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iTrack

Evaluation

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited.

Contents

Acknowledgments	2
Abbreviations.....	3
Executive Summary	4
Key Findings	4
Conclusions.....	8
Recommendations.....	8
1. Background.....	10
1.1 Description of Project	10
1.2 Mid-term Internal Evaluation Methodology	10
2.Key Achievements of the Project	12
3.Evaluation Findings and Discussion Results	15
3.1 Design/Relevance	15
3.2 Implementation and Achievements	16
3.3 Sustainability and Replication	21
4.Lessons Learned, Emerging Good Practices, and Conclusions	26
4.1 Lessons Learned.....	26
4.2 Emerging Good Practices.....	27
5. Recommendations.....	28
Annex 1: List of Stakeholders Interviewed	30
Annex 2: Schedule of MTE.....	32
Annex 3: Schedule of Workshop	33
Annex 4: Sample Interview Guide	35
Annex 5: Revised Log-Frame	36
Annex 6: Assumptions and Risk Matrix	44
Annex 7: SWOT Analysis.....	47
Annex 8: List of Documents Consulted.....	48
Annex 9: Review TOR.....	49
Annex 10: Briefing Paper	63

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Chris Morris

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Abbreviations

ANETI	Agence Nationale pour l'Emploi et le Travail Indépendant en Tunisie
ATCT	Agence de Coopération et Assistance Technique en Tunisie
CAPJC	Centre Africain de Perfectionnement des Journalistes et Communicateurs (Tunisie)
FAIR	Integrated Programme on Fair Recruitment
GEFONT	General Federation of Nepalese Trade Unions
ILO	International Labour Organization
IOM	International Office of Migration
ITUC	International Trade Union Confederation
MFA	Migrant Forum Asia
MOU	Memorandum of Understanding
PRODOC	Project Document
REFRAME	Global Action to Improve the Recruitment Framework of Labour Migration
SDC	Swiss Development Cooperation
TESDA	Technical Education and Skills Development Agency (Philippines)
UGTT	Union Générale Tunisienne du Travail

Executive Summary

This document reports on the findings of a mid-term evaluation of the International Labour Organization's (ILO) "Integrated Programme on Fair Recruitment (FAIR)" project. The project is a multi-country project funded by the Swiss Development Cooperation (SDC). It is jointly implemented by the FUNDAMENTALS and MIGRANT branches of ILO under the overall coordination of FUNDAMENTALS. The project was developed as part of the Fair Recruitment Initiative, which was designed to respond to the call of ILO's Secretary General in 2014 to address issues of recruitment of migrant workers.

Methodology and Limitations

The evaluation addressed performance within the criteria of relevance and design, implementation, and sustainability and scalability. An initial desk review of documents and briefings from various ILO staff was conducted before a series of interviews with key stakeholders. This work allowed a briefing paper to be developed consisting of initial findings, questions for discussion, and a schedule for the review workshop. A two-day workshop was conducted in Geneva with the Fair project team. Team members based in Geneva participated in person, and the 4 NPCs participated via video conference. Limitations of the mid-term evaluation include the requirement to do most interviews remotely via Skype, the need for translation of the interviews in Tunisia, and the NPCs not being able to travel to Geneva for the final workshop.

Key Findings

The evaluation found the project to be on-track to achieve most of the planned outcomes and outputs. The project was designed as a pilot to test new strategies and find innovative solutions to the problem of recruitment abuses of migrant workers. The project has tested a number of approaches in different contexts that although in the early stages of implementation, are showing some signs of replicability and sustainability.

Key Project Enablers

During the review and workshop, the following key project enablers were identified:

- **Strength of existing relationships:** ILO has significant relationships in the countries of implementation, developed over many years. The pre-existing relationships with the garment factories through Better Work Jordan and the Government of Nepal and General Federation of Nepalese Trade Union (GEFONT) contributed to pro-active addressing of challenges. This applies to other countries of implementation, and global implementing partners as well. For example, long-standing relationships with trade unions in the Philippines, Tunisia, and Hong Kong SAR, and the ITUC supported the development of activities for this project.
- **Strong research and consultation with stakeholders with a view to problem-solving:** The project has managed to avoid approaches which do not work by conducting research on the current situation and potential approaches prior to implementation. This has led to revised strategies to address emerging concerns as they arise. Pro-active problem solving with stakeholders has also contributed to effective implementation.
- **Innovative thinking when implementing activities, moving away from traditional approaches of the ILO in terms of capacity building.** Examples include looking at stimulating demand at the top of the supply chain in Jordan, or creating dialogue between migrant workers and UGTT members in Tunisia, with the support of civil society actors.
- **Good coordination between FUNDAMENTALS and MIGRANT, and the obtaining of support of other branches within ILO** including EMP/CEPOL, LAB/ADMIN, ACTRAV and ACT/EMP. The collaborative management structure of the project proved to be very effective in capitalizing on various expertise needed to develop solutions on complex labour recruitment issues.

- Strong synergies between the FAIR project and other ILO projects, such as Better Work, Global Action to Improve the Recruitment Framework of Labour Migration (REFRAME), and Work in Freedom Programme.
- Corridor Approach: This has ensured ILO is able to raise awareness with stakeholders about concerns outside of their own country, and also to respond to problems at either end of the corridor. This has proved key to tackle incoherencies in legal and policy frameworks around labour recruitment.
- The strong flexibility of the donor towards testing pilot strategies, recognizing the need to adjust strategies as new evidence emerges, and commitment to funding a second stage of the project.

Key Project Roadblocks

Although the project has been successful in implementing activities and begun to achieve initial impacts, the evaluation did identify a few areas which have hindered implementation and achievement.

- Delays in operationalization of some activities with key implementing partners. Some activities are only just becoming operationalized, such as the capacity building of ANETI and ATCT in Tunisia, the migrant recruitment monitor and complimentary complaints mechanisms, and the agreement with the domestic workers union in Hong Kong.
- Delays in processing of contracts (in the Philippines and globally) and financial payments (particularly in Jordan).
- Turn-over of key officers and officials in implementing partners and tripartite constituents in Jordan, Nepal, Tunisia, and the Philippines.

Limited number of recruiters that have a demonstrated model of fair recruitment globally. There is evidence the project is beginning to change mindsets regarding recruitment, but there are always challenges in proposed changes which affect existing systems or organizations' economic models, and as a result progress will be incremental through the end of this project phase and should be pursued further.

Relevance and Design

The project was found to be relevant to the identified problems, and the strategy and approach still relevant mid-way through the project. One of the key successes of the project has been the strategy to adapt or change approaches based on project based research and evidence.

The log-frame was relevant to the identified needs and followed the theory of change of the project. Some challenges and additional achievements not originally included in the log-frame have arisen, which is natural for a project designed to pilot test strategies. The log-frame has been revised once in 2016 with agreement of the donor, and will need to be revised again in 2017. Overall the project should achieve the outcomes listed in the log-frame, although some of the indicators have been reduced in the latest revision. The changes do not significantly change the three main outcomes of the project, and will not alter the project's contribution towards the development objectives. Some of the activities of the project are only just becoming operational, and considerable but achievable, work is still needed to finalize the work on the migrant monitoring website and the response mechanism, and complete activities in Tunisia.

The evaluation found the project had taken a long-term deliberative strategy to selecting implementing partners. ILO favoured longer-term considerations over the ability to achieve quick but possibly not so meaningful impacts. Examples of this include the selection of only one recruiter in Nepal to ensure the project worked with a fair recruiter, and the partnership with ITUC and MFA, which leverages their broad networks and partnerships, but has probably led to a slower start-up of the website and complaints mechanism. The decision to select these partners is justified by long-term sustainability and impact considerations.

Ownership of the project seemed to be strong among most stakeholders. The implementing partners demonstrated commitment to addressing recruitment abuses. However, a small number of tripartite

constituents struggled to distinguish between ILO projects, and in Jordan some stakeholders indicated recruitment problems in Nepal were limited. These stakeholders did still accept the importance of the concept of fair recruitment, but minimized the depth of problems migrants face.

Most stakeholders believed the timeframe was too short. Their concerns were grounded in the belief that the activities would not yet be sustainable by the end of the project or that the project needed to expand to become more effective. As a pilot project, which the donor indicated during the evaluation is very likely to have a second stage, these concerns are likely to become moot as the next stage of the project is developed. The main concern the evaluator identified concerning the timeframe is that the delays in the project will make it harder to develop the second stage of the project, as it may not be apparent if changes in the implementation approach are needed. As such flexibility will be required in design and from the donor to allow for changes as necessary.

Implementation and Achievement

The project has made significant achievements in developing and implementing the pilot tools. At a global level, ILO's General Principles and Operational Guidelines for Fair Recruitment by a tripartite body, have been adopted. The guidelines have had considerable initial reach. They have been translated into English, French, Spanish, Arabic, Khmer, Burmese, and Vietnamese, and the published version widely disseminated at key events and international meetings. The principles and guidelines are being used by other international bodies. For example, IOM's International Recruitment Integrity System (IRIS) Standards are based on them.

The Jordan-Nepal corridor is the most advanced of the country work, with Nepalese workers already trained on an agreed skills training program and placed in Jordan factories. The project has also identified a fair recruiter in Nepal and supported the development of a memorandum of understanding (MOU) between the two governments. A particularly significant achievement was the unblocking of the complaint against the project by other recruiters which took a considerable collective effort from FAIR project staff in Nepal and Geneva, and the ILO Country Office in Nepal. Most recently, important progress in persuading the largest garment factory recruiter to accept an independent audit before joining the FAIR project has been made since the mid-term evaluation workshop. As this is the recruiter which led the complaint against the project, this is a very significant achievement and positive evidence of the project contributing to a change in mindset.

In Tunisia persuading the stakeholders to discuss the issue of recruitment is a significant success given the mutual distrust which has historically existed, especially on the issue of temporary and agency work. Additionally, training has been held for journalists and UGTT have developed an action plan and placed 9 migrant worker focal points in 4 regional offices. In the Philippines, a study was conducted on cooperatives led to a change in approach. The research and the decision to change approach rather than continue to push an inoperable model, is an achievement of the project. The decision was taken to work on the corridor Philippines to Hong Kong in the domestic work sector.

Agreements with stakeholders have laid the foundations for implementing innovative approaches, although implementation is either in the early stages or yet to begin. In Hong Kong, an agreement has been signed with Hong Kong Federation of Asian Domestic Workers Unions to study the implementation of the newly adopted governmental code of practice for employment agencies and strengthen access to justice, and two major matching platforms and employers have agreed to send out surveys and hold information sessions for their employees concerning the recruitment of domestic workers. In the Philippines, the Technical Education and Skills Development Agency (TESDA), has agreed on the need to regulate and standardize training fees for domestic workers, and the SENTRO union has agreed to work on a program of access to justice for returning migrant workers, delivering pre-departure orientation and providing technical support to strengthen the Filipino domestic worker union PLU in Hong Kong. In Tunisia, Agence Nationale pour l'Emploi et le Travail Indépendant (ANETI) and Agence de Coopération et Assistance Technique en Tunisie (ATCT) have agreed to a

learning package for counsellors on international recruitment/placement and an agreement has been signed with Pôle Emploi to build the capacities of these two organizations on due diligence procedures. Trade Unions in Nepal and Jordan have agreed to sign an MOU concerning the rights and services available to Nepalese garment workers in Jordan. Finally, agreements have been signed with International Trade Union Confederation (ITUC) and Migrant Forum Asia (MFA) to build a migrant recruitment monitor website and a linked response system for migrants who report recruitment abuses.

Management and internal communication was found to be strong. The NPCs feel well supported by Geneva, and there is good communication between FUNDAMENTALS and MIGRANT. The main gaps identified were no system for cross-country communication nor a regular written report from the NPCs to Geneva.

The project has faced external challenges which have delayed implementation but has responded well to these. The most significant issue was the complaint against the project by the association of labour recruiters in Nepal (NAFEA). Clearing this blockage is an important achievement of the project, and one which demonstrates the importance of ILO's tripartite approach. Turn-over of officers of key stakeholders is a challenge which all countries of implementation have had to address during the project. The different points of views of Tunisian social partners on the question of regulation of recruitment has also been a key impediment to quick implementation but the project has been able to broker a dialogue and is expecting to organize a conference, where attendance by all key stakeholders is accepted, on the issue by the end of 2017.

Sustainability and Replicability

Although in the early stages of implementation, some of the initiatives are showing signs of sustainability and replicability. The project is supported by the adoption of ILO's General Principles and Operational Guidelines for Fair Recruitment. This provides a normative framework which can connect to field based activities, and gives a basis for sustainability. The changing attitudes towards fair recruitment in the Nepal-Jordan corridor are probably the most significant sign of sustainability in the field work, demonstrated by recruiters in Nepal and factories in Jordan requesting to be part of the project.

Other initial indicators of sustainability include the selection of focal points in regional offices of UGTT, the acceptance of a need to standardize training fees by TESDA, and the plan to develop media guidelines and training modules which will be institutionalized within the training system in the Philippines. Cross-border sustainability can also be identified in the MOU between the Governments of Jordan and Nepal, and although more work is needed before signature, the MOU between the trade unions in Nepal and Jordan, GEFONT and JTGCU.

Challenges to sustainability come from the question of who will pay for the skills trainings in the long-term, the limited number of fair recruiters operating in the countries of intervention, and the confusion over what the definition of recruitment fees is within ILO's guidelines on fair recruitment. These issues can all be addressed by ILO in this phase and the next by targeted interventions.

The intervention offers many opportunities for continued work in the next phase of the project. Expanding the project in the current areas of intervention could include working with more recruiters in Nepal and identifying how to address the issue of sub-agents, expanding the pilot to more garment factories in Jordan, and continuing to build the capacities of ATCT and ANETI in Tunisia. The existing corridors offer the potential to expand to other sectors such as the construction and hospitality industries by building on existing relationships with the tripartite constituents, and adopted documents such as the MOU between the Governments of Nepal and Jordan. Expanding to new corridors is also a possibility for future work. Options would include Myanmar,

Madagascar, or Indonesia for the garment industry in Jordan, Singapore or the Gulf Countries¹ for domestic workers from the Philippines, Qatar for the construction sector (as the ILO will be operating a new project in Doha as of 2018), and connecting unions in the West Africa migration routes to counterparts in Tunisia.

The donor also indicated during a phone call with the evaluator that they would be interested in ILO identifying if the work could be replicated in corridors involving East Africa. Along with potential opportunities in Madagascar, workshop participants considered there were potential synergies with REFRAME Kenya, and other projects working on recruitment in this area.

Conclusions

The project has started well and developed innovative and effective approaches to addressing the challenges of recruitment abuses for migrant workers. The project is well received by stakeholders with most recognizing the importance of fair recruitment. Initial key successes include the adoption of the guidelines on fair recruitment and the placement of fairly recruited Nepalese workers in garment factories in Jordan.

Many of the activities are just becoming operationalized, and ILO will need to ensure the momentum of the last two years continues so lasting impacts can be achieved. There are considerable options for continued work through expansion of the existing outputs and replication of successful initiatives in other areas.

Recommendations

Recommendations	Addressed to:	Priority and Timeframe	Resource Implications
For Completion of current project			
1. Develop a system for cross-country learning among NPCs. One option would be to hold a half-day video-conference call every 3 months	The project	Ongoing	Staff time
2. Consider how to improve project reporting. Requiring a short monthly or quarterly update from the NPCs would help ensure project achievements are recorded and challenges addressed, and support the completion of the annual progress and final reports	The project	Ongoing	Staff time
3. Include trained media in other project activities. This would help mainstream the media section into the rest of the project and help achieve one of the Outcome 3 indicators	The project particularly in Philippines and Tunisia	Ongoing	Staff time
4. Ensure collaboration between website developers for ITUC and MFA. Facilitate a (virtual) meeting to include the web-developers to ensure the websites will be ready to launch and compatible with each other.	ITUC and MFA (ILO to attend the meeting)	In the next few weeks	Staff time
5. Request ITUC, MFA, and the national affiliates to present plans for awareness raising and training on the website and referral system, and support in refining these plans if necessary.	ITUC and MFA	In the next few weeks	Staff time
6. Solidify monitoring plans for different aspects of the project. Ensure that plans for monitoring	The project	In the next 2-3 months	Staff time

¹ For example, there is a Memorandum of Agreement between the Philippines and UAE on the recruitment of domestic workers: <http://gulfnews.com/news/uae/government/uae-philippines-sign-memorandum-on-recruiting-domestic-workers-1.2088884#.Wbj4o042NhA.facebook>

outputs in the work with ANETI and ATCT in Tunisia, the media work, and the work with employers in Hong Kong SAR are agreed and understood by all.			
7. Develop baseline criteria for accepting other garment factories or recruiters into the project. Consider expanding to those companies which meet these criteria.	The project	Before the end of this phase	Staff time
8. Continue to work with garment factories to revise skills training, and make the business case for factories paying for the training themselves.	The project	Ongoing	Staff time Potential mission costs Factory investments
For Consideration for Future Work/Phase			
9. Ensure opportunities for sharing successes and challenges are included and budgeted in the next phase. Recommendations include budgeting for NPCs to attend a project inception launch and the mid-term evaluation, and holding quarterly Skype calls.	The project	Included in next PRODOC	Cost of travel for two meetings Staff time for quarterly briefings
10. Ensure administrative support is planned to support all NPCs at national level.	The project	Included in next PRODOC	Cost of support position
11. Define recruitment fees and related costs as a follow-up to the adoption of ILO Principles and Guidelines for Fair Recruitment and work to have these adopted by a tripartite experts' meeting for endorsement by the Governing Body in late 2018/early 2019.	The project and other interested ILO projects	Early in the next phase of the project	Significant budget will need to be allocated
12. Develop a theory of change for the whole project and for individual country level interventions. This will help during the design of the next phase.	The project	Before December 2017	Staff time
13. Include more detailed mitigation strategies in the assumptions table. Currently many of the mitigation measures say 'No further action required at present'. More detailed planning on what should be done if the assumption or risk change.	The project (but also other ILO projects which use the same wording)	Included in the next PRODOC	Staff time
14. Consider holding regional level sections for the next global media competition to try to encourage more grass-roots entries.	The project	Before the next competition	Staff time May require more short-listers and judges
For ILO /PARDEV			
15. Review and revise the ILO assumptions matrix template in the PRODOC to make it more user friendly.	ILO/PARDEV	Ongoing	Staff time

1. Background

1.1 Description of Project

The FAIR project is a three-year project funded by the SDC. It is jointly implemented by the FUNDAMENTALS and MIGRANT branches of ILO under the overall coordination of FUNDAMENTALS. The project was developed as part of the Fair Recruitment Initiative, which was designed to respond to the call of ILO's Secretary General in 2014 to address issues of recruitment of migrant workers. This call was made as a result of growing concern globally about fraudulent and abusive practices towards workers during the recruitment stage of the migration cycle.

The project is designed to test pilot initiatives and identify promising solutions which address the problems of recruitment abuses, and produce scalable good practices and lessons learned which can be used nationally and globally by the ILO and other agencies. The project selected four countries to implement pilot initiatives, Jordan, Nepal, the Philippines, and Tunisia. It also ensures that those national initiatives are grounded in international principles and guidelines for fair recruitment, and develop global tools and endeavours to support scalability of the solutions developed.

