International Labour Organization

iTrack Evaluation

ILO-IOM JOINT EVALUATION

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“Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)” Project

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FINAL EVALUATION REPORT

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ACRONYMS

ANAPEC	Agence Nationale de Promotion de l'Emploi et des Compétences *(National Agency for the Promotion of Employment and Competencies)* (Morocco)
ANETI	Agence Nationale pour l'Emploi et le Travail Indépendant (*National Agency for Employment and Independent Work)* (Tunisia)
ATCT	Agence Tunisienne de Coopération Technique *(Tunisian Agency for Technical Cooperation)* (Tunisia)
AU	African Union
AUC	African Union Commission
ATFP	Agence Tunisienne de la Formation Professionnelle (*Tunisian Vocational Training Agency)* (Tunisia)
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (German Federal Ministry for Economic Cooperation and Development) (Germany)
CAPMAS	Central Agency for Public Mobilisation and Statistics (Egypt)
CDT	Confédération Démocratique du Travail (*Democratic Confederation of Labour) (*Morocco)
CENAFFIF	Centre National de Formation de Formateurs et de l'Ingénierie de Formation (*National Centre for Instructor Training and Training Development)* (Tunisia)
CENTRES 4C	Centres de carrière et de certification des compétences (*Career and Skills Certification Centres)* (Tunisia)
CGEM	Confédération Générale des Entreprises du Maroc *(General Confederation of Moroccan Enterprises)* (Morocco)
CNSS	Caisse Nationale de Sécurité Sociale (*National Social Security Fund)* (Morocco and Tunisia)
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DGPEMOE	Direction Générale du Placement à l'étranger et de la main-d'oeuvre étrangère
DoA	Description of the Action
EM	Evaluation Manager
ENABEL	Agence Belge de Développement (*Belgian Development Agency)*
ENSSUP	Ministre de l'Education nationale, de la Formation professionnelle, de l'Enseignement supérieur et de la Recherche scientifique (*Ministry of National Education, Vocational Training, Higher Education and Scientific Research)* (Tunisia)
EU	European Union
EUTF	European Union Emergency Trust Fund for Africa
FES	Friedrich Ebert Stiftung
GIZ	Deutsche Gesellschaft fuer Internationale Zusammenarbeit (*German Agency for International Cooperation*)
HCP	Haut-Commissariat au Plan *(High Commission for the Plan)* (Morocco)
ILO	International Labour Organization
INS	Institut National de Statistiques (*National Institute of Statistics)* (Tunisia)
IOM	International Organization for Migration
JLMP	Joint Labour Migration Programme
LHD	Labour Mobility and Human Development Unit
MAE	Ministère des Affaires étrangères, de la Migration et des Tunisiens à l'étranger (*Ministry of Foreign Affairs*) (Tunisia)
MDCMRE	Ministre des Affaires Etrangères, de la Coopération Africaine et des Marocains Résidant à l'Etranger *(Ministry of Foreign Affairs, African cooperation and of Morrocans Residing Abroad)* (Morocco)
MAS	Ministère des Affaires Sociales (*Ministry of Social Affaires*) (Tunisia)
MJSIP	Ministère de la jeunesse, des sports et de l'intégration professionnelle (*Ministry of Youth, sports and professional integration)* (Tunisia)
MS	Member State

MTIP/MIEPEEC	Ministère du Travail et de l'Insertion Professionnelle/ Ministère de l'Inclusion Economique des Petites Entreprises, de l'Emploi et des Compétences*(Ministry of Labour)* (Morocco)
MoFA	Ministry of Foreign Affairs (Egypt)
MoETE	Ministry of Education and Technical Education (Egypt)
MoHESR	Ministry of Higher Education and Scientific Research (Egypt)
MoIC	Ministry of International Cooperation (Egypt)
MoM	Ministry of Manpower (Egypt)
MoSEEEA	Ministry of State for Emigration and Egyptian Expatraites Affairs (Egypt)
MoSS	Ministry of Social Solidarity (Egypt)
MPFA	Migration Policy Framework for Africa
NCCPIMTIP	National Coordinating Committee for Preventing and Combating Illegal Migration and Human Trafficking (Egypt)
OdB	Observatoire des Métiers et des Compétences de Branches Professionnelles (*Observatory of Professions and Skills of Professional Sectors)* (Morocco)
OFPPT	Office de la Formation Professionnelle et de la Promotion du Travail *(Office for Vocational Training and Employment Promotion)* (Morocco)
ONM	Observatoire National des Migrations (*National Migration Observatory)* (Tunisia)
OTE	Office des Tunisiens à l'Etranger (*Office for Tunisians Abroad*) (Tunisia)
SEFP	Secrétariat d'Etat de la Formation Professionnelle (*State Secretariat for Vocational Training)* (Morocco)
SO	Specific Objective
PARDEV	Partnering for Development
PCC	Political Coordination Committee
TCC	Technical Coordination Committee
THAMM	Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa - Programme
TVET	Technical and Vocational Education and Training
UGTM	Union Générale des Travailleurs Marocains *(General Union of Moroccan Workers)* (Morocco)
UGTT	Union Générale Tunisienne du Travail (*Tunisian General Labour Union)* (Tunisia)
UMA	Union du Maghreb Arabe
UMT	Union Marocaine du Travail *(Moroccan Labour Union)* (Morocco)
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNTM	Union Nationale des Travailleurs Marocains (*National Union of Moroccan Workers)* (Morocco)
UTICA	Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat *(Tunisian Union of Industry, Commerce and Crafts)* (Tunisia)

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EXECUTIVE SUMMARY

PROJECT BACKGROUND

The THAMM Programme is a multi-year, multi-country initiative, planned over 36 months between November 2019-October 2022 and covering three countries, Egypt, Tunisia, and Morocco. The Programme is co-financed under the North Africa window of the EU Emergency Trust Fund for Africa (EUTF) by the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) with EUR 7 000 000. Project implementation is divided among the International Labour Organisation (ILO), the International Organisation for Migration (IOM), the Belgian Development Cooperation Agency (ENABEL) and the German Development Cooperation Agency (GIZ).

The ILO (as the reporting lead) and IOM are the project's implementing partners and carry out activities under Specific Objectives 1, 2, 3 and 5 due to their mandate and competence in labour migration governance. THAMM applies a holistic approach to migration at the *technical dimensions* (governance frameworks, skills recognition and qualification, statistical data and information systems) and *end beneficiaries* (integration of foreign workers into labour markets and assistance to national workers seeking employment abroad).

The Programme aims "*to improve the governance of labour migration and the protection of migrant workers in the North of Africa by supporting the development and implementation of coherent and comprehensive policy frameworks guided by relevant human rights and labour standards and based on reliable data and evidence.*"

The inception period covered 1 November 2019 until 29 February 2020. The Programme added a COVID-19 Mitigation plan at the request of the Contracting Authority, represented by the EU Commission, DG NEAR. The Inception Report and Mitigation Plan were finally approved in May 2020 by the Contracting Authority.
In July 2021, ILO and IOM started discussions with DG NEAR about the possibility of a no-cost extension of the Programme, motivating the request with delays in implementation caused by COVID-19 and the lengthy process of obtaining security clearances.

EVALUATION PURPOSE AND OBJECTIVE

The evaluation covered the Programme implementation from November 2019 to September 2021, in Morocco, Tunisia and Egypt, by ILO and IOM. The review focused on four Specific Objectives (SO) implemented by the two organisations, namely SO1, SO2, SO3, SO5, and it was conducted with a strong gender lens and considering non-discrimination (i.e. disability inclusion, women, youths, migrants), social dialogue, tripartism, labour standards, environmental and COVID-19 resilience principles.

This mid-term evaluation *aimed* to highlight and analyse the results, identify challenges, lessons learnt and good practices, and offer conclusions and recommendations that will help IOM-ILO improve future joint programming and strengthen organisational learning and accountability.

The *mid-term evaluation's main objective was to help understand how and why the project has advanced or is in the way to achieving (or not achieving) the specific outputs, potential outcomes,* and possible impact. The evaluation was guided by the six OECD DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact.

The *evaluation's primary audience* are key government ministries and agencies, social partners, such as workers' and employers' organisations, the donor, and IOM and ILO programme teams to understand what needs to be amended to achieve the objectives of the Programme.

METHODOLOGY

The evaluation applied a high level of flexibility to address the evolving situation the project encountered during the COVID-19 pandemic and the implications of the crisis on the project.

The evaluation team used qualitative and quantitative methods to collect information. After a document review, the evaluation team conducted remote key informant interviews (KII) with programme staff and partners. Intended and unintended results were compared against the project Theory of Change (ToC), the logframe and the milestones recorded in the outcome mapping tool. The project narrative reports and other project documents were explored through interviews and consultation with project managers. Data were collected across the six evaluation OECD-DAC criteria of relevance, coherence, efficiency, effectiveness, impact and sustainability. The UNEG evaluation norms and standards and the ILO internal guide, such as *Implications of COVID-19 on evaluations in the ILO - Practical tips on adapting to the situation, 2020*, have been taken into consideration on how to conduct evaluations.

A remote planning workshop was held on 28 September 2021 with ILO and IOM programme evaluation managers, project managers, and technical experts. Following feedback on a draft Inception report on 16 October 2021, the data collection phase commenced shortly after this date.

In light of the Covid-19 pandemic, this evaluation was conducted remotely. Semi-structured interviews and surveys have been used with project staff and selected key stakeholders. The total number of stakeholders consulted for this evaluation is 39, including 25 women and 14 men. In total, 11 surveys were returned to the evaluation team. Among the main challenges of this evaluation was the inability to conduct site visits and organise data collection through face-to-face discussions, the low level of returned surveys and the unavailability of key stakeholders for interview purposes.

