



International Labour Organization

iTrack

Evaluation Unit (EVAL)

ILO - EVALUATION

- **Evaluation Title:** Regional fair migration project in the Middle East (FAIRWAY project)
- **ILO TC/SYMBOL:** RAB/15/03/CHE
- **Type of Evaluation :** Independent Mid-Term Evaluation
- **Countries :** Lebanon, Jordan, Kuwait, Bahrain and the UAE
- **Date of the evaluation:** October – December 2017
- **Name of consultant(s):** Pierre Mahy
- **Administrative Office:** Regional Office for the Arab States (ROAS)
- **Technical Backstopping Office:** Regional Office for the Arab States (ROAS)
- **For Joint Evaluations:** Lead Agency: Participating Partner Agencies:
- **Date project ends:** December 2018
- **Donor: country and budget** Swiss Agency for Development Cooperation (SDC)
USUS\$ 2,345,832
- **Evaluation Manager:** Nathalie Bavitch
- **Evaluation Budget:**
- **Key Words:**

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

Table of Contents

1 EXECUTIVE SUMMARY	4
2 PROJECT BACKGROUND	8
3 EVALUATION METHODOLOGY AND EVALUATION QUESTIONS.....	13
4 STATUS OF OBJECTIVES – KEY RESULTS.....	20
4.1 ACTIVITIES IN RELATION TO OUTCOME 1 AND 2	20
4.2 ACTIVITIES IN RELATION TO OUTCOME 3	15
5 ANSWERS TO EVALUATION QUESTIONS	21
5.1 RELEVANCE AND STRATEGIC FIT	21
5.2 VALIDITY OF DESIGN	24
5.3 EFFECTIVENESS	27
5.4 EFFICIENCY	32
5.5 EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS	33
5.6 GENDER EQUALITY AND PROMOTION	34
5.7 IMPACT ORIENTATION	35
5.8 LESSONS LEARNED AND GOOD PRACTICES	36
6 CONCLUSIONS AND RECOMMENDATIONS	38
6.1 OVERALL ASSESSMENT	38
6.2 RECOMMENDATIONS	38
APPENDICES	41
APPENDIX 1: TERMS OF REFERENCE FOR THE EVALUATION	42
APPENDIX 2: LIST OF PERSONS AND ORGANISATIONS INTERVIEWED	56
APPENDIX 3: LIST OF DOCUMENTS AND PUBLICATIONS CONSULTED	58
APPENDIX 4: LOGICAL FRAMEWORK MATRIX	59
APPENDIX 5: MEMBERS OF THE FAIRWAY POLICY ADVISORY COMMITTEE	67
APPENDIX 6: LIST OF RESEARCH STUDIES AND TECHNICAL PAPERS	69
APPENDIX 7: PMF REVISED BY THE PROJECT AFTER THE EVALUATION	71
APPENDIX 8: LESSONS LEARNED AND GOOD PRACTICES	81

List of Acronyms and Abbreviations

ACTRAV	(ILO) Bureau of Workers' Activities
ATUC	Arab Trade Union Confederation
CTA	Chief Technical Adviser
DWCP	Decent Work Country Programme
DWT	Decent Work Team
DWU	Domestic Workers Union (Lebanon)
FPRW	Fundamental Principles and Rights at Work
GBFTU	General Federation of Bahrain Trade Unions
GCC	Gulf Cooperation Council
HQ	Headquarters
IDWF	International Domestic Workers Federation
ILO	International Labour Organization
ITUC	International Trade Union Federation
LFM	Logical Framework Matrix
MFA	Migrant Forum in Asia
OSH	Occupational Safety and Health
OVI	Objectively Verifiable Indicator
PAC	Policy Advisory Committee
POC	Project Oversight Committee
PMF	Project Monitoring Framework
ROAP	(ILO) Regional Office for Asia and Pacific
ROAS	(ILO) Regional Office for Arab States
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
TCPR	Technical Cooperation Progress Report
TO	Technical Officer
UAE	United Arab Emirates
WIF	Work in Freedom

1 Executive Summary

The FAIRWAY project was designed to improve protection and Decent Work outcomes for migrant workers in the Middle East. It is intended to implement interventions to promote fair migration in Bahrain, Kuwait, the UAE, Jordan and Lebanon, selected on the basis that they all, to varying degrees, face problems and indicated willingness to work towards fair migration.

FAIRWAY was designed with a three-pronged strategy:

- Outcome 1: promoting labour migration-related policy change for fair migration informed by evidence-based policy advice;
- Outcome 2: supporting improved implementation of laws and policies by strengthening institutional mechanisms and operational modalities in target countries;
- Outcome 3: building a more conducive environment for decent work of migrant workers by addressing discriminatory attitudes and actions towards them.

The project budget is USUS\$ 2,345,832 provided by the Swiss Agency for Development and Cooperation (SDC).

FAIRWAY officially started on 1 January 2016, but only became operational in July 2016 upon arrival of the Chief Technical Adviser (CTA). A no-cost extension until December 2018 has been granted to the project to compensate for the delayed recruitment of the CTA.

Independent Mid-Term Evaluation

The scope of the Independent Mid-Term Evaluation is from the project start until the time of this evaluation (October 2017); it covers both the regional and country-specific activities. It was carried out in accordance with the ILO evaluation policy based on the United Nations Evaluation Norms and Standards, following ILO Evaluation Guidelines and Support Guidance Documentation.

The evaluation involved a desk study, field visits in Lebanon and Jordan, and Skype/phone interviews with informants in other countries. Interviews with government authorities were very limited, as they could not always be arranged, mainly for political reasons (UAE, Lebanon, and Bahrain).

Relevance, strategic fit and design

All outcomes of the FAIRWAY project respond to the priorities of the donor as presented in the **Swiss Cooperation Strategy Middle East 2015-2018** (covering Lebanon and Jordan). For the GCC countries FAIRWAY's regional dimension falls in line with the Global Programme Migration and Development Division of the Swiss Strategic Framework 2013-2017, which is a thematic division to leverage the potential of migration for development.

Sustainable Development Goals are also addressed by the project and the commitment to the 2030 Agenda of many countries in the region provides an opportunity for the ILO and for FAIRWAY to offer support in achieving SDG goals related to the above-mentioned targets.

Lessons learned from other ILO projects in the region and in sending countries, from ILO's experience of working in the Arab region, but also from the shortcomings of FAIRWAY's predecessor project have been taken into consideration in the design of FAIRWAY. The creation of a Policy Advisory Committee (PAC) and of a Project Oversight Committee (POC) is particularly to be highlighted.

The design of the project is well balanced, suggesting logical linkages between the 3 outcome areas:

- Policy change (Outcome 1) would need to be reflected in operational modalities and staff skills (outcome 2), while capacity building of key stakeholders (Outcome 2) would reinforce progress with regards to policy change (Outcome 1).
- Progress under outcomes 1 and 2 would also contribute to creating an enabling environment to tackle discriminatory attitudes at work and in society (outcome 3) while positive change in such attitudes may contribute to further positive change in policy and operational modalities (outcome 1 and 2).

The assumptions made in the project document are valid and mainly relate to sustained interest by authorities and trade unions to engage with the ILO on achieving fair migration, and their receptiveness to improve operational modalities, along with the willingness by the media, public and employers to speak out on fair migration.

Since the project was designed, many developments have taken place in different countries, constraining the project to adapt to new circumstances. Adjustments to the project strategy have been considered and agreed with the donor, in particular in relation to Outcome 2 (tailored approach depending on level of political feasibility to setting up a truly representational structure for migrant workers while also engaging more directly with civil society) and Outcome 3 (journalism fellowship programme and newsroom visits, replacing training workshops outlined in the project document). These adjustments are sound and more likely to contribute to the project's objective considering current circumstances.

In accordance with ILO's tripartite policy, the project aims at involving all parties in the different activities in every country, which is not always possible in particular when all constituents are not present in a country. When tripartite engagement cannot be organized, the project develops activities with existing and accessible constituents without tripartite participation. This is not meant to be detrimental to ILO's tripartite commitment and should be seen in a longer-term perspective of achieving the recognition of tripartism in all countries.

The project developed a Project Performance Framework (PMF) defining targets, outcome and output indicators. The indicators keep track of the degree of achievement of activities, but do not provide any indication on results or expected results. This particularly applies to indicators related to capacity building activities. An improved PMF based on recommendations made by the evaluator was prepared by the project team after the presentation of evaluation findings.

Effectiveness

The project has implemented a number of relevant activities which are likely to contribute to the achievement of objectives, but as the project team only tracked activities in terms of numbers and not in terms of results attained and/or expected impact, it is difficult to measure how effective these activities are. Among activities implemented, the following are likely to contribute the most to the objectives:

- Policy dialogues with government authorities
- The production of relevant white papers on migration issues and their dissemination at national, regional and global level
- The support provided to collective action of migrant workers
- The launch of a Journalism Fellowship Programme
- The production of company guidelines for the construction sector targeting GCC countries.

The project also implemented several capacity building activities, mainly consisting of training to government authorities and trade unions in Jordan and Kuwait. Justified as an entry point to government authorities and as a tool to promote behavioural change, the follow-up to measure the benefits of these activities has not been ensured. Interviews reveal that the justification may well be valid for Kuwait, but not for Jordan, where the ILO has a regular working relationship with all constituents.

The volatile political situation in the region requires the project to adapt to frequent changes of government nominations and resulting changes in priorities. Limited progress has been made so far in the UAE, while policy dialogue is currently not on the agenda in Bahrain and in Lebanon. Jordan and Kuwait therefore may become priority targets in the project's policy strategy for the remaining time of implementation.

One of the best features of FAIRWAY is the Policy Advisory Committee gathering relevant experts in labour migration issues from different sectors. Its members provide policy guidance to the project (and to the ILO Regional Office) and recognize its value for themselves, while being eager to do more. PAC members made several suggestions to scale up the PAC's policy guidance role in the coming months and expressed the aspiration to remain in place beyond the project's lifetime.

On several occasions, the project has combined efforts with other projects, hence avoiding duplication of activities and generating cost-sharing arrangements. The project team has also developed a good working relationship with ILO colleagues in ROAS, in ILO Headquarters and other offices, particularly offices in Asia from where many migrant workers to the countries in question come, as well as ITC-ILO.

Impact and Sustainability

FAIRWAY is putting a number of things in place, but the actual benefits and results are still to materialize.

At policy level, what has been done so far is not (yet) achieving any structural change, but had results reporting been provided throughout project implementation, it would show how activities implemented actually contribute to laying the foundations for future developments.

At Outcome 2 level, training is hardly generating any impact in terms of improving institutional mechanisms and operational modalities for fair migration. A correct impact assessment of training activities is still to be undertaken by the project.

Media activities and campaigns aiming at sensitizing the public with the aim to diminish discriminatory attitudes have not made any significant impact yet, but recently launched initiatives may prove to be producing good results.

Conclusions

- Overall, FAIRWAY is a well-designed project with a sound approach and ambitious objectives reflecting the strategies of both the ILO and the donor. The project is intended to be a contribution to the much larger agenda of the ILO and not meant to be an isolated product with its own brand name.
- The activities implemented so far are relevant, but the way in which they contribute to the objectives has not been well reported until the time of the evaluation.
- Important management and guidance structures have been put in place (PAC and POC) which prove to be very valuable. Communication has been given the necessary attention and cooperation with other projects has been efficient.

- FAIRWAY is on track to provide a beneficial contribution to the environment of labour migration in the region, but there is room for improvement and opportunities to do better really exist.

Lessons learned and good practices

The lessons learned and the good practices emerging from the project are:

- The good communication between the project team and other ILO colleagues within ROAS, as well as in ILO Headquarters and other countries, which contributes to a better integration of the project in the overall activities of the ILO in the region.
- The search for cooperation with other projects which provides opportunities for cost-sharing some activities and avoids possible overlaps.
- The existence of the Policy Advisory Committee providing valuable input in sharing ideas with the project and discussing essential topics among a group of well-informed experts coming from different sectors involved in labour migration.
- The establishment of a Project Oversight Committee playing a key role in supervising the implementation of the project.
- The involvement of the media: communication is a very important tool for the dissemination of information.

Recommendations

The following recommendations could improve reporting and increase the impact prospect of the project:

1. Undertake a results analysis of each activity implemented
2. Improve the Performance Measurement Framework to improve results reporting and facilitate an impact analysis.
3. Upgrade the Communication Strategy in better targeting the different audiences and defining the expected results of every communication activity.
4. Define clear priorities for the remaining time of implementation and build on opportunities to possibly generate success stories.
5. Engage more intensively with trade unions and employers
6. Allow the Policy Advisory Committee to intensify its policy guiding mandate
7. Reconsider the approach to the UAE in continuing the engagement in the construction sector and re-introducing FAIRWAY as an opportunity for the UAE government to provide support to their agenda without precise time table.

2 Project Background

The following sections briefly describe the environment surrounding the project, its objectives and planned outputs as defined in the project design document and the Logical Framework Matrix (LFM), as well as an overview of the management and implementation arrangements.

Project environment

The Arab region attracts millions of migrant workers, mainly from Asia and Africa. The number of migrant workers in the region keeps increasing every year. In 2015, the Arab States region hosted 32 million migrant workers, of which the GCC countries alone hosted 22 million. In 2015, Jordan and Lebanon hosted a combined 5 million migrant workers and forced migrants (including refugees, asylum seekers and other persons in need of protection), putting tremendous pressure on these countries' absorption capacity, including their informal labour sectors.

Migrant workers from Asia and Africa are expected to continue to migrate to Middle East countries given poverty, climate change, conflict/political instability and large and young populations (i.e. with high proportion under the age of 25), in combination with limited labour market absorption capacity in countries of origin.

Migrant workers in the Arab States are employed in a variety of sectors, including the oil and gas industry, transportation, hospitality, services (including domestic work) and particularly construction which accounts for the largest number of migrant workers.

Migrant workers in construction and domestic work are mostly low skilled and prone to a variety of decent work deficits and abuse in the recruitment and migration process that precedes it, while migrant workers in the oil and gas industry, transportation and hospitality tend to be higher skilled and tend to experience better treatment.

Migrant domestic and construction workers in the region have limited rights. Labour migration is mainly ruled by the employer-driven sponsorship system (known as "*kafala*" system) regulating the relationship between employers and migrant workers. Terms and conditions of residence and work are unilaterally determined by the *kafala rules*; migrant workers are prevented from changing employer, which makes them very vulnerable and exposes them to potential risks of exploitation. The inequalities resulting from employer-driven migration governance systems often result in migrant workers suffering from a lack of social protection, underpayment, delayed and/or non-payment of wages. Low-skilled workers frequently work in difficult conditions for longer hours than envisaged by the law and without overtime payments. They may be deprived of weekly rest, annual or home leave or subjected to physical and sexual abuse, in particular women migrant workers. In extreme cases, exploitation results in human trafficking and/or forced labour.

Construction and domestic work are two sectors in which unfair migration, flawed recruitment often linked to abusive practices of private recruitment agencies and brokers, and decent work deficits of low-skilled migrant workers prevail; they have therefore been chosen to be the focus sectors of the project in support of ILO's Agenda for Fair Migration endorsed by the Abu Dhabi Dialogue in 2014, as well as in parallel with other ILO projects addressing the decent work deficits of migrant workers.

Objectives, scope and outputs of the projects

The project was designed to improve protection and Decent Work outcomes for migrant workers in the Middle East. It is intended to implement interventions to promote fair migration in selected countries of destination: Bahrain, Kuwait, the UAE, Jordan and Lebanon which were selected on the basis that they all, to varying degrees, face problems and **indicated willingness to work towards fair migration**. FAIRWAY's predecessor project MAGNET which ended in May 2015 was operational in four of these countries (Lebanon, Jordan, UAE and Kuwait) where it made some inroads on the sensitive issue of labour migration, paving the way for continued collaboration under the FAIRWAY project.

FAIRWAY was designed with a three-pronged strategy:

- (1) to promote labour migration-related policy change for fair migration that is informed by evidence-based policy advice;
- (2) to support improved implementation of laws and policies by strengthening institutional mechanisms and operational modalities in target countries; and
- (3) to build a more conducive environment for decent work of male and female migrant workers by addressing discriminatory attitudes and actions towards migrant workers.

With this three-pronged strategy, the outcomes and outputs of the project were defined as follows:

- **Outcome 1:** Labour migration-related policy change for fair migration informed by evidence-based knowledge
 - Output 1.1 - Policy Advisory Committee operational and supporting advocacy for policy change towards fair migration
 - Output 1.2 - Research and policy advisory papers delivered and used to support advocacy for policy change towards fair migration
- **Outcome 2:** More effective and efficient institutional mechanisms and improved operational modalities for fair migration
 - Output 2.1 - Government authorities capacitated for fair migration (including on improving operational modalities) and to address decent work deficits of female and male migrant workers
 - Output 2.2 - Trade unions and migrant worker organizations capacitated on fair migration and outreach to and empowerment of migrant workers
- **Outcome 3:** Diminished discriminatory and abusive attitudes and actions towards female and male migrant workers
 - Output 3.1 - Public sensitized on abuse of female and male migrant workers and fair migration solutions through collaborative partnerships with media
 - Output 3.2 - Evidence-informed campaigns implemented to address negative employer attitudes against mainly female migrant domestic workers in countries of destination
 - Output 3.3 - Evidence-informed campaigns implemented to address negative employer attitudes against mainly male migrant workers in construction in countries of destination

According to the design document, the project is expected to contribute to ILO P&B Outcome 8 (Protecting workers for unacceptable forms of work) and Outcome 9 (Promoting fair and effective labour migration policies), as well as to the following Country Programme Outcomes:

- RAB 129 - Increased capacity of MOL to develop policies for labour migration in line with the ILO Multilateral Framework on Labour Migration
- RAB 155 - Enhanced capacity of Governments and social partners to address labour trafficking
- BHR 102 - Labour market mobility and protection of temporary expatriate contractual workers improved
- JOR 111 - Enhanced capacity of the Government to better protect the fundamental and working rights of Women Migrant Domestic Workers in the country
- JOR 103 - Working conditions and social protection of migrant workers, and other vulnerable groups, enhanced through the improvement of the legislative framework and its enforcement
- JOR 154 - Enhanced capacity of the Government to prevent and prosecute trafficking and forced labour
- KWT 105 - Improved regulatory framework on protecting rights of migrant workers
- KWT 102 - Improved labour administration and labour inspection mechanisms to implement ILS, protect migrant workers' rights and improved integration of women in the labour force
- KWT 106 - Increased capacity of the Government to manage labour migration
- KWT 104 - Improved capacity of government and social partners to tackle forced labour
- LBN 151 - Rights at work protected for domestic workers through the development and enforcement of legislative and policy frameworks in line with ILS
- LBN 156 - Enhanced capacity of the Government to provide statistical information on forced labour and trafficking
- ARE 126 - Increase capacity of MOL to develop policies for labour migration in line with the ILO Multilateral Framework on Labour Migration

A Logical Framework Matrix (LFM) specifying activities for each outcome with relevant targets, indicators, means of verification and assumptions is attached to the project document; a Project Monitoring Framework (PMF) based on the LFM has subsequently been developed by the project team.

