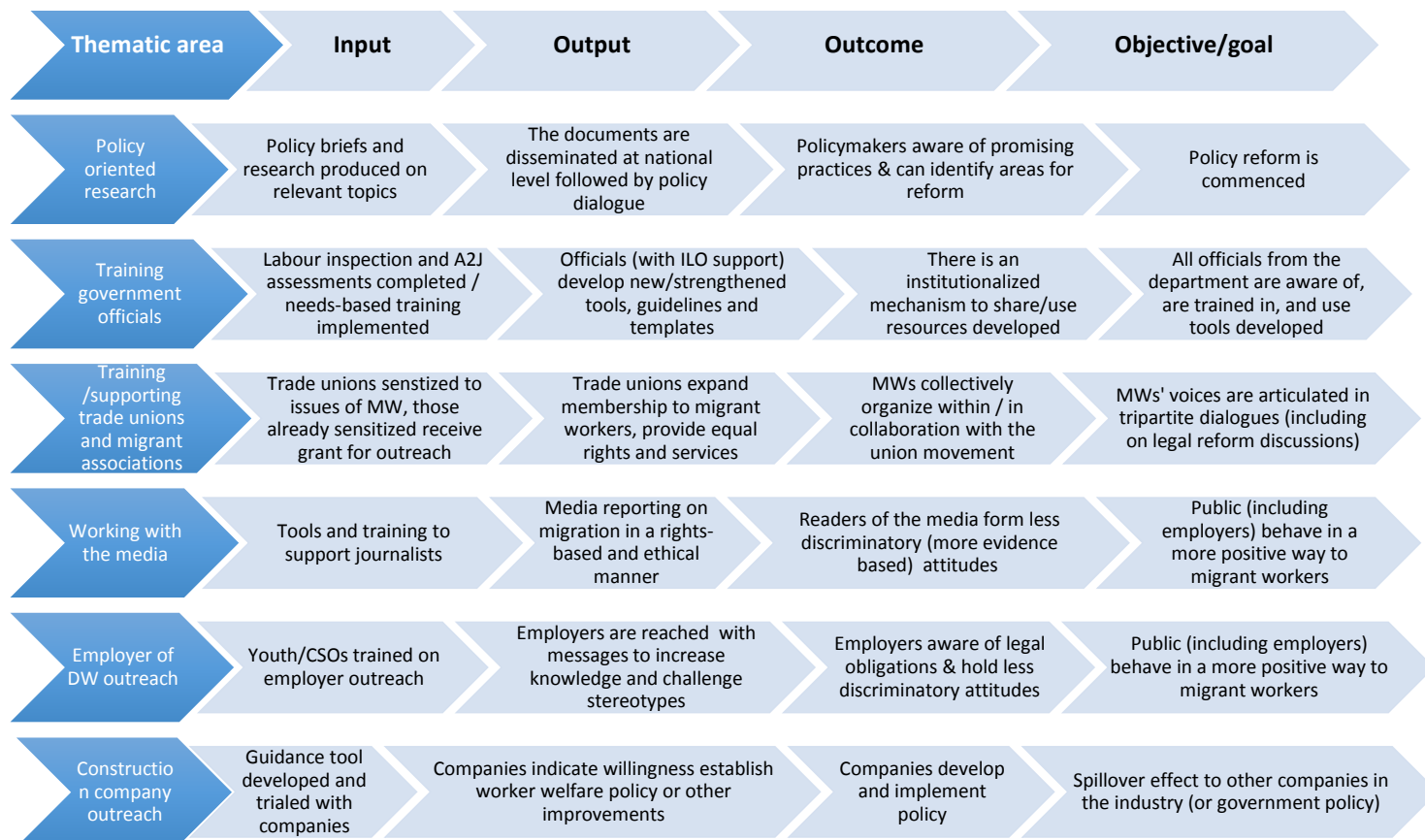
Assumption	Validity
Outcome 1: Labour migration-related policy change for fair migration informed by evidence-based knowledge	
<p>1. There is sustained interest by governments to engage with ILO on policy change for fair migration (Management assumption 2)</p>	<p>This assumption has been largely valid; the evaluators have found sustained interest by the government. The collaboration at the level of improving the mechanisms (e.g. the contracts registration system in Lebanon and the complaints management system in Jordan) has been more than for policy change. The process of policy change is slower and influenced by political economy of the country and the region, thereby affecting the willingness of governments to work on policy change. For instance, in Phase 1, Fairway had to cease working in UAE as the government was not willing to engage.</p> <p>Bahrain: While Bahrain’s MLSA is interested to engage with the ILO, the LMRA has not indicated interest limiting effectiveness of FAIRWAY interventions at a national level.</p>
Output 1.1: Policy Advisory Committee operational and supporting advocacy for policy change towards fair migration	
<p>2. Members of the PAC are well positioned to contribute to policy change (Implementation assumption 2)</p>	<p>Largely valid, as selection criteria include the ability to influence policy, and the senior management as well as PAC members interviewed confirmed this.</p> <p>This assumption as it is currently framed, does not include an expectation that the PAC members would influence policy, directly in their individual and institutional capacities.</p>
Output 1.2: Research and policy advisory papers delivered and used to support advocacy for policy change towards fair migration	
<p>3. ILO and its partners are able to conduct research and discuss findings with stakeholders. (Management assumption 3)</p>	<p>The Fairway project has produced research studies, policy briefs, infographics and fact sheets. Many of these have been discussed with stakeholders. This assumption has remained valid throughout the Fairway project.</p>

Outcome 2: More effective and efficient institutional mechanisms and improved operational modalities for fair migration in the target countries	
4. Tripartite stakeholders are receptive to capacity building training and contributing to improving operational modalities. (Development assumption)	The assumption has largely proved valid, with Fairway conducting trainings and capacity building inputs for government and trade unions. The response of employers has been slow, although some entry points have been found.
5. Material outputs are of sufficient quality to have future value to targeted users (Sustainability assumption)	The research outputs are of high quality and useful for the stakeholders, e.g. gap analyses, MFH campaign, movie Thank you Soma, etc. Other key outputs such as Migration Glossary have not yet been adapted to country contexts so are less sustainable.
6. Trainees share administrative records to demonstrate progress (Implementation assumption 5)	The evaluators found willingness to share administrative records, although the monitoring systems were not in place for the data to be available. (e.g. data on adjudication of complaints of workers).
Output 2.1 Government authorities capacitated for fair migration (including on improving operational modalities) and to address decent work deficits of female and male migrant workers.	
7. Trainees remain engaged after training is finished and continue dialogue and share information to allow progress to be monitored (Development assumption)	The project has found that while TU trainees remained engaged, the communication with government trainees was difficult due to centralised communication. This points to the larger need for improved follow up and monitoring systems in the programme.
Output 2.2: Trade unions capacitated on fair migration and outreach to and empowerment of migrant workers	
8. Workers' organizations from countries of destination are willing to participate (Implementation assumption 3)	There is sufficient expression of interest from the trade unions in Lebanon and Jordan to show that this assumption holds true. Some union leaders called for a stronger involvement of ILO in their activities, which they feel is currently lacking.
Outcome 3: Diminished discriminatory and abusive attitudes and actions towards female and male migrant workers	
9. Media and public, including mobilized employers, willing and able to speak out on fair migration (Implementation assumption 6)	The evaluators found a willingness among the media to speak out on fair migration issues. However, the assumption was not tested for employers, as the global ILO strategy on change in social norms on the part of employers is to use positive language as an entry point.

Output 3.1: Public sensitized on abuse of female and male migrant workers and fair migration solutions through collaborative partnerships with media	
10. There is no interference or obstruction from authorities on journalists' freedom of speech (Implementation assumption 4)	The TPRs of the Fairway project note that situation on freedom of speech is severely constrained in UAE, and remains de-facto constrained in the Gulf countries. The evaluators found no evidence from the stakeholder interviews, which however were limited to two independent journalists and 8 from a state news agency.
11. Persons of influence appropriately represent and transmit messages (Implementation assumption 7)	This assumption was validated, as Fairway identified change agents in key positions and worked with them to exert the influence needed. Examples of this include the Manager of International Relations in the MoL, the President of Association of Public Notaries, and in Jordan the Chairperson of the Petra News Agency and the head of PAM.
Output 3.2: Evidence-informed campaigns implemented to address negative employer attitudes against mainly female migrant domestic workers in countries of destination	
And Output 3.3: Evidence-informed campaigns implemented to address negative employer attitudes against mainly male migrant workers in construction in countries of destination	
12. Employers are receptive to change (Implementation assumption 8)	The evaluators found this assumption not validated by the experience of the project. The implementing partners found it difficult to gather employers for campaigns, and had to change the vocabulary, taking a soft approach towards discussion on workers' rights. Employers need to be engaged systematically for long term to participate in changing in social norms and behaviours.
13. Programme staffing and start up is timely (Management Assumption 1)	This assumption remained valid: although there was a delay in starting the project by about 6 months, this was made up by two extensions to the project duration.
14. Data sources (governments, national bodies, statistical bureaux, research bodies) share data and cooperate in data collection (Implementation Assumption 1)	The assumption as it is stated provided valid, as organisations were found to be open about providing data. However, the project has not had the system in place for collaboration for collecting relevant data for assessment of project results.

6.3. The Theory of Change of the Fairway Project

Figure 6.1. The Theory of Change of the Fairway Project



Annexure 7: Indicators and Achievements of the Fairway Project

Table 7.1. Indicators and Achievements of the Fairway Project

Outputs	Target	Achievement (source PMF 2019)	Evaluators comments (where applicable)
Outcome 1: Labour migration-related policy change for fair migration informed by evidence-based knowledge			<i>Overall statement on Outcome 1: Structural policy change has not happened or has happened with limited benefit to migrant workers. However, the project has had a series of dialogues with governments and relevant stakeholders at the regional level to prepare the ground for policy change achieving interim steps, but indicators currently do not track interim steps towards policy change.</i>
1.1. Number of project countries that adopt improved recruitment policy* in line with ILS/ILO policy	2 countries Reported on track	The UAE and the Philippines governments agreed to implement a fair migration pilot through the Abu Dhabi Dialogue, following inputs by Fairway to the UAE on mechanisms to improve recruitment (in October-December 2016) In Kuwait , FAIRWAY has – jointly with the Public Authority for Manpower (PAM) – produced a report on fair recruitment, which was discussed and validated in a National Consultation on recruitment (April 2018). A proposal for a Ministerial Decree on the elimination of worker-paid recruitment is currently being considered by the PAM	Activities are on track. <i>The reporting here is not about the achievement of the indicator, but of activities that were done towards its achievement. However, the narrative is useful as it tracks progress towards the achievement.</i>
1.2. No. of countries that introduce and/or consider reforming* sponsorship policy to address key ILS concerns (target changed)	Target: 2 countries by mid-2019 Reported on track	A number of project countries are in the process of reviewing sponsorship rules in relation to domestic workers, which may be linked to several of the recommendations in FAIRWAY white papers on <i>Kafala</i> reform (May 2017) and domestic work	Activities are on track.

		<p>(March 2018). This includes Lebanon (currently considering possible models for part-time domestic work), and the UAE.⁵³ Additional impetus on countries in the region to amend <i>Kafala</i> may have come from strong statements by the Philippines delegation during the negotiations on the Global Compact for Safe, Orderly and Regular Migration on 16 May 2018, in which the recommendations of the FAIRWAY paper on <i>Kafala</i> were directly referenced.</p> <p>In Kuwait, the Public Authority of Manpower introduced a <u>new service</u> allowing migrant workers to check electronically whether an absconding charge has been made against them (April 2018). This was a recommendation made in the draft FAIRWAY report on dispute resolution mechanisms (October 2017) – given that the charge of ‘absconding’ is one of the key areas of disputes between workers and employers.</p>	
1.3. No. of countries that change* policy in construction to the benefit of migrant workers (target changed)	Target changed to 1 country by mid-2019 Reported on track	In Jordan , FAIRWAY used the findings of its training with labour inspectors in March /April 2018 to lobby the Minister for broader reform of the inspection system. As a result, the Ministry agreed to participate in a full assessment of labour inspection (ongoing since February 2018), and the Ministry chose construction as one of four priority sectors as part of the ILO’s two year ‘Strategic Compliance pilot’ focusing on labour inspection. In December 2017, in a letter to the head of ILO NORMES Unit, the Minister expressed a possible interest in ratification of a number of conventions including the <i>Safety and Health in Construction Convention, 1988 (No. 167)</i> .	<i>Activities are on track.</i> <i>The reporting here is not about the achievement of the indicator, but of activities that were done towards its achievement. However, the narrative is useful as it tracks progress towards the achievement.</i>
1.4.	Target changed to 1 country by mid-2019		<i>Activities are on track.</i>

⁵³ In June 2018, the UAE introduced new rules allowing change of sponsor after 6 months, and part-time/hourly work, though both options are at the election of the employer, not the worker: <https://www.thenational.ae/uae/uae-s-new-recruitment-fees-to-offer-domestic-workers-more-protection-1.744542>

<p>No. of countries that change* policy in domestic work to the benefit of migrant workers (Target changed)</p>	<p>Reported on track</p>	<p>The UAE adopted the Domestic Workers Law which (while not a direct result of FAIRWAY activities), likely influenced by information on regional and international good practices with respect to domestic work legislation, which was provided to key contacts in the UAE Ministry of Human Resources and Emiratization (MOHRE) during a mission to Geneva (delivered by HQ colleagues), as well as engagement with the ILO Regional Director during the June 2017 ILC.</p> <p>In Jordan, as a result of intensive engagement by FAIRWAY with the Ministry of Labour, the Minister requested that the ILO “study the possibility of ratifying Domestic Workers Convention, 2011 (No. 189) by reviewing and assessing the current context and legislative framework of Jordan.” FAIRWAY carried out this assessment in collaboration with ILO colleagues in ROAS and HQ,⁵⁴ and has conducted multiple policy dialogues with the International Labour Standards team in the Jordanian Labour Ministry to guide them on the process of ratifying C189 (most recently December 2017).</p>	<p><i>The reporting here is not about the achievement of the indicator, but of activities that were done towards its achievement. However, the narrative is useful as it is tracks progress towards the achievement.</i></p>
<p>Outcomes 1.1 Policy Advisory Committee is operational and supporting advocacy for policy change towards fair migration</p>			
<p>1.1.1. No. of face-to-face PAC meetings</p>	<p>6 PAC meetings held Reported on track</p>	<p>Five PAC meetings have been held in November 2016, April 2017, October 2017, May 2018 and November 2018 with positive feedback shared by members.</p>	<p><i>The output timelines are on track.</i></p>
<p>1.1.2 No. of detailed suggestions of policy advice formulated through PAC</p>	<p>6 suggestions by mid-2019 Reported on track</p>	<p>Five pieces of policy advice have been formulated – the policy ‘advice’ is documented in a summary document circulated after each PAC meeting to all members (four summary reports thus far) and a policy brief (on wages and wage protection systems). However, many other suggestions from PAC members have been taken forward including</p>	<p><i>The output timelines are on track.</i></p>