MAIN EVALUATION FINDINGS

Relevance

The project demonstrates high relevance in addressing the identified needs of the national government institutions, social partners, the human rights protection of final beneficiaries and the promotion of labour migration governance and mobility. Furthermore, since the project was designed in consultation with the involved governments, most interviewed project stakeholders expressed that THAMM is a very relevant intervention for the objectives of their respective organisations.

Data harmonisation in migration governance, the protection of migrant workers and skills development, and promoting social dialogue and tripartism gives THAMM a particular niche that distinguishes it from other projects. Most of the key stakeholders agreed that the project had set ambitious objectives, which are hardly achievable in such a short timeframe and with many expectations. The overall opinion of key informants is that social partners are actively involved, and they are present at the negotiation table, acknowledging the need for involving them in decision-making processes. However, the evaluation did not find relevant integration of cross-cutting themes- gender equality and disability inclusion– in the project design. The COVID-19 restrictive measures were successfully dealt with by the design and implementation of the COVID-19 Mitigation Plan.

Coherence

The project demonstrates a solid internal and external coherence, both within the agencies and with other projects and strategic frameworks at the regional level. However, due to the high complexity of the intervention in each country, the multiple layers of the governing system of labour migration and the consensus-based decision-making processes delegated to governance structures, the project is slow in implementation.

The project's synergies with other interventions are very well documented through ILO and IOM's previous

projects on ethical recruitment in all three countries. However, even though the added value of ILO's approach in working with tripartite constituents is highly recognised, the involvement of many actors at different levels is assessed as sometimes overwhelming and confusing by project partners and national counterparts.

Efficiency

The project shows financial stability, evidenced by the financial sheets that were up-to-date and available until the end of 2020 and the information provided by project managers. Unfortunately, the financial reports for 2021 are not yet known; therefore, the evaluation team could not assess the financial and operational efficiency.

As per the ILO-IOM COVID-19 Mitigation Plan[1] and project reporting, the delivery rates for the project were slowed down during the project's first phase of operation, in 2019 and 2020, due to external factors and including delays related to COVID-19.

Diplomatic tensions between Morocco and Germany, Spain and Algeria, and political tensions in Tunisia, the halting of project activities due to COVID-19 contributed to long delays in project implementation. Therefore, some changes in national stakeholders` priorities emerged. These developments prompted a re-sequencing of project outputs.

Feedback from national partners highlighted the need to see more resources allocated to capacity development, regional "experience sharing and cooperation" events, and field visits.

Effectiveness

From an outcome-based perspective, the project could not achieve many visible results yet. The project started very late, and external factors, like the political stalemate in Tunisia and electoral campaigns and government reshuffling in Morocco together with diplomatic tensions between Morocco and Germany, Spain and Algeria, and the project approval process in Egypt, contributed to a situation where some objectives have advanced more than others. Tunisia could achieve more striking results among the three countries, with already existing national labour migration policies accompanied by protective measures of migrant workers. On the other hand, Egypt is advancing in terms of assuming national ownership and responsibility for the project and promoting the labour migration agenda in the country.

The results chain from the activities level to outputs and the eight immediate outcomes formulated by the project designers could be verified and tracked based on the project's logical framework and work plan matrixes, complemented with the outcome measurement tools. The project successfully achieved results under SO1 and advanced most slowly under SO2. Initially, results under SO5 were less visible, but the THAMM regional conference and the capacity-building workshops with the Friedrich Ebert Stiftung Foundation of Tunis proved to be very successful. The highest number of ongoing activities happened under SO1, contributing to a higher implementation rate of activities under this objective. Even though many of these results are rated as low/medium in terms of their significance among the broad set of achievable targets, they have been scored at a medium/high level in their contribution to achieving the project objectives.[2] The expected and unexpected results ratio also follows the data available in the performance indicator table and outcome mapping results[3]. There are 13 expected results recorded under SO1, three under SO5, and one in SO2 and SO3, respectively. Ten unexpected results occurred under SO1, two under SO2 and SO5, and four under SO3.[4] The most active and engaged partners who significantly contributed to both expected and unexpected results are the Direction Générale du Placement à l'étranger et de la main-d'oeuvre étrangère (DGPMOE) , the labour migration governance actors, job matching actors and the data collection partners in Tunisia; the Ministry of Manpower

[1] ILO-IOM COVID 19 Contextual Analysis and Mitigation Plan for the THAMM project (18.04.2020)
[2] Analysis based on the Outcome Mapping Journal
[3] Annex 4 and Annex 5
[4] Outcome Mapping Journal

(MoM) , the Central Agency for Public Mobilisation and Statistics (CAPMAS), Education actors and the Ministry of Social Solidarity (MoSS) in Egypt; the Ministere du Travail et de Insertion Profesionelle (MTIP) now Ministère de l'Inclusion économique, de la Petite Entreprise, de l'Emploi et des Compétences (MIEPEEC), the Agence Nationale de Promotion de l'Emploi et des Compétences (ANAPEC), Haut-Commissariat au Plan (HCP) and professional training actors in Morocco.

As already highlighted, many targets and set milestones have been achieved under SO1, in the area of developing policy and legislative frameworks for legal migration and mobility, especially under Immediate Outcome 1.1 measuring the "*Number of governmental institutions using tools and approaches to analyse coherence between labour migration, employment, education & vocational training, and social protection policies by the end of the programme*".

In Tunisia and Morocco, the integration of labour migration into the national strategy for employment and the development of a stand-alone national employment strategy for international employment have been completed but are pending final government or Parliament validation. In Egypt, MoM is currently working on a national employment strategy focusing on internal and external employment dimensions. Survey response sheets of training participants in Tunisia on the fair recruitment and the IRIS training reveal that most training participants found the training event very useful, and they acquired new skills they intend to apply at their workplace.

Training events in Tunisia have sensitised participants to the Fair Recruitment approach and its various technical dimensions under Immediate Outcome 1.2. An action plan is currently under development in Egypt to identify the way forward and best engage stakeholders on fair and ethical recruitment. An outstanding event was the organisation by IOM Egypt of the regional webinar on the *Montreal Recommendations on Recruitment*, with 40 participants. The number of tools produced for stakeholders exceeded expectations. Three sensitisation video clips were produced in French, English and Arabic with subtitles, and two Guidance Notes in French (*COVID Recruiters and Employers Guidance note)* translated by IOM Tunisia for Francophone countries.

Overall, Immediate Outcome 1.3 produced better results in Egypt and made considerable progress in Tunisia. In Egypt, ILO, in coordination with MoM, finalised a "Diagnostic study analysing the regulatory framework and actual practices shaping the recruitment of Egyptian workers for the international market." In Tunisia, IOM supported the design of two guides for employers in ensuring the protection of migrant workers in their operation and supply chain. However, most activities planned under this outcome are still lagging and have not yet started. The same applies for Immediate Outcome 1.4, but with a higher success rate in Morocco and Tunisia in drafting reports about skills development and qualifications framework and assessment of pre-departure orientation. Morocco submitted a draft report about improving national authorities' skills development/qualification frameworks regarding labour market analysis, candidates' preparation, and follow-up. Tunisia launched the study related to "*Mapping the existing services for potential migrant workers and identifying gaps*. Egypt assessed that there is a need for building the capacities of labour attaches expected to travel during the second half of 2022 through training workshops. These workshops will cover ethical and fair recruitment and labour migration in general. The design of modules and the selection of target groups are currently under discussion.

Modest results could be detected under SO2, related to mechanisms for assessment, certification, and validation of migrants` skills. Outcome indicator 2.1.a, showing the "*Number of education/training institutions that have undergone a process of upgrade of curricula and/or facilities and/or establishment of skills qualification frameworks or assessment tools"* in Egypt, presents specific results. In addition, government and CAPMAS representatives participated in training courses supported by ILO and IOM, and a working group coordinated by MOM has been formed to support the implementation of SO2. This working group's visible

first step was to determine the scope of two research studies, and the requests for proposals have already been launched.

On labour migration knowledge and data management, SO3 could achieve a few but relevant results in Egypt and Tunisia, involving institutions collecting, producing, and analysing labour migration statistics or related reports using ILO standards. Through several bilateral meetings, CAPMAS and ILO agreed that THAMM would support CAPMAS to conduct a diagnostic study to map and review existing labour migration data collection mechanisms in cooperation with the relevant national partners. The activities also involved training government officials in Morocco in migration management. The leadership of Haut-Commissariat au Plan *(High Commission for the Plan,* HCP) in Morocco will be decisive in the coming workshop expected to launch a national integrated information system on labour migration statistics. This event has been over six months in preparation.

Regarding collaboration between relevant stakeholders to create and improve job placements, the main achievements under SO5 were the 1st THAMM Regional Conference organised between 5-7 July 2021 in Egypt. Entitled "*Labour Migration Responses to the COVID-19 Crisis in European and North African Countries: Strategic and Operational Trends, Lessons and Sharing of Experience*", the conference report endorsed government authorities, national leads and implementing agencies. In addition, it produced an original research paper on the state of Labour migration responses to the COVID 19 crisis: "*We are in this together*!" in three languages and recorded 180 participants from the region and globally. Also, in Egypt, ILO supports the development of a technical note on the proposed dialogue between Egypt and Jordan around the coordination of the social protection systems of both sides. Furthermore, key stakeholders in Morocco have confirmed best practices and lessons learnt related to the implementation of south-south mobility, such as the two online workshops of 25 focal points from the RSMMS (Réseau Syndical Migration Méditerranée-Afrique Sub-Saharienne), from 16 trade unions from Europe and Africa, supported by the network and the Friedrich Ebert Foundation.