Organisational arrangements for implementation

Management and Implementation Team

The overall management and implementation of the project is the responsibility of the Chief Technical Advisor (CTA) based in ROAS.

The FAIRWAY project team consists of:

- A Chief Technical Advisor at P4 level;
- One Technical Officer at P2 level, primarily tasked with campaign work under outcome 3, and where possible to co-facilitate preparations for training under outcome 2;
- One Administrative/Finance Assistant at GS5 level.

The project is overseen and backstopped in the first instance within ROAS by:

- the Director, Decent Work team, who has the ultimate responsibility for all deliverables, and

- the Senior Migration Specialist who offers technical guidance and support, and broad supervision on all project deliverables.

Specific guidance is offered by the Senior Gender Specialist, and the Senior Workers' and Employers' Specialists (who respectively represent ACTRAV and ACT/EMP), the ROAS Communications Specialist, the Labour Inspection and OSH Specialist, and a number of other specialists where relevant.

Generic backstopping and technical support are provided by the Labour Migration Branch (MIGRANT) and the Fundamental Principles and Rights at Work (FPWR) Branch at Headquarters in Geneva.

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

Policy guidance is furthermore provided by a Policy Advisory Committee (PAC) gathering a group of experts with in-depth knowledge/expertise of substantive areas of relevance to labour migration in the region - the list of members is presented in Annex 5.

Project Implementation Overview

The implementation status can be considered 'on-track'.

The project is implemented by ILO-ROAS, with generic backstopping by the Labour Migration Branch (MIGRANT) and the Fundamental Principles and Rights at Work (FPWR) Branch at Headquarters in Geneva. In the regional office, the project is overseen and backstopped in the first instance by: the Director, Decent Work team, who will have ultimate responsibility for all deliverables, and the Senior Migration Specialist who offers technical guidance and support, and broad supervision on all project deliverables. Specific guidance is offered by the Senior Gender Specialist, and the Senior Workers' and Employers' Specialists (who respectively represent ACTRAV and ACT/EMP), the ROAS Communications Specialist, and a number of other specialists where relevant.

Project funding arrangements

The project budget is USUS\$ 2,345,832 provided by the Swiss Agency for Development and Cooperation (SDC).

Monitoring system

A Logical Framework Matrix (LFM) specifying activities for each outcome with relevant targets, indicators, means of verification and assumptions is attached to the project document (see Annex 4); a Project Monitoring Framework (PMF) based on the LFM has been developed by the project team. The PMF is used to keep track of the status of implementation.

The first Technical Cooperation Progress Report (July – November 2016) provides an overview of the status and the degree of achievement of each output. Results are not reported (yet).

A narrative update of the PMF (up to September 2017) has been made available for the evaluation. A further improved version (up to November 2017) was sent to the evaluator after the debriefing.

3 Evaluation Methodology and Evaluation Questions

The Independent Mid-Term Evaluation was carried out in accordance with the ILO evaluation policy based on the United Nations Evaluation Norms and Standards, following ILO Evaluation Guidelines and Support Guidance Documentation.

The mid-term evaluation will be conducted to examine the efficiency, effectiveness, relevance, and potential impact of the project thus far and provide recommendations for the remaining 12 months of the project. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned.

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

The scope of the Independent Mid-Term Evaluation is from the project start until the time of this evaluation, and it covers both the regional and country specific activities.

The full Terms of Reference of the evaluation are set out in Appendix 1.

The Evaluation is managed by Ms. Nathalie Bavitch, Regional M&E Officer – based at ILO ROAS in Beirut.

The evaluation has been conducted by Mr. Pierre Mahy, External Evaluator, from October 2017 to November 2017.

The primary clients of this evaluation are the FAIRWAY Project team, the Swiss Agency for Development and Cooperation (SDC) as the donor, ILO ROAS, and the tripartite constituents. Secondary users include other project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation.

The work of the Independent Mid-Term Evaluation took place over three phases:

Phase	Activities and outputs	Tentative schedule
Preparation/Desk Phase	Review of documents Submission Inception Report	2-12 October 12 October
Field Mission Phase	Visits, meetings and interviews (see Annex 2 for complete list of persons interviewed) Debrief ROAS	23 October – 2 November 3 November
Synthesis and Reporting Phase	Synthesis and preparation draft evaluation report Debrief Management (Skype) Submission draft report ILO comments to evaluator Preparation of Final Report Submission of Final report with Executive Summary and	6-14 November 8 November 14 November 5 December 6-12 December 13 December

	Annexes	
--	---------	--

The work plan for the evaluation comprised:

- Review of relevant documentation
- Interviews with ILO programme management, project staff and technical experts of the ILO (ROAS, HQ) as well as with SDC
- Interviews with the project partners, beneficiary organizations, relevant authorities and other key informants, in particular members of the Policy Advisory Committee. Consultations took place in the form of physical meetings in Lebanon and Jordan and by Skype and phone communication in other countries
- Debriefing meeting with ILO to present the findings of the evaluation and solicit feedback while validating findings, additional information and clarifications
- Preparation of the draft final report
- Responding to the comments of ILO on the draft report.

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

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

As agreed with the Evaluation Manager, field visits were limited to Lebanon and Jordan.

Lebanon (23-28 October and 3 November)

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

In Beirut, the evaluator also met with members of the PAC, participants in the FAIRWAY fellowship programme and the Domestic Workers Union. No meeting with government authorities took place.

The debriefing meeting with ROAS staff took place on 3 November 2017. ILO ROAS management was debriefed by Skype on 8 November 2017.

Jordan (29 October – 2 November)

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

The full list of meetings / consultations held by the Evaluator is set out in Appendix 2.

The evaluation report provides answers to the questions suggested in the Evaluation Terms of Reference, which the consultant slightly edited/amended in the Inception Report.

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

Limitations and potential bias

Interviews have been conducted with stakeholders suggested by the project team, to which a few more were added at the request of the evaluator. The interviews conducted allowed to cover the different activities implemented by the project, so that a reasonable assessment can be made.

Interviews with government authorities however were very limited, as they could not always be arranged, mainly for political reasons (UAE, Lebanon, Bahrain).

Evaluation Questions

The Evaluation questions suggested in the Terms of Reference have been edited in the Inception Report.

Relevance and strategic fit

How do the project objectives respond to the priorities of the donor?
To what extent are project activities linked to the global commitments of the ILO including the Sustainable Development Goals and the agenda 2030?
How does the project deal with shortcomings of tripartism characteristic of the region, particularly the Gulf countries?
Are the planned project objectives and outcomes relevant and realistic to the situation and needs of migrant workers? Were the problems and needs adequately analysed?

3.1 Activities in relation to Outcome 3

- ***The launch of the Migration Journalism Fellowship Programme*** which takes an innovative approach to the conventional training methods, focusing on engagement and support to a group of journalists over a period of six months. The programme contributes to the goals of the FAIRWAY project by supporting sound, rights-based, and ethical journalism on the issues of labour migration, forced labour and human trafficking – which furthermore contributes to more informed public debate and has a role in shaping public perceptions. The programme was developed as a direct outcome of the recommendations of the “Senior Consultation on Labour Migration in the Media” held in December 2016.
- ***The production of a documentary on Arab Youth and Migrant Domestic Workers*** which questions whether Arab youth can become change makers in attitudes and behaviors towards migrant domestic workers in Lebanon. The activity contributes to the FAIRWAY project’s goals by “empowering” the general public (and employers of migrant domestic workers) to understand how they can contribute to fair migration, fair recruitment, and elimination of forced labour within their own homes and

communities. Engagement with youth as “change makers” was proposed as an approach at the “Campaign Messaging and Strategy Workshop” hosted in September 2016. The activity is produced in partnership with the Work in Freedom Project (WIF) and the Regional Communications Officer.

- ***The development of Company Guidelines*** for the construction sector on worker welfare in the construction sector, covering topics including recruitment, OSH, worker voice and passport retention. The guidelines are based on ILO standards, but tailored to suit a business audience. The production of these tools contributes to the FAIRWAY project’s goals of engaging with construction companies on key worker welfare issues, and encouraging companies to take a more proactive role in ensuring worker welfare for migrant workers within their full supply chain.

Validity of design

Is the project strategy and structure coherent and logical (what are logical correlations between objective, outcomes, and outputs)? Do any changes need to be made to the design of the project?
On the whole, are project assumptions realistic; did the project undergo a risk analysis and design readjustment when necessary?
Does the project make use of a monitoring and evaluation framework? How appropriate and useful are the indicators in assessing the project's progress? If necessary, how should they be modified to be more useful? Are the indicators gender-sensitive? Are the means of verification for the indicators appropriate? Are the assumptions for each objective and output realistic?
To what extent were the indicators used effective in measuring enhancement of capacities of ILO constituents?
What was the baseline condition at the beginning of the project? How was it established?
Was the strategy for sustainability of impact defined clearly at the design stage of the project? If yes how? Was the approach taken appropriate to the context?

Effectiveness

Is the project on-track to achieve the main objectives? (analysis of achievements and challenges by output is required – adequacy between activities implemented and results) In cases where challenges were faced, what intermediate results can be reported towards reaching the objective? Are the project partners using the outputs?
What have been the constraining factors and how have they been addressed?
Have political challenges and sensitivities impacted on the project's ability to engage at policy level?
Has the capacity building approach of the project been successful so far?
How have stakeholders been involved in project implementation? To what extent has the project management been participatory and has the participation contributed towards achievement of the project objectives? How effective was the collaboration with other projects and what has been the added value of this collaboration?
How does the PAC operate and provide strategic guidance to the project?
To what extent did the project build synergies with national and regional initiatives and with other donor-supported projects including in countries of origin?
How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?
To what extent did synergies with and operation through local organisations help to ensure the sustainability of the impact of the project i.e. through building capacity?
How could the effectiveness of the project be improved, in particular at policy level?

Efficiency

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

To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?

How could the efficiency of the project be improved (resources management)?

Gender equality and promotion

Has there been any effort to mainstream gender throughout the project, and to what extent has this been achieved?

What were the intervention benefits and related costs of integrating gender equality?

How effective has the project been in responding to gender-specific aspects of migration management, and the protection of migrant workers? How does the intervention affect men and women? If there are differences, why?

To what extent is sex-disaggregated data collected and used in the project?

Does the project approach need to be adapted to increase the gender-responsiveness of the intervention?

Effectiveness of management arrangements

What was the division of work tasks within the project team and has the use of local skills been effective? How does the project governance structure facilitate good results and efficient delivery? And if not, why not? How clear is the understanding of roles and responsibilities and division of labour between project staff?

How effective was communication between the project team, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?

How effectively does the project management monitor project performance and results (internal monitoring)? Does the project report on progress in a regular and systematic manner, both at regional level, to PROGRAM and the donors? What M&E system has been put in place, and how effective has it been (systems, tools)?

Impact orientation

What is the likely contribution of the project initiatives to the stated objectives of the intervention thus far?

Are resources being managed in the best possible way to ensure impact and sustainability, in particular with regard to training/capacity building?

To what extent are national partners able and willing to continue with the project? How can the project best build the foundation to ensure that the project is sustainable after its completion? Can further donor interest and support be leveraged to upscale the outcomes of

the project?

With regard to the UAE, considering the limited progress achieved so far, what is the impact potential in this country?

Lessons learned

What good practices can be learned from the project that can be applied in the remainder of this project or similar future projects?

If it were possible, what could have been implemented differently for greater relevance, sustainability, efficiency, effectiveness and impact? How can the project increase its strategic influence in the region?

4 Status of Objectives – Key Results

The activities implemented by the project are reported in the first Technical Cooperation Progress Report, in the Project Monitoring Framework (PMF) and in the minutes of the Project Oversight Committee; progress on the achievement of indicators is reported in the updates of the PMF.

As part of the evaluation it is not very relevant to replicate the list of all activities implemented, but among all these undertakings, it is interesting to point out which specific activities the project team expects to contribute most to the achievement of the project's objectives. The following statements (4.1. and 4.2) therefore do not necessarily echo the evaluator's views (which will be reflected in section 5 – Answer to evaluation questions).

4.1 Activities in relation to Outcome 1 and 2

- **Supporting collective action of migrant (domestic) workers.** Recognizing that working through existing union structures may not be sufficient in actually empowering migrant domestic workers, FAIRWAY has adopted a dual approach supporting grassroots models that bring domestic workers to build their own capacity to organize, as well as sensitizing unions on the importance of hearing the voices of migrant workers. So far, the project pursued this in supporting Lebanon's Domestic Workers Union (DWU), which is run entirely by domestic workers (under the auspices of the FENASOL union). Jointly with the DFID-funded 'Work in Freedom Project', FAIRWAY is supporting the DWU to implement an action plan they developed; the support includes training the staff on effective communication (and campaigning) and how to build their membership. FAIRWAY plans to take a similar approach in Kuwait where the International Domestic Workers' Federation has been contracted to train a core group of 15 migrant domestic workers to set up a member-based organization, which will be nurtured and supported, including by connecting this group with the Kuwait Trade Union Federation (additionally, the IDWF has agreed to join the new organization – when it is established in early 2018 - as an affiliate and will continue to provide ongoing technical support after the FAIRWAY project has been completed). In terms of sensitizing unions on the importance of hearing the voices of migrant workers, the project persuaded the General Federation of Unions in Jordan – who recently set up a national committee for migrant workers and refugees but without a single migrant worker – to set up an adjoining technical committee, which will have majority migrant workers and at least one-third women, and will advise the 'executive committee' made up of the heads of five unions (all Jordanian men). Similarly in Bahrain, the project discussed with the General Federation on the importance of engaging more closely with domestic workers and they have agreed (with FAIRWAY help) to run a series of "dialogues" with migrant domestic workers on issues like occupational safety and health, basic training and information awareness.
- **Sensitization training, including in Kuwait (Ministry of Interior) and Jordan (labour inspectors with Ministry of Labour).** FAIRWAY uses technical training as an entry point to engage in behavioural change, wherever possible. Technical workshops are often requested or welcomed by government authorities, but sharing information and good practices about national and international laws – particularly as a one-off activity,

which is all that a small-scale project like FAIRWAY can often offer – does not ensure sustainability and actual change in behaviour. For this reason, FAIRWAY aims to promote behavioural change through training in three key ways:

- i. The training sessions (not all, but some) aim to put the participants ‘in the shoes of the worker’. This might involve asking questions about what they expect as an employee (weekly salary, time off with family, safe working conditions), and getting them to think about how this applies to domestic or construction workers. The sessions also aim to tackle issues of discrimination.
 - ii. FAIRWAY always takes the opportunity for one-on-one conversations with government officials whether during coffee breaks, follow-up bilateral meetings, etc. Every person represents an opportunity to create a ‘change agent’ within a government department or a union. Even if they are not the head of their department, planting the seed with younger officials who will move up the ladder can be an important strategy for long-term change.
 - iii. FAIRWAY learns from training experience and adapts the strategy behind the trainings to achieve behavioral change.
- ***Comprehensively commenting on any regulations relating to migrant workers.*** ILO colleagues may often be busy or not able to carefully review draft regulations – particularly where they are only available in Arabic. FAIRWAY helps to comment on legislation (as well as other policy/technical documents) and mobilizes ILO specialists on reviews of policies and legislation relating to migrant workers. For example, in Jordan, FAIRWAY recently mobilized ILO staff in ROAS and HQ to review the draft regulations on recruitment and shelter of domestic workers. When the consultant drafting the regulations refused to take some of the recommendations on board (including insisting on retaining an article which prohibited civil society from investigating abuses against domestic workers without ‘special permission’ from the Ministry of Labour), the CTA met with the consultant, outlined the arguments why such an article was contrary to international law and would affect Jordan’s international reputation and was successful in having the article removed from the final draft.

5 Answers to Evaluation Questions

The presentation of the following sections (5.1 – 5.8) is based on the evaluation questions provided in the Terms of Reference of the evaluation (edited in the Inception Report).

5.1 Relevance and strategic fit

How do the project objectives respond to the priorities of the donor?

The Swiss **Cooperation Strategy Middle East 2015-2018** aims to “*contribute to safe, viable and peaceful living conditions for conflict-affected and vulnerable people, reducing fragility, preventing and transforming conflicts*”.

In order to achieve this overall goal, the strategy defines 3 main domains of intervention, in which SDC is designated to play a role in 2 of them, i.e.:

- Basic needs and services mainly targeting vulnerable populations, and

- Protection, which specifically refers to migrant workers, safer migration and decent work conditions.

In the field of protection, the strategy suggests focussing on promoting a protective and safe environment for conflict-affected and vulnerable people, but also to provide technical support for policies aiming at different levels, including the context of labour migration. All outcomes of the FAIRWAY project respond to these priorities. Recent adjustments to the strategy related to Outcome 2 implying a more direct engagement with domestic workers and civil society also fall in line with SDC's priorities.

The gender issue is one of the two transversal priorities of SDC's strategy; particular attention is given by the project to gender equality in line with the Swiss National Action Plan on UN Security Council Resolution 1325, although the project does not directly address gender-based violence.

GCC countries are not covered by the Middle East strategy. A country-specific strategic document for the Gulf countries does not exist as such. The strategy is based on a more regional approach engaging in institutional dialogue on development policy and humanitarian issues with selected GCC countries in the framework of more global challenges.