⁵⁴ Draft currently being reviewed by ILO Geneva

		for example, advice on the behavioural change campaign strategy in relation to domestic workers. Further, a policy brief on regional dialogue on fair migration is under discussion.	
Outcome 1.2. Research and policy advisory papers delivered and used to support advocacy for policy change towards fair migration			
1.2.1. No. of completed reports/studies	8 reports/ studies by mid-2019 Reported on track	FAIRWAY has published 10 publications/reports (six of which are available in Arabic as well as English): <ol style="list-style-type: none"> 1. White paper on recruitment in the Asia-Arab States corridor (September 2016) 2. White paper internal labour market mobility (<i>Kafala</i>) (May 2017), as well as a video in collaboration with MRO (PAC member) 3. Policy brief on workers who become irregular through no fault of their own (June 2017) 4. Background paper to the Interregional Consultation on Labour Migration from Asia/Africa to the Middle East (October 2017) 5. White paper on the protection of construction workers (February 2018) 6. Mapping of migrant worker resource centres (February 2018) 7. White paper on domestic workers and their employers (March 2018) 8. Assessment of the Jordanian Insurance Scheme for Migrant Domestic Workers (August 2018)⁵⁵ 9. Eight national labour law factsheets (Jordan, Lebanon and Gulf countries) (August 2018) 10. Note for Policymakers: Minimum wages and wage protection in the Arab States: 	<p><i>The activity target has been achieved and surpassed.</i></p> <p><i>FAIRWAY has published 14 knowledge materials (4 White Papers, 6 among briefs and infographics, 1 Media Glossary, 1 mapping report of MRCs in the Arab States, 1 high-level conference background paper and 8 legislative fact sheets). 6 publications/reports are available in Arabic as well as English:</i></p> <p>Fairway publications</p> <ol style="list-style-type: none"> 1. <i>Jureidini Ray (2016), “Ways forward in recruitment of low-skilled migrant workers in the Asia-Arab States corridor”, ILO White Paper, Beirut.</i> 2. <i>ILO (2017a), “Employer-Migrant Worker Relationships in the Middle East: Exploring Scope for Internal Labour Market Mobility and Fair Migration”, ILO White Paper, Beirut. As well as a video in collaboration with MRO (PAC member)</i> 3. <i>ILO (2017b), [English and Arabic] “Media-Friendly Glossary on Migration. Middle East Edition”, Beirut.</i> 4. <i>ILO (2018a), “A mapping of Migrant Resource Centres in the Arab States”, Beirut.</i>

⁵⁵ Co-funded/co-managed by the DFID Work in Freedom project

		<p>Ensuring a just system for national and migrant workers (January 2019)</p> <p>All major publications are released alongside a press release which is sent out through the ILO ROAS mailing list (500+ people), and through FAIRWAY project partners. Publications are also shared with PAC members and relevant stakeholders (trade unions, civil society, media etc.). Publications have influenced and informed several civil society campaigns and advocacy initiatives, and have been referenced in high-level discussions including (as noted above) negotiations on the Global Compact for Safe, Orderly and Regular Migration.</p>	<ol style="list-style-type: none"> 5. <i>Kagan Sophia (2017), "Domestic Workers and Employers in the Arab States. Promising Practices and Innovative Models for a Productive Working Relationship", ILO White Paper, Beirut.</i> 6. <i>Wells Jill (2018), "Exploratory Study of Good Policies in the Protection of Construction Workers in the Middle East", ILO White Paper, Beirut.</i> <p><i>Fairway Briefs and Infographics</i></p> <ol style="list-style-type: none"> 7. <i>ILO, "10 Things that the Government can do to Ensure Fair Recruitment"</i> 8. <i>ILO, "Migrant Workers in an Irregular Situation Through No Fault of their Own. Pathways and Response Options in the Arab States".</i> 9. <i>ILO, "10 Things You Should Know About Migrants Resource Centres in the Arab States".</i> 10. <i>Engineers Against Poverty and ILO, "Protecting Migrant Construction Workers in the Middle East".</i> 11. <i>ILO-EAP, Protecting Migrant Construction Workers in the Middle East', 2018.</i> 12. <i>Note for Policymakers: Minimum wages and wage protection in the Arab States: Ensuring a just system for national and migrant workers (January 2019)</i> <p><i>Other publications:</i></p> <ol style="list-style-type: none"> 13. <i>Background paper to the Interregional Consultation on Labour Migration from Asia/Africa to the Middle East (October 2017)</i>
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			<p>14. <i>Assessment of the Jordanian Insurance Scheme for Migrant Domestic Workers (August 2018)</i>⁵⁶</p> <p>8 National labour law factsheets (Jordan, Lebanon and Gulf countries) (August 2018)</p>
<p>1.2.2. No. of policy dialogues held with government counterparts</p>	<p>30 policy dialogues by mid-2019</p> <p>Reported on track</p>	<p>The CTA has engaged in than more than 35 policy dialogues as outlined in the consolidated summary of mission reports.</p>	<p><i>The activity target has been achieved and surpassed.</i></p> <p><i>The reporting does not indicate how the activity contributes to the achievement of the overall outcome. However, mission reports have been prepared by the CTA and some examples could be given in the narrative.</i></p>
<p>Outcome 2: More effective and efficient institutional mechanisms and improved operational modalities for fair migration in the target countries</p>			<p><i>Overall statement on outcome 2: Institutional mechanisms and institutional modalities have been improved. However, impact has been limited because of 1. Lack of prioritization of international labour standards in labour inspection policies; 2 structural and capacity constraints of TUs, and 3. Lack of a coherent strategy for coordination between TUs and CSOs for collective advocacy to influence policy in favour of MWs.</i></p>
<p>2.1. No. project countries that have improved procedures* relating to labour inspection for domestic and/or construction workers</p>	<p>At least 2 destination countries by mid-2019</p> <p>Reported on track</p>	<p>In Jordan, the Domestic Workers Directorate developed a standardized procedure to register and resolve complaints by domestic workers and employers, which FAIRWAY supported.</p> <p>A draft labour inspection assessment has been completed in Bahrain, which proposes a number of improved procedures to be discussed at a validation workshop with the Ministry of Labour and Social Development.</p>	<p><i>Activities are on track.</i></p>

⁵⁶ Co-funded/co-managed by the DFID Work in Freedom project

<p>2.2. No. project countries that have improved procedures* relating to dispute resolution and access to justice, including for domestic and/or construction workers</p>	<p>At least 2 destination countries by mid-2019 Reported on track</p>	<p>In Kuwait, FAIRWAY and PAM will jointly be launching a publication on dispute resolution and access to justice (date TBC), including a number of recommendations on improved procedures.</p> <p>In Lebanon, a dispute resolution guide for the domestic work sector was developed in consultation with CSOs providing legal advice to domestic workers.</p>	<p><i>Activities are on track.</i> <i>The reporting here is not about the achievement of the indicator, but of activities that were done towards its achievement.</i></p> <p><i>The reporting here is not about the achievement of the indicator, but of activities that were done towards its achievement.</i></p> <p><i>However, the evaluators find that activities are on track as in Jordan a pilot has been launched to develop Standard Operating Procedures (SOP) for complaints handling in the Domestic Workers' Department.</i></p>
<p>2.3 No. of trade unions in the region which recognize migrant workers as 'workers' and union members</p>	<p>At least 2 unions by mid-2019 Reported on track</p>	<p>The General Federation of Bahraini Trade Unions (GFBTU) created a new trade union for services workers, which is aimed at unionizing migrant workers.</p> <p>In Jordan the General Federation of Jordanian Trade Unions set up a National Committee for Migrant Workers and Refugees, where the ILO (through FAIRWAY) is supposed to be represented. Although the Committee remains largely inactive, the Executive Committee agreed to develop a 'vision' document, drafted with FAIRWAY assistance, which includes the principle to treat all migrant workers as equals to nationals, and agreed to ensure migrant workers, including domestic workers, are given key roles in the Committee.</p>	<p><i>Activities are on track.</i></p>
<p>Output indicators for 2.1: Government authorities capacitated for fair migration (including on improving operational modalities) and to address decent work deficits of female and male migrant workers</p>			
<p>2.1.1. No. participants from each country completing training (and % female)</p>	<p>At least 200 people by end-2018 with at least 20% female by mid- 2019</p>	<p>FAIRWAY has trained 161 government officials in Jordan and Kuwait, comprising 21.7% women. The training has included:</p>	<p><i>The output timelines are on track.</i></p>

<p>No. of participants demonstrating enhanced capabilities to contribute to improved conditions of migrant workers</p>	<p>Reported on track</p>	<ul style="list-style-type: none"> • Labour inspectors in Jordan (with a focus on labour inspection of conditions in construction and domestic work) (February-March 2017); • Government officials at the Ministry of Interior in Kuwait on implementation of legislation on domestic work (April 2017) • Government officials and embassies in Kuwait on fair recruitment (April 2018) • Government officials in Jordan from the Domestic Worker Directorate (Ministry of Labour) on fair recruitment and dispute resolution mechanisms (July 2018). <p>Post-training tests indicate that officials have found the training useful in building their capacity (see 2.1.3 below).</p>	<p><i>Please refer to Section 4.3.3. in the Main Report, which highlights two issues with the reporting: 1. Self-reporting does not suffice, it has to be triangulated with more objective data; and 2. Behavioural change indicators need independent base line and end line measurement and should not be mainstreamed at the output level, but at the outcome level.</i></p> <p><i>The target does not distinguish among No. of participants completing the training, and number of participants demonstrating enhanced capabilities to contribute to improved conditions of migrant workers.</i></p>
<p>2.1.2. No. of gender-sensitive operational tools and guidelines developed to assist government authorities in labour inspection and service delivery to migrant workers</p>	<p>6 operational tools or guidelines developed by mid-2019</p> <p>Reported on track</p>	<p>In Jordan, FAIRWAY is supporting the development and dissemination of five operational tools to support inspection of workers (to be finalized February 2019):</p> <ul style="list-style-type: none"> • Awareness-raising tool for employers of domestic workers • Awareness-raising tool for domestic workers • Arabic translation of labour inspection guide in the construction sector 	<p><i>The output timelines are on track.</i></p>

		<ul style="list-style-type: none"> • Brochures for construction workers on common hazards • Standard operating procedures for complaints handling in the Domestic Workers' Department. 	
2.1.3. % of sample training participants that report how training or tools have been useful both immediately after training and 6 months after training (how training has been useful and which part of training is found to be of lesser value)	<p>At least 70% find training useful immediately after training and 6 months after training by mid-2019</p> <p>Reported on track</p>	<p>Follow up with a 15% random sample of participants through phone surveys conducted by the FAIRWAY Administrative Officer in November 2017 indicate that:</p> <ul style="list-style-type: none"> • More than 80% of interviewed participants indicated that (6-7 months after the training), they found the content of the training useful. • Around 60% of participants reported that they changed their views or behaviour towards migrant workers after the training, including such comments as: "I have used my knowledge in my daily inspection visits and am conscious of migrant workers' rights including their right to decent accommodation, their right not to be discriminated against." • Participants all commented on the importance of group work to "exchange ideas and experiences", "using collective knowledge to overcome problems", and "to debate and exchange suggestions for recommendations to government". <p>Further monitoring is made challenging by trainees not making their details available for follow-up.</p>	<p><i>The output timelines are on track.</i></p> <p><i>Please refer to Section 4.3.3. in the main Report, which highlights two issues with the reporting: 1. Self-reporting does not suffice, it has to be triangulated with more objective data; and 2. Behavioural change indicators need independent base line and end line measurement and should not be mainstreamed at the output level, but at the outcome level.</i></p>
Output indicators for 2.2. Trade unions capacitated on fair migration and outreach to and employment of migrant workers			
2.2.1. No. trade union participants from each country completing training or participating in regional meetings, (and % female)	<p>150 people with at least 10% women by mid-2019</p> <p>Reported on track</p>	<p>FAIRWAY has trained approximately 128 union participants in Bahrain, Jordan and Lebanon with 38.2% women participants: The training has included:</p> <ul style="list-style-type: none"> • Bahraini trade unions (GFBTU secretariat and affiliated unions), with collaboration from global unions in construction and domestic 	<p><i>The output timelines are on track.</i></p>

<p>No. of participants demonstrating increased capacities on issues covered by training</p>		<p>work, on strategies to organize migrant construction and domestic workers.</p> <ul style="list-style-type: none"> Lebanon Domestic Workers Union (DWU) (all women), to assist the DWU to develop a strategic plan, and to guide FAIRWAY’s contribution (activity jointly implemented with the ILO’s Work in Freedom project funded by DFID). Lebanon FENASOL union and its affiliates on domestic work (including the My Fair Home campaign). Jordanian trade unions (affiliates of the GFJTU) on organizing and empowering migrant workers. <p>GFJTU and ATUC participated in a “Multi-stakeholder Workshop on Empowering and Organizing Migrant Workers” in Jordan Amman, 10-11 December 2017.</p>	<p><i>The narrative does not report on “increased capacities” of participants.</i></p> <p><i>The target does not distinguish among No. of participants completing the training, and number of participants demonstrating increased capacities on issues covered by the training.</i></p>
<p>2.2.2. No. of training participants who commit and implement changes in line with training messages/support</p>	<p>At least 70% have committed and implemented changes by mid-2019</p> <p>Reported on track</p>	<p>There has been follow up with approximately 12% of the training (FENASOL, GFBTU and GFJTU), who have reported positive feedback on the training, including:</p> <ul style="list-style-type: none"> Comments such as: ‘I believe now I could better outreach migrant workers, and I can protect any of them if he/she is facing a problem by referring them to the appropriate CSO or authority.’ (GFJTU); ‘During my work or personal time, I could protect and empower the workers by convincing other colleagues/family by treating the workers kindly and highlight on 	<p><i>Target has not been reached.</i></p> <p><i>12% self-reported changes due to trainings received. Many participants trained are not directly in touch with migrant workers.</i></p> <p><i>All the responding participants claimed improved capacities due to the trainings received, however it is not possible to determine if the initial target of changes among 70% participants was achieved.</i></p>

		<p>their rights as human beings.’ (GFJTU); ‘I didn’t realize how exploited domestic workers were, because of lack of information’ (FENASOL).</p> <p>Many participants could not directly implement the ideas in the training as their union did not deal directly with migrant workers, but the training was successful in sensitizing them to key issues.</p>	
<p>2.2.3. No. of trade unions establishing or improving gender-sensitive migrant units and/or developing strategies for organizing with the support or input of migrant workers</p>	<p>At least one trade union by mid-2019</p> <p>Reported on track</p>	<p>Activity is on track.</p> <p>Two unions have established strategies for organizing with the support or input of migrant workers, based on FAIRWAY technical/financial support.</p> <ul style="list-style-type: none"> • The Domestic Worker Union in Lebanon has established a legal unit (staffed by a lawyer and supported by legal support volunteers) which provides legal advice and action for domestic workers. The Union is also providing English language classes to members. Over 40 students participated in the programme, undertaking a total of 80 hours of language teaching. The programme has been extended to include Arabic language as well. • The General Federation of Bahraini Trade Unions (GFBTU) has established a General Services Union with the specific goal of organizing migrant workers across different sectors (including domestic work) 	<p><i>The output timelines are on track.</i></p>
<p>2.2.4. No. of operational networks/organizations of migrant workers, and/or worker committees at company level created or supported</p>	<p>At least 5 networks, or worker committees created by mid-2019</p> <p>Reported delayed</p>	<p>Activity is delayed.</p> <p>Two organizations by/for migrant workers have so far been created:</p> <ul style="list-style-type: none"> • Kuwait: together with the IDWF, FAIRWAY supported the establishment of a member-based organization of domestic workers called Sandigan Kuwait Domestic Workers Association, which has more than 1,000 members 	<p><i>The output timelines have been delayed.</i></p>

		Jordan: following a FAIRWAY meeting between unions and civil society on the topic of migrant resource centres (articulated in a FAIRWAY publication), the Arab Trade Union Confederation established such a centre, with a network of migrant focal points conducting outreach and activities. ⁵⁷	
Outcome 3: Diminished discriminatory and abusive attitudes and actions towards female and male migrant workers			<i>Overall statement on outcome 3: The project has taken important steps towards influencing attitudes of employers towards MWs. Initial feedback, from narrative reports of implementing partners shows that the Project has enabled employers to speak about and question their attitudes. Evidence of actual behaviour change can only be gathered with planned base-lines and end-lines.</i>
3.1. No. of general public who show support for a campaign on positive attitudes towards migrant domestic workers	40,000, by mid-2019 Reported on track	During the period March-July 2018, the My Fair Home Youth Network's social media activities had the following outcomes: <ul style="list-style-type: none"> • 4.5 million total reach (the number of people who had MFH content enter their screen) • 1.8 million total video views • 200,000 total engagement (including reactions, comments, shares) • 30,000 total likes (post and page likes) • 429 pledge signatures from Lebanon (257), Jordan (156), Kuwait (8) and Bahrain (8) were collected • 43 youth volunteers have been trained to become My Fair Home Youth Advocates in Lebanon (23) and Jordan (20); and an additional 20 youth have been trained by the GFBTU, who are also supporting the My 	<i>Target has been achieved and surpassed.</i>