The project's strategy has a three-pronged approach:

1. Establishing fair recruitment corridors to prevent exploitation of migrant workers
2. Providing migrant workers with access to reliable information and services
3. Disseminate and enhance global and national knowledge about recruitment and engagement with the media

The overall development objective of the project is "to reduce deceptive and coercive practices during the recruitment process and violations of fundamental principles and rights at work, as well as other human and labour rights, through increased safe migration options, effective regulation of public and private employment agencies, and accountability of unscrupulous actors."

Activities were designed within the three areas to achieve the immediate objectives, and contribute to the overall development objective. The project was designed to contribute to the ILO's Programme and Budget results based management system, specifically outcome 15, forced labour is eliminated, and outcome 7, more migrant workers are protected and more migrant workers have access to productive employment and decent work².

1.2 Mid-term Internal Evaluation Methodology

1.2.1 Scope

The mid-term evaluation reviewed the FAIR project as a whole, addressing issues of design and relevance, implementation and achievement, and sustainability and replicability. The evaluation included input from stakeholders in Tunisia, Nepal, the Philippines, and Jordan, as well as others involved in the global project. The evaluator was asked to conduct initial key informant interviews via Skype and then facilitate a workshop for the ILO Geneva team and the NPCs.

1.2.2 Purpose

The evaluation and the workshop were opportunities to reflect on key achievements and challenges, discuss actions required to successfully complete the project, identify key innovations, and begin to analyse

² In the 2018-19 Programme and Budget results, this work would now fit under outcome 8 'Protecting workers from unacceptable forms of work' and outcome 9 'Fair and effective international labour migration and mobility'

opportunities for the next stage of the project. The role of the evaluator in the workshop was to present initial findings from the evaluation, suggest a workshop schedule, and facilitate discussion among the ILO team.

1.2.3 Clients

The main clients of the evaluation are the FAIR project team based in Geneva and in the countries of implementation. The results of the evaluation will also be shared with the donor, SDC, and other key stakeholders as relevant

1.2.4 Methodology

The evaluation included a desk review of existing documents, and Skype interviews with ILO Geneva staff, NPCs, and a series of stakeholders globally and in the countries of implementation. During the initial phase of the evaluation, the evaluator was in Jordan for other purposes, and so in consultation with ILO, took the opportunity to meet with the Jordan stakeholders face-to-face. All other interviews were conducted via Skype or phone. A total of 33 interviews were conducted with 35 people (17 female & 18 male). Of these 35, 10 were ILO staff (5 female & 5 male) and 25 were representatives of external stakeholders (12 female & 13 male). The interviews were conducted using a semi-structured approach. Questions were developed during the inception stage. These were refined as the interview process progressed. During the interviews, follow-up questions were asked to gather more information on emerging data or interesting points. 32 interviews were conducted prior to the workshop, and one afterwards. A list of individuals interviewed is included in Annex 1, a sample interview guide in Annex 4, and a list of the documents consulted in Annex 8.

A list of suggested aspects for review were proposed in the evaluation TOR. These suggestions, the document review, and initial briefings with ILO staff gave input into the interview guides for the interviews with external stakeholders. The data collected during the desk review and interviews were used to analyse the status of the project, and identify which of the suggested aspects were important for the project to assess in the evaluation workshop.

The evaluator developed a briefing paper, which can be found in Annex 10, that included achievements of the project, initial findings, suggested workshop discussion questions, and a proposed workshop schedule. The workshop was conducted on August 10 and 11, 2017. The FAIR project's Geneva team participated in-person (4 female & 2 male), and the NPCs via video conference (2 female & 2 male). Due to time zone constraints, the NPCs did not participate in every session. A workshop schedule is included in Annex 3.

1.2.5 Evaluation Questions

The evaluation TOR suggested design, implementation and achievement, relevance, sustainability, and special concerns as criteria for the review to consider. For The following issues were identified as important for discussion during the workshop. The workshop did not go through each question individually, rather they were guiding ideas which the schedule was designed to address.

1. Design/Relevance
 - Is the log-frame still relevant? Does the theory of change still hold? What changes need to be made?
 - Are the risks and assumptions listed in the PRODOC still valid? What risks and assumptions were missed? Could delays/challenges have been foreseen or mitigated differently?
2. Implementation
 - Will the project achieve its outcomes, outputs, and activities?
 - What are the key initial/potential impacts and successes the project has had?
 - If there are delays in activities, what changes are needed to ensure completion?
 - Are resources sufficient, and should they be re-allocated at all?

- Should the project try to expand any elements of the project at this stage? (for example; more factories or recruiters in Jordan-Nepal)
- Is communication between units/countries/other projects/partners sufficient? What are the ways to improve it? Would this help sustainability and future work?
- Are linkages being made between the different outcomes?

3. Sustainability and Replicability

- Which initiatives are showing the most promise for sustainability? Is there evidence of ownership among the implementing partners and tripartite constituents
- What initiatives are showing the most promise for replicability and upscaling in a phase 2?
- Given the delays in implementing many elements of the project, how can ILO identify the key emerging good practices and LLs and the areas which aren't working prior to the next phase of the project?

1.2.6 Limitations

The main limitation of the evaluation is the need to conduct most of the interviews remotely. This reduces the ability of the interviewer to respond to non-verbal cues and direct the interview accordingly. The limitation was mitigated by careful development of an interview guide which was revised for individual interviews. The interviews were conducted in a semi-structured manner to allow for probing of emerging points. The vast majority of interview participants were willing to talk for extended periods. Only 3 interviews were reduced because of time constraints, and even in these interviews, the participants allowed enough time for the most pertinent questions to be asked and answered.

Two stakeholders were not available for interview. A series of questions was sent to one of them and answers emailed back. However, the quality of information is reduced via this method. It is difficult to obtain in-depth answers and not possible to probe for additional information.

A further limitation is the necessity to translate interviews with Tunisian stakeholders. This reduces the effectiveness of the interview to a minor degree. The NPC translated the interviews. The NPC speaks good working English but is not fluent. This may have led to the meaning of some responses being lost or misunderstood. The problem was mitigated by sending the interview guide to the NPC ahead of the interviews and rephrasing certain questions to allow the subject to be discussed twice, and thus ensuring understanding of the response.

Time limits meant the evaluator could not speak with more interview participants or ultimate beneficiaries such as migrants who have been involved the pilot activities. However, a broad range of interviews were undertaken, with stakeholders involved in all three outcomes of the project. It is judged that enough interviews were conducted to gather the data needed to allow the workshop to cover the necessary aspects of the project.

Participation of the NPCs in the workshop was limited because of the need to conduct the workshop via video conference. Time zone difference also affected how many sessions they could attend. That said, all did participate effectively in many sessions, and the exercise appeared to have been a good learning tool for them.

2. Key Achievements of the Project

The following key achievements of the project were identified through a review of documents, interview data, and consolidating the opinions of ILO staff and other stakeholders.

Global

- The drafting, finalization and adoption of the ILO 'General Principles and Operational Guidelines for Fair Recruitment' at a tripartite meeting of experts in 2016, which have since been accepted by other UN agencies and NGOs, most notably IOM.
- Signing of agreement with ITUC to build migrant recruitment monitor website, design of the tools, and initial collection of stories in preparation for the launch in November.
- Signing of agreement with MFA to develop a complementary complaint mechanism available to workers who have been abused during the recruitment process.
- Collaboration and coordination with national affiliates of ITUC to support the roll-out of the website at national level.
- Holding of ILO's Award for Excellent in reporting on "Breaking Stereotypes on Labour Migration"

Nepal/Jordan

- The development of a general agreement between the Governments of Jordan and Nepal on the treatment of Nepalese migrant workers in Jordan. This agreement should be signed by both governments by the end of 2017. The ILO FAIR project team acted as an observer in the negotiations, and facilitated tripartite discussions on the draft agreement, which is believed to be the first time the Government of Nepal has discussed a bilateral agreement with wider stakeholders.
- The development of a pre-departure awareness and soft-skills training course for Nepalese workers to compliment the skills training given by Helvetas Safe Migration Program. An additional benefit of the project, not captured in the log-frame, is the pre-departure orientation training has been given to other trainees who are part of the Helvetas Safe Migration Program not involved in the FAIR project, thus broadening the project's aim to change the culture of recruitment beyond the planned beneficiaries.
- 5 garment factories who employ around 27,400 workers and represent 40% of the sector in Jordan, have agreed to participate in the pilot.
- The initial placement of 44 fairly recruited and trained Nepalese workers in Jordan garment factories, with a further 19 recruited and awaiting skills training in Nepal. Initial feedback shows the workers have a good awareness of their rights and the obligations of the factories and are empowered to raise concerns if they have them, (this feedback is anecdotal, and not part of the impact evaluation TUFTS will conduct).
- Unblocking the complaint against the project by the Association of labour recruiters who didn't want to move to a fair recruitment model.
- Feedback more recently from other private employment agencies in Nepal that they would like to be part of the project and conceptualization of a specific capacity building program for them. Since the mid-term evaluation workshop, ILO has held further discussions with recruiters and the recruitment agency which sends the largest number of garment factory workers to Jordan has agreed to an independent audit of their practices as a condition for joining the project. This demonstrates a considerable change in mindset given this recruitment agency led the complaint against the project led to the Government block on recruitment activities.
- Feedback from other factories in Jordan that they would like to be part of the project.
- Public engagement of key garment brands sourcing from the Jordanian garment sector, such as Nike, Gap and New Balance.
- Bilateral consultation between GEFONT and General Trade Union of Workers in Textiles and Clothing Industries (JTGCU) to ensure adequate protection of Nepali garment workers in Jordan and their participation in next elections of the JTGCU board. ILO has also negotiated with the Helvetas Safe Migration Program to allow GEFONT to participate in the next pre-departure orientation training.

Philippines

- The study-based decision to revise the project in approach in the Philippines, based on evidence that working with cooperatives would not be feasible. This was based on the completion of a study by a local academic.
- Agreement with TESDA that training fees need to be regulated and standardized, so they are not collected as disguised recruitment fees to workers, and agreement to work on research to allow for proposed changes in policy.
- Tri-partite agreement on corridor approach with Hong Kong and on domestic work sector focus. Strong support from the China ILO office and IN-WORK unit.
- Signing of implementation agreement with Hong Kong Federation of Asian Domestic Workers Unions to study the implementation of the newly adopted governmental code of practice for employment agencies and the SENTRO union has agreed to work on a program of access to justice for returning migrant workers, delivering pre-departure orientation and providing technical support to strengthen the Filipino domestic worker union PLU in Hong Kong.
- A comprehensive program with the National Union of Journalists in the Philippines, which includes preparation for journalism workshop and coaching program, similar to the Tunisian approach, commenced in August.
- Signing of a Public-Private Partnership with the company HelperChoice to pilot test an innovative awareness campaigns with 7000 employers so they start demanding fair recruitment services from their recruiter.
- Engagement with private recruitment agencies and association from the Philippines-Hong Kong corridor to promote fair recruitment principles and to develop a Code of Ethics on recruitment of Filipino domestic workers.

Tunisia

- Persuading the various stakeholders to sit round the same table to discuss the issues and problems, given the mutual distrust which has historically existed, especially on the issue of temporary and agency work.
- Agreement of a training course learning package for counsellors on international recruitment/placement for ANETI and ATCT, and an agreement has been reached with the French public employment services Pôle Emploi (international placement section) to build the capacities of these two organizations on due diligence procedures.
- Agreement with ANETI and ATCT and a “parcours d’apprentissage” for counsellors for international placement
- Completion of workshops for journalists, and identification of mentors to support journalists developing media pieces.
- Adoption of UGTT action plan and placement of 9 focal points in 4 offices of the UGTT to support migrant workers following organization of sessions of dialogue between union officials and migrant workers in different regions.
- One trained journalist has won an award from IOM for coverage of migration issues.
- IOM approached Centre Africain de Perfectionnement des Journalistes et Communicateurs (CAPJC) to work on migration issues.

3. Evaluation Findings and Discussion Results

3.1 Design/Relevance

3.1.1 Log-Frame

During the desk review and interview stage of the evaluation, the project was found to still be relevant to the identified problems and needs of the stakeholders. During the workshop, a session was held on reviewing the log-frame and the assumptions and risk matrix in the PRODOC.

The log-frame was adapted after the first year of the project, to account for on-going changes, with approval of the donor. A second, and final, revision will be presented to SDC in October 2017. Given this is a pilot project aimed at identifying innovative solutions, it is not surprising the log-frame has required revisions. A strength of both the project and the approach of the donor, is the flexibility to adapt as lessons are learned and theories challenged. The log-frame review allowed the project team to discuss changes which needed to be made both in the revision of indicators, and the identification of missing achievements. The review is not yet complete, as time did not allow for a comprehensive review of all the outputs and activities. However, outcomes and some outputs were reviewed. A working copy of the log-frame with the changes is attached in annex 5.

The most significant changes concerned the addition of indicators related to outcome 1. The proposed additions are:

- At least one labour recruiter provides fair labour recruitment services and at least two other labour recruiters express public interest in adopting fair recruitment methods.
- A Bilateral Labour Agreement is signed between the Governments of Jordan and Nepal which includes a provision on no fees charged to workers.
- A standardized policy on domestic workers' skills training fees is adopted by TESDA.
- Two enterprises agree to send to their employees or clients (a minimum of 7,000 persons) a survey and call for action on illegal recruitment fees charged to the domestic workers they employ.

Other changes included a revision of beneficiary numbers. The most significant change was the reduction of numbers of fair recruited garment sector workers in the Nepal-Jordan corridor from 750 to 350. This is obviously a significant reduction which reflects the delays to the project caused by the complaints of other recruitment agencies and the limited capacities caused by partnering with only one recruiter. This challenge is addressed more in the achievements section.

3.1.2 Assumptions and Risks

During the workshop, the assumptions and risk analysis table on page 31 of the PRODOC was reviewed. Discussion focused on whether the risks and assumptions were still valid and accurate, and if any key concerns had been missed. Notes on the assumptions and risk matrix are attached in Annex 6. This work will provide the project team with a starting point when considering assumptions and risks for the next stage of the project.

A key issue identified by the evaluator in this review was that more detailed mitigation measures should have been originally included. In the mitigation column for many of the risks is 'No further action required at present. Situation may change so risk level will continue to be monitored.' More proactive consideration to how to mitigate these risks is advised for the next stage of the project, and it would lay out initial ideas of how to approach these concerns.

A second concern is the table is not user friendly. This is a standard table for ILO PRODOCs. It is not fully clear whether the likelihood column refers to the assumption happening or not happening, and how this interacts with the risk level. To improve utilization of this table in future projects, it is recommended that it be adapted.

3.1.3 Theory of Change

Time constraints meant there was not enough time to go into the theory of change of the project. The theory of the project is articulated in the PRODOC but is not visualized in a traditional theory of change diagram. The work for the Nepal-Jordan corridor has been visualized in the impact assessment plan developed by TUFTS University for the pilot intervention. In the opinion of the evaluator, the overall logic of the project is sound.

For designing the second phase of the project, it would be advisable to develop an overall theory of change diagram, and individual country or corridor diagrams. This would help the FAIR project team conceptualize their intentions and could be used to develop the log-frame for the next stage. With a project which tests many different approaches, a theory of change diagram would help develop a clear understanding of how each separate part contributes to the overall goals of the project.

3.1.4 Gender Considerations

The project does not specifically include gender as a consideration in the PRODOC or the progress report. The activities have generally not been designed through a gender lens. However, the project does target two groups which are particularly vulnerable, and the vast majority of which are women. These are domestic workers in the Philippines-Hong Kong corridor, and garment workers in the Jordan-Nepal corridor.

Conducting a more detailed gender needs assessment and leveraging the expertise of one of ILO's gender specialists during the design of the next phase of the project would be advisable.

3.2 Implementation and Achievements

3.2.1 Achievement of outcomes and outputs

Overall the evaluation judged the project to be on-track to complete the vast majority of its activities, and outputs and achieve the outcomes. As the main achievements of the project are covered elsewhere, this section will only highlight areas of concern or delay. There are four main points:

1. The reduction in beneficiary numbers in some areas of the log-frame

Delays to implementation and revision of approaches has led to changes in the revised log-frame, which impacts the number of beneficiaries of the project. The most significant proposed change is the reduction of fairly recruited Nepalese garment workers from 750 to 350. The blockage placed on the project as a result of the complaint by other recruitment agencies delayed the start of recruitment. Working with only one recruiter, and the initial capacities of FSI Worldwide has also reduced the number of workers recruited. FSI did not have experience in the garment sector, and did not have the local connections which are needed in Nepal to facilitate recruitment. FSI has since recruited more regional staff to address this. The need to work with a recruiter which had fair and ethical practises does justify the decision to only work with FSI. The trade-off though is that in this phase of the project, a reduced number of workers will benefit. FSI has mobilized outreach officers to be deployed in the district and the project has negotiated with other recruiters to go through an audit in order to participate in the project, which may address beneficiary recruitment numbers. Additionally, the number of Tunisian migrant workers placed abroad has been removed, as it is expected that any worker recruited after the parcours d'apprentissage by ANETI and ATCT should be done in a fair manner and it will not be possible to record with accuracy the exact number who receive this service.

2. The delays in implementation of the migrant monitor website and complaint mechanism

Output 2.1 and 2.3 are the development of a migrant monitor website, based on the 'Trip-Advisor' model and the development of a violation reporting and rapid response system to provide support to migrant workers

who report recruitment abuses. These activities have been contracted out to ITUC and Migrant Forum Asia. As with the selection of FSI, the project chose a long-term approach over quick immediate impact. The website could probably have been developed much more quickly by a civil society organization specialised in this type of work, and contracts could have been organized more quickly. However, the strategic partnership is more important for long-term sustainability. Both ITUC and MFA have strong national networks in not only the current countries of implementation but many other countries which are candidates for future work. As such the delays in implementation need to be understood within this context.

Despite this, it is still important for the achievement of this project's outcomes, and the longer-term sustainability of the intervention that the websites are completed and launched, and ILO has time to monitor and assess the impact. During the interviews, the evaluator identified a concern that the organizations were not fully aware of the complications of launching a website of this type. The migrant recruitment monitor website is still being developed and planned to be launched in late 2017. There will need to be webpages on each affiliates website in the local language. The website will need to be tested, feedback obtained and refined. MFA's website will link to the ITUC site, and currently MFA is working out how to have public access to its private site. The developers of the two sites have not coordinated with each other to ensure compatibility and this contact needs to be facilitated.

The two organizations, and their affiliates, also need to conduct an awareness raising campaign. Less concern was identified about this element of the work, but it is important for ILO to ask to see strategic plans for the awareness raising, and give support should changes be needed. It is also recommended that ILO ensure there is coordination between the developers for MFA and ITUC, and that it is clear both organizations have clarity on any remaining challenges to setting up the website.

3. The volume of activities which are still to be achieved in Tunisia

Of the 4 countries of intervention, Tunisia has the most amount of outputs still needed to be achieved in the coming year. Tunisia was the least advanced in dealing with issues of migration, and had stakeholders who refused to coordinate with each other for a number of years. As such, the time required for start-up of the project took longer. An initial diagnostic was conducted, followed by a round-table to agree on areas of intervention. Certain activities have been conducted, such as the selection of focal points for UGTT regional offices and the initial training of journalists. However, there are a number of activities still left to be achieved including the full capacity building of ANETI and ATCT and the development of tools for focal points of UGTT. The recruitment of an administrative assistance, discussed below, will spread the work-load more. However, the NPC and FAIR team in the Geneva will need to carefully monitor workplans and implementation in the coming months to ensure all activities are completed on-time.