Migration is covered under the Global Programme Migration and Development Division of the Strategic Framework 2013-2017, which is a thematic division to leverage the potential of migration for development. It engages in global political dialogue and manages specific projects likely to influence international, regional and national policy while supporting the implementation of Switzerland's migration policy under the development perspective.

FAIRWAY's regional dimension falls in line with this strategy for the GCC countries.

To what extent are project activities linked to the global commitments of the ILO including the Sustainable Development Goals and the 2030 Agenda?

The ILO supports the implementation of the 2030 Agenda and has developed its related implementation plan (ILO Implementation Plan – 2030 Agenda for Sustainable Development). All the SDGs connect in some way to the ILO's mandate and the four pillars of the Decent Work Agenda. Specific references to ILO areas of competence are found in several targets; Goal 8 focuses on promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The activities of the FAIRWAY project particularly relate to SDG target 8.8 (*“protecting labour rights and promoting safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment”*). Project activities also relate to SDG target 10.7 aiming at *“facilitating orderly, safe and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies”* and SDG 5 on (Gender Equality).

The commitment to the 2030 Agenda of many countries in the region provides an opportunity for the ILO and for FAIRWAY to offer support in achieving SDG goals related to the above-mentioned targets.

How does the project deal with shortcomings of tripartism characteristic of the region, particularly the Gulf countries?

In accordance with ILO's tripartite policy, the project aims at involving all parties in the different activities in every country, which obviously is not possible when all parties are not

present (e.g. trade unions in the UAE are non-existent, employer's organizations are lacking) and/or not welcomed to be present by government authorities (e.g. in Lebanon activities involving simultaneously Government authorities and the Domestic Workers Union are in principle inconceivable – but indirectly possible - in current circumstances: representatives of FENASOL and MoL, as well as the CGTL representative, participated at the recent Interregional Consultation on Labour Migration and Mobility from Africa/Asia to the Middle East (Beirut, 4-5 October 2017).

The project engages with the different parties in the best possible way according to local circumstances. In favourable environments as for example in Jordan the project engages with the government (policy dialogues with the Ministry of Labour, training of labour inspectors), with trade unions (training on empowerment of migrant workers) and with employers (extension of My Fair Home campaign), while also targeting civil society through the communication activities.

In the GCC countries, when tripartite engagement cannot be organized, the project develops activities with existing and accessible constituents without tripartite participation. This is not meant to be detrimental to ILO's tripartite commitment and should be seen in a longer-term perspective of achieving tripartism recognition in all countries. Rather than maintaining a hard line of tripartism engagement, "*the best way to go forward is to do something*"¹. A softer temporary approach is likely to lead to better results.

Are the planned project objectives and outcomes relevant and realistic to the situation and needs of migrant workers? Were the problems and needs adequately analysed?
--

Lessons learned from other ILO projects in the region, from similar projects in other regions (sending countries), from ILO's experience of working in the Arab region, but also from the MAGNET project as well as from the evaluation of MAGNET have very obviously been taken into consideration in the design of FAIRWAY.

The needs of migrant workers and the problems are well-known to the ILO and largely remain unchanged. The overall strategy of FAIRWAY in working at policy level, institutional strengthening and communication is relevant.

Project objectives have been quantified, which in itself is highly valuable, but more precision in the definition of indicators would have provided added value to the design and possibly clarify priorities (e.g. indicators for Outcome 1 suggesting that 2 countries would adopt improved recruitment policies (1.1) or reform sponsorship policies (1.2) do not specify in which country this would be targeted as a priority – similarly the indicator on the number of signed campaign pledges (3.1) does not specify which country would be targeted in priority and does not specify what the implications of signing a pledge could be). It was explained to the evaluator that this lack of precision was meant to provide enough flexibility to the project to adapt to changing circumstances which often affect the implementation of projects in the region. The need for flexibility is indeed a valid point, but prioritizing activities at the starting point, i.e. under conditions prevailing at the time when the PMF was designed, would not have prevented the project to adapt to possible new circumstances during implementation, as has been the case. The project's priorities were defined and refined in October 2016 after the CTA completed missions to each of the project countries. This allowed the project to prioritize Kuwait and

¹ Barack Obama

Jordan for Outcomes 1 and 2 and Lebanon for outcome 3. However, the priorities have continued to be reassessed given changes in political context during implementation.

5.2 Validity of design

Is the project strategy and structure coherent and logical (what are logical correlations between objective, outcomes, and outputs)? Do any changes need to be made to the design of the project?

Outcome 1: the approach of developing policy papers with a focus on offering recommendations for improvement on basis of research work and documented good practices as a tool to promote policy changes is coherent and logical, as is the intention to have policy dialogues with government authorities. Seeking guidance from qualified experts on labour migration issues is highly pertinent, as is the creation of the Policy Advisory Committee gathering qualified experts familiar with the challenges of labour migration in the region.

The topics initially identified as key research papers (recruitment, “kafala” reform, working conditions in the domestic and construction workers) are reasonable considering the critical situation of migrant workers in these sectors. How research papers would be used and “disseminated widely” however does not reflect a clear strategy. The project states that it has positioned all three papers in regional and international dialogues such as the APRM meeting or the interregional consultation on migration in Beirut.

The design of the project does not need to be changed with regard to outcome 1, but it could be taken a step further in defining more precise objectives and a more detailed and targeted communication strategy.

Outcome 2: building the capacity of government authorities is largely associated to training activities in the project design; capacity building training for labour administration staff in Bahrain, Jordan, Lebanon and Kuwait are suggested, as well as training on Safety and Health issues in the construction sector. Capacity building is much more than training, but nothing else than developing institutionalized procedures including standard operating procedures is said in the design. Other important factors which could possibly lead to more efficient institutional mechanisms which for example relate to behavior and/or attitude change, human resource development, organizational development, management of relationships, etc. were not mentioned.

The same applies for capacity building at the level of trade unions; training on rights-based approaches to migration, trafficking and forced labour, Fundamental Principles and Rights at Work, and decent work as suggested in the project design is important, but equally important are the outreach to migrant workers and the design of advocacy strategies, the latter one not being mentioned in the project document.

Outcome 3: the media and communication approach is very relevant and was missing in the forerunner MAGNET project. Media indeed plays a major role in reporting on labour migration to Arab states, and helps to shape the debates around fair migration and decent work. Several suggestions made in the project document have either been abandoned due to political developments (e.g. capitalizing on the informal partnership developed with the Al Jazeera Network) and/or matured in better defined initiatives (e.g. the Fellowship programme).

How communication would be implemented obviously required a comprehensive communication strategy to be prepared, which has been done by the project team. The strategy relates to overall communication to all the project’s stakeholders and covers all three outcomes.

Overall, the design of the project is well balanced, suggesting logical linkages between the 3 outcome areas:

- Policy change (Outcome 1) would need to be reflected in operational modalities and staff skills (outcome 2), while capacity building of key stakeholders (Outcome 2) would reinforce progress with regards to policy change (Outcome 1).
- Progress under outcomes 1 and 2 would also contribute to creating an enabling environment to tackle discriminatory attitudes at work and in society (outcome 3) while positive change in such attitudes may contribute to further positive change in policy and operational modalities (outcome 1 and 2).

How these logical interconnections of the outcomes are achieved during implementation is discussed in the section on Effectiveness.

On the whole, are project assumptions realistic; did the project undergo a risk analysis and design readjustment when necessary?

The assumptions made in the project document mainly relate to sustained interest by authorities and trade unions to engage with the ILO on achieving fair migration, and their receptiveness to improve operational modalities, along with the willingness by the media, public and employers to speak out on fair migration. The project document provides an Assumptions and Risks Table (Annex B of the project document) defining the risk level on each assumption and suggesting adequate mitigation measures. Assumptions at the time of designing the project were realistic and based on the political environment in the different countries at that time.

The Assumptions and Risks Table has been updated in the first TCPR (November 2016, based on the annual reporting cycle). The updated table does not differ from the original one, except for one point; the success of having been able to attract qualified experts to be part of the PAC is now reflected in the table (indicator changed from yellow to green).

Since then, many developments have taken place in different countries, constraining the project to adapt to new circumstances. Adjustments to the project strategy have been considered and agreed with the donor, in particular in relation to Outcome 2 (tailored approach depending on level of political feasibility to setting up a truly representational structure for migrant workers while also engaging more directly with civil society) and Outcome 3 (journalism fellowship programme and newsroom visits, replacing training workshops outlined in the project document). These adjustments are sound and more likely to contribute to the project's objective considering current circumstances.

Political developments involving changes in political decisions makers at the highest level also require the project to adjust its strategy quite frequently, often bringing back to square one hard work accomplished by the project team and even by the overall ILO engagement.

The UAE is the best example of how discussions with government authorities follow an on-going cycle of ups and downs, making it difficult for the project to implement what it has envisaged doing. At this time new tactics need to be considered to engage with the government in this particular country.

Does the project make use of a monitoring and evaluation framework? How appropriate and useful are the indicators in assessing the project's progress? If necessary, how should they be

modified to be more useful? Are the indicators gender-sensitive? Are the means of verification for the indicators appropriate? Are the assumptions for each objective and output realistic?

The project has developed a Project Performance Framework (PMF) defining targets and relevant outcome and output indicators. The indicators keep track of the degree of achievement of activities, but do not provide any indication on results or expected results.

The project team regularly keeps track of indicators in terms of activities implemented, number of participants in meetings and/or training sessions, number of dialogues, number of pledges signed, etc.), but does not report on results or expected results for the activities carried out.

The PMF used as the main basis for monitoring can easily be upgraded in making use of the narrative section to better describe the contribution of each activity to the ultimate achievement of the agreed indicators.

The following examples illustrate how this could be done in an appropriate way:

- Output indicator 1.2.1 (number of completed reports/studies): the narrative only lists the names and dates of the reports providing no indication on the added value of these publications. The “kafala” paper for example, even though criticized by different parties, provides a good framework for discussions and positions the ILO as an organization that gives constructive advice, rather than only appearing as the guardian of international standards. This should be stated in the updates of the PMF as it is a potential contribution to Outcome 1.
- Output indicator 2.1.1 (participants completing training): FAIRWAY has for example provided training to government staff in Kuwait on domestic workers rights, good practices in implementing legislation on domestic work. Information received by the evaluator indicates that this has led to government staff considering migrant workers in a different way rather than only looking at them from the employer’s perspective. Dispute cases are said to be handled with more humanity towards migrant workers; this could not be verified by the evaluator, but it can be verified by the project team and reported as a first step laying the foundation for further developments leading to both Outcomes 2 and 3.
- Output indicator 3.1.1 (number of media professionals trained on fair migration): unfortunately, the media monitoring pilot providing information on readership data which was implemented by ROAS has been discontinued. It would be worthwhile collecting articles from trained journalists and assess to what extent they have modified their language on migration issues.

To what extent were the indicators used effective in measuring enhancement of capacities of ILO constituents?

In the way the PMF is presented, indicators do not allow measuring enhancement of capacities of ILO constituents. Stating that “X” number of government officials and/or trade union representatives have attended training, does not automatically imply that their capacities have been enhanced.

The updated PMF suggests revising or deleting indicator 2.2.2 (number of training participants who commit and implement changes in line with training messages/support) with the justification that measuring this indicator is too onerous. Deleting this indicator will definitely exclude the possibility to assess the impact of training and the possible capacity enhancement of ILO constituents.

Rather than deleting such an indicator, it would be advisable to define a way to follow-up on capacity development activities and assess their value. This would also contribute to adjusting capacity development actions if needed to achieve Outcome 2.

What was the baseline condition at the beginning of the project? How was it established?

ILO's permanent presence in the region and the awareness of ILO's staff with the political, social and economic environment of the different target countries, as well as information provided by on-going projects allowed to establish the baseline condition at the beginning of the project.

Was the strategy for sustainability of impact defined clearly at the design stage of the project? If yes, how? Was the approach taken appropriate to the context?

The project document dedicates a section to sustainability which refers to engagement and ownership of stakeholders as the main prerequisite of impact and sustainability. This indeed is an obvious necessity for which the project document could have better defined assumptions on a country-by-country basis; the Assumptions and Risks table of the project document only refers to one sustainability assumption ("Material outputs are of sufficient quality to have future value to targeted users") which is rather short and does not reflect the assumed engagement of stakeholders.

5.3 Effectiveness

Is the project on-track to achieve the main objectives? In cases where challenges were faced, what intermediate results can be reported towards reaching the objective? Are the project partners using the outputs?

As earlier mentioned, the project tracks activities in terms of numbers, but not in terms of results attained and/or expected impact, which makes it difficult to measure the actual contribution of each activity towards the achievement of objectives.

The project team highlighted the activities which are felt to be those which contribute the most to achieve the main objectives (see above section 4). The evaluator confirms the relevance of the activities in particular the support to collective action of migrant workers. The intention to involve the Trade Unions in Jordan, Kuwait and in Bahrain is important and a similar approach should be taken with FENASOL in Lebanon, beyond the support given to the Domestic Workers Union. The capacity building support provided to the DWU is noted, but the set-up of DWU is very weak, and the Secretary General claims they need FENASOL's engagement to avoid losing membership as it is happening right now.

Providing training on technical issues as an entry point to government authorities is a valid strategy which has indeed proven to result in behavioural change in Kuwait and to raise the interest of the government to engage with the project, and hence with the ILO. Whether this was necessary in Jordan where the relationship with ILO is well-established however remains questionable. The training provided on Occupational Safety and Health was found to be of limited added value (according to the Ministry of Labour) and, whether or not using the opportunity to share international standards and present good practices in labour inspection has resulted in any behavioural change is uncertain. The reasons go beyond the training itself

and relate to a wide range of deficits in the labour inspection process which require much more than a three-day training session to be fixed. If the limited resources allocated to training are to be best used, priorities should be defined for the remaining time of project implementation. This does not mean that training in Jordan should be discontinued; capacity building which is an on-going request of the government authorities should be considered in the framework of a more global approach of the ILO.

At Outcome 1 level, the PMF lists several policy dialogue meetings which have taken place with government counterparts. Without having been able to assess the values of such meetings, it certainly is important to underline that “dialogues” are important to achieve policy changes and help disseminate the messages of research papers and/or white papers on sensitive issues.

The Fellowship Programme under Outcome 3 pointed out by the team is a very valid instrument, the more that it directly targets young journalists, who are the ones most likely to bring fresh ideas to the media.

The production of company guidelines for the construction sector can also be considered as a positive contribution to achieving the objectives as it is likely to lift the standard of worker welfare in the construction sector by possibly educating companies about their legal obligations towards their workers (or workers in their supply chain). While this would more directly contribute to the Decent Work agenda, it will benefit migrant construction workers who make up the majority of workers. Besides, this may be a valid entry point to engage in the UAE as it would also involve semi-governmental construction companies.

This being said, it is of utmost importance for the project team to better report on results and expected results for each activity in order to be able to assess if and how they contribute to achieving the objectives. In this respect a revised (and improved) PMF was prepared by the project after departure of the evaluator.

Interviews conducted during the evaluation tend to indicate that activities point in the right direction, but that priorities should be better defined for the remaining implementation time. Several members of the PAC have recommended that the project should seek advice from them on how to best prioritize activities in each country, already suggesting that more emphasis should be given on Jordan and Lebanon, while taking a more relaxed approach in GCC countries, giving them the opportunity to progress at their own pace. This is particularly the case for the UAE.

Recent openings in Jordan indeed provide opportunities for the project and for the ILO in general to achieve concrete results. The fact that the kafala system has been reformed for Syrian refugees in the agriculture and construction sectors provides an opening which could be further exploited, as is the request of the Ministry of Labour to the ILO to support the development of recently released decrees which directly affect labour migration. FAIRWAY and all other ILO initiatives may want to prioritize activities in Jordan and possibly aim at the abolition of the kafala system within a reasonable time (3 years?).

What have been the constraining factors and how have they been addressed?

The volatile political situation causing frequent changes of government nominations at the highest level often requires the project to adapt its strategy. Nearly all countries in which FAIRWAY is due to be active have seen ministers come and go; the latest development being the resignation of the entire government of Kuwait which once again may affect the

encouraging progress made by the project in recent months. Possible changes resulting from the Prime Minister's resignation in Lebanon (subsequently suspended) may also affect the project's planned activities.

FAIRWAY, alongside the ILO and all other projects, adapts to changing circumstances and puts on hold activities if they become unwanted by government authorities (e.g. cancellation of training of senior labour inspectors on migration in UAE). The project team also complies with instructions of ILO management on how to engage with governments when sensitivities disturb a possible relationship.

Have political challenges and sensitivities impacted on the project's ability to engage at policy level?

As mentioned above, political sensitivities indeed impact on the project's ability to engage at policy level. Such situations can be created by external factors (e.g. complaint by the International Trade Union Confederation against Bahrain), but also by the misperception by government authorities of policy papers published by the project (e.g. "kafala" paper in Lebanon).

Sensitivities also arise from issues related to human rights, in particular in the GCC countries (e.g. the recent statement of the Swiss representative before the United Nations Human Rights Council regarding the situation of human rights in Bahrain resulted in a strong reaction of the GCC countries which indirectly could affect FAIRWAY, as it is funded by the SDC).

Has the capacity building approach of the project been successful so far?

Capacity building has mainly consisted of training labour inspectors in Jordan, Ministry of Interior staff in Kuwait, trade unions in Bahrain, Lebanon and Jordan as well as media professionals from different countries.

The topics covered Occupational Safety and Health, standards in labour inspection, domestic workers' rights, organization of migrant workers, developing strategic plans, empowerment of workers, etc. giving the impression that a little bit has been done on different things with limited results (again, results are not monitored by the project).

The project team has developed a "Union and Government Training Strategy" for the remaining time of implementation. The strategy focuses on further training in Jordan and Kuwait, which besides capacity building aims at:

- collecting information about challenges in implementation that can be communicated to policymakers to improve legislation and policy (i.e. Feeding into Outcome 1);
- promoting behavioural change in how government officials and unions perceive and respond to migrant workers, but also the broader public (i.e. Feeding into both Outcomes 2 and 3, particularly with respect to migrant domestic workers, as such individuals can be influential with other employers of domestic workers).