⁵⁷ For further information see: <https://www.albawaba.com/business/initiative-launched-protect-more-200000-migrant-workers-rights-jordan-1156568>

		Fair Home campaign following FAIRWAY training	
3.2. No. of companies that have taken demonstrated action to support fair treatment of migrant construction workers	2 companies (Bahrain and Kuwait), by mid-2019 Reported delayed	The project is contributing technical advice on fair migration for migrant construction workers through the following: <ul style="list-style-type: none"> • Developing training opportunities for construction company members of the Kuwait and Bahrain Chambers of Commerce and Industry, following the hosting of Worker Welfare Roundtable Discussions in 2018 • Provision of technical support to Nass Group (Bahraini construction firm) on the development of their worker welfare standards and award • Contributing to the development of Worker Welfare principles and labour law factsheets developed by industry initiative 'Building Responsibly' (which has significant GCC presence) 	<i>Activities have been delayed.</i> <i>The reporting here is not about the achievement of the indicator, but of activities that were done towards its achievement. However, the narrative is useful as it tracks progress towards the achievement.</i>
Output indicators for 3.1: Public sensitized on abuse of female and male migrant workers and fair migration solutions through collaborative partnerships with media			
3.1.1. No. of media professionals trained on fair migration	130 by end-2019 Reported on track	Activity is on track. A total of 95 media professionals have been trained on fair migration: <ul style="list-style-type: none"> • 18 media professionals were trained at the senior consultation on labour migration in the media (December 2016) • 20 journalists have been trained through the fellowship programme (October 2017 and April 2018). • 33 journalists and senior editors have been reached with fair migration messages through 	<i>The output timelines are on track, and target surpassed.</i>

		<p>newsroom visits in Lebanon (8), Bahrain (5) Jordan (17) and Kuwait (3)</p> <ul style="list-style-type: none"> 9 journalists were trained at the Kuwait News Agency (KUNA) training in August 2018 <p>15 journalists were trained at the Jordan News Agency (Petra) training in November 2018</p>	
<p>3.1.2. No. of articles/other media produced by media trainees/partners covering fair migration messages</p>	<p>A total of 120 pieces of media (including blog posts) by mid-2019, with 30 in-depth articles or other media produced materials</p> <p>Reported on track</p>	<p>Activity is on track.</p> <p>144 articles have been produced (116 articles have been published by journalists trained/sensitized by FAIRWAY, and 28 in-depth articles have been produced through the fellowship programme). This includes:</p> <ul style="list-style-type: none"> Articles have been published in leading regional newspapers including Al Arabiya, Ashraq Al Wasat, Al Akhbar, Al Ghad, The Jordan Times, Middle East Eye, Reuters, BBC and Broadly (Vice News) A series of 8 articles titled “Ramadan Routines” covered the personal stories and reflections of migrants from Pakistan, Syria, the Philippines and Indonesia in Dubai, and was published in the Khaleej Times (UAE) by fellow Angel Tesorero. The Khaleej Times has a readership of 450,000 A series of daily articles assessing the Philippines-Kuwait diplomatic crisis in May 2018 was covered by fellow Michelle Fe Santiago <ul style="list-style-type: none"> Journalists trained as part of the fellowship programme have gone on to publish More than the prescribed minimum of 3 articles each, and have had an impact on overall newsroom practice (as highlighted in evaluation survey) 	<p><i>Target has been achieved and surpassed.</i></p>

<p>3.1.3. No. of organizations (including media and ‘tripartite plus’ partners) that are sensitized on, and positively respond to, the Arabic Migration Glossary. (indicator changed in January 2018)</p>	<p>At least 10 in each country, 50 in total by mid-2019</p> <p>Reported delayed</p>	<p>In total 14 ‘tripartite plus’ partners (11 newsrooms/agencies,⁵⁸ two social partners (GFBTU and FENASOL) and one government partner (LMRA)) have been sensitized on, and responded positively to, the Arabic migration glossary.</p> <ul style="list-style-type: none"> • A follow up with a sample of newsroom room visit participants (8 individuals, 5 from Jordan and 3 from Lebanon) indicates that 100% shared the Migration Glossary with their staff, and 62% expressed interest in further training. 75% of publications had published labour/migration stories and stated that their reporting/editing of stories had changed since the newsroom visit • The Glossary was submitted to the UN DESA Coordination Meeting on International Migration in New York on “Contributions to the Implementation of the New York Declaration for Refugees and Migrants and Migration-Related Commitments of the 2030 Agenda for Sustainable Development,” 15 February 2018⁵⁹ • Six top regional and international media training/development organizations have included the Glossary in the resources section of their website⁶⁰ • Terminology defined in the Glossary has been incorporated into partners’ training materials, including the UNODC Human Trafficking Training Toolkit, the Ethical Journalism Network’s Media and Trafficking in Human Beings Guidelines, the ILO FAIR project’s 	<p><i>Activities have been delayed.</i></p>
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⁵⁸ Ro’ya (Jordan), Al Ghad (Jordan), Venture Magazine (Jordan), The Jordan Times, Al Rai (Jordan), L’Orient Le Jour (Lebanon), Future TV (Lebanon), Executive Magazine (Lebanon), Al Qabas (Kuwait), Kuwait News Agency, Jordan News Agency (Petra)

⁵⁹ Available at: <http://www.un.org/en/development/desa/population/migration/events/coordination/16/documents/papers/15.%20UNAOC.pdf>

⁶⁰ Including Arab Reporters for Investigative Journalism (ARIJ), Jordan Media Institute (JMI), the Ethical Journalism Network (EJN), the Global Investigative Journalism Network (GIJN), and the International Centre for Migration Policy Development (ICMPD).

		<p>journalism training in Tunisia and the Philippines, the Heinrich Böll Stiftung’s training for journalists in Jordan, and the ILO’s Global Media Toolkit on Forced Labour and Fair Recruitment</p> <ul style="list-style-type: none"> • FAIRWAY has shared key messages about the Glossary with participants at 7 regional and national media/journalism forums.⁶¹ • The Glossary has been translated into Nepali and Punjabi and a French translation is planned 	
<p>3.1.4. No. of people (general public) reached per country through media that sensitized on migrant rights & gender issues</p>	<p>10,000 people reached per country; 50,000 people by mid-2019</p> <p>Reported on track</p>	<p>Calculating readership data has been challenging, however, given the large number of social media followers of some of the key newspapers that have printed articles by the FAIRWAY fellows, we estimate that in total more than 50,000 people in the region have been reached. This includes the following:</p> <ul style="list-style-type: none"> • 45 articles have been published in the Khaleej Times (UAE), which has a readership of 450,000 and 2,700,000 Facebook page likes • 7 articles have been published by the global Reuters news agency, which has 19.6 million Twitter followers • 12 articles have been published in the Arab Times Online (Kuwait) which has 32,000 Facebook page likes • 12 articles have been published in The Jordan Times, which has 246,000 Facebook page likes • 4 articles have been published in OZY (global), which has 774,000 Facebook page likes 	<p><i>The output timelines are on track.</i></p>

⁶¹ UNODC Regional Workshop for Journalists on the Role of Media and Trafficking in Persons in Abu Dhabi in November 2016; Panos South Asia journalism training in Kathmandu in July 2017; Arab Reporters for Investigative Journalism (ARIJ) 10th Annual Forum in December 2017 (30 participants); UNAOC Symposium on Hate Speech against Migrants and Refugees in the Media in December 2017 (80 participants); Training conducted by the FAIR project in Tunisia and the Philippines; ARIJ-GIJN training for GCC journalists in Amman in February 2018 (10 participants); Zarqa University Jordan in February 2018 (30 journalism students)

		<ul style="list-style-type: none"> • A story produced by fellow Heba Kanso “Migrants in Lebanon seek to break stereotypes with new radio show” was circulated in 14 different newspapers globally, including Reuters, Al Arabiya, The Daily Star and Voice of America • ““The dark side of domestic ‘servitude’” by fellow Sawsan Tabazah published in The Jordan Times was shared 54 times on Facebook; “Rising in the Middle East: Forced labour from Africa” published by fellow Laura Securun Palet was shared 49 times on Facebook <p>An opinion piece on migrant domestic workers was published in the New York Times by fellow Laura Securun Palet (which included 73 comments shared in the comments section)</p>	
Output indicators for 3.2: Evidence-informed campaigns implemented to address negative employer attitudes against mainly female migrant domestic workers in countries of destination			
3.2.1. No. of public events or consultations held with employers/ employers’ groups	60 public events by mid-2019 Reported on track	Activity is on track. More than 33 public events have been held including: <ul style="list-style-type: none"> • 15 employer outreach sessions in Lebanon (reaching 160 employers) • 6 employer outreach events in Kuwait (reaching 14 employers) • 4 youth outreach events hosted in Jordan (reaching 3,600 people) • 5 youth outreach events hosted in Lebanon • 2 public events were held with university and high school students in Lebanon (CiS, November 2017) and AUB (November 2017). • Additional events were hosted in Bahrain via collaboration with the GFBTU • Premiere of Thank you Soma in Beirut (December 2018) (reaching 400+ people) 	<i>The output timelines are on track.</i>

<p>3.2.2. No. of communication resources promoting campaign messages developed and distributed</p>	<p>27 resources developed by end-2019</p> <p>Reported on track</p>	<p>Activity is on track. 23 communications resources have been developed, including:</p> <ul style="list-style-type: none"> • My Fair Home pledge ‘postcard’ and stickers (English and Arabic); • Employment tools to promote a productive relationship, including weekly work schedule; wage slip booklets; and a document renewal schedule (English and Arabic) • A bilingual video on the Decent Work in the Care Economy in the Arab States (particularly tailored to a Gulf audience), which has helped to promote a more nuanced understanding of the role of domestic work in the care economy • 12 unique videos by the Youth Networks in Jordan and Lebanon, including innovate ideas such as a ‘rap’ video about the rights of domestic workers • A large canvas with an image of domestic workers created by a popular graffiti artist, which was displayed at the International Domestic Workers’ Day event in Amman in June 2018. • 3 editions of the ‘Window for Dialogue’ newsletter have been published (December 2017; March 2018; September 2018). The purpose of the newsletter is to exchange information, ideas, strategies and evidence on ‘what works’ in campaigns among civil society and social partners, supporting the better development and design of new interventions. • “Thank you, Soma,” documentary film (25 and 55-minute version) and communications package (including FAQ sheet and Discussion Guide) in English and Arabic 	<p><i>The output timelines are on track.</i></p>
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Output 3.3: Evidence-informed campaigns implemented to address negative employer attitudes against mainly male migrant workers in construction in countries of destination			
<p>3.3.1. No. of companies in the construction sector reached with fair migration messages (target changed in 2018)</p>	<p>Target changed to at least 10 companies per country (50) by mid-2019</p> <p>Reported on track</p>	<p>Activity is on track.</p> <ul style="list-style-type: none"> Drawing on the policy recommendations of the recruitment and construction sector papers (Output 1.2.1), FAIRWAY continues its engagement with companies through the Chamber of Commerce and Industry in Kuwait, through industry initiatives, and through bilateral discussions as well as other organizations.⁶² <p>FAIRWAY messages on fair migration have been shared at a number of national and regional forums, including the Swedwatch roundtable in Stockholm in December 2016; Ta'atheer Conference, Dubai in May 2017; the DTP-MFA Workshop on Migrant Workers and Ethical Business in Dubai in December 2016; the regional meeting of the National Employers' Federations in Asia in Bangkok in May 2017; the Interregional Consultation on Fair Migration in October 2017; BSR members meeting in December 2017; the NYU Stern Centre Fair Recruitment in Qatar meeting (2018) and the Geneva Centre for Human Rights Advancement and Global Dialogue meeting on Access to Justice for Migrant Workers in the UAE (March 2018).</p>	<p><i>The output timelines are on track.</i></p> <p><i>Here target refers to 5 countries. While at output 3.3.2. it refers to 4 countries. However, in 2018 it was decided that the focus of the construction company work should be on the GCC states (who employ Asian and African construction workers, in line with the FAIRWAY project scope) – when the UAE was removed from project activities, the number of countries with which the project could engage with was reduced to two (Bahrain and Kuwait). This is mirrored at the outcome level where only 2 countries (Bahrain and Kuwait are targeted). This indicator should be amended accordingly.</i></p>
<p>3.3.2. No. of companies accepting ILO consultations, training and support and pledging support to ethical standards in recruitment, working conditions (indicator changed</p>	<p>At least 5 companies per country (20) by mid-2019</p> <p>Reported on track</p>	<p>Activity is on track.</p> <p>29 construction companies have accepted ILO consultations, training and support, including:</p> <ul style="list-style-type: none"> 6 construction company members of Building Responsibly (industry initiative) 	<p><i>The output timelines are on track.</i></p> <p><i>Here target refers to 4 countries while at output 3.3.1. it refers to 5 countries. However, in 2018 it was decided that the focus of the construction company work should be on the</i></p>

⁶² Including the Business and Human Rights Resource Centre, Institute for Human Rights and Business, Engineers Against Poverty, and the NYU Stern School of Business.

	<ul style="list-style-type: none"> • 14 construction company members of KCCI, through a Roundtable Discussion on Worker Welfare in the Construction Sector in the GCC (April 2018) • 9 construction company members of BCCI, through a training of worker welfare (September 2018) <p>Comprehensive participant evaluation enabled FAIRWAY to assess participants’ level of knowledge on key topics and requirements for further training. For example, 100% of surveyed participants who attended the KCCI roundtable requested further training, and prioritized training on establishment of worker welfare policies and OSH.</p> <p>In addition:</p> <ul style="list-style-type: none"> • In September 2018, BCCI announced a prize for companies with best practices in worker safety and welfare,⁶³ and welcomed ILO’s review of the award’s criteria • In September 2018, Nass Group shared their ‘Labour Welfare Guidelines’ with the ILO <p>In addition, FAIRWAY has engaged in bilateral dialogues with officials from KCCI (and BCCI in order to explore further training and consultation opportunities for their members.</p> <p>Furthermore, the following resources are in the process of development by FAIRWAY with partners:</p> <ul style="list-style-type: none"> • 8 National Legislative Guidelines (in collaboration with Building Responsibly, for their members) <p>Guidance Tool for Business: Worker Welfare in the Construction Sector in the GCC toolkit, to support</p>	<p><i>GCC states (who employ Asian and African construction workers, in line with the FAIRWAY project scope) – when the UAE was removed from project activities, the number of countries with which the project could engage with was reduced to two (Bahrain and Kuwait). This is mirrored at the outcome level where only 2 countries (Bahrain and Kuwait are targeted). This indicator should be amended accordingly.</i></p>
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⁶³ <https://www.bcci.bh/en/news-details/60853>

		companies to establish and implement a supply-chain wide worker welfare policy (to be completed in early 2019). FAIRWAY is currently in negotiation with IOE for the co-publication of the Toolkit, which would represent the endorsement and promotion of the Toolkit amongst IOE's global membership.	
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Annexure 8: Follow up Actions on MTE Recommendations

1. The team has undertaken a results analysis of the key activities implemented.

- They have developed pre/post tests for training participants to measure information learnt during the training.
- Follow-up was conducted immediately after the training and with a sample around 10 to 15% of training participants 6 months after completion. This aimed at testing whether the information was retained and has had any lasting changes in targeted groups activities, attitudes and behaviours.
- Surveys were conducted with all fellows under the Fellowship programme to gauge the impact of the fellowship on their work, challenges faced, etc. The results of comments from phase 1 fellows were taken into account and incorporated into the design of Phase 2.
- Surveys were conducted with public notaries in Lebanon, following pilot training in Beirut to better understand the impact of the training and how to tailor the outreach strategy in the future.
- At a pilot level, regular focus group discussions were held with the staff of Jordan's Domestic Workers' Department, to assess how the capacity building support and mentoring is supporting them in their work (this is being done on an ongoing basis through an ILO consultant).
- Fairway will commission an evaluation of work to support FENASOL's DWU, including interviews with beneficiaries of the language training and the legal clinic. This includes an evaluation of ongoing activities, such as the Strategic Compliance Programme or the support to the GFBTU, planned for May 2019.

