



ILO EVALUATION

Mid Term Evaluation of the Project “Improved labour migration governance to protect migrant workers and combat irregular migration”

- **ILO TC/SYMBOL** : **ETH/16/02/GBR**
- **Type of Evaluation** : **Independent, Mid-Term**
- **Country** : **Ethiopia**
- **Date of the evaluation** : **June- July 2019**
- **Name of consultants** : **Jane Hailé and Siseraw Dinku**
- **ILO Administrative Office** : **ILO Country Office for Djibouti, Ethiopia, South Sudan, Sudan & Somalia**
- **ILO Technical Backstopping Office** : **MIGRANT, ILO Geneva**
- **Date project ends** : **December 2020**
- **Donor country and budget (DfID), UK (GBP 2,780,226.00)** : **Department for International Development**
- **Evaluation Manager** : **Tahmid Arif**
- **Key Words** : **Labour migration governance, migrant workers, irregular migration**

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

Acronyms

BLA	Bilateral Labour Agreement
BoLSA	Bureau of Labour and Social Affairs
CETU	Confederation of Ethiopian Trade Unions
CO	Country Office
COC	Certification of Competence
DfID	Department for International Development
DWCP	Decent Work Country Programme
EEF	Ethiopian Employers Federation
EMDMS	Ethiopian Migrant Data Management System
FGD	Focus Group Discussion
GCC	Gulf Cooperation Council
GoE	Government of Ethiopia
GTP	Growth and Transformation Plan
IDI	In-depth Interview
IOM	International Office of Migration
JCC	Job Creation Commission
KSA	Kingdom of Saudi Arabia
MDW	Migrant Domestic Workers
MIC	Migrant Information Centre
MoFA	Ministry of Foreign Affairs
MoLSA	Ministry of Labour and Social Affairs
PM	Project Manager
SDG	Sustainable Development Goals
SGD	Small Group Discussions
SNNPR	Southern Nations, Nationalities and Peoples Region
TOR	Terms of Reference
ToT	Training of Trainers
TVET	Technical & Vocational Education & Training
UAE	United Arab Emirates
UNDAF	United Nations Development Assistance Framework
WOLSA	Woreda Office of Labour and Social Affairs

Table of Contents

ACRONYMS	2
TABLE OF CONTENTS	3
EXECUTIVE SUMMARY	4
1. PROJECT BACKGROUND.....	10
COUNTRY CONTEXT	10
PROJECT RESPONSE	12
2. PURPOSE, SCOPE AND CLIENTS OF THE EVALUATION.....	13
3. METHODOLOGY OF THE EVALUATION AND LIMITATIONS.....	14
4. MAIN FINDINGS	15
4.1. RELEVANCE & QUALITY OF DESIGN	15
4.2. EFFICIENCY OF IMPLEMENTATION	20
4.3. EFFECTIVENESS.....	24
4.4. ORIENTATION TO IMPACT	27
4.5. SUSTAINABILITY.....	27
4.6. SOCIAL DIALOGUE.....	31
5. CONCLUSIONS.....	32
6. RECOMMENDATIONS	35
7. LESSONS LEARNED	37
8. EMERGING GOOD PRACTICES.....	38
ANNEXES.....	39
ANNEX I TERMS OF REFERENCE.....	39
ANNEX II LESSONS LEARNED	53
ANNEX III EMERGING GOOD PRACTICE.....	55
ANNEX IV. LIST OF PEOPLE INTERVIEWED.....	59
ANNEX V. SCHEDULE OF MEETINGS	61
ANNEX VI. EVALUATION QUESTIONS MATRIX	63
ANNEX VII M & E PLAN	69
ANNEX VIII M&E PLAN: TRACKING ACHIEVEMENTS AGAINST INDICATORS	70
ANNEX IX PROJECT MAP	74
ANNEX X. COMMUNICATION PLANNING MATRIX.....	75
ANNEX XI DOCUMENTS REVIEWED.....	71

Executive Summary

○ Project Background

Ethiopia has become a hub for outward and inward migration, being one of the major labour sending countries, and the second-largest refugee-hosting country, in Africa. The Ethiopian economy, as well as its population, has shown high growth. However, economic growth has not been job-rich. The unemployment rate of 17.5% coupled with poverty, family and peer pressure, and low public awareness on the positive and negative aspects of migration has contributed to a strong culture of migration within local communities. The number of Ethiopians migrating every year is difficult to estimate because many of them migrate irregularly. The Ministry of Labour and Social Affairs (MoLSA) estimated that around 460,000 Ethiopians migrated legally to the Middle East, mainly to Saudi Arabia, Kuwait and United Arab Emirates (Dubai) between September 2008 and August 2013 of which more than 80% migrated between September 2011 and August 2013. It is generally accepted that the large majority of these regular migrants were poor women with limited educational background hired for domestic work.

Following an escalation of outward migration in 2011-2012 and heightened reports of abuse, exploitation and trafficking of human beings, the Government of Ethiopia (GoE) put a temporary ban on low-skilled migrant workers going to the Middle East and Sudan in October 2013. The ban amplified the problem of irregular migration by removing regular options to migrate. The ban was lifted in September 2018 but that change was yet to be resulted at the time of this Mid-Term Evaluation. Currently there is a vigorous policy debate on the need for diversifying overseas labour migration beyond domestic work, and for envisaging migration, along with subsequent reintegration, as an important response to the national unemployment situation.

The main purpose of the project, *“Improved labour migration governance to protect migrant workers and to combat irregular migration”* is to make regular labour migration accessible and desirable to potential migrants so that they do not opt for irregular migration. The project is composed of two related components under two Outcomes which are: *Outcome 1-Migrant Workers are better protected through improved access to support services that empower them to make informed decisions and to claim their rights*; and *Outcome 2 - Improved access to protection services for migrants being provided by Ethiopian missions and other relevant institutions*. The ILO has signed a Memorandum of Understanding (MoU) with the Ministry of Labour and Social Affairs (MoLSA) (as mandated government partner). It also collaborates closely with other implementing partners namely the Ministry of Foreign Affairs (MoFA); the Technical and Vocational Education and Training (TVET) agency under the Ministry of Education (MoE); with Tripartite partners namely the Ethiopian Employers Federation (EEF) and the Confederation

of Ethiopian Trades Unions (CETU); with Private Employment Agencies and with the Interagency Coordination Committee on Proclamation (No.923/2015).

○ **Purpose, Scope, Clients of the Evaluation**

The Mid Term Evaluation was carried out between June and August (2019) through a desk review, followed by a field mission (7 days, 13-19 June, 2019) to Ethiopia (Addis Ababa and two field locations outside the capital in Worabe and Wukru) which included interviews with GoE officials, implementing partners and other stakeholders, beneficiaries, constituent members, the donor as well as the ILO project team and CO staff. Interviews were conducted by Skype with ILO diplomatic missions in two destination countries (Jeddah and Dubai).¹

The purposes and scope of the Mid-Term Evaluation were to:

- assess the implementation of the project so far, identifying factors affecting project implementation (positively and negatively).
- analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes; including unexpected results
- review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans
- review the strategies for sustainability
- identify the contributions of the project to the SDGs, the ILO objectives and its synergy with other projects and programs
- identify lessons learned and potential good practices for the key stakeholders.
- provide strategic recommendations for the different key stakeholders to improve the implementation of the project activities and attainment of project objectives.

The intended clients and beneficiaries of the evaluation are the ILO project (is being evaluated), ILO country Office, Ethiopia and designated ILO offices at regional and headquarter locations; national stakeholders and actors in-country and in destination countries; the donor; and last but by no means least the migrants and potential migrants themselves.

¹ See Annex IV List of People Interviewed.

○ **Evaluation Methodology**

The evaluation has used a participatory approach, engaging project staff and a range of stakeholders throughout the evaluation process. The evaluation utilized primarily a qualitative methodology drawing on multiple sources to facilitate triangulation and to verify the validity and credibility of the evaluation findings. Main sources were an extensive review of documentation; face-to-face interviews, as well as discussion by Skype and WhatsApp with key informants in Ethiopia, in destination countries - Jeddah, Kingdom of Saudi Arabia (KSA) and Dubai, United Arab Emirates (UAE); and in ILO offices in Algeria and HQ in Geneva. Small group discussions and direct field observation took place in two locations. A checklist of key questions was developed to guide interviews and discussions during the mission.

○ **Summary of Evaluation Findings**

The design of the project under review is based on the experience and lessons learned under the previous EU-funded ILO project named, *Development of a Tripartite Framework for the Support and Protection of Ethiopian Women Domestic Migrant Workers (MWD) to the GCC States, Lebanon and Sudan (2013-2016)*. The current project contributes to several objectives within the National Growth and Transformation Plan (GTP) II (2016-2020) and is also aligned with the Labour Migration Governance portfolio of the ILO country office under the Decent Work Country Programme (DWCP) and with ILO's regional and global work on Labour Migration.

This project contributes to several Sustainable Development Goals (2015-30), specifically Goals 1, 5, 8, and 10 and 16.²

In terms of efficiency, Monitoring and Evaluation Plan has been put in place to track the project's efforts against the Project Implementation Plan (PIP). Annual targets are set in consultation with the stakeholders by the project team. The progress is reported in line with the Monitoring and Evaluation Plan and upon annually, primarily with quantitative data provided by the implementing partners.

The delay in lifting the ban on overseas migration slowed project progress under both Outcomes. However, according to the progress tracking system (based on the M & E plan) and the Annual Reports for the last two years (2017 & 2018), a number of achievements were registered.

² Goal 1 – End poverty in all its forms everywhere; Goal 5 - Achieve gender equality and empower all women and girls; Goal 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 10: Reduce inequality within and among countries and Goal 16 - Promote peaceful and inclusive societies for sustainable development,

Activities supported by the project to strengthen regular labour migration governance through institutional strengthening and knowledge enhancement in Ethiopia, and in destination countries are expected to have both immediate and long-term impacts.

The project has enhanced Social Dialogue in several ways. An important mechanism has been the inclusion of Tripartite Partners and other government officials, and private sector participants, on the same training and study tours, where aspects of labour migration governance and international labour standards were discussed. This approach has already borne fruit in terms of the coherence of the project and may be expected to continue to do so.

The project is a part of ILO's portfolio on labour migration governance and has demonstrated both continuity (of the earlier EU-funded programme on MDWs) and evolution, in response to the changing country and stakeholder context. The project's focus on strengthening key institutions and processes both in Ethiopia and destination countries will continue to be beneficial. This is expected to happen even if the nature of overseas migration changes from the current emphasis on sending female domestic workers to the Middle East and GCC countries, to a more diverse picture whereby male and female migrants with a diversity of skills are migrating regularly.

The project has demonstrated efficient use of resources, value for money and good synergies with other relevant ILO activities.

○ **Conclusions**

The project is aligned with overall national goals and targets and forms part of the ILO's larger portfolio of project activities relative to labour migration governance. The project is also contributing to the SDGs and has been formulated on the basis of a Baseline Survey, and a Capacity Assessment of key government institutions. Some elements of the project relating to gender equality mainstreaming, and to the strategic planning of advocacy, information, communication and training activities need to be more clearly planned and articulated going forward.

The original project objectives appear to be realistic and achievable though external forces such as delay in implementation, for delay in lifting ban on overseas migration, will inevitably have an impact.

The project appears to be very effective in evolving in response to new challenges and new information beyond the scope originally envisaged in the project document. This reflects the commitment and knowledge of the project team and their effective relationships with a range of stakeholders. There is a need for a reliable system to regularly capture and analyze the dynamics of changes and innovations so that they are not lost. The project needs to establish measures

and procedures for more qualitative assessments to be conducted with a variety of audiences and stakeholders, in order to demonstrate the effects and impact of activities as well as outputs. Similar surveys and assessments appear to have been conducted as part of previous ILO migrant labour governance projects, and this example should be followed. The component of Social Dialogue has several innovative features and will be further strengthened by more systematic internal sharing of information between the large range of stakeholders under a systematic and strategic communication plan.

○ **Lessons Learned**

The project baseline findings indicated that the establishment of fair recruitment practices, thorough pre-departure orientation and, better protection of migrant workers in destination countries reduced the number of people opting for irregular migration, and its consequences.

Feedback from returnees under the project Support to the reintegration of returnees in Ethiopia (ETH/15/01/EEC) informed about some of the training activities under the current project. For example, the inclusion of so-called soft skills (life skills, financial education, entrepreneurship) in the training of migrants going to the Middle East was added to the TVET curriculum on the basis of feedback from the earlier project to the benefit of current migrants.

○ **Emerging Good Practices**

The advocacy and promotion of international labour standards beyond the Tripartite partners to other key sectors such as the Ministry of Foreign Affairs and its overseas missions; and to civil society organizations such as the PEA and community associations in destination countries should contribute to the project's eventual impact and sustainability.

○ **Recommendations**

Recommendation: 1. Strengthen project organization and management by developing a clearer internal division of labour within the project team.

Addressed to	Priority	Resource	Timing
PM and project staff	High	Low	Short-term

Recommendation: 2. Develop a system for storage and efficient retrieval of materials generated by the project team itself, and by different stakeholders.

Addressed to	Priority	Resource	Timing
PM and project staff	High	Low	Medium-term

Recommendation: 3. Conduct a gender analysis of the project to address gender representation at all levels and for all actors and actions, including the gender dynamics of decision-making relative to migration at household and community levels.

Addressed to	Priority	Resource	Timing
PM & project Staff with ILO, CO, & HQ support	High	Low	Medium- Term

Recommendation: 4. Develop a comprehensive plan for advocacy, information, communication and training activities based on an analysis of the different audiences to be reached both within and outside the project.

Addressed to	Priority	Resource	Timing
Project Staff with CO or external support if necessary	High	Medium	Medium-term

Recommendation: 5. Further adapt the Monitoring & Evaluation Plan going forward to capture the Effects and Impact of activities.

Addressed to	Priority	Resource	Timing
ILO and national stakeholders	High	High	Medium-term

Recommendation: 6. Advocate for long-term investments in building the capacities of TVETs.

Addressed to	Priority	Resource	Timing
ILO & national stakeholders	High	Low	Short-term

Recommendation: 7. Formulate an agreed Migrant Information Centre (MIC) sustainability plan with partners.

Addressed to	Priority	Resource	Timing
ILO & national stakeholders	High	Low	Short-term

Recommendation: 8. Develop a new phase of the project, before phasing out the current project, to cover the whole migration cycle and to respond to the Ethiopian Government's policy shift which recognizes the value of promoting regular migration and reintegration to address unemployment in the country.

Addressed to	Priority	Resource	Timing
ILO, national stakeholders, potential donors.	High	Low	Short-term

1. Project Background

Country Context

Ethiopia has become a hub for outward and inward migration, being one of the major labour sending countries, and the second-largest refugee-hosting country, in Africa. A number of pull and push factors are at play. The Ethiopian economy, as well as its population, has shown high growth. However, economic growth has not been job-rich. The unemployment rate of 17.5%³ coupled with poverty, family and peer pressure, and low public awareness on the positive and negative aspects of migration has contributed to a strong culture of migration within local communities. Recurrent drought and environmental shocks, and inducements by smugglers and traffickers have pushed people to migrate to the capital or abroad in search of better employment opportunities and to support their families. At the same time, increased knowledge about better living standards and demand for labour in major destination countries are major pull factors.

The number of Ethiopians migrating each year is difficult to estimate because many migrate irregularly. “More than half of all migrants going to the Middle East go through irregular channels and many use smugglers”.⁴ Ethiopia has become one of the major sending countries of Migrant Domestic Workers (MDWs) to the Middle East and the Gulf Cooperation Council (GCC) countries, and their numbers have greatly increased in recent years. The Ministry of Labour and Social Affairs (MoLSA) estimated that around 460,000 Ethiopians have migrated legally to the Middle East, mainly to Saudi Arabia, Kuwait and United Arab Emirates (Dubai) between September 2008 and August 2013 of which more than 80% migrated between September 2011 and August 2013. It is generally accepted that the large majority of these regular migrants - up to 95% are poor women with limited educational background hired for domestic work. Only a few female labour migrants work in other sectors such as hospitality. Men are more likely to migrate irregularly because of lack of regular labour migration opportunities for male migrants, and they typically work as drivers, in construction, agriculture, hotels, or hospitals.⁵

There is currently policy debate on the need for diversifying overseas labour migration beyond domestic work and for envisaging migration, along with subsequent reintegration as an important response to the national unemployment situation. The creation of more opportunity for men to migrate legally is also receiving greater priority. Such a shift would probably result in a larger proportion of male migrant labourers. These policy shifts are being debated by the newly

³ Socio-economic assessment in four regions and Addis Ababa City Administration ILO (2017)

⁴ Baseline Survey: Improved Labour Migration Governance to Protect Migrant Workers and Combat Irregular Migration in Ethiopia ILO (2018) p xi

⁵ Ibid pp x-xi

created (November 2018) Job Creation Commission (JCC) and elsewhere. The project under review appears to have significantly contributed to this discourse.

Following an escalation of outward migration in 2011 and 2012 and heightened reports of abuse, exploitation and trafficking of human beings, the Government of Ethiopia (GoE) put a temporary ban on low-skilled migrant workers going to the Middle East and Sudan in October 2013. The ban has amplified the problem of irregular migration by removing regular options to migrate.

The ban was intended to provide the space for strengthening the overall system of labour migration governance in the country and to enhance protection of Ethiopian migrant workers in destination countries both of which processes were intended to make regular migration more accessible and a preferred alternative to irregular migration. The project under review addresses these complementary processes under two Outcomes.

Key policy elements in the strengthening of labour migration governance in Ethiopia have been; revision by the Government of Ethiopia (GoE) of the Proclamation on Prevention and Suppression of Trafficking in Persons and Smuggling of Migrants (Proclamation No. 909/2015); and revision and adoption of the Ethiopian Overseas Employment Proclamation (Proclamation No. 923/2016).