4. The partnership with a leading media organization

One of the indicators for outcome 3 is "At least 1 structured partnership between ILO and a leading media outlet is established". Initial discussions were held with Al Jazerra but these appear to have not moved forward recently. Discussion during the workshop included whether talks with Al Jazerra could be re-started. Alternatives such as Thomson Reuters were suggested. The Global Media Competition has also been a vehicle to engage with a number of key partners including ITUC, the IOE, the Office of the High Commissioner for Human Rights, the International Federation of Journalists, Equal Times, Solidarity Center, Human Rights Watch, and Migrant Forum in Asia. The competition in 2017 has evolved and will also be contributing to the UN TOGETHER campaign (<https://together.un.org/>) which has the purpose of encouraging global action in promoting non-discrimination and addressing the problem of rising xenophobia against refugees and migrants.

3.2.2 Resources

From a total budget of \$3.8 million, just over \$2 million or 58% has been either spent or committed. Tunisia, the Philippines, and Nepal manage their budgets in-country, and have spent or committed, 51%, 51%, and 42% respectively. The global budget has used 60%, and the Jordan budget, which is housed within the global budget, has used 70%.

The overall burn rate for the project is reasonable. The project is 66% of the way through the 36-month timeframe. Although none of the country or global budgets yet have used 66%, this is usual for a development project which requires some inception and development time, and does not have large capital expenditures or the distribution of goods. The one caveat to this assessment, is there are some large-scale contracts (encumbrances) which are yet to see delivery of results. These include the migrant monitor website and the referral system of MFA. The project will need to follow-up closely with the implementing partner to ensure these are delivered on time.

During the workshop, NPCs were asked to report on their resources and comment if they were over or under funded. A follow-up session with the Geneva team involved reviewing some of the line items more carefully to identify if any reallocations were needed. All NPCs reported they had enough resources for their activities. The exception to this was the Philippines-Hong Kong corridor's work on developing a monitoring system for the new code of conduct for Hong Kong employment agencies, which the NPC felt is under-funded.

The main resource gap identified during the workshop was a lack of administration support for the Tunisia NPC. The program in Tunisia has the heaviest work-load for the remainder of the project, and there is concern that administrative tasks may affect the ability of the NPC to conduct required program work. An admin assistant will be recruited in September. After the workshop, budget was identified through a small contribution from Output 2.2 and a review of spare availability in the Tunisia budget.

The main area of concern in the global budget is the field mission budget, which is currently at 80% spent. Support missions have been critical in supporting the development of activities, and unblocking delays when they have occurred. Although the need for support missions may decrease in the final year as the initial negotiations for activities has taken place, the project may still need to reallocate funds should the need arise. Another area that requires attention is the budget for output 2.2 'Empowerment of the Trade Unions', which is currently only 10% spent or committed. The belief of participants was that more of this budget had been spent, and thus action is required to review the financial reports to ensure spending has been properly allocated. Work done since the workshop has identified one small errant transaction which has been identified and a pending commitment that has yet to be added to the latest financial update. As a result, the FAIR team calculates that 40% of the budget has in fact been utilized or committed.

One of the enablers of this project is the good collaboration internally between FUNDAMENTALS and MIGRANT, and externally within ILO with other branches. As a result, there have been important 'in-kind' contributions from the ILO, as experts who are not funded by the project have contributed to its success. In addition to mobilizing contributions from other branches, FUNDAMENTALS has also contributed the time of its Senior Evaluation Officer particularly for the design and implementation of the Impact assessment.

3.2.3 Communication

The initial findings of the interviews found mixed results on communication:

Positive:

- There is strong communication between FUNDAMENTALS and MIGRANT, and also with other branches which can offer support. This is not to be under-estimated. The opinion of many ILO staff, is that projects often operate within their own silos and communication between projects and branches

can be limited. The good levels of communication in this project, helps not only the management of the project, but also the synergies the project has with other ILO interventions.

- There is good bilateral communication between Geneva and the NPCs. All NPCs reported they were satisfied with the support they receive from staff in Geneva.
- The NPCs communicate with each other in areas of joint implementation. The obvious example for this is the Jordan and Nepal NPCs, but there is also coordination between the Nepal and Philippines NPCs on certain areas of the project.
- Implementing partners stated they were in general happy with the communication from ILO. Partners directly involved in implementing activities indicated they had been satisfactorily consulted during the design of those activities.

Challenges

- Currently there is not a system for multi-lateral communication between the NPCs and Geneva. Although the NPCs are aware of the overall goals of the project, and understanding activities which impact their own work. However, all NPCs indicated they would like to learn more about activities in other countries. They are often asked about implementation in other countries, and do not feel they currently have enough information.
- Reporting is done on an annual basis through the progress report. There is not a standardized system for collecting written documentation, monitoring numbers, and data from the NPCs during implementation.
- Awareness of stakeholders of overall project approaches. A number of stakeholders suggested they wanted more information on the project in general. They indicated they were not aware of activities in other countries, and even activities within that country which they are not involved in. As an example, one stakeholder who is involved in implementation of two outputs (one of which is being implemented by an implementing partner) was not aware that the second output was actually part of this project.

Discussion during the workshop focused on how to improve certain aspects of communication, and whether other points raised were relevant. There was general agreement of the need to improve the awareness of the NPCs of activities, lessons learned and good practices in the other countries of implementation. A starting point identified is the upcoming training in Turin which all four NPCs will attend. Participants felt that the evaluation workshop had been useful for the NPCs, and similar, more regular interactions could help address this communication concern. A two-day workshop would not be necessary, but developing a half day cross-country communication workshop every quarter was considered a possibility.

The evaluator also suggested including funding for a project inception launch and a mid-term workshop where the NPCs could attend along with the Geneva team in the next phase of the project.

In order to strengthen ongoing monitoring of the project and ensure the Technical Officer has the necessary information for the annual progress report and final report, a system of monthly or quarterly updates was suggested. This would be a brief report of 2-3 pages, listing activities and achievements of the project during the reporting period, and any challenges which have arisen. It was considered important for a balance to be struck between the need to share information and the reporting work-load of the NPCs.

Discussion on communication with stakeholders focused on the trade-offs between ensuring stakeholders are informed about the whole project, and the resources this takes. Many national-level stakeholders indicated that they did not have much awareness of what the project was doing in other countries, and would like this information shared. Discussion in the workshop centred on whether this was feasible or necessary, and also reflected the difficulties of giving information about the project repeatedly because of key staff turn-over. If

the awareness of the NPCs about activities in other countries of intervention is strengthened, then national stakeholders would have access to one source of information, and thus concern on this issue could reduce. As ILO begins to identify how and where to expand the project, it will need to consider the best means of communicating good practices and lessons learned to help persuade tripartite constituents of the need to implement an intervention. This work should consider what level of information stakeholders need and how best to convey it.

3.2.4 Impact Assessment

One of the key activities of the project is the impact assessment which is being conducted by Tufts University. There was not time during the workshop to review in depth the study design or preliminary initial results, but the pre-workshop desk work did review it. Leveraging the existing relationship which between Better Work Jordan and Tufts University, the project commissioned an impact evaluation of the effects of fair recruitment on migrant workers coming for Jordan from Nepal. The study has the intention to provide strong evidence on fair recruitment of migrants for both trade unions and enterprises, and be a useful advocacy tool for future work.

The study will seek to answer various hypotheses on both pre-departure and post-departure questions. Re-departure hypothesis include whether migrants pay fees, whether they exhibit cognitive sunk cost fallacy before departure and does the pre-departure training affect this fallacy. Post-departure hypotheses look at whether migrants have better pay, productivity, matched skills, mental health, less regret and debt, and a greater understanding of their work agreement and capacity to act. The study also looks at whether firms report higher productivity and production quality, and whether Better Work Jordan sees an improvement in human trafficking compliance.

Initial interviews have taken place with fairly and regularly recruited workers arrived from Nepal since March 2017, and collecting of initial indicators from participating factories and one non-participating factory. Although some initial positive results have emerged, it is too early to extrapolate findings yet.

The study has some challenges. The delays in project implementation mean the study will probably need be extended beyond the end of the project. Identifying non-participating factories to supply a control group is also as challenge. The study is expensive and could not be conducted for every element of the project. The challenges are not insurmountable though, and the potential for important learning should not be underestimated.

3.2.4 Monitoring and Evaluation

A review of the monitoring and evaluation processes of the project during the workshop was also limited by time constraints. Monitoring of indicators and the whether the project is systematically collecting data needed for the final evaluation were briefly discussed during the review of the log-frame.

The Fair project team have showed a strong commitment to learning as evidenced by the Tufts study and the studies undertaken to guide the direction of the project is the Philippines and Tunisia. The mid-term evaluation itself, a requirement of the ILO evaluation policy, provides evidence of this. The evaluation was commissioned in a way to be participatory and spark discussion, and the strong participation of the ILO Geneva team and the NPCs demonstrated considerable ownership of the project and the learning process.

During the workshop, limited discussion was held concerning the collection of data to verify indicators in the log-frame. Particular concern was raised about how to verify the work with ANETI and ATCT. Based on the desk review and the discussion in the workshop it appears clarity would be helped by reviewing the data collection process for each indicator to ensure information is being accurately collected, and can be reviewed

by the consultant for the final evaluation. The recommendation to develop a regular reporting system for the NPCs to Geneva would help the storage and retention of this information.

Based on the desk review, it also appeared to the evaluator that ILO will need to consider how to measure impact beyond the verifying indicators in the log-frame. The Tufts University impact study is one example of this, which can provide strong learning and evidence of impact. The number of initiatives in the project and the high cost of the study do not allow for a similar exercise to take place with each action. However, lower cost means of ongoing monitoring of impact could be undertaken by ILO, either in this or the next project. These include monitoring of media following the various workshops in Tunisia and the Philippines, including a study of change of media volume or tone of coverage on migration, or a knowledge, attitudes, and practices survey of editors and newsrooms, the gathering of testimonies from migrant workers who access support from trade unions, and gathering of feedback of migrants who use the 'Trip Advisor' website and the support services of MFA. There is a significant proportion of the monitoring budget still remaining. To date only 10% has been spent or committed, with approximately \$67,500 remaining. It is recommended to plan how much of this is needed for the final evaluation and other planned monitoring actions, and then analyse whether any remaining balance can be used to support additional monitoring activities during this phase of the project.

Publishing and sharing findings and evidence of successes of innovative strategies will also be important. There was not enough time to discuss this during the workshop, but during the desk review, the Fair project team shared examples of publicly available documents, such as the project brochure which highlight effectively the goals and aims of the project. Using any remaining budget to highlight successfully practices demonstrated through collecting monitoring data could be considered by ILO. This would strengthen the sharing of practices within ILO, with project stakeholders, and with other agencies working on similar themes.

3.3 Sustainability and Replication

3.3.1 Sustainability

The review prior to the workshop identified areas where the initial stages of sustainability can be recognized:

- The identification of labour migration focal points in regional areas of UGTT.
- The acceptance of the need to set a policy on charging of training fees by TESDA.
- The recognition of an increasing number of garment factories of the need to be compliant on recruitment fees, which is most probably driven by buyer demand, and requests from other factories to be involved in the pilot project.
- The initial indications of change in culture in the garment factories towards paying for the skills training in Nepal.
- The plan to develop media guidelines and training modules which will be institutionalized within the training system in the Philippines.
- The requests by other recruiters in Nepal to be involved in the project.
- The development of MOUs between the Governments of Jordan and Nepal.
- The adoption of ILO General Principles and Operational Guidelines for fair recruitment by a tripartite committee of experts.
- Synergies with other ILO project such as Work in Freedom, REFRAME and Better Work.

The challenges to sustainability identified were:

- The skills training of garment workers.
- The identification and number of fair recruiters.
- The capacities and buy-in of the garment trade union in Jordan.

- Confusion over the definition of recruitment fees and related costs in ILO Principles and Guidelines for fair recruitment which will require more work from the ILO in the coming two years.

Discussion points during the workshop

One of the key challenges of a pilot project is identifying what initiatives can be sustainable, and how they can be scaled up. The donor made it clear during a phone call they are looking for the identification of ideas which can be scaled up, provide evidence of workability, and have the ability to influence policy. The work should evidence that sustainability can be possible but it is not expected the initiatives are necessarily able to stand-alone by the end of this phase of the project. The discussions on sustainability are made with the caveat that it is early in the project, and some activities have not been fully operationalized. As such ILO will need to be flexible to adapt to emerging findings in the last year of the project, and early stages of the next phase.

During the workshop, the following issues concerning sustainability and potential mitigation were discussed.

➤ Skills training

Currently, ILO is partnering with a project run by Helvetas Swiss Intercooperation, which provides skills training for Nepalese workers who wish to migrate. ILO has partnered with Helvetas to provide fairly recruited garment factory workers who will be trained on operating machines prior to departure. ILO worked closely with the garment factories to develop a curriculum and also supported the development of a pre-departure video to raise awareness on working and living conditions, worker rights, and life in Jordan.

Feedback on the training during the evaluation interviews from garment factories and industry representatives was mixed. Some praised the training as effective, while there was also feedback that the skills training not meet the needs of a particular factory given the specific sewing machines each factory uses. The pre-departure awareness raising section of the training was positively received by all. There were also differences in opinion as to whether the skills training was important and necessary. The tripartite constituents all voiced the opinion that the awareness raising was very important and the skills training less so. The factories themselves were more enthusiastic about the skills training.

The training is currently provided free of charge to the factories through the Helvetas SAMI project. Most stakeholders believed that the factories themselves would not pay for the training should the Helvetas SAMI project end, which is a clear threat to sustainability. Of the factories interviewed, one said they could just provide the training in Jordan. However, the other factory indicated they would be willing to pay for it. According to the ILO team, this is a sign of progress in itself, as previously none of the factories had indicated a willingness to pay for training.

There is a business case for the factories to pay for the training. If the training happens in Nepal, the factories do not pay wages and do not need to allocate accommodation space in their dormitories in Jordan. Participants in the workshop felt the persuading of the business case and agreeing to pay was feasible. The key to doing this was identifying creative ways to ensure the skills training was relevant to the individual factories. It is important to persuade the factories that they will not need to re-train the workers again when they arrive in Jordan. Potentially, this could include holding specific modules for particular factories or having a trainer from individual factories come for part of the training.

➤ Fair Labour Recruiters

One of the challenges the project has faced is the identification of fair recruiters. In Nepal, only one could be identified, FSI Worldwide, and they were not experienced in working in the garment sector. As such, they initially struggled with engagement in the rural communities where garment workers are based, and faced opposition from other recruiters. In the Philippines, there are more fair recruiters but none that operate in the domestic work sector. This obviously provides challenges to initially replicability, and long-term sustainability.

This concern is mitigated to some extent by the impact the project is having in changing mindsets towards recruitment. Particularly in Nepal, recruitment agencies are requesting to be in the project, including the largest recruiter sending workers to Jordan agreeing to an independent audit as a requirement to become part of the project, and there has been discussion about setting up an alternative umbrella organization for 'ethical' recruiters (although it is not clear how the body will define ethical). There is also pressure coming from the garment factories and their buyers for fair recruitment, and thus there is a strong recognition of the importance of fair recruitment in the future for business models. ILO should identify baseline criteria for what it expects recruiters to adhere to if they want to work with the project. ILO will need to be careful that recruiters are not holding up working with ILO as an indicator of their ethical approaches, if they are not in practice following ILO guidelines. The Tufts University impact evaluation also presents an opportunity for ILO to use a strong evidence-based argument for the business case for fair recruitment with stakeholders beyond this project including those outside of the Jordan-Nepal corridor and in additional sectors to the garment sector.

➤ The lack of migrant worker voting rights in the JTGCU

One of the challenges faced by Nepalese workers in Jordan is that they are automatically registered in JTGCU, and have fees deducted from their salary but are not able to vote. The Nepal union, GEFONT, is generally strong in setting up overseas chapters and representing Nepalese worker interests, but currently does not have a chapter in Jordan. This limits worker agency and means of redress should concerns arise. During the evaluation, there was no indication of a willingness to change the voting policy by the JTGCU.

The participants in the workshop did feel the trade union leadership in Jordan could be subject to peer pressure, and thus this could support the development of stronger links between GEFONT and the JTGCU. A draft MOU between the two trade unions has been developed and ILO should push for it to be signed soon. A further suggestion from the workshop discussions was for GEFONT to actively recruit individuals to go through the skills training and be placed in garment factories who can become focal points for GEFONT in Jordan.

➤ Definition of recruitment fees and related costs

A number of stakeholders raised the lack of a definition in ILO's principles and guidelines of what constitutes recruitment fees as being a challenge. It is not clear whether training costs, visa costs etc. are considered recruitment fees or not. This poses a small challenge to sustainability, as without a clear definition, stakeholders considered it was harder to push governments for concrete policy changes or hold recruitment companies and government to account. It is recommended that ILO address this in the second phase of the project through another tripartite agreement.

3.3.2 Replicability and Scalability

In addition to reviewing the achievements of the project to date, and understanding what actions needed to be taken to complete the current phase, the workshop also looked at what interventions are replicable and scalable, and what should be the priorities of the next phase of the project.

The challenge the project faces for the next phase is what type of expansion should take place. For example, new corridors could be introduced with completely new countries, or with an additional departure but same destination country and vice versa. The project could look to expand to new sectors such as the construction industry. The project could also try to consolidate the work done in existing corridors and sectors, and expand the number of beneficiaries benefitting from this work.

The key enablers of the project identified on page 4 are important here. It will be important to mirror the conditions for success if new countries and sectors are to be worked on. It will be necessary to analyse where ILO has key existing relationship and ensuring a strong research based approach to identifying needs.

Identification of where there are synergies with different ILO initiatives and projects of other agencies, as well as how to bring in the support of other ILO branches are also important for considering the next stage of the project. To support the development of the next phase, it is recommended that theories of change are developed for new corridors or sectors.