2. The team has significantly improved the Performance Measurement Framework

- The existing indicators have been more precisely defined and specific countries identified for the targeted changes. Outcome indicators were added to measure the results of the capacity building component.
- To measure the impact of reports and policy messages produced by FAIRWAY, the project team holds consultative meetings after the advocacy material is developed. A narrative recount of those meetings (decisions, commitments, etc.) and the process that follows ensures reporting on any results.
- On indicators of policy change, the Fairway team, ILO team and donor agreed that, given the sensitivity of the issue of migration in the Middle East, the policy environment is inherently volatile and subject to political economy considerations that are outside of the scope of the project. Even small steps such as policymakers' willingness to accept support or advice from FAIRWAY (as witnessed by FAIRWAY's invitation to participate in meetings of Jordan MOL's side committee on domestic work) is already an indicator of success, following intensive engagement by project staff. The Final Independent Evaluation team, however, believes that there is a possibility to develop interim indicators which a project could identify and pursue even within short spans that projects have. A more detailed discussion may be found in Section 4.3.2 and a recommendation is provided in Section 7.

3. The team has significantly upgraded the communication strategy, as follows:

- The Media Expert of the PAC helped to better target different audiences, which included suggestions on data visualization in a better way to reach policy makers (e.g. FAIRWAY's video on *Kafala*, and the policy brief on construction with Engineers Against Poverty), and use of social media. The Fairway team followed these suggestions, and also made a concerted effort to develop tailored messages for different audiences including youth (via the My Fair Home page and youth network activities), Arabic and English members of the public.
- More effective strategies were identified to reach policy makers, including sharing drafts of publications with key technical people in government (as was done for the White Papers), sharing

- key recommendations and publications with ILO staff working on the Global compact on Migration discussions, sharing with projects in countries of origin, so that the pressure for policy change can also come from a bilateral basis
- The team developed tailored, national materials, such as the legislative gap analysis for Jordan, policy brief on the insurance scheme and a summary of best practice in legislative reform from the Gulf region.
4. **The Fairway team defined clear priorities for the remaining time of implementation and build on opportunities** The Fairway strategies for all project countries were enumerated in bi-annual Country Profiles, and prioritised policy reform in Jordan and Kuwait, while focussing on activities with youth and employers of domestic workers in Lebanon and Jordan.
 5. **In response to the suggestion to engage more intensively with trade unions and employers**, the Fairway team engaged with FENASOL and DWU in Lebanon, and has reportedly had positive responses from GFBTU. It has not been possible to engage with KTUF due to internal issues within the organization, nor was it possible to take further the initial work done with GFJTU. The Final Independent Evaluation team considers that the issue of engagement with TUs needs to be analysed further, which is discussed in Section 4.1.3. and Section 4.3.2. of the main report.
 6. **On the issue of intensification of engagement with the PAC, Fairway has implemented the recommendation well**, by ensuring that fewer topics are brought for discussion, to keep the discussions focussed, and by taking on board the advice of the PAC, as evidenced by production of the Wage Brief, with the engagement and contribution of the Wage Specialist from ILO HQ. In order to include a representative of domestic workers, an invitation was extended to IDWF for participating in a PAC meeting. The Final Independent Evaluation has addressed the issue of PAC as part of its TOR question 2, and further analysis is provided in Section 4.3.1, and a recommendation in Section 7.
 7. **With regard to the recommendation to consider working in UAE**, direct engagement with the latter was discontinued there following a management decision.

Annexure 9: Key Activities and Outputs of Fairway

Table 9.1: Key Activities and Outputs of Fairway

Activities	Outputs
Outcome 1	
Establishing of PAC	<ul style="list-style-type: none"> • Bi-annual meetings of the PAC
Conducting bi-annual PAC meetings in 2016,2107 and 2018	<ul style="list-style-type: none"> • PAC summary reports
Formulating policy advice	<ul style="list-style-type: none"> • Policy brief on Minimum wages and wage protection in the Arab States: Ensuring a just system for national and migrant workers, Note for Policymakers (published, January 2019) • Policy brief on Regional Dialogue on Fair Migration (under discussion)
Conducting research	<ul style="list-style-type: none"> • An exploratory study on innovative modalities in recruitment in destination countries • A draft position paper on the <i>Kafala</i> system • A draft of the paper on domestic work protection and regulation
Conducting relevant national studies	<ul style="list-style-type: none"> • Full assessment of labour inspection system in Jordan (ongoing since February 2018); • Two-years strategic compliance programme (lead by HQ), Jordan. (ongoing since May 2018) • A legislative-gap analysis of Jordanian legislative relative to C189 (September 2018) • Needs assessment for Ministry of Labour inspectors in Bahrain (November 2018); • Reviewing of recruitment policies and promising practices in Kuwait (April 2018); • A study of dispute resolution and access to justice mechanisms in Kuwait (forthcoming) • Assessing the Jordanian Insurance Scheme for Migrant Domestic Workers (August 2018) (in collaboration with the WIF project) (internal document, policy brief published);
Producing research: bilingual publications (white papers) and disseminating these at high level events.	<ul style="list-style-type: none"> • Migrant workers in an irregular situation through no fault of their own: pathways and response options in the Arab States (August 2017) • Domestic Workers and Employers in the Arab States: Promising practices and innovative models for a productive working relationship (February 2018) • Exploratory study of good policies in the protection of Construction Workers in the Middle East (February 2018) • Employer-Migrant Worker Relationships in the Middle East: Exploring scope for internal labour market mobility and fair migration (April 2017) • Ways forward in recruitment of low-skilled migrant workers in the Asia-Arab States corridor (2016) • A mapping of Migrant Resource Centres in the Arab States (2018) • Media-Friendly Glossary on Migration. Middle East Edition (2017) – with UNAOC

Videos and infographics	<ul style="list-style-type: none"> • Infographic ‘Protecting Migrant Construction Workers in the Middle East’, with Engineers Against Poverty, (February 2018) • Bilingual infographic ‘10 Things You Should Know about Migrant Resource Centres’ (February 2018) • Infographic, ‘10 Things governments can do to ensure fair recruitment’ (May 2017) • Documentary film “Thank you, Soma” (co-funded by WIF project), (December 2018) • A video on the future of the care economy in the Arab States (Arabic), March 2018 • Video on <i>Kafala</i> produced with Migrant Rights Org
High-level events, policy dialogues, dissemination of research conducted	<ul style="list-style-type: none"> • Background paper to the Interregional Consultation on Labour Migration from Asia/Africa to the Middle East (October 2017) • study of technological government-facilitated platforms for recruitment (with IOM) (to be launched in May 2019) • CTA mission reports (35 policy dialogues conducted by the CTA)
Outcome 2	
Training government officials	<p>161 Government Officials trained including (21.7% women):</p> <ul style="list-style-type: none"> • Labour inspectors in Jordan (with a focus on labour inspection of conditions in construction and domestic work) (February-March 2017); • Government officials at the Ministry of Interior in Kuwait on implementation of legislation on domestic work (April 2017) • Government officials and embassies in Kuwait on fair recruitment (April 2018) • Government officials in Jordan from the Domestic Worker Directorate (Ministry of Labour) on fair recruitment and dispute resolution mechanisms (July 2018).
National and ad-hoc consultations	<ul style="list-style-type: none"> • Lebanon (FENASOL), Jordan (General Construction Union), Bahrain (GFBTU) and Kuwait (KTUF) • Half-day National Consultation on Fair Recruitment in Kuwait (April 2018) • Connections in Jordan and Bahrain and DTP (Diplomacy Training Programme) and MFA (Migrant Forum in Asia) to plan support • Access to justice (and cross border litigation) CSO consultation (March 2018) and National Consultation with CSO and Judge Joelle Fawaz on access to justice for MWs (October, January and February 2019)
Training union members	<ul style="list-style-type: none"> • Training of 128 union members (Bahrain - GFBTU, Lebanon – DWU and FENASOL, Jordan - GFJTU) - 38.2% women participants
Dialogues and capacity building with unions	<ul style="list-style-type: none"> • Continuous dialogue with unions in Lebanon, Jordan and Bahrain. • Vision plan developed with the GFJTU and NCMWR • Strategy plan developed with DWU • Strategy plan developed with FENASOL • GFJTU and ATUC participated in a “Multi-stakeholder Workshop on Empowering and Organizing Migrant Workers” in Jordan Amman, 10-11 December 2017. • FENASOL, DWU and CSOs - joint consultations on access to justice (October 2018)

	<ul style="list-style-type: none"> • Capacity building to MWs through DWU – Lebanon • Capacity building to MWs of Sandigan Association through IDWF (implementation agreement) • At least one activity (a cricket match) was held by GFBTU to raise awareness among the Indian community about trade unions • Training to KTUF on how trade unions can more effectively include migrant workers in their policy advocacy and service provision
Establishment of migrant workers’ organizations in GCCs	<ul style="list-style-type: none"> • Sandigan Kuwait Domestic Workers Association (SKDWA) established in Kuwait (through IDWF) • General Service Union (GSU) established in Bahrain (through GFBTU)
Pilot programmes	<ul style="list-style-type: none"> • FENASOL and DWU – Legal clinic pilot programme (June to November 2018) • DWD – MOL Jordan – Complaint Resolution System and establishment of Standard Operating Procedures (SOP) (November 2018 to March 2019)
Follow-up measures for trainings conducted	<ul style="list-style-type: none"> • Pre- and post-tests established, random survey immediately after trainings • Follow-up after 6-10 month with random sample of participants (10% to 15%)
Outcome 3	
Revising the migration glossary initially developed under MAGNET, validating and disseminating across media outlets and journalists	<ul style="list-style-type: none"> • MG developed and translated into Arabic • MG translated into Nepali and Punjabi and a French translation is planned (with Re-Frame)
Dissemination of the MG	<ul style="list-style-type: none"> • Dissemination of the MG to news outlets in Jordan, Kuwait and Bahrain, specifically: Ro’ya (Jordan), Al Ghad (Jordan), Venture Magazine (Jordan), The Jordan Times, Al Rai (Jordan), L’Orient Le Jour (Lebanon), Future TV (Lebanon), Executive Magazine (Lebanon), Al Qabas (Kuwait) • Dissemination of the MG to State-owned News Agencies (KUNA and PNA) through workshops • Dissemination of the MG to ‘tripartite plus’ partners: TUs (FENASOL, Lebanon; GFBTU, Bahrain); Governmental institutions (LMRA, Bahrain); • Dissemination of the MG with participants at 7 regional and national media journalism forums, specifically: UNODC Regional Workshop for Journalists on the Role of Media and Trafficking in Persons in Abu Dhabi in November 2016; Panos South Asia journalism training in Kathmandu in July 2017; Arab Reporters for Investigative Journalism (ARIJ) 10th Annual Forum in December 2017; UNAOC Symposium on Hate Speech against Migrants and Refugees in the Media in December 2017; Training conducted by the FAIR project in Tunisia and the Philippines; ARIJ-GIJN training for GCC journalists in Amman in February 2018; Zarqa University Jordan in February 2018 • Terminology of the glossary incorporated into partners’ training materials, including the UNODC Human Trafficking Training Toolkit, the Ethical Journalism Network’s Media and Trafficking in Human Beings Guidelines, the ILO FAIR project’s journalism training in Tunisia and the Philippines, the Heinrich Böll Stiftung’s training for journalists in Jordan, and the ILO’s Global Media Toolkit on Forced Labour and Fair Recruitment
Training of media professionals	<ul style="list-style-type: none"> • Senior consultation on labour migration in the media (December 2016) • Labour Migration Journalism Fellowship Programme (through EJN) (October 2017 and April 2018).

	<ul style="list-style-type: none"> • Journalists and Senior editors reached with fair migration messages through newsroom visits in Lebanon, Bahrain, Jordan, and Kuwait • Training at the Kuwait News Agency (KUNA) (August 2018) • Training at the Petra News Agency (PNA), Jordan (November 2018)
Readership data of article produced by sensitized media	<ul style="list-style-type: none"> • Readership collected with the collaboration of the Communication Specialist in ROAS
Youth network created and trained to sensitize the general public to MDWs needs and rights	<ul style="list-style-type: none"> • Youth Network created in Lebanon (mentorship of the CSO Fe-Male) • Youth Network created in Jordan (mentorship of an ILO consultant) • Youth Network created in Bahrain (mentorship of the GFBTU) • Youth trained through implementing partners
Outreach to and sensitization of MDWs employers (through Youth Networks)	<ul style="list-style-type: none"> • 33 public events hosted • 2 public events in Universities in Lebanon (under the MFH campaign) • 2 public events in universities in Jordan (under the MFH campaign) • Events (No. not specified/available) hosted in Bahrain via collaboration with the GFBTU (under the MFH campaign) • 12 unique videos by the Youth Networks in Jordan and Lebanon, including innovate ideas such as a 'rap' video about the rights of domestic workers • Documentary film "Thank you, Soma" presented at a première in Lebanon (December 2018)
Practical tools created to promote a productive employment relation among MDWs and employers	<ul style="list-style-type: none"> • Pledge and stickers of the MFH campaign (English and Arabic) • Weekly work schedule • Wage slip booklets • Document renewal schedule
Connections and workshops with construction companies and governmental institutions	<ul style="list-style-type: none"> • Connections made with dozens of construction companies operating in the Gulf region to communicate the importance of worker welfare • 1 workshop with the BCCI • 1 Workshop with the KCCI • Bilateral dialogues with officials from KCCI and BCCI in order to explore further training and consultation opportunities for their members • Meeting senior executives of four large Swedish companies to discuss labour rights in the Gulf to tap into a private sector network of companies, and pilot test messages and capacity building ideas, to later introduce to construction companies
Development of strategies and tools to address decent work deficits of migrant construction workers	<ul style="list-style-type: none"> • 1 Tool under development to provide practical guidance to construction companies to be co-published with the International Organization of Employers • 8 National Legislative Guidelines (in collaboration with Building Responsibly, for their members)