Based on interviewees' responses, the challenges for advancing the project outnumbered the positive factors that helped project implementation. Among the challenging aspects, stakeholders listed the political will, the sense of national ownership and motivation of some national stakeholders in implementing the project, the lack of technical capacity of each government institution and the confusing coordination structure with the multitude of actors and dispersed roles and responsibilities.
Among the positive factors, national partners value the multi-stakeholder approach of the project, the fact they can participate in the working groups for professional collaboration. In addition, the development of a common branding strategy, with a joint communication and visibility plan, increased THAMM's outreach capacity and helped to assure its better visibility in all three countries, including the organisation of the 1st Regional Conference.

Project staff all agreed that combining the external -EUTF – and internal monitoring and reporting system, structures and tools is complicated to follow. EUTF reporting is designed differently and relies on many quantitative indicators without measuring changes in knowledge, skills and competencies and measuring progress in general. Therefore, it wasn't considered a useful tool to capture results from the beginning. An external consultant supported and worked with the project teams to revise the logframe, adjust targets, and assess the feasibility of collecting indicators, resulting in outcome measurement tools and analytics. THAMM staff and teams' commitment to follow and improve their monitoring and reporting using a qualitative measurement tool contributes to better capturing achieved results or results in progress and better showcases achievements at the outcome level.

Interviewees agreed that political will and cultural norms greatly influence how social partners and tripartite constituents engage with ILO and IOM and among each other. The project exercises a strong influence in changing these social norms and bringing everybody to the same discussion table. Moreover, personal and

status-related hierarchies and existing bureaucracies also influence the level and quality of social dialogues. However, good and trustworthy relationships exist, and they are continuously developing, coupled with the recognition of the technical expertise and support provided by ILO and IOM.

Key stakeholders agreed that ILO and IOM successfully implement a one-UN approach, modelling good working relationships and avoiding repetitions. In addition, the ILO and IOM join cooperation's added value is the strong social interaction between individuals, teams and working groups.

Many interviewees agreed that the project is weak in mainstreaming cross-cutting issues, like gender, disability, and environmental sustainability. Yet, many key informants still considered that gender and human rights are more visible than disability inclusion or the creation of green jobs.

COVID-19 impacted the human interaction side of the project heavily, very important in the North-Africa region. However, the hybrid methodology applied during the lockdown, including online learning and meetings, represented a partial solution to overcome the lack of face-to-face encounters for policy discussions and training, considered fundamental methodologies in policy work and capacity development.

Impact Orientation and Sustainability

Measurement of impact and evidence of long-lasting change is too early to estimate at this point of project implementation and by the mid-term evaluation. However, through surveys and Key Informant Interviews, the evaluation team found a certain level of evidence of impact at the structural, institutional, and personal level change.

While only limited results are observed to date, some already tangible outputs with potentially high impact at the national level are available such as the mainstreaming of labour migration into the Tunisian National Employment Strategy and the development of a draft National Strategy on International Employment, and the protection of migrant workers in Tunisia. Sensitisation tools for national institutions have also been developed and finalised.

The project is on track to lay the ground for an exit strategy and sustainable continuation of the already started activities. During implementation, the project management and partners developed a COVID-19 Mitigation Plan to ensure project activities' re-scheduling will advance according to the plans. In addition, the creation of the Technical Working Groups, which facilitate collaboration, sharing experiences and expertise; and the overarching strategy of linking together the views, policies, and strategies of labour migration with protection and education are innovations that present substantial evidence of being sustained by the national partners after the project ends.

Gender and Human Rights

Gender equality and gender mainstreaming are essential components of ILO and IOM strategies. However, the evaluation found that only a few activities focused on mainstreaming gender approaches, such as IOM focusing on migrant women in Morocco, initiating an innovative project with Spain. Therefore, the project, as a whole, is assessed as missing opportunities to strengthen the gender mainstreaming perspective and increase awareness about gender-related issues to do with labour migration. However, overall, the key stakeholders confirmed that the project contributed to protecting human rights in general, including the humanitarian assistance delivered to vulnerable migrants in Morocco and Tunisia during the COVID-19 pandemic.

LESSONS LEARNED

1. **Social dialogue** processes are appreciated and considered very beneficial, but they should be more structured and separated at the decision-making and operational levels to achieve better effectiveness. For example, setting up sectoral sub-groups whose conclusions feed into the discussions at the political level might produce more relevant results.
2. **Projects aiming at policy changes need an appropriate timeframe**, therefore, the normal cycle of 3 years might not be enough to achieve the expected changes. Thus, longer timeframes should be foreseen or less ambitious actions.
3. **Training and sensitisation activities should be foreseen continuously,** using different methodologies such as refresher training, workshops, roundtable discussions.
4. **The integration of cross-cutting themes of gender equality and disability inclusion should be strengthened at every step of the project cycle**, including the knowledge and awareness of stakeholders in these areas.

EMERGING GOOD PRACTICES

1. **The project developed a joint Monitoring and Evaluation Strategy, based on the Results-Based Management Approach, besides the EUTF`s monitoring and reporting system**. This methodology will capture the changes achieved during ongoing processes and acquired skills and competencies by the stakeholders.
2. **The project developed standards (checklists) and cost-sharing formula for joint national events** and meetings of national governance structure, and who is to organize which event throughout the programme.

CONCLUSIONS

The project approaches, strategies and practices were innovative and flexible enough to advance the labour migration governance and mobility agenda in Morocco, Egypt and Tunisia. Inspired by other similar projects in the target countries and the North-Africa region, THAMM successfully leveraged national ownership and buy-in of national stakeholders. However, the changing political context, diplomatic tensions and the COVID-19 pandemic came up as solid external factors that slowed down the overall implementation timeline of the project. Still, despite these challenges, the project achieved significant results in its mid-term assessment, with a few targets already achieved and many milestones showing progress for completion.

The main conclusions following the evaluation criterion are as follows:

1. The evaluation found the project highly relevant for government institutions, tripartite constituents, and social partners.
2. The continuous engagement and social dialogue carried out with tripartite constituents lead organisations and institutions toward the internalization of commonly agreed values, principles, and the promotion of international labour migration and protection standards.
3. For the most part, the assumptions put forward in the Theory of Change remained valid throughout the Project's implementation period, and the four modified assumptions mainly relate to national priorities and existing systemic mechanisms that guide labour migration and mobility.
4. The evaluation found significant contributions of previous projects concerning ethical recruitment, implemented by IOM and ILO in Morocco, Tunisia and Egypt.
5. An analysis of the Project's progress against *outcome*-level indicators for all outcomes makes clear that the Project, to a large extent, is on track to obtain results. However, most targets set in the project and budget (P&B) documents are in progress, and few targets have been met. The project was most effective under SO1 and showed fewer results under SO2.
6. The project's complexity affects the monitoring and reporting system, which is overloaded with different tools that are not synchronized and make it difficult for the project to track and capture quantitative and qualitative results.

7. ILO and IOM successfully implemented a one-UN approach, modelled good working relationships, and avoided overlapping or duplication in implementing their activities. Moreover, the ILO and IOM joint cooperation's added value has been recognized as even more helpful at the level of human interaction between individuals and teams.
8. The creation of the Technical Working Groups, which facilitate collaboration, sharing experiences and expertise, and the overarching strategy of linking together the views, policies, and strategies of migrant workers ` protection with education and skills development, are viewed as essential contributions of THAMM with high potential of sustainability.
9. Overall, the project contributed to protecting human rights in general, but the project presents weaknesses in mainstreaming cross-cutting issues, such as disability inclusion and environmental sustainability. Youths and women migrants have been the focus of specific components of the project, reflected mainly in the work of IOM. The tripartite programme structure of ILO provided the framework of the project, applying an inclusive and collaborative approach of dialogue among government institutions, workers' organizations, education and training institutions, employers` organisations and private actors.

RECOMMENDATIONS

1**. Share achievements, good practices, and benefits of bilateral and multilateral agreements on labour migration and protection with host governments**. Use advocacy tools, audio-visual products, exchange visits with national counterparts to ensure the necessary buy-in of national experts for international collaboration and cooperation.

Addressed to	Priority	Timeframe	Resources
Project Management ILO and IOM Country teams	Medium	Six months	High financial and human resources implications.

2. **Support social partners and the government in absorbing the technical inputs provided by the project in the field of labour migration statistics and in collecting, disaggregating, storing and disseminating data based on cross-cutting issues.** Ministries and stakeholders involved in managing the migration data ecosystem should work together to define migration data sources and ensure access to available resources and databases.

Addressed to	Priority	Timeframe	Resources
Project Management ILO and IOM Country teams National Stakeholders	Medium	One year	Medium financial and human resources implications.

3. **Ensure that the training and capacity building activities in data management have quality content and that the methodology is adapted,** so it is fully applicable according to local needs, in the areas of a) alignment of data with national-level SDG`s, b) linkage between migration, education and labour statistics.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office Donor-EU DG NEAR National Stakeholders	High	Three months	Low financial and human resources implications.

4. Systematically apply social inclusion/human rights principles. Gender equality and the inclusion of people with disability that were identified as the most pertinent cross-cutting issues for THAMM should be mainstreamed at all pillars of the program. To this aim, **the project stakeholders should be trained on diversity and inclusion in general and in the field of labour migration in particular. Additionally, the programme/project proposal should integrate gender-responsive situational analysis to assess how the intervention will affect women, men and gender relations in the implementation countries. The capacities of governments, workers and employers` organizations to mainstream gender and to monitor gender equality should be reflected in the M&E system of the programme/project.**

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office Donor-EU DG NEAR	Low	Project timeframe	High financial and human resources implications.

5. **Expand the online resource library already developed within THAMM, coupled with developing online training courses in the field of labour migration and protection that project participants could access**.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office	Low	Project timeframe	Medium financial and human resources implication.