The revised Proclamation No. 923/2016, which provides framework for the project under review insists on, the importance of decentralizing overseas employment services in Ethiopia to the regions, as well as strengthening them at Federal level; the necessity for revision, negotiation and mandatory signing of Bilateral Labour Agreements (BLAs) with major destination countries; the mandatory 8th grade qualification and skills training for migrants as well as on expanding skills training through building the capacity of key government agencies (the Ministry of Labour and Social Affairs(MoLSA) and the Bureau of Labour and Social Affairs (BoLSA), and the Technical and Vocational Education and Training (TVET) Agency under the Ministry of Education). The collaboration with licensed Private Employment Agencies (PAE) is another important aspect that the proclamation has touched upon relative to strengthening regular overseas labour migration.

Another equally important aspect addressed by the Proclamation No. 923/2016, and by the project, is strengthening of Ethiopian Missions in destination countries not only to design, negotiate and implement the Bilateral Labour Agreements with their host country, but also to provide appropriate services and protections for migrant workers, in close collaboration with the Ethiopian communities in those countries. The Ethiopian Missions, as well as the Ethiopian Communities and their leaders, have been empowered through training and awareness-raising under the project to provide enhanced protection and support to vulnerable migrant workers in the country in which they are based.

According to the Proclamation No. 923/2016 Labour Attachés will be based in the Missions of major destination countries, to assist in strengthening service and protections for Ethiopian migrant workers. Though no Labour Attachés have yet been appointed this is regarded by both MoLSA and the Ministry of Foreign Affairs (MoFA) as an essential step towards improving labour migration governance.

Project Response

The main purpose of the project *“Improved labour migration governance to protect migrant workers and to combat irregular migration”* in line with Proclamation No.923/2016 is to make regular labour migration accessible and desirable to potential migrants so that they do not opt for irregular migration. The project’s intervention logic is based on the human rights-based approach to labour migration articulated in the ILO Multilateral Framework on Labour Migration 2006, which stresses the importance of capacity development of both “rights-holders” and “duty-bearers” to meet their obligations.

ILO has signed a Memorandum of Understanding (MoU) with the Ministry of Labour and Social Affairs (MoLSA) as mandated government partner. It also collaborates closely with other implementing partners namely, the Ministry of Foreign Affairs (MoFA), the Technical and Vocational Education and Training (TVET) Agency under the Ministry of Education (MoE); with other Tripartite partners namely the Ethiopian Employers Federation (EEF) and the Confederation of Ethiopian Trades Unions (CETU); with Private Employment Agencies and with the Interagency Coordination Committee on Proclamation No.923/2015.

The project is composed of two related components under two outcomes:

Outcome 1-Migrant Workers are better protected through improved access to support services that empower them to make informed decisions and to claim their rights.

Activities and outputs under Outcome 1 include:

- strengthening and decentralization of training provided by TVET to regional, zonal, and woreda (district) level;
- improvement of information available through Migrant Information Centres (MIC);
- Strengthening and decentralization of the Ethiopian Migrant Data Management System (EMDMS);
- providing migrants and potential migrants with improved knowledge and skills including entrepreneurial and financial information, through the revised and strengthened curriculum;
- increasing knowledge and awareness of migrants about legal and policy frameworks for protection of men and women migrant workers.

Outcome 2- Improved access to protection services for migrants being provided by Ethiopian missions and other relevant institutions.

Activities and Outputs under Outcome 2 include:

- policy-oriented research on labour migration dynamics in Ethiopia and major destination countries;
- improvement of the capacity of Ethiopian communities, trades unions, NGOs employers' federations and private employment agencies to understand and apply international labour standards and best practices;
- strengthening the capacity of Ethiopian Diplomatic Missions and Communities to ensure the provision of effective service for Ethiopian migrants in-country, and activities to raise the awareness of the migrants themselves as to their rights and duties whilst employed in the destination country.

(See Annex VII Monitoring and Evaluation Plan for full details.)

2. Purpose, Scope and Clients of the Evaluation

The Mid Term Evaluation was carried out between June and August (2019) through a desk review, followed by a field mission (7 days, 13-19 June, 2019) to Ethiopia (Addis Ababa and two field locations outside the capital in Worabe and Wukru) which included interviews with GoE officials, implementing partners and other stakeholders, beneficiaries, constituent members, the donor as well as the ILO project team and CO staff. Interviews were conducted by Skype with ILO diplomatic missions in two destination countries (Jeddah and Dubai).⁶

The purposes and scope of the Mid-Term Evaluation, as stated in the Terms of Reference for the mission (See Annex I), were to:

- assess the implementation of the project so far, identifying factors affecting project implementation (positively and negatively). If necessary, proposing revisions to the expected level of achievement of the objectives
- analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes; including unexpected results
- review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans
- review the strategies for sustainability
- identify the contributions of the project to the SDGs, the ILO objectives and its synergy with other projects and programs
- identify lessons learned and potential good practices for the key stakeholders.

⁶ See Annex IV List of Stakeholders Interviewed

- provide strategic recommendations for the different key stakeholders to improve the implementation of the project activities and attainment of project objectives.

The intended clients and beneficiaries of the evaluation are the ILO project being evaluated, the ILO country office, Ethiopia and designated ILO offices at regional and headquarters locations; national stakeholders and actors in Ethiopia and in destination countries; the donor; and last but by no means least the migrants and potential migrants themselves. Staff of other agencies and projects concerned with overseas labour migration governance in Ethiopia with whom synergies have been or should be established may also be interested in evaluation findings.

3. Methodology of the Evaluation and Limitations

The Evaluation applied the OECD/DAC Evaluation Quality Standards, and the UNEG Code of Conduct for Evaluation in the UN system. The Evaluation also followed ILO policy guidelines for results-based evaluation and the EVAL Policy Guidelines Checklists 3,4, and 5.

The evaluation has used a participatory approach, engaging project staff and a range of stakeholders both women and men throughout the evaluation process. The evaluation utilized a primarily qualitative methodology drawing on multiple sources to facilitate triangulation and to verify validity and credibility of evaluation findings. Main sources were an extensive review of documentation (Annex XI: Documents Reviewed); face-to-face interviews, as well as discussion by Skype and WhatsApp with key informants in Ethiopia, in destination countries, Jeddah, Kingdom of Saudi Arabia (KSA) and Dubai, United Arab Emirates (UAE); and in ILO offices in Algeria and HQ-Geneva. Small group discussions and direct field observation took place in two locations. A checklist of key questions was developed to guide interviews and discussions during the mission. (Annex VI)

All interviewees in Ethiopia, in destination countries, and in other ILO offices who participated as data sources for the evaluation, were identified in agreement with the evaluator and contacted by the Project Team in Addis Ababa (Annex V: the Schedule of Meetings).

At the end of fieldwork period, the evaluators, project team and relevant stakeholders met at a Stakeholder Workshop (19 June 2019) to review major points arising from the mission. The draft report was shared (through evaluation manager) with ILO staff (project, CO, RO, HQ locations), and all stakeholders for their feedback, and comments.

The major limitation experienced by the evaluation team arose from the very short time-frame (7 working days) allocated for the mission to Ethiopia (12-20 June). Even allowing for the fact that the evaluators conducted a number of interviews by Skype and WhatsApp before, during, and after the field mission, the time allocation was quite insufficient for the assessment of such a complex project implemented in several different countries through multiple stakeholders.

The ILO Country Director was in Geneva at the time of the mission, and Country Office staff, available for interview, was not in a position to provide an overview of synergies between the project under review, and other related projects and initiatives supported by the ILO in Ethiopia. This information was collected from documentation supplied later, and from other interactions notably with the Project Manager.

It was also not possible to meet during the short time-frame of the field mission other stakeholders, proposed by the evaluators in the Inception Report (IR Annex IV) for example, the EU, UN Women, and IOM.

Due to the short fieldwork timeframe and for security reasons, it was possible to visit only one Migrant Information Centre (MIC) in Wukro Woreda (Tigray Region) and one TVET institution in Worabe town (in Southern region/SNNPRS). Unfortunately, migrant workers were unavailable to participate at either of these locations. It was thus not possible to gain their perspectives and to assess whether the project design and its implementation have been responsive to their needs. Similarly, due to the evaluation's limited timeline, no stakeholders participated from the intervention regions in the closing workshop. This has limited the insights that could be gained from experiences in those regions.

However, the limitations noted above were largely offset by the commitment of the project team and their willingness to continue to provide information and clarifications well beyond the dates of the field mission. Towards the end of the evaluation mission, the project team produced a very useful "Project Map" which will be critical in future briefings and training about the project (See Annex IX).

4. Main Findings

4.1. Relevance & Quality of Design

National Growth and Transformation Plan (GTP) II

The project contributes to several objectives within the National Growth and Transformation Plan (GTP) II (2016-2020) which addresses inter alia youth employment, migration and reintegration. The most relevant pillars to which this project contributes are Pillar 6: Accelerating and ensuring the sustainability of Human Development & Technological Capability. Pillar 7: Establishing democratic and good governance through enhancing the implementation capacity of the public sector; and Pillar 8: Promote women and youth empowerment, participation and equity.

ILO Portfolio on Labour Migration Governance

This project is aligned with the Labour Migration Governance portfolio of the ILO country office under the Decent Work Country Programme (DWCP) and also with ILO's regional and global work on Labour Migration. Within the ILO Country Office (CO) there are currently four other projects being implemented in the area of labour migration namely: *Addressing the root causes of migration in Ethiopia; Inclusive Jobs and Education for Host Communities, Refugees and other Forcibly Displaced Persons; Free movement of persons and transhumance in the IGAD Region; Improving Opportunities for Regular Labour Mobility; Extending social protection access and portability of benefits to migrant workers and their families in selected RECs in Africa*. Together with the project under review, these projects have established the Migration Forum within the CO, which is important for oversight, strategizing, overall guidance and monitoring, and for avoiding overlaps.

Design of the project under review is based on the experience and lessons learned under the previous EU-funded ILO project *Development of a Tripartite Framework for the Support and Protection of Ethiopian Women Domestic Migrant Workers (MWD) to the GCC States, Lebanon and Sudan (2013-2016)*, and is often regarded as a second phase of that project. This EU-funded project established the same two-pronged approach of strengthening the regular process of migration in Ethiopia, as well as enhancing oversight and protection in the destination countries by addressing the critical issues stated in Proclamation No. 923/2016 detailed above (page 10).

The recently concluded (February 2019) ILO project *Support to the Reintegration of Returnees in Ethiopia* has also provided some valuable insights for the current project as to the training and information needs of migrants going to the Middle East, which has resulted in inclusion in the TVET curriculum of life skills, entrepreneurship and financial management content.

With respect to the EU project “*Support to the Management of Labour Migration in Ethiopia (SMLME)*” currently being implemented by MoLSA, measures have been taken by the current project, in consultation and coordination with MoLSA, to avoid duplication of effort and expenditure.⁷

Project Baseline & Capacity Assessment

Substantive alignment and relevance of the project was assured by a Baseline Survey⁸ conducted between September and October 2017 soon after launch of the project. To capture the entire migration process, data were collected from potential and returned migrants and migrants in

⁷ ILO (2017). Annual Review Report January to December, 2017.

⁸Baseline Survey: Improved Labour Migration Governance to Protect Migrant Workers and Combat Irregular Migration in Ethiopia ILO (2018)

selected destination countries – mainly Kuwait, Lebanon, Qatar, the Kingdom of Saudi Arabia (KSA) and the United Arab Emirates (UAE). Using both quantitative and qualitative methods, and non-probability sampling with a combination of snowballing and quota sampling, the survey reached 536 respondents: 250 potential migrants, 36 migrants working in Lebanon and the United Arab Emirates and 250 Ethiopians who had returned from working in one of six countries; Kuwait, Lebanon, Qatar, Saudi Arabia, UAE and other). The findings continue to inform many of the projects' activities.

The survey investigated the cycle of migration beginning with the factors affecting decision to migrate, comparative experience of irregular and regular migration (cost, training, safety etc.); the strength and preparedness of government and other institutions to equip and protect migrants throughout the process up until their return. The survey supported the repeal of the ban and produced several other recommendations which have influenced project design.

The design and relevance of the project was further assured through a Capacity Assessment of the TVET system, the Bureau of Labour and Social Affairs of Amhara, Oromia, SNNPR and Tigray Regions, along with Addis Ababa and Direedawa City Administration⁹. This assessment informed the capacity-building plan of the project for strengthening labour migration governance at both national and regional levels.

Gender Mainstreaming

According to the Baseline Survey “gender concerns were considered throughout the entire process of conducting the baseline survey, making sure a gender lens and gender-sensitive approach were applied”.¹⁰

Although there is little overt reference to gender equality mainstreaming elsewhere in the documentation, the different needs and conditions of women and men are referenced throughout. As noted earlier “some 95% of regular labour migrants to the Middle East are women hired for domestic work. Only a few female labour migrants work in other sectors. The men typically work in construction agriculture, hotels hospitals or as drivers”. Male migrants “are significantly more likely to migrate through irregular channels, and as a result, pay significantly more in recruitment fees”.¹¹

However, the project aims to regularize labour migration for both men and women, and therefore addresses both under the two Outcomes of the project in terms of awareness-raising, training, protection and other issues covered by the project. Diversification of migrant skills being

⁹ Capacity Assessment Report of TVET, BOLSA and MRC –Mesele Tesfar & Abubeker Nasser (undated).

¹⁰ Ibid footnote 3, page 10

¹¹ Baseline Survey (2018) pages x-xi

exported is also envisaged for both men and women in relation, inter alia, to perceived change in demand from KSA and elsewhere. The project may wish going forward to make more explicit the gender mainstreaming dimension of its activities. A thorough gender analysis of the project must address gender representation at all levels (policy, institutional, beneficiary), and for all actors and actions, and should not overlook the dynamics of decision-making relative to migration at household and community levels.

Advocacy, Information & Communication

A major element of the project is the provision and exchange of information and communication with a variety of audiences; policy-makers, Tripartite Partners, other stakeholders in government and private sector in Ethiopia and abroad, actual and potential migrants and returnees; other international agencies; and actual and potential donors. This important element was not specifically addressed in the Baseline Survey, although it is evident from project Annual Reports of 2017, 2018¹² and from the Monitoring and Evaluation Plan (Annex VII) that a large variety of materials have been produced and distributed, and a range of audiences (in Ethiopia and in destination countries) reached. This component would benefit from the development of a comprehensive communication strategy which would define audiences, messages, materials, communication channels used and their sequencing; and would also plan for assessment of effects and impact on the intended audiences, in terms for example, of desired behavioural change (See suggested Communication Planning Matrix at Annex X). Some communication activities including the use of cold call centres were begun under the previous EU-funded project *Development of a Tripartite Framework for the protection of Ethiopian Female Migrant Domestic Workers* going to GCC, Lebanon and Sudan. The cold call centres provide information on pre-departure procedures, arrival in the destination country, and the benefits of regular over irregular migration. Additional communication activities and materials have been developed under the current project.

Alignment with the UNDAF

In support of government efforts to address the challenge of unemployment in the country, the United Nations Country Team (UNCT) in Ethiopia formulated their UNDAF with outputs that are relevant to the DWCP and underscored the role of ILO in achieving these outputs. The UNDAF outputs relevant to the DWCP are: Enhanced Economic Growth; Governance; Gender; HIV/AIDS, and Basic Social Services. The current project supports the realization of the Ethiopian DWCP Outcome ETH 155: Improved management of labour migration and reduction of irregular migration.

¹² See Annex XI Documents Reviewed

This project will also clearly contribute to a number of Sustainable Development Goals (2015-30), specifically Goal 1 – End poverty in all its forms everywhere; Goal 5 - Achieve gender equality and empower all women and girls; Goal 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 10: Reduce inequality within and among countries and Goal 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. In particular, the project contributes significantly to Target 10.7 –facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

The project began after the conclusion of the current UNDAF formulation but the Project Manager is now participating in two key Working Groups on Gender Equality and Women’s Empowerment and Regional and Transboundary Trends Analysis, and the National Project Coordinator is also participating in the working group on Regional and Transboundary Trends Analysis. In addition to the participation of the project team in the two key working groups, relevant inputs are provided by the project staff, with regards to migration, in the formulation of Common Country Analysis (CCA) for the other relevant thematic areas where ILO is represented especially the thematic area “Leave No-One Behind”. Moreover, throughout the lifespan of the project, the project staff has been participating in the UN Migration Working Group which coordinates all migration activities supported by UN agencies.

In summary, in terms of Relevance and Design, the project is aligned with overall national goals and targets and forms part of the ILO's portfolio of project activities relative to labour migration governance. The project is also contributing to the SDGs and has been formulated on the basis of an excellent baseline survey, and a capacity assessment of key government institutions. Some elements of the project relating to clear planning and articulation of gender equality mainstreaming, and strategic planning of advocacy, information, communication and training appear to require strengthening.

With respect to Relevance and Quality of Design, the original project objectives appear to be realistic and achievable though external forces such as the continuing delay in implementing the lifting of the ban will inevitably have an impact, should it be prolonged. Initially, the project has focussed largely on Outcome 1 in an effort to lay the groundwork for the ban to be lifted by, for example, working to decentralize the database; building the capacity of BoLSAs; revising the TVET curricula; developing operational guidelines etc. In the current year, the project is focussing equally on activities and outputs under Outcome 2 with respect to building capacity of Ethiopian missions, and organizing experience-sharing among ambassadors concerning measures to protect migrant workers; and work with MOFA, MoLSA on negotiating and drafting of BLAs. Moreover, the project has also supported implementation of existing Bilateral Trade Union

agreement between the Ethiopian CETU and Lebanese FENASOL trade unions, for the protection of Ethiopia migrant workers in Lebanon.