Possible options for replicability and scalability discussed were:

Issue	Stakeholders	Options
Nepal-Jordan Corridor		
Expanding the number of fair recruiters	Recruitment Companies Trade Unions Garment Factories	Work on training recruitment agencies and sub-agents on implementing fair recruitment principles (both final year of this project and next phase) Develop an audit mechanism for recruitment agencies wanting to become part of the ILO FAIR project Consider whether it is feasible to work with the new 'fair' group of recruiters (EPAN)
Increased involvement of garment factories	Garment Factories Recruitment Companies Trade Unions	Continue work on refining the skills training to make a stronger business case for factories to pay for it themselves. This could help bring more factories into the project.
Building the capacity of federal authorities	Federal government authorities	Nepal is federalizing its government administration. This presents an opportunity to work with federal governments on recruitment issues
Follow-up on signing of trade union MOU	Trade Unions	Following the signing of the MOU between GEFONT and JTGPU, the new project can identify activities related to this to follow-up on. A key advocacy goal would be to work on ensuring migrant workers can vote in the next election. Would need to bring trade unions from other countries in to work on this as well.
Other sectors	All tripartite constituents	The MOU between the two governments covers all migrants. Possibilities exist to expand to other sectors. Construction and hospitality were identified as potential options. Workshop participants were not keen to expand this corridor to domestic workers as the Work in Freedom Project is already looking at this sector.
Other Garment Sector Corridors		
Myanmar, Madagascar or Indonesia	Garment factories	Participants identified a key condition for expansion was the cost-effectiveness to factories, and thus the prevailing wage rate in these countries is important. Myanmar, Madagascar and Indonesia were identified as countries which fulfilled this requirement.
Tunisia		
Country of Destination	ANETI and ATCT	This phase is working on building the capacities of ANETI and ATCT to support Tunisian migrants. The next step would logically be to identify a country of destination. The challenge for ILO is that the main

		countries of destination are Europe and Canada, which are hard to obtain donor funding for, and the Gulf Countries, where it is difficult for ILO to access.
Country of Departure	Trade Unions	Support for migrants coming into Tunisia is at a low level (both political and capacity) so identifying opportunities for a regular channel into Tunisia might be difficult. Developing linkages between trade unions in the countries of origin and Tunisia was suggested as one possible approach.
Support ANETI and ATCT to develop on-line services	ANETI and ATCT	It was argued this was a natural next step for the work with ANETI and ATCT to build on the awareness raising and capacity building conducted during this project.
Philippines		
Additional corridors		Suggestions for additional corridors included Singapore and the Gulf countries. Singapore would offer a context similar to Hong Kong SAR. The Gulf countries would be more challenging.
Additional sectors	Unions and Employers representatives of additional sectors Government	Identified additional possible sectors included construction, hospitality and sea-farers. More research would be required on the country of destination to work with.
Global		
ILO's fair recruitment General Principles and Operational Guidelines	Tripartite constituents	A phase 2 of FAIR could support conducting global comparative research on the definition of recruitment fees and related costs and the organization of a tripartite meeting of experts to approve an authoritative definition at the end of 2018/early 2019.
Media work	Journalists Trade Unions	Feedback from both interviews and the workshop suggested a need to try to integrate media work more fully into the other outputs and outcomes of the project
Media work	Journalists and Trade Unions	Discussion was held on building regional networks of journalists working on migration issues. Suggestions included having regional sections of the global media competition to try to encourage more grass-roots entries. For future work, the issue of how to approach the problem that in some of the locations ILO works, journalists request payments to work on a story was raised as challenge for future work.
Migrant monitor website and complaint mechanism	ITUC, MFA, national affiliates and partners	If the website and the rapid response system prove to be successful, there would be strong opportunities to expand this to new countries of intervention. The main challenges facing ILO are identifying its level of success before the next phase is designed, and if the work is to be expanded into

		Africa, to identify a similar organization to MFA to take on board the work.
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4. Lessons Learned, Emerging Good Practices, and Conclusions

During the interviews with stakeholders and the workshop, the evaluator facilitated discussions about lessons learned and emerging good practices which can be identified to date. The list is not exhaustive but provides a summary of those identified by the evaluator as being the most relevant and important.

4.1 Lessons Learned

1. **When implementing a project which challenges entrenched interests, it should be expected there will be a reaction from powerful stakeholders.** Although the exact reaction may be impossible to predict (in this case the complaint against the project and FSI) identifying risks and assumptions, and allowing time for delays is important in project design.

In this context, the ubiquity of recruitment fees being paid in Nepal and the strength of the recruitment agencies made some reaction possible or even likely. The delay caused by this complaint, is one of the contributing factors to the beneficiary numbers being considerably reduced for this project outcome. The work ILO did to unblock the complaint is a success of the project and reinforces the importance of working in locations where they have established relationships.

2. **The corridor approach has been important in addressing concerns at both ends of the migration system.** Having ILO staff, or at least strong partners, at both ends can help the timely addressing of concerns. This is demonstrated in the Nepal-Jordan corridor. ILO Nepal has been able to work closely with the government to unblock the complaint, FSI to improve their community outreach, and Helvetas to improve the training. ILO Jordan has been able to work with the garment factories to get their input on training and ensure access to factory workers for the TUFTS study.

Currently, this has only been demonstrated in the Nepal-Jordan corridor. In the Philippines-Hong Kong corridor, the identification of a strong partner in Hong Kong and the support of the China office bodes well for the future but it is too early in the implementation to make judgements yet.

3. **Ensuring a normative framework to refer to, supports advocacy with key stakeholders and implementation at the country level.** The ILO guidelines on fair recruitment were developed and adopted early in the project, and have provided a solid basis for field based work.

Several stakeholders reported using the guidelines as a basis for advocacy and persuading other stakeholders of the need to address the issue of recruitment abuses. However, because the adoption required a meeting with tripartite constituents, it is an expensive exercise. It has been important to the project and the work on fair recruitment in general and so is justified. As such, looking to cost share with other relevant projects for future work would be advisable.

4.2 Emerging Good Practices

1. **Quarterly feedback sessions with the garment factories have helped to maintain a good line of communication and helped to develop the skills training curriculum.** It has helped keep the garment factories briefed on the challenges in Nepal and laid a platform to discuss the factories paying for training in the future.

ILO has a strong existing relationship with factories through Better Work. Although regular feedback sessions with partners are recommended in other projects, the success of this is partly caused by the existing relationship and if this did not exist in another context, ILO would need to work to develop trust between the relevant parties.

2. **Jointly managed projects can help bring a broad area of expertise to a project.** The project has been jointly implemented by FUNDAMENTALS (the lead Branch) and MIGRANT. The evaluation found the communication between the two branches to have been highly effective. However, the impact of this partnership goes beyond just good collaboration. By having two branches implement the project, ILO has immediately been able to call on a broader range of expertise than in the project were siloed within one branch.

The project has also called on a number of other branches to support its work (including EMP/CEPOL, LAB/ADMIN, ACTRAV and ACT/EMP). It is not possible to say whether the collaborative design of the project encouraged the project staff to reach out to other branches as well, but the result of tapping the other branches for support has been to broaden further the well of expertise available to the project.

4.3 Conclusions

1. The FAIR project has achieved some key results of its initially planned goals in its initial two years. The project has successfully identified key needs and gaps related to the problem of recruitment abuses and proposed innovative and novel solutions to address these.
2. The project is built on the success of previously established ILO relationships and a policy of conducting research to inform interventions.
3. The project developed a strong normative framework early on through the ILO General Principles and Operational Guidelines for Fair Recruitment, which support the interventions at the country level.
4. As a pilot project, activities have focused on understanding the context and developing best practices which can be scaled up and replicated. The project is most advanced in the Jordan-Nepal corridor, where ILO have been able to build off the strong reputation of the Better Work Jordan program to establish an intervention plan in coordination with key garment factories.
5. The complaint against the program by other recruiters in Nepal caused delays in the project, but the unblocking of this complaint can be seen as one of the key achievements of the project provides precedent for the support of the concept of fair recruitment by the Government of Nepal.
6. Other corridors and activities are less well established, partly due to a need to research and understand the local context to ensure the intervention addresses discovered needs.
7. Initial achievements include the identification of focal points in UTCC's regional offices, the training of journalists in Tunisia and the Philippines, and the research in cooperatives in the Philippines which led to a change of approach there.
8. A number of activities as only just becoming operationalized, such as the work with ANETI and ATCT and the Hong Kong-Philippines corridor, and other activities including the launch of the migrant monitor website and rapid response system are still in the development phase.

9. There are several opportunities for replicating and expanding the work in the next phase of the project. It would probably be sensible for ILO to continue to work to expand the project in the current countries of implementation in the next phase of the project. Expansion to new corridors, should probably include one of the countries of intervention as one end of the corridor, rather than working with two new countries completely.

5. Recommendations

Recommendations	Addressed to:	Priority and Timeframe	Resource Implications
For Completion of current project			
1. Develop a system for cross-country learning among NPCs. One option would be to hold a half-day video-conference call every 3 months	The project	Ongoing	Staff time
2. Consider how to improve project reporting. Requiring a short monthly or quarterly update from the NPCs would help ensure project achievements are recorded and challenges addressed, and support the completion of the annual progress and final reports	The project	Ongoing	Staff time
3. Include trained media in other project activities. This would help mainstream the media section into the rest of the project and help achieve one of the Outcome 3 indicators	The project particularly in Philippines and Tunisia	Ongoing	Staff time
4. Ensure collaboration between website developers for ITUC and MFA. Facilitate a (virtual) meeting to include the web-developers to ensure the websites will be ready to launch and compatible with each other.	ITUC and MFA (ILO to attend the meeting)	In the next few weeks	Staff time
5. Request ITUC, MFA, and the national affiliates to present plans for awareness raising and training on the website and referral system, and support in refining these plans if necessary.	ITUC and MFA	In the next few weeks	Staff time
6. Solidify monitoring plans for different aspects of the project. Ensure that plans for monitoring outputs in the work with ANETI and ATCT in Tunisia, the media work, and the work with employers in Hong Kong SAR are agreed and understood by all.	The project	In the next 2-3 months	Staff time
7. Develop baseline criteria for accepting other garment factories or recruiters into the project. Consider expanding to those companies which meet these criteria.	The project	Before the end of this phase	Staff time
8. Continue to work with garment factories to revise skills training, and make the business case for factories paying for the training themselves.	The project	Ongoing	Staff time Potential mission costs Factory investments
For Consideration for Future Work/Phase			

9. Ensure opportunities for sharing successes and challenges are included and budgeted in the next phase. Recommendations include budgeting for NPCs to attend a project inception launch and the mid-term evaluation, and holding quarterly Skype calls.	The project	Included in next PRODOC	Cost of travel for two meetings Staff time for quarterly briefings
10. Ensure administrative support is planned to support all NPCs at national level.	The project	Included in next PRODOC	Cost of support position
11. Define recruitment fees and related costs as a follow-up to the adoption of ILO Principles and Guidelines for Fair Recruitment and work to have these adopted by a tripartite experts' meeting for endorsement by the Governing Body in late 2018/early 2019.	The project and other interested ILO projects	Early in the next phase of the project	Significant budget will need to be allocated
12. Develop a theory of change for the whole project and for individual country level interventions. This will help during the design of the next phase.	The project	Before December 2017	Staff time
13. Include more detailed mitigation strategies in the assumptions table. Currently many of the mitigation measures say 'No further action required at present'. More detailed planning on what should be done if the assumption or risk change.	The project (but also other ILO projects which use the same wording)	Included in the next PRODOC	Staff time
14. Consider holding regional level sections for the next global media competition to try to encourage more grass-roots entries.	The project	Before the next competition	Staff time May require more short-listers and judges
For ILO /PARDEV			
15. Review and revise the ILO assumptions matrix template in the PRODOC to make it more user friendly.	ILO/PARDEV	Ongoing	Staff time

Annex 1: List of Stakeholders Interviewed

Date	Name	Position	Organization	Method	Location
10/07	Alix Nasri Ricardo Furman	Technical Officer Senior Evaluation Officer	FUNDAMENTALS, ILO	Skype	Geneva
14/07	Alix Nasri	Technical Officer	FUNDAMENTALS, ILO	Skype	Geneva
18/07	Suha Labadi	NPC	ILO	In-person	Amman
19/07	Maraq Ayeh	Program Officer	SDC	In-person	Amman
19/07	Haytham Al Khasawneh	Acting Secretary General	Ministry of Labour	In-person	Amman
20/07	Dina Al Khayyat	Director	JGATE	In-person	Amman
20/07	Fathalah Al Omrani	President	Garment TU	In-person	Amman
20/07	Mohamed Belarbi	NPC	ILO	Skype	Tunis
20/07	Niyama Rai	NPC	ILO	Skype	Katmandu
21/07	Heike Lautenschlager Maria Gallotti	Technical Officer	MIGRANT, ILO	Skype	Geneva
21/07	Hussein Macarambon	NPC	ILO	Skype	Manila
24/07	Suha Labadi	NPC	ILO	In-person	Amman
24/07	Ira Rachmawati	Migrant Recruitment Monitor Manager	ITUC	Skype	Brussels
25/07	Jillian Roque	Migrant Recruitment Monitor Project Coordinator	PSLINK	Skype	Manila
26/07	Marc Capistrano	Managing Director	Staffhouse International	Skype	Manila
26/07	Maria Susan Dela Rama Nelle Llovido, Gina Tomaque,	Executive Director, Certification Office Chief - Technical Educations and Skills Development Specialist (TESDS) Supervising TESDS, Certification Office - Competency Assessment Division	TESDA	Skype	Manila
26/07	Tareq Abu Qaoud	Program Manager, Better Work	ILO	In-person	Amman

27/07	Ragavan Samuel	HR Manager	Classic Fashion	Phone	Amman
27/07	Charles Autheman	Independent Consultant		Skype	Paris
28/07	Ricardo Furman	Senior Evaluation Officer	ILO	Skype	Paris
31/07	Rene Cristobal	Governing Board Member	Employers Confederation of the Philippines	Skype	Manila
31/07	Pietro Mona	Donor Representative	SDC	Phone	Berne
01/08	Neha Chaudhary Indra Gurung	Migration Manager Regional Director	FSI	Phone	Katmandu
01/08	Sami Oueslati	Responsable de la Formation	CAPJC	Skype	Tunis
01/08	Naima Hammami	SG Adjoint	UGTT	Skype	Tunis
02/08	Sunila Baniya	Program Officer	Helvetas Swiss Intercooperation Nepal	Skype	Katmandu
02/08	Ramesh Badal	Secretary of the Foreign Affairs Department	GEFONT	Skype	Katmandu
04/08	Niyama Rai	NPC	ILO	Skype	Katmandu
07/08	Hichem Boussaid	Responsable unité du placement et de l'emploi à l'international	ANETI	Skype	Tunis
08/08	Kieran Guilbert	West Africa Correspondent	Thomson Reuters Foundation	Skype	Dakar
08/08	Farhan Ifram	CEO	MAS Holdings	Skype	Amman
09/08	Phillip Fishman	Senior Advisor	FUNDAMENTALS, ILO	In-person	Geneva
15/08	Tatcee Macabuag Agnes Matienzo	Complaints Mechanism Coordinator MFA Work-in-Freedom Coordinator	MFA	Skype	Manila

Due to internet and mobile phone connection limitations, an interview with the Under Secretary at the Ministry of Labour and Employment was not possible. The Under Secretary did submit answers to written questions provided by the evaluator, and the responses were considered during the development of the pre-workshop briefing paper and the final evaluation report.

Annex 2: Schedule of MTE

Activity	Dates
Contract Finalization	3-14 July
Initial Briefing	10 July
Desk Review	10-15 July
Initial Briefings with NPC	17-21 July
Interview with Key Stakeholders	19 July – 15 August
Submission of Briefing Document	4 August
Feedback on Briefing Document	7 August
Pre-workshop Meeting with FUNDAMENTALS Geneva team	9 August
Workshop in Geneva, and debriefing.	10-11 August
Preparation of draft review report	14-20 August
Circulate draft report to stakeholders & consolidate comments	21 August -1 September
Finalize review report taking into views the consolidated comments	4 September

Annex 3: Schedule of Workshop

Time	Session	Goal/Outcomes	Methods	Participants
Thursday 10th August				
8.50-9.00	Testing of communication system			All
9.00 – 9.10	Introduction	Understanding of the schedule	Presentation	All
9.10-9.30	Presentation of the Initial Findings	Awareness of the Initial Findings	Presentation	All
9.30 -11.00	Review of strengths/weaknesses of the project	SWOT analysis of the project Understanding of strengths and weaknesses of project partners	Group discussion	All
11.00 – 11.15	Break			
11.15-12.15	Philippines – summary of progress and challenges	Identification of any roadblocks and key issues- Understanding of the way forward for the rest of the project	NPC to highlight any key success and challenges, and promising areas for replication-Questions raised from evaluation findings Review of budget	ILO Geneva Hussein Other NPCs
11.15 – 12.15	Nepal and Jordan– summary of progress and challenges	As above	NPCs to present response to questions set in email	ILO Geneva Niyama & Suha Other NPCs
	Lunch			
14.00 – 15.00	Nepal and Jordan – continued	As above	Follow-up by ILO Geneva to points raised before lunch Possible discussion of initial Tufts findings	ILO Geneva Suha & Niyama Other NPCs
15.00 – 16.00	Tunisia – summary of progress and challenges	As above	As above	ILO Geneva Mohamed Other NPCs
16.00 - 16.15	Break			
16.15 - 17.00	Communication- Internal and External	Review current internal communication systems and identify if these can be improved How well are external partners and	Group Discussion	ILO Geneva team and any NPCs whose time zone allows

		stakeholders being kept informed of the project? Are the successes of the project being disseminated to the right places? Assess how monitoring is being used to inform other work within ILO		
17.00 - 17.45	Budget	Building on the comments by NPCs, review whether remaining budget is allocated effectively and are there enough resources	Group review	ILO Geneva team
Friday 11th August				
09.00 - 12.45	Review of log-frame, theory of change, and risk matrix	Observe understanding of the log-frame Identification of any changes needed Review monitoring processes for indicators Review and update of risks and assumptions	Review of the log-frame and discuss revisions Discuss assumptions and add additional assumptions and revise risk levels	All
12.45- 13.30	Lunch			
13.30 – 13.45	Innovation, scalability, replicability and discussion of next phase	Identify what are the key innovations and how they can be developed further What are the possible next steps What should the project do in the next phase?	Group Discussion	ILO Geneva team and available NPCs
13.45 – 16.00	Discussion of next phase:	Key qus: Additional corridors or sectors? How to identify what will work with much of the implementation in early stages	Group Discussion	ILO Geneva team and available NPCs

Annex 4: Sample Interview Guide

Below is a sample set of questions asked to stakeholders. A semi-structured interview format was used, so follow-up questions were often asked, and certain questions dropped if not relevant to the particular stakeholder or had been answered already in response to a previous question. Specific questions varied dependent upon particular issues to be asked of certain stakeholders.

- Can you explain your organization's role in the project?
- Were you consulted during the design of the project? Are you happy with how the project has been designed?
- What do you see as the purpose of the project? What is it trying to achieve and how does it do this?
- Have there been any major changes in context since the project started which ILO should make adjustments for?
- How important is the issue of fair recruitment in Tunisia/to your government/organization etc?
- What have been the main successes so far?
- Have there been any policy changes as a result?
- What are the major challenges?
- Do you think this project could be used in other sectors or destination/departure countries? Which ones and how?
- Do you have plans for continuing the work after the project has ended?
- What is the added value of ILO? What does ILO provide on this that other UN agencies or NGOs can't?
- What lessons learned can you identify and what recommendations do you have?

Annex 5: Revised Log-Frame

The changes noted during the workshop are in red type.