The justification of the strategy is valid, and the initial reaction to the training provided in Kuwait is encouraging enough to further engage with the Ministry of Interior along the lines suggested in the strategic note. In the case of Jordan, considering the limited resources allocated to training activities, the strategy should be better aligned with the global approach of the ILO aiming at better integrating the different initiatives (BETTERWORK, FAIRWAY, WIF) into a clear agenda on what to do with migrants.

How have stakeholders been involved in project implementation? To what extent has the project management been participatory and has the participation contributed towards achievement of the project objectives? How effective was the collaboration with other projects and what has been the added value of this collaboration?

Stakeholders have been actively involved in project implementation, both in the framework of formal structures (POC, PAC) as in bilateral interactions of the CTA with other ILO staff and projects. The active participation of ILO management committing full attention to the POC is very important and highly appreciated by the donor.

With regard to other projects, FAIRWAY has mainly cooperated with Work in Freedom (joint production of documentary on Arab Youth and Migrant Domestic Workers; joint support of the Domestic Workers Union in Lebanon and joint assessment of Jordan's insurance scheme for domestic workers) and plans for further cooperation have been discussed (potential establishment of a migrant workers centre in Amman).

The project also cooperated with RE-FRAME on the translation of the ILO general principles and operational guidelines into Arabic and a number of initiatives are currently being discussed in the context of recruitment regulation in Kuwait.

FAIRWAY also maintains contacts with other projects from which lessons can be learned without directly engaging in joint activities (e.g. with FAIR promoting fair recruitment and empowering migrant workers, as well as with REFRAME and BRIDGE on media training activities).

Besides providing cost-sharing benefits, the cooperation with other projects reinforces the engagement of the ILO with different parties in a global approach.

How does the PAC operate and provide strategic guidance to the project?

The PAC was established in bringing together a team of experts from around the world carefully selected to ensure a diverse balance of expertise, experience and networks in areas such as policy advice, private sector engagement, media collaboration, academic research, and thematic expertise in amongst others gender, construction, recruitment, outreach, informality and discrimination. The first meeting took place in November 2016 and further meetings were held in April and October 2017.

The individual members of the PAC are not personally known by the evaluator, but the justification provided for their selection is pertinent. While a good balance of expertise has indeed been secured, the list of members however does not include any representative of migrant workers as such. It might be appropriate to include a representative of the IDFW in the PAC.

The PAC provides a much better advisory mechanism than did the Research Network under the MAGNET project. Its members both provide policy guidance to the project and recognize its value for themselves in being closely engaging with other "colleagues" working on labour migration issues. Examples on how the PAC has provided advice to the project have been given to the evaluator (e.g. on issues related to the terminology of the "kafala" paper, providing entry points for partnerships among members, suggesting topics for research studies to be undertaken, etc.). Interviews with PAC members clearly reveal the interest in holding these meetings (several members suggested to increase the frequency of meetings) and to find a way to keep the group alive beyond FAIRWAY's lifetime.

Summary reports of the PAC meetings reveal that many issues are being discussed, which may not allow for sufficient time to have in-depth discussions among the members. The “guidance” role of the PAC to the project is, according to several members, not sufficiently used. In this respect a suggestion made by one member to focus on a more limited number of topics is a valid point which the project team may want to consider for future meetings.

To what extent did the project build synergies with national and regional initiatives and with other donor-supported projects including in countries of origin?

FAIRWAY has not directly engaged in joint activities with projects in the countries of origin, though discussions are taking place with such projects (e.g. FAIR, RE-FRAME) and with NGOs specifically working on migration corridors (e.g. with Migrant Org). Experience and background information feeding into the project is also generated by contacts with the ILO office in South-Asia and South-East Asia, as well as from the participation of experts from countries of origin in the PAC. Vice versa, FAIRWAY provides policy and legislative updates on project countries to colleagues in South Asia, South East Asia and Africa. Strong relationships have also been developed with the Panos South Asia media training programme (funded by SDC).

How did outputs and outcomes contribute to ILO’s mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?

At this stage of implementation, it is too early to comment on the contribution of outputs and outcomes to ILO’s mainstreamed strategies, although activities implemented so far have promoted these strategies. This is particularly the case for some of the training activities which have promoted international standards and for the publication of white papers.

To what extent did synergies with and operation through local organisations help to ensure the sustainability of the impact of the project i.e. through building capacity?

The project has undertaken a number of activities with local and international organizations (IDWF, Building and Woodworkers’ International – BWI), EQUIP, Migrant-Rights.Org, Building Responsibly) and plans further involvement of other organizations (e.g. Tamkeen) which in a longer-term perspective are likely to ensure sustainability of certain activities.

The more recent changes to the project’s work plan aiming at engaging more directly with associations bringing together domestic workers to build their own capacity to organize themselves, is a very rational approach.

How could the effectiveness of the project be improved, in particular at policy level?

The project is succeeding in producing quality policy documents with the input of competent experts; they provide a framework for policy dialogue with government authorities who may look at such documents in different ways. They can irritate government authorities, be ignored or to the contrary seen as constructive reference documents.

Reaching out to government authorities in a constructive way requires the ensuing communication to be effectively organized and targeted. The project’s communication strategy refers to the key principle of “advocacy for positive change” in reaching out to ministries and other government authorities in target countries, but nothing is defined in terms of strategic tactics to reach out in the most effective way to the policy makers.

Several members of the PAC suggested that more discussions could be organized among them on how to go about communicating with policy makers. Besides having the input of a media expert in the PAC, other members may indeed provide the project with different views and suggestions on how to better focus policy communication.

5.4 Efficiency

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

All activities have been precisely budgeted, and the disbursements of allocations are clearly stated in the project's financial reporting documents (ILO Project Financial Status Report by Project Outcome, Output and Activity and Expenditure Category, Expenditure Reports). The budget is overall well balanced and justified to potentially achieve the outcomes.

31% of the total budget (i.e. 737.500 USUS\$) has been specifically allocated for activities under the 3 outcomes. Communication has been given the largest share, most likely as a result that the predecessor project MAGNET did not have any significant communication budget, which was pointed out as a shortcoming during the final evaluation.

The budget allocation for capacity building has equally been split between activities aiming at building the capacity of government authorities and those targeting trade unions and migrant workers. Actual expenditures to date show that more has been spent on government authorities than on trade unions.

According to expenditure reports for November 2017, the total budget consumption has reached 40.0 % (55% including commitments).

Project results are yet to materialize, but contributions made by the project so far to achieving the outcomes in a longer-term perspective justify the financial resources consumed until now.

To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?

The project has cooperated with the Work in Freedom (WIF) project in Lebanon to produce a documentary on Arab Youth and Migrant Domestic Workers; it also provides joint support to the Domestic Workers Union in Lebanon and undertakes a joint assessment of Jordan's insurance scheme for domestic workers. FAIRWAY is also working with WIF on the potential establishment of a migrant workers centre in Amman, which would be funded through the second phase of WIF.

With the EU-funded RE-FRAME project, FAIRWAY joined efforts to translate the ILO general principles and operational guidelines into Arabic (breakdown of costs could not be established).

Further plans for cost sharing are underway for a study on government-to-government recruitment with DWT New Delhi.

How could the efficiency of the project be improved (resources management)?

The main area in which the allocation of resources could be better rationalized is in the organization of training. As mentioned above, training should be prioritized and provided only where a real added value can be expected.

5.5 Effectiveness of management arrangements

What was the division of work tasks within the project team and has the use of local skills been effective? How does the project governance structure facilitate good results and efficient delivery? And if not, why not? How clear is the understanding of roles and responsibilities and division of labour between project staff?

The division of tasks between the CTA and the TO is based on the defined Outcomes with Outcomes 1 and 2 being the responsibility of the CTA and Outcome 3 being the responsibility of the TO. This division of tasks as presented in the project design documents somehow contradicts the idea of having an integrated approach of the 3 outcomes, although the project document also suggests that *“all project staff will be encouraged to nurture linkages among the various outcome areas for mutual reinforcement”*. The job description of the TO, as advertised prior to recruitment, implies a higher degree of involvement in all areas which more obviously interconnects the activities of the 3 outcomes. The modus operandi of the team is in line with the expected interconnection of the 3 outcomes.

The Project Oversight Committee (POC) ensures oversight of the project and supports the project team to deliver in the most efficient way.

How effective was communication between the project team, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?

The communication between all parties at all levels and the interaction of the CTA with all colleagues within the ROAS office, with the other country offices and with Geneva has been highly praised by all informants. A few examples of inter-office cooperation:

- ILO Headquarters have provided support to the project team in peer-reviewing publications, in providing information on best practices on various issues, in facilitating inter-regional coordination, in linking the project with other initiatives, etc. HQ staff also attended a PAC meeting, as well as the Senior Migration Specialist based in Delhi,
- CO-Kuwait provides on-going support to the project in ensuring smooth communication with government authorities, known for their notorious bureaucracy which often affects efficient communication,
- Within the ROAS office, regular face-to-face meetings take place between the project team and other staff members, in particular the national coordinators, the Senior Migration Specialist, the Employer’s and Workers’ Specialists, the Labour Inspection Specialist, the Communication Department, etc.

The evaluation did not identify any weakness in the cooperation between the project team and other ILO departments.

How effectively does the project management monitor project performance and results (internal monitoring)? Does the project report on progress in a regular and systematic manner,

both at regional level, to PROGRAM and the donors? What M&E system has been put in place, and how effective has it been (systems, tools)?

The Project Monitoring Framework is used to keep track of project achievements in terms of activities implemented and indicator progress at outcome and output levels. Very little is mentioned in terms of results and/or expected results in the PMF provided to the evaluator during his visit to the project. Formal reporting occurs in the yearly TCPR, as well as during the six-monthly POC meetings in which the donors are represented.

The need for more results-oriented follow-up and reporting has already been mentioned under point 5.2 (Validity of design).

5.6 Gender equality and promotion

Has there been any effort to mainstream gender throughout the project, and to what extent has this been achieved?

The gendered nature of labour migration in the Arab region, in segmented labour markets, is illustrated by the fact that it is mostly migrant men working in construction, and mostly migrant women who work in domestic work, both sectors being the target sectors of the project.

The project design document includes gender equality in the outcomes, and some outputs/activities specifically address gender issues. The project document for example suggests developing an overview paper on the state of domestic work protection modalities and regulation in the project target countries in close consultation with the DWT gender specialist. This has been done and further contributions of the gender specialist have been provided for other outputs (e.g. glossary, white paper, video, etc.).

Gender issues have also been part of discussions at the Policy Advisory Committee which includes several members having gender and/or women's rights as a thematic area of expertise. As a development to PAC discussions, the project is looking at domestic workers as part of the care economy chain.

What were the intervention benefits and related costs of integrating gender equality?

Integrating gender equality in the project's approach contributes to Sustainable Development Goal 5.4. No specific costs have been incurred by the project in relation to gender issues other than supporting the realization of a video on care economy that has a strong migration/domestic workers angle. It will be disseminated widely building on GED and Fairway networks.

How effective has the project been in responding to gender-specific aspects of migration management, and the protection of migrant workers? How does the intervention affect men and women? If there are differences, why?

By definition, the project mainly covers the construction sector, in which men constitute the major workforce, and the sector of domestic work which employs mainly women.

To what extent is sex-disaggregated data collected and used in the project?

Sex-disaggregated data is collected and reported by the project for all activities. The PMF always specifies the percentage of women having participated in training workshops.

Does the project approach need to be adapted to increase the gender-responsiveness of the intervention?

No adjustment is required.

5.7 Impact orientation

What is the likely contribution of the project initiatives to the stated objectives of the intervention thus far?

The simplest way to describe the contribution to the stated objectives is to say that FAIRWAY is putting a number of things in place, but the actual benefits and results are still to materialize.

At policy level, what has been done so far is not (yet) achieving any change, but it would be important to explain how the activities implemented so far contribute to ILO's strategy in laying the foundations for future developments, bearing in mind that actual policy changes which could be attributed to the project may not happen before the end of the project, if at all. The objective should not be to have FAIRWAY alone aim for policy changes, but rather as a component and contributor to the strategies of the ILO and of the donor.

At Outcome 2 level, training is hardly generating any impact in terms of improving institutional mechanisms and operational modalities for fair migration. At best, it can be mentioned that labour inspection in Kuwait is taking a more sensible approach, which is a first step in the right direction provided the more ethical attitudes remain.

Media activities and campaigns aiming at sensitizing the public with the aim to diminish discriminatory attitudes most likely have not had any significant impact (yet). The Fellowship Programme is still at an early stage, the impact of training journalists and media professionals has not been monitored, and campaigning work targeting employers has so far generated marginal numbers of pledges (45). Work with employers has also enable building a coalition with like-minded civil society, and piloting an innovative approach to behavioural change.

Are resources being managed in the best possible way to ensure impact and sustainability, in particular with regard to training/capacity building?

More than being a management issue, capacity building needs to be better prioritized and coordinated with other interventions of the ILO and/or other projects.

The resources allocated for training cannot be expected to result in significant changes; a better focus is therefore more likely to sustain the efforts of the project, especially where there is a real commitment of beneficiaries to build on the training received.

To what extent are national partners able and willing to continue with the project? How can the project best build the foundation to ensure that the project is sustainable after its completion? Can further donor interest and support be leveraged to upscale the outcomes of the project?

At governmental level, Jordan is probably the only country where the term “partner” could apply considering the good relationship between the ILO and the government authorities. Over the years, the ILO has been able to develop a constructive relationship with different actors in the government which to some extent becomes institutionalized. Sudden government changes, if/when they occur, would possibly not affect the relationship with the ILO and individual projects. In the other countries, the relationship does not really qualify for partnership although the relationship between the Ministry of Interior in Kuwait and FAIRWAY can be pointed out. Changes in the political scene are more likely to affect this rapport.

Building the foundations in other countries remains ILO’s objective to continue promoting fair migration. FAIRWAY is a temporary support to ILO’s continued presence and efforts in the region. All parties involved, including the SDC, which is funding FAIRWAY, are aware that the end of the project in December 2018 will not be the end of the combined efforts to continue supporting migrant workers to acquire better working conditions and fairer migration. There is a commitment of all parties involved to work in a longer-term perspective.

With regard to the UAE, considering the limited progress achieved so far, what is the impact potential in this country?

So far, the project has not been able to implement any meaningful policy activity in the UAE which would possibly make an impact. The only indirect involvement of FAIRWAY in the UAE is through the “Building Responsibly” set-up targeting private sector and semi-governmental construction companies in the GCC countries, particularly in the UAE. The advocacy work in the construction sector will eventually lead to better working conditions for constructions workers, which will benefit migrant workers.

The ILO is present in the UAE and implements a project funded by the UAE. This for now is a real opening for the ILO to directly work with the government in addition to earlier initiatives through the Abu Dhabi Dialogue.

Making an impact in the UAE with FAIRWAY should not be seen as a priority, but rather considered as a possible opportunity for which a different approach may need to be considered.

5.8 Lessons learned and good practices

What good practices can be learned from the project that can be applied in the remainder of this project or similar future projects?

Before looking at lessons learned from the project, it is worthwhile mentioning that the design of FAIRWAY has taken into consideration the main weaknesses of MAGNET:

- The number of target countries has been reduced to 5 (MAGNET implemented activities in 9 countries)
- Two priority sectors have been defined for FAIRWAY
- Communication has been given particular attention, in terms of budget and human resources
- The outcomes are presented in a well-balanced, logical and coherent way
- A Policy Advisory Committee has been established (replacing a deficient Research Network)
- A Project Oversight Committee has been established (MAGNET did not have one)

- A Performance Monitoring Framework has been defined, allowing better follow-up of activities to be made.

As the FAIRWAY project has now reached its mid-term, good practices also emerge, in particular:

1. The good communication between the project team and other ILO colleagues within ROAS, as well as in ILO Headquarters and other countries, which contributes to a better integration of the project in the overall activities of the ILO in the region
2. The search for cooperation with other projects which provides opportunities for cost-sharing some activities and avoids possible overlaps
3. The existence of the Policy Advisory Committee providing valuable input in sharing ideas with the project and discussing essential topics among a group of well-informed experts coming from different sectors involved in labour migration
4. The establishment of a Project Oversight Committee playing a key role in supervising the implementation of the project
5. The involvement of the media: communication is a very important tool for the dissemination of information.

If it were possible, what could have been implemented differently for greater relevance, sustainability, efficiency, effectiveness and impact? How can the project increase its strategic influence in the region?

Considering both the time and financial allocation of the project, the strategy chosen appears to be justified and appropriate. The project was designed in taking into consideration the political environment prevailing at that time and is adapting to changing circumstances whenever required.

The few weaknesses identified during this evaluation mainly relate to the following implementation issues:

- Reporting on results: the PMF could have benefited from assessing the potential impact of all activities;
- Communicating with a more focused approach, and
- Better defining priorities with regard to capacity building activities.

6 Conclusions and Recommendations

6.1 Overall assessment

Overall, FAIRWAY is a well-designed project with a sound approach and ambitious objectives reflecting the strategies of both the ILO and the donor. The project is intended to be a contribution to the much larger agenda of the ILO and not meant to be an isolated product with its own brand name.

The project must deal with a volatile political environment and not always has the freedom to operate as it was planned. Jordan and Kuwait currently provide the most suitable conditions to achieve noticeable results. Lebanon does not allow real policy discussions to take place and the UAE has so far remained outside of the project's policy outreach, while activities in Bahrain remain very limited due to reasons beyond the project's responsibility.

The activities implemented so far are relevant and contribute to the achievement of objectives, though the way in which they contribute has not been well reported (no results reporting in the PMF). A post-evaluation PMF prepared by the project is presented in Annex 7.

Important management and guidance structures have been put in place (PAC and POC) which prove to be very valuable. Communication has been given the necessary attention and cooperation with other projects has been efficient, sometimes generating cost-sharing arrangements for some activities.

FAIRWAY is on track to provide a beneficial contribution to the environment of labour migration in the region, but there is always room for improvement and opportunities to do even better really exist.