4.2. Efficiency of Implementation

Composition of Project Team

The project is managed by a Project Manager (PM) who reports to the Director of the ILO/CO for Djibouti, Ethiopia, South Sudan, Sudan and Somalia which is based in Addis Ababa. The PM has overall responsibility for project implementation, supervising staff, allocating programme budgets, preparing progress reports and maintaining relations with institutional partners and stakeholders. The PM is also responsible for elaborating the final programme documents, gathering supporting information and developing preliminary work plans to be approved by MIGRANT unit, ILO/Geneva. The official has long experience with similar projects in the field of labour migration governance and collaborates effectively with an extensive range of stakeholders in Ethiopia and in destination countries.

According to the ToR for the Mid-Term Evaluation, the PM is supported by a National Project Coordinator (NPC), a National Communication Officer and a Finance/Admin Assistant. In fact, the National Communication Officer position has been converted in January 2019 to a second National Project Coordinator position. Each NPC currently supports the PM for work under one of the two project outcomes. Given that most elements of the project (awareness-creation, training, research etc.) are addressed under both Outcomes, the project should perhaps consider a clearer division of labour between the two NPCs, whereby one of them is primarily responsible for research, planning, monitoring and evaluation; and the other takes the lead for advocacy, awareness-creation, training etc. This arrangement could enhance synergies between Outcomes and within the project team. Enhancing the skills of project staff on dimensions which need to be strengthened, for example communication (for development) and gender mainstreaming could be considered. Currently, the primary work of the very small project team is to ensure day-to-day implementation of the project and to coordinate activities with and through key stakeholders. The project receives support on financial and administrative matters from the ILO Country Office.

In addition to coordinating and responding to requests the project team also provides direct technical input to activities implemented by stakeholders, particularly in research, training, and revision of tools, materials and documents, based on their knowledge of ILO and its mandate, and their experience in the field of labour migration governance. The project team are also active in policy advocacy through their wide range of networks in government, the private sector and with the UN family and other donors.

Efficient Use of Resources and Value for Money.

The total budget of this project is USD 3,475,282.25 (£2,780,226) fully funded by DFID. For the year 2017, 2018 and first half year of 2019, DFID has disbursed USD 1,920,585.25 in three rounds to the ILO. The project expenditure was USD 1,412,588.84, which is 73.55 per cent of the total budget plan till 2019. Moreover, about USD 358,731.86 was committed during the reporting period. Therefore, commitment plus expenditure, amounts to performance of around 92.23 percent as compared to the total third year budget. The donor reports of 2017 and 2018 rate the project highly on Value for Money.¹³

Allocation and expenditure figures as relevant to the evaluation period.

Description of Expense	Expenditure and commitment in USD	% of the expenditure
Staff Cost	397,853.01	28.07%
Consultant	314,892.40	22.22%
Training/seminars/workshop	474,220.40	33.46%
Procurement	166,072.13	11.72%
Travel Project Staff	28,412.72	2.00%
Project Operation Costs	15,284.85	1.08%
Furniture and equipment's	20,628.45	1.46%
Program Support Costs		0.00%
Total	1,417,363.96	100%

Implementation of all activities was undertaken in line with the logframe agreed with MoLSA and DFID, and there has been no diversion of funds to other activities.

Prudent use of financial resources and active engagement of partners, especially with MoLSA, continues to significantly improve achievement of the outputs. The project has been efficient in achieving results in a number of areas such as; strengthening TVET's Domestic Work and Care Giving skills training programme to meet higher quality standards; reaching migrants through awareness- raising programmes; and decentralizing the Ethiopian Migrant Database system into regions. The project has strengthened eight TVETs capacity through material and technical support at a cost less than initially planned. This was possible due to the Capacity Assessment conducted on specific needs with the involvement of partners which guided support provided. Furthermore, in partnership with the Federal TVET, the project has revised the Domestic Work and Care Giving training models at national level, which is benchmarking international best practices and incorporating soft skills such as entrepreneurship, life skills and financial literacy.

¹³ See Annual Reports to DfID 2017,2018

The revision will help to improve the quality of training provided to migrant workers so that they are competitive in the international labour market. The monitoring and evaluation plan of the project targeted the improvement of knowledge of 1,000 migrants and potential migrants on entrepreneurship and financial management. However, with the revision of the two training skills, the project will enhance the capacity of all potential migrant workers with necessary soft skills.

Similarly, the project has reached more than 9,683 migrant workers until end of 2018, which exceeds the annual target by using minimal costs and using a diverse strategy. The project used information leaflets and cold call centers to reach targets with very minimal cost. In addition, the database has been decentralized into four regions and one city administration, instead of four regions which was initially planned, this was done without any additional cost, again this was possible due to partners' close engagement in project implementation.

Evidence of collaboration or synergy with other ILO projects that might have made project activities more cost-effective.

The project builds upon the experience and knowledge acquired from a previous project on migrant domestic workers that was funded by the European Union (EU). For example, instead of establishing new MIC's this project focused on strengthening the MIC's developed by the previous project; rather than establishing a new cold call centre the project is using the cold call centre that was established by the previous project with updated information and management arrangements. Moreover, the project uses relevant materials and resources developed previously by other projects in Ethiopia as well as in other countries instead of developing new ones. As required materials are adapted and contextualized to the Ethiopian situation. An example of this approach is the Migrant Information Centre operational manual.

The project is actively using expertise available within the ILO, in government and other partners to facilitate training and seminars as well as to develop relevant awareness-raising materials. For instance, the ILO developed the policy brief and brochure on the rights and obligation of relevant actors on labour migration in-house. Similarly, the ILO is using experts within the ILO and from MoLSA to provide training on the EMDMS and from MoLSA and MoFA to facilitate the training organized for Ethiopian communities/associations in Jeddah and Kuwait. The use of ILO expertise as well as government and other partners has reduced costs that were intended to be used for external facilitators and it enhances the capacity of implementing government partners.

ILO backstopping

The project team receive technical backstopping on request from the Technical Officers from MIGRANT unit ILO Geneva and from the Migration and Mobility Specialist from ILO/CO Algiers; also from the NORMES Specialist in DWT Cairo, the SME unit and the INWORK department in ILO Geneva on issues of Domestic Work; from the SKILLS specialist in HQ and the Delhi Office, and ACTRAV specialist and MIGRANT colleagues in the Regional Office for the Arab States. Support on Communication matters was received from the Senior Communication Officer in Regional Office / Headquarters. It appears that there has been no support on Gender Mainstreaming, which the evaluators have identified as an area for potential strengthening.

PSC & TWG

A Project Steering Committee (PSC), a Technical Working Group (TWG), and project focal points in MoLSA have been established and meet regularly, though no minutes were shared with the evaluation team. The Project Steering Committee is made up of senior representatives of key collaborators (MoLSA, MoFA, Attorney General's Office, TVET, EEF, CETU, ILO); and the Technical Working Group (TWG) comprises the technical staff of those agencies. During the Stakeholder workshop (19/06/2019) some participants expressed the wish for more frequent gatherings and exchanges on issues of common concern. Examples of such issues raised with the evaluators were the difficulties experienced by Private Employment Agencies (PEA) who had undertaken the expense of being granted a government license (renting an office, hiring six employees, setting aside 100,000 USD in the bank) only to be blocked by the continuation of the ban on overseas labour migration, despite its being nominally lifted. Another issue raised by the Ethiopian Employers Federation (EEF) related to the approval by MoLSA of clinics allowed to provide health-checks for departing migrants.

Very few stakeholders have a picture of the entire scope of the project, as opposed to the particular activities in which they are involved. Understandably perhaps, several stakeholders interviewed did not distinguish between activities under different past and current ILO projects, in the field of labour migration governance. Whilst this indicates positive synergies, which are good for stakeholders, beneficiaries and long-term sustainability of actions, it is problematic for evaluators, and perhaps donors. This situation also speaks to the issue of the need for a more inclusive project communication strategy as discussed below (Annex X).

Monitoring & Evaluation Plan

A Monitoring and Evaluation Plan has been put in place to track the project's efforts against the Project Implementation Plan (PIP). Annual targets are established by stakeholders in consultation with the project team. This Monitoring and Evaluation Plan (See Annex VII) is reported upon

annually, primarily with quantitative data provided by the implementing partners. The completed Monitoring and Evaluation Plan provides the basis for the annual report to the donor, though further dialogue is needed between the project and the donor (DfID) as to the interpretation of the format, particularly concerning the amount of qualitative analysis to be included in addition to statistical information.

In summary, the small project team coordinates implementation, monitoring and evaluation through a range of stakeholders in Ethiopia and in destination countries as well as participating directly in several aspects of implementation, particularly training, awareness-creation, and policy advocacy. The PSC and TWG are in place and functioning well though some stakeholders requested to have more frequent fora for substantive discussion (Stakeholder's Meeting, 19 June). The Monitoring and Evaluation Tracking Matrix: Achievements against Targets (Annex VIII) indicates a good level of achievement, though there are some shortfalls partly due to the fact that the ban on overseas migration has only been lifted in principle and not in practice. There is a need for some more qualitative assessments and studies in order to assess the effects and impact of a range of activities in Ethiopia and in destination countries. Future data-gathering efforts could be directed to assessing the impact of various activities (advocacy, training, awareness-creation), and materials (manuals, BLAs, information materials in film, print etc.) on the variety of audiences (migrants and potential migrants; Private Employment Associations; Tripartite Partners; diplomats; other agencies). Additionally, more comprehensive cataloguing of outputs such as training and information materials would be helpful and could ensure their wider use beyond the project.

4.3. Effectiveness

The delay in lifting the ban on overseas migration has checked project progress under both project Outcomes. However, according to the progress tracking system of the M & E plan (See Annex VIII) and the Annual Reports for the last two years (2017 & 2018), the following achievements have been noted. As indicated above, data is provided by routine reporting from implementing agencies and has been updated by more recent communications from project staff.¹⁴

- To date, the capacity of 8 TVET institutions out of the 72 identified by the government to provide quality skill training for potential migrants has been upgraded. The project also provided Training of Trainers (ToTs) for 25 TVET teachers and skills training for BoLSA officials. The limited budget has prevented the project from supporting a larger number of centres. During 2018 1,734 (male 165 and female 1,569) potential migrant workers benefited from quality training capacitated through this project. It is projected that each

¹⁴ For example by emails from the Project Manager 02 July 2019, 29 July 2019 ; ILO (2018) Annual Review Report January-December 2018.

upgraded TVET institution will be able to provide quality skills training for 8,000 potential migrants annually when the lifting of the ban has been operationalized. An innovation of the project has been the Training Manual developed for migrants and potential migrants, which emphasizes life skills, entrepreneurship and financial education (adapted from ILO Start and Improve Your Business Materials, and ILO financial literacy tools) has been incorporated into the national TVET training curriculum on domestic work and care giving.

- Six Migrant Information Centres (MIC) have had their functionality enhanced by the development of an Operational Manual; by training on that manual, and by the provision of computers, television, furniture etc.
- The Ethiopian Migrant Database Management System (EMDMS) has been configured in four regions as well as in Addis Ababa and is currently being tested by MoLSA.
- The project target for signing BLAs was 3 and there are currently 4 BLAs signed by the Government of Ethiopia with KSA, UAE, Jordan and Qatar, though those with Jordan and Qatar were signed before the start of the project. BLAs were signed with KSA in May 2017, and with UAE in December 2018. The project is also supporting the implementation of a BLA signed between the Ethiopian Trade Union (CETU) and their counterpart in Lebanon (FENASOL). This BLA was signed under the previous EU-funded project concerning MDW to GCC.
- 516 Private Employment Agencies (PEAs) have been licensed. This exceeds the expected target. A brochure has been developed by the project to guide PEAs in the requirements of registration, recruitment costs, and their roles and responsibilities in the process and have provided training for PEA's on fair recruitment process.
- In terms of awareness-raising activities, it is estimated that 7,683 people have been reached through cold call centres which provide information on pre-departure and arrival in destination procedures, labour rights and conditions in destination countries and the risks of trafficking. A large number of fliers, brochures, radio and television programmes, knowledge –sharing fora, and even a film on the pros and cons of irregular and regular migration have been produced and distributed to the general public, to government officials and to PEAs.
- A number of senior government officials, diplomats and other stakeholders were trained on BLA drafting, and on labour migration governance; capacities of Ethiopian Diplomatic Missions and Ethiopian Communities in the Middle East were enhanced through training and awareness-raising resulting in better protection of migrants.

Overall, the project registered a satisfactory level of achievement for the period under review. The project is constantly evolving to meet the changing context and some of the more qualitative

achievements, were highlighted by the project team and others during the discussions with the evaluators, are as follows:¹⁵

- The influence of the project on the Ethiopian Government's policy shift towards including overseas migration, and reintegration within a broader national employment strategy to address current high levels of unemployment; and on the need for diversification of the skills being exported. This discussion is being held under the auspices of the recently formed (November 2018) Job Creation Commission (JCC).
- Standardizing and expanding the TVET Skills Training Curriculum for migrants to include "soft skills", relating to culture, language, financial management, entrepreneurship. This modification was made in response to information received from returnee migrants as to their experience in the destination countries.
- Improving the quality of the model Bilateral Labour Agreements to ensure alignment with international labour standards and to expand the remit beyond domestic workers. The difference can be noted in BLAs signed before the project commenced in 2017, namely Jordan and Qatar, and the BLAs signed after the project started namely KSA and UAE.
- Working with Ethiopian Missions and Consulates and Ethiopian communities and their leaders to provide better support to Ethiopian migrants in their respective countries. The training and awareness-raising provided by the project include information on the migrants' rights and duties under the labour laws of the destination country as well as on visa rules and regulations. Missions and Consulates typically provide shelter for the abused, hospital assistance in case of emergencies, arbitration with sponsors and liaison with different government and legal entities, as well as awareness campaigns.
- Encouraging institutions and organizations not usually concerned with labour standards (i.e. MoFA, PEAs) to become informed and involved. Both MoFA and PEA interviewees expressed their appreciation of the enhancement of their knowledge in areas where they had previously been uninformed.

In summary, in addition to the concrete achievements shown at Annex VIII the project appears to be very effective in evolving in response to new challenges and new information beyond the scope originally envisaged in the project document. This reflects the commitment and knowledge of the project team and their very effective relationships with a range of stakeholders. There is a need for a reliable system to regularly capture and analyze effective changes and innovations so that they are not lost, and so that lessons can be learned.

¹⁵ Points raised by the project team in discussion with the evaluators during the mission. (See Annex V Schedule of Meetings).

4.4. Orientation to Impact

The activities supported by the project to strengthen regular labour migration governance through institutional strengthening, and knowledge enhancement in Ethiopia, and in destination countries are expected to have both immediate and long-term impacts. This strengthening of key institutions and processes both in Ethiopia and destination countries will continue to be beneficial even should the nature of overseas migration change from the current emphasis on sending female domestic workers to the Middle East and GCC countries, to a more diverse picture whereby male and female migrants with a diversity of skills are migrating regularly.

Activities with strong potential to impact the overall situation are the decentralization of recruitment and training to the regions; the enhancing of TVET institutes with new curricula and training; communication campaigns stressing benefits of regular migration; the further development of the EMDMS; and the empowering of Ethiopian missions abroad and the Ethiopian communities to support and protect migrant workers. A plan has been mooted to include a module on labour migration governance in the Institute of Foreign Affairs where diplomats are trained.

As noted above the project has not established measures for more qualitative assessments to be conducted with a variety of audiences and stakeholders to demonstrate the effects and impact of activities. Similar surveys and assessment appear to have been conducted as part of previous ILO migrant labour governance projects and this example could be followed.¹⁶

4.5. Sustainability

The project is part of the ILO's portfolio on labour migration governance and has demonstrated both continuity (for example, with the earlier EU-funded programme on MDWs) and evolution, in response to the changing country and stakeholder context, both of which bode well for its sustainability. Although a plan for project sustainability based on a multi-phase strategy that outlines the funding and timeframe required, is not clearly articulated in project documents, the overall project approach and its principal focus on capacity- building of key institutions and processes in Ethiopia and in destination countries facilitate the sustainability of results. Most of the project initiatives inherently contain sustainable elements and some activities are directly managed by and embedded in the structures of the government, as well as in some private sector institutions.

Measures to ensure the sustainability of project benefits also include dissemination of study results, promotional materials, and standard manuals and guidelines among key stakeholders and continued provision of capacity development supports to partners. Knowledge products and

¹⁶ See for example Assessment of Awareness-Raising Interventions to Prevent Irregular Migration, ILO (2018), and Situations and Needs Assessment of Ethiopian returnees from the Kingdom of Saudi Arabia, ILO (2018).

communication materials have been actively used and disseminated by stakeholders at the regional and national levels. Although some stakeholders interviewed were sceptical regarding the extent to which the information generated by the project had affected changes in government planning and policies, in fact the policy shift regarding labour migration occurred after the study tour to the Philippines which was organized by the project and led by MoFA. Thus it is reasonable to conclude that the different capacity-building initiatives supported by the project have contributed to changes in government policy with respect to their now regarding overseas migration and reintegration as an important part of the response to the situation of unemployment in the country.

The evaluators witnessed a sense of stakeholder ownership, particularly at the national level. As already mentioned,, whilst distinguishing between activities under different ILO projects, past and current, was sometimes difficult, stakeholders who participated in the evaluation confirmed a good level of stakeholder consultation during the project design, and engagement during the project's implementation through direct management of activities and participation in project coordination and management structures such as a Project Steering Committee (PSC) and Technical Working Group (TWG). However, stakeholders' engagement seems less advanced at the regional level, on the evidence of the brief field visit.

The political will and commitment of the federal government to properly manage migration and protect the rights of migrant workers – which resulted at least in part from senior officials' training and international exposure organized by this project, notably in the Philippines - and planned initiatives of the government under the newly formed Job Creation Committee (JCC) can be considered as opportunities to sustain project results.