Target groups: ILO constituents (Governments, representative of workers' and employer's organizations), public and private employment agencies and other key stakeholders, including media officials and civil society External partners: International Trade Union Confederation (ITUC), International Organization for Employers (IOE), International Confederation of Private Employment Agencies (CIETT), Migrant Forum in Asia (MFA), Tufts University			
Project title: Integrated Programme on Fair Recruitment (FAIR)		Project duration: August 1st 2015 – July 31st 2018	
PROJECT STRUCTURE	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Development Objective Reduction in deceptive and coercive practices during the recruitment process and violations of fundamental principles and rights at work, as well as other human and labour rights, brought about through increased safe migration options, effective regulation of public and private employment agencies, and unscrupulous actors held accountable for violations			Project outcomes will contribute to meeting development objective
OUTCOME 1 Fair recruitment corridors based on the implementation of FPRW ³ established to prevent abusive recruitment practices	At least five factories adopt fair recruitment methods in Jordan At least 350 workers recruited through fair private employment agencies in the Nepal-Jordan corridor At least three garment brands publicly support fair recruitment principles in Jordan At least one labour recruiter provides fair labour recruitment services and at least two other labour recruiters express public interest in adopting fair recruitment methods.	Draft documents, progress reports	There is sustained government, social partner and other key stakeholder commitment to carry out the pilots

	<p>A Bilateral Labour Agreement signed between the Governments of Jordan and Nepal which includes a provision on no fees charged to workers</p> <p>A standardized policy on domestic workers' skills training fees is adopted by Technical Education and Skills Development Authority (TESDA)</p> <p>At least one ILO trained labour recruiter provides fair labour intermediation services from the Philippines to Hong Kong in the domestic work sector</p> <p>Two enterprises agree to send to their employees or clients (a minimum of 7000 persons) a survey and call for action on illegal recruitment fees charged to the domestic workers they employ</p> <p>ANETI and ATCT provide fair recruitment to Tunisians workers placed abroad</p>		
<p>Output 1.1. Pilot model 1 on fair recruitment is developed in the garment industry in Jordan</p>	<p>Skills training package developed and used for all workers recruited through the fair recruitment pilot</p> <p>Pre-departure materials developed and used by fair labour recruiters in Nepal and civil society actors</p> <p>Impact assessment by Tufts University shows reduction of indirect or direct fees or costs collected from workers</p>	<p>Final concept note, seminar report, terms of reference, BWJ's compliance reports</p>	<p>Employers/factories in the apparel sector are willing to participate in the pilot and brands support the initiative</p>
<p><i>Activities</i></p>	<ol style="list-style-type: none"> 1. Design a pilot intervention model in collaboration with BWJ and social partners and in consultation with brands and factories 2. Organise a seminar to present findings and the design of the pilot project 3. Refine and finalize the pilot project's implementation plan 4. Identify committed PrEAs and agents in Nepal and organize a capacity building programme on the operationalization of ILO fair recruitment guidelines 		

	<ol style="list-style-type: none"> Develop skills training programme and pre-departure component to ensure workers are not deceived during the recruitment process Hold consultations with JTGCU, GEFONT, and the Labour Inspection Directorate in Jordan on how to better detect cases of abuse in the Jordanian garment sector Consult with the Government of Jordan on the improvement of the Instructions of 2007 and the standard contract of 2015 Conduct quarterly learning seminars in Jordanian factories to reinforce key elements of the pilot model and raise awareness of Jordanian factory owners and HR managers on the benefits of fair recruitment and the detection of abusive practices Commission Tufts to conduct an impact assessment of the intervention and present results during a lessons learned event Commission a video to document the process and impact of establishing a fair recruitment corridor in the garment sector. 		
Output 1.2. Pilot model 2 on fair recruitment is developed in collaboration with fair labour recruiters in the Philippines	Feasibility survey findings validated and report published Joint training package on fair labour intermediation services developed with labour recruiters association in the Philippines and Hong Kong Intervention to change employers behaviour towards fair recruitment is developed with companies Tripartite dialogue to ratify ILO key instruments related to fair recruitment (e.g. Protocol no. 29) is initiated	Draft documents, feasibility study	Cooperatives are willing to collaborate and develop their labour intermediation services Cooperatives have enough capacity to provide those services Cooperatives are able to meet the legal requirement set up by the POEA to establish fair recruitment services
<i>Activities</i>	<ol style="list-style-type: none"> Conduct a feasibility study to assess the likelihood of positive impacts as well as the challenges and risks of the cooperative model as an alternative recruitment mechanism as well as other fair recruitment models Design the intervention plan (strategy) and training programmes based on findings of the feasibility study Work closely with government institutions, social partners and other stakeholders to introduce them to the pilot model, and strengthen capacity of local actors to support the process 		

	4. Support the government to ratify ILO's key instruments related to fair recruitment, such as the Forced Labour Protocol (Protocol no. 29)		
Output 1.3. Pilot model 3 on fair recruitment is developed with public employment agencies in Tunisia	Study on recruitment practices in Tunisia validated and published Services provided by ANETI for migrant workers are enhanced	Draft report, Minutes of meetings and list of interviewees, Terms of reference	Sustained commitment of Tunisian Government and social partners Low rate of turnover of Ministries or high-level partners
<i>Activities</i>	<ol style="list-style-type: none"> 1. Commission a study on recruitment practices in Tunisia, the scope of violations in different sectors, as well as the opportunities for employment creation in Tunisia, cross-border placement of Tunisian workers and migrant workers in Tunisia 2. Provide targeted support to improve the efficiency and effectiveness of services provided by the ANETI, including the establishment of offices abroad, building the capacity of counsellors on migrants' rights and developing sectoral pre-departure training to avoid deception on working and living conditions as well as establishing mechanisms to trace the situation of Tunisian workers abroad 3. Organize consultations with UTICA, and business representatives to identify key opportunities for the reform of the private recruitment sector and how to strengthen links with public employment services 4. Seek consultation with government institutions on the possibility of developing a monitoring systems and a data collection mechanism to improve the regulation of labour recruiters 5. Collaborate with UGTT to enhance their capacity to organize migrant workers and defend them against abusive and fraudulent intermediaries (see output 2.2 for details on this activity), in collaboration with key civil society actors 		
OUTCOME 2 Access to reliable information and services provided to low skilled migrant workers in the recruitment process	<p>At least 300 migrant workers have provided input to Migrant Recruitment Monitor website in three pilot countries</p> <p>At least 500 migrant workers receive information and/or support on fraudulent practices from trade unions</p>	Reports, Web resources	Sustained commitment of Government, social partners and civil society

	At least 200 migrant workers have entered a report on violations and referred to the national response teams coordinated by MFA		
Output 2.1. “Trip Advisor” recruitment model designed and tested by the ITUC	Migrant Recruitment Monitor website for migrant workers across one migration corridor created	Dissemination event concept note, list of participants and agenda; Terms of reference for the design of the website; Concept note for the lessons’ learned symposium, implementation agreement with ITUC	The first event organized to disseminate the feasibility study and collect feedback of key stakeholders is successful and recommend the creation of the website
<i>Activities</i>	<ol style="list-style-type: none"> 1. Organize a preparatory meeting to share with experts, trade unions and selected affiliates and partners of the ITUC the results of the feasibility study and discuss key challenges to successfully implement and run such a website 2. Commission a consultant to design the website 3. Identify pilot migration corridors among the project target countries for a first phase, in consultation with key stakeholders 4. Design and undertake awareness raising campaigns about the recruitment model and the website 5. Launch the website and support its implementation over two years 6. Organize a specialised lessons learned seminar after the operationalization of the website 		
Output 2.2. Trade unions are empowered to protect migrant workers through organizing and increased coordination with key stakeholders on recruitment issues in the Philippines, Nepal, Jordan and Tunisia	<p>At least 3 trade unions establish or expand migrant units and/or develop strategies for organizing migrant workers</p> <p>At least three trade unions contribute to the implementation of the fair recruitment pilots and Migrant Recruitment Monitor</p>	Concept notes on migrant units; Strategy documents	
<i>Activities</i>	<ol style="list-style-type: none"> 1. Develop strategies for organizing migrant workers in three target countries 		

	<ol style="list-style-type: none"> 2. Provide coaching to trade unions on ILO fair recruitment guidance with the view of establishing monitoring procedures for the recruitment industry 3. Support trade unions in providing services, e.g. legal aid to migrant workers victim of abusive recruitment practices 4. Support affiliates to engage in fair recruitment pilots implemented under outcome 1 of this project 		
Output 2.3. Violation reporting system designed and tested for better identification of recruitment abuses	Increased cases of migrant workers victim of abusive and fraudulent recruitment practices identified and referred to appropriate services and dispute settlement mechanisms	Complaint lodging form; Concept note for app; Terms of reference; Training curriculum; Operational Guidelines for rapid response teams; Minutes and agenda of missions; Assessment report	Key stakeholders part of the rapid response teams have the human capacity and political will to provide services to migrant workers in all the targeted countries
<i>Activities</i>	<ol style="list-style-type: none"> 1. Design and create a complaint registry and referral mechanism in collaboration with ITUC and the Migrant Recruitment Monitor 2. Design referral systems to share complaints with a rapid response team 3. Draft operational guidelines for national rapid response teams in consultation with all concerned actors 4. Establish a link with the Migrant Recruitment Monitor website designed under Output 2.1 5. Collect and analyse data from violations reporting system to inform policy advisory services and advocacy strategies in Asia and the Middle East 		
OUTCOME 3 Disseminate and enhance global knowledge about recruitment through fair recruitment guidelines and engagement with the media	<p>Background report on fair recruitment guidelines is produced and published</p> <p>ILO fair recruitment guidelines are adopted in September 2016 and adopted by at least one other UN agency working on recruitment</p> <p>At least 10 stories produced by the media on labour recruitment</p>	Survey reports; Story board; Technical notes and assessments of the ILO and other national and international Agencies	<p>Governments and social partners request technical advisory services from the ILO</p> <p>Sustained commitment of Government and social partners</p> <p>Low rate of turnover of Ministries or high-level partners</p>

	At least 1 structured partnership between ILO and a leading media outlet is established		
Output 3.1. Media sensitized to labour recruitment issues, investigate recruitment abuses and provide visibility to fair recruitment issues	<p>At least 200 media professionals participate in ILO's global media competition on fair migration</p> <p>At least 100 women and men media professionals are trained on international labour standards related to fair recruitment</p> <p>Storyboard of ideas for media investigations are used by media professionals for their news production</p> <p>A media glossary on labour migration adapted to Tunisian and Filipino contexts</p>	Conclusions and proceedings of expert meeting, minutes of meetings; plans of action; media coverage reports and article published in national and international newspapers, internet websites; prevention adds produced by the media	Media professionals continue to cover issues pertaining to human trafficking, labour migration and recruitment governance and protection in the regions targeted by the project
<i>Activities</i>	<ol style="list-style-type: none"> 1. Carry out a desk review on media reporting on recruitment issues and develop storyboard of ideas for media investigations 2. Organize a global round table discussion with key partners with the view of establishing more structured partnerships to engage with the media 3. Pilot an initiative in one of the pilot countries through which media outlets directly contribute to the prevention of recruitment abuses. 4. Plan consultations and trainings with journalists in two priority countries (Tunisia, Philippines) and support the production of stories on fair recruitment by seasoned journalists 5. Organize ILO's first media competition in 2015 and launch a media competition in 2016 with labour recruitment as one of the main theme 		
Output 3.2. Background report on fair recruitment guidelines developed and tripartite meeting of experts organized	ILO guidelines on fair recruitment are published and disseminated	Methodology notes; Published report; Minutes of meetings	Data from pilot models are documented and available

<i>Activities</i>	<ol style="list-style-type: none"> 1. Write a background report on the development of fair recruitment guidelines and gaps in current standards 2. Organize a tripartite meeting of experts on fair recruitment in September 2016 which will adopt guidelines and publish them on the ILO website as part of the project's activities 		
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Annex 6: Assumptions and Risk Matrix

The changes noted during the workshop are in red type.

Assumption	Likelihood (H/M/L)	Importance (H/M/L)	Risk level (R/Y/G)	Mitigation measures	Updates
Development assumptions					
Unforeseen political unrest does not hamper the implementation of programmatic activities.	M	M		Adapt the timeline of activities, focusing first on countries that are stable and where work can be implemented.	
The overall socio-economic contexts in pilot countries support the behavioural changes of governments, social partners and civil society actors.	M	M		No further action required at present. Situation may change so risk level will continue to be monitored.	
Implementation assumptions					
The commitment and support of the Ministry of Labour to pushed back in case of complaint from the Association of labour recruiters in Nepal					Missed
The knowledge imparted by the ILO during training sessions for trade unions, factory owners and labour market intermediaries is effective and replicable in	H	H	green	No further action required at present. Situation may change so risk level will continue to be	
Employers in the apparel sector in Jordan are willing to participate in the project and brands/buyers support the initiative.	M	H		ILO will collaborate closely with Better Work Jordan and brand representatives	Question for next phase: how many more employers will participate ?

Workers' cooperatives in the Philippines have the capacity to attract potential migrants in developing their labour intermediation services based on ILO guidance on fair recruitment	M	H		No further action required at present. Situation may change so risk level will continue to be monitored.	Should have focused on the feasibility for labour cooperatives to become labour recruiters.
The Ministries of Labour and Interior in the targeted countries agree to nominate law enforcement officials to participate in courses and other multi-stakeholder initiatives and dialogues.	H	M		No further action required at present. Situation may change so risk level will continue to be monitored.	
Technological tools developed by the project are used by migrant workers (e.g. the "Trip Advisor" and "RecruitmentReform.org" resource) and create effective and scalable change.	M	H		Trade unions at pilot country level develop effective outreach strategies to migrant workers	Outreach to migrant workers is a key challenge
Media practitioners are willing to participate in ILO's trainings and their editors willing to publish stories produced.	M	M		No further action required at present. Situation may change so risk level will continue to be monitored.	
Journalists do not face security risks to publish stories on labour migration and fair recruitment	M	H			
Low rate of turnover of Ministries or high-level and technical partners who will be involved in the implementation of the project.	L	H		In the event that there is a turnover, the ILO will convene meetings with high-level officials to obtain the continued support for the project.	Another mitigation strategy is to establish institutional strategies with the stakeholders.

There is Government and social partner commitment to carry out the research and disseminate the findings.	M	H		No further action required at present. Situation may change so risk level will continue to be	
Management assumptions					
Project staff remains in their functions throughout the duration of the project.	M	H		No further action required at present. Situation may change so risk level will continue to be monitored.	Institutional effective handover and coherent workplans at national levels
Internal working group is set up and meets on a quarterly basis to review the project. Other branches are providing support to the design and orientation of the project.	H	M		No further action required at present. Situation may change so risk level will continue to be	Took a different approach
Service contracts are accepted by internal Procurement Bureau.	H	H		No further action required at present. Situation may change so risk level will continue to be monitored.	Intellectual property rights have been challenge to by some implementing partners
Capacity of project staff to monitor the delivery of partners is sufficient.	H	H		No further action required at present. Situation may change so risk level will continue to be monitored.	Admin officer for Tunisia missing (initially shared with other MIGRANT project which was not renewed).

Annex 7: SWOT Analysis

Strengths	Weaknesses
<p>Jordan-Nepal:</p> <ul style="list-style-type: none"> • Tripartite participation and buy-in and Jordan • Building on pre-existing BWJ programme • Key buyers interested in pilot in Jordan • Focus on skills training needs in COO • Corridor approach is key to achieve results <p>Tunisia:</p> <ul style="list-style-type: none"> • Unblocking of the discussions on the regulation of private and public employment agencies. • Unblocking consultations between different public employment services which have redundant mandates: ANETI, ATCT, OTE • Facilitate contact between migrant workers and UGTT (to be continued) for the first time and created network of MWs focal points in UGTT. <p>Philippines:</p> <ul style="list-style-type: none"> • ILO reputation and technical strength respected by stakeholders • Sectoral approach looking at highest vulnerabilities • Very consultative approach • Institutionalization of initiatives 	<ul style="list-style-type: none"> • No sustainability of finance of skills training and do not respond to all factories 'needs • Skills training in garment does not improve minimum wage for workers trained • Definition of fees not yet in ILO instruments • Weak cross understanding between pilot countries • Engagement and capacity building of sub agents in Nepal • Retention of the journalists in media training. Need to develop strategy. • Challenges in monitoring impact of all objectives • Having only one labour recruiters as a partner of the pilot in Nepal / Delay of the impact assessment to give the team more information on fair recruiters • Résistance on policy reforms in the Philippines • ILO taking as a whole too much time from key stakeholders
Opportunities	Threats
<ul style="list-style-type: none"> • JD government and factories wish to diversify nationalities in the garment sectors • MOU between Nepal and Jordan to be signed by September 2017. • Slow movement of labour recruiters in Nepal towards fair recruitment business models. Discussion on the creation of a "fair recruiters" association. • ILO mandate and influence to clarify the concept of recruitment costs. • Tunisian national strategies for migration and employment under negotiation: possibilities to introduce fair recruitment principles and guidelines. • Global: <ul style="list-style-type: none"> • Level of attention of fair recruitment topic • Continue institutionalization through key partnerships: move it from pilot to initiative • Only UN organization with IOM to focus on fair recruitment 	<ul style="list-style-type: none"> • Very weak understanding of fair recruitment and the fact that MWs should not pay recruitment fees (Government, workers themselves, civil society) • Political power of labour recruiters in Nepal used to block fair recruitment processes • Safety of journalists in the Philippines and contractual situations of journalists who are often paid by stories • Focus on Syrian refugees' needs by Government, donors and ILO come at the expense of other MWs groups: revision of current migration regulations to include Syrians • Working with factories in Jordan which could violate workers' rights • Mushrooming of initiatives on fair recruitment at global level • Change in leadership in key stakeholders • Overall anti-migrant and anti-refugee climate • Reduction in US funding for partners' project reduce synergies

Annex 8: List of Documents Consulted

Documents referred to during the evaluation included:

General

- PRODOC
- Revised log-frame submitted to the donor after the first year of implementation
- The first annual progress report
- ILO's General Principals and Operational Guidelines for Fair Recruitment
- Workplans for each country of intervention
- Financial updates for the global budget, Tunisia, Nepal, and the Philippines
- Project flyer
- FAIR project brochure
- ILO video on Pilot between Nepal and Jordan in the garment sector:
<https://youtu.be/8XOkOktlmJ4>

Philippines

- International recruitment in the Philippines: to be the fairest of them all? (Draft) Dr Mi Zhou
- Implementation agreement with Hong Kong Federation of Asian Domestic Workers Unions
- TOR; TESDA recruitment fee study
- Media training program concept note
- TOR with National Union of Journalists of the Philippines on training of journalists

Jordan

- Better Work Jordan Annual Report 2017
- GEFONT mission to Jordan concept note

Nepal

- FAIR Nepal component concept note
- PANOS media fellowship concept note

Tunisia

- Diagnosis on the process of recruitment of workers in Tunisia
- Development of strategy for unionization of migrant workers in Tunisia
- TOR with CAPJC on journalism training

Media

- Arabic Migration Glossary for Media
- 'No Country for Young Men'; Kieran Guilbert, Thomson Reuters, winner of 2016 video/multimedia category of ILO's Award for Excellent in Reporting



Draft

Terms of Reference

Mid-term Internal Evaluation of the Project “Integrated Programme on Fair Recruitment (FAIR)”

ILO Project Code	GLO/15/68/CHE
Country	Global activities and Jordan, Nepal, Philippines and Tunisia
Duration	36 months
Starting Date	1 st August 2015
Ending Date	31 st July 2018
Project Language	English
Executing unit	FUNDAMENTALS
Collaborating ILO units	MIGRANT, ACTRAV, ACT/EMP, BETTER WORK, COOP, EMP/CEPOL, ROAS, ROAP, DWT/CO–Cairo, CO-Algiers, CO–Kathmandu, CO-Manila, CO-China
Financing Agency	Swiss Development Cooperation
Donor contribution	USDOL: US\$ 3,800,000

List of acronyms

FR	Fair recruitment
FPRW	Fundamental Principles and Rights at Work
FUNDAMENTALS	Fundamental Principles and Rights at Work Branch
GOVERNANCE	Governance and Tripartism Department
ICAT	Inter-Agency Coordination Group against Trafficking in Persons
ILO	International Labour Organization
IOM	International Migration Organization
ITUC	International Trade Union Confederation
MFPE	Ministère de la Formation Professionnelle et de l'Emploi (Tunisia)
MIGRANT	Labour Migration Branch
MFA	Migrant Forum in Asia
MTIE	Mid-term internal evaluation
NCII	National Competency II for Household Service Workers (Philippines)
NUJP	National Union of Journalists of the Philippines
POEA	Philippine Overseas Employment Administration
SAMI	Helvetas Safe Migration Program
TESDA	Technical Education and Skills Development Authority (Philippines)
UGTT	Tunisian General Labour Union

I. BACKGROUND AND JUSTIFICATION

1. Addressing abusive and fraudulent recruitment practices is increasingly being recognized by the international community as an important element of reducing labour migration costs and thus improving development outcomes for migrant workers and their families. In this context the ILO Director-General proposed to the International Labour Conference in 2014 the Fair Migration Agenda which includes fair recruitment as one of its main pillars. This Agenda was translated into the Fair Recruitment Initiative towards improving labour recruitment practices worldwide that is implemented through various activities and projects.