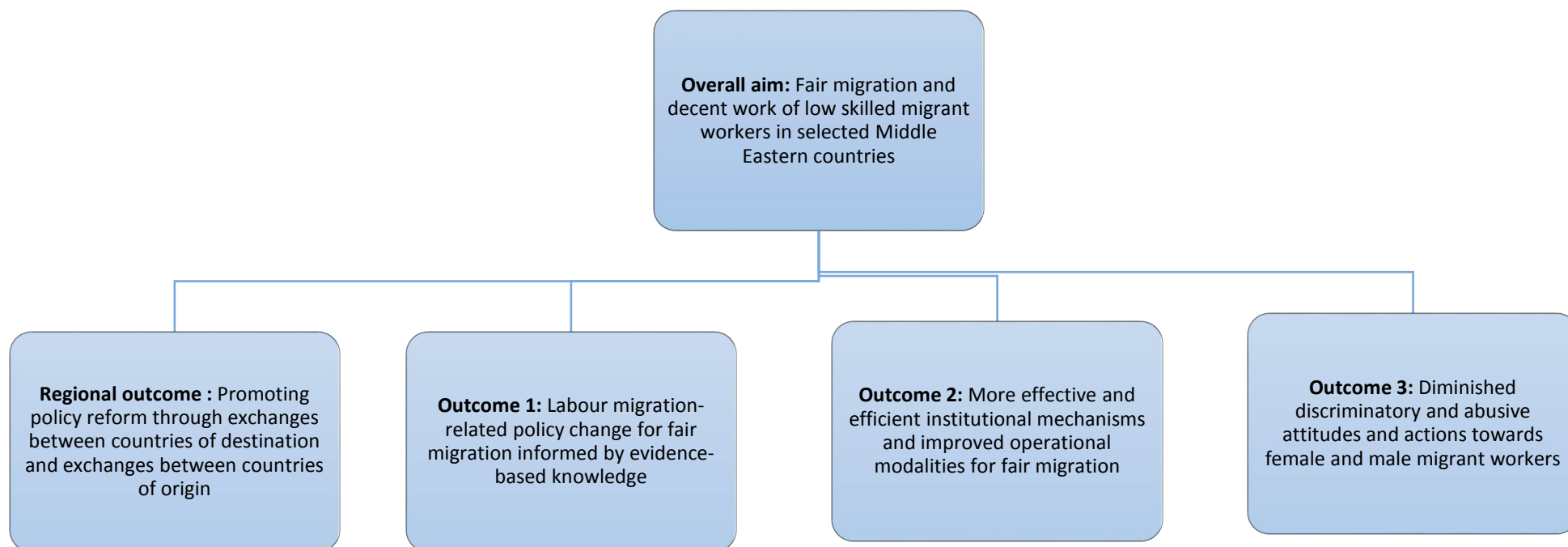
	<ul style="list-style-type: none"> • Guidance Tool for Business: Worker Welfare in the Construction Sector in the GCC toolkit, to support companies to establish and implement a supply-chain wide worker welfare policy (to be completed in early 2019). FAIRWAY is currently in negotiation with IOE for the co-publication of the Toolkit, which would represent the endorsement and promotion of the Toolkit amongst IOE’s global membership. • Jill Wells, Engineers Against Poverty, developed a Strategy Paper • Mapping of construction companies (project team – TO)
<p>Dissemination of Fairway messages on fair migration and decent work for migrant construction workers</p>	<p>Dissemination at national, regional and inter-regional forums:</p> <ul style="list-style-type: none"> • Swedwatch roundtable in Stockholm (December 2016) • Ta'atheer Conference, Dubai (May 2017) • DTP-MFA Workshop on Migrant Workers and Ethical Business in Dubai (December 2016) • Regional meeting of the National Employers’ Federations in Asia in Bangkok (May 2017) • Interregional Consultation on Labour Migration and Mobility from Asia/Africa to the Middle East in October 2017 • BR members meeting (December 2017) • Meeting of the NYU Stern Centre Fair Recruitment in Qatar (2018) • Geneva Centre for Human Rights Advancement and Global Dialogue meeting on Access to Justice for Migrant Workers in the UAE (March 2018)

Annexure 10 : Theory of Change

This Annexure provides an elaboration of the TOC of Fairway project, as implied in the documents. The TOC is expanded to include activities, assumptions, and indicators that could be used for a programme with fair migration as its goal. The illustrative TOC provided here could be further elaborated to develop a TOC for ROAS when needed. The TOC has four parts. The first depicts the overall goal with four components, one outcome at the regional level and 3 at the country levels.

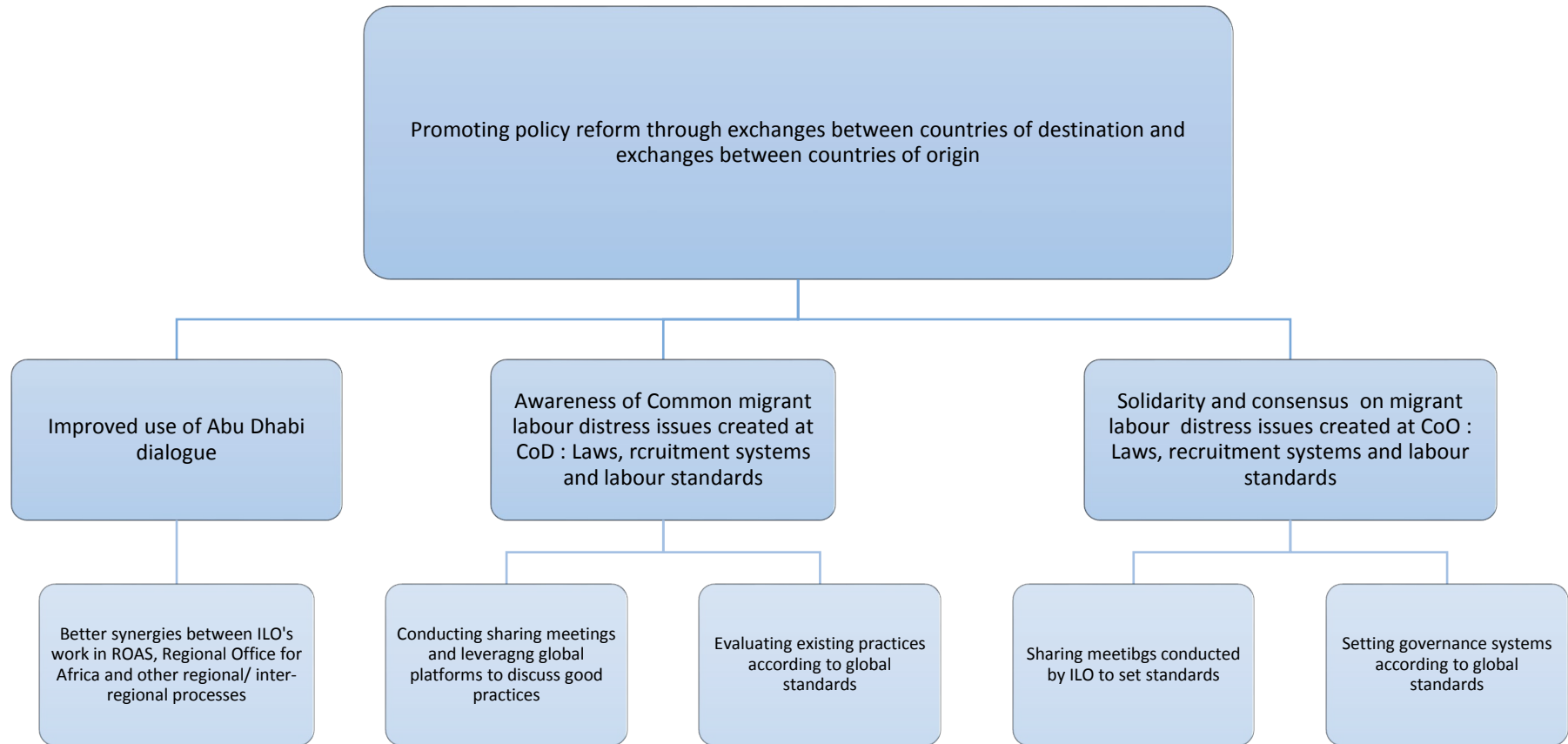
10.1. The Goal with Four Key Outcomes

Figure 10.1: Goal and Outcomes



10.2. Regional/ Inter-regional Outcome

Figure 10.2. Regional/ Inter-regional outcome – Promoting policy reform through exchanges between countries of destination and exchanges between countries of origin



The regional outcome may be achieved through taking up issues of migrant labour distress including laws, recruitment systems and labour standards ; and creating awareness at destination and building solidarity at origin. This may be done by conducting sharing meetings and leveraging global platforms to discuss good practices

and set standards at destination and origin respectively. It may also be done by evaluating existing practices and setting governance systems according to international labour standards.

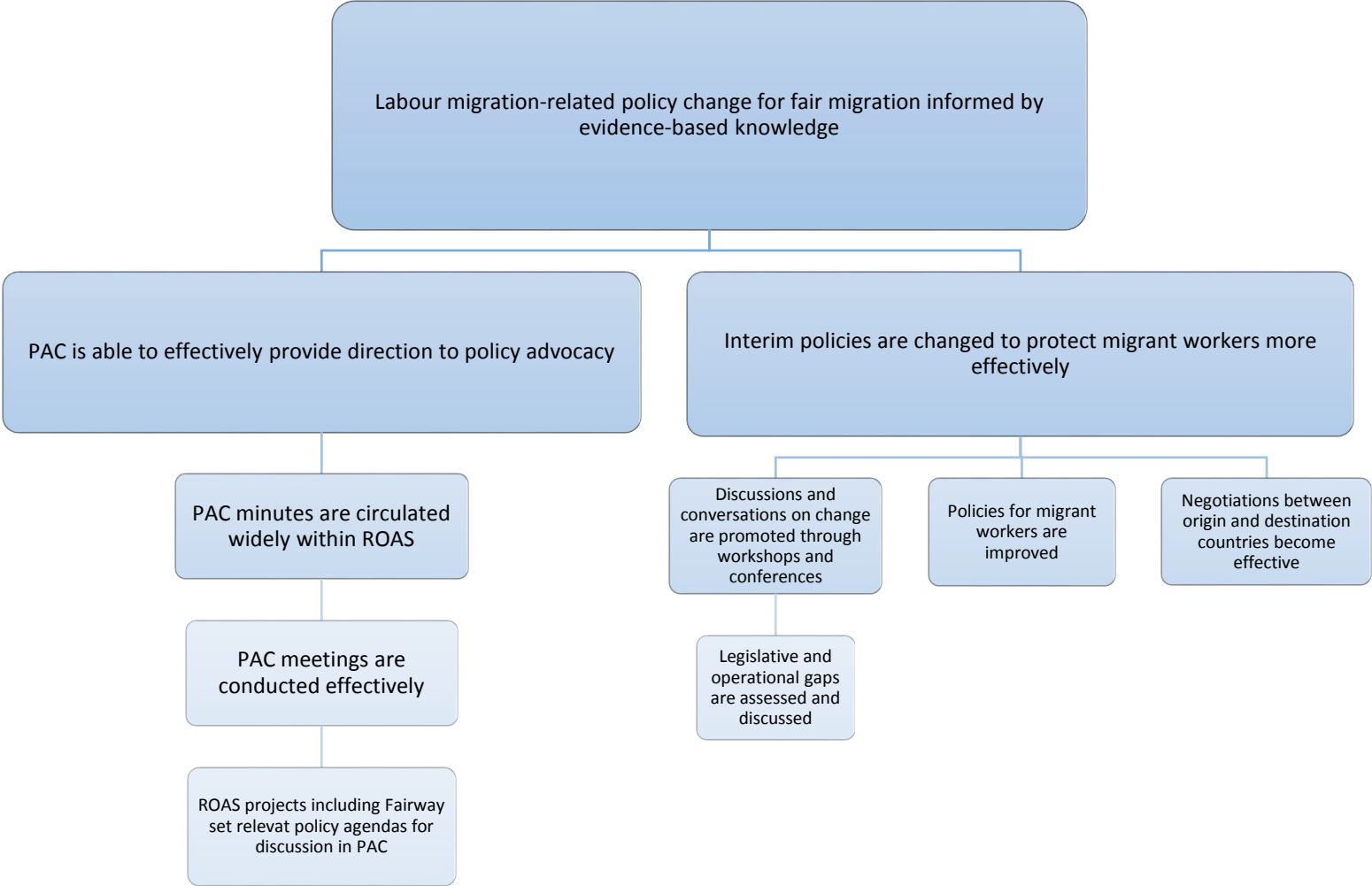
For the outcome on promoting policy reform through exchanges between countries of destination and exchanges between countries of origin, the following set of sample intermediate outcomes and indicators may be considered.

Table 10.2: Intermediate outcomes and sample indicators for the regional outcome

Intermediate outcomes	Sample indicators
Awareness of Common migrant labour distress issues created at CoD : Laws, recruitment systems and labour standards	
Conducting sharing meetings and leveraging global platforms to discuss good practices	<ul style="list-style-type: none"> No. of sharing meetings to discuss good practices
Evaluating existing practices according to global standards	<ul style="list-style-type: none"> Gap analysis, needs analysis and comparisons about policies (recruitment processes, wages, employment conditions, etc) conducted across countries
Solidarity and consensus on migrant labour distress issues created at CoO : Laws, recruitment systems and labour standards	
Sharing meetings conducted by ILO to set standards	<ul style="list-style-type: none"> No. of sharing meetings to discuss common issues
Setting recruitment and governance systems according to global standards	<ul style="list-style-type: none"> Better advocacy at global forums like GCM and others Better negotiations through BLA, MoUs, etc
Improved use of Abu Dhabi Dialogue and other regional/ inter-regional processes	
Better synergies between ILO's work in ROAS, Regional Office for Africa	<ul style="list-style-type: none"> Number of advocacy issues discussed during the Abu Dhabi Dialogue process Representation of ILO's three social partners, namely, governments, organisations of employers and organisations of worker Processes set up to share agreed country statistics in regional forums

10.3. Policy Change for Fair Migration Informed by Evidence-Based Knowledge

Figure 10.3. Policy change for fair migration informed by evidence-based knowledge



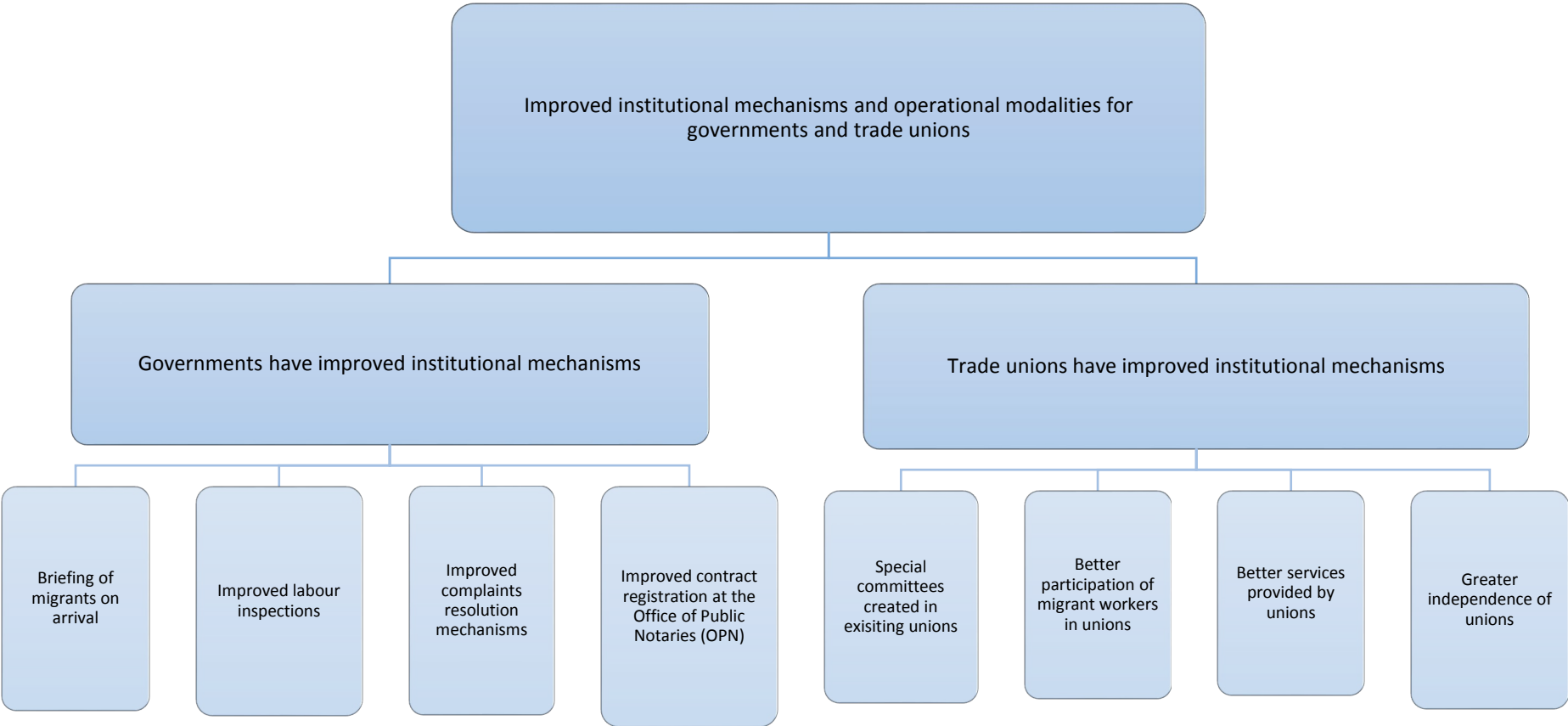
For the outcome on labour migration-related policy change for fair migration informed by evidence-based knowledge, the following set of sample intermediate outcomes and indicators may be considered:

Table 10.3: Intermediate outcomes and sample indicators for Policy Change Outcome

Intermediate outcomes	Sample indicators
PAC is able to effectively provide direction to policy advocacy	
Relevant agendas are set for PAC	Research to be conducted on - <ul style="list-style-type: none"> • Kafala system and steps towards its reform • Knowledge on the legislative gaps in OSH is augmented • Fixing the minimum wage for MWs in line with minimum wages of national workers • Other relevant policy issues where knowledge gaps may exist
Meetings are conducted effectively	<ul style="list-style-type: none"> • Policy advice formulated , disseminated • Policy dialogues are conducted between coalition partners to promote reform
Interim policies are changed to protect migrant workers more effectively	
Discussions and conversations on change are promoted through workshops and conferences	<ul style="list-style-type: none"> • No. of legislative and operational gap assessment conducted • No. of commitments or joint policy advocacy agendas prepared at the meetings • No. of government requests to ILO to draft new policies
Policies for migrant workers are improved	<ul style="list-style-type: none"> • <i>Kafala</i> system in domestic and construction work reformed in xx... countries • Countries allow change of employer in 6 months, or in case of abuse • Countries adopt improved recruitment policies • Countries allow workers to exit country of destination without employer's permission • Countries allow workers to renew their own work permits • Countries have better wage settlement and protection systems (for .eg Policies on ESCROW accounts are formulated) • Health insurance schemes operational and effective for MDWs are studied, launched, mandated and operational • Recruitment fees are abolished or levelled to small amounts • Financial capacity requirements for recruitment agencies are adequately high and a monitoring agency is set up to monitor them • Minimum wages for MWs • Minimum wages for MWs equalized with those for nationals • MDWs allowed to live independently, not in employers home • Wages of MDWs not linked to nationality, but be equal for all
Negotiations between origin and destination countries become effective	<ul style="list-style-type: none"> • No. of times stakeholders used ILO guidelines for negotiating BLAs • Improved BLAs are signed between countries of origin and destination

10.4. Improved Institutional Mechanisms and Operational Modalities

Figure 10.4. Improved institutional mechanisms and operational modalities



For the outcome on improved institutional mechanisms and operational modalities of governments and trade unions, the following set of sample intermediate outcomes and indicators may be considered:

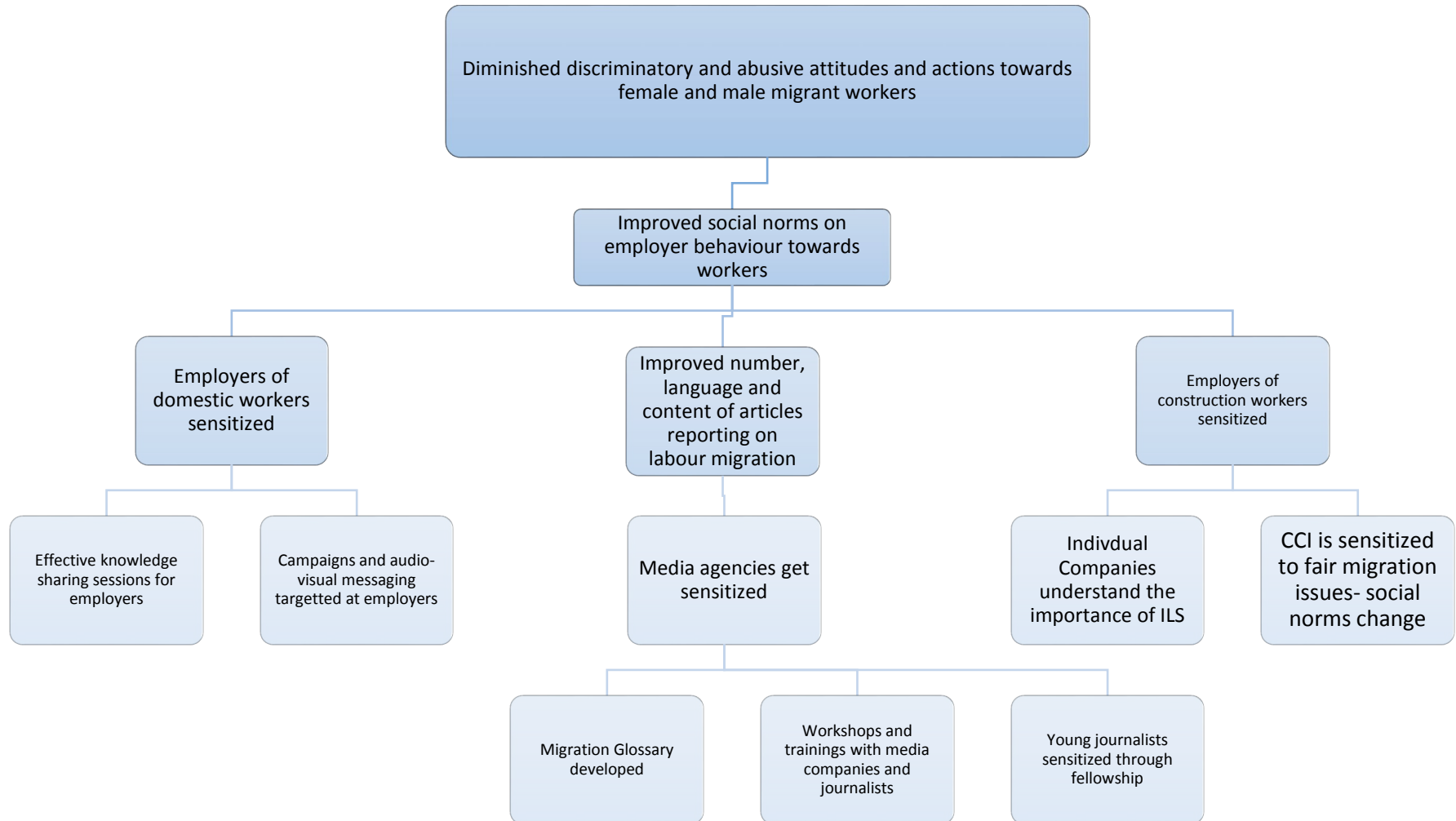
Table 10.4: Intermediate outcomes and sample indicators for Outcome on Institutional Mechanisms

Intermediate outcomes	Sample indicators
Governments have improved institutional mechanisms	
Better awareness dissemination on migrant's arrival	<ul style="list-style-type: none"> • Practical information through small brochures , booklets and movies on procedures , rights and resources in case of violation
Better labour inspections	<ul style="list-style-type: none"> • No. of operational tools and guidelines for labour inspectors • Policy directions/ norms set and communicated • Improved inspection procedures • Trained inspectors • Inspectors more understanding, patient, investigative about and listening to complaints (intangible but could be measured) • Increased number of labour inspectors • Guidelines from senior management about focus of labour inspection – written, verbal, institutionalized, which includes checking OSH conditions, working conditions and not only work permits
Better complaints and resolution mechanisms	<ul style="list-style-type: none"> • Complaint procedures and resolution systems with monitoring processes for actions taken , are instituted • Implementation reports, complaints and resolutions analysed for policy advocacy • Improved MOL hotline and its response by the department • Workers access to courts and justice improved(The specific indicator may be developed based on context, for example the number of workers who need legal support provided with lawyers' services) • Complaint system established and operational outside capitals or key city centres
Improved contract registration at the OPN	<ul style="list-style-type: none"> • Provision of labour contracts to workers translated in their own languages • Short movies, explanation/ counselling/ awareness checks by Public notaries • No. of translated contracts provided • No. of times workers or employers refused to sign contract
Trade Unions have improved institutional mechanisms	
Special committees created in existing unions for migrants	<ul style="list-style-type: none"> • No. of trainings conducted for capacity building of committees • Strategies formed for creating committees • No. of discussions and policy papers on facilitating formation of such committees

Better participation of migrant workers in unions	<ul style="list-style-type: none"> • No of unions that recognize migrants as members • No of unions that allow migrants to vote. • No. of unions that allow migrants to compete for key positions in the union.
Better services provided by unions	<ul style="list-style-type: none"> • Legal clinics and support provided • Medical services provided • Insurance services provided • Trauma centres are set up to provide support to victimied MDWs
Greater independence of unions	<ul style="list-style-type: none"> • % of unions that comes from non-governmental

10.5. Diminished Discriminatory and Abusive Attitudes

Figure 10.5 Diminished Discriminatory and Abusive Attitudes



For the outcome on Diminished discriminatory and abusive attitudes and actions towards female and male migrant workers, the following set of sample intermediate outcomes and indicators may be considered:

Table 10.5: Intermediate outcomes and sample indicators for Outcome on Diminished Discriminatory Attitudes

Intermediate outcomes	Sample indicators
Improved social norms on employer behaviour towards workers	<ul style="list-style-type: none"> • Employers speak out in support of workers • No. of workers getting wages on time • No. of workers getting a day off work • No. of workers getting adequate food • No. of workers getting a safe room to stay • No. of workers not locked in the house • No. of workers not subject to physical, sexual , verbal or psychological abuse • No. of workers allowed to talk to family members at home • No. of workers being permitted to step out of the house alone for a holiday, church, language classes, etc • No. of workers with mobile phones and internet • No. of workers with accesss to employers phone • No. of workers woth no access to phones • Improved financial inclusion of migrant workers • No. getting a decent wage • Pledges and other forms of commitment
Employers of domestic workers sensitized	
Effective knowledge sharing sessions for employers	<ul style="list-style-type: none"> • Pre and post test for employers • Adapted campaign materials for employers
Campaigns and audio-visual messaging targetted at employers	<ul style="list-style-type: none"> • Youth network videos • Social media monitoring • Free spots on TV for informing MDW rights through MoL (Lebanon) and state news agencies
Improved number, language and content of articles reporting on labour migration	<ul style="list-style-type: none"> • Reduced use of the word “maid”, “servant”, “absconding”, “irregular” • Increased use of the work “ domestoc worker” , “helper”, “left job”, “without documents” etc
Media agencies sensitized	
Migration Glossary developed	<ul style="list-style-type: none"> • Language and content on relevant topics related to migrant workers
Senior journalists sensitized	<ul style="list-style-type: none"> • No of articles written • No. of readers reached on print and via electronic media • FB likes , comments etc on articles
Young journalists sensitized through fellowship	<ul style="list-style-type: none"> • No of articles written

	<ul style="list-style-type: none"> • No. of readers reached on print and via electronic media • FB likes , comments etc on articles
Employers of construction workers sensitized	<ul style="list-style-type: none"> •
Individual companies understand the importance of ILS and promote ILS throughout the supply chain	<ul style="list-style-type: none"> • Establishment of regulatory practices in the company as per the recommendation of the ILO committee of experts which examines adherence to ILOs core conventions • Knowledge products on gaps and needs produced by ILO and taken into consideration by companies • Construction companies accept ILS and commitments to comply • Prompt payment protection for subcontractors • Joint liability of clients and principal contractors for payment of wages to workers • Wage conditions improve • Joint liability of clients and principal contractors for • OSH conditions improve
CCI is sensitized to fair migration issues- norms change	<ul style="list-style-type: none"> • Companies reached with fair migration messages through CCI • Companies have workshops for their staff, through CCI or their centre

Annexure 11: Good Practices and Lessons Learned

Emerging Good Practice 1

ILO Establishment of the Sandigan Association of Domestic Workers in Kuwait

Project Title: Regional Fair Migration Project in the Middle East (Fairway Project)

Project TC/SYMBOL: RAB/15/03/CHE

Name of Evaluators: Michele Scala and Smita Premchander

Date: February 2019

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

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The seeds of the Sandigan Kuwait Domestic Workers Association (SKDWA) were planted in 2010 when a group of Filipino workers established the Sandigan Association (SA), one of over 120 community groups registered with the Philippines Embassy in Kuwait. The latter was totally based on volunteering and worked closely with the Embassy to outreach and provide support to Filipino domestic workers subject to abusive practices and human trafficking. The SA was able to build a strong network through social media and contacts, and had close relations with the Solidarity Centre through its legal clinic for domestic workers. The Fairway project was able to capitalize on the SA experience, building its capacity through an implementation agreement with the International Domestic Workers Federation (IDWF), a member-based, global union. The IDWF provided capacity building to the SA volunteers, identified focal points and community leaders and enabled them to lay the foundation of a member-based association: the SKDWA. During a 6- month engagement, the IDWF provided capacity building for the volunteers, helped them in developing a vision plan, deciding upon the organizational model, defining a clear leadership structure and an election system as well as members’ duties and responsibilities. Subsequently, the SKDWA developed a workplan and is currently working on being recognised under the umbrella of the Kuwait Trade Union Federation.</p> <p>The SKDWA has a membership of about 1,000 Filipino domestic workers, of which at least 100 domestic workers are active members. SKDWA conducts programmes on awareness of migrant workers’ rights, health check-ups, blood donation and other support services for DWs. The SKDWA relies on its network to conduct outreach activities to sensitize employers and domestic workers and obtain the social recognition of domestic workers as that is still lacking in the country. Moreover, it has close relations with other migrant workers’ community in the country and plans to integrate or support workers from other communities to organize. The Fairway project also ensured sustainability through the following strategies:</p> <ul style="list-style-type: none"> • Incorporate the SKDWA within the IDWF • Developing procedures for financial sustainability ultimately leading to self-sufficiency

	<ul style="list-style-type: none"> Engage with the Kuwait Trade Union Federation (KTUF) to promote the recognition of the SKDWA and identify areas of mutual support
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The initiative can be replicated wherever exist grass-root models of association among migrant workers community with a consolidated network and emerging community leaders. Organizational capacity can be built through iterative approaches, and the association can be linked up to existing unions (if any), CSOs and international organizations. Limitations arise when freedom of association for migrant workers is restricted, as it is the case in Kuwait.</p> <p>Another limitation can arise from the limited receptivity of the Trade Unions (TUs) to migrant workers' needs, or from TUs legal capacity to incorporate and sustain the emerging organization. As per the Kuwaiti context, associations can join established TUs. However, the KTUF leadership is unstable and subject to frequent turn-over. Therefore, efforts made by the Fairway project and its implementing partner to incorporate the SKDWA into the established union has not been effective yet.</p>
Establish a clear cause-effect relationship	The establishment of the member-based SKDWA has built upon an existing grass-root network of Filipino migrant workers on which the Fairway project has capitalized and invested time and resources.
Indicate measurable impact and targeted beneficiaries	<p>The SKDWA has a network of over 7,000 registered members, of which around 1,000 are domestic workers. 100 members actively participate to the SKDWA initiatives on a constant base. Potentially, the SKDWA can reach out to all migrant domestic workers of the Filipino community. However, it does not have the capacity to provide support to migrant workers alone and needs to link up to other organizations (e.g. TUs) or to the Embassy. Moreover, the SKDWA is well known outside the Filipino community and its actions can have multiplying effects among migrant workers communities in the country.</p> <p>The SKDWA collaborates with the Embassy of Philippines and is involved in identifying social, psychological and medical support needs of migrant workers of the Filipino community in Kuwait. They visit the shelter at the Embassy to connect with the workers there, and report their needs to the Embassy. They have conducted medical camps at the Embassy. They strategize their events, tailoring them according to the social and cultural habits of Kuwaitis, for instance, organizing blood donation camps where migrant domestic workers and Kuwaitis can donate their blood. They also organize Arabic language classes for migrant workers aiming at encouraging employers to grant their employees a day off. In fact, Arabic classes are perceived as benefiting both workers and employers, who are therefore keener to "grant" a day off. These events bring Kuwaitis and migrant workers closer, and promote bonds in a non-threatening way.</p>
Potential for replication and by whom	The initiative can be replicated by ILO, donors, international agencies, global and local TUs in all destination countries of migration.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>This initiative contributes to:</p> <ul style="list-style-type: none"> DWCP - Kuwait (2018-2020), Priority 3: Strengthening social dialogue and tripartism CPO- KWT104 - Improved capacity of government and social partners to tackle forced labour ILO P&B (2016-2017 and 2018-19): Outcome 10 - Strong and representative employers' and workers' organizations