6.2 Recommendations

Based on the above analysis and conclusions, the evaluator would like to present the following recommendations which would improve reporting and possibly capitalize on activities implemented:

	Recommendation	Justification
1	Undertake a results analysis of each activity implemented	<p>Activities implemented are relevant, but the question "what have they actually achieved?" cannot be answered without a sound analysis of their benefits and results. This is particularly the case for training activities (for which a methodology has to be defined on how to assess the benefit of a training).</p> <p>The analysis of the project design has identified a weakness in the absence of a potential impact analysis of the project. Once the results analysis is made, it will be possible to define the potential impact of the project as a whole.</p> <p><i>Addressed to Project Management – High priority – No financial resources required</i></p>

2	Improve the Performance Measurement Framework	<p>In line with the first recommendation and to facilitate the impact analysis, it is important to update in very precise terms the indicators of achievement which will be reached upon closure of the project. This is about evaluating impact, not outputs and implies more than just showing numbers reached.</p> <p>Activities already completed and further activities planned or initiated provide sufficient background information to clarify the initial indicators. Indicators should be realistic and directly relate to the activity and outcome they are defined for.</p> <p><i>Addressed to Project Management – High priority – No financial resources required</i></p>
3	Upgrade the Communication Strategy	<p>The communication strategy has identified target groups and best means of communication. Better targeting the different audiences and defining the expected results of a communication activity would provide added value and also contribute to better reporting. Members of the PAC have suggested having communication better tailored for each target group. This may need to be re-discussed with the Media expert of the PAC.</p> <p><i>Addressed to Project Management (CTA & TO) – High priority – No financial resources required</i></p>
4	Define clear priorities for the remaining time of implementation and build on opportunities	<p>Considering currently prevailing political conditions in each of the five target countries, as well as progress made so far in each of these countries, define a more precise strategy on how to proceed further so that success stories can be produced.</p> <p>Jordan and Kuwait currently provide the most favourable environments for the ILO and FAIRWAY to push the agenda further.</p> <p><i>Addressed to the ILO/ Project Management – High priority – No financial resources required</i></p>
5	Engage more intensively with trade unions and employers	<p>In countries where a more open support to trade unions can be provided without resulting in political conflicts, the project should consider a more proactive engagement in cooperation with ACTRAV. This particularly applies to FENASOL which could be more protective of the DWU</p> <p><i>Addressed to Project Management – High priority – No financial resources required</i></p>
6	Allow the Policy Advisory Committee to intensify its policy guiding mandate	<p>The existence of the PAC is highly praised by its members, eager to play a more active role in providing advice to the project. Several suggestions were made:</p> <ul style="list-style-type: none"> • to increase the frequency of meetings,

		<ul style="list-style-type: none"> • to reduce the number of topics to allow more in-depth discussions, • to have domestic workers represented, • to be given the opportunity to discuss progress and problems encountered by the project, and • to advise the project on how to take advantage of opportunities. <p>With regard to the representation of domestic workers, the project may want to consider inviting the IDWF to a next meeting.</p> <p>Allowing PAC members to have better insight of progress in implementation may be considered, but remains the prime role of the POC.</p> <p><i>Addressed to Project Management – Medium priority – Financial resources required (interpreter for DWU)</i></p>
7	Reconsider approach to UAE	<p>Considering all different opinions received by the evaluator² on how to engage with the UAE, the most sensible approach for FAIRWAY might be the following:</p> <ul style="list-style-type: none"> ○ continue implementing the approach to the construction sector with the “Building Responsibly” initiative, but for now refrain from engaging with the Ministry of Human Resources and Emiratization as suggested in the Construction Sector Engagement Strategy (joint workshop planned for 2018). ○ re-introduce FAIRWAY as an opportunity for the UAE government to provide support to <i>their</i> agenda in implementing activities which could be funded by them (or cost-shared) and contribute to improve decent work and migration conditions with a longer-term perspective of reaching international standards. ○ Accept working with UAE without precise time table, leaving them to decide at which pace they would be willing to engage. <p><i>Addressed to ILO/Project Management – Medium priority – No financial resources required</i></p>

² Opinions do not include any suggestion from UAE government authorities which could not be interviewed by the evaluator.

Appendices

Appendix 1: Terms of Reference for the Evaluation

Terms of Reference (ToR) for Mid-Term Evaluation

“Regional fair migration project in the Middle East (FAIRWAY project)”

1. KEY FACTS	
TC Symbol:	RAB/15/03/CHE
Country:	Regional (Lebanon, Jordan, Kuwait, Bahrain and the United Arab Emirates (UAE))
Project titles:	Regional fair migration project in the Middle East (FAIRWAY project)
Duration:	2.5 years (30 Months)
Start Date:	1 January 2016 ³
End Date:	30 July 2017 ⁴
Administrative unit:	Regional Office for the Arab States (ROAS)
Technical Backstopping Unit:	Regional Office for the Arab States (ROAS)
Collaborating ILO Units:	MIGRANT The Bureau for Workers' Activities (ACTRAV) Bureau for Employers' Activities (ACTEMP)
Evaluation requirements:	Mid-Term Evaluation
Budget:	USUS\$2,345,832

³ Actual implementation commenced in May-July 2016 following recruitment of staff.

⁴ No cost extension to 31 December 2018 currently under review.

2. BACKGROUND INFORMATION

Project Background

The ILO Fair Migration Agenda, which was endorsed by ILO's tripartite constituents during the International Labour Conference of 2014, recognizes the Arab States as one of the main destination regions globally of migrant workers. Many of these migrant workers are low-skilled and face multiple decent work deficits. These include, but are not limited to 1) flawed recruitment, 2) unacceptable working conditions including in situations akin to forced labour, 3) ineffective dispute resolution and lack of access to justice, 4) limits on voice, representation, and social dialogue, and 5) discrimination of migrant workers.

The project "Regional Fair Migration Project in the Middle East (FAIRWAY project)" aims to build on the momentum of the SDC-funded Migration Governance Network (MAGNET) project and other ILO projects in addressing the decent work deficits of migrant workers, promoting fair migration (including fair recruitment) and contributing to combating forced labour and trafficking for labour exploitation. It is informed by lessons from projects in the Arab States – the ILO MAGNET project in particular - and in origin countries in South Asia, and takes both a country-specific and regional approach. Country-specific work is undertaken in the GCC countries Bahrain, Kuwait, and the UAE, and in the Mashreq countries Jordan and Lebanon, and initiatives revolve around the plight of low-skilled migrant workers in sectors where they predominate, i.e. construction and domestic work.

Geographical Coverage of the Project

As described above, the project is regional in nature but covers national level interventions in Lebanon, Jordan, Kuwait, Bahrain and the United Arab Emirates (UAE).

Project Structure

The FAIRWAY project has a three-pronged strategy: (1) to promote labour migration-related policy change for fair migration that is informed by evidence-based policy advice; (2) to support improved implementation of laws and policies by strengthening institutional mechanisms and operational modalities in target countries; and (3) to build a more conducive environment for decent work of men and women migrant workers by addressing discriminatory attitudes and actions towards migrant workers.

Objectives and Outputs

Main Objective

The FAIRWAY project has as its overall development objective improved protection and Decent Work outcomes for migrant workers in selected countries in the Middle East. The beneficiaries include women and men migrant workers in Bahrain, Jordan, Kuwait, Lebanon, and the UAE.

The ultimate beneficiaries are expected to benefit from improved rights-based policies and practices related to recruitment, migration and working conditions in destination countries.

The outcomes of the project as follows:

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

Output 1.1 Policy Advisory Committee operational and supporting advocacy for policy change towards fair migration

Output 1.2 Research and policy advisory papers delivered and used to support advocacy for policy change towards fair migration

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

Output 2.1 Government authorities capacitated for fair migration (including on improving operational modalities) and to address decent work deficits of women and men migrant workers

Output 2.2 Trade unions and migrant worker organizations capacitated on fair migration and outreach to and empowerment of migrant workers⁵

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

Output 3.1 Public sensitized on abuse of women and men migrant workers and fair migration solutions through collaborative partnerships with media

Output 3.2 Evidence-informed campaigns implemented to address negative employer attitudes against mainly women migrant domestic workers in countries of destination

Output 3.3 Evidence-informed campaigns implemented to address negative employer attitudes against mainly men migrant workers in construction in countries of destination

Achievements to date and current implementation status

Key achievements under the Project are listed below, as well as noting the current implementation status:

Regional

Research and policy

- Established the Policy Advisory Committee – a team of 15 experts from around the world (mostly based in the region) who were carefully selected to ensure a diverse balance of expertise, experience and networks in areas such as policy advice, private sector engagement, media collaboration, academic research, and thematic expertise in amongst others gender, construction, recruitment, outreach, informality and discrimination. FAIRWAY hosted the first two meetings of the PAC on 17-18 November 2016 and 26-27 April 2017 respectively in Beirut (output 1.1).
- Published two influential discussion papers on recruitment,⁶ and kafala reform,⁷ which have been influential in follow-on publications and policy dialogues including the background document for the International Labour Conference (ILC) general discussion in June 2017, the

⁵ This output was amended in August 2017 to include migrant worker organizations in addition to trade unions.

⁶ ILO (2016) *Ways forward in recruitment of 'low-skilled' migrant workers in the Asia-Arab States Corridor*. ILO White Paper.

⁷ ILO (2017) *Employer-Migrant Worker Relationships in the Middle East: Exploring scope for internal labour market mobility and fair migration*. ILO White Paper.

background note on a thematic session relating to migration costs at the quadrennial ILO Asia Pacific Regional Meeting, which attended by constituents from more than 45 countries, and the background paper for the ILO Interregional Consultation on Labour Migration and Mobility from Asia/Africa to the Middle East, which will bring together ILO constituents and other relevant stakeholders from 22 countries in the three regions.

- Together with the DFID Work in Freedom, cost-funded a review of the insurance scheme for employers of domestic workers in Jordan,⁸ ensuring that the findings are shared in Lebanon (which is contemplating introducing such a scheme) so that good practices and lessons learnt can be transferred from one country to another.

Strategic coordination

- Hosted a strategy meeting of trade unions and civil society organizations on domestic work issues with stakeholders from Lebanon and Jordan;
- Developed a glossary on fair reporting of migration issues and re-established a network of senior journalists and editors to validate and promote the glossary (December 2016).
- Developed policy briefs and infographics on fair recruitment ('10 Things Governments Can Do to Ensure Fair Recruitment') and domestic work ('My Fair Home' pledge'), with others focussing on the private sector due to be developed (output 1.2).
- Strategic interventions including active participation in influential regional policy forums such as the Abu Dhabi Dialogue (July 2017) and ILO Interregional Meeting on Migration and Skills (July 2017) (output 1.2).

Country specific

- **Bahrain:** FAIRWAY has been progressing activities to build capacity of the trade union federation (the General Federation of Bahrain Trade Unions - GFBTU) to represent the voice of migrant workers (output 2.2), as well as linkages made with a key Bahraini newspaper to support fair reporting of migration issues (output 3.1). There are furthermore plans for engagement with employers through the My Fair Home campaign (output 3.2).
- **Jordan:** activities in Jordan have focused on the capacity building of labour inspectors particularly with regards to employer inspections and occupational safety and health in the two FAIRWAY priority sectors of domestic and construction work (output 2.1). In February and March 2017, the ILO conducted training for 73 labour inspectors in the central, northern and southern provinces of Jordan, and recorded details of constraints, challenges and recommendations, which it plans to discuss with the leadership of the Ministry of Labour. At a policy level, the FAIRWAY project led the technical review of draft regulations on domestic work, developed by the Ministry of Labour (output 1.2). FAIRWAY is supporting the General Federation of Jordanian Trade Unions (GFJTU) to establish and operationalize a national committee of migrant workers and refugees, to ensure that the committee can represent and truly support migrant workers (output 2.2).
- **Kuwait:** A training with 22 representatives from the Ministry of Interior (MOI) (including departments of Domestic Workers; Illegal Residence and Trafficking respectively) was carried out from 2-3 April 2017, covering good practices in regulating the domestic work sector, and was very positively received by the participants and head of the Domestic Workers Department (output 2.1). FAIRWAY is carrying out a study of recruitment modalities with the Public Authority of Manpower (PAM)(output 1.2) and is supporting

⁸ The scheme was widely regarded as good practice in persuading employers not to restrict their domestic workers' freedom of movement as they would be (partially) compensated if they absconded (i.e., left the employer).

delivery of employer-outreach sessions on domestic workers, through the civil society organization, Bridges International (output 3.2). FAIRWAY has connected with key civil society organizations to support the creation of a grassroots organizing committee of domestic workers which could, in future, link with the Kuwait Trade Union Federation (KTUF) to form a solid movement of domestic workers in Kuwait (output 2.2).

- **UAE:** Technical support by FAIRWAY remains constrained by the Ministry of Human Resources and Emiratization's (MOHRE) limited capacity to accept additional technical support, and a lack of information exchange on MOHRE's intended plans – to which FAIRWAY could meaningfully contribute. Nonetheless, FAIRWAY has been accepted as a technical partner to a pilot activity on fair recruitment with MOHRE in the corridor with the Philippines and further information as to the support that FAIRWAY will be invited to provide is forthcoming (output 2.1).
- **Lebanon:** FAIRWAY's ability to influence policy change in Lebanon remains constrained by a challenging legislative and institutional environment. FAIRWAY's work has thus been focused on strengthening the collective voice of migrant workers, as well as outreach to employers through the My Fair Home campaign. In March 2017, FAIRWAY (together with the DFID Work in Freedom Programme) supported a strategic workshop for the Domestic Worker Union (DWU) to assist the DWU to develop a solid, strategic and feasible plan, and identify opportunities for FAIRWAY/WIF to provide technical and financial support to strengthen the DWU. Implementation of the workplan is likely to commence in early May 2017 (output 2.2). ILO launched the My Fair Home Campaign and produced a video with affiliates of FENASOL (National Federation of Worker and Employee Trade Unions in Lebanon) on the campaign (output 2.3).

The implementation status can be considered 'on-track'.

Project Management Structure

The project is implemented by ILO-ROAS, with generic backstopping by the Labour Migration Branch (MIGRANT) and the Fundamental Principles and Rights at Work (FPWR) Branch at Headquarters in Geneva. In the regional office, the project is overseen and backstopped in the first instance by: the Director, Decent Work team, who will have ultimate responsibility for all deliverables, and the Senior Migration Specialist who offers technical guidance and support, and broad supervision on all project deliverables. Specific guidance is offered by the Senior Gender Specialist, and the Senior Workers' and Employers' Specialists (who respectively represent ACTRAV and ACT/EMP), the ROAS Communications Specialist, and a number of other specialists where relevant.

The FAIRWAY project staff comprise:

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

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

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

3. PURPOSE AND SCOPE OF THE EVALUATION

Purpose

The mid-term evaluation will be conducted to examine the efficiency, effectiveness, relevance, and potential impact of the project thus far and provide recommendations for the remaining 12 months of the project. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned.

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

Scope

The evaluation will cover the project ‘Regional Fair Migration Project in the Middle East (FAIRWAY project).’

The evaluation should focus on all the activities that have been implemented since the start of the project to the moment of the field visits.

The project has to date largely been active in Lebanon, Jordan, Kuwait and Bahrain, and the travel will be limited to Lebanon and Jordan or Kuwait.

The evaluation will integrate gender equality as a cross-cutting concern throughout its methodology and all deliverables, including the final report.

The primary clients of this evaluation are the FAIRWAY Project team, the Swiss Agency for Development and Cooperation (SDC) as the donor, ILO ROAS, and the tripartite constituents. Secondary users include other project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation.

4. EVALUATION CRITERIA AND QUESTIONS

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

- ✓ **Relevance and strategic fit** – the extent to which the objectives are aligned with sub-regional, national and local priorities and needs, the constituents’ priorities and needs, and the donor’s priorities for the project countries;
- ✓ **Validity of design** – the extent to which the project design, logic, strategy and elements are/ remain valid vis-à-vis problems and needs;
- ✓ **Efficiency** - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources;
- ✓ **Effectiveness** - the extent to which the project can be said to have contributed to the development objectives and the immediate objectives, and more concretely whether the stated outputs have been produced satisfactorily; in addition to building synergies with national initiatives and with other donor-supported projects, project visibility;

- ✓ **Impact** - positive and negative changes and effects caused by the Project at the sub-regional and national levels, i.e. the impact with social partners and various implementing partner organisations;
- ✓ **Effectiveness of management arrangements**; and
- ✓ **Sustainability** – the extent to which adequate capacity building of social partners, governments officials and journalists has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion; the extent to which the knowledge developed throughout the project (research papers, manuals and other tools) can still be utilized after the end of the project to inform policies and practitioners,

Relevance and strategic fit:

- ❖ How do the project objectives respond to the priorities of the donor?
- ❖ To what extent are project activities linked to the global commitments of the ILO including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs)?
- ❖ How does the Project deal with shortcomings of tripartism characteristic of the region, particularly in the Gulf countries?
- ❖ Are the planned project objectives and outcomes relevant and realistic to the situation and needs of migrant workers? Were the problems and needs adequately analysed?

Validity of design:

- ❖ Is the project strategy and structure coherent and logical (what are the logical correlations between objective, outcomes, and outputs)? Do any changes need to be made to the design of the project?
- ❖ On the whole, are project assumptions realistic; did the project undergo a risk analysis and design readjustment when necessary?
- ❖ Does the project make use of a monitoring and evaluation framework? How appropriate and useful are the indicators in assessing the project's progress? If necessary, how should they be modified to be more useful? Are indicators gender sensitive? Are the means of verification for the indicators appropriate? Are the assumptions for each objective and output realistic?
- ❖ To what extent were the indicators used effectively in measuring enhancement of the capacities of ILO constituents?
- ❖ What was the baseline condition at the beginning of the project? How was it established?
- ❖ Was the strategy for sustainability of impact defined clearly at the design stage of the project? If yes, how? Was the approach taken appropriate to the context?