Furthermore, even though no subsequent project phases are anticipated at this point in time, there are also prospects to sustain project results through strengthening synergy with other similar initiatives of ILO, and other players working on labour migration such as IOM, and the EU Other labour migration-focused projects could be instrumental in advancing advocacy efforts with government bodies, further reinforcing partnerships and disseminating promotional materials and knowledge products.

ILO staff brings a wealth of experience and contacts, and the project continues to build on and exploit its well-established partnerships with both government and civil society institutions, which will contribute to the sustainability of the actions.

There is continuity of collaboration between project staff and key stakeholders notably MoLSA, but also EEF, CETU, MoFA, TVET, the PEAs and others. The project has strengthened institutions and communities through its support both in Ethiopia and in destination countries and has contributed to the development of policies and practices in the field of labour migration governance.

Specific examples observed by the evaluation during the fieldwork relating to the sustainability of the project are as follows:

TVET

The skills training programmes are fully embedded in the national TVET system and are funded and implemented by the government, not by external bodies. From this perspective, sustainability may not be a major issue, as continuity after the end of the project can be ensured. Several indications of sustainability were observed during this evaluation.

As all of the eight training institutes (i.e. TVETs) supported by the project are public colleges, there is a possibility of continuing the project approaches. Since the federal and regional TVET agencies have already attempted to align the migrant worker training courses (i.e. domestic/household service and care-giving) with the TVET strategy, there is also a possibility that the TVETs will continue the enrolment of potential migrant workers in training. Training at the TVETs is free and accreditation costs are low (e.g. 3.5 USD in Worabe/SNNPRS). The training can thus be considered affordable for poor migrants, although trainees are required to cover their own travel and living expenses during the training period (0.5 - 3 months) in addition to COC test fees at the end. According to the Overseas Employment Proclamation of the country (No. 923/2016), appropriate government authorities are responsible for providing training and orientation for prospective migrant workers.

The project has made an important contribution by supporting the development and updating of curricula in selected streams, and the introduction of so-called soft skills in line with occupational standards and government requirements for the accreditation process. These valuable resources are reported to have been widely distributed and updated at the national level. As a result, targeted and other TVETs can continuously use these resources beyond the life of the project. Moreover, the strengthening of existing TVET workshops and provision of materials to the facilities, have considerably increased the capacity of the institutes to provide continuing training for potential migrant workers in the future.

Nevertheless, despite the efforts made by the project, ensuring longer-term sustainability of the programs will also rely on several other factors:

In terms of enrolment, the number of beneficiaries remains extremely low. The number of individuals who have benefited from the identified programs represents only a small part of the potential migrant group. Although hard data is not available, the evaluation learnt that the expected target (8000/year/TVET) and the number of applications is far above the current TVETs' capacity; and with the lifting of the ban, the demand is expected to increase. In Worabe, for instance, this has led to training delivery and use of demonstration rooms and kitchens in shifts and several rounds within shifts. It was also indicated during the fieldwork that in addition to increasing pressure on the limited number of trainers, this may affect the quality of training. This

is expected to be exacerbated by possible increases in the training demand and expansion/diversification of training programs in response to the labour market (employers' demand) in the future.

Curricula should be developed and updated regularly in line with accepted standards and the requirements of the labour market. Yet, the government (the TVET Agency) may not have the technical and financial resources to independently elaborate specific courses in newly identified training subjects and update existing ones without external support. In the past, according to the Agency Director, this had required the use of international consultant(s) and was made possible with the generous support of this project.

There is a great challenge in terms of the availability of labour market data in destination countries. This project has not yet realized its plan to conduct quick labour market assessments in selected destination countries, it is planned for the last quarter of 2019. The absence of updated information on the needs and trends of the labour market may affect the continued relevance and sustainability of the training programs. This has not yet been achieved by the project nor by the government.

Currently, training is being given by existing instructors of the institutes who are responsible for other regular programmes mainly in hotel and tourism departments. In other words, the migrant workers training under the project has increased their workload. In Worabe for instance, trainers complained that they are burdened with extra responsibilities with no incentive of any kind (such as top-ups). They also mentioned that employment of additional staff or setting up a separate team dedicated to the training of migrant workers by the institute is less likely at least in the near future. Overall, while strengthening the capacity of both the teaching and management staff of the TVETs is required to enable them to deal with the updated curricula and possible diversification of training streams required by the labour market, there is no clear plan towards this.

Availability of funds is another main challenge. According to informants, the migrant workers training programs are currently financed from the budget of the institutes that is allocated for the regular programs. Therefore, operations are often affected by budgetary constraints for consumable items (e.g. detergents and food ingredients), repair and replacement of existing equipment, and purchase of new materials. It is as a result difficult to plan activities for the longer-term.

Migrant Information Centres (MICs)

The MICs (formerly known as Migration Resource Centres) were set up by 'Phase I' of the project that was financed by the EU. As indicated above, while the premises were built by the previous project, the present project equipped the facilities, developed an operational manual, trained the staff and put in place mechanisms to make the centres fully functional and assure the quality

of services provided. The project funding allowed for capacity- building, to build sustainability from government or other resources.

The need for information services for potential migrants is highlighted in various government laws (e.g. Proclamation No. 923/2016) and the importance of improved services for potential migrants and returnees is well recognized by the government. A key step that has been taken by project partners in building sustainability of the MICs is ensuring local ownership of the MICs and integration of MIC services with other services of relevant woreda offices instead of establishing independent centres. For instance, an attempt will be made to integrate the Wukro MIC into the government employment services of the Woreda Labour and Social Affairs Office.

However, evidence of a clear strategy to integrate MIC services into relevant government structures thus linking the services to longer-term government plans and funding is lacking. As a result, achieving long-term institutional and financial sustainability may become a significant challenge for the MICs.

MICs are not part of the wider institutional structure of regional bureaus and woreda offices of Labour and Social Affairs. According to the information obtained from the fieldwork, the present structure of woreda offices is unlikely to support MICs sustainability in terms of, for instance, assigning full-time staff who can provide migration-related information services and advice in the future. In Wukro, for example, the MIC is still being run only by one staff who is seconded from the woreda office, while the MIC organizational structure as per the operational guideline requires six personnel. Moreover, institutionalized MIC services do not seem to be in the budget lines of the government and, consequently, funding for MICs are not factored into the annual allocations of regional and woreda governments. According to informants from Wukro MIC, even routine maintenance and minor repairs of the premises couldn't be done due to financial constraints. The same sources indicated that given that the woreda office has generally insufficient resources for other public services, it is unlikely that priority is given to funding the MIC in the longer-term.

4.6. Social Dialogue

As described in preceding paragraphs the project has enhanced Social Dialogue in several ways. An important mechanism has been the inclusion of Tripartite Partners and other government officials (notably MoFA) and private sector participants, (notably Private Employment Agencies) on the same training and study tours, where aspects of labour migration governance and international labour standards were discussed. This approach has already born fruit in terms of the coherence of the project and may be expected to continue to do so.

However, as also noted, during the interviews few stakeholders have a grasp of the total picture of this complex project, which points to the need for more attention to be paid to internal communication and sharing in the project, as part of a wider advocacy/training and communication plan.

Other important initiatives have been taken with respect to building social dialogue between stakeholders in Ethiopia and destination countries; notable amongst these efforts is the previously signed BLA between Trades Unions in Ethiopia and Lebanon to enhance protection and support for migrants, which is being implemented with the support of this project.

Links have also been established between Ethiopian Employers Federation and their counterparts in destination countries to enhance protection and support for migrants, and between PEAs in Ethiopia and destination countries to facilitate safe and legal migration processes.

The component of Social Dialogue has several innovative features (such as inclusion of tripartite partners, GoE officials, and PAE on same training and study tours; involvement of Ethiopian missions in destination countries) and will be further strengthened by more systematic internal sharing of information between stakeholders under a systematic and strategic communication plan.

5. Conclusions

In terms of Relevance and Design, the project is aligned with overall national goals and targets and forms part of the ILO's portfolio of project activities relative to labour migration governance. The project is also contributing to the SDGs and has been formulated on the basis of an excellent Baseline Survey, and a Capacity Assessment of key government institutions. Some elements of the project relating to gender equality mainstreaming, and to strategic planning of advocacy, information, communication and training activities need to be more clearly planned and articulated going forward.

In this light, original project objectives appear to be realistic and achievable though external forces such as the continuing delay in implementing the lifting of the ban will inevitably have an impact. Initially, the project has focussed largely on Outcome 1 in an effort to lay the groundwork for the ban to be lifted, by for example working to decentralize the database; building the capacity of BoLSAs, revising the TVET Curricula, developing operational guidelines etc. In the current year, the project is focussing equally on activities and outputs under Outcome 2. In terms of capacity building of Ethiopian missions and organizing experience-sharing among ambassadors concerning protection of migrant workers; working with MoFA and MoLSA on negotiating and drafting of BLAs; and supporting the implementation of the existing Bilateral Trade Union

Agreement between CETU Ethiopia and FENASOL Lebanon for the protection of Ethiopian migrant workers in Lebanon.

Concerning Efficiency, the small project team coordinates the implementation, monitoring and evaluation through a range of stakeholders in Ethiopia and in destination countries as well as participating directly in several aspects of implementation, particularly training, awareness-creation, and policy advocacy. A clearer division of labour between the two NPCs has been proposed.

The PSC and TWG are in place and functioning well though some stakeholders requested to have more frequent fora for more substantive discussion (Stakeholder's Meeting, 19 June). The completed Monitoring and Evaluation Tracking Matrix showing achievement against targets (Annex VIII) indicates a good level of achievement though there is a need for some more qualitative assessments and studies in order to assess effects and impact. Future data-gathering efforts should be directed to assessing the impact of various activities (advocacy, training, awareness-creation), and materials (manuals, BLAs, information materials in film, print etc.) on the variety of audiences (migrants and potential migrants; Private Employment Associations; Tripartite Partners; diplomats; other agencies). Additionally, more comprehensive cataloguing of outputs such as training and information materials would be helpful and could ensure their wider use beyond the project.

The project appears to be very Effective in evolving in response to new challenges and new information beyond the scope originally envisaged in the project document. This reflects the commitment and knowledge of the project team and their very effective relationships with a range of stakeholders. There is a need for a reliable system to regularly capture and analyze the dynamics of changes and innovations so that they are not lost, or remain at the level of anecdote.

In terms of Orientation to Impact and in addition to current project Monitoring and Evaluation activities the project needs to establish measures and procedures for more qualitative assessments to be conducted with a variety of audiences and stakeholders, in order to demonstrate the effects and impact of activities as well as outputs. Similar surveys and assessments appear to have been conducted as part of previous ILO migrant labour governance projects, and this example should be followed.

The component of Social Dialogue has several innovative features and will be further strengthened by more systematic internal sharing of information between the large range of stakeholders under a systematic and strategic communication plan.

The project is part of the ILO's portfolio on labour migration governance and has demonstrated both continuity (for example, with the earlier EU-funded programme on MDWs) and evolution, in response to the changing country and stakeholder context, both of which bode well for its

sustainability. Although a plan for project sustainability based on a multi-phase strategy that outlines the funding and timeframe required, is not clearly articulated in project documents, the overall project approach and its principal focus on capacity- building of key institutions and processes in Ethiopia and in destination countries facilitate the sustainability of results. Most of the project initiatives inherently contain sustainable elements and are directly managed by and embedded in the structures of the government, as well as in some private sector institutions.

Measures to ensure sustainability of project benefits also include dissemination of knowledge products and promotional materials among key stakeholders and continued provision of capacity development support to partners. Knowledge products have been actively used and disseminated by stakeholders at the regional and national levels, and along with other capacity-building efforts under the project are credited with influencing the government's policy shift with respect to promoting regular labour migration, and reintegration, as part of an overall response to unemployment in the country.

The evaluators witnessed a sense of stakeholder ownership, particularly at the national level. Stakeholders who participated in the evaluation confirmed a good level of stakeholder consultation during the project design, and engagement during the project's implementation through direct management of activities and participation in coordination and management structures such as a National Steering Committee and Technical Working Group. However, stakeholders' engagement seems lesser at the regional level on the evidence of brief field visit.

The political will and commitment of the federal government to properly manage migration and protect the rights of migrant workers – which resulted at least in part from senior officials' training and international exposure organized by this project, notably in the Philippines - and upcoming initiatives of the government under the newly formed Job Creation Committee (JCC) can be considered as opportunities to sustain project results.

Furthermore, even though no subsequent project phases are anticipated at this point in time, there are also prospects to sustain project results through strengthening synergy with other similar initiatives of ILO and other players working on labour migration such as IOM, EU. Other labour migration-focused projects could serve as a mechanism to sustain advocacy efforts with government bodies and further strengthen partnerships.

There are good indications of continuity of the skill training of potential migrant workers at TVETs. However, in view of the increasing demand and the need for diversification of programs in response to changes in the labour market vis-à-vis current capacities of TVETs, there are sustainability concerns. Similarly, while the project has made a substantial contribution to set up and strengthen MICs, full integration of MICs services into the government structures and linking them into existing services of Woreda Offices of Labour and Social Affairs (WOLSA) requires the development of a longer-term strategy by partners.

6. Recommendations

Recommendation 1:

Strengthen project organization and management by developing a clearer internal division of labour within the project team; and develop comprehensive project briefings and presentations for use with project stakeholders and external audiences which would include inter-alia comprehensive Project Map developed by the project in course of evaluation (See Annex IX).

Addressed to	Priority	Resource	Timing
PM and project staff	High	Low	Short-term

Recommendation 2:

Develop a system for storage and efficient retrieval of materials generated by the project team itself, and by different stakeholders: Materials could be catalogued according to a number of parameters including chronology and source; for example, according to purpose (administrative/management/training/awareness-creation etc.); according to audience (policy-makers/technical staff/private sector/migrants & potential migrants); relative to Outcome etc., such that they could be shared in an orderly fashion on request, as well as used in future briefings, training and research.

Addressed to	Priority	Resource	Timing
PM and project staff	High	Low	Medium-term

Recommendation 3:

Articulate more precisely the project's current and future position and activities concerning gender equality mainstreaming to reflect existing and proposed efforts going forward; A thorough gender analysis of the project must address gender representation at all levels (policy, institutional, beneficiary), and for all actors and actions, and should not overlook the dynamics of decision-making relative to migration at household and community levels.

Addressed to	Priority	Resource	Timing
PM & project Staff with ILO, CO, & HQ support	High	Low	Medium- Term

Recommendation 4:

Articulate more precisely a comprehensive plan for advocacy, information, communication and training activities based on an analysis of the different audiences to be reached both within and outside the project for different aims and objectives: This would include enhancing mechanisms for internal exchange in addition to the current PSC/TWG fora. Communication and Visibility measures requested by the donor should be reflected in this broader matrix. (The project may wish to adapt the Communication Planning Matrix included at Annex X in order to present key project activities and achievements with the wide range of audiences in a coherent manner.)

Addressed to	Priority	Resource	Timing
Project Staff with CO or external support if necessary	High	Medium	Medium-term

Recommendation 5:

Further, adapt the Monitoring & Evaluation Plan going forward to capture the effects and impact of activities. This would involve supplementing current data-collection activities with more substantive and qualitative surveys and studies both in Ethiopia and destination countries.

Addressed to	Priority	Resource	Timing
ILO and national stakeholders	High	High	Medium-term

Recommendation 6:

Advocate for long-term investments in building the capacities of TVETs. ILO should use its comparative advantage in drawing lessons and best practices from its similar projects in other countries and to persuade current and potential donors invest in supporting TVETs. There is also a need for improved advocacy to keep government officials and other stakeholders interested in sustaining project results and leading the project forward.

Addressed to	Priority	Resource	Timing
ILO & national stakeholders	High	Low	Short-term

Recommendation 7:

Formulate an agreed MIC sustainability plan with partners. The project with regional MoLSA and BoLSA should jointly plan for the integration of MIC services into government structures. At least for the short term, integrating MICs into existing government overseas employment services, and identifying alternative sources of funding, including funding from external sources and regional/local government budgets could be considered as viable options.

Addressed to	Priority	Resource	Timing
ILO & national stakeholders	High	Low	Short-term

Recommendation 8:

Develop a new phase of the project, before phasing out the current project, to cover the whole migration cycle and to respond to the Ethiopian Government's policy shift which recognizes the value of promoting regular migration and reintegration to address unemployment in the country. A new project document with a clear Theory of Change needs to be developed reflecting Lessons Learned and new information generated throughout the project, as well as responding to all recommendations included in the Mid –Term Evaluation Report

Addressed to	Priority	Resource	Timing
ILO, national stakeholders, potential donors.	High	Low	Short-term

7. Lessons Learned

The project team has shown very good capacity to learn from and adapt to new information becoming available from research and studies, or from reports of their own and related projects. For example, the project baseline findings indicated that the establishment of fair recruitment practices, accessible and thorough pre-departure orientation of migrant workers, and the better protection of migrant workers in destination countries reduces the number of people opting for irregular migration, and its consequences.¹⁷ Feedback from returnees under the project Support to the reintegration of returnees in Ethiopia (ETH/15/01/EEC) was used to inform some of the training activities under the current project. For example, the inclusion of so-called soft skills (life skills, financial education, entrepreneurship) in the training of migrants going to the Middle East

¹⁷ See ILO (2018). Annual Review Report January - December 31, 2018.

was added to the TVET curriculum on the basis of feedback from the earlier project to the benefit of current migrants.¹⁸

8. Emerging Good Practices

The advocacy and promotion of international labour standards beyond the Tripartite partners to other key sectors such as the Ministry of Foreign Affairs and its overseas missions; and to civil society organizations such as the PEA and community associations in destination countries should contribute to the project's eventual impact and sustainability. The proposed inclusion of a module on international labour standards and labour migration governance in the Foreign Ministry Training Institute where diplomats are trained will encourage sustainability of this activity. The empowerment of Ethiopian Missions along with Ethiopian communities in destination countries to support and assist Ethiopian migrants in-country has been a very effective tool with likely long-term benefits.