6. **Develop an Action Plan on sharing and disseminating the existing research papers and studies conducted within the project timeframe**. Ensure all the relevant stakeholders, including the Programme Steering Committee and DG NEAR receive the available documentation for future planning and strategy development.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office ILO and IOM country offices National Stakeholders	High	Three months	Low resource implications.

7. **Focus more on empowerment and national ownership by using the already existing skills training materials for conducting training at the national level. Apply a Training of Trainers (ToT) approach to develop national capacities, to foster cooperation and collaboration in the North-Africa region.**

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office National stakeholders	Medium	Six months	High financial and human resources implications.

8. **Develop "labour migration and protection" key terms glossary for national counterparts, using country-specific Arabic language (for Egypt and Morocco, for example).**

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office	High	Three months	Low financial and human resources implications.

9. **Maintain and continue using the Outcome Mapping Monitoring and Evaluation Tools**. Link the 35 milestones in the outcome mapping tool with indicators in the logframe and the workplans.

Addressed to	Priority	Timeframe	Resources
Project Management ILO and IOM Country Teams	High	Three months	Medium human resources implications.

10. **Maintain the Technical Working Groups and explore opportunities of expanding their role and function of becoming a peer-exchange and support network, both with national and international (EU, UN) organisations**

Addressed to	*Priority*	*Timeframe*	*Resources*
Project Management National stakeholders	Low	Project timeframe	Low financial and human resources implications.

11. **Improve knowledge management and data coordination, mainly under SO2, in recognising skills and qualifications**. Ensure to provide social partners and the government guidelines on better integrating ESCO classification in the skills recognition process.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office National Stakeholders Donor-EU DG NEAR	High	Three months	Medium financial and human resource implications.

12. **Be more mindful of facilitated migration and involve non-governmental stakeholders and civil society in providing information to migrants about destination countries, visa procedures, skills recognition, human rights and social protection.** Explore new possibilities offered by the post-COVID context to ensure more integration of remote working into national labour market development strategies.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office National Stakeholders Donor-EU DG NEAR	Low	Project timeframe	Medium financial and human resources implications.

1. INTRODUCTION

The African Union Commission (AUC) and its member states adopted on January 2015 the African Union (AU) **Migration Policy Framework for Africa (MPFA**) and its action plan (2018-30). The International Labour Organisation (ILO), the International Organisation on Migration (IOM), in close collaboration with AUC and the United Nations Economic Commission for Africa (UNECA) are implementing the **Joint Labour Migration Programme (JLMP**). These two overarching frameworks and instruments guide policies, rules and practices in the field of migration governance and labour migration and education in African countries.

Continuing the efforts mentioned above, the **EU Emergency Trust Fund for Africa (EUTF**) was established at the Valletta Summit on Migration in November 2015. The North of Africa window of the Fund operates in Morocco, Tunisia, Algeria, Egypt, and Libya. Its objective is to contribute to safe, secure, legal and orderly migration from, to, and within the region and support effective migration management flows that protects human rights.[5]

The MPFA serves as strong guidance for African countries in how to comply with migrants` human rights and international labour standards, how to facilitate safe, orderly and dignified migration, and the facilitation of cooperation in the field of fair and ethical recruitment, approaches that have been mainstreamed into the Valetta Action Plan. The latter represents a valuable addition and innovation in the field of labour mobility, protection and the integration of migrant workers into domestic and international labour markets. In September 2016, ILO supported Tunisia, Morocco, and Egypt to adopt the Hammamet Declaration, which outlined a four-tier strategy supporting migrant workers: 1. Strengthening the social protection of currently uninsured migrant workers; 2. Supporting information and training on migrant workers' rights; 3. Supporting fair recruitment systems for migrant workers; 4. Strengthening dialogue, coordination and cooperation between the three countries.

Morocco is characterised as a country of emigration, transit and, more recently, a host country for migrants. In terms of emigration, it has an ancient tradition of mobility that developed over several migratory periods and targeted increasingly varied destinations over time. Moroccans abroad include a very heterogeneous set of actors ranging from Moroccan workers residing abroad, who constituted the first major waves of contemporary emigration in the early 1960s, to young highly qualified Moroccans of the second generation or emigrated more recently by family, educational or professional choice and whose profile has become strongly feminised.

Moreover, Morocco has also gradually become a country of destination in the past years, and the change in its status has been acknowledged by an exceptional regularisation process in 2014 and 2017 to ensure better integration of immigrants and better management of migration flows as part of a new policy advocated by the King.

The migration policy was initially oriented towards Moroccans abroad, with the creation of a dedicated Ministry in 1990 (The Ministry in charge of Moroccans Living Abroad), the creation of the Hassan II Foundation for Moroccans Abroad in 1990 and the creation of the Council of the Community of Moroccans Abroad in 2007. However, following the regularisation process in 2014, the policy orientations evolved to integrate issues related to immigrants on Moroccan territory.

Migration issues are mainly governed, at the national level, by Law 02-03 of 2003, which sets out the terms of entry and residence of foreigners in Morocco, and by the constitutional reform of 2011, which, on the one

[5] https://ec.europa.eu/trustfundforafrica/region/north-africa

hand, strengthens the place of Moroccans Living Abroad and provides for their participation in political life, and, on the other hand, clarifies the situation of foreigners living in Morocco. In addition, since 2016, Law No. 27-14 on the fight against human trafficking has completed this legal set. In addition, a draft law on asylum has just been introduced into the legislative adoption process, and a draft law on immigration is being prepared. Morocco is also a signatory to several international treaties on human rights and migration and has concluded several bilateral treaties and agreements dealing with migration.

Currently, the New Migration Policy is implemented through two complementary strategies: the National Strategy for MREs (SNMRE), on the one hand, and the National Strategy for Immigration and Asylum (SNIA), on the other. In addition, with the adoption in 2006 of the "National Strategy for Gender Equity and Equality", the gender perspective has been strengthened in the sector in a context of increasing feminisation of migration in Morocco.

The SNMRE and the SNIA are not at the same stage of development. Indeed, the migrant integration sector is a very recent field of action for the vast majority of SNIA public operators, who still face difficulties in integrating these beneficiaries into the number of users of public services. Moreover, even if a large part of the administrative and legal constraints have been lifted, allowing public services to be opened to regularised migrants, for many operators, their care is based on a new profession requiring adaptations in order to take into account the specificity of the migrant public; this involves the refinement of sectoral planning linked to the care of migrants in a context where this remains difficult to control, and few ministerial departments are, therefore, in a position to establish medium and long term forecasts for the integration of migrants.

Although **Tunisia** is considered as a transit country, it is also a country with an emigration. Today, almost 7% of its population live abroad. Having started in the 1950s in the direction of France as a response to a need for unqualified work related to reconstruction, emigration has been increased ever since with diversification of destinations. Apart from professional reasons that constitute the main factor in migration, family reasons and continuing studies are often stated as motivation. [6]

As far as immigration is concerned, Tunisia welcomed in 2019 less than 60,000 foreigners, or under 0.5% of its population. The top sending countries are Algeria, Libya, France and Morocco, whose citizens represent more than 60% of foreigners present in Tunisia. On the other hand, nationals of West African states are relatively few and do not exceed 5% of immigrants. Equally, the number of refugees and asylum seekers is limited to over 5,000 people in 2020, essentially originating from Syria and Côte d'Ivoire. [7]

The migration sector in Tunisia is based on a relatively old institutional framework. Initially constructed around the issue of the diaspora, it got progressively strengthened to open more recently on the subject of foreign residents in Tunisia[8], followed by the creation of complementary structures such as the National Migration Observatory and a Secretariat of State in charge of migration and Tunisians abroad.

In the meantime, Tunisia joined a global commitment to migration, taking into account the protection of migrants, asylum seekers and refugees, including the fight against trafficking in people.[9] Tunisia has developed a National Migration Policy in 2017. Although it has not yet been validated, it never represents a global framework that structures public action.

[6] Talents à l'étranger : Une revue des émigrés tunisiens, OCDE, 2018
[7] www.un.org/en/development/desa/population/migration/data/index.asp
[8] Stratégie Nationale Migratoire, Ministère des Affaires Sociales, Juillet 2017
[9] Cadre de politique migratoire pour l'Afrique révise et plan d'Action (2018 – 2030), Union Africaine, Mai 2018

Egypt `s population of approximately 105 million, is almost one-quarter comprised of youths aged 18-29, representing nearly 80% of those unemployed. As is the case in the wider region, female labour force participation is much lower than that of men (23% vs. 80%).[10]

According to the Egyptian Ministry of Foreign Affairs statistics, at the end of 2018, the number of Egyptians abroad reached more than 10 million, with 64.4% of those living in Arab countries. The remaining 35.6% reside in Europe, North America, and Australia. Hundreds of thousands of Egyptians now work in Libya in the oil and gas industry or the services sector (before 2011, the number ranged between 330,000 and 1.5 million).[11] In parallel, the number of international migrants, including refugees, in Egypt increased from 300,000 in 2010 to reach 543,937 in 2020, with migrants primarily originating from the Syrian Arab Republic, Somalia, Sudan and the Palestinian Territories. By mid-2020, of the total 543,937 migrants in Egypt, 324,736 were refugees and asylum seekers.[12]

Fuelled by the instability in the region and a shift in labour demand in the Gulf countries, Egypt is struggling with the number of Egyptians returning from abroad. Many job opportunities abroad were lost due to political strife in Libya, Iraq, Yemen, and Gulf countries due to crowding out from other nationalities. This development puts additional pressure on the Egyptian labour market in the coming years, Egypt being simultaneously a country of destination, transit and departure for migrants, challenges relating to migration arise resulting from and affecting the country's development.