Other documents or relevant comments	Implementation agreement with IDWF More information on the SKDWA can be found here (Facebook page): https://www.facebook.com/groups/1448174348829628/ and here: http://www.idwfed.org/en/updates/kuwait-domestic-workers-celebrated-the-international-domestic-workers-day-for-the-first-time
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ILO Emerging Good Practice 2

Establishment of Policy Advisory Committee as a Think Tank for ILO ROAS

Project Title: Regional Fair Migration Project in the Middle East (Fairway Project)

Project TC/SYMBOL: RAB/15/03/CHE

Name of Evaluators: Michele Scala and Smita Premchander

Date: February 2019

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

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The Policy Advisory Committee (PAC) on labour migration in the Middle East was formed in 2016. It is composed of an external group of experts in migration and is envisaged to act as an advisory forum to ROAS providing high quality advice on the ILO strategy to advocate for policy change under the fair migration agenda in the region. Thus, PAC discussions have revolved around key topics such as recruitment practices of the migrant labour force, the sponsorship system (<i>Kafala</i>), dispute resolution, voice building and representation for migrant workers, and regional dialogue on labour migration among Middle Eastern countries and with countries of origin.</p> <p>The external (non-ILO) members of the PAC are mostly academics, practitioners and representatives of social partners with a diverse range of expertise and experience encompassing different labour migration issues. PAC discussions are chaired by the Deputy Regional Director in ROAS (whenever possible) or by the Senior Migration Specialist. The Fairway project serves as the secretariat of the PAC (CTA and TO), preparing the meetings. The donor, SDC, has an observer seat.</p> <p>The PAC is held twice per year and takes up topics of interest for the ILO which sets the agenda (proposed by Fairway). PAC members provide detailed analytical and practical advice on specific topics but also concerning entry strategies. PAC members are chosen on the base of their capacity to advance the ILO agenda through their contacts.</p> <p>The huge experience and diverse field of expertise of PAC members, and their positioning in the region, are highly valuable to inform the ILO about emerging needs in the labour migration field, provide strategic solutions to issues raised by Fairway project, and influence ROAS strategies.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>The PAC has been mainstreamed in Fairway as a forum where it is possible to discuss strategic entries to influence policy in the region. Therefore, the Fairway logical framework has a separate deliverable relating to PAC under its Outcome 1 on policy change: Policy Advisory Committee (PAC) is operational and supporting advocacy for policy change towards fair migration. Since Fairway works as the Secretariat of PAC and sets the agenda for the PAC discussions, the uptake of PAC suggestions has been primarily by Fairway, as against its original aim of acting as a think tank for ROAS. ROAS has currently up to 5 labour migration related projects (Fairway, WIF, FAIR, Better Work and the Qatar project) and the use of the PAC could certainly be extended as regional and interregional projects could make good use of PAC discussions. Further, summaries of the discussions are prepared by the Fairway project team, however they are not widely disseminated among labour migration projects, limiting the impact of PAC suggestions. Finally, Decent Work Team</p>

	<p>specialists are currently not invited to PAC meetings although their insights might provide added value to the PAC discussions.</p> <p>As some members are not able to attend regularly or may feel they do not always derive good value from their membership, rotation of PAC members could be considered. Further, in order to respond to the different needs of the labour migration projects in ROAS, rotation might bring in specific expertise needed under single projects suggestions.</p> <p>Following the MTE evaluation of the Fairway project, the number of topics discussed has been brought down to 2 or 3, so that discussions are now much more focused and in-depth. However, certain PAC members opined that it would be feasible to further reduce the number of topics to 1 when the subject requires longer analysis.</p>
Establish a clear cause-effect relationship	Bringing together a carefully selected group of experts and practitioners in the labour migration field, who are also well positioned to influence policy in the region, enables them to discuss and explore different strategies to use the ILO fair migration agenda to influence policy change.
Indicate measurable impact and targeted beneficiaries	<p>PAC discussions are currently mainly to the benefit the Fairway project. Although the Deputy Regional Director and the Senior Migration Specialist respectively chair and deputize the PAC meetings, the forum could more largely benefit the ROAS labour migration related projects.</p> <p>Impact of the PAC would depend on the uptake of PAC suggestions by the management and by single projects in ROAS.</p>
Potential for replication and by whom	The PAC is adaptable in several countries where there are several projects on one theme. For example, where there are several projects in the garment sector, a sector focused PAC could be replicated.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>This initiative transversally contributes to the ILO Strategic Framework on Fair Migration by addressing the policy changes needed in the countries in the Arab region. In particular, it contributes to:</p> <ul style="list-style-type: none"> • ILO P&B outcomes – Outcome 10 (2016-17 and 2018-19) - Strong and representative employers' and workers' organizations 2018-19- Outcome 9 (2016-17 and 2018-19) - Promoting Fair and Effective Labour Migration Policies; Outcome 8 (2016-17 and 2018-19)- Protecting workers from unacceptable forms of work, P&B 2018-19, Outcome 7 (2018-19): Promoting safe work and workplace compliance including in global supply chains • DWCP - Lebanon (2018-2020): Priority 3: Improved labour governance in accordance with International Labour Standards and with a particular focus on Fundamental Principles and Rights at Work • DWCP - Jordan (2018-2022): Priority 2: Outcome 2.2 Improved working conditions for Jordanian, migrant and refugee men and women, including in Special Economic Zones through strengthened regulatory framework and compliance in line with ILS (including legislative and policy reform on domestic work) • DWCP - Kuwait (2018-2020), Priority 2: Outcome 1: Strengthened fair recruitment processes for foreign workers through legislative and regulatory changes.
Other documents or relevant comments	<ul style="list-style-type: none"> • PAC ToR: https://www.ilo.org/wcmsp5/groups/public/---arabstates/-ro-beirut/documents/meetingdocument/wcms_536634.pdf • PAC summaries (from 2016 to 2018)

Following the last two PAC meetings, one policy note on minimum wages and wage has been published by the ILO to capture the perspective of the PAC, and a second brief on regional dialogue on fair migration is under discussion. Hereafter is given the reference to the published brief, also available in Arabic.

- PAC (2018), Policy Brief, “Minimum wages and wage protection in the Arab States: Ensuring a just system for national and migrant workers, Note for Policymakers”, Beirut.
https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_660002.pdf

ILO Emerging Good Practice 3

Use of Policy Dialogues to Promote Knowledge Sharing and Advocacy

Project Title: Regional Fair Migration Project in the Middle East (Fairway Project)

Project TC/SYMBOL: RAB/15/03/CHE

Name of Evaluators: Michele Scala and Smita Premchander

Date: February 2019

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

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Fairway has published White Papers on issues such as recruitment of low-skilled migrant workers, <i>Kafala</i> reform, construction company bankruptcies, etc. In order to use the knowledge created, it has conducted multi-stakeholder dialogues on many of its studies and publications. These have served to bring the stakeholders on board and to create their ownership of the study findings, laying a foundation for further advocacy. National and regional workshops which are focused on key issues relating to labour migration have been organized with the same objective too.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Dissemination of Fairway’s research publication on recruitment, to more than 1,000 individual contacts. The FAIRWAY team has also used the publication during missions and policy dialogues to promote key policy and legislative reforms including the establishment of joint and several liability systems and government-to-government recruitment in the project countries. • The FAIRWAY research on comparative analysis between Jordanian legislation and the provisions of the ILO Domestic Workers Convention, 2011 (No. 189), was used by the Jordanian Ministry of Labour which set up a committee to develop revised legislation on domestic work. • Fairway supported dissemination and awareness-raising of the ILO General Principles and Operational Guidelines for Fair Recruitment across the region, including through a national consultation on recruitment in Kuwait (April 2018); technical training with Ministry of Labour officials in Jordan (July 2018), and guidance to companies in Kuwait (April 2018) and Bahrain (September 2018). So far, no direct impact can be tracked, but the workshops open and continue discussions on issues of registration criteria, responsibilities, recruitment fees and other issues relating to recruitment of migrant workers.
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>Although some research products are regional, most benefit from having a country focus. As labour laws in each country are different, policy change analysis is</p>

	better accepted if it carries in-depth analysis of the country contexts.
Establish a clear cause-effect relationship	<p>A clear cause and effect relationship are difficult to establish, as policy changes take place through efforts of several agencies over long periods, making attribution to a single project's efforts difficult. Therefore, contribution is claimed rather than attribution.</p> <p>The following could be claimed by the Fairway project: Through the publication and dissemination of five high quality publications in Arabic and English, as well as continuous policy dialogue, FAIRWAY has made progress at a policy level in the UAE and Jordan, including through contribution to the following policy changes:</p> <ul style="list-style-type: none"> • The UAE and the Philippines governments agreed to implement a large-scale government-to-government migration pilot through the Abu Dhabi dialogue, following strategic input by ROAS and FAIRWAY to the UAE Ministry of Labour on the design of the pilot in December 2016; • The UAE adopted the Domestic Workers Law in September 2017, which is likely to have been influenced by numerous consultations and high-level dialogue initiated by FAIRWAY (including through HQ colleagues in March 2017, and the ILO Regional Director during the June 2017 ILC).
Indicate measurable impact and targeted beneficiaries	The number of people reached cannot be estimated, but the number of migrants in the relevant sector where the policy changes are made, would all benefit from policy changes.
Potential for replication and by whom	Policy dialogues and knowledge sharing processes may be followed by UN agencies and donors, who would have high convening power. CSOs are also likely to benefit by following these processes of knowledge sharing and consensus building.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>This initiative transversally contributes to the ILO's Strategic Framework on Fair Migration by addressing the policy changes needed in the countries in the Arab region. In particular, it contributes to:</p> <ul style="list-style-type: none"> • DWCP - Lebanon (2018-2020): Priority 3: Improved labour governance in accordance with International Labour Standards and with a particular focus on Fundamental Principles and Rights at Work • DWCP - Jordan (2018-2022): Priority 2: Outcome 2.2 Improved working conditions for Jordanian, migrant and refugee men and women, including in Special Economic Zones through strengthened regulatory framework and compliance in line with ILS (including legislative and policy reform on domestic work)

	<ul style="list-style-type: none"> • DWCP – Kuwait (2018-2022): Priority 2, Outcome 3: Strengthened inclusive dialogue on labour mobility with countries of origin, including in the establishment of fair recruitment corridors. • ILO P&B outcomes - Outcome 9 (2016-17 and 2018-19) - Promoting Fair and Effective Labour Migration Policies; Outcome 8 (2016-17 and 2018-19) - Protecting workers from unacceptable forms of work
Other documents or relevant comments	

ILO Emerging Good Practice 4

Pilot Programme on Promoting the Role of Public Notaries in Ensuring Rights-Based Employment between Employers and MDWs in Lebanon

Project Title: Regional Fair Migration Project in the Middle East (Fairway Project)

Project TC/SYMBOL: RAB/15/03/CHE

Name of Evaluators: Michele Scala and Smita Premchander

Date: February 2019

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.)	<p>In partnership with the Ministry of Labour (MoL), Fairway has involved the Public Notary Office (PNO) in its attempt to improve operational modalities for fair migration in Lebanon. Through the PNO, Fairway was able to train 46 notaries sensitizing them to migrant domestic workers (MDWs) issues and to explore the potential for a stronger role of public notaries in ensuring a right-based employment relationship among employers and MDWs. The notaries were given a presentation aimed at raising awareness about the MDWs situation in Lebanon and incentivize public notaries to augment their role in this sector, which currently remains at a procedural and paperwork level. There were 46 public notaries and representatives from the International Affairs Department of the MoL, the Syndicate of the Owners of the Female Housemaid Employment Agencies (SORAL), the General Security and ILO at this presentation.</p> <p>This initiative is currently poised for scale up across all offices of Public Notaries in Lebanon and is not limited to the capital city (Beirut). The International Relations Department of the MoL requested Fairway to provide copies of the SUC and the guidebook for MDWs that had already been translated by the MoL (in partnership with the ILO) in 2012 under an SDC-EU funded initiative. ILO provided over 1,200 printed copies to the Department. These were then provided to the Public Notaries Council.</p> <p>A pilot programme has been initiated, aimed at:</p> <ul style="list-style-type: none">• Sensitizing public notaries on the terms of the Standard Unified Contract (SUC)• Raising the capacity of public notaries to ensure that employers and workers understand the terms of the employment contract commenced• Distributing translated copies (in 9 languages spoken by MDWs) of the SUC to public notaries throughout the country through the PNO network• Ensuring that MDWs and employers are aware of their respective rights and duties before signing <p>It is widely recognised that MDWs are seldom aware of their (few) rights upon arrival. Moreover, outreach to them is made very difficult by the isolated nature of the domestic work sector, worsened sometimes by abusive practices of the employers. For example, some MDWs are locked-in and not allowed either a day-</p>

	<p>off or leave the house at all. Public notaries are amongst the few public officials that have the opportunity to meet the workers (and the employers) in person as the signature on the contract is mandatory and both parties must be present at the time when the contract is sealed by the notary. Therefore, sensitizing the notaries can be a practical way to reach out to the most vulnerable MDWs, but also to raise awareness by giving them the opportunity to read the terms of their contracts making them aware of their obligations and rights towards the employer. Such awareness of the provisions of the contract and the rights and duties of each party, is perceived to be the first step towards a good collaborative relationship between the worker and the employer, hence a step towards Decent Work for the domestic worker.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>This public-private partnership could be initiated due to the mandatory condition of registering the contract within the first three months.</p> <p>Public notaries are all highly accredited certified lawyers, with a strong Council that can make a partnership with the MoL to be able to take up this initiative. For such collaboration, the Council of notaries has to be strong and motivated.</p> <p>The organization had also adopted a Vision Notary Public 2020, with human rights as a priority. They recognize that migrant domestic workers are a particularly vulnerable group, hence have welcomed an initiative to enable them to sign work contracts after reading them.</p> <p>Sustainability can be ensured since the PNO raises its own funds through membership fees (\$500 per member) and registration to the Council is mandatory for all notaries.</p> <p>Workers are sometime not literate, limiting their understanding of translated contracts. In such contexts, short movies in the languages of the workers and in Arabic, would have a higher impact. Movies could also be put up on Facebook and distributed via WhatsApp and other social networks, so awareness can be created prior to reading the written contract.</p>
<p>Establish a clear cause-effect relationship</p>	<p>The time and attention paid by the public notaries to follow the process of reading the contract is critical for both the worker and employer, and providing translated contracts creates an opportunity for MDW to understand what conditions she is agreeing to.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>The total number of notaries in Lebanon are 190. Of these, 46 attended the training conducted with Fairway support and 25 participants filled out the evaluation form provided by the Fairway project team that has then analysed the information provided in an evaluation report.</p> <p>Being present throughout the country, public notaries can theoretically outreach to all registered MDWs. It is worth noting that the PNO is amongst the few sensitized stakeholders that could have an outreach beyond the main Lebanese cities.</p> <p>The PNO has plans to scale up its trainings to the peripheral areas of the country to train notaries on MDWs issues. Notaries are used to have trainings through their Council and are receptive to the Council inputs.</p>