With respect to improving Social Dialogue, the joint involvement in training and study tours of stakeholders from different sectors, institutions and disciplines (MoLSA, MoFA, TVET, EEF, CETU, PEA etc.) has not only enhanced understanding of labour migration governance issues, but has built consensus and solidarity to the benefit of the project and should enhance chances of its sustainability. A further element contributing to coherence of the project has been establishment of BLA between Trades Unions in sending and receiving countries (e.g. Lebanon) to enhance protection and support for migrants; establishment of links between Ethiopian Employers Federation and counterparts in destination countries to enhance protection and support for migrants; establishment of links between PEAs in Ethiopia and destination countries to enhance protection and support for migrants contribute to the strength and coherence of the project.

¹⁸ Communication from Project Manager 08 July 2019.

Annexes

Annex I Terms of Reference

Project Title:	Improved labour migration governance to protect migrant workers and combat irregular migration
Project Code:	ETH/16/02/GBR
Implementer	ILO Country Office for Djibouti, Ethiopia, South Sudan, Sudan and Somalia
Partners	<ul style="list-style-type: none">• Ministry of Labour and Social Affairs (MoLSA),• Ministry of Foreign Affairs (MoFA),• Technical and Vocational Education and Training Agency (TVET),• Confederation of Ethiopian Trade Union (CETU),• Ethiopian Employers Federation (EEF) and• Private Employment agencies
Donor	United Kingdom's Department for International Development
Budget in GBP	GBP 2,780,226.00
Implementation Period	January, 2017 to December, 2020
Type of Evaluation	Mid term
Timing	January 2017 – April 2019

Background of the Project

Although the exact number of Ethiopians who have migrated abroad is unknown due to irregular migration and the absence of centralized registration system, according to the estimates by the Ministry of Foreign Affairs (MoFA), more than two million Ethiopian diaspora live abroad¹⁹. However, the numbers are estimated to be higher since there is growing evidence that outward migration has increased significantly in recent years. The 2015 Ethiopian Migration Profile prepared by UNICEF depicts an increased international migration stock of Ethiopians living abroad over the years; in 2000, the international Ethiopian migration stock was 662,444²⁰ people this figure has reached 1,072,949 in 2015²¹. In addition, according to the data from Ministry of Labour and Social Affairs (MoLSA) around 460,000 Ethiopians have legally migrated to the Gulf Cooperation Council (GCC) States mainly Saudi Arabia, Kuwait and Dubai between September 2008 and August 2013²². The continued increase in irregular migration and trafficking combined with a significant number of reported cases of abuse and mistreatment of Ethiopian migrants during employment in destination country call for urgent attention to better protect and address the social and economic needs of Ethiopian migrant workers abroad.

Ethiopia has become one of the major sending countries of Migrant Domestic Workers (MDWs) to the GCC States and their numbers have greatly increased in recent years. MDWs in receiving countries are concentrated in less regulated economic occupations where they work excessive hours without over pay, receive no weekly rest days, experience restrictions to freedom of movement, and are exposed to psychological, physical and sexual abuse. Most of them even suffer from virtual imprisonment when their travel and identity documents are confiscated and they are not permitted to leave their employers household.

Recognizing the numerous decent work deficits faced by Ethiopian migrants in the Middle East, the ILO is currently implementing a project entitled *Improved labour migration governance to protect migrant workers and combat irregular migration in Ethiopia* funded by United Kingdom's Department for International Development. The project aims at supporting the efforts of the Government. Social partners and Civil Societies in improving labour migration governance to better address migration challenges in the country and combat irregular migration. Through this project the ILO will support the GoE and its partners to address irregular migration and protection risks faced by migrants in countries of origin and destination. To achieve this, the project will work on legal and regulatory frameworks for fair recruitment; strengthening and building the capacity of federal, regional, zonal and woreda government offices as well as Ethiopian foreign

¹⁹ MoFA Diaspora Policy

²⁰ UNICEF (2015). *Ethiopia migration profile*.

²¹ UNDESA (2016). *International migration report 2015*. New York; United Nations

²² MOLSA. *Annual Report*

missions, migrant communities and migrants themselves. The project will also conduct a number of studies on rapid labour market dynamics; labour migration trends and on the capacity of Private Employment Agencies engaged in overseas employment business to assist GoE in developing framework.

This project aims at improving the governance of labour migration and strengthens the protection of migrant workers' rights by making regular labour migration accessible and desirable to potential migrants, so that they do not need to opt for irregular migration. This will be done through empowering migrants, regional cooperation, institutional capacity building including foreign missions/embassies and enhancing protection mechanisms in countries of origin as well as destination in line with relevant International standards and the revised overseas employment proclamation 923/2016 and prevention and suspension of trafficking in person and smuggling of migrant's proclamation 909/2015.

The project's intervention logic is entirely based on the human rights-based approach to labour migration of the *ILO Multilateral Framework on Labour Migration*, 2006 focusing on capacity development of both 'rights-holders' to claim their rights and 'duty-bearers' to meet their obligations. The two components of the project are designed accordingly.

The first component is outcome 1: *Migrant workers are better protected through improved access to support services that empower them to make informed decisions and claim their rights*. This will be achieved through improving the capacity of MOLSA, Private Employment Agencies, Regional, Zonal and Wordea level government structures, trade unions, NGOs and increasing the knowledge and awareness of potential migrants. The project has produced information materials (booklets, brochures, audio and video material) about international labour standards, legal and policy frameworks for the protection of migrant labour, about regular migration regulations and services available. In addition, relevant actor's ability to engage in protection and provide assistance to migrant workers in the Middle East, and to respond to situations of violations of rights will be strengthened, as well as migrant's knowledge of where to turn if support is needed.

The other component, outcome 2 is about *Improved access to protection services of migrants being provided by Ethiopian missions and other relevant institutions*. This places the rights of migrants in general and vulnerable groups in particular at the centre of migration management, encouraging a policy discourse based on international labour standards, conventions and human rights laws. In achieving so, the project aims at building the capacity of the duty bearers: the GoE and governments of major destination countries, to address the rights, needs, and risks faced by migrants in the migration process. The project will also work with social partners, CETU and EEf, and civil society organizations to address unmet needs of potential migrants and migrants by building the capacity of institutions for improvement of migration governance. Component 2 includes data collection/assessment approach, to ensure that governments and other actors

have reliable information on which to base decisions, and a significant capacity building approach, as mentioned above, directed primarily at the Ethiopian government as well as employers and workers organisations. The government and social partners will be capacitated to develop bilateral agreements and standard employment contract to ensure migrants rights in line with international instruments and provides access to regular labour migration. Moreover, Ethiopian missions and associations in receiving countries will be capacitated to provide direct support to migrants in regards to protection such as shelters, advises etc.

Therefore, through this project the ILO aspires to address and reduce irregular migration by improving labour migration governance and making regular labour migration more accessible and desirable to potential migrants in Ethiopia.

Project major results reported so far are:

- Establishment of the operational management system and MoU signed with the GOE for the project implementation. Revision of log frame; Development of M&E and implementation plan; Baseline on beneficiaries and key informants in Ethiopia and selected destination countries.
- Establishment and configuration of Ethiopian Migrant Data Management system in four regions (Amhara, Oromia, SNNPR, and Tigray) and Addis Ababa City Administration.
- Training of 30 (6 Female and 24 Male) officials from regional, federal level government structures and relevant actors and 147 officials from regional, Zonal and Woreda level BOLSA structures to better manage labour migration.
- Equipped 6 Migration information centers (MICs) with necessary materials, reference documents, human resources and developed their operational guideline.
- Equipped workshops at 8 TVET institutions to provide quality skill training. 622 potential migrants attended skills training in these institutions.
- Around 8,403 potential migrants and returnees received information on migration.
- 3 information brochures in Amharic language and 1 brochure on International Labour Standards (relevant conventions on migration) has been developed.
- Supported the capacity of GoE in negotiation of BLA with Lebanese Government as well as the United Arab Emirates (UAE).
- Developed entrepreneurship, life skills, and financial education training manual and organized ToT for 25 TVET teachers & BOLSA officials on the manual.

Project alignment with the DWCP, P&B, CPO & SDG

This project will make a substantive contribution to Decent Work Country Programme (DWCP) for Ethiopia, ETH 155 - Improved management of labour migration and reduction of irregular migration and ILO Programme & Budget (P&B)²³ - Outcome 09 - Promoting fair and effective labour migration policies.

This project will also contribute to a number of Sustainable Development Goals (2015-2030), namely Goal 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels; Goal 5 – Achieve gender equality and empower all women and girls and Goal 1 – End poverty in all its form everywhere.

Project Management Arrangement

The project is managed by a Program Manager (PM) based in the project Office in Addis Ababa and reports to the director of the ILO CO for Djibouti, Ethiopia, South Sudan, Sudan and Somalia. The PM is the principal staff responsible for Programme implementation, supervising staff, allocating Programme budgets, preparing progress reports and maintaining Programme relations with institutional partners. PM is also responsible for elaborating the final programme document, gathering supporting information and developing preliminary work plans. The PM is supported by a National Project Coordinator, National Communication Officer and Finance/Admin Assistant based in the project Office in Addis Ababa. The project is backstopped by one Technical Officer at the MIGRANT Department in Geneva and also supported by the Migration and Mobility Specialist from ILO CO Algiers.

Evaluation Background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project will go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators. The evaluation in ILO is for the purpose of accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international

²³ The ILO Programme and Budget (P&B) of the Organization sets out the strategic objectives and expected outcomes for the Organization's work and is approved every two years by the International Labour Conference. The P & B specifies the strategies the ILO will implement to achieve results over the biennium, alongside the capacities and the resources required to deliver those results. The ILO's biennial programme of work is delivered in member States mainly through Decent Work Country Programmes (DWCP) and through Development Cooperation programmes

development assistance as established by: the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will follow the ILO policy guidelines for results-based evaluation²⁴; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”. The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines²⁵ define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

Purpose of the Evaluation

The main purposes of the evaluation are:

- a) Assess the implementation of the project so far, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives;
- b) Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes; including unexpected results.
- c) Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans;
- d) Review the strategies for sustainability;
- e) Identify the contributions of the project to the SDGs, the ILO objectives and its synergy with other projects and programs;
- f) Identify lessons and potential good practices for the key stakeholders.
- g) Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

Scope of the Evaluation

The scope of the evaluation covers the project from its start in January 2017 to April 2019.

Checklist of Questions

²⁴ http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

Design and relevance:

- Is the project coherent with the Government objectives, National Development Frameworks and does it support the outcomes outlined in the UNDAF and DWCP as well as the SDGs?
- To what extent has the project integrated gender equality issues in the design, implementation, results and M&E framework?
- Were the outputs achievable or overly ambitious?
- How does the project complement and fit with other on-going ILO programmes and projects in the country?
- What links have been established so far with other activities of the UN or other cooperating partners operating in the Country in the areas of migration and women's empowerment?

Efficiency of implementation:

- Have the available technical and financial resources been allocated and used strategically to provide the necessary support and to achieve the broader project objectives? (Value for money)
- Has the management and governance structure put in place worked strategically with all key stakeholders in Ethiopia, ILO and the donor to achieve project goals and objectives?
- How has the staff recruitment/hiring process facilitated or hindered the project implementation?
- Does the project management have an M&E strategy in place on activities and results (i.e. output and outcome)?
- Is information being shared and readily available to national partners?

Effectiveness:

- What progress has been made towards achieving the overall project objectives/outcomes?
- Have unintended results of the project been identified?
- How has the project contributed to coordination of government agencies and partner to enable them to work together effectively for addressing irregular migration and promotion of formal migration?
- Have the Bilateral Agreements (BLAs) that have been signed through support of program, been able, or in process, to contribute to strengthening migrants' protection regulatory framework?
- Have outputs such as the reference documents, operational guidelines, and information brochures show any initial contribution to migrant and potential migrants to make informed decisions and claim their rights?

- Has the project work at government (federal, regional and woreda levels) contributed to migrants and potential migrants' rights protection? How have TVET contributed to add economic value to migrants by providing technical training that makes them economically viable beyond low-skilled and low-wage activities?

Orientation to impact:

- To what extent can it be expected that the potential migrants and migrants will continue having tangible benefits from the project outcomes after the end of the project?

Sustainability:

- Is the project strategy and management steering towards sustainability?
- To what extent can the outcomes be expected to be sustainable beyond the life of project?
- Has the project increased or decreased dependency on outside intervention?
- To what extent has the project strengthened the capacities of government structures, social partners, Ethiopian communities in destination countries and Private employment agencies to ensure improved migration governance and services?

Proposed Methodology

The evaluation is proposed to be carried out through a desk review and field visit to the project sites in Ethiopia and interviewing relevant GoE offices, implementing partners, ultimate beneficiaries (migrants and potential migrants), private sector, the donor, relevant ILO officers and other key stakeholders.. The evaluation team may apply in-depth interview (IDI), focus group discussion (FGD), and small group discussion (SGD), or other methods or techniques as appropriate.

At the end of the field work a stakeholders' workshop will take place to present preliminary results. Then the draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked within a specified time by the evaluation manager. After receiving the consolidated comments from the evaluation manager the evaluation team will produce the final version of the report and indicate reason for not integrating comments if that would have been the case. Therefore, the evaluation methodology shall include but not be limited to the following:

Desk review

A desk review to analyze project and other documentation including Project Document, ILO annual report (2017-18), minutes of meetings, workshop reports, work plans, inception and technical progress reports and the approved log-frame and initial interviews with the project manager and the donor. The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions. This will guide the final evaluation instrument which should be finalized under the Inception report that should be approved by the evaluation manager before starting the field phase.

Interviews with Key Stakeholders in Addis Ababa

A first meeting will be held with the ILO CO Director and with the Project Team. After that the evaluation team will meet key stakeholders²⁶ to undertake more in depth reviews of the respective national strategies and the delivery of outputs and outcomes. The team may investigate further on the operations and functioning of the Project, its implementation processes, interventions and achievements to date. A detail itinerary will be prepared for these interviews in discussion with the Evaluation Manager according to the list provided by the project.

Field In-depth interviews in Ethiopia and in receptor countries (UAE and Lebanon):

The Evaluation team is expected to meet project beneficiaries' men and women (mostly potential migrants) to undertake more in depth reviews on the project work and results.

In the two target receptor countries the evaluators will interview by Skype key actors as relevant (i.e. Embassies and government officials of the two receptor countries.)

Interviews with ILO Staff

The evaluation team will undertake group and/or individual discussions with project staff in Addis Ababa. The evaluation team will also interview ILO staff responsible for financial, administrative and technical backstopping of the project. The project manager will share an indicative list of persons to be interviewed after further discussion with the Evaluation Manager.

Deliverables

- ***Inception report (with detailed work plan and data collection instruments) following ILO EVAL Checklist 3 , the report should include:***

²⁶ Concerned Regional, Zonal and Woreda sector heads, expertise; Kebele Actors; GoE officials from relevant ministries.

- Description of the evaluation methodology explaining the instruments to be used for data collection (qualitative and quantitative); analysis, triangulation including the data collection plan in line with the TOR
 - Guiding questions for IDI, FGD, SGDs;
 - Detailed fieldwork plan for the three regions to be developed in consultation with the Evaluation Manager and project team;
 - The evaluation report outline.
 - Agenda for the stakeholders' workshop
- **Stakeholder Workshop:** Workshop with key stakeholder representatives, project officials, ILO CO officials, and donor to be organized on the final date of the field mission. In the workshop the evaluation team will briefly describe:
- The methodology followed during the evaluation and findings in line with 5 OECD/DAC criteria.
 - Initial tentative recommendations based on the findings
- The evaluation team will share the agenda for the stakeholder workshop in advance with the evaluation manager.

- ***The draft and final versions of the evaluation report in English (maximum 30 pages plus annexes) will be developed under the following structure:***
- Cover page with key project and evaluation data
 - Executive Summary (as per ILO EVAL template)
 - List of Acronyms
 - Table of Contents
 - Background on the project and its logic
 - Purpose, scope and clients of evaluation
 - Methodology and limitations
 - Main Findings
 - Relevance and quality of design
 - Efficiency of implementation
 - Effectiveness
 - Orientation to impact
 - Sustainability
 - Conclusions
 - Recommendations
 - Lessons learned (as per ILO EVAL template)

- Good practices (as per ILO EVAL template)
- Annexes:
 - TOR
 - Inception report
 - List of people interviewed
 - Schedule of the field work
 - List of Documents reviewed
 - Brief transcripts of the interviews, FGDs

Management arrangements, work plan & time frame

The evaluation team leader will report to the evaluation manager appointed by ILO EVAL with whom he/she should discuss any technical and methodological matters of the project as well as the evaluation. The evaluation manager will supervise and monitor activities of the evaluation team under oversight of the ROAF Senior evaluator officer. The final approval of the report will be by EVAL. The evaluation will be carried out with full logistical and administrative support of the ILO Country Office in Addis Ababa.

All draft and final outputs, including supporting documents, analytical reports and raw data should be submitted to the evaluation manager in electronic version compatible with Word for Windows. The first draft of the report will be circulated to all partners for a two weeks review. Comments from stakeholders will be presented to the evaluator by the evaluation manager for its integration into the final reports as appropriate or to document why a comment has not been included.

All reports, including drafts, will be written in English and following ILO templates for (each section). Ownership of data from the evaluation rests jointly with the ILO and the consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Composition of evaluation team

The evaluation team will consist of one international consultant and one independent national consultant. The international consultant will be the team leader and will have responsibility for the evaluation report. He/she will be a highly qualified senior evaluation specialist with extensive experience on conducting independent evaluations and ideally also well versed on the project thematic area. The national consultant will have particular experience in the project work area.

The evaluation team will agree on the distribution of work and schedule for the evaluation and stakeholders to consult.