Given the rising migratory trends, Egypt has taken significant steps towards developing a comprehensive strategy to curb smuggling and trafficking activities on its territory. In October 2016, the Government of Egypt, with IOM support, launched a new "National Strategy on Combating Illegal Migration" for 2016-2026. This strategy has been complemented with an ILO-supported “Action Plan on Institutional Strengthening in the Area of Labour Migration” and a study on "The Recruitment of Migrant Workers from Egypt. The plan and study is the basis for further engagement with the workers`, employers` and private partners` organisations and future capacity-building opportunities. The Central Agency for Public Mobilisation and Statistics (CAPMAS) has also established a Migration Data Analysis Unit with IOM support, which currently analyses labour market needs in Egypt and abroad by sectors and required skills. The lack of information about skills demand in various destination countries makes it difficult for Egyptian authorities to respond to the capacity development needs of migrant workers. ILO and IOM support Egypt in its efforts of developing a labour migration policy and the adoption of a legal text on skill profiles.

Despite several attempts to boost Technical Education and Training (TVET), Egypt is still strengthening its comprehensive strategy for TVET. Over the years, the Torino Process[13] has allowed the identification of priorities for TVET reform, namely: 1. the definition of a vision and strategy agreed by all key stakeholders; 2. the definition of standard processes for qualifications development; 3. the reinforcement of current work-based learning initiatives and the establishment of new innovative initiatives.

5.1. PROJECT BACKGROUND

The International Labour Organisation (ILO), the International Organisation for Migration (IOM), ENABEL, the Belgian Development Cooperation Agency and GIZ, the German Development Cooperation Agency implement the EUTF-funded Programme entitled "Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa" (THAMM). ENABEL joined the Programme in August 2020. The Programme is co-financed under the North Africa window of the EU Emergency Trust Fund for Africa (EUTF) by the European

[10] Project Proposal.
[11] https://www.bpb.de/gesellschaft/migration/laenderprofile/304864/the-egyptian-migration-state
[12] https://www.un.org/development/desa/pd/sites/www.un.org.development.desa.pd/files/undesa_pd_2020_international_migration_highlights.pdf; IOM : World Migration Report 2020.
[13] The Torino Process launched in 2010 is a biannual participatory analytical review of the status and progress of vocational education and training in the ETF partner countries.

Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) with EUR 7 000 000. There are three contracts with the EU: one for ILO IOM, one for GIZ, one for ENABEL. The co-funding from BMZ only benefits GIZ. ILO and IOM implement four of the five Programme objectives within their contract.

The ILO (as the reporting lead) and IOM are implementing partners of the project and will carry out activities under Specific Objectives 1,2,3, and 5, due to their mandate and competence in labour migration governance. The choice of ILO and IOM was justified by their longstanding experience on migration and in particular, legal and labour migration. ILO was founded in 1919 to set labour standards, develop policies and devise programmes promoting decent work for all women and men. One of its unique features is its tripartite approach, bringing together governments, employers, and workers of 187 Member States. It supports national stakeholders' technical, organizational, and institutional capacities to implement international labour standards-related strategies and policies. One of the key pillars of IOM is to support governments facilitate safe and orderly migration. Besides a training manual on labour migration management developed in partnerships with the Organisation for Security and Cooperation in Europe (OSCE), the organisation has been leading efforts to establish International Recruitment Integrity System (IRIS) as a voluntary multi-stakeholder certification system for labour recruiters developed to support ethical recruitment of migrant workers, which has brought together employers, recruiters, and workers groups to define a global standard for ethical recruitment.

The THAMM Programme is a multi-year, multi-country initiative, planned over 36 months between November 2019-October 2022 and covering three countries, Egypt, Tunisia, and Morocco. The inception period report covered the period 1st November 2019 until 29 February 2020. A COVID-19 Mitigation Plan was added at the request of the Contracting Authority, represented by the EU Commission, DG NEAR. Both inception report and mitigation plan were finally approved in May 2020 by the Contracting Authority. The methodological approaches of the programme (virtual and hybrid approaches) followed COVID-19 health regulations, and together with the programme partners, ILO and IOM teams agreed that all the capacity building activities or events would be postponed or re-scheduled for year two and onwards. The commissioning of studies and consultancies, development of tools and online training courses have been prioritized over face-to-face training and events.

The Communication and Visibility Plan of the programme accompanied the Inception report, and it was updated during 2020, reflecting updated disclaimers and the programme`s inter-agency visual identity.

The refined **Communication and Visibility** Plan (see attached) approved with the inception report in May 2020 has been updated to reflect adaptations to the COVID-19 situation, updated disclaimers, and incorporated the programme's inter-agency visual identity.
In July 2021, ILO and IOM started discussions with DG NEAR about the possibility of a no-cost extension of the programme, motivating the request with delays in implementation caused by COVID-19 and the approval of security clearances.

PROJECT OBJECTIVES

THAMM applies a holistic approach to migration at the *technical dimensions* (governance frameworks, skills recognition and qualification, statistical data and information systems) and *end beneficiaries* (integration of foreign workers into labour markets and assistance to national workers seeking employment abroad).

The Programme aims "*to improve the governance of labour migration and the protection of migrant workers in the North of Africa by supporting the development and implementation of coherent and comprehensive policy frameworks guided by relevant human rights and labour standards and based on reliable data and evidence.*"

The overall *outcome* of the Programme is to foster mutually beneficial legal migration and mobility, and ILO and IOM are responsible for achieving it through the following specific objectives and outcomes:

Table 1: Project Specific Objectives (SOs) and Immediate Outcomes

SO 1: Existing national frameworks in the field of migration and mobility are technically supported according to the needs and priorities of the National Government	
Immediate Outcome 1.1 Government authorities in North Africa acquire or improve the knowledge and skills needed to mainstream labour migration into employment and education / training policies and programmes and to increase coherence among relevant policies.	ILO
Immediate Outcome 1.2 Increased key stakeholder understanding of issues related to the fair and ethical recruitment.	IOM
Immediate Outcome 1.3 Increased capacity of relevant institutions to enhance national legislation and/or regulations as well as bilateral or regional agreements related to fair and ethical recruitment	ILO
Immediate Outcome 1.4 Strengthened official systems for matching jobseekers with opportunities on the domestic labour market and abroad and preparing them before departure	IOM
SO 2: Mechanisms for assessment, certification, validation and recognition of migrants' skills and qualifications are improved (Implemented by ILO/IOM)	
Immediate Outcome 2.1 National authorities of North Africa dealing with education and training plan and implement skills development, assessment, and certification policies and programmes to prepare job seekers for labour mobility generally	IOM
SO 3: Migration related knowledge and data management in the field of legal migration and mobility is improved (Implemented by ILO/IOM)	
Immediate Outcome 3.1 Relevant institutions in North Africa have acquired the capacity to produce, collect and analyse labour migration statistics using ILO standard data collection and analysis tools.	ILO
Immediate Outcome 3.2 Relevant institutions in North Africa have acquired knowledge, skills and techniques to use demographic and labour market data to identify and respond to gaps in the national labour market as well as in potential partner countries whose labour market needs align with their own	IOM
SO 5: Cooperation between relevant stakeholders in the field of legal migration and mobility, in particular job placement, is improved	
Immediate Outcome 5.1 National institutions in North Africa countries are capacitated to promote south-south cooperation in labour mobility to the benefit of destination and origin countries as well as migrants.	ILO

These results will be reached if the project will be successful in a timely implementation of the activities outlined below:

Output 1.1.1

1.1.1.1 Carry out country-level case studies to analyse how coherence takes place among employment

1.1.1.2. Develop practical tools to foster coherent rights-based and gender-sensitive labour migration policies and action plans.
1.1.1.3. Develop communication products on migrant workers' rights, in particular on social protection (Egypt and Tunisia)

Output 1.1.2
1.1.2.1. Provide targeted technical assistance and training to enhance the coherence between employment, education/training, social protection and (labour) migration policies.
1.1.2.2. Facilitate the participation of Egypt in a sub-regional workshop on migrant workers' social protection. (Egypt only)

Output 1.2.1
1.2.1.1. Organise orientation sessions, training, and other events on ILO standards and General Principles and Operational Guidelines for Fair Recruitment and the IOM IRIS standard.
1.2.1.2. Organise roundtables with private sector companies to promote fair recruitment and the IRIS standard
1.2.1.3. Conduct sensitisation campaign on fair recruitment processes (Tunisia and Morocco)

Output 1.3.1
1.3.1.1. Review national legislation and/or regulations in terms of international obligations.
1.3.1.2. Support the piloting of the ILO Fair recruitment approach and intervention tools and IOM IRIS ethical recruitment standard. (Egypt and Morocco)

Output 1.3.2
1.3.2.1. Technical assistance to draft model contracts based on ILO standards and model BLA agreement.
1.3.2.2. Set up and support the operationalisation and implementation of fair, ethical recruitment programmes and model employment contracts

Output 1.4.1
1.4.1.1 In-depth mapping of current institutional frameworks and practices that provide potential migrant workers with career counselling, job matching, and pre-departure orientation (PDO), building on existing institutional assessments where available
1.4.1.2 Development of a regional PDO guide, outlining the minimum standards and good practices that PDO should include (as identified through the mapping)
1.4.1.3 Capacity building for relevant institutions aimed at developing at least one tailored, country-specific PDO manual per country using the standards outlined in the regional PDO guide;

Output 1.4.2
1.4.2.1 Joint staff training on counselling, referral and PDO for workers willing to migrate (based on good practices and recommendations resulting from mapping).