For more details please see <http://www.ilo.org/global/topics/fair-recruitment/lang--en/index.htm>.

2. The project was designed by the ILO Special Action Programme on Forced Labour (SAP-FL) that was integrated in 2013 into the Fundamental Principles and Rights at Work Branch FUNDAMENTALS), in close collaboration with the Labour Migration Branch (MIGRANT).
3. FUNDAMENTALS is part of the Governance and Tripartism Department (GOVERNANCE) and covers Child Labour, Forced Labour, Discrimination and Freedom of Association/Collective Bargaining.
4. FUNDAMENTALS mission is to serve as a centre of excellence on policies and action to support the realization of fundamental principles and rights at work. FUNDAMENTALS supports member States to fulfil their obligations to respect, to promote and to realize, in good faith, the fundamental principles and rights at work by facilitating the strengthening of relevant legislation and institutions including employers' and workers' organizations and the commitment of national duty bearers, rights-holders and enterprises. Fundamental principles and rights at work provide the foundation on which equitable and just societies are built. They are the starting point for a virtuous circle of effective social dialogue, better conditions for workers, rising enterprise productivity, increased consumer demand, more and better jobs and social protection, and for formalizing the informal economy.
5. MIGRANT is the ILO Branch which has the primary responsibility within the Office for the formulation and implementation of the Organization's policy approaches and decisions concerning migrant workers, as well as for the design, the implementation and the evaluation of national policies in these fields, which it carries out in accordance with the ILO Multilateral Framework on Labour Migration, provisions of Conventions 97 and 143, Recommendations 86 and 151, and all other labour standards relevant to migrant workers. MIGRANT coordinates the ILO implementation of outcome 9 on labour migration and mobility, which includes specific reference to fair recruitment. MIGRANT is responsible for implementing selected components of the FAIR project under the overall coordination of FUNDAMENTALS.

Project background

6. The Project has been designed based on a three-pronged approach: 1) establishing fair recruitment corridors to prevent abuses and exploitation of migrant workers; 2) providing migrant workers with access to reliable information and improved services and 3) conducting innovative research and disseminating knowledge on ethical recruitment.

7. The Development Objective of the project is “to reduce deceptive and coercive practices during the recruitment process and violations of fundamental principles and rights at work, as well as other human and labour rights, through increased safe migration options, effective regulation of public and private employment agencies, and accountability of unscrupulous actors.”
8. The project has the following three immediate objectives/outcomes:
 - Outcome 1: Fair recruitment corridors based on the implementation of FPRW established to prevent abusive recruitment practices
 - Outcome 2: Access to reliable information and services provided to low skilled migrant workers in the recruitment process
 - Outcome 3: Disseminate and enhance global knowledge about recruitment through fair recruitment guidelines and engagement with the media
9. As of May 2017 the project has reported the following main results:

Jordan:

- 4 of the biggest garment factories in Jordan participating in a fair recruitment pilot including workers learning sessions and starting the recruitment of fairly recruited workers from Nepal (41 workers arrived in Jordan as of May 2017)
- Government of Nepal and Jordan negotiating a bilateral agreement on labour migration
- Three multi-stakeholders meetings leading to public engagement of a minimum of 3 buyers in fair recruitment.
- Impact assessment of the pilot intervention with Tufts University underway (Jordan and Nepal)

Nepal:

- Pre-departure materials as well as apparel skills training curriculum in Nepal developed to train workers to travel to Jordan
- An MOU with Helvetas Safe Migration Program (SAMI) signed and implemented to run the pre-departure workers’ training.
- Video to document the process and impact of establishing a fair recruitment corridor in the garment sector developed.

Philippines:

- Two research studies to identify pilot test opportunities with country of destination completed and selection of the pilot corridor with Hong Kong in the domestic work sector agreed.
- TESDA agreed to conduct a policy assessment of the current skills training for domestic workers (NCII) in order to propose recommendation for better regulation.
- Implementation agreement concluded with the NUJP to organize trainings and coaching sessions for media about labour recruitment.
- Agreement with SENTRO to strengthen organization and education strategies of migrant domestic workers in Hong Kong (China), in collaboration with Progressive Labour Union of Domestic Workers in Hong Kong (PLUDW-HK) to be signed by July.

Tunisia:

- Renewed social dialogue on the issue of the recruitment of workers through the organization of two roundtable discussion around the project objectives.
- A study on recruitment practices in Tunisia completed and validated with the project Advisory Committee.

- A roundtable with the MFPE and the Labour Inspection to discuss monitoring mechanisms and capacity building needs organized.
- Dialogues sessions between migrant workers and UGTT in collaboration with “Maison du droit et des migrations” held as a first step towards migrant workers unionization.
- Joint UGTT-ILO conference to define an action plan on migration organized.
- UGTT network of focal points on migration in place in 4 regions of Tunisia.
- Six month training for Tunisian journalists on labour recruitment coverage and investigation implemented.

Global:

- Tripartite Meeting of experts to adopt ILO Principles and Operational Guidelines for fair recruitment organized.
- Migrant Recruitment Monitor building blocks and questionnaire to collect data in pilot countries developed.
- Communication materials on the FAIR project developed (www.ilo.org/fair) (output 3.1).
- 2016 Global Media competition on “Breaking Stereotypes on Labour Migration” launched.

Background to the project MTIE

10. ILO considers evaluation as an integral part of the implementation of technical 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 per established procedures.
11. The present Terms of Reference are developed by the FUNDAMENTALS evaluation officer based on inputs from the project team at global and country level and on standard issues to be covered by a project MTIE facilitated by an external facilitator.

II. SCOPE AND PURPOSE

12. The scope of the review will be the FAIR project as a whole. The evaluation will consist of a thorough assessment by the project team and related ILO officers (i.e. FUNDAMENTALS, MIGRANT and national officers) facilitated by the external facilitator, focusing on progress to date in the implementation of project activities. The review will use data produced by the project monitoring information already available and initial interviews by the facilitator to key stakeholders.
13. The MTIE will review the following areas of project design, implementation, relevance and sustainability and make recommendations for the remaining period of the project towards improving delivery and sustainability of outcomes:
 - a. Analyse the implementation strategies regarding their potential effectiveness in achieving the project outcomes and its innovative dimension.
 - b. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.

- c. Assess the implementation of the project so far, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives.
 - d. Review the strategies for sustainability
 - e. Identify the contributions to the ILO FR Initiative and synergies with other projects.
 - f. Identify lessons and potential good practices for key stakeholders.
14. The role of the external facilitator is, based on the desk review of existing documents and preparatory consultations, to identify areas where discussion is needed in the evaluation core activity, the project team workshop and to facilitate reaching to a consensus on the way forwards. The external facilitator will also provide input and further analysis based on their perspective and their overall findings.
15. The results will be used to adjust strategies of the project.

III. SUGGESTED ASPECTS TO BE ADDRESSED

16. Through the consultation process and based on prior analysis by the FUNDAMENTALS Research and Evaluation Unit, suggested aspects for the evaluation to consider have been identified. Other aspects can be added as identified by the facilitator in accordance with given purpose and in consultation with the project coordinator.
17. One of the tasks for the facilitator, as presented in more detail in the methodology section, is to decide which ones, based on the information available and the current status of the project, are the most important aspects to address in order to achieve the purposes of the evaluation. The selected aspects will need to be formulated into appropriate questions to facilitate discussion in order to clarify current status, discuss critical issues and reach consensus on the way forwards.
18. Suggested aspects for the review to consider:
- a. Design**
 - Assess if it took into account in a realistic way the institutional arrangements, roles, capacity and commitment of stakeholders.
 - To what extent were relevant external factors and assumptions identified at the time of design? Have these underlying assumptions on which the project has been based proven to be true?
 - Assess whether gender issues were taken into concern.
 - Are the time frame for project implementation and the sequencing of project activities logical and realistic?
 - Is the strategy for sustainability of project results defined clearly at the design stage of the project?
 - Were the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?
 - Was the project searching for innovative strategies, new partnerships, and use of new technologies?
 - b. Implementation and Achievement**
 - What are the results achieved to date within each outcome?

- Are there possible changes in project strategy or implementation that are needed in order to achieve the project outcomes; which ones?
- Are project partners able to fulfil the roles expected in the project strategy? Are there any capacity challenges?
- How did positive and negative factors outside of the control of the project affect project implementation, outputs and outcomes and how did the project deal with these external factors?
- What is the possible effect of any significant delays in implementation and to the sequencing of events? How could any such delays be avoided in the future?
- Have measures been adopted by the Project Management to overcome any constraints to implementation?
- Which linkages have been made with other ILO projects at global and country levels and with other projects linked to the thematic in both countries?
- Is there a need to reallocate resources or adjust activities in order to achieve its outcomes? Are resources sufficient for the remaining project period?
- What are the current challenges that the Project is facing in the implementation of the project and what efforts are made to overcome these challenges?
- Examine how the project interacted and possibly influenced international and national level policies, and debates on fair recruitment.

c. **Relevance**

- Is the strategy and approach of the project still relevant? Have there been any changes in strategies?
- Are the project's original assumptions related to each of its outcomes still valid?
- Are the project's Indicators and Means of Verification still appropriate?
- Does the "theory of change" still hold? What is the level of understanding of it by different stakeholders?

d. **Sustainability**

- How can the outcomes of the project be sustained and further used? What is the current effort towards that? What are the measures and processes adopted?
- Is ownership at national level been promoted? Are the linkages to broader sectorial and national action been made?
- Is the phase-out strategy for the project in place and under implementation? Is sufficiently clearly articulated and progress made towards this goal?

e. **Special concerns**

- Given that the project is carrying out various pilots, do the project's activities provide a replicable, scalable model that is both an effective approach at global and national levels? If not, please indicate the reasons why and provide recommendations on how to make the pilots replicable and scalable.

IV. EXPECTED OUTPUTS OF REVIEW

19. The facilitator will produce a **background report** based on initial desk review to serve as the basis for the discussions in the project workshop. It will include a summary of key findings from the desk review and the interviews, the programme for the 2-days workshop meetings and the outline of the evaluation report.

20. The **evaluation draft report** produced in English by the facilitator, should be presented to ILO two weeks after the project workshop for their comments. The report will be circulated among project staff and participants in the workshop. The facilitator should consider the comments in the final version of the report.
21. The evaluation report should not exceed 20 pages in length (excluding annexes). The structure of the report could follow the following outline:
 - Executive Summary with key findings, conclusions and recommendations
 - Background (including description of the project and review methodology)
 - Results from discussions on key issues associated with key questions
 - Conclusions/key lessons learned
 - Recommendations
 - Lessons learned
 - Appropriate annexes including TOR, schedule of interviews and workshop and list of people interviewed and documents reviewed.
22. The report should also, as appropriate, include specific and detailed recommendations by the external facilitator based on the analysis of project workshop discussion. All recommendations should indicate specifically the organization/institution responsible for implementing it.
23. Ownership of data from the evaluation rests jointly with ILO and the consultant. The copyright of the Report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of ILO.

V. PROPOSED METHODOLOGY

24. The following is the suggested methodology for the project evaluation. The methodology can be adjusted by the consultant if considered necessary in accordance with the scope and purpose of the review. This should be done in consultation with the evaluation manager. An external consultant will serve as facilitator to guide the project internal evaluation.
25. The review should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; the ILO Policy Guidelines for Results-Based Evaluations 2013.

http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm

the specific ILO-IPEC Guidelines and Notes; the UN Evaluation Group Norms and Standards, Ethical Guidelines, Code of Conduct; and the OECD/DAC Evaluation Quality Standard.

26. Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”⁴. All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the review process.

The following elements are the proposed methodology:

⁴ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

I. Document Review, scoping and inception

27. The facilitator will receive a briefing by the project team, review the project document, work plans, progress reports, and other documents that were produced through the project. In addition, the consultant will conduct electronic and/or telephone interviews with about 20 selected stakeholders (see point 37 for full list).
28. Based on the evaluations purposes and the suggested aspects above, the document review, briefings and interviews, the facilitator will identify key issues for discussion during the project review.

II. Background Report and Project workshop programme

29. A background report will be prepared by the review consultant. The content of the Background report will include:
 - Achievements so far of the Project as documented and assessed by the facilitator
 - Summary of the key findings based on the purpose of the evaluation, the suggested aspects to address and the initial scoping by the consultant
 - Questions and issues identified for discussion at the workshop.
30. The facilitator will present the Background Report to the workshop in Geneva and will also develop a tentative proposed agenda for the stakeholder review meeting.

III. Project workshop

31. The project evaluation workshop will include participation of the project staff and HQ and the four NPCs in the four project countries. The workshop will be also open to all ILO staff related to the project (i.e. FUNDAMENTALS, MIGRANT, ACTRAV and ACTEMP). Participation of the four NPCs will be organized by Skype or VC and will include section of the workshops as appropriate (special consideration should be done to the different time zones).
32. The facilitator will be responsible for consolidating all comments during the workshop and reflect them in the MTIE report.

IV. Debriefing

33. After the workshop a debriefing session with the project coordinator and the FUNDAMENTALS evaluation officer will take place regarding, specially, changes that have been suggested by the workshop. This will focus on the implication of the proposed adjustment in the strategy for the remaining period of the project.

V. Review Report

34. Based on the background report and the inputs from the workshop and follow-up meeting, the consultant will draft the review report. The draft report will be sent to ILO by the consultant for comments that will be considered by the consultant for finalizing the report.

Profile of the MTIE facilitator

35. The MTIE will be carried out by a consultant with extensive experience in the evaluation of development or social interventions, preferably including practical experience in assessing related

themes (fair recruitment, labour migration, etc.) in Asia, Middle East and North of Africa. Full command of English as working language will be required. French will be an asset. The profile and responsibilities for the review consultant are found in the table below.

Project Review Facilitator	
Responsibility	Profile
<ul style="list-style-type: none"> • Review the project documents • Conduct interviews • Prepare a background report for discussion at the stakeholder meeting • Facilitate project Workshop in Geneva • Draft the review report • Finalize the review report taking into consideration the comments of stakeholders 	<ul style="list-style-type: none"> • Not have worked with the project • Experience and knowledge in evaluations in the UN system or other international context as team leader (7 years) • Extensive experience on facilitating stakeholder meetings, including workshop process and consensus building skills • Experience in management and implementation of social development project and programmes with work at policy level and in multi-sectoral and multi-partner environment, including networking • Ability to write concisely in English • Speaking and written French for interviews will be an asset

36. The following is the timetable for the review exercise:

Activity	Dates	Days	Responsible
Briefing, desk review, interviews with key stakeholders, development of draft background paper and agenda for the meeting	10 July- 7 August	7 work days (home)	Consultant with project support
Workshop in Geneva, and debriefing.	10-11 August	2 days (Geneva)	Consultant
Prepare draft review report	14-18 August	4 days (home)	Consultant
Circulate draft report to stakeholders & consolidate comments	21 August -1 September		Project
Finalize review report taking into views the consolidated comments	4 September	1 day (home)	Consultant
TOTAL		14 days	

Sources of Information and Consultations/Meetings:

37. Sources of Information

- Project document and revised log-frame approved by SDC after inception phase.
- UNEG and ILO evaluation guidelines
- Technical progress report of 1st year of implementation.
- Research and impact studies produced, as well as guidelines adopted.
- National workplans validated by project advisory committees in the Philippines and Tunisia
- Implementation agreements with partners (ITUC, MFA, NUJP)
- Video on project pilot intervention
- Other studies and research undertaken

38. Consultations/meetings will be held with:

- Project management and staff at HQ and at ILO countries offices
- Donor
- Government officials in pilot countries
- ITUC and its affiliates in target countries
- Employers' organizations (UTICA, etc.)
- Migrant Forum in Asia
- Selected Jordanian Garment factories
- Labour recruiter: FSI Worldwide
- Tufts University Department of Economics
- IOM

A list will be provided to the consultant and will contain a maximum of 20 stakeholders to be contacted.

VI. RESOURCES AND MANAGEMENT

Resources

39. The following resources are required:

- Consultant fees for 14 work days
- Travel to Geneva and DSA as per ILO rules and regulations if applicable
- Costs associated with the project workshop (i.e. VC)

40. A detailed budget is available separately.

Management

41. The consultant will report to and receive technical and logistical support from the project coordinator. He/she should discuss any technical and methodological matter with the project coordinator and the branch evaluator officer, if arise.

Annex I. Project Objectives and outputs⁵

PROJECT STRUCTURE	ASSUMPTIONS
Development Objective Reduction in deceptive and coercive practices during the recruitment process and violations of fundamental principles and rights at work, as well as other human and labour rights, brought about through increased safe migration options, effective regulation of public and private employment agencies, and unscrupulous actors held accountable for violations	
OUTCOME 1 Fair recruitment corridors based on the implementation of FPRW ⁶ established to prevent abusive recruitment practices	There is sustained government, social partner and other key stakeholder commitment to carry out the pilots
Output 1.1. Pilot model 1 on fair recruitment is developed in the garment industry in Jordan	Employers/factories in the apparel sector are willing to participate in the pilot and brands support the initiative
Output 1.2. Pilot model 2 on fair recruitment is developed from the Philippines to Hong Kong in the domestic work sector	Cooperatives are willing to collaborate and develop their labour intermediation services Cooperatives have enough capacity to provide those services
Output 1.3. Pilot model 3 on fair recruitment is developed with public employment agencies in Tunisia	Sustained commitment of Tunisian Government and social partners Low rate of turnover of Ministries or high-level partners
OUTCOME 2 Access to reliable information and services provided to low skilled migrant workers in the recruitment process	Sustained commitment of Government, social partners and civil society
Output 2.1. “Trip Advisor” recruitment model designed and tested by the ITUC	The first event organized to disseminate the feasibility study and collect feedback of key stakeholders is successful and recommend the creation of the website
Output 2.2. Trade unions are empowered to protect migrant workers through organizing and increased coordination with key stakeholders on recruitment issues in the Philippines, Nepal, Jordan and Tunisia	
Output 2.3. Violation reporting system designed and tested for better identification of recruitment abuses	Key stakeholders part of the rapid response teams have the human capacity and political will to provide services to migrant workers in all the targeted countries
OUTCOME 3 Disseminate and enhance global knowledge about recruitment through fair recruitment guidelines and engagement with the media	Governments and social partners request technical advisory services from the ILO Sustained commitment of Government and social partners Low rate of turnover of Ministries or high-level partners

⁵ Comprehensive log-frame approved after inception phase.