Evaluation Timetable and Schedule

The MTE to be conducted between June-July 2019.

Sl. No.	List of Tasks	Responsibility	Time line
1.	Selection of the consultant and contract signing	ILO	27 May 2019
2.	Discussion with the Consultants (Skype) on the Project and the TOR	ILO	28 May 2019
3.	Desk review of project background documents (PRODOC, Work plans and Progress Reports, etc.	Consultant	29 May – 31 May 2019
4.	Submission of draft Inception report including design of evaluation instrument	Consultant	01 – 02 June 2019
5.	Feedback on inception report	ILO	06 June 2019
6.	Finalization of the inception report (including work plan and Field visit itinerary)	Consultant	07 June 2019
7.	Field mission including travel dates (data collection and debriefing and stakeholder workshop)	Consultant	11 – 20 June 2019
8.	Submission of the Evaluation report (Draft)	Consultant	26 June 2019
9.	Review of the Draft evaluation report	ILO	29 June 2019
10.	Circulate draft report among key stakeholders including donor and receive feedback	ILO	13 July 2019
11.	Consolidate feedback and share with the consultant.	ILO	15 July 2019
12.	Submission of the final evaluation report	Consultant	17 July 2019

Proposed workdays for the evaluation team

Phase	Responsible Person	Tasks	No of days	
			IC	NC
I	Evaluation team leader	<ul style="list-style-type: none"> ○ Briefing with the evaluation manager, the project team and the donor ○ Desk Review of programme related documents ○ Inception report 	5	2
II	Evaluation team with organisational support from ILO	<ul style="list-style-type: none"> ○ In-country consultations with programme staff ○ Field visits ○ Interviews with projects staff, partners beneficiaries ○ Stakeholders workshop for sharing findings ○ Debriefing with the CO- Addis Ababa 	10	10
III	Evaluation team	<ul style="list-style-type: none"> ○ Draft report based on consultations from field visits and desk review and the stakeholders' workshop 	5	2
IV	Evaluation Manager	<ul style="list-style-type: none"> ○ Quality check and initial review by Evaluation Manager ○ Circulate draft report to stakeholders ○ Consolidate comments of stakeholders and send to team leader 	0	0
V	Evaluation team leader	<ul style="list-style-type: none"> ○ Finalize the report including explanations on why comments were not included 	1	0
TOTAL			21	14

IC: International Consultation and Team leader NC: National consultant

Budget

Estimated resource requirements:

- Team leader: 21 days of honorarium, travel to Addis Ababa and project target areas including flights (all economy class) and DSA days (only during mission to Addis Ababa) according to ILO policy
- National consultant: 14 days of honorarium, travel to the project target areas including flights if necessary and DSA (only during in-country field) days according to ILO policy
- Local transportation in the project areas during field mission
- Stakeholders workshop

Key qualifications & experience of the Evaluation Team & Responsibilities

For the international evaluator and team leader:

Responsibilities	Profile
<ul style="list-style-type: none"> • Desk review of programme documents • Briefing with ILO/Evaluation Manager • Explain the task to the national consultant • Development of the evaluation instrument • Telephone interviews with ILO and DFID • Undertake Interviews with stakeholders and key informants • Undertake field visits in projects areas • Facilitate stakeholders workshop • Draft evaluation report • Finalise evaluation report 	<ul style="list-style-type: none"> • Not have been involved in the project (design, review, implementation, etc.). • Relevant background in social and/or economic development or other related field. • More than 7 years of experience in the design, management and evaluation of development projects independently or as a team leader, in particular with policy level work, institutional building and local development projects. • Experience in evaluations in the UN system or other international context as team leader • Relevant experience in the region in migration and/or reintegration and sound understanding of gender equality will be an asset • Demonstrated ability to deliver quality results within strict deadlines. • Fluency in English is essential • Experience in facilitating workshops for evaluation findings.

For the National consultant:

Responsibilities	Profile
<ul style="list-style-type: none"> • Desk review of programme documents • Contribute to the development of the evaluation instrument • Organize interviews of stakeholders and field visits in the country • Provide or facilitate translation and interpretation as required • Co- facilitate Interviews with stakeholders and key informants • Co-facilitate stakeholder workshop (under the team leader leadership) • Contribute to evaluation report through systematizing data collected and providing analytical inputs • Others as required by the team leader 	<ul style="list-style-type: none"> • Not have been involved in the project (design, review, implementation, etc.). • Relevant background in country social and/or economic development or other relevant field. • Around 5 years of experience in the design, management and evaluation of development projects, in particular with policy level work, institutional building and local development projects. • Relevant country experience, preferably prior working experience in migration, reintegration and employment. • Sound understanding on gender equality issues. • Experience in facilitating workshops for evaluation findings. • Fluency in English • Knowledge of local languages in the field visit areas would be preferred • Experience in the UN system or similar international development experience desirable.

Annex II Lessons Learned

Importance of Strong Baseline Survey 1	
Project Title	: Improved labour migration governance to protect migrant workers and combat irregular migration
Project TC/SYMBOL	: ETH/16/02/GBR
Name of Evaluators	: Jane Haile, Siseraw Dinku
Date	: 29/07/2019
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	
Brief description of lesson learned (link to specific action or task)	The project team has shown very good capacity to learn from and adapt to new information becoming available from research and studies or from reports of related projects. For example, the project baseline findings clearly indicated that the establishment of fair recruitment practices, accessible and thorough pre-departure orientation of migrant workers, and the better protection of migrant workers in destination countries reduces the number of people opting for irregular migration, and its consequences. This lesson has continued to inform all project activities.
Context and any related preconditions	Thorough Baseline Survey conducted.
Targeted users / Beneficiaries	All ILO staff involved in labour migration governance (project team, CO, RO, Headquarters etc). Tripartite partners and other stakeholders.
Challenges /negative lessons - Causal factors	Ideally, baseline survey should be conducted prior to the project starting, and this should be considered for the next phase of the project. In any further survey issues of gender equality mainstreaming should be considered more thoroughly, as should the development of a strategic approach to advocacy/information/communication and training. Survey research activities should be more firmly linked with M & E Plan.
Success / Positive Issues - Causal factors	Findings of survey continue to be revisited and incorporated in project implementation
ILO Administrative Issues (staff, resources, design, implementation)	The project team is best placed to guide future surveys along with support from elsewhere in ILO and other stakeholders.

Feedback from Returnees under Previous Phase of Project2

Project Title : Improved labour migration governance to protect migrant workers and combat irregular migration
 Project TC/SYMBOL : ETH/16/02/GBR
 Name of Evaluators : Jane Haile, Siseraw Dinku
 Date : 29/07/2019

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

LL Element	
Brief description of lesson learned (link to specific action or task)	Feedback from returnees under the project Support to the reintegration of returnees in Ethiopia (ETH/15/01/EEC) was used to inform some of the training activities under the current project. For example the inclusion of so-called soft skills (life skills, financial education, entrepreneurship) in the training of migrants going to the Middle East was added to the TVET curriculum on the basis of feed-back from the earlier project to the benefit of current migrants.
Context and any related preconditions	Thorough reporting from previous project is heeded and incorporated.
Targeted users / Beneficiaries	Team of project under review, ILO staff involved in migrant labour governance, all stakeholders and especially those involved in TVET activities.
Challenges /negative lessons - Causal factors	Timely and qualitative reporting on substantive issues is essential.
Success / Positive Issues - Causal factors	TVET training under the current project better meets migrant workers' immediate and future employment needs.
ILO Administrative Issues (staff, resources, design, implementation)	

Annex III Emerging Good Practice

Involvement of wide range of partners & stakeholders throughout 1

Project Title : Improved labour migration governance to protect migrant workers and combat irregular migration
 Project TC/SYMBOL : ETH/16/02/GBR
 Name of Evaluators : Jane Haile, Siseraw Dinku
 Date : 29/07/2019

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

GP Element	
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The advocacy and promotion of international labour standards beyond the Tripartite partners to other key sectors such as the Ministry of Foreign Affairs and its overseas missions; and community associations in destination countries should contribute to the project's eventual impact and sustainability. The proposed inclusion of a module on international labour standards and labour migration governance in the Foreign Ministry Training Institute where diplomats are trained will encourage sustainability of this activity. The empowerment of Ethiopian Missions along with Ethiopian communities in destination countries to support and assist Ethiopian migrants in-country has been a very effective tool with likely long-term benefits.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This is an extension of the approach adopted under the previous EU funded ILO project Development of a Tripartite Framework for Support and Protection of Ethiopian Migrant Domestic Workers(MDW) to the GCC States, Lebanon and Sudan (2013-2016).Under the current project the needs of both female and male migrants are addressed, though the majority of migrant workers are women.
Establish a clear cause-effect relationship	Current project is premised on the earlier EU-funded project development of a Tripartite Framework for the Support and Protection of Ethiopian Women Migrant Domestic Workers(MDW) to the GCC States, Lebanon and Sudan (2013-2016).
Indicate measurable impact and targeted beneficiaries	To date around 1,610 migrants have been reached in different awareness-raising forums organized by Ethiopian Missions, though this number is expected to rise significantly. An estimated 10,000 migrants have benefited from improved support of Ethiopian missions.29 senior government officials, diplomats and other stakeholders have benefited from training of which development and negotiation of bilateral agreements has been a central part.

Potential for replication and by whom	This approach could be replicated by all organizations involved in labour migration governance or any activity involving development of multi-country linkages as a key part of project implementation.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>Consistent with DWCP framework for ILO/Ethiopia and its Labour Migration Governance Portfolio as noted in the report under Relevance and Quality of Design. Specifically this project supports This project supports the realization of the Ethiopian DWCP Outcome ETH 155: <i>Improved management of labour migration and reduction of irregular migration</i>. The UNDAF outputs relevant to the DWCP are: Enhanced Economic Growth; Governance – Gender; and HIV/AIDS, Basic social services.</p> <p>This project will clearly contribute to a number of Sustainable Development Goals (2015-30), specifically Goal 1 – End poverty in all its forms everywhere; Goal 5 - Achieve gender equality and empower all women and girls; Goal 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p> <p>The project also contributes significantly to Target 10.7 –facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.</p>
Other documents or relevant comments	

Building Links Between Sending and Receiving or Destination Countries.2

Project Title : Improved labour migration governance to protect migrant workers and combat irregular migration
 Project TC/SYMBOL : ETH/16/02/GBR
 Name of Evaluators : Jane Haile, Siseraw Dinku
 Date : 29/07/2019

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

GP Element	
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>With respect to improving Social Dialogue, the joint involvement in training and study tours of stakeholders from different sectors, institutions and disciplines (MoLSA, MoFA, TVET,EEF,CETU,PEA etc) has not only enhanced understanding of labour migration governance issues, but has built consensus and solidarity to the benefit of the project and should enhance chances of its sustainability.</p> <p>A further element contributing to the overall coherence of the project has been establishment of BLA between Trades Unions in sending and receiving countries (e.g. Lebanon) to enhance protection and support for migrants; establishment of links between Ethiopian Employers Federation and counterparts in destination countries to enhance protection and support for migrants; establishment of links between PEAs in Ethiopia and destination countries to enhance protection and support for migrants contribute to the strength and coherence of the project</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	These approaches should be replicable in any multi-stakeholder, multi-country project, and should be planned for rather than developed ad hoc.
Establish a clear cause-effect relationship	Enhanced Social Dialogue benefits all aspects of the project.
Indicate measurable impact and targeted beneficiaries	Not yet available
Potential for replication and by whom	Replicable in any ILO multi-stakeholder, multi-country project.

<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</p>	<p>Consistent with DWCP framework for ILO/Ethiopia and its Labour Migration Governance Portfolio as noted in the report under Relevance and Quality of Design. Specifically this project supports This project supports the realization of the Ethiopian DWCP Outcome ETH 155: <i>Improved management of labour migration and reduction of irregular migration</i>. The UNDAF outputs relevant to the DWCP are: Enhanced Economic Growth; Governance – Gender; and HIV/AIDS, Basic social services.</p> <p>This project will clearly contribute to a number of Sustainable Development Goals (2015-30), specifically Goal 1 – End poverty in all its forms everywhere; Goal 5 - Achieve gender equality and empower all women and girls; Goal 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. The project also contributes significantly to Target 10.7 –facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.</p>
<p>Other documents or relevant comments</p>	

Annex IV. List of People Interviewed

S.N.	Name	Organization	Designation	E mail	Mode of Interview
1	Abdu Yassin GEBRO	Ethiopian Consulate in Jeddah	Consul General of the Ethiopian Consulate in Jeddah	abdudabali@gmail.com	Skype based interview
2	Abubeker Naser	ILO CO-Addis Ababa	National Project Coordinator	anaser@ilo.org	Group & individual interview
3	Aida Awel	ILO CO-Addis Ababa	Program Manager	aida@ilo.org	Group interview
4	Aurelia Segatti	ILO Algiers Office	Migration & Mobility Specialist	segatti@ilo.org	Skype based interview
5	Azmeraw Kebede	Federal TVET Agency	Director, Trainees Development and Institutional Capacity Building Directorate	azmetiru@yahoo.com	Personal interview
6	Belay	Private Overseas Employment Agencies Association			Group interview
7	Beza Silfan	Worabe Construction and Industrial College	Hotel Management Instructor		Group interview
8	Dan Ayliffe	DFID Ethiopia	Humanitarian Adviser	d-ayliffe@dfid.gov.uk	Personal interview
9	Dawit Moges	Ethiopian Employers' Federation	President	dawit@hemalaboratory.com	Personal interview
10	Dereje Alemu	ILO CO-Addis Ababa	Program Officer	dereje@ilo.org	Group interview
11	Dereje Fikre	MOLSA	Adviser to the Director General	dere0627@gmail.com	Group interview
12	Elleni Haddis	ILO CO-Addis Ababa	Program Officer	elleni@ilo.org	Group interview
13	Eshetu Yitna	MOLSA	Director, Agency Licensing, Inspection and Controlling Directorate	eshetuyitna@yahoo.com	Group interview
14	Feteh Weldesenbet	Ethiopian Employers' Confederation	Vice President	fwmatf@yahoo.com	Group interview
15	Gidey Hailu	Wukro Woreda Labor & Social Affairs Office	Social Protection Expert		Group interview
16	H. E. Amb. Bogale Tolessa	MOFA	Permanent Secretary	bogale.tole@yahoo.com	Group interview

17	H. E. Dr. Aklilu Hailemicheal	MOFA	State Minister	akililu64@yahoo.com	Group interview
18	Heike Lautenschlager	ILO - MIGRANT department (HQ)	Technical Officer	lautenschlager@ilo.org	Skype based interview
19	Jerusalem Amdemariam TADESSE	Ethiopian Consulate in Dubai and Northern Emirates	Consul General of the Ethiopian Consulate in Dubai and Northern Emirates	jeryamde@gmail.com	E-mail engagement and Skype interview
20	Kedru Abdella	Worabe Construction and Industrial College	Dean		Group interview
21	Kidest Getahun	ILO CO-Addis Ababa	National Project Coordinator	getahun@ilo.org	Group interview
22	Meselech Assefa	MOLSA	Director, Overseas Employment and Welfare Directorate	damtewam@gmail.com	Group interview
23	Mezgebu Betemariam	Private Overseas Employment Agencies Association	President	mezassefa64@gmail.com	Group interview
24	Rahel Ayele	Confederation of Ethiopian Trade Unions	Women Affair department Head	reachocetu@yahoo.com	Personal interview
25	Seid	Private Overseas Employment Agencies Association			Group interview
26	Surafel	Wukro Woreda Labor & Social Affairs Office	Foreign Employment		Group interview
27	Tesfaye Belecha	Worabe Construction and Industrial College	Hotel Management Department Head		Group interview
28	Yabibal Moges	MOLSA	Team Leader	yabibal12@gmail.com	Group interview
29	Yayish Aggegu	Worabe Construction and Industrial College	Hotel Kitchen Operation Instructor		Group interview

Annex V. Schedule of Meetings

List of Stakeholders in Ethiopia and overseas (skype or phone) – Evaluators Jane Haile, Siseraw Dinku			
12 – 20 June 2019			
Institution	Person to meet	Title	Time
Monday 10 June 2019			
	Ms Aurelia Segatti	Migration & Mobility Specialist - Algiers Office	09:00 - 10:00 (Brusselstime)
Tuesday 11 June 2019 - Arrival in Addis Ababa @ 23:45			
Wednesday 12 June 2019			
ILO CO-Addis Ababa	Ms Aida Awel	Program Manager	10:00 - 12:00
	Mr Abubeker Naser	National Project Coordinator	
	Ms Kidest Getahun	National Project Coordinator	
Lunch			12:30 - 13:30
Ministry of Labour and Social Affairs	Mr Berhanu Abera	Director General for Overseas Employment	14:00 - 16:00
	Ms Meselech Assefa	Director, Overseas Employment and Welfare Directorate	
	Mr. Eshetu Yitna	Director, Agency Licensing, Inspection and Controlling Directorate	
	Mr. Dereje Fikre	Adviser to the Director General	
	Mr. Yabibal Moges	Team Leader	
Thursday 13 June 2019			
Ministry of Foreign Affairs	H. E. Dr. Aklilu Hailemicheal	State Minister	11:00 - 12:00
	H. E. Amb. Bogale Tolessa	Permanent Secretary	
Lunch			12:30 - 13:30
Ethiopian Employers’ Confederation	Mr. Fetea Weldesenbet	Vice President	14:00 - 15:00
CO-Addis Ababa	Aida Awel	Program Manager	15:30 - 17:00
Friday 14 June 2019			
Private Overseas Employment Agencies Association	Mr Mezgebu Betemariam	President	09:00 - 10:00
	Mr Seid		
	Mr Belay		