Effectiveness:

- ❖ Is the project on-track to achieve the main objectives? (analysis of achievements and challenges by output is required) In cases where challenges were faced, what intermediate results can be reported towards reaching the objective? Are the project partners using the outputs?
- ❖ What have been the constraining factors and how have they been addressed?
- ❖ How have stakeholders been involved in project implementation? To what extent has the project management been participatory and has the participation contributed towards achievement of the project objectives? How effective was the collaboration with other projects and what has been the added value of this collaboration?

- ❖ To what extent did the project build synergies with national and regional initiatives and with other donor-supported projects including in countries of origin?
- ❖ How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?
- ❖ To what extent did synergies with and operation through local organisations help to ensure the sustainability of the impact of the project, i.e. through building capacity?
- ❖ How could the effectiveness of the project be improved?

Efficiency:

- ❖ To what extent have project activities been cost-effective? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? To what extent can the project results justify the time, financial and human resources invested in the project?
- ❖ To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?
- ❖ What were the intervention benefits and related costs of integrating gender equality?
- ❖ How could the efficiency of the project be improved?

Effectiveness of management arrangements:

- ❖ What was the division of work tasks within the project team and has the use of local skills been effective? How does the project governance structure facilitate good results and efficient delivery? And if not, why not? How clear is the understanding of roles and responsibilities and division of labour between project staff?
- ❖ How effective was communication between the project team, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?
- ❖ How effectively does the project management monitor project performance and results? Does the project report on progress in a regular and systematic manner, both at regional level, to PROGRAM and the donors? What M&E system has been put in place, and how effective has it been?

Impact orientation:

- ❖ What is the likely contribution of the project initiatives to the stated objectives of the intervention thus far?
- ❖ To what extent are national partners able and willing to continue with the project? How can the project best build the foundation to ensure that the project is sustainable after its completion?

Lessons learned:

- ❖ What good practices can be learned from the project that can be applied in the remainder of this project or similar future projects?
- ❖ If it were possible, what could have been implemented differently for greater relevance, sustainability, efficiency, effectiveness and impact?

5. METHODOLOGY

An independent evaluator will be hired by the ILO to conduct the evaluation, which will be managed by the Regional Evaluation Officer (REO). The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the REO and the Project.

a) Desk Review

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

b) Briefing

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

c) Individual Interviews and/or Group Interviews

Following the initial briefing, the desk review and the preparation of the inception report, the evaluator will have a mission to Lebanon/Jordan and other countries as relevant and necessary, and have meetings with constituents/stakeholders together with interpreters supporting the process if needed. Individual or group interviews will be conducted with the following:

- Project staff/consultants that have been active;
- ILO ROAS DWT Director, RPU, and Senior Specialists in Migration, Labour Inspection and OSH, and Gender, and the Senior Employers' and Workers' Specialists;
- Interviews with national counterparts (government, public institutions, social partners, journalists, civil society organizations);
- Current and former SDC staff (possibly also Dfid? Due to the close links with the WIF program ?)
- Members of the Policy Advisory Committee (PAC)
- Interviews with direct and indirect beneficiaries.

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

d) Debriefing

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

Evaluation Management

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

6. MAIN DELIVERABLES

The main outputs of the evaluation consist of the following:

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

Inception Report

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

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

Final Report

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

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

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

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

7. MANAGEMENT ARRANGEMENTS AND WORKPLAN

REQUIREMENTS

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

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

ROLES AND RESPONSIBILITIES

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

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

The ILO Evaluation Manager is responsible for:

- Drafting the ToR;
- Finalizing the ToR with input from colleagues;
- Preparing a short list of candidates for submission to the Regional Evaluation Officer, ILO/ROAS and EVAL for final selection;
- Hiring the consultant;
- Providing the consultant with the project background materials;

- Participating in preparatory consultations (briefing) prior to the assessment mission;
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents);
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report);
- Reviewing the final draft of the report;
- Disseminating the final report to all the stakeholders;
- Coordinating follow-up as necessary.

The ILO REO⁹:

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

The Project Coordinator is responsible for:

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

⁹ The REO is also the Evaluation Manager.

WORK PLAN

Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week
Desk Review												
Inception Report												
Field Mission												
Draft Report												
Consultation												
Final Report												

SPECIFIC DEADLINES

Inception Report:

Draft Report:

Final

Report:

8. LEGAL AND ETHICAL MATTERS

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

9. ATTACHED DOCUMENTS

Appendix 2: List of persons and organisations interviewed

ILO ROAS		
	Mr. Frank Hagemann Mr. Ryszard Cholewinski Mr. Hans van de Glind Ms. Nathalie Bavitch Mr. Lars Johanson Ms. Rabia Jalloul Ms. Shaza Al Jundi Ms. Emanuela Pozzan Mr. Mustapha Said Ms. Zeina Mezher Ms. Salwa Kanaana Mr. Amin Alwreidat Ms. Joumana Karame Mr. Kinan Bahnassi Mr. Patrick Daru Mr. Tareq AbuQaoud Ms. Suha Labadi Ms. Dina El Beheri	Deputy Regional Director / Director DWT Senior Migration Specialist Former Senior Migration Specialist Regional Monitoring and Evaluation Officer Chief of Programme Unit Senior Programme Officer Programme Officer UAE, Jordan and Bahrain Senior Regional Specialist – Gender Equality Senior Specialist in Workers’ Activities National Coordinator Lebanon – Work In Freedom (WIF) Project Communication and Public Information Officer Labour Inspection Specialist Programme Officer Kuwait and Lebanon CTA – United Arab Emirates Country Coordinator, Jordan BETTERWORK, Jordan WIF & FAIR, Jordan National Coordinator, Kuwait
Project Team		
	Ms. Sophia Kagan Ms. Eliza Marks	Chief Technical Advisor Technical Officer
ILO Geneva & Delhi		
	Ms. Maria Gallotti Ms. Claire Hobden Ms. Alix Nasri Mr. Max Tunon	MIGRANT & CTA of RE-FRAME INWORK FUNDAMENTALS (FAIR project) DWT South Asia – New Delhi Office
SDC		
	Ms. Simone Troller Alderisi Ms. Aya Maraqa Mr. Pascal Raess	SDC Amman – Regional Adviser Migration & Development SDC Amman Embassy Switzerland UAE
Government officials		
	Mr. Mohammed Dito Ms. Maysoon Al-Rimawi	LMRA Policy Directorate (Bahrain) – Member of Policy Advisory Committee Ministry of Labour (Jordan)
Trade Unions		
	Mr. Mohammad Al Maita Mr. Wassim Rifi Mr. Karim Radhi	Arab Trade Union Confederation (ATUC) – Member of Policy Advisory Committee Builders & Woodworkers International (BIW) – Member of Policy Advisory Committee General Federation of Bahrain Trade Unions

	Ms. Marie Constant	Domestic Workers Union (Lebanon)
Others		
	Mr. Tom Law Ms. Rothna Begum Ms. Laura Secorun Palet Mr. Nizar Hassan Ms. Vani Saraswathi Ms. Rima Kalush Ms. Rawan Damen Ms. Marie-Jose Tayah Mr. Stephen Smith Ms. Jessica Verdon Mr. Ray Juredini	Ethical Journalism Network Human Rights Watch – Member of Policy Advisory Committee Journalist (FAIRWAY Fellowship Programme) Journalist (FAIRWAY Fellowship Programme) Migrant Rights Org – member of PAC Migrant Rights Org – member of PAC Media Consultant – member of PAC International Domestic Workers Federation Building Responsibly MULTIPLEX Hamad Bin Khalifa University, Qatar – member of PAC

Appendix 3: List of documents and publications consulted

- Terms of Reference for the Independent Mid-Term Evaluation

Project documents

- Project document
- Proposed changes to Project document (Memorandum 14 June 2017)
- Project Monitoring Framework
- Communication strategy (September 2016)
- Project Work Plan (August 2016)
- Project Implementation Plan (July 2017 – December 2018)
- Thematic and Chronological Work Plan) September 2016)
- Minutes of the Project Oversight Committee (POC) Meeting 1 September 2016
- Minutes of the Project Oversight Committee (POC) Meeting 2 April 2017
- Technical Cooperation Progress Report (TCPR) July 2016 – November 2016

- ILO Policy Advisory Committee on Fair Migration in the Middle East 27-28 April 2017, Beirut
- White Paper “Ways forward in recruitment of low-skilled migrant workers in the Asia-Arab States corridor” (2016)
- White Paper “Employer-Migrant Worker Relationships in the Middle-East: Exploring scope for international labour market mobility and fair migration” (March 2017)
- Policy Advisory Committee Newsletter March 2017
- Policy Advisory Committee Newsletter August 2017

- Technical documents released by the project

- Project document MAGNET (RAB/12/05/SDC)
- MAGNET 2nd TCPR (July 2013-June 2014)

- Information available on ILO web site:
<http://www.ilo.org/beirut/projects/fairway/lang--en/index.htm>

ILO Evaluation Guidelines and Support Guidance Documentation (EVAL Guidance Resources – June 2017)

SDC Strategic documents

- Swiss Cooperation Strategy Middle-East 2015-2018
- Information available on SDC website <https://www.eda.admin.ch/deza/en/home/countries/middle-east.html>

Appendix 4: Logical Framework Matrix

Beneficiaries: Female and male migrant workers in selected Middle Eastern countries (Bahrain, Kuwait, the UAE; Jordan and Lebanon)			
Project title: Regional Fair Migration Project in the Middle East (FAIRWAY project)			
Project duration: 2.5 years/30 months			
Project structure	Indicators (and targets)	Means of Verification	Assumptions
Development Objective: Improved protection and Decent Work outcomes for migrant workers in selected countries in the Middle East.			Project outcomes will contribute to meeting development objective
Outcome 1: Labour migration-related policy change for fair migration informed by evidence-based knowledge	<p>No. of countries that adopt improved* recruitment policy in line with ILS/ILO policy (2 countries)</p> <p>No. of destination countries that agree with COO modified bilateral arrangements that offer improved* protection to migrant workers in line with ILS/ILO policy (2 countries of destination)</p> <p>No. of countries that reform* sponsorship policy to address key ILS concerns (2 countries)</p> <p>No. of countries that change* policy in construction to the benefit of migrant workers (2 countries)</p> <p>No. of countries that change* policy in domestic work to the benefit of migrant workers (2 countries)</p> <p>No. of ILO reports with recommendations that are</p>	<p>Government Official Gazette and other publications/Government policy announcements</p> <p>Text of bilateral agreements</p> <p>Government policy announcements/Media coverage</p> <p>Government policy announcements/Media coverage</p> <p>Government policy announcements/Media coverage</p>	<p>There is sustained interest by governments to engage with ILO on policy change for fair migration</p> <p><i>* through project contributions</i></p>

	reflected in changed policy (8 reports)		
Output 1.1 Policy Advisory Committee operational and supporting advocacy for policy change towards fair migration	No. of face-to-face PAC meetings (5 meetings) No. of detailed pieces of policy advice formulated through PAC (10 pieces) No. of PAC members participating in advocacy for policy change (5)	PAC minutes PAC minutes Event/meeting records	Members of the PAC are well positioned to contribute to policy change
Project activities for output 1.1:	<ol style="list-style-type: none"> 1. Finalize a TOR for the Policy Advisory Committee (PAC) and the role of its members in consultation with the POC. 2. Shortlist prospective network members, possibly following an open call for nominations, and select PAC members in consultation with the POC. 3. Convene regular meetings (once every 6 months) on core themes, preceded by a detailed briefing package prepared by the PAC secretariat (i.e. the project team). 4. Circulate minutes, including detailed recommendations amongst PAC members for endorsement, followed by use by project team (and DWT) in the implementation of project activities (and for sharing with the POC). 5. Seek feedback from PAC on TORs, draft policy papers (and campaign plans under outcome 3). 6. Produce PAC meeting reports for use by the project team, and share with ILO DWT team members and the POC. 7. Have PAC members participate in policy making meetings where appropriate and possible. 		
Output 1.2 Research and policy advisory papers delivered and used to support advocacy for policy change towards fair migration.	No. of completed reports/studies available on line (8) No. of policy briefs on elements of fair mi-gration used by ILO senior management (5) No. of policy dialogues held with government counterparts related to project reports/policy briefs (20)	Published reports Available policy briefs Meeting reports, mission report, notes for the file	ILO and its partners are able to conduct research and discuss findings with stakeholders
Project activities for output 1.2:	<ol style="list-style-type: none"> 1. Conduct exploratory studies (3x) to develop modalities to improve recruitment, including through harmonization of recruitment regulation and improvements to BLAs among countries of origin (in South Asia) and destination (i.e. Bahrain, Kuwait, and UAE) with a view to offering, and discussing with policy makers, recommendations to achieve improved protection of migrant workers from 		

	<p>exploitation in the recruitment process (link to activity 2.1.1 to extent possible).</p> <ol style="list-style-type: none"> 2. Conduct an exploratory study on direct hiring practices and other innovative modalities for discussion and consideration among selected countries of destination (i.e. Bahrain, Jordan, Kuwait, UAE). 3. Develop a position paper offering recommendations to address the central elements of the kafala system that expose migrant workers to the greatest risk of exploitation (including situations of forced labour) for consultation with policy makers (and also use under output 3.2 and 3.3). 4. Develop an overview paper on the state of domestic work protection modalities and regulation in the project target countries, with a view to offering and discussing recommended ways forward to improve government policy to ensure the protection of migrant domestic workers from exploitation (and also use under activity 2.1.2 output 3.2). 5. Conduct an exploratory study aimed at identifying policies to improve protection and treatment of migrant workers in the construction industry (in Bahrain, Jordan, Kuwait and UAE), including attention to tendering procedures and regulation of outsourcing companies and discuss findings in a regional workshop with relevant policy makers (and also use under activity 2.1.3 and output 3.3). 6. Conduct a study on dispute resolution in Bahrain and Kuwait with a view to identifying, and discussing with policy makers, suggestions for improved systems in both countries (link to activity 2.1.4 to extent possible). 7. Have the TORs for all above studies reviewed by the Policy advisory committee (see output 1.1) with a view to benefitting from their guidance, also in terms of the strategy to advocate for policy change after studies are completed. 8. Develop 5 policy briefs (on recruitment, kafala reform, improving working conditions for migrant domestic workers, and migrant workers in construction, and dispute resolution) along with campaign materials such as info graphics and PPTs to support efforts to advocate for policy change (also to be used under output 3.1). 9. Disseminate any publications widely, promote them through launch events and bilateral and multilateral meetings (and ILO meetings), and share them with influencers and advocate for uptake by policy makers of the various sets of recommendations. 10. Promote use of any project publications and policy briefs in coordinated interagency statements and other advocacy initiatives (for instance capitalizing on the regional interagency working group on migration (under UNESCWA auspices)). 11. (All activities will be undertaken in close consultation with the ILO DWT migration specialist) 		
<p>Outcome 2:</p> <p>More effective and efficient institutional mechanisms and improved operational modalities for fair migration in the target countries</p>	<p>No. of procedural changes that benefit mi-grant workers as a result of project related training and advocacy (3 proced. changed)</p> <p>Trends/evolution* in licensing and monitoring of placement/recruitment agencies (2 countries show</p>	<p>Procedural manuals/guidelines/directives</p> <p>Feedback by trainees</p> <p>Records by recruitment</p>	<p>Tripartite stakeholders are receptive to capacity building training and contributing to improving operational modalities.</p> <p>Material outputs are of sufficient quality to have future value to targeted</p>

	<p>improvement in monitoring in line with ILS/ILO policy)</p> <p>Trends/evolution* in labour inspection (2 countries show improvement in line with ILS/ILO policy)</p> <p>Trends/evolution* in dispute resolution (2 countries show improvements in line with ILS/ILO policy)</p> <p>No. of improvements* in compensation schemes resulting from the project (2 countries show improvement)</p>	<p>monitors</p> <p>Records of labour inspectorate</p> <p>Records by administrative bodies overseeing dispute settlement</p> <p>Records by compensation funds</p>	<p>users</p> <p>Trainees share administrative records to demonstrate progress</p> <p><i>* through project contributions</i></p>
<p>Output 2.1</p> <p>Government authorities capacitated for fair migration (including on improving operational modalities) and to address decent work deficits of female and male migrant workers.</p>	<p>No. of training sessions held with government authorities in the target countries (6)</p> <p>No. and profile (including m/f) of participants from each country completing training (150)</p> <p>No of filled out training feedback forms (150)</p> <p>No. of filled out individual follow up forms after training (150)</p>	<p>Training materials and schedule of training sessions</p> <p>Signed participants list</p> <p>Returned feedback forms</p> <p>Returned individual follow up forms</p>	<p>Trainees remain engaged after training is finished and continue dialogue and share information to allow progress to be monitored</p>
<p>Project activities for output 2.1:</p>	<ol style="list-style-type: none"> 1. Conduct an analysis of current practices regarding the licensing, accreditation and monitoring of the performance of recruitment and placement agencies at destination in the five target countries, and on its basis offer targeted capacity building training to monitors/inspectors (through a regional workshop) and in the process develop strengthened operational guidelines in a participatory manner (link with activity 2.1.1 to extent possible). 2. Revisit a training programme developed under MAGNET for monitoring of domestic work, add a TOT component, and conduct the training for key officials in Bahrain, Jordan, Kuwait and Lebanon, with a view to strengthened operational guidelines and improved monitoring of conditions of work of domestic workers (link with activity 1.2.4 to extent possible). 3. Undertake an assessment of current operational modalities with regards to labour inspectorates in Bahrain, Jordan and Kuwait (in conjunction with the study on regulation of the construction industry (activity 1.2.5)) and use the finding to offer targeted capacity building training (including TOT) at national level (3x) with a view 		