Output 3.1. Media sensitized to labour recruitment issues, investigate recruitment abuses and promote solutions tested in ILO pilot models	Media professionals continue to cover issues pertaining to human trafficking, labour migration and recruitment governance and protection in the regions targeted by the project
Output 3.2. Flagship report analysing lessons learned and promising practices	Data from pilot models are documented and available

Mid-term Internal Evaluation of the Project
“Integrated Programme on Fair Recruitment (FAIR)”
Briefing Paper of Initial Findings and Proposed Workshop Schedule

Chris Morris
August 4th 2017

Contents

Introduction	65
Background	65
Project Design	65
Purpose, Scope and Methodology of the Evaluation	66
Limitations of the MTE	66
Achievements of the Project so Far	67
Summary of Key Initial Findings	70
Relevance and Design	70
Implementation	72
Sustainability and Scalability	74
Key Questions for the Workshop	77
Suggested Workshop Schedule	78
Annex 1: List of Stakeholders Interviewed	81
Annex 2: Interview Guide	83
Annex 3: Schedule of the MTE	84

Introduction

In July 2017, the International Labour Organization (ILO) commissioned a mid-term evaluation of the Integrated Programme on Fair Recruitment (FAIR) project. This document serves as a background report for the evaluation. It introduces the context and background of the project, briefly summarizes the evaluation purpose, scope, and methodology, summarizes the achievements of the project so far, and gives a review of key initial findings. Additionally, the document lays out a suggested schedule for the mid-term workshop, and presents suggested questions the workshop should consider.

Background

The FAIR project is a three-year project funded by the Swiss Agency for Development and Cooperation (SDC). It is jointly implemented by the FUNDAMENTALS and MIGRANT branches of ILO under the overall coordination of FUNDAMENTALS. The project was developed as part of the FAIR Recruitment Initiative, which was designed to respond to the call of ILO's Secretary General in 2014 to address issues of recruitment of migrant workers. This call was made as a result of growing concern globally about fraudulent and abusive practices towards workers during the recruitment stage of the migration cycle.

The project is designed to test pilot initiatives and identify promising solutions which address the problems of recruitment abuses, and produce scalable good practices and lessons learned which can be used nationally and globally by the ILO and other agencies. The project selected four countries to implement pilot initiatives, Jordan, Nepal, the Philippines, and Tunisia. It also ensures that those national initiatives are grounded in international principles and guidelines for fair recruitment, and develop global tools and endeavours to support scalability of the solutions developed

Project Design

The project's strategy has a three-pronged approach:

4. Establishing fair recruitment corridors to prevent exploitation of migrant workers
5. Providing migrant workers with access to reliable information and services
6. Disseminate and enhance global and national knowledge about recruitment and engagement with the media

The overall development objective of the project is "to reduce deceptive and coercive practices during the recruitment process and violations of fundamental principles and rights at work, as well as other human and labour rights, through increased safe migration options, effective regulation of public and private employment agencies, and accountability of unscrupulous actors."

Activities were designed within the three areas to contribute to achieve the immediate objectives, and contribute to the overall development objective. The project is designed to contribute to the ILO's Programme and Budget results based management system, specifically outcome 15, forced labour is eliminated, and outcome 7, more migrant workers are protected and more migrant workers have access to productive employment and decent work⁷.

⁷ In the 2018-19 Programme and Budget results, this work would now fit under outcome 8 'Protecting workers from unacceptable forms of work' and outcome 9 'Fair and effective international labour migration and mobility'

The project works at both the national and global level, with an emphasis on innovation and learning through piloting new strategies, with the aim to identify what does and does not work, and document scalable strategies for future projects.

Purpose, Scope and Methodology of the Evaluation

The mid-term evaluation will review the FAIR project as a whole, addressing issues of design, implementation and achievement, relevance, sustainability, and special concerns. The role of the evaluator is to facilitate assessment and discussion among the FAIR project team and other ILO officers, and identify achievements, lessons learned and strategies for sustainability.

The evaluation included a desk review of existing documents, and Skype interviews with ILO Geneva staff, National Project Coordinators and a series of stakeholders globally and in the countries of implementation. During the initial phase of the evaluation, the evaluator was in Jordan for other purposes, and so in consultation with ILO, took the opportunity to meet with the Jordan stakeholders face-to-face. All other interviews were conducted via Skype or phone. A list of interviews is included in Annex A, and a sample list of questions in Annex B.

A list of suggested aspects for review were suggested by the FUNDAMENTALS Research and Evaluation Unit in the evaluation TOR. The data collected during the desk review and interviews were used to analyze the status of the project, and identify which of the suggested aspects were important for the project to assess in the evaluation workshop.

Based on this assessment, a suggested schedule for the workshop has been developed and included in this briefing paper. The workshop will include the FAIR project's Geneva based staff, and via Skype, the NPCs in the four countries of intervention.

Limitations of the MTE

The main limitation of the evaluation is the need to conduct most of the interviews remotely. This reduces the ability of the interviewer to respond to non-verbal cues and direct the interview accordingly. The limitation was mitigated by careful development of an interview guide which was revised for individual interviews. The interviews were conducted in a semi-structured manner to allow for probing of emerging points. The vast majority of interview participants were willing to talk for extended periods. Only 3 interviews were reduced because of time constraints, and even in these interviews, the participants allowed enough time for the most pertinent questions to be asked and answered.

Two stakeholders were not available for interview. A series of questions was sent to one of them and answers emailed back. However, the quality of information is reduced via this method. It is difficult to obtain in-depth answers and not possible to probe for additional information.

A further limitation is the necessity to translate interviews with Tunisian stakeholders. This reduces the effectiveness of the interview to a minor degree. The NPC translated the interviews. The NPC speaks good working English but is not fluent. This may have led to the meaning of some responses being lost or misunderstood. The problem was mitigated by sending the interview guide to the NPC ahead of the interviews and rephrasing certain questions to allow the subject to be discussed twice, and thus ensuring understanding of the response.

Time limits meant the evaluator could not speak with more interview participants or ultimate beneficiaries such as migrants who have been involved the pilot activities. However, a broad range of

interviews were undertaken, with stakeholders involved in all three outcomes of the project. It is judged that enough interviews were conducted to gather the data needed to allow the workshop to cover the necessary aspects of the project.

Participation of the NPCs in the workshop was limited because of the need to conduct the workshop via video conference. Time zone difference also affected how many sessions they could attend. That said, all did participate effectively in many sessions, and the exercise appeared to have been a good learning tool for them.

Achievements of the Project so Far

This project is designed as a pilot and learning project, and it is currently 2 years into a 3-year project. Many of the project activities required research and study in order to identify opportunities for intervention and feasibility of ideas. The project also needed to identify staffing, negotiate with implementing partners, and set up reporting and monitoring structures. The speed of implementation has varied among different activities. Areas where ILO had a well-established program linked to this work already, such as Jordan where ILO could build on the Better Work project, or where ILO could take the global lead in developing guidelines, such as the 'General Principles and Operational Guidelines for Fair Recruitment' have made more progress. Other areas have taken longer to establish, often caused either by external factors, such as the complaint against the project by the Association of Labour Recruiters in Nepal, or a recognition that the initial project design needed refinement, as happened in the Philippines.

However, overall the project should be able to complete most of the outputs and achieve most the outcomes identified in the project logframe. This assessment comes with three caveats. First, as noted above, not all of the planned outputs and activities proved to be feasible, and this has led to a revision in strategy. Second, project may not achieve the numbers of beneficiaries, outlined in the log-frame, which can be linked back to the delays in implementation of certain activities. Finally, because some of the activities are delayed, understanding whether all the innovative strategies designed are actually working in practice will be harder, and thus their ability to feed into the design of a next stage of the project will be reduced. Examples include the migrant monitor website and the rapid response referral system implemented by ITUC and MFA. The websites will not be operational until later in the year, and so identifying any challenges or adjustments needed for the next phase may not be possible before the next project is designed.

The most notable achievements of the project (activities and outputs, not yet outcomes), to date are:

Global

- The drafting, finalization and adoption of the 'General Principles and Operational Guidelines for Fair Recruitment' at a tripartite meeting of experts, which have since been accepted by other UN agencies and NGOs, most notably IOM.
- Signing of agreement to build migrant recruitment monitor website, design of the tools, and initial collection of stories in preparation for the launch in November.
- Collaboration and coordination with national affiliates of ITUC to support the roll-out of the website at national level.

Nepal/Jordan

- The development of an MOU between the Governments of Jordan and Nepal on the treatment of Nepalese migrant workers in Jordan. This agreement should be signed by both governments in the coming weeks.
- The development of a pre-departure awareness and soft-skills training course for Nepalese workers to compliment the skills training given by Helvetas Safe Migration Program
- The initial placement of 45 fairly recruited and trained Nepalese workers in Jordan garment factories. Initial feedback shows the workers have a good awareness of their rights and the obligations of the factories and are empowered to raise concerns if they have them, (this feedback is anecdotal, and not part of the impact evaluation TUFTS will conduct).
- Feedback from other recruitment firms in Nepal that they would like to be part of the project.
- Feedback from other factories in Jordan that they would like to be part of the project.
- Public engagement of key garment brands sourcing from the Jordanian garment sector, such as Nike, Gap and New Balance.
- Bilateral consultation between GEFONT and JTGCU to ensure adequate protection of Nepali garment workers in Jordan and their participation in next elections of the JTGCU board.

Philippines

- The study-based decision to revise the project in approach in the Philippines, based on evidence that working with cooperatives would not be feasible. This was based on the completion of a study by a local academic.
- Agreement with TESDA that the issue of training fees needs to be address and standardized, and agreement to work on research to allow for proposed changes in policy.
- Agreement on corridor approach with Hong Kong. Strong support from the China ILO office and IN-WORK branch.
- Signing of implementation agreement with Hong Kong Federation of Asian Domestic Workers Unions.
- A comprehensive program with the National Union of Journalists in the Philippines, which includes preparation for journalism workshop and coaching program, similar to the Tunisian approach, to commence in August.

Tunisia

- Persuading the various stakeholders to sit round the same table to discuss the issues and problems.
- Agreement with Pôle Emploi to work on a joint support to build the capacity of ANETI and ATCT
- Agreement with ANETI and ATCT and a “parcours d’apprentissage” for counsellors for international placement
- Completion of workshops for journalists, and identification of mentors to support journalists developing media pieces.
- Adoption of UGTT action plan and placement of 9 focal points in 4 offices of the UGTT to support migrant workers following organization of sessions of dialogue between union officials and migrant workers in different regions.
- One trained journalist has won an award from IOM for coverage of migration issues.
- IOM has approached CAPJC to work on migration issues.

The following table is based on the table used in the progress report. The output summary has been updated by the evaluator provide a summary of progress to date. The table can be reviewed and updated further (including the percentage complete and output status) during the workshop.

OUTPUT DELIVERY			
Output	Percent complete	status	Output summary
Outcome 1: Fair recruitment corridors based on the implementation of FPRW established to prevent abusive recruitment practices			
1.1	Pilot model 1 on fair recruitment is developed in the garment industry in Jordan		First batch of workers (33) have arrived in Jordan. Skills training course has been revised and implemented with Helvetas. Pre-departure curriculum has been designed and integrated into the skills training. Delays occurred due to challenges of recruitment and complaints from other recruiters
1.2	Pilot model 2 on fair recruitment is developed in collaboration with fair labour recruiters in the Philippines		Research study is complete and a revised approach developed. Corridor with HK has been agreed and agreements with HK TU signed to conduct work there. TESDA has agreed to research on the charging of fees for training
1.3	Pilot model 3 on fair recruitment is developed with public employment agencies in Tunisia		Diagnostic finalized and action plan agreed Capacity building program developed for counsellors of ANETI and ATCT to ensure protection of Tunisian workers placed abroad (yet to speak to relevant stakeholders)
Outcome 2: Access to reliable information and services provided to low skilled migrant workers in the recruitment process			
2.1	"Trip Advisor" recruitment model designed and tested by the ITUC		Agreement signed with ITUC. Testimonies are being collected and national affiliates engaged. Tools developed. Website is expected to go live in November
2.2	Trade unions are empowered to protect migrant workers through organizing and increased coordination with key stakeholders on recruitment issues		9 focal points have been placed in 4 regional offices of UGTCC in Tunisia. Sensitization sessions between union leaders and migrants held. Visit of GEFONT to Jordan was arranged. Discussions on an MOU have begun. Implementation Agreements with FADWU and SENTRO in planning for union work across the Philippines-Hong Kong corridor
2.3	Violation reporting system designed and tested for better identification of recruitment abuses		Yet to speak to MFA
Outcome 3: Disseminate and enhance global knowledge about recruitment through flagship report air recruitment guidelines and engagement with the media			
3.1	Media sensitized to labour recruitment issues, investigate recruitment abuses and promote solutions tested in ILO pilot models		Global Media Competition held for 2016. Fair Recruitment ads published in newspaper "La Presse" in Tunisia.

		Media training has begun in Tunisia, and will take place in Philippines in August. In Tunisia, local mentors/trainers have been identified and work with the trainees between workshops to develop skills on actual stories. In Nepal, ILO partnered with PANOS to introduce the topic of fair recruitment in their media fellowship program
3.2	Background report on fair recruitment guidelines developed and tripartite meeting of experts organized	FAIR Recruitment Guidelines have been drafted, finalized and agreed to at a tripartite meeting of experts. Other UN Agencies, NGOs, Governments and social partners have agreed and use them.

Summary of Key Initial Findings

Relevance and Design

These two criteria have been combined into one for the briefing paper, as many of the issues overlap:

- Stakeholders

The key stakeholders who have oversight of the project, are as with most ILO projects, the tripartite constituents. Ownership of the project varies among the constituents, but most of the stakeholders seemed to understand the goals of the project, recognize the intervention was necessary, and supported the actions. However there were a small number of stakeholders who struggled to distinguish this project from other ILO projects, and particularly in Jordan there seemed a limited recognition that recruitment abuses, especially the charging of fees was still a problem for migrant workers. No stakeholder was unsupportive of the project though. Communication on the project could be better in some areas, as not all stakeholders were aware of the details of the project, and the vast majority were not aware of project successes and implementation goals in other countries.

The nature of the project meant in some areas ILO had to make some key decisions when selecting implementing partners. As a rule, it appears that ILO favoured longer-term considerations over the ability to achieve quick but possibly not so meaningful impacts. The project is to be commended for this, and this should be borne in mind when considering the delays in implementation.

Particular examples of the selection of implementing partners include:

- FSI Nepal: FSI were identified as the only fair recruiter which had a demonstrated model of fair recruitment the project needed. However, they had no experienced in the garment sector, and did not have the community reach needed to persuade potential workers to sign up for the project. A rival recruiting agency also complained to the Nepalese Government about the project and was successful in placing a block on recruitment letters, which ILO has successfully resolved (and the unblocking can be considered a key achievement of the project). Both of these issues caused delays in the project. However, the selection of FSI was necessary because of the need to find a recruiter who would commit to fair recruitment approaches. The project has been approached by other recruiters who wish to participate in the project, which can be taken as a

sign that working with a fair recruiter signalled to other recruiters that this approach can fit into a business model.

- ITUC: The development of the migrant monitor website has been slower than originally planned, and possibly could have been conducted more quickly by an NGO. However, working to build this into the structure of the trade unions, both internationally and nationally, gives the website a greater chance of sustainability. The national affiliates are well-placed to reach workers, and by ensuring it is guided by the international body, means the potential for transfer to other countries is greater than if just controlled by a national organization. The trade-off has been the length of time taken to get the website ready for development and affiliates of ITUC on board.
- TESDA: Not originally in the project design, the Philippines approach, and thus the inclusion of TESDA was adapted based on the findings of the initial feasibility study. The inclusion of TESDA targets a need which POEA has been pressing TESDA on for a while, that of evidence to support a change in policy on charging of training fees. It also allows the project to test ways of addressing one of the key concerns related to recruitment; namely identifying and responding to the ways recruiting agents use to get around laws designed to stop them charging fees.
- NUJP: The selection of NUJP in the Philippines ensures that the media training program is localised, adapted to their needs, and implemented by the union itself allowing for replication in coming years.

- Assumptions and Risks

The PRODOC contains a number of risks and assumptions. Some have proved relevant during the implementation. There were some risks that were missed, such as the fact the strategy in the Philippines would not be feasible within the regulatory framework, and others which cannot yet be assessed as the implementation of that section of the project is not yet complete. A session reviewing the risks and assumptions, updating the table, and analysing whether the project responded to challenges appropriately, is proposed in the workshop schedule.

- Logical Framework and Theory of Change

The initial log-frame of the project was revised with the approval of the donor after the first year of implementation. Adjustments were made, based on initial findings, most notably changing the approach in the Philippines. The overall theory of change is laid out in the PRODOC, but a visual version has only been made for the Jordan-Nepal corridor.

The initial findings show the overall approach of the log-frame is still valid. However, some of the indicators may not be achievable due to the late start of some activities, and as such the log-frame may need further revision. A session on the log-frame and theory of change is proposed in the workshop schedule.

- Timeframe

Many activities in the project have been subject to a number of delays, and as a result many are only just getting started. It would appear that most of the activities and outputs will be complete by the end of the project. The project is on track to achieve the overall outcomes listed in the log-frame, although some of the indicators listed for the outcomes will need to be revised. The most significant change is the reduction in fairly recruited workers in Nepal because of the delays the project faced from the complaint against it and the difficulties FSI initially faced due to a lack of local recruited staff in the regions. Other minor changes in the indicators may also be needed and will be discussed during the workshop. The logical

sequencing of the project, also seems valid. The project sought to conduct consultations and research prior to finalizing strategies for individual outputs. This was most notably successful in changing the strategy for the Philippines, and identifying key areas of intervention in Tunisia. The project probably did not budget enough time for unexpected delays or the need to change strategy. As a pilot project, it could have been identified that delays were likely to occur, as issues were harder to predict.

In general, the belief of the vast majority of evaluation participants is that the timeframe for the project was too short. This opinion is linked to questions concerning the sustainability of the project, and much of this opinion appears to come from viewing sustainability through the lens of a normal development project rather than a pilot project. As this project is a pilot project, designed to identify good and promising practices which can be carried forward in future projects, sustainability is more linked to what can be carried forward in future and have long-term impact. Certainly, the donor is viewing the work as being longer than 3 years.

Although the majority of activities should be completed by the end of the project, the main concern the project will face is how to identify what is working well and potentially scalable before the next project starts. ILO, with the support of the donor, is starting to consider the design of the next project. As activities such as the work with the Union in Hong Kong, the media training in the Philippines, and the migrant monitor website are only just beginning to become operational, it is going to be difficult to analyze their success and decide on the next courses of intervention, while ensuring there is not a gap in between project.

- Gender Considerations

The project does not specifically include gender as a consideration in the PRODOC or the progress report. The activities have generally not been designed through a gender lens. However, the project does target two groups which are particularly vulnerable, and the vast majority of which are women. These are domestic workers in the Philippines-Hong Kong corridor, and garment workers in the Jordan-Nepal corridor. Discussion on how and whether the project can improve its gender mainstreaming will be discussed in the workshop.