	Mr Getachew Dadi	Board Member	
Federal TVET	Mr Azmeraw Kebede	Director, Trainees Development & Institutional Capacity Building Directorate	10:30 - 11:30
CO-Addis Ababa	Elleni Haddis	Program Officer	12:00 - 12:30
	Dereje Alemu	Program Officer	
Lunch			12:30-13:30
DfID Ethiopia	Mr Dan Ayliffe	Humanitarian Adviser	14:00 - 15:00
Confederation of Ethiopian Trade Unions	Ms Rahel Ayele	Womens Affair department Head	15:30 - 16:30
	Mr Measho BeriHu	Foreign and Public Relation Department Head	
Saturday 15 June 2019 - Weekend			
Sunday 16 June 2019 - Weekend			
Monday 17 June 2019			
Visit to Werabe TVET	Kedru Abdela		06:30 - 17:30
Tuesday 18 June 2019			
Visit to Wurko MIC Center	Surafel - Wukro BoLSA		06:30 - 17:30
Wednesday 19 June 2019			
Ethiopian Consulate in Jeddah	Mr. Abdu Yassin GEBRO	Consul General of the Ethiopian Consulate in Jeddah	10:00 - 11:00
Ethiopian Employers’ Federation	Mr. Dawit Moges	President	11:30: - 12:30
Ministry of Foreign Affairs	Amb Desta W/Yohannes	Director General of Women Affairs	14:00 - 15:00
CO Addis Ababa	Ms Aida Awel	Program Manager	15:30 - 16:30
	Mr Abubeker Naser	National Project Coordinator	
	Kidest Getahun	National Project Coordinator	
Preparation for the stakeholders workshop			
Stakeholders workshop			14:00 - 16:00
Tuesday 25 June 2019			
Ethiopian Consulate in Dubai and Northern Emirates	Ms. Jerusalem Amdemariam TADESSE	Consul General of the Ethiopian Consulate in Dubai and Northern Emirates	09:00 - 10:00 (BT)
Wednesday 26 June 2019			
ILO - MIGRANT department (HQ)	Ms Heike Lautenschlager	Technical Officer	10:00 - 11:00 (BT)

Annex VI. Evaluation Questions Matrix

Evaluation Question	Indicator	Sources of Data?	Method?	Who will Collect?	How Often?	Cost?	Who will Analyze?
a)Design and Relevance:							
1. Is the project coherent with the Government objectives, National Development Frameworks and does it support the outcomes outlined in the UNDAF and DWCP as well as the SDGs?	<ul style="list-style-type: none"> involvement of stakeholders in project design compliance of project outcomes with GOE's GTP II goals coherence between labor migration, employment and other national policies of the country GoE recognition of the wide social, economic implications of labor migration alignment of outcomes and timeframes with those of UNDAF, P&B, DWCP and SDG 	<p>Secondary information (project documents, program and policy papers)</p> <p>Meetings and consultation with government stakeholders</p>	<p>Documentary search</p> <p>Key informant interviews with project staff and government officials and partners</p> <p>Workshop</p>	Evaluators	<p>Initial evaluation stage</p> <p>End of fieldwork phase</p>		<p>Evaluators</p> <p>Workshop participants</p>
2. To what extent has the project integrated gender equality issues in the design, implementation, results and M&E framework?	<ul style="list-style-type: none"> strategies in place that address the special problems faced by women migrant workers representation and participation of women and men in project management structures, consultations. female staff for TVET training delivery, consular services in countries of destination, etc. gender considerations in the design and implementation of communication materials collection and analysis of information disaggregated by gender 	Project team, stakeholders	<p>Interviews and group discussions</p> <p>Observation of communication materials and database</p>	Evaluators	Fieldwork phase		Evaluators

Evaluation Question	Indicator	Sources of Data?	Method?	Who will Collect?	How Often?	Cost?	Who will Analyze?
3. Were the outputs achievable or overly ambitious?	<ul style="list-style-type: none"> definition of feasible outputs taking into account available/potential resources and implementation context satisfactory project implementation progress/ achievement of outputs revision/updating of plans based on reviews and flexibility in implementation 	Secondary sources	Document reviews	Evaluators	Fieldwork phase		Evaluators
4. How does the project complement and fit with other on-going ILO programs and projects in the country?	<ul style="list-style-type: none"> procedures in place ensuring coordination project synergy with other projects and programs 	Secondary sources Project staff statements	Document reviews Group discussions	Evaluators	Fieldwork phase		Evaluators
5. What links have been established so far with other activities of the UN or other cooperating partners operating in the Country in the areas of migration and women's empowerment?	<ul style="list-style-type: none"> established mechanism to ensure coordination with stakeholders 	Secondary sources and stakeholders testimonies	Interviews and discussions	Evaluators	Fieldwork phase, and at the workshop		Evaluators and workshop participants
b) Efficiency of implementation:							
6. Have the available technical and financial resources been allocated and used strategically to provide the necessary support and to achieve the broader project objectives? (Value for money)	<ul style="list-style-type: none"> appropriate and economical utilization of resources 	Secondary sources	Desk study	Evaluators	Inception and fieldwork phases		Evaluators

Evaluation Question	Indicator	Sources of Data?	Method?	Who will Collect?	How Often?	Cost?	Who will Analyze?
7. Has the management and governance structure put in place worked strategically with all key stakeholders in Ethiopia, ILO and the donor to achieve project goals and objectives?	<ul style="list-style-type: none"> establishment and functionality of management structures clearly defined roles, responsibilities, and working procedures frequent and open communication 	Secondary sources and statements of stakeholders	Review of meeting minutes, MOU, etc. and interviews and discussions with stakeholders	Evaluators	Fieldwork phase		Evaluators
8. How has the staff recruitment/hiring process facilitated or hindered the project implementation?	<ul style="list-style-type: none"> Timely deployment of full complement of competent staff 	Project team statements and observation of staffing structures	Interviews and observation	Evaluators	Fieldwork phase		Evaluators
9. Does the project management have an M & E strategy in place on activities and results (i.e. output and outcome)?	<ul style="list-style-type: none"> quality of database for the project, in terms of disaggregation, etc. involvement of partners in M&E process use of monitoring of progress and achievements for planning, learning and accountability 	Observation of database, Statements of stakeholders	Direct observation, interviews, discussions	Evaluators	Fieldwork phase		Evaluators
10. Is information being shared and readily available to national partners?	<ul style="list-style-type: none"> mechanisms and procedures of information sharing exchange and use of information between and among stakeholders/partners 	Statements of partners and project staff	Interviews and discussions	Evaluators	Fieldwork phase		Evaluators
c) Effectiveness:							
11. What progress has been made towards achieving the overall project objectives/outcomes?	<ul style="list-style-type: none"> achievement of envisaged objectives/outcomes concrete contributions to broader goals 	Project documents, project team	Document review and small group discussions	Evaluators	Inception and fieldwork phases		Evaluators

Evaluation Question	Indicator	Sources of Data?	Method?	Who will Collect?	How Often?	Cost?	Who will Analyze?
12. Have unintended results of the project been identified?	<ul style="list-style-type: none"> unexpected results attained 	Project staff	Small group discussions	Evaluators	Fieldwork phase		Evaluators
13. How has the project contributed to coordination of government agencies and partner to enable them to work together effectively for addressing irregular migration and promotion of formal migration?	<ul style="list-style-type: none"> effective mechanisms and procedures put in place for coordination and consultation of players involved in domestic labor migration 	Statements of stakeholders, secondary sources	Interviews, discussions and review of meeting minutes, MoU, and other documents	Evaluators	Fieldwork phase		Evaluators
14. Have the Bilateral Agreements (BLAs) that have been signed through the support of the program, been able, or in process, to contribute to strengthening migrants' protection regulatory framework?	<ul style="list-style-type: none"> quality and adequacy of protection services awareness of services by clients 	Statements of migrants and their associations as well as service providers	Face-to-face and Skype interviews and discussions	Evaluators	Fieldwork phase		Evaluators
15. Have outputs such as the reference documents, operational guidelines, and information brochures made an initial contribution to the capacity of migrants and potential migrants to make informed decisions and claim their rights?	<ul style="list-style-type: none"> knowledge of migrant workers on their rights and obligations reductions in irregular migration cases of migrants defending or assisted in defending their rights 	Migrants' testimonies, Secondary sources	Interview and review of secondary data	Evaluators	Fieldwork phase		Evaluators
16. Has the project work at government (federal, regional, and woreda levels)	<ul style="list-style-type: none"> types, quality and adequacy of protection services provided for migrants 	Testimony of migrants,	Interviews and review of secondary data	Evaluators	Fieldwork phase		Evaluators

Evaluation Question	Indicator	Sources of Data?	Method?	Who will Collect?	How Often?	Cost?	Who will Analyze?
contributed to migrants and potential migrants' rights protection? How have TVET institutions contributed to add economic value to migrants by providing technical training, that makes them economically viable beyond low-skilled and low-wage activities?	<ul style="list-style-type: none"> number of qualified migrants recruited/employed 	Secondary data on recruitment and job placement					
d) Orientation to impact:							
17. To what extent can it be expected that the potential migrants and migrants will continue having tangible benefits from the project outcomes after the end of the project?	<ul style="list-style-type: none"> procedures in place to facilitate the movement of and protect the rights of domestic migrant workers through bilateral agreements 	Observation of agreements and guidelines	Document review	Evaluators	Fieldwork phase		Evaluators
e) Sustainability:							
18. Is the project strategy and management oriented towards sustainability?	<ul style="list-style-type: none"> integration and mainstreaming of domestic labor migration in national development policies involvement of stakeholders and both men and women migrant workers in dialogues and consultations 	Statements of stakeholders including migrants	Interviews and small group discussions	Evaluators	Fieldwork phase		Evaluators
19. To what extent can the outcomes be expected to be sustainable beyond the life of the project?	<ul style="list-style-type: none"> supportive legal, policy and institutional environment put in place 	Secondary sources, statements of government officials	Observation and interviews	Evaluators	Fieldwork phase		Evaluators

Evaluation Question	Indicator	Sources of Data?	Method?	Who will Collect?	How Often?	Cost?	Who will Analyze?
20. Has the project increased or decreased dependency on outside intervention?	<ul style="list-style-type: none"> adequacy of financial and other resources to carry out labor migration management works 	Statements of government officials, Observation of service facilities	Key informant interviews Direct observation of MIC & TVET	Evaluators	Fieldwork phase		Evaluators
21. To what extent has the project strengthened the capacities of government structures, social partners, Ethiopian communities in destination countries and Private Employment Agencies to ensure improved migration governance and services?	<ul style="list-style-type: none"> relevant governmental bodies at the various levels have the necessary capacities to independently develop and implement labor migration management actions CSOs and migrant workers' associations support migration management actions 	Secondary sources on capacity building activities Statements of project staff and stakeholders	Document reviews Interviews and discussions Skype interviews	Evaluators	Fieldwork phase		Evaluators

Annex VII M & E Plan

Improved labour migration governance to protect migrant workers and combat irregular migration											
Monitoring and Evaluation plan											
OUTCOMES/OUTPUTS	Indicator	Baseline	Target	Milestone				Data Source	Method for data collection	Responsibility for Data Collection	Frequency of Data Collection
				2017	2018	2019	2020				
Overall Objective: Address and reduce irregular migration by improving the governance of labour migration and making regular labour migration more accessible and desirable to potential migrants in Ethiopia	%age increase in regular migration	17%	35% increase	-	27%		47%	Ethiopian Migrant Workers Database Report and End line evaluation assessment report	Review of Ethiopian Migrant Workers Database Report on regular labour migrants, and Project Endline Evaluation	ILO and MoLSA	Annual and at the end of the project period
Outcome 1: Migrant workers are better protected through improved access to support services that empower them to make informed decisions and claim their rights	%age of migrants who accessed support service in Ethiopia	56%	20% increase	-	61%	66%	76%	Ethiopian Migrant Workers Database Report, End line evaluation assessment report	Review of Ethiopian Migrant Workers Database Report on regular labour migrants, and Project Endline Evaluation	ILO and MoLSA	Annual, and at the end of the project period
	Number of regions/city administration that have decentralized full migration services inline with the proclamation 923/2016	0	4 Regions & 2 city administration	2 regions and 1 city administration	2 regions and 1 city administration			MoLSA and BoLSA progress report; and field monitoring visit report	Document review and on site monitoring visit to assess the decentralized services	ILO and MoLSA	Annually
Output 1.1: Institutional capacity of MoLSA and BoLSA's enhanced to decentralize the migration process	Number of Regions with Functional Ethiopian Migrant Database system	Functional only at national level	4		4			BoLSA progress report and On site monitoring visit report	Document review, key Informant interview, and observation	ILO, MoLSA and BoLSA	Annually
	Developed a guideline and a strategy to monitor recruitment cost & process	0	1		1			Strategy document		ILO and MoLSA	Annually
Output 1.2: Capacities of regional, zonal, woreda level government structures and other institutions are enhanced to provide quality service and pre departure orientation and training for men and women migrants	Number of target TVET's providing services that meets quality standards developed by MoLSA	0	8 TVET institutions		8 TVET						
	Number of MRCs providing services that meets quality standards as per the MRC guideline	6	6 MRC institutions		6 MRC			Quality of service delivery assessment report, progress reports, and registration list	Assessment of TVETs, BoLSA and MRCs, Key informant interview and discussion with stakeholders	ILO, MoLSA, BoLSA, TVET and other partners	Annually
	Number of potential migrant workers benefiting from improved services provided by TVET, BoLSA and MRCs	0	2000 migrant workers		500 migrant workers	750 migrant workers	750 migrant workers				
Output 1.3: Improved awareness of potential migrants and migrants about their duties and responsibilities as well as the role of stakeholders and international instruments	Number of men and women migrant workers reached through awareness raising activities	0	9000 (50% W & 50% M)		3000 (50% W & 50% M)	3000 (50% W & 50% M)	3000 (50% W & 50% M)	Registration list, progress reports, annual report; Pre and post training assessment results	Review of reports from partners and ILO; Review of brochures/leaflets, videos, Administer pre and post training assessment,	ILO, BoLSA, MoLSA, TVET and other partners	Annually
	Number of migrants and potential migrants with improved knowledge on entrepreneurship and financial management	0	1000 (50% W & 50% M)		400 (F=50%)	300 (F=50%)	300 (F=50%)	Training Reports and combined annual training report on effectiveness the training program	Pre and post training assessment, review of training report from partners, and on site visit	ILO, BoLSA, MoLSA, and TVET	Annually
Output 1.4: Migrants and potential migrants acquire entrepreneurial and financial planning and management knowledge	Quality recommendation imbeded in the mandatory skills training curriculum of the Government on Household Service, Domestic Work and Care giving skills training for potential migrants	None	Quality recommendation imbeded			1		Skills training curriculum and occupational standard	Review Household Service, Domestic Help and Care Giving Curriculum	ILO, MoLSA and TVET	Once at the end of 2019
Outcome 2: Improved access to protection services of migrants being provided by Ethiopian missions and other relevant institutions.	%age of migrants getting improved services by Ethiopian missions & other relevant institutions	21%	15% increase		26%	31%	36%	End line evaluation assessment report and Ethiopian Diplomatic Mission and other stakeholders annual report	Review of reports from partners and ILO; Review of the endline evaluation Assessment report	ILO, MoLSA, MoFA and Foreign Missions	Annually and at the end of the project
	Number of mission and community providing quality services as per the mission guidelines	0	3		3			End line Evaluation Assessment report, Ethiopian Diplomatic Mission and Community annual progress reports	End line evaluation assessment report, review of annual progress report and conduct assessment on the quality of service	ILO, MoLSA, MoFA and Foreign Missions	Annually and at the end of the project
Output 2.1: Improved governments capacity knowledge and evidence base on labour migration dynamics in Ethiopia and major country of destination	Number of research/assessments completed and shared with stakeholders	0	Conduct and Publish 3 policy oriented researchs that can be used to advocate and influence policy makers		1	1	1	Published research reports and recommendations of the reports	Review of published research reports and interview with key stakeholders on the studies contribution	ILO, MoLSA and MoFA	Annually
	Number of BLAs/MoUs and written employment contracts drafted in line with ILO standards and guidance	1 (Between FENASOL and CETU)	3 BLA/MoU		1	1	1	Draft BLAs, MoUs, standard employment contract, Report on the BLA/MoU and assessment	Document review, discussion and interview with stakeholders and beneficiaries	ILO, CETU, EEP, FEA, MoFA and MoLSA	Annually
Output 2.2: Ethiopian communities, trade unions, NGO's, employer's federations and private employment agencies capacity is improved to engage in protection and assistance of men and women migrant workers in major countries of destination	Number of people trained on BLA and MOU drafting	0	60		60			Training Reports and pre-post assessment reports	Review reports of the training and pre-and post training assessment	ILO	Frequently
	Number of monitoring mechanism in place to follow up the implementation of BLAs	0	Establish functioning monitoring system			1		A document on Monitoring mechanism, and Monitoring report	Review the document, review monitoring reports and Key informant interview with bodies implementing the BLA/MoU	ILO and MoLSA	Once at the end of 2019
Output 2.3: Capacities of Ethiopian Diplomatic Mission and Communities enhanced to provide appropriate and gender based support and information services for migrants in major countries of destination	Number of migrants who have benefited from improved support services provided by Ethiopian Diplomatic Mission and Ethiopian Community in Middle East during the project life cycle	0	10000 (50% W & 50% M)		300(50% W & 50% M)	350(50% W & 50% M)	350(50% W & 50% M)	Registration list, and annual progress reports,	Document review, discussion and interview with stakeholders and beneficiaries	ILO, MoFA and MoLSA	Annually
	%age of men and women migrant workers reached through awareness raising activities on services given by Ethiopian Diplomatic Mission and Ethiopian Community in Middle East during the project life cycle	20%	25 % Increase		27%	37%	45%	Endline Evaluation Assessment Report, Annual progress report	Endline assessment, and review of annual progress report	ILO, MoFA and Ethiopian Diplomatic Missions	Annually and at the end of the project

Annex VIII M&E Plan: Tracking Achievements Against Indicators

(communication from Project Manager 18 July 2019)

OUTCOMES/OUTPUTS	Indicator	Baseline	Target	Achievement
Overall Objective: <i>Address and reduce irregular migration by improving the governance of labour migration and making regular labour migration more accessible and desirable to potential migrants in Ethiopia</i>	% age increase in regular migration	17%	35% increase	This will be assessed at the final evaluation
Outcome 1: Migrant workers are better protected through improved access to support services that empower them to make informed decisions and claim their rights	%age of migrants who accessed support service in Ethiopia	56%	20% increase	The project have achieved its indicator as indicated in the report migrants are accessing improved training being given by the TVETS and information is being provided through the Migrant information centres)
	Number of regions/city administration that have decentralized full migration services in line with the proclamation 923/2016	0	4 Regions & 2 city administration	This indicator has been achieved as all 4 regions and 2 City Administrations have commenced providing migration service in line with proclamation. Project has contributed through providing capacity building to 4 regions & 2 city administration and decentralizing Ethiopian Migrant Data Management System (EDMDS) to 4 regions and 1 city administration.
Output 1.1: Institutional capacity of MOLSA and BOLSA's enhanced to decentralize the migration process	Number of Regions with Functional Ethiopian Migrant Database system	Functional only at national level	4	This indicator is achieved by completing the configuration of the Ethiopian Migrant Data Management System to the four regions and one city administration.