	<p>to enhanced operational modalities and more effective labour inspection.</p> <ol style="list-style-type: none"> 4. Develop and deliver tailor-made capacity building training for labour administration staff in Bahrain, Jordan and Kuwait to review current dispute prevention and resolution mechanisms, with a view to improving them in a participatory manner (link to activity 1.2.6 to extent possible). 5. Conduct a study on compensation mechanisms and funds, covering good practices and lessons learnt from other regions and countries, and promote these vigorously for uptake in all five project target countries. <p>(All activities will be undertaken in close consultation with the ILO DWT migration specialist)</p>		
<p>Output 2.2</p> <p>Trade unions capacitated on fair migration and outreach to and empowerment of migrant workers</p>	<p>No. of TUs establishing or improving migrant unit and/or developing strategies for organizing migrant workers (3)</p> <p>No. and profile (including m/f) of participants from each country completing training (150)</p> <p>No of filled out training feedback forms (150)</p> <p>No. of filled out individual follow up forms after training (150)</p>	<p>Records and documented operational modalities by TUs</p> <p>Signed participants list</p> <p>Returned feedback forms</p> <p>Returned individual follow up forms</p>	<p>Workers' organizations from countries of destination are willing to participate</p>
<p>Project activities for output 2.2:</p>	<ol style="list-style-type: none"> 1. Support trade unions in Bahrain, Jordan, and Kuwait to establish and nurture special migration units directly linked to the union board in each country, and offer training (3 national level trainings) and coaching on a rights-based approach to labour migration, ILO's fair migration agenda, FPRW, and development of strategies for outreach to migrant workers. 2. Support trained staff of trade unions in implementing the outreach strategies (through contracts with the 3 trade unions), while linking up with FENASOL in Lebanon (and ILOs DWT worker's specialist) to ensure synergy with the SDC funded FENASOL project and stimulate cross fertilization. 3. Partner with trade unions in Bahrain, Jordan, Kuwait and Lebanon to help bridge the dialogue with trade unions in countries of origin, and to establish a network of contacts within migrant workers communities for outreach through an interregional consultation and active networking (co-financed with other ILO projects). 4. Support the elaboration of ideas on establishing migrant drop-in centers through trade unions, by developing a guiding note for the establishment and management of such centers. 5. Review with DTP and MFA ways of building closer synergies between actors in the labour movement working on labour migration issues in Arab states, and agree to a 		

	<p>training strategy and priorities for advocates in the region.</p> <p>6. Support phase 2 of DTPs capacity building programme by contributing resource materials (including policy papers developed under output 1.2) and persons, and finance selected TU participants for training. (All activities will be undertaken in close consultation with the ILO DWT specialists on migration and workers)</p>		
<p>Outcome 3: Diminished discriminatory and abusive attitudes and actions towards female and male migrant workers</p>	<p>No. of employers pledging support for proper treatment of migrant workers (1,100 per country; 5,400 in total)</p> <p>No. of public debates on value and plight of migrant workers (10 in total; 2 per country)</p> <p>No. of people expressing support to a media campaign for fair treatment of migrant workers (1,000 per country; 5,000 in total)</p> <p>Trend/evolution in media reporting on labour migration (media in 5 countries show progress in reporting on fair migration in an ethical manner, and with more attention to the plight and rights of migrant workers, and solutions that benefit them, and benefits that migrant workers offer)</p>	<p>Campaign records</p> <p>Event records</p> <p>Campaign records</p> <p>Comparative media analysis over time involving workshop trainees who fill out assessment form pre and post training, and ILO communications specialist</p>	Me em on
<p>Output 3.1: Public sensitized on abuse of female and male migrant workers and fair migration solutions through collaborative partnerships with media</p>	<p>No. of people reached per country through sensitized media (on average: 10,000 per country)</p> <p>No. of media profess. trained on fair migration (90)</p> <p>No. of times that media refer to project related events/publications/activities (50x)</p> <p>No. of op-eds published (10x)</p> <p>No. of articles by media trainees/partners covering fair migration messages (100 articles)</p> <p>No. of people expressing support to a media campaign for fair treatment of migrant workers (1,000 per country; 5,000 in total)</p>	<p>Membership information per media</p> <p>Signed participants list</p> <p>Recorded/filed media coverage</p> <p>Recorded/filed media coverage</p> <p>Recorded/filed media coverage</p> <p>Campaign records</p>	Th fro of Pe rep
<p>Project activities for output 3.1:</p>	<ol style="list-style-type: none"> Utilize and expand the network of media that was mobilized under MAGNET, and liaise with their releases, regular op-eds, background interviews (while keeping track of actual media coverage). Convene a planning meeting to develop, together with media and labour migration activists, a training strategy with the media in the region with a view to affecting behaviour change in society with regards to migration. Train journalists and bloggers in the region – through 3 training workshops (involving Migrant Rights activists informed by the outcome of activity 3.1.1) to understand and report on fair migration, trafficking, labour rights, stake, untold stories of abuse and exploitation of migrant workers, and recommended solutions, 		

	<p>outcome 1 and 2 of this project, and design with them a campaign to mobilize the public to support</p> <ol style="list-style-type: none"> 4. Offer a training for Al Jazeera field correspondents and producers while exploring with them (and possibility of producing PSAs that can be aired on TV and radio, and used online, to clarify the human rights of migrant workers). 5. Actively follow up with trainees for continued coverage of labour migration by feeding them with ILO policy and operational recommendations (including those generated under outcome 1 and 2 and of output 3.2 and 3.3). 6. Develop, with labour migration activists and media, an Arabic version of the media glossary on migration (English). 7. Contact editors in chief of the major media outlets in the region to encourage them to address their actions towards migrant workers, adopt and use a rights-based language when covering issues related to migration solutions. 8. Develop a mechanism, in close consultation with the ROAS Communications Specialist, to activate migration (capitalizing on the meltwater system for print media, and the social media metrics monitoring development). 9. Prepare ILO position statements where relevant/needed for sharing with media (e.g. in case of incidents related to labour migration, or when opportunities arise). <p>(All activities will be undertaken in close consultation with ROAS Commun. Spec. and DWT specialist)</p>		
<p>Output 3.2</p> <p>Evidence-informed campaigns implemented to address negative employer attitudes against mainly female migrant domestic workers in countries of destination</p>	<p>No. of employers of domestic workers signing on to a project campaign pledge (1,000 per country; 5,000 in total)</p> <p>No. of platforms/committees of employers of domestic workers operational (2)</p> <p>No. of employers of domestic workers speaking out in support of MDWs (200)</p>	<p>Campaign records</p> <p>Documentation by platforms/campaigns</p> <p>Quotes in media / quotes on websites / contributions to VDO messages</p>	Em
<p>Project activities for output 3.2:</p>	<ol style="list-style-type: none"> 1. Develop a model campaign to address negative employer attitudes against mainly female migrant workers in countries of destination, for discussion with the PAC (see output 1.1). 2. Develop country specific adaptations of the campaign (and use the result of activity 1.2.5 to the effect of all five project target countries). 3. Engage mobilized media (see under output 3.1) and mobilized trainees (see under outcome 2) in the campaign. 4. Monitor the campaign for impact and document learning for possible replication elsewhere. (All activities will be undertaken in close consultation with ROAS Communication Specialist and trainees and employers) 		
<p>Output 3.3</p> <p>Evidence-informed campaigns implemented to address negative employer attitudes</p>	<p>No. of companies in the construction sector reached with fair migration messages (200 per country; 800 in total)</p> <p>No. of employers of migrant workers in construction</p>	<p>Campaign records</p>	Em

<p>against mainly male migrant workers in construction in countries of destination</p>	<p>signing on to a project campaign pledge (100 per country; 400 in total)</p> <p>No. of construction companies that have taken demonstrated action to support fair treatment of migrant workers (20 per country; 80 in total)</p> <p>Trend/evolution in complaints filed by migrant workers in construction (2 countries show demonstrated progress)</p>	<p>Campaign records</p> <p>Company records / CSR or other policy statements</p> <p>Administrative records</p>	
<p>Project activities for output 3.3:</p>	<ol style="list-style-type: none"> 1. Conduct a mapping exercise describing associations of contractors and construction companies, multinational construction companies with operations in the target countries, with a view to app campaign messages and potential for mobilization. 2. Develop a model campaign aimed at addressing negative employer attitudes against mainly male industry in the region, for discussion with the PAC (see output 1.1). 3. Develop country specific adaptations of the campaign (and use the result of activity 1.2.4 to the Bahrain, Jordan, Kuwait and the UAE. 4. Engage mobilized media (see under output 3.1) and mobilized trainees (see under outcome 2) and campaign. 5. Monitor the campaign for impact and document learning for possible replication elsewhere. <p>(All activities will be undertaken in close consultation with ROAS Communication Specialist and t specialist)</p>		

Appendix 5: Members of the FAIRWAY Policy Advisory Committee

Name	Thematic areas of expertise	Geographical areas of expertise	Location	Affiliation
Ms Fiona Murie	Workers' rights, Construction, OSH	Global	Geneva, CH	Senior representative of Builders and Woodworkers International (BWI)
Mr Mustapha Tlili	Workers rights and empowerment	Arab States	Amman; Jordan	Arab Trade Union Confederation (ATUC)
Mr. Frederick Muia	Employers, Labour Migration	Global	Geneva, CH	International Organization of Employers (IOE)
Dr. Ray Jureidini	Migration, Recruitment, Kafala sponsorship, human rights, ethics	Arab States	Doha, Qatar	Hamad Bin Khalifa University
Dr. Leila Azouri	ILS/human rights; women's rights; refugees	Global; Arab States	Beirut, Lebanon	Director, School of Law, Lebanese University
Dr. Philip Farques	Migrant workers	GCC	Florence, Italy	Director, Migration Policy Center (MPC)
Ms. Rothna Begum	Women migrants, gender, MDWs	MENA region	London, UK	Human Rights Watch (HRW)
Mr. William Gois	Migrant workers	Arab States and Asia	Manila	Migrant Forum Asia (MFA)
Ms. Rima Kalush	Migrant workers; social media	Arab States; especially GCC	Rima (LA)	Migrant Rights Org <i>(co-membership with Vani Sraswathi)</i>
Dr. Nasra Shah	Irregular migrant workers	Arab States	Kuwait	University of Kuwait
Ms. Rawan Damen	Media expert	Arab States	Amman	Media consultancy
Dr. Nasser Yassin	Public policy; Urbanization; IDPs; refugees; statelessness	Lebanon, Arab States	Beirut, Lebanon	Issam Fares Institute of Public Policy and international affairs
Ms Simone Troeller <i>(previously Dr. Pascal)</i>	Labour migration	Arab States	Amman, Jordan	SDC regional office for Arab States

<i>Raess)</i>				
Mr. Mohammed Dito	Migration governance, kafala, recruitment	GCC	Manama, Bahrain	Advisor, Labour Market Regulatory Authority

ILO participants				
Frank Hagemann (chair)	Director, Decent Work Team	Arab States	Beirut	ILO
Hans van de Glind Ryszard Cholewinski (deputy chair)	Former Senior Migration Specialist Current Senior Migration Specialist	Arab States	Beirut	ILO
Sophia Kagan (PAC secretariat)	CTA, FAIRWAY project	Arab States	Beirut	ILO
Eliza Marks (PAC secretariat)	Technical Officer, FAIRWAY project	Arab States	Beirut	ILO

Appendix 6: List of research studies and technical papers

List of FAIRWAY publications

Title	Publication date	Link
Ways forward in recruitment of low-skilled migrant workers in the Asia-Arab states corridor	6 September 2016	http://www.ilo.org/beirut/publications/WCMS_519913/lang--en/index.htm
10 Things Governments Can Do to Ensure Fair Recruitment	2 May 2017	http://www.ilo.org/beirut/publications/WCMS_552284/lang--en/index.htm
Employer-Migrant Worker Relationships in the Middle East: Exploring scope for internal labour market mobility and fair migration	4 May 2017	http://www.ilo.org/beirut/publications/WCMS_552697/lang--en/index.htm
Migrant workers in an irregular situation through no fault of their own: pathways and response options in the Arab States	7 August 2017	http://www.ilo.org/beirut/information-resources/factsheets/WCMS_568545/lang--en/index.htm
Common interests, shared goals: Promoting decent work from Asia and Africa to the Middle East	2 October 2017	http://www.ilo.org/beirut/WCMS_578736/lang--en/index.htm

Upcoming FAIRWAY publications (Status 20/10/2017)

Title	Likely Publication date
Media-Friendly Glossary on Migration: Middle East Edition (joint publication with UN Alliance of Civilizations)	1 November 2017
Thematic Company Guidelines of Fair	1 November 2017

Migration topics	
Exploratory study of good policies in the protection of construction workers in the Middle East	5 November 2017
Promising practices and innovative models for a productive working relationship between domestic workers and employers in the Arab States	5 November 2017
Initial assessment of migrant worker centres	15 November 2017
Assessment of the Jordanian Insurance Scheme for Migrant Domestic Workers (joint publication with the DFID Work in Freedom Project)	20 November 2017

Appendix 7: PMF revised by the project after the evaluation

FAIRWAY Project Monitoring Framework- Reporting (November 2017)

Indicators	Means of verification (Data sources, frequency and collection methods)	On track or delayed	End target and date	Narrative update	
Outcome 1: Labour migration-related policy change for fair migration informed by evidence-based knowledge					
1 Outcome indicators					
1.1	Number of project countries that adopt improved recruitment policy* in line with ILS/ILO policy	Government Official Gazette and other publications/ Government policy announcements	On track	2 project countries by end-2018	The UAE and the Philippines government agreed to implement a fair migration pilot through the Abu Dhabi dialogue, following input by FAIRWAY to the UAE Ministry on mechanisms to improve recruitment (in October – December 2016)
1.2	No. of countries that reform* sponsorship policy to address key ILS concerns	Government policy announcements/Media coverage	Delayed	At least 2 destination countries by end-2018	The Government of Kuwait has reportedly introduced a reform that allows the Director of the Domestic Work Department (Ministry of Interior) to change a domestic workers' sponsorship without him/her leaving the country. This follows close engagement between FAIRWAY and the Head of the Domestic Work Department, including a training on domestic workers in April 2017.
1.3	No. of countries that change* policy in construction to the benefit of migrant workers	Government policy announcements/Media coverage	Delayed	At least 1 destination countries by end-2018	Nothing significant to report
1.4	No. of countries that change*	Government policy	On track	At least 1 destination countries by end-2018	FAIRWAY has provided technical input to draft regulations in Jordan relating to domestic workers including: (i) instructions on regulating recruitment agencies; and (ii)

	policy in domestic work to the benefit of migrant workers	announcements/Media coverage			regulation on the creation of a shelter for domestic workers. Recently the UAE adopted the Domestic Workers Law which (while not a directly result of FAIRWAY activities), could have been influenced by information on regional and international good practices with respect to domestic work legislation, which was provided to key contacts in the UAE Ministry of Labour (MOHRE) during a mission to Geneva (FAIRWAY briefed all HQ colleague meeting with them), as well as engagement by the ILO Regional Director with MOHRE staff during the June 2017 ILC.
Output indicators for 1.1: Policy Advisory Committee (PAC) is operational and supporting advocacy for policy change towards fair migration					
1.1.1	No. of face-to-face PAC meetings	PAC minutes	On track	5 meetings by end of 2018	Three PAC meetings were held in November 2016; April 2017 and October 2017.
1.1.2	No. of detailed pieces of policy advice formulated through PAC	PAC minutes; completed policy advice papers/summaries	On track	10 pieces by end of 2018	Four pieces of policy advice have been formulated - the policy 'advice' is documented in a summary document circulated after each PAC meeting to all members (three summary reports thus far), as well as policy documents/multimedia materials developed with PAC members (one video on kafala reform).
Output indicators for 1.2: Research and policy advisory papers delivered and used to support advocacy for policy change towards fair migration.					
1.2.1	No. of completed reports/studies	Published reports	On track	8 reports/ studies by end of 2018	FAIRWAY has published four bilingual publications: a study on recruitment (September 2016), <i>kafala</i> (May 2017); policy brief on workers who become irregular through no fault of their own (June 2017) and a background paper to the Interregional Consultation on Labour Migration from Asia/Africa to the Middle East. All publications are available at www.ilo.org/fairway <i>Predicted results by end of 2017: A further four bilingual studies will be completed: a study on regulation in the construction industry; and another in the domestic work sector, have been completed and are due to be released at the end of November 2017. An 'initial assessment of migrant worker centres' and an 'Assessment of the Jordanian Insurance Scheme for Migrant Domestic Workers' (co-funded by the DFID Work in Freedom project) will be completed by end of November 2017.</i>
1.2.2	No. of policy dialogues held with government	Meeting reports, mission report, notes for the file	On track	30 policy dialogues by end of 2018	The CTA has engaged in 14 policy dialogues including with : <ul style="list-style-type: none"> Ministry of Labour in Jordan (August 2016, September 2016 and November 2017) to discuss more strategic work of labour inspectors, and <i>kafala</i> reform

	counterparts				<ul style="list-style-type: none"> • Ministry of Interior in Kuwait (in October 2016, April 2017, October 2017) to discuss behavioural change campaigns to the public on domestic workers, and relaxing sponsorship requirements • Public Authority of Manpower in Kuwait (in October 2016, April 2017, October 2017) to promote recruitment reform including government-to-government recruitment, and better access to complaints mechanisms for migrant workers. • Ministry of Human Resources and Emiratization in UAE (in October 2016 and July 2017) to promote key messages of the FAIRWAY paper on recruitment, and with the Minister of Labour to emphasize C189 and other standards relating to domestic work (as the Ministry now has mandate over this portfolio). • Labour Market Regulatory Authority and Ministry of Labour in Bahrain (November 2017) to discuss reform of labour inspection and OSH and improve working conditions for migrant workers). • Ministry of Labour in Lebanon (in July and November 2017) through the National Steering Committee meetings where FAIRWAY is represented by the Work in Freedom National Coordinator and where topics including recruitment and dispute resolution have been raised; as well as a separate dialogue through the Senior Specialist on Migration and other project staff (September 2017).
Outcome 2: More effective and efficient institutional mechanisms and improved operational modalities for fair migration in the target countries					
2 Outcome indicators					
2.1	No. project countries that have improved procedures* relating to labour inspection for domestic and/or construction workers	Procedural manuals/ guidelines/ directives	Delayed	At least 2 destination countries by end-2018	In Jordan , following the training of labour inspectors, FAIRWAY mobilized other projects (including Better Work Jordan and Child Labour) as well as the ILO specialists to draft a short proposal to the Ministry of Labour on how to progress <i>beyond</i> training of inspectors to specific improved procedures such as updated standard operating procedures for inspectors. The MOL is now considering this proposal.