Implementation

- Management

The management structure of the project is more complicated than usual ILO projects because of the involvement of different branches. However, the structure appears to be working well. Although NPCs officially are managed by their Country Directors, the communication between both FUNDAMENTALS and MIGRANT with the NPCs works well, and NPCs did not report concerns about the management structure.

All of the NPCs had developed workplans, although they not using standard tools for this. The project produces annual progress reports. So far only one has been produced, the next one is due in October 2017. There does not appear to be a system of regular written reports on project progress, this is instead done through regular Skype calls and where in-country missions. A possible topic for discussion in the workshop, would be whether a more systematic reporting structure would be helpful or an additional burden on the NPCs and CTA.

One area of concern (which may be linked to the reporting system) is a somewhat fuzzy understanding of the targets within the log-frame. For example, 3 separate target numbers were reported to the evaluator

by various stakeholders on the numbers of Nepalese workers who are supposed to be fairly recruited and trained by the project.

The only area where management concerns were raised, regarded financial management and authorization for expenditure (including development of agreements and contracts). Feedback was given that the process for authorizations was onerous and could delay activities. This is particularly a concern in Jordan where some authorizations come from Beirut (the country office in charge of Jordan) and others from Geneva. Different systems and forms are used by the two offices. Another key gap is that the Tunisia NPC does not have administrative support and his time is taken up fulfilling administrative tasks which eats into the time available for program work.

- External Challenges

The project has faced certain external challenges which have slowed the implementation of activities:

- The challenge to the issuing of recruitment letters in Nepal

It probably could have been anticipated that recruitment agencies in Nepal would have a negative reaction to having their business models challenged, but possibly the type of reaction, and the initial acquiescence of the Government to block recruitment letters could not have been predicted. The ILO worked effectively to resolve this issue but it has slowed down the project, and certain activities, most notably the research by Tufts has been impacted as a result.

- The change in approach in the Philippines

The project had to change course in the Philippines because the regulatory system would not allow for Coops to undertake recruitment. As a pilot project designed to test different approaches, it is not surprising that certain approaches needed to be changed. By revising the strategy promptly, the project is still able to test approaches in the Philippines.

- Stakeholder Officer Turnover

The Government of the Philippines changed during the project. There has also been turn-over in the Ministry of Labour in Jordan and in the leadership of UGTT. This has the potential to reduce the ownership of the project by the relevant ministries, and lead to delays and duplication as advocacy work needs to be re-done.

- Resources

The total budget for the project is \$3.8 million. Nepal, Tunisia, and the Philippines have budgets decentralized to them, of \$160,461, \$321,953, and \$429,734 respectively. The Jordan budget is controlled by Geneva and totals \$404,166. As of July 2017, the Global budget had utilized 60% of the budget, Tunisia, 47%, Philippines, 54%, and Nepal 47% (including encumbrances). The project will complete 2 years, or 66%, at the end of July 2017. Within the global budget, the allocation for Jordan is 70% spent. As such on a purely percentage basis, the project is behind in spending, particularly in Nepal and the Philippines. However, given the usual inception times in a project, the need to wait on some activities until studies had been completed, and the burn rate of the budget is not outside of what might be expected.

The project is well resourced at the global level. Technical experts from different units contribute to the project. As such the project can rely on input from both the FUNDAMENTALS and MIGRANT branches. ILO also contributes staff who are not funded by the project. The FUNDAMENTALS Research and Evaluation

Unit contribute staff time, particularly in overseeing the Tufts impact evaluation. Additionally, the project has received support and inputs from staff from other branches at certain times.

- Communication

The evaluation found mixed results on communication.

- Internal Communication: There is strong internal communication between departments. FUNDAMENTALS and MIGRANT have shared the responsibilities well, and brought in other branches when necessary. This should not be under-estimated. The opinion of many staff is that ILO branches often work in silos. This level of cooperation provides a valuable example to ILO of the benefits of working across branches.

The communication between Geneva and the individual NPCs was also found to be good. Regular follow-up and support is provided, along with support missions. However, there was limited awareness in one country of what another country was doing. This is reduced to an extent between Nepal and Jordan as much of the work involves a joint approach. It would be beneficial as the project begins to experience the benefits and challenges of implementing the particular approaches, if a system for cross-sharing was developed.

- Communication with stakeholders: There are mixed findings on whether the stakeholders felt they had enough information about the project as well. Stakeholders who were actively involved in implementation in general had a better awareness of the project. However, even here there were examples of a limited communication. One stakeholder who is actively involved in the work on the 'trip-advisor' website with ITUC, was not actually aware that this was part of the project, and was surprised to be asked questions about it.

Some of the tripartite constituents who were more involved through an advisory capacity had limited awareness of the particular work of the project, although all had an idea of the overall objective. Not all countries have PACs, and this is a potential weakness in ensuring ownership of the project. Most stakeholders had a very limited awareness of what was being conducted in other countries.

- Synergies

The project has established synergies with a number of other different branches and projects within ILO including the Work in Freedom project, REFRAME, and Better Work Jordan. As noted the management structure has involved strong communication between FUNDAMENTALS and MIGRANT, and other branches, and this philosophy appears to be carried over into aligning with other projects. Some of the NPCs work on more than one project, often with common aims, and this supports synergies as well.

One aspect for discussion in the workshop is whether the individual outputs within the project are supporting each other enough, and what are the ways the findings from the project can be used to support the work of ILO, and other UN agencies and NGOs.

Sustainability and Scalability

- Measurement

The project has a strong monitoring element in part of its work. Leveraging the relationship which already exists between Better Work Jordan and Tufts University, the project has commissioned an impact evaluation of the effects of fair recruitment on migrant workers coming for Jordan from Nepal. This has

the potential to provide strong evidence on fair migration for both trade unions and enterprises, and be a useful advocacy tool for future work. It has some challenges, specifically related to delays in project implementation meaning the study should probably be extended beyond the end of the project, and some concerns about identifying non-participating factories to supply a control group.

Consideration should be given to how to measure the impact of other elements of the project, how to link to other initiatives of ILO, and how to make the findings available beyond the current stakeholders of the project. As many of the initiatives are in their initial stages, identifying how to measure immediate effects, which might also provide a baseline for future work would be advisable. It is probably not possible to have as large a study as the Tufts study in other areas, but how to gather monitoring data using existing resources and partnerships can be a focus for the remainder of the project. Examples could be, the monitoring of media following the various workshops in Tunisia and the Philippines, gathering of testimonies from migrant workers who access support from trade unions, and gathering of feedback of migrants who use the 'Trip Advisor' website and the support services of Migrant Forum in Asia.

- **Sustainability**

One of the key challenges of a pilot project is identifying what initiatives can be sustainable, and how they can be scaled up. The donor made it clear during a phone call that the traditional ideas of sustainability within a development project are not so relevant at this stage of the project. The donor is looking for the identification of ideas which can be scaled up, provide evidence of workability, and have the ability to influence policy.

The initial review found there are concerns about sustainability/scalability in some of the activities:

The skills training provided by Helvetas. It was clear in discussions with various evaluation participants, that currently the factories would not be prepared to pay for the skills training. Factories believe that they still need to train workers on their own systems when they arrive in Jordan anyway, and so do not see the justification for spending money on this work.

There was a mixed opinion of how important the skills training was anyway. The tripartite constituents in Jordan, strongly indicated that the awareness raising section of the training, concerning life in Jordan, the unified contract, working and living conditions, and areas of support, was far more important than the skills training. It is understood there is a mixed response concerning the skills training among the factories. The Nepalese stakeholders were more convinced of the need for skills training, believing their workers to suffer a comparative disadvantage compared to the workers from other countries.

The identification of workers and number of fair recruiters. Currently the project works with one fair recruiter. This partner was not even involved in recruitment in the garment industry prior to the project, and the project was unable to find recruiters with experience in the garment industry who were willing to participate in the project. Workers in Nepal are so used to being asked for fees that one of the challenges the fair recruiter has faced is being treated with suspicion when they inform potential recruits that they won't have to pay anything. Many communities think something must be being hidden from them. Given the large number of recruitment agencies in Nepal and the general community attitude towards expecting fees, the question of how to scale up significantly does threaten sustainability. Mitigating these concerns are the fact the Government of Nepal seems to be taking recruitment abuse issues seriously and that garment factories, pushed by their buyers, are requested fair recruitment. A number of other recruitment

agencies have approached ILO and wish to be part of the project, which suggests mindsets are changing and thus hints at sustainability.

The capacities and buy-in of the Trade Union in Jordan. Nepalese workers in Jordan face considerable challenges to representation. Although they are automatically enrolled in the Trade Union when they arrive in country, they do not have voting rights and also do not have an embassy in the country. The problem of recruitment abuses by agencies, particularly charging of fees, did not seem to be recognized as a problem by the Trade Union in Jordan.

Despite these concerns, there were areas where levels of sustainability can already be seen. These include:

- The identification of focal points in regional areas of UGTT.
 - The acceptance of the need to set a policy on charging of training fees by TESDA.
 - The recognition of an increasing number of garment factories of the need to be compliant on recruitment fees, which is most probably driven by buyer demand.
 - The plan to develop media guidelines and training modules which will be institutionalized within the training system in the Philippines.
- Phase out strategy

There does not seem to be a phase-out strategy developed for the project activities yet, but given this is a pilot project designed to test various approaches, and the donor is keen to consider funding a second stage which sees activities scaled up, it is perhaps not necessary for there to be a phase out strategy yet. Instead, the project needs to identify which elements of the project will be included in future work and consider how the next stage of the project will build towards sustainability. For elements of the project which are not going to be continued, ILO should consider how best to exit the work, and inform the relevant stakeholders.

Key Questions for the Workshop

The TOR provides a series of aspects for the evaluation and the workshop to consider. The goal of this is to facilitate discussion among the ILO team on the status of the project, identifies critical issues, and discusses future needs for both the current project and future work. The TOR suggested a number of questions within 5 criteria; design, relevance, implementation and achievement, sustainability and special concerns. The evaluator was asked to assess what are the key questions to be considered, based on the results of the desk study and the interviews.

In order to simplify the process for the workshop the aspects suggested in the TOR have been consolidated into key guiding questions for the workshop. These are areas of key discussion which will stimulate discussion and learning among the FAIR project team and help answers the evaluation questions for the final report.

4. Design/Relevance

- Is the log-frame still relevant? Does the theory of change still hold? What changes need to be made?
- Are the risks and assumptions listed in the PRODOC still valid? What risks and assumptions were missed? Could delays/challenges have been foreseen or mitigated differently?

5. Implementation

- Will the project achieve its outcomes, outputs, and activities?
- What are the key initial/potential impacts and successes the project has had?
- If there are delays in activities, what changes are needed to ensure completion?
- Are resources sufficient, and should they be re-allocated at all?
- Should the project try to expand any elements of the project at this stage? (for example; more factories or recruiters in Jordan-Nepal)
- Is communication between branches/countries/other projects/partners sufficient? What are the ways to improve it? Would this help sustainability and future work?
- Are linkages being made between the different outcomes?

6. Sustainability and Replicability

- Which initiatives are showing the most promise for sustainability? Is there evidence of ownership among the implementing partners and tripartite constituents
- What initiatives are showing the most promise for replicability and upscaling in a phase 2?
- Given the delays in implementing many elements of the project, how can ILO identify the key emerging good practices and lessons learned, and the areas which aren't working prior to the next phase of the project?

Suggested Workshop Schedule

Time	Session	Goal/Outcomes	Methods	Participants
Thursday 10 th August				
8.50-9.00	Testing of communication system			All
9.00 – 9.10	Introduction	Understanding of the schedule	Presentation	All
9.10-9.30	Presentation of the Initial Findings	Awareness of the Initial Findings	Presentation	All
9.30 -11.00	Review of strengths/weaknesses of the project	SWOT analysis of the project Understanding of strengths and weaknesses of project partners	Group discussion	All
11.00 – 11.15	Break			
11.15-12.15	Philippines – summary of progress and challenges	Identification of any roadblocks and key issues- Understanding of the way forward for the rest of the project	NPC to highlight any key success and challenges, and promising areas for replication-Questions raised from evaluation findings Review of budget	ILO Geneva Hussein Other NPCs
11.15 – 12.15	Nepal and Jordan– summary of progress and challenges	As above	NPCs to present response to questions set in email	ILO Geneva Niyama & Suha Other NPCs
	Lunch			
14.00 – 15.00	Nepal and Jordan – continued	As above	Follow-up by ILO Geneva to points raised before lunch Possible discussion of initial Tufts findings	ILO Geneva Suha & Niyama Other NPCs
15.00 – 16.00	Tunisia – summary of progress and challenges	As above	As above	ILO Geneva Mohamed Other NPCs
16.00 - 16.15	Break			
16.15 - 17.00	Communication- Internal and External	Review current internal communication systems and identify if these can be improved How well are external partners and	Group Discussion	ILO Geneva team and any NPCs whose time zone allows

		stakeholders being kept informed of the project? Are the successes of the project being disseminated to the right places? Assess how monitoring is being used to inform other work within ILO		
17.00 - 17.45	Budget	Building on the comments by NPCs, review whether remaining budget is allocated effectively and are there enough resources	Group review	ILO Geneva team
Friday 11 th August				
09.00 - 11.00	Review of log-frame, theory of change, and risk matrix	Observe understanding of the log-frame Identification of any changes needed Review and update of risks and assumptions	Reconstruction of the logic model Break-out sessions on risks and assumptions	All
11.00 - 11.15	Break			
11.15 – 12.00	Monitoring and Evaluation	Review how change is being monitored and evaluated and identify how M&E can be improved.	Group discussion Break-out groups for different elements	All
12.00 – 12.45	Lunch			
12.45 – 13.15	Briefing on final evaluation product with Alix and Ricardo	Agreement on key evaluation points and development of report		Alix, Ricardo, and Chris
13.15 – 13.45	Innovation: What are the key innovations of the project?	Identify what are the key innovations and how they can be developed further	Group Discussion	ILO Geneva team and available NPCs
13.45 – 15.15	Discussion of next phase:	Key qus: Additional corridors or sectors? How to identify what will work with much of the implementation in early stages	Group Discussion	ILO Geneva team and available NPCs
15.15- 15.45	Break			

15.45 – 16.15	Wrap-up	Review of workshop findings Identification of lessons learned, GPs and recommendations	Presentation by Chris-participatory voting on recommendations	ILO Geneva team and available NPCs
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Annex 1: List of Stakeholders Interviewed

Date	Name	Position	Organization	Method	Location
10/07	Alix Nasri Ricardo Furman	Technical Officer Senior Evaluation Officer	FUNDAMENTALS, ILO	Skype	Geneva
14/07	Alix Nasri	Technical Officer	FUNDAMENTALS, ILO	Skype	Geneva
18/07	Suha Labadi	NPC	ILO	In-person	Amman
19/07	Maraqa Ayeh	Program Officer	SDC	In-person	Amman
19/07	Haytham Al Khasawneh	Acting Secretary General	Ministry of Labour	In-person	Amman
20/07	Dina Al Khayyat	Director	JGATE	In-person	Amman
20/07	Fathalah Al Omrani	President	Garment TU	In-person	Amman
20/07	Mohamed Belarbi	NPC	ILO	Skype	Tunis
20/07	Niyama Rai	NPC	ILO	Skype	Katmandu
21/07	Heike Lautenschlager Maria Gallotti	Technical Officer	MIGRANT, ILO	Skype	Geneva
21/07	Hussein Macarambon	NPC	ILO	Skype	Manila
24/07	Suha Labadi	NPC	ILO	In-person	Amman
24/07	Ira Rachmawati	Migrant Recruitment Monitor Manager	ITUC	Skype	Brussels
25/07	Jillian Roque	Migrant Recruitment Monitor Project Coordinator	PSLINK	Skype	Manila
26/07	Marc Capistrano	Managing Director	Staffhouse International	Skype	Manila
26/07	Maria Susan Dela Rama Nelie Llovido, Gina Tomaque,	Executive Director, Certification Office Chief - Technical Educations and Skills Development Specialist (TESDS) Supervising TESDS, Certification Office - Competency Assessment Division	TESDA	Skype	Manila
26/07	Tareq Abu Qaoud	Program Manager, Better Work	ILO	In-person	Amman

27/07	Ragavan Samuel	HR Manager	Classic Fashion	Phone	Amman
27/07	Charles Autheman	Independent Consultant		Skype	Paris
28/07	Ricardo Furman	Senior Evaluation Officer	ILO	Skype	Paris
31/07	Rene Cristobal	Governing Board Member	Employers Confederation of the Philippines	Skype	Manila
31/07	Pietro Mona	Donor Representative	SDC	Phone	Berne
01/08	Neha Chaudhary Indra Gurung	Migration Manager Regional Director	FSI	Phone	Katmandu
01/08	Sami Oueslati	Responsable de la Formation	CAPJC	Skype	Tunis
01/08	Naima Hammami	SG Adjoint	UGTT	Skype	Tunis
02/08	Sunila Baniya	Program Officer	Helvetas Swiss Intercooperation Nepal	Skype	Katmandu
02/08	Ramesh Badal	Secretary of the Foreign Affairs Department	GEFONT	Skype	Katmandu
04/08	Niyama Rai	NPC	ILO	Skype	Katmandu
07/08	Hichem Boussaid	Responsable unité du placement et de l'emploi à l'international	ANETI	Skype	Tunis
08/08	Kieran Guilbert	West Africa Correspondent	Thomson Reuters Foundation	Skype	Dakar
08/08	Farhan Ifram	CEO	MAS Holdings	Skype	Amman
09/08	Phillip Fishman	Senior Advisor	FUNDAMENTALS, ILO	In-person	Geneva
15/08	Tatcee Macabuag Agnes Matienzo	Complaints Mechanism Coordinator MFA Work-in-Freedom Coordinator	MFA	Skype	Manila

Annex 2: Interview Guide

Below is a sample set of questions asked to stakeholders. A semi-structured interview format was used, so follow-up questions were often asked, and certain questions dropped if not relevant to the particular stakeholder or had been answered already in response to a previous question. Specific questions varied dependent upon particular issues to be asked of certain stakeholders.

- Can you explain your organization's role in the project?
- Were you consulted during the design of the project? Are you happy with how the project has been designed?
- What do you see as the purpose of the project? What is it trying to achieve and how does it do this?
- Have there been any major changes in context since the project started which ILO should make adjustments for?
- How important is the issue of fair recruitment in Tunisia/to your government/organization etc?
- What have been the main successes so far?
- Have there been any policy changes as a result?
- What are the major challenges?
- Do you think this project could be used in other sectors or destination/departure countries? Which ones and how?
- Do you have plans for continuing the work after the project has ended?
- What is the added value of ILO? What does ILO provide on this that other UN agencies or NGOs can't?
- What lessons learned can you identify and what recommendations do you have?

Annex 3: Schedule of the MTE

Activity	Dates
Contract Finalization	3-14 July
Initial Briefing	10 July
Desk Review	10-15 July
Initial Briefings with NPC	17-21 July
Interview with Key Stakeholders	19 July – 15 August
Submission of Briefing Document	4 August
Feedback on Briefing Document	7 August
Pre-workshop Meeting with FUNDAMENTALS Geneva team	9 August
Workshop in Geneva, and debriefing.	10-11 August
Preparation of draft review report	14-20 August
Circulate draft report to stakeholders & consolidate comments	21 August -1 September
Finalize review report taking into views the consolidated comments	4 September