Output 1.4.3
1.4.3.1 Pre-departure joint training for selected labour attachés on identifying labour opportunities in the countries to which they are deployed and on bilateral labour migration agreements negotiation

Output 1.4.4
1.4.4.1 Support the relevant authorities to upgrade procedures, manuals, technical equipment, and infrastructure as identified through the mapping and produced through the above activities. (Morocco and Tunisia)
1.4.4.2 Support for implementation and operationalisation of the upgraded procedures, manuals, technical equipment, and infrastructure and monitoring their use and support. (Morocco only)

1.4.4.3 Tracking beneficiaries receiving enhanced guidance, counselling, referral, job matching and PDO and their results on the local and foreign labour markets, including direct feedback to further improve the services and results. (Morocco and Egypt)

Output 2.1.1

2.1.1.1 Organisation of a tripartite meeting/workshop to develop policies that recognise vocational training diplomas from the beneficiary countries as appropriate qualifications for jobs in main destination countries.

Output 2.1.2

2.1.2.1 Support the relevant national institutions to upgrade curricula and facilities to improve skills development as well as establish or enhance skills qualification frameworks for assessment and certification of skills to meet occupational standards of main destination countries'

2.1.2.2 Development of new procedures and/or implementation/operationalisation plans for recognising migrant workers' vocational training diplomas as a suitable qualification for job placement. (Morocco only)

Output 3.1.1

3.1.1.1. Conduct trainings/workshops (or other capacity building measures) on how to produce, collect, analyse and use labour migration statistics

Output 3.1.2

3.1.2.1 Production of a North Africa report on labour migration statistics

Output 3.2.1

3.2.1.1 Assess the current capacities among the staff of relevant institutions to analyse foreign and domestic labour market and trends and how these shape potential migration trends, building on and complementing existing assessments where available. (Egypt and Morocco)

3.2.1.2 Conduct training, mentoring, and other forms of capacity building on techniques to identify potential sectors and corridors for labour migration based on skills complementarity

Output 5.1.1

5.1.1.1 Organization of regional conferences on intra- and/or inter-regional mobility, including BLAs, Hammamet Programme for Action (opened to the participation of other North African countries) and support to the RSMMS network, among others

Output 5.1.2

5.1.2.1 Consultations to develop specific, pilot south-south labour mobility programmes that incorporate good practices, model contracts, PDO, etc. conducted. (Tunisia and Morocco)

Output 5.1.3

5.1.3.1 Facilitation of a joint mission to one Gulf country

PROGRAMME GOVERNANCE STRUCTURE

During the Inception phase and subsequent months, coordination structures were agreed upon and established between implementing agencies at the overall THAMM programme level as well as between the ILO and IOM.[14] The German Development Agency (GIZ) responsible for the implementation of Specific Objective 4 of the overall programme (not under this evaluation), and the Belgian Development Agency (ENABEL) that joined the programme in December 2019, is also included in these structures.

[14] Project proposal.

The following **coordination processes** have been established and take place regularly:

- Monthly DG NEAR – Implementing agencies meeting (coordinated by one implementing agency per quarter in turn)
- Bi-monthly inter-agency coordination meetings (ENABEL, GIZ, ILO, IOM) (coordinated by one implementing agency in turn)
- Monthly inter-agency email updates to the EU Delegations (EUDs) in each country (coordinated by one implementing agency in turn) since April 2020 for Egypt, and May 2020 for Morocco and Tunisia
- Weekly ILO-IOM coordination meetings (project managers level)
- Programme Coordination Units (PCUs) monthly and ad hoc meetings in each of the three countries (inter-agency country teams with ad hoc participation from project managers)

At the national level, the Political Coordination Committee (PCC) involves all relevant stakeholders and implementing agencies, and they are tasked with reviewing progress in the project implementation and provide recommendations to the project management. The Technical Coordination Committee (TCC) complements the PCC and is tasked with reviewing national work plans and validating key outputs. The Programme Coordination Unit (PCU) coordinates and manages the project at the country level, monitoring the day-to-day activities of the intervention. Tunisia, however, has a different structure: there is no TCC nor PCC, but only a National Steering Committee which gathers 3 times a year.

COUNTRY-LEVEL STAKEHOLDERS

As per the specific approach of ILO to work with national partners, that include government agencies and tripartite constituents, the THAMM project works with a broad range of stakeholders in all three countries.

- **In Egypt**, the Ministry of Foreign Affairs (MoFA), Ministry of Manpower (MoM), the Ministry of State for Emigration and Egyptian Expatriates' Affairs, the Ministry of Social Solidarity (MoSS), the Central Agency for Public Mobilization and Statistics (CAPMAS), the Ministry of Education and Technical Education (MoETE), the Ministry of Higher Education and Scientific Research (MoHESR), the Ministry of International Cooperation (MoIC), the National Coordinating Committee for Preventing and Combating Illegal Migration and Human Trafficking (NCCPIMTIP), and the Ministry of Trade and Industry.
- In **Morocco**, the Ministry of Labour and Professional Integration now Ministry of Economic Inclusion, Small Enterprise, Employment and Skills, the Agence Nationale de Promotion de l'Emploi et des Compétences (ANAPEC), as well as the Centre on Jobs, Migration and Reintegration, the Haut Commissariat au Plan, and the late Delegated Ministry of Moroccans Residing Abroad and Migration Affairs now reintegrated to Foreign Affairs.
- In **Tunisia**, the National Agency for Employment and Independent Work (ANETI) under the Ministry of Vocational Training and Employment and the National Observatory for Migration, the Bureau for Foreign Workforce of the Ministry of Vocational Training and Employment; the National Agency for Technical Cooperation (ATCT); the National Agency for Tunisians Abroad (OTE); the National Social Security Fund (NSSF).

ILO AND IOM MANAGEMENT STRUCTURE

The two organisations agreed on a shared responsibility structure, with ILO having its Sub-regional office in Algiers, the Regional Project Manager in Rabat, with administrative and support staff in Rabat and Algiers, and national coordinating staff and administrative and financial staff in each country. IOM positioned its headquarters in Rabat, where the Regional Project Manager liaises with the ILO regional Project Manager, the donor, and its country-level project coordinators, project officers and assistants to facilitate the implementation of project activities on the ground. In addition, a Cairo-based senior regional thematic specialist ensures coordination with regional project management, other implementing partners, and DG NEAR.

PROJECT THEORY OF CHANGE

The project does not have an explicit Theory of Change (ToC)[15] that explains the problem identified (and its causes) and the logical intervention that is supposed to tackle the issues through a set of assumptions. Having this specificity in mind, the evaluation team reconstructed the Theory of Change based on verifying the activities, outputs, outcomes, and impact of the project on the target groups and checking linkages/assumptions between them, as laid out in the project rationale, logframe and the Theory of Change diagram of the project[16] and reported in the narrative reports. The evaluation team successfully used the feedback received from the external consultant hired by the project at the beginning of 2021, who was tasked with designing a graphic representation of the logical chain of the project, the operationalisation of the logframe, and the creation of the Outcome Mapping Tool. The graphic representation of the ToC can be found in Annex 3 of this report, and the analysis of the assumptions and their linkages to the desired changes are presented in the main finding section.

5.2. EVALUATION BACKGROUND

SCOPE OF EVALUATION

The evaluation covered the Programme implementation from November 2019 to September 2021, in Morocco, Tunisia and Egypt, by ILO and IOM. It was conducted with a strong gender lens and considered non-discrimination (i.e. disability inclusion, women, youths, migrants), social dialogue, tripartism, labour standards, environmental and COVID-19 resilience) principles. The evaluation covered four Specific Objectives (SO) implemented by IOM and ILO, namely SO1, SO2, SO3, SO5.

More specifically, the evaluation assessed the project's situation in each country, and its implementation challenges related to the envisioned changes enshrined in the Theory of Change and logframe. The national dynamics and how the change of attitudes, behaviours and institutional know-how changed policies and practices related to labour migration was analysed through the perspective of ILO and IOM management efforts - evidenced by the desk review and many interviewees` opinions about the added value of the two organisations joining forces in advancing the human rights of labour migrants in the North of Africa regions.

The *evaluation's primary audience* are key government ministries and agencies, social partners, such as workers` and employers` organisations, the donor, and IOM and ILO programme teams to understand what needs to be amended to achieve the objectives of the Programme. This utility-focused approach combines the learned lessons and good practices to help project teams understand how and why the project has advanced and whether it will achieve the specific results in the remaining implementation time.

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation was conducted in the context of criteria and approaches outlined in the ILO internal guide: "*Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation" (version March 25, 2020*).

EVALUATION OBJECTIVES AND CRITERIA

The mid-term evaluation *aimed* to highlight and analyse the results, identify challenges, lessons learnt and good practices, and offer conclusions and recommendations that will help IOM-ILO improve future joint programming and strengthen organisational learning and accountability.

The *main objective* of the mid-term evaluation is to:

- Assess the relevance and coherence of project's design regarding countries needs and how the project is perceived and valued by project beneficiaries and partners.

[15] THAMM Monitoring & Evaluation Consultancy. Inception Report. Kathie Plathonoff, 21 January 2021
[16] 210305 THAMM TOC graph

- Identify the contributions of the project to the SDGs, the country´s UNDAF and DWCPs, the ILO and IOM objectives and its synergy with other projects and programs in both countries.
- Test the overall project theory of change
- Analyse the extent of achievements of outcomes and impact and implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation (positively and negatively).
- Review the institutional set-up, capacity for project implementation and coordination mechanisms.
- Assess the implementation efficiency of the project.
- Review the strategies for outcomes' sustainability and orientation to impact.
- Identify lessons and potential good practices for the tripartite constituents, stakeholders and partners.
- Provide strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives, (including adjustments to the theory of change, gender equality, disability inclusion and COVID-19 resilience).