2.2	No. project countries that have improved procedures* relating to dispute resolution and access to justice, including for domestic and/or construction workers	Records of labour inspectorate and labour court decisions; audits of labour administration system by ILO Office	Delayed	At least 2 destination countries by end-2018	Nothing significant to report
2.3	No. project countries that have improved procedures* relating to licensing and monitoring of placement/recruitment agencies	Records by recruitment monitors	Delayed	At least 2 destination countries by end-2018	Nothing significant to report
2.4	No. of trade unions in the region which recognize migrant workers as 'workers' and union members	Media statements; union websites	On track	At least 2 unions by end of 2018	FAIRWAY has received approval from the Jordanian unions (GFJTU) to review their bylaws in order to ensure that migrant workers are considered on equal footing to national members. The bylaws are currently being reviewed with support from the ACTRAV specialist.
2	Output indicators for 2.1: Government authorities capacitated for fair migration (including on improving operational modalities) and to address decent work deficits of female and male migrant workers				
2.1.1	No. participants from each country completing training, and % female	Signed participants list	On track	At least 150 people by end-2018 with at least 20% female by end of 2018	FAIRWAY has trained 94 government officials: <ul style="list-style-type: none"> • Training of 73 labour inspectors in Jordan through a three day training in each of Amman, Irbid (north) and Aqaba (south of Jordan) to share national and international standards, as well as promoting good practice, in labour inspection of conditions of construction, and domestic workers (February – March 2017); and • Training of 21 government staff in Kuwait on domestic worker rights, and good practices in implementation of legislation on domestic workers (April 2017). Participants were from the Illegal Residence department (in charge of detaining and deporting absconded workers), Domestic Worker department, Recruitment Agency Monitoring department and the Criminal Investigations Unit (including trafficking and forced labour).

					NB: A training with 35 senior labour inspectors in the UAE on migration, gender equality and domestic work was cancelled by the Ministry of Labour (MOHRE) at short notice. This may have been due political reasons.
2.1.2	No. of gender-sensitive operational tools and guidelines developed to assist government authorities in labour inspection and service delivery to migrant workers	Finalized tools and guidelines; government directives	Delayed	6 operational tools or guidelines developed by end of 2018	Despite proposals to both Ministry of Labour in Jordan and Ministry of Interior to Kuwait to develop operational tools and guidelines, following on from recommendations made by participants at the above capacity-building workshops, FAIRWAY has not yet received approval to develop such documents. <i>Predicted results by end of 2017: MOI in Kuwait has indicated recent interest in developing guidelines and tools for employers, with possible support from FAIRWAY.</i>
2.1.3	% of sample training participants that report training or tools to have been useful both immediately after training; and 6 months after training	Returned feedback forms Online survey inviting at least 10% of participants to provide feedback, to be sent 6 months after completion of training	Delayed	At least 70% find training useful immediately after training, and 6 months after training by end of 2018	Follow-up with a 15% sample of training participants from each training has commenced though this is being conducted by phone rather than online survey as most participants only provided their phone numbers. An update on the results of the evaluation will be provided in the next Technical Progress Report.
Output indicators for 2.2: Trade unions capacitated on fair migration and outreach to and employment of migrant workers					
2.2.1	No. trade union participants from each country completing training or participating in regional meetings, and % female	Signed participants list	On track	50 people with at least 10% women by end of 2018	FAIRWAY has trained 83 union participants in Bahrain, Jordan and Lebanon: <ul style="list-style-type: none"> • Two day training 26 members of the Bahraini trade union (GFBTU secretariat and affiliated unions), with collaboration from global unions in construction and domestic work, on strategies organize migrant construction and domestic workers. Conclusions from the meeting have been discussed with GFBTU senior leadership for further FAIRWAY capacity building • One day training for 39 members of the Lebanon Domestic Workers Union (DWU)(all women), to assist the DWU to develop a solid, strategic and feasible plan, and to guide FAIRWAY contribution (activity jointly implemented with the ILO's Work in Freedom project funded by DFID). • Half-day training to 8 members of Lebanon FENASOL union and its affiliates on

					<p>domestic work (including the My Fair Home campaign); and</p> <ul style="list-style-type: none"> One day training to 10 members of the Jordanian trade unions (affiliates of the GFJTU) on organizing and empowering migrant workers.
2.2.2	No of training participants who commit and implement changes in line with training messages/support	Follow-up with training participants 6 months after completion of training	On track	At least 70% have committed and implemented changes by end of 2018	Follow-up with a 15% sample of training participants from each training has commenced though this is being conducted by phone rather than online survey as most participants only provided their phone numbers. An update on the results of the evaluation will be provided in the next Technical Progress Report.
2.2.3	No. of trade unions establishing or improving gender-sensitive migrant units and/or developing strategies for organizing with the support or input of migrant workers	Records and documented operational modalities by trade unions	On track	At least one trade union by end-2018	<p>Two unions have established strategies for organizing with the support or input of migrant workers with FAIRWAY support.</p> <ul style="list-style-type: none"> FAIRWAY has supported the Domestic Worker Union in Lebanon to plan its activities until March 2018, and is working on ongoing capacity building support. FAIRWAY is supporting the General Federation of Jordanian Trade Unions' (GFJTU) National Committee for Migrant Workers and Refugees in Jordan. The committee was created through the strong support of the Arab Trade Union Confederation migration focal point – who is a member of FAIRWAY's PAC and was influenced by the discussions around the need for stronger representation on migrants. FAIRWAY persuaded the GFJTU that migrant workers must be represented on the committee and thus far ensured that half of the representatives of the technical committee are migrants or refugees, including domestic workers.
2.2.4	No. of networks/organizations of migrant workers, and/or worker committees at company level created or supported	Minutes of meetings of networks/committees, follow-up with networks	On track	At least 5 networks, or worker committees created by end of 2018	One network/organization of migrant workers has been created in Kuwait where, through service agreement with the International Domestic Workers Federation, FAIRWAY is supporting the creation of a member-based organization of migrant domestic workers (15 Filipina workers).
3	Outcome 3: Diminished discriminatory and abusive attitudes and actions towards female and male migrant workers				
3	Outcome indicators				

3.1	No. of employers of domestic workers signing on to a campaign pledge	Campaign website (digital); records kept by campaign facilitators	Delayed	200 per country; 1,000 in total by end of 2018	<p>The campaign has focused on more substantive outreach/engagement with employers, with 110 people in Lebanon taking part in a 2-hour employers' programme addressing laws/communication strategies, within the framework of attitude and behaviour change.</p> <p><i>Predicted future results: FAIRWAY will up-scale the My Fair Home pledge signatures through an online social media campaign</i></p> <p>No. of employers/general public who are reached with My Fair Home messages: 145 (110 through Equip; 9 through FENASOL; 26 through GFBTU)</p> <p>No. of CSO/TU partners who have endorse the campaign i.e. coalition of social partners and civil society committed to the messages of the campaign: 12 across Lebanon, Jordan, Bahrain and Kuwait.</p>
3.2	No. of companies that have taken demonstrated action to support fair treatment of migrant construction workers	Surveys and follow up discussions with companies	Delayed	At least 2 companies per country (4) by end of 2018	<p>The focus of ILO advocacy work in the construction sector has been in the UAE where the largest construction and engineering companies are based. FAIRWAY successfully proposed to the Government of Dubai – which runs an annual award program for construction companies demonstrating ethical behaviour – a joint initiative to reach more than a dozen companies in mid-2017. Unfortunately, growing sensitivity by the Ministry of Human Resources and Emiratization over the involvement of donor-funded activities has led to a temporary suspension of this activity, along with others planned by FAIRWAY for the construction sector.</p>
Output indicators for 3.1: Public sensitized on abuse of female and male migrant workers and fair migration solutions through collaborative partnerships with media					
3.1.1	No. of media professionals trained on fair migration	Workshop records	On track	90 by end-2018	<p>A total of 33 media professionals have been trained on fair migration:</p> <ul style="list-style-type: none"> • 18 media professionals were trained at the senior consultation on labour migration in the media (December 2016) • 5 media professionals were trained at the Al Wasat (Bahrain) newsroom visit (March 2017) • 10 journalist fellows trained at journalism fellowship training (October 2017). <p><i>Predicted results by end of 2017/early 2018: There are plans to conduct newsroom visit training sessions at approx. 25 media outlets, once the migration glossary has been finalized. If there are at least five people in each session this could amount to 125 people. A second phase of the migration fellowship programme may be conducted.</i></p>

3.1.2	No. of articles/other media produced by media trainees/partners covering fair migration messages	Active follow up with workshop participants and media monitoring	Delayed	A total of 100 pieces of media (including blog posts) by end-2018, with 30 in-depth articles or other media produced materials	5 articles were published following the senior consultation in December 2016. <i>Predicted future results: Over the fellowship period (October 2017-March 2018), 30 in-depth pieces are expected to be produced. Media is also expected to be generated over the launch of Migration Glossary in December 2017, the newsroom visits and the second fellowship programme.</i>
3.1.3	No. of organizations (including media and tripartite+ partners) that adopt the Arabic Migration Glossary	Project records and survey	Delayed	At least 10 in each country, 50 in total by end of 2018	The Glossary is pending finalization. Through the newsroom visits, (min. 5 per country), organizations will be encouraged to adopt the glossary. The glossary will also be shared with tripartite + partners for their endorsement.
3.1.4	No. of people (general public) reached per country through media that sensitized on migrant rights & gender issues	Readership data to be gathered in collaboration with Communications Specialist	Delayed	10,000 people reached per country; 50,000 people by end of 2018	Once the Glossary is completed, FAIRWAY will estimate readership data of the outlets that adopt the migration glossary
Output indicators for 3.2: Evidence-informed campaigns implemented to address negative employer attitudes against mainly female migrant domestic workers in countries of destination					
3.2.1	No. of public events or consultations held with employers/ employers' groups	Campaign records	On track	2 per country, 10 in total by end of 2018	Ten public events have been conducted in Lebanon to date (reaching 110 individuals) as part of FAIRWAY's outreach program targeting employers of domestic workers through the Human Resource department of their employers. The sessions were delivered to embassies, banks, companies, NGOs, a university and a multinational company. <i>Predicted future results: Another 5 consultations with employers are expected to take place within the coming months in Lebanon. In Kuwait, a further 10 are expected to take place before the end of 2017 (bringing the total to 25)</i> <i>A further measure of impact includes the no. of companies/individual employers who request further information and support, for example requesting guidebooks, signing up to Equip services (data to come from implementing partners). A further measure will include narrative reporting on knowledge and behaviour change based on pre- and post-surveys.</i>

3.2.2	No. of communication resources promoting campaign messages developed and distributed	Campaign records	On track	5 resources developed; 1,000 resources shared by end of 2018	<p>5 communications resources have been developed, including:</p> <ul style="list-style-type: none"> • Pledge postcard • Sticker • Weekly work schedule • Wage slip booklet • Document renewal schedule <p><i>Further resources will include: documentary, video PSAs with employers, employers' guidelines, and social media products. FAIRWAY will track the distribution of the resources.</i></p>
Output 3.3: Evidence-informed campaigns implemented to address negative employer attitudes against mainly male migrant workers in construction in countries of destination					
3.3.1	No. of companies in the construction sector reached with fair migration messages	Campaign records	Delayed	At least 10 companies per country (50) by end of 2018	<p>FAIRWAY has engaged closely with the five companies which are part of the 'Building Responsibly' initiative among construction companies: namely Amec Foster Wheeler, Bechtel Corporation, CH2M, Fluor, MULTIPLEX Middle East and Vinci (as well as its Middle East joint venture, QDVC). FAIRWAY also reached out to Al Naboodah construction company a corporate social responsibility platform.</p> <p><i>Predicted future results plans are underway to host roundtable discussions with construction firms-pending confirmation from the UAE government</i></p> <p>No. of fair migration/worker welfare resources targeting actors in the construction sector developed and distributed among relevant actors: four company guidelines have been produced and distributed to 10 companies operating in the Gulf (but not all in construction sector).</p> <p><i>Predicted future results: National legislative guidelines will be developed, as will a tool on worker welfare in the construction sector in the GCC (in collaboration with IOE).</i></p>
3.3.2	No. of companies accepting ILO consultations, training and support and pledging support to ethical standards in recruitment, working	Campaign records	Delayed	At least 5 companies per country (20) by end of 2018	<p>As noted above, most of FAIRWAY's outreach to companies was developed for the UAE. Unfortunately, growing sensitivity by the Ministry of Human Resources and Emiratization over the involvement of donor-funded activities has led to a temporary suspension of this activity, along with others planned by FAIRWAY for the construction sector.</p> <p>FAIRWAY has continued to pursue collaboration and engagement with a number of</p>

	conditions				companies and company associations, including Building Responsibly, IOE, Taqdeer Award (UAE), and Chambers of Commerce in Kuwait and the UAE.
--	------------	--	--	--	---

Appendix 8: Lessons learned and Good practices

ILO Emerging Good Practice 1

Project Title: Regional fair migration project in the Middle East (FAIRWAY project)

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

Name of Evaluator: Pierre Mahy

Date: 01/2018

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

GP Element

Text

<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The good communication between the project team and other ILO colleagues within ROAS, as well as in ILO Headquarters and other countries. The constant communication contributes to a better integration of the project in the overall activities of the ILO in the region.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>Good communication with other parties is the responsibility of the CTA and is supported by the internal organization of the ILO</p>
<p>Establish a clear cause-effect relationship</p>	<p>Pro-active communication initiated by the CTA leads to closer cooperation of other ILO colleagues</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>Contribution of the project to the overall agenda of the ILO in promoting fair and better migration</p>

Potential for replication and by whom	Any other project
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Fair and better migration
Other documents or relevant comments	n/a

ILO Emerging Good Practice 2

Project Title: Regional fair migration project in the Middle East (FAIRWAY project)

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

Name of Evaluator: Pierre Mahy

Date: 01/2018

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

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The search for cooperation with other projects which provides opportunities for cost-sharing some activities and avoids possible overlaps. On several occasions, the project has combined efforts with other projects, hence avoiding duplication of activities and generating cost-sharing arrangements.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>There are no limitations to such cooperation</p>
<p>Establish a clear cause-effect relationship</p>	<p>Cost-sharing arrangements contribute to efficient project management</p>

Indicate measurable impact and targeted beneficiaries	The cost sharing arrangements resulted in savings of more than 50.000 US\$
Potential for replication and by whom	Any other project
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Besides providing cost-sharing benefits, the cooperation with other projects reinforces the engagement of the ILO with different parties in a global approach
Other documents or relevant comments	Financial reports

ILO Emerging Good Practice 3

Project Title: Regional fair migration project in the Middle East (FAIRWAY project)

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

Name of Evaluator: Pierre Mahy

Date: 01/2018

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The existence of the Policy Advisory Committee (PAC) providing valuable input in sharing ideas with the project and discussing essential topics among a group of well-informed experts coming from different sectors involved in labour migration

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Willingness and interest of key players to contribute to ILO's agenda
Establish a clear cause-effect relationship	The PAC provides a valid advisory mechanism providing policy guidance to the project allows its members to engage with other "colleagues" working on labour migration issues in the framework of a formal set-up
Indicate measurable impact and targeted beneficiaries	There are many examples on how the PAC has provided advice to the project among which e.g. on issues related to the terminology of the "kafala" paper, providing entry points for partnerships among members, suggesting topics for research studies to be undertaken, etc.
Potential for replication and by whom	Other policy projects
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Overall ILO agenda in the region

Other documents or relevant comments	PAC meeting minutes
---	---------------------

ILO Emerging Good Practice 4	
Project Title: Regional fair migration project in the Middle East (FAIRWAY project)	
Project TC/SYMBOL: RAB/15/03/CH	
Name of Evaluator: Pierre Mahy	Date: 01/2018
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text

<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The establishment of a Project Oversight Committee (POC) playing a key role in supervising the implementation of the project</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>No pre-condition. Project Oversight Committees and/or Project Steering Committees should be part of every project</p>
<p>Establish a clear cause-effect relationship</p>	<p>The POC supports the project team to deliver in the most efficient way</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>Project team – efficient delivery</p>

Potential for replication and by whom	Any project
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	n/a
Other documents or relevant comments	POC meetings minutes

ILO Emerging Good Practice 5

Project Title: Regional fair migration project in the Middle East (FAIRWAY project)

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

Name of Evaluator: Pierre Mahy

Date: 01/2018

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

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The involvement of the media: communication is a very important tool for the dissemination of information</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>Existence of a comprehensive communication strategy</p>
<p>Establish a clear cause-effect relationship</p>	<p>The project's communication strategy refers to the key principle of "advocacy for positive change" in reaching out to ministries and other government authorities in target countries</p>

Indicate measurable impact and targeted beneficiaries	Impact of communication is difficult to assess
Potential for replication and by whom	Any project
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	n/a
Other documents or relevant comments	Communication strategy

ILO Lesson Learned

Project Title: Regional fair migration project in the Middle East (FAIRWAY project) Project TC/SYMBOL: RAB/15/03/CH

Name of Evaluator: Pierre Mahy

Date: 01/2018

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

LL Element	Text
------------	------

Brief description of lesson learned (link to specific action or task)	<p>The design of FAIRWAY has taken into consideration the main weaknesses of its predecessor project MAGNET</p> <ul style="list-style-type: none">▪ The number of target countries has been reduced to 5 (MAGNET implemented activities in 9 countries)▪ Two priority sectors have been defined for FAIRWAY▪ Communication has been given more attention, in terms of budget and human resources▪ The outcomes are presented in a well-balanced, logical and coherent way▪ A Policy Advisory Committee has been established (replacing a deficient Research Network)▪ A Project Oversight Committee has been established (MAGNET did not have one)▪ A Performance Monitoring Framework has been defined, allowing better follow-up of activities to be made.
--	--

Context and any related preconditions	Predecessor project MAGNET
Targeted users / Beneficiaries	The Swiss Agency for Development and Cooperation (SDC) as the donor, ILO ROAS, and the tripartite constituents
Challenges /negative lessons - Causal factors	n/a
Success / Positive Issues - Causal factors	Better designed and well-balanced project resulting from positive developments on recommendations made by the evaluation of the forerunner project

ILO Administrative Issues (staff, resources, design, implementation)	n/a
---	-----