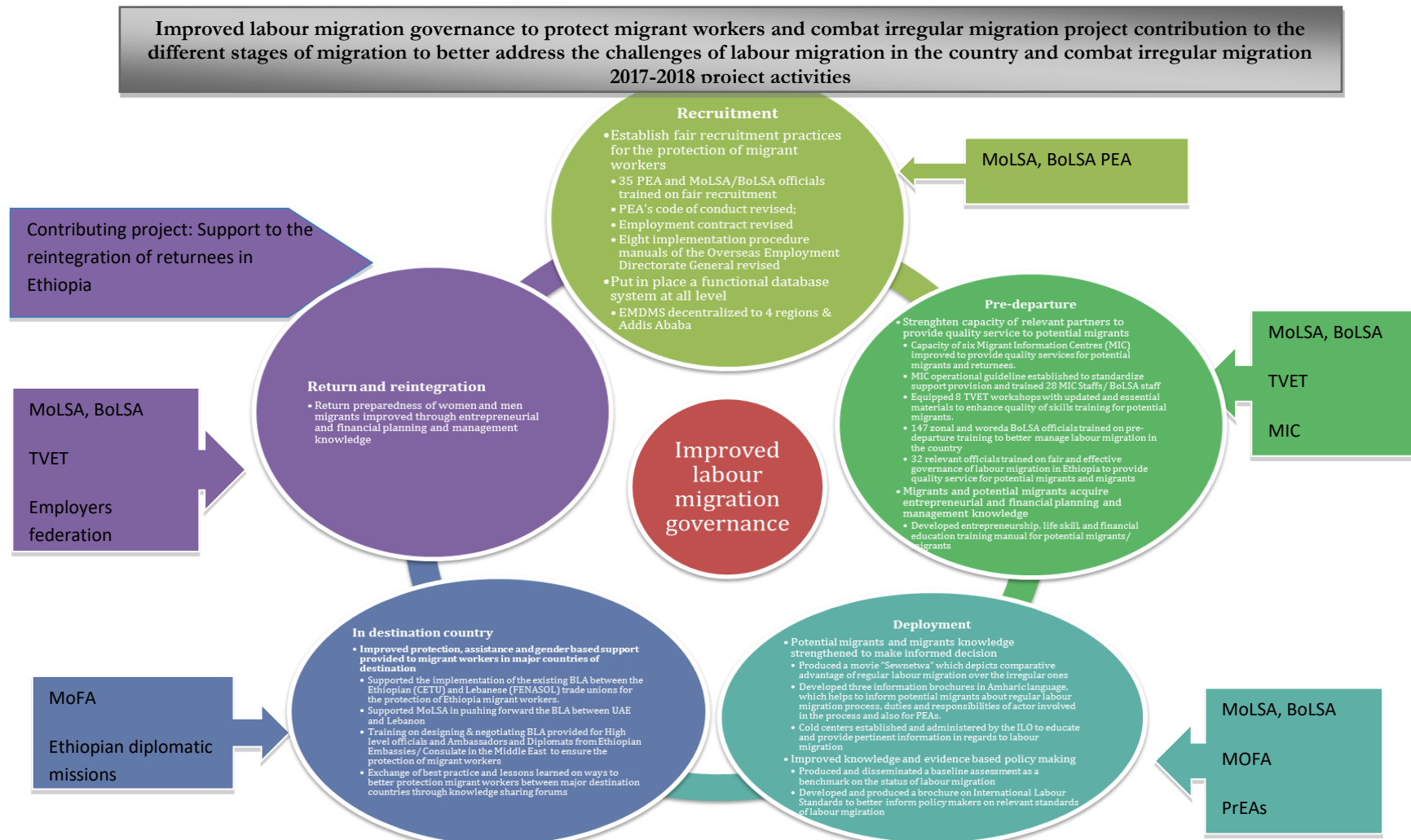
OUTCOMES/OUTPUTS	Indicator	Baseline	Target	Achievement
	Developed a guideline and a strategy to monitor recruitment cost & process	0	1	This indicator is not fully achieved yet, even though some of the work has been done such as development of six overseas employment case teams' procedure manuals, which standardize recruitment procedure and process across regions and facilitating training on establishing fair recruitment practice for 33 experts from MoLSA, BoLSA & PEA.
Output 1.2: Capacities of regional, zonal, woreda level government structures and other institutions are enhanced to provide quality service and pre departure orientation and training for men and women migrants	Number of target TVET's providing services that meets quality standards developed by MoLSA	0	8 TVET institutions	This indicator has been achieved through enhancing the capacity of 8 TVET's, material support & revised national training curriculum for Domestic work & care giving & provided training for 60 TVET teachers on the revised curriculum.
	Number of MICs providing services that meets quality standards as per the MRC guideline	6	6 MIC institutions	This indicator has been achieved. The project has equipped six MIC with necessary materials, reference documents, human resources and developed operational guideline for management of MICs. 28 MICs & BOLSA staff was trained in operational guideline.
	Number of potential migrant workers benefiting from improved services provided by TVET, BOLSA and MICs	0	2000 migrant workers	This target is almost fully achieved as of Dec. 2018 1,734 (male 165 and female 1,569) potential migrants have completed skills training in the eight TVET institutions that was supported by the project.
Output 1.3: Improved awareness of potential migrants and migrants about their duties and responsibilities as well as role of stakeholders and international instruments	Number of men and women migrant workers reached through awareness raising activities	0	9000 (50% W & 50% M)	This target is fully achieved. As of December 2018, 9,683 potential migrants, migrants and returnees were reached through cold call centers and information brochures.
Output 1.4: Migrants and potential migrants acquire entrepreneurial and financial	Number of migrants and potential migrants with improved knowledge on entrepreneurship and financial management	0	1000 (50% W & 50% M)	This indicator has not been achieved.

OUTCOMES/OUTPUTS	Indicator	Baseline	Target	Achievement
planning and management knowledge	Quality recommendation imbedded in mandatory skills training curriculum of the Government on Household Service, Domestic Work and Care giving skills training for potential migrants	None	Quality recommendation imbedded	The project has managed to include life skills, entrepreneurship and financial education in the national revised skill training program for domestic work and care giving, which is mandatory for all migrants.
Outcome 2: Improved access to protection services of migrants being provided by Ethiopian missions and other relevant institutions.	%age of migrants getting improved services by Ethiopian missions & other relevant institutions	21%	15% increase	This will be assessed on the final evaluation.
	Number of mission and community providing quality services as per the mission guidelines	0	3	This indicator is not achieved.
Output 2.1: Improved governments capacity knowledge and evidence base on labour migration dynamics in Ethiopia and major country of destination	Number of research/assessments completed and shared with stakeholders	0	Conduct and Publish 3 policy oriented researches that can be used to advocate and influence policy makers	This indicator is partly achieved. Only 1 research was conducted by December 2018.
Output 2.2: Ethiopian communities, trade unions, NGO's, employer's federations and private employment agencies capacity is improved to engage in protection and assistance of men and women migrant workers in major countries of destination	Number of BLAs/MoUs and written employment contracts drafted in line with ILO standards and guidance	1 (Between FENASOL and CETU)	3 BLA/MoU	This indicator partly achieved. The GOE concluded MoU with UAE on December 2018. The MoU provisions are informed by International Labour Standards and best practices. The project also supported the negotiation of BLA between Ethiopia and Lebanon which is currently not signed.

OUTCOMES/OUTPUTS	Indicator	Baseline	Target	Achievement
	Number of people trained on BLA and MOU drafting	0	60	This indicator achieved. 29 senior government officials, diplomats and relevant stakeholders were trained on Drafting & Negotiating of BLA and 32 officials were trained on Fair and effective governance of labour migration in Ethiopia, which bilateral agreement was central part of it.
	Number of monitoring mechanism in place to follow up implementation of BLAs	0	Establish functioning monitoring system	This indicator has not achieved.
Output 2.3: Capacities of Ethiopian Diplomatic Mission and Communities enhanced to provide appropriate and gender based support and information services for migrants in major countries of destination	Number of migrants who have benefited from improved support services provided by Ethiopian Diplomatic Mission and Ethiopian Community in Middle East during the project life cycle	0	10000 (50% W & 50% M)	A number of trainings organized for Ethiopian missions and community in the Middle East. To this end, Saudi and Lebanon were able to negotiate with government of destination country to exempt undocumented migrants from visa tax and deport them, to this end over 50,000 returnees repatriated. Dubai mission have started providing vocational skills training for migrants while they stay in the shelter.
	%age of men and women migrant workers reached through awareness raising activities on services given by Ethiopian Diplomatic Mission and Ethiopian Community in Middle East during the project life cycle	20%	25 % Increase	Around 1,610 migrants were reached through different awareness raising forums organized by the Ethiopian Missions.

Annex IX Project Map

The project aims at supporting the efforts of the Government and Civil Societies in improving labour migration governance to better address migration challenges in the country and combat irregular migration. It also aims at sensitising migration-prone communities to enable them to take informed decisions about migration and to empower migrants to better protect their rights. Accordingly, the project contributes to the different stages of labour migration.



Annex X. Communication Planning Matrix

Objectives	Target Audiences	Messages/Contents	Vehicles/Tools (Channel, Activities Materials)	Budget/Resources	Expected Frequency	Responsibility	M & E
<i>What are the specific goals that you would like to achieve through communication? (What tangible outcomes would you like to achieve through your communication effort?)</i>	<i>Whose knowledge, attitudes and behaviors must be changed in order to meet the objective? (Specify primary and secondary audiences)</i>	<i>What you want the audience to do, think, feel, or change? What important information will be delivered? (Messages need to be tailored to each audience)</i>	<i>Who delivers the message? Where or from whom does the targeted audience get its information? What activities and materials will be used in a selected communications channel?</i>	<i>What is the funding needed to cover the cost associated with communications? (You may also include the staff time to be committed to communications and the capacity/infrastructure needed or in place to support communications)</i>	<i>How often will the messages need to be communicated? (Drawing a communication calendar may help)</i>	<i>Who will be responsible? And what role will the staff and partners play?</i>	<i>What is the timeline for completion? (Set your baseline & target) How will you know when you achieve your objectives and how will analyze your efforts?</i>

Annex XI Documents Reviewed

Key Documents:

1. Daniel Lindgren, Thitaree Uaumnuy and Karen Emmons (January 2018). Baseline Survey: Improved Labour Migration Governance to Protect Migrant Workers and Combat Irregular Migration in Ethiopia Project. International Labour Organization 2018.
2. DESTA AYODE CONSULTANCY (December, 2018). Migrant Information Center Operational Manual. Submitted to International Labour Organization (ILO). Addis Ababa
3. ILO (2014). DEVELOPMENT COOPERATION PROJECT DOCUMENT (PRODOC). Support to the reintegration of returnees in Ethiopia (ETH/15/01/EEC).
4. ILO (2016). DEVELOPMENT COOPERATION PROJECT DOCUMENT (PRODOC). Improved labour migration governance to protect migrant workers and combat irregular migration (ETH/16/02/GBR).
5. ILO (2017). Annual Review Report January to December, 2017. Improved labour migration governance to protect migrant workers and combat irregular migration in Ethiopia.
6. ILO (2017). Socio-economic assessment in four regions and Addis Ababa city Administration.
7. ILO (2018). Annual Review Report January - December 31 2018. Improved labour migration governance to protect migrant workers and combat irregular migration in Ethiopia.
8. ILO (2018). Situations and Needs Assessment of Ethiopian returnees from the Kingdom of Saudi Arabia.
9. ILO (2019). Policy Brief Key findings and recommendations from survey on labour migration from Ethiopia to Gulf Cooperation Council states and Lebanon.
10. Joloba Daniel (2018). Assessment of Awareness-Raising Interventions to Prevent Irregular Migration. ILO 2018.
11. Lorraine Aguenza (ND). Ethiopian Migrant Database Management System. Web tool Manual.
12. Mela Development Training & Consultancy Services Pvt. Ltd. Co. (July 2018). Trainers' Guide for Training on Life Skills, Financial Education and Entrepreneurship for Potential Migrants and Migrants. Addis Ababa.
13. Mesele Tesfa and Abubeker Naser (2017). Capacity Assessment Report of TVET, BOLSA and MRC.
14. Ministry of Foreign Affairs (2013). Federal Democratic Republic of Ethiopia Diaspora Policy. Addis Ababa. Ethiopia.
15. MoLSA/FTA/ILO (ND). Ethiopian TVET-System Model Curriculum CARE GIVING Level II Based on Occupational Standard (OS). Version: 1.
16. MoLSA/FTA/ILO (ND). Ethiopian TVET-System Model Curriculum CARE GIVING Leading to Level II Based on Occupational Standard (OS). Version: 1.
17. MoLSA/FTA/ILO (ND). Ethiopian TVET-System Model Curriculum Domestic Work Leading to Level II Based on Occupational Standard (OS). Version: 1.
18. MoLSA/FTA/ILO (ND). Ethiopian TVET-System Model Curriculum Domestic Work Level II Based on Occupational Standard (OS). Version: 1.
19. Proclamation No. 909/2015 Prevention and Suppression of Trafficking in Persons and Smuggling of Migrants Proclamation. FEDERAL NEGARIT GAZETTE OF THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA. 21st Year No. 67. ADDIS ABABA 17th August 2015.
20. Proclamation No. 923/2016 Ethiopia's Overseas Employment Proclamation. FEDERAL NEGARIT GAZETTE OF THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA. 22nd Year No.44. ADDIS ABABA 19th February , 2016.

Other Documents:

21. Booklet. Rights and Responsibilities of Relevant Actors on Labour Migration in Ethiopia.
22. Capacity Building Plan for Ethiopian Consulate in Lebanon, Ethiopian Migrant Workers Union and FENASOL Labour Migration, ILO – CO Addis Ababa. 21 September 2018.
23. Meeting Report. Knowledge Sharing Forum: Good practices and lessons learned on labour migration management and protection of Ethiopian migrant workers among Ethiopian embassies/consulates and Community Leaders in the Middle East, 20 – 21 July 2018, Dubai, UAE.
24. MEETING REPORT. Training on Revised Overseas Employment Proclamation 923/2016, Proclamation implementation directive and guidelines. 26 - 31 March 2018. Mekele, Ethiopia.
25. Minutes. CETU and FENASOL Bilateral Meeting. 20 Dec 2017.
26. Minutes. Planning Meeting of the “Improved Labour Migration Governance in Ethiopia” project. 20 July, 2017.
27. MISSION REPORT. Strengthening the Capacity of Ethiopian Migrant Community & Association leaders in Jeddah, KSA. 1-5 May 2019.
28. Mission Report. Study Tour –Philippines Best Practices on Labour Management of Migrant Domestic Workers. 25 February – 1st March 2019.
29. MISSION REPORT. To Organize Ethiopian Migrant Domestic Workers in Lebanon and facilitate provision of protection services for Ethiopian Migrant Workers Beirut, Lebanon, 11-17 July 2018.
30. Model Agreement on Temporary and Permanent Migration for Employment.
31. MoU between ILO and MoLSA (July 2017) In the Framework of the Project on ‘Improved Labour Migration Governance to Protect Migrant Workers and Combat Irregular Migration in Ethiopia’.
32. Project Logframe 2010. Improved Labour Migration Governance to Protect Migrant Workers and Combat Irregular Migration in Ethiopia Project.
33. Project Monitoring & Evaluation Plan 2017. Improved Labour Migration Governance to Protect Migrant Workers and Combat Irregular Migration in Ethiopia Project.
34. Swenetwa Movie Dissemination Plan.
35. Term of Reference. Project Steering Committee (PSC). Improved Labour Migration Governance to Protect Migrant Workers and Combat Irregular Migration in Ethiopia Project.
36. Term of Reference. Technical Working Group (TWG). Improved Labour Migration Governance to Protect Migrant Workers and Combat Irregular Migration in Ethiopia Project.
37. Training Report. Establishing Fair Recruitment Process. 5 – 9 November 2018. Turin, Italy.
38. Training Report. Fair and Effective Governance of Labour Migration in Ethiopia. 9-13 January 2018. Adama, Ethiopia.
39. Training Report. Negotiating Bilateral Labour Agreements: a core training and Performance Review Meeting for Ethiopian officials. Beirut, 12 -16 November 2018.
40. Work Plan 2017, 2018, 2019. Improved Labour Migration Governance to Protect Migrant Workers and Combat Irregular Migration in Ethiopia Project.