EVALUATION QUESTIONS

The evaluation team has considered ILO's Internal Guide[17] on how to conduct evaluations considering the COVID-19 implications when reviewing the proposed evaluation questions in the TOR. The ILO and IOM adhere to the United Nations Evaluation Group (UNEG) evaluation norms and standards and the OECD/DAC Evaluation Quality Standards. Therefore, these guiding norms have been taken into consideration. Besides the already available evaluation questions, the evaluation team developed questions related to gender equality and non-discrimination as cross-cutting issues. The proposed evaluation questions are outlined in Table 1.

Table 2: Evaluation Questions

RELEVANCE
1. Is the programme well aligned with the current policies and administrative systems of the host-countries at national and regional levels frameworks such as those of ILO and IOM? 2. Does the programme theory of change present a technically adequate solution to the development problem at hand in terms of link of project outputs, outcomes and impact and its links to external factors.? 3. Have the programme assumptions held true? Were some critical assumptions missed? 4. Are activities and outputs tailored to local needs and the requirements of ownership and accountability? 5. Has the project integrated gender equality, disability inclusion and COVID19 resilience? To what extent has the project integrated the cross-cutting themes in the design? 6. Is the programme working with the right partners to meet the intended outcomes? 7. To what extent do the intended specific outcomes and immediate objectives continue to meet the priorities of the main programme partners (government institutions and social partners including employers and workers organisations)? 8. Have key stakeholders (including employers and workers organizations) participated in the project design and implementation, how? 9. To what extent do the intended specific objectives and immediate outcomes continue to meet the needs of final beneficiaries?
COHERENCE
10.To what extent does the Programme seek and effectively create synergies with other interventions within the agencies and countries UNDSCFs and DWCPs ILO and IOM own outcomes (e.g. P&B)?

[17] *Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation" (version March 25, 2020*).

11. Is the Programme consistent with SDGs 8.8 and 10.7; the Valetta Action Plan domain 2; the EUTF Strategic Objective 3 and EUTF North of Africa Strategic Objective 2?
EFFECTIVENESS
12. To what extent is the Programme reaching its intended outputs and immediate outcomes? Have unintended results of the project been identified? 13.Which have been the main contributing and challenging factors towards the project's success in attaining its targets? Has the project been successful in addressing these obstacles, and how? How did they affect the overall effectiveness of the project? What is the assessment regarding the quality of the project outputs? 14. Are gender equality and disability inclusion effectively integrated in planning and implementation of the programme? 15. How effectively are the project results being monitored? Is the monitoring and evaluation system results-based and facilitates an adaptive management and learning? 16. To what extent has the project management and governance structure worked strategically with IOM and ILO tripartite constituents and stakeholders and partners in the project to achieve project goals and objectives? 17. What is the assessment regarding how the project management has managed the contextual and institutional risks and assumptions (external factors to the project)? 18. Do government and non-government partners perceive their access to resources, including skills and knowledge building, availability of expertise and technical support, enhanced as a result of the Programme? 19. Do partners perceive the resources offered by the programme effective in supporting the achievement of intended programme objectives? 20. To what extent is the COVID-19 pandemic influencing project results and effectiveness and how has the project addressed this influence? Has it been ready to adapt to changes for at least some time from now-on? 21. Does the (adapted) intervention models used in the project suggest intervention models for similar crisis to COVID 19- response?
EFFICIENCY
22. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve project outputs, and especially, outcomes? If not, why and which measures were taken to work towards the achievement of project outcomes and impact? 23. What measures have been put in place to ensure a good management of programme resources? 24. Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets? 25. How has the programme management adapted to the restrictions imposed by the global COVID-19 pandemic to continue to respond to implementation needs?
IMPACT
26.To what extent has the programme been able to influence the integration of labour migration concerns in the priorities and strategies of policymakers and national partners? 27. What are the most significant, expected or unexpected, positive and negative changes observed as a result of the programme at institutional and final beneficiaries levels so far? 28.What do stakeholders perceive to be the significant changes linked to the project contribution to themselves and their institutions? 29. Is the project contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts?
SUSTAINABILITY
30.To what extent did host-country stakeholders participate in the planning and steering of the priorities and activities of the programme?

31. Is the programme supported by government institutions and well-integrated with local socio-political and cultural conditions?
32. Can the types of changes sought by the programme intervention be maintained by partners when donor support is withdrawn? Which are the gaps?
33. To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)?
34. How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 situation in the context of the national responses?
35. Has the project developed and implemented any exit strategy?

An evaluation matrix detailing the evaluation questions, criteria for data collection, data collection methods is included in Annex 3.

5.3. METHODOLOGY AND LIMITATIONS

EVALUATION APPROACHES

As already highlighted, the evaluation was conducted applying a high level of flexibility to address the evolving situation the project encountered during the COVID-19 pandemic and the implications of the crisis on the project.[18]

The proposed programme and process evaluation took a **realist evaluation**, a **theory-based evaluation and a policy evaluation approach,** with the Programme's Theory of Change (ToC) at its core. The realist evaluation approach focused on understanding what worked, why, where, for whom and how, as the processes that led to changes were examined, requiring an understanding of the different social, cultural, historical, political, and other interlinked variables within the context(s) of the evaluation, leading to the linkages in existing labour migration and governance mechanism in terms of their situational relevance to the national counterparts. Therefore, the evaluation team considered analysing how the *main stakeholders* – partner ministries and agencies, government officials, labour migration governance actors, education partners, workers` and trade unions, and social protection actors involved in the regional migration in North Africa and beyond, and migrant workers – including women, youth and people with disabilities - are embedded in a social reality that uses governance frameworks, skills recognition and qualification, combined with statistical data and systems. This reality of context-mechanism-outcome configuration influences how the Programme was implemented and how different actors respond to it.

The **theory-based approach** allowed assessing how project outputs contributed to the desired change envisioned in the ToC of the project. This method allowed the evaluation team to focus on stakeholders' engagement and collecting qualitative information, which has been triangulated and substantiated through other sources, including literature review and monitoring data collected systematically throughout project implementation.

The ***policy evaluation approach*** **-** that analyses the design, implementation and impact of strategies, laws, regulations and policies - supported this exercise in analysing how the Programme is aligned with the legislative, institutional and regulatory policies of host countries in labour migration, including the meeting of SDGs 8.8 and 10.7 and other national and regional migration-related frameworks, such as the Valetta Action Plan, the EUTF Strategic Objective 3 and EUTF North of Africa Strategic objective 2, and countries United Nations Development Assistance Frameworks (UNDAFs) and Decent Work Country Programmes (DWCPs) outcomes relevant for IOM and ILO.

[18] ILO Internal Guide: Implications of COVID-19 on Evaluations in the ILO. 20 March 2020.

The evaluation team also applied principles and methods to pay special attention to gender**,** making sure the evaluation methodology and data collection and analysis methods are gender-responsive and reflect the gender analysis in evaluation findings, conclusions and recommendations.

The Evaluation team mainstreamed ***human rights-based approaches*** throughout the evaluation cycle, looking at how the responsiveness of the state institutions, and key partners such as employers` and workers` organisations, contributed to reaching the Programme's outcomes, with particular attention to non-discrimination, disability inclusion, and COVID-19 resilience.

EVALUATION METHODS

The evaluation team carried out data collection using *remote/virtual* data collection methods. The reason for this option was twofold: (1) most stakeholders are representatives of Government Ministries, workers` organisations, trade union representatives, who all had access to digital means of communication, (2) the situation of COVID-19 in all three countries made it challenging for evaluators to travel in-country, and the evaluation TOR specifically recommended using remote/virtual data collection methodologies.

The evaluation methodology included a combination of qualitative and quantitative methods, focusing on qualitative data gathering.

The desk review phase included revising of the project documentation, Programme logical framework; the Quarterly Flash Reports and programme documents; reports of workshop proceedings, participants` attendance list; governance structures` meeting reviews and important decisions; relevant pieces of research in topics relevant for the evaluation; Communication and Visibility Plans etc.

Key Informant Interviews have been conducted online with 28 programme staff, national government authorities, employers, and workers` organisations.

Quantitative Surveys have been applied online with 11 selected stakeholders in all three countries. The electronic surveys were sent through e-mail to the national Leads or directly to Key Informants indicated in the stakeholder list found under Annex 7. The National Lead in each country assumed a vital coordination role in reaching out to the selected key informants. The proposed survey questionnaire can be found in the Annex 8.

To maximise the number of survey respondents, some strategies were used. The surveys were translated into French and Arabic, and two members from each country team and the National Leads were involved in facilitating and motivating stakeholders` responses.

Data triangulation strengthened the reliability and validity of the data collected. The desk review combined with qualitative and quantitative data through KIIs and survey questions allowed for better triangulation of findings and drawing conclusions and recommendations using a more substantial evidence base.

EVALUATION RATING ASSESSMENT

The evaluation used an adaptation of the Operations Evaluations Department (OED) rating scale, *Harmonized Evaluation Criteria for Outcome Evaluation*, an independent unit within the World Bank [19].
The rating scale of the indicator assessment is presented in Table 2 below.

[19] https://ieg.worldbankgroup.org/sites/default/files/Data/HarmonizeEvalCriteria.pdf

Table 2 : Indicator rating table

CRITERIA	PERCENTAGE	MEANING
Highly Satisfactory	75 – 100 %	Indicators and target are successfully met and the results are fully achieved. There were no shortcomings in the achievement of objectives.
Satisfactory	50 – 75 %	Indicator and target are partly met. The expected results are not yet achieved or the process of achieving them is ongoing. There were minor to moderate shortcomings in the achievement of objectives.
Moderately Unsatisfactory (In Progress)	25 - 49 %	Unsatisfactory - Indicator/target/ output partly met and expected results not achieved. There were significant shortcomings in meeting the desired objectives.
Unsatisfactory	0 - 25 %	There were severe shortcomings in meeting the desired objectives.