Potential for replication and by whom	The initiative is to be scaled up by the Council across all its offices in Lebanon, so that the process can be embedded country-wide. The initiative can be replicated by ILO, donors and international agencies in all destination countries.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>The initiative contributes to:</p> <ul style="list-style-type: none"> • DWCP - Lebanon (2017-2020): Priority 1: Improved labour governance in line with ILS and a particular focus on fundamental principles. • National Development Framework (Lebanon): General objective 4: Improve opportunities for equitable and safe employment. • UNSF (2017-2020): outcome 2.2: State has institutionalized for enhanced protection of human rights, rule of law and access to justice for all people in Lebanon • CPO – Lebanon – LBN 151 - Rights at work protected for domestic workers through the development and enforcement of legislative and policy framework in line with ILS • ILO P&B: Outcome 9 (2016-17 and 2018-19)- Fair and effective international labour migration and mobility, Outcome 8 (2016-17 and 2018-19) - Protecting workers from unacceptable forms of work
Other documents or relevant comments	<p>More information on Notaries Public in Lebanon can be found on https://www.justice.gov.lb/index.php/rights-details/5/1</p> <p>More information on the training session held in November 2018 at the PNO can be found on: https://www.ilo.org/beirut/media-centre/news/WCMS_655273/lang--en/index.htm</p> <p>An evaluation report was prepared after completion of the abovementioned training by the project team.</p>

ILO Emerging Good Practice 5

Improved Complaint System of Domestic Work Department - Jordan

Project Title: Regional Fair Migration Project in the Middle East (Fairway Project)

Project TC/SYMBOL: RAB/15/03/CHE

Name of Evaluators: Michele Scala and Smita Premchander

Date: February 2019

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.)	<p>Fairway provided technical support for an assessment and streamlining of the complaints system at the DWD, using participatory processes. The assessment brought up the gaps in the complaint system, and a consultant was appointed to provide support for mainstreaming the complaints recording and resolution system.</p> <p>The consultant worked with the department to design complaint forms, which are filled by officers when the woman migrant worker comes to the labour department office to register her grievance. The deputy head of the Domestic Workers Department reads the forms and assists with the complaints to the labour inspectors, who in turn examine and settle the disputes. In case of abuse or sexual harassment or any other criminal offense by the employer, the case is referred to the Public Security Department's Anti-Human Trafficking Department, which takes up the case independently. A Standard Operating Procedures (SOP) has therefore been designed and piloted.</p> <p>The improvement of the system is mainstreamed from the beginning, laying the foundation for effective digitalization and monitoring of complaints resolution system in DWD, Jordan in the future.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Jordan has over 47,591 registered migrant domestic workers with valid work permits. Migrants and Refugees accept wages and working conditions that Jordanians would not, and as a consequence, the labour market is highly segmented along these lines</p> <p>The Domestic Workers Department in Jordan has only four labour inspectors, of which only one is a woman. Further, the inspectors have several other tasks in addition to handling complaints. On an average 30 to 40 complaints may be received per day, so the inspectors can be quite overworked and impatient, indicating a need to build their capacities alongside developing the digitalized system.</p> <p>Another limitation is that as privacy of homes is protected, so the work place of domestic workers cannot be inspected without permission from the house-owner/ or the employer of the worker. This is a major weakness in complaints resolution.</p>
Establish a clear cause-effect relationship	<p>The establishment of the Standard Operating Procedures (SOP) system has enabled better tracking of the complaints, and will increase efficiency of the department in resolution. The system has just been developed, and data on its use and impact is not yet available.</p>
Indicate measurable impact and targeted beneficiaries	<p>According to the data available, in 2017, about 917 complaints were filed, of which. over 830 were settled during the year.</p>
Potential for replication and by whom	<p>The complaints resolution system is highly replicable across countries in the Middle East.</p>

<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</p>	<p>The initiative contributes to: DWCP: Jordan (2018-2022), Outcome 2.2 Improved working conditions for Jordanian, migrant and refugee men and women, CPO: Jordan: JOR 111 Enhanced capacity of the Government to better protect the fundamental and working rights of Women Migrant Domestic Workers in the country JOR 103 Working conditions and social protection of migrant workers, and other vulnerable groups, enhanced through the improvement of the legislative framework and its enforcement JOR 154 Enhanced capacity of the Government to prevent and prosecute trafficking and forced labour ILO P&B: Outcome 9 (2016-17 and 2018-19)- Fair and effective international labour migration and mobility, Outcome 8 (2016-17 and 2018-19) - Protecting workers from unacceptable forms of work</p>
<p>Other documents or relevant comments</p>	<ol style="list-style-type: none"> 1. ILO 2018. Decent Work Country Programme: The Hashemite Kingdom of Jordan. 2018-2022 2. Tamkeen 2015. Invisible Women: The Working and Living Conditions of Irregular Migrant Domestic Workers in Jordan. https://kisa.org.cy/wp-content/uploads/2016/01/Invisible-Women-English.pdf 3. ILO 2017. Migrant Domestic and Garment Workers in Jordan: A Baseline Analysis of Trafficking in Persons and Related Laws and Policies. https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_554812.pdf 4. ILO 2015. Employers' Perspectives Towards Domestic Workers in Jordan: A Qualitative Study on Attitudes, Working Conditions and The Employment Relationship Working paper. https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_429584.pdf

ILO Emerging Good Practice 6

Fellowship Initiated for Young Journalists to Improve Fair Communication on Labour Migration

Project Title: Regional Fair Migration Project in the Middle East (Fairway Project)

Project TC/SYMBOL: RAB/15/03/CHE

Name of Evaluators: Michele Scala and Smita Premchander

Date: February 2019

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

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The Fairway Labour Migration Journalism Fellowship Programme is a six-month fellowship for young media practitioners, to sensitise them on labour migration issues, and to provide them with the tools for fair communication. It has led to the production of over 30 media products as articles, radio podcasts and movies. The programme was opened to print, TV and radio journalists, photojournalists, film-makers, multimedia journalists, citizen journalists and social media experts working in Lebanon, Jordan and the Gulf Cooperation Council (GCC) States and it has been leaded and promoted by the Fairway project in partnership with the Ethical Journalism Network (EJN). The journalists are motivated to continue their writing on migration and their stories have reached an audience of millions in the Middle East region and abroad.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>Several studies, and the experience of the ILO MAGNET project have raised attention on the role of the media in sensitizing the public opinion thus building a conducive environment for fair migration. By addressing discriminatory language (and thoughts) about migrants, media can play a prominent role in influencing public perception and thus, social norms and attitudes towards migrants. Fair language on labour migration is highly valuable and needed. There is one limitation which has arisen from the regional approach adopted so far. This is because of the scarce participation of local media practitioners and from the prominence of the English language used by the fellows to report on labour migration issues and migrant workers conditions. Several stakeholders, including the Ethical Journalism Network (EJN), have highlighted the need for a stronger contextualization of the training materials (as the Migration-Friendly Glossary) and for a stronger emphasis on local challenges related to labour migration and to reporting methodologies. The social and legal frameworks differ from country to country, and especially among GCCs and neighbourhood Eastern countries - Lebanon and Jordan. The contextualization of the training materials on the one hand, and the multiplication of the training country-wise would bring added value to the initiative to ensure stronger ownership of the fellowship outcomes. Similarly, a stronger emphasis on local contexts might also encourage participation of local journalists reporting in the local language</p>
<p>Establish a clear cause-effect relationship</p>	<p>The Theory of Change underlying this intervention postulates that a change in the language used, and a better depiction of issues relating to migrants would lead to positive attitudes towards migrant workers, and eventually, to reduced discrimination. Journalists writing</p>

	<p>often and from leading journals would influence the press too, resulting in the changed language at scale.</p> <p>As highlighted above, language used to report on labour migration is often discriminatory in the region. Moreover, little attention is paid to migrant workers' issues in the media. However, media plays an important role in shaping public perception and can convey (or address) stereotypes on migrant workers. Therefore, promoting initiatives tackling language used to report on labour migration are extremely valuable to create a conducive environment for fair migration and decent work in the region.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>The first phase of the fellowship involved 10 journalists and practitioners, of which 9 completed the fellowship. The second phase involved 10 journalists and practitioners, all of which completed the fellowship. The fellowship was considered completed after the fellows submitted 3 articles/media products based on in-depth investigations. However, the criteria were flexible, and in certain cases one media product following a long investigation has been accepted. In fact, the main criterion that was considered by the EJN was the quality of the investigation and of the media product rather than the quantity.</p> <p>So far, 32 articles have been produced, of which 27 are available in English, 4 in Arabic, 1 in Italian. In addition to that, a radio podcast series in Arabic is being released weekly and will last 6 weeks. Other stories are expected to be submitted by fellows in 2019. Some of the stories have been published in major news outlets and shared on social media. The fellows' stories have reached an audience of millions in the region. For instance, a story produced by fellow Heba Kanso "Migrants in Lebanon seek to break stereotypes with new radio show" was circulated in 14 different newspapers globally, including Reuters, Al Arabiya, The Daily Star and Voice of America.</p> <p>Moreover, the EJN has constantly monitored the language used and content to assess the impact of the fellowship on the fellows' reporting style as one of the main goals of the fellowship was to influence the language used to communicate on labour migration.</p> <p>Initiatives</p> <p>Several initiatives have accompanied the fellowship programme:</p> <ul style="list-style-type: none"> • EJN and ILO hosted a session at the Arabic reporters for investigative journalism (ARIJ) summit 2017 where the ILO-Fairway Media-Friendly Glossary on Migration – Middle East Edition – was launched. The session was attended by 25 delegates from the organization. • In March 2018, the EJN organized a training for Al Jazeera journalists in Doha where the Migration Glossary was presented, also sharing best practices on how to report on labour migration issues. • In June 2018, the EJN' hosted in London a screening of the film about the labourers building the facilities for the 2022 World Cup in Qatar. The ILO fellowship was highlighted during the debate that followed the screening. <p>Networks</p> <p>Some fellows have kept in touch with their colleagues after the completion of the fellowship. However, accordingly to the EJN trainers, it would appear that networks have been mostly created at the local level among fellows of the same country, while international free-lancers have not stayed in touch with their colleagues.</p>

Potential for replication and by whom	The initiative can be replicated by ILO, donors and international agencies, in all destination countries of migration. Similar initiatives could be expanded to origin countries of migration as well.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This initiative contributes to the ILO Strategic Framework on Fair Migration by addressing the public perception on labour migration issues and promoting the use of sensitive language to report on migrant workers related issues. The P&B 2016-2017 recognizes the importance of media to “promote awareness-raising initiatives addressing unacceptable forms of work in particular sectors” together with Civil Society Organizations and Non-Governmental Organizations setting a specific criteria for the indicator 8.3 “Member States in which tripartite constituents have developed partnerships, including with other stakeholders, for the effective protection of workers, especially the most vulnerable, from unacceptable forms of work” related to the Outcome 8 targeting the protection of workers from unacceptable forms of work.
Other documents or relevant comments	EJN, Fellowship Impact Report 2018-2019 Fellowship Web Page: https://ethicaljournalismnetwork.org/ilo-journalism-fellowship ILO-Fairway webpage consecrated to the fellowship and to the fellows' stories: https://www.ilo.org/beirut/media-centre/news/WCMS_651964/lang--en/index.htm

ILO Lesson Learned

Short Duration Pilots can have Unintended Negative Impacts

Project Title: Regional Fair Migration Project in the Middle East (Fairway Project)

Project TC/SYMBOL: RAB/15/03/CHE

Name of Evaluator: Michele Scala and Smita Premchander

Date: February 2019

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

LL Element	Text
<p>Brief description of lesson learned (link to specific action or task)</p>	<p>Pilots are a potentially useful component of innovative projects, and Fairway has tried some pilots to good effect. Although these have had positive impacts and represent potential good practices, they also provide critical lessons. These include:</p> <p>Legal clinics for Migrant Domestic Workers were set up in Fédération nationale des syndicats des ouvriers au Liban (FENASOL), Lebanon. The Project appointed a consultant lawyer, who provided counselling and services to Migrant Domestic Workers. She also trained lawyer volunteers to provide similar services. The lawyer filed several cases for the MDWs. When the contract came to an end after 5 months, there were ongoing cases in court/MoL. Although the cases were temporarily taken over by the lawyer in FENASOL, the TU did not have the financial resources to bear the expenses of the cases that had already been filed in the court during the pilot. However, discussion is ongoing for further support from Fairway to address this gap.</p> <ul style="list-style-type: none"> • In Jordan, a youth network was promoted for conducting campaigns to change employer mindsets. The Project appointed a consultant to mentor the youth, who were given clear directions about the activities and timelines for the campaign, which they completed well. The youth were highly motivated but felt that as the project came to an end in 6 months, they had been left without any future planning, their agency had not been respected, and their organisation was not yet well formed. They had not received guidance directly from any ILO official. Their ambition was to reach out to MDWs beyond Amman to other regions of Jordan, which was not taken on board. <p>These pilots had a duration of 5-6 months, which was too small to have the possibility of mainstreaming or achieving sustainability.</p> <p>In the latter, the Project recognised the need for further support, and a CSO was requested to mentor the youth and guide them to form an independent association. The Youth Networks were intended as a multi-phase approach, where each phase would be evaluated so that lessons learnt could be used in the design of the next phase.</p>
<p>Context and any related preconditions</p>	<p>Fairway focuses on migrant workers in construction and domestic work, who are mostly low skilled and prone to a variety of decent work deficits and abuse in the recruitment and migration process that precedes it. The decent work deficits these migrants experience include flawed recruitment and placement practices; unacceptable working conditions akin to forced labour; practices in violation of the existing work contracts; ineffective dispute resolution and lack of access to justice; limits on voice, representation, and social dialogue; and discrimination of migrant workers at the employer's homes and among state institutions such as police, General Security and government departments. These issues largely remain invisible, are largely interlinked</p>

	and mutually reinforce each other, and they all feature to varying degrees and in slightly different contexts in the four project target countries Bahrain, Jordan, Kuwait, and Lebanon. In this situation, the two pilots were very well intentioned. The first sought to provide a service needed by MDWs, as they have no recourse to legal support. The second intended to employ the potential of youth to change social norms, attitudes and behaviour.
Targeted users / beneficiaries	The users of this lesson are all ILO Technical Cooperation Projects, which routinely employ pilots as ways to try new solutions to difficult problems. Donors and other stakeholders such as CSOs/TUs could also use the lesson.
Challenges /negative lessons - causal factors	As stated above, the negative lessons were: <ul style="list-style-type: none"> • In Lebanon, many MDWs, whose cases were in court/MoL, could not find a way to pursue these, as FENASOL could not provide to them anymore the legal services that had been offered in the duration of the pilot. • In Jordan, the youth were disappointed, and those who had initially been mobilized as potential change agents were not supported to complete this transition. Although this was partially corrected by assigning their mentoring to a CSO, the lack of ILO engagement with them had already reduced their learning and motivation. A key lesson is about better communicated by the Fairway team to the youth themselves throughout the pilot project. • Another key lesson relates to improve planning and communication among stakeholders, and employment of mitigation measures employed in the period of assessment/change between the phases.
Success / positive Issues - causal factors	The pilots quoted above have had several positive impacts. The legal services that the pilot enabled improved services for vulnerable migrants, increased capacities of trade unions and other workers' organizations. The promotion of youth networks has engaged the youth in social reform, building their capacities to become change agents.
ILO Administrative Issues (staff, resources, design, implementation)	ILO could integrate this lesson in the way its projects design pilot interventions. A guide-book would help the ILO's Technical Cooperation Projects to plan the pilots in a way that the positive impacts can be maximized, and the negative, unintended impacts can be minimized.