SAMPLING

The IOM and ILO Project Team prepared an indicative list of persons to be interviewed and provided it to the Consultant team. The evaluation team strived to interview a relevant and critical number of stakeholders, having in mind ILO's Internal Guide related to conducting evaluations during COVID-19.[20] As such, the evaluation team, by seeking advice from the Evaluation Managers, the Regional Project Managers and the country office staff, prioritised stakeholders with a relevant role and degree of involvement in project implementation.

The evaluation team strived to reach out to as many KIIs as possible and corroborating gender-related information with available data from training and workshop attendance lists and participants` list from the National Planning Workshops, Coordination structure meeting`s participants` list, the first THAMM Regional Conference, and other events.

As such, the following stakeholders were targeted and interviewed:

- IOM and ILO representatives from the ILO Algeria Country Office; ILO and IOM Regional Project Managers; experts involved in the implementation of the project, like advisors and consultants
- Implementing partners from the Government, representatives of key Ministries
- Social partners, including workers` representatives and employers' organizations` representatives

The following table summarizes the number of respondents per type of institution and their gender parity.

[20] Ibid.

Table 3: Number of respondents per type of institutions/actor and their gender

COUNTRY	GOVT.		WORKERS` ORG.		EMPLOYERS' ORG.		EXPERTS		PROJECT STAFF		FEMALE	MALE
	fem	male	fem	male	fem	male	fem	male	fem	male		
ILO REGIONAL OFFICE/ ILO ROAF/Algiers HQ/EXPERTS									5	2	5	2
DONOR-EU DG NEAR									1		1	
MOROCCO	2	1		1	1				2	1	4	2
TUNISIA		3				1			2	1	2	5
EGYPT	5	2					4	2	3		12	4
TOTAL	7	6		1	1	1	4	2	13	4	25	14

Information collected from the 39 KIs and 11 surveys was analysed, and the evaluation team made sure everybody's perspectives were taken on board to ensure their insights were represented in the evaluation report.

EVALUATION MANAGEMENT AND RESPONSIBILITIES

The evaluation is managed jointly by the IOM and the ILO, represented by two evaluation managers, Mr Ricardo Furman from ILO and Mr Sharif Faisal from IOM. The administrative responsibility of the evaluation falls on IOM, but both evaluation managers approved the submitted deliverables.

The evaluation started on 24 September 2021 and was completed by 31 December 2021.

An evaluation team conducted the evaluation, composed of three external and independent Consultants, with one Consultant acting as the Team Leader. The evaluation's duration was 23 calendar days, and the three consultants worked in parallel during the outlined timeframe, with a separate number of days allocated for their assigned tasks.

The evaluation was home-based, therefore, field-based data collection was not envisioned and budgeted for during this evaluation. However, IOM and ILO's project staff help was sought in (1) providing the necessary documentation for the desk review process, (2) initial coordination with the evaluation team on the development of the data collection process, (3) providing up lists of proposed stakeholders to be interviewed, (4)setting up briefing interviews with the Project Team and the donor, the National Leads and national stakeholders. Moreover, the evaluation managers circulate the first draft of the evaluation report to the key stakeholders requesting written comments within ten working days, and consolidate the received written comments to send to the evaluation team.

The evaluation started with the Inception phase commencing on 24 September and the first planning meeting with ILO and IOM Evaluation Managers on 28 September 2021. This first secondary data review and analysis phase ended with the final approval of the Inception report on 21 October 2021, which incorporated the feedback received from the evaluation management in early October. The data collection phase was initially scheduled between 22 October -16 November, including a debrief session about presenting the evaluation findings to key stakeholders and the Project Managers. The initial submission date of the draft evaluation report has been modified to 29 November due to the inability of the evaluators to interview a sufficient number of stakeholders in the initial timeframe. A debriefing meeting was organised with the Evaluation managers and the project teams on 26 November to present findings and elicit existing gaps and inconsistencies. The draft and final evaluation reports were submitted in the period 12 December 2021 -17 March 2022.

LIMITATIONS OF THE EVALUATION

1. The online data collection process was time-consuming and had some limitations, like the availability of interviewees. Delays and postponements of agreed interviews happened; therefore, the evaluation team requested an additional two weeks timeframe for data collection purposes to ensure buy-in and responsiveness from the interviewees.
2. The Evaluators have been advised to reach out to stakeholders through the National Leads or a designated Focal Point either from a Ministry or from the implementing agencies. This process was time-consuming and caused delays in distributing surveys and scheduling interviews.
3. The project started late, therefore, many activities could not be carried out, and the outcomes of training and workshop events measured through the Outcome mapping tool and the acquired knowledge and skills of participants could only be partially assessed. This unfortunate situation led to the evaluation not being able to assess the outcome-level results entirely.
4. The general survey designed for the evaluation consisted of gathering information from all stakeholders and representatives of tripartite constituents. However, the return rate of the surveys was minimal, with the evaluation team receiving only 11 filled survey results from Key Informants (seven from Tunisia and four from Morocco). As such, survey results cannot be considered representative for the sampled categories of respondents.
5. The diversified sources of information enabled the evaluation team to obtain inputs, outcomes, output and process indicators to ensure a proper triangulation of information that supports the assessment of the programme`s progress and results, validation of findings and recommendations. However, as already outlined above, one of the main limitations of this evaluation was the inability of the evaluation team to conduct data collection in the three countries and the limited number of received survey responses.

2. EVALUATION FINDINGS

The overall scoring rate of the project is attributed as ***Satisfactory/Moderately Unsatisfactory.*** The scoring rate is based on the evaluation team's assessment following the document review, including the verification of the TOC, qualitative and quantitative evaluations of available project data, the extent to which the project successfully started to produce results, and the processes that present sufficient evidence of leading to the desired changes.
The analysis of the Results Monitoring Plan that compares achieved results against the set indicators in the logframe, evidence the project`s results are higher in the “Moderately Unsatisfactory” and “Unsatisfactory” grading, indicating the achievement rate of the project results at 50% and below. This situation varies across countries and indicators, meaning a few targets have been already achieved or partly achieved, while the fulfilment of the majority of targets **are on track**. Again, this progress varies across countries. Compared with the Outcome mapping data that measures the progress of activities, the ongoing processes and changes are more visible, showing that a large number of THAMM activities and milestones are on track, becoming operational in the spring and summer of 2021; therefore, their results will be visible at a later stage, subject to the final evaluation of the project. This evidence can be easily corroborated with the achieved milestones recorded under the monitoring and evaluation system of the project, the narrative reports, the opinions and perceptions expressed by many interview respondents, and the limited questionnaire responses.

For a better and more accessible overview of the evaluation findings, and the optimization of the overall analysis, the evaluation team clustered the evaluation questions trying to capture the most important aspects and areas of the evaluation.

RELEVANCE

The evaluation of the project's relevance aimed to determine how the project meets the needs of government institutions, social partners and final beneficiaries and assess to what extent the outputs and outcomes articulated in the project TOC are technically addressing solutions to identified problems in the field of labour migration and skills development. Further, the evaluation looked at how ILO and IOM have adopted gender-sensitive and human rights-based approaches to their work, including environmental concepts and principles and COVID-19 resilience.

EQ1. *Is the programme well aligned with the current policies and administrative systems of the host-countries at national and regional levels frameworks such as those of ILO and IOM?*

Finding 1: Relevance to current policies and administrative systems of the host countries

The project is broadly aligned with international labour and protection standards, and the topic of labour migration and the social protection of migrant workers is of broad interest and per constituents' needs. However, even though international standards are very well reflected in the project's different components, they don't necessarily translate into government priorities.

The project is contributing to the implementation of elements of the *AU Migration Policy Framework* (2006 and its 2017 update) and the *Joint Labour Migration Programme (JLMP*) developed by the African Union Commission (AUC) together with the ILO, IOM and UNECA (2015). In addition, the *EU-AU 2015 Valletta Summit on Migration Action Plan* is a continental framework for mobility and migration supported by the project, together with several ongoing complementary EU-funded and other IOM-ILO programmes in the region.
The desk review results show the Programme is also aligned with the *Global Compact for Safe, Orderly, and Regular Migration (GCM)*[21] at regional (*African Union Migration Policy Framework Plan of Action 2018-2030*) levels. The GCM`s 10 overarching guiding principles and 23 principles cover all aspects of migration, with a special added value on protection, relevant for ILO and IOM mandates. Objectives such as the (a) Collection and utilization of accurate and disaggregated data as a basis for evidence-based policies (Objective 1), (b) the Minimization of the adverse drivers and structural factors that compel people to leave their country of origin (Objective 2), (c) the enhancement of pathways for regular migration (Objective 5), (d) the facilitation of fair recruitment and safeguarding conditions that ensure decent work (Objective 6), (e) the empowerment of migrants and societies to realize full inclusion and social cohesion (objective 16), (f) the investment in skills development and the facilitation of mutual recognition of skills, qualifications and competences (Objective 18), (g) the establishment of mechanisms for the portability of social security entitlements and earned benefits (Objective 22) and (h) the Strengthening of international cooperation and global partnerships for safe, orderly and regular migration (Objective 23), are all overarching components supported by THAMM. IOM`s efforts in addressing migration as a cross-cutting issue were materialized in creating a UN Network on Migration in 2018, with eight agencies, including the ILO, forming its Executive Committee.

The concepts and principles enshrined in these documents have been mainstreamed into the discussion points of the National Programming Workshops that represented the starting point for project implementation.

The intention of influencing national laws and policies at the national level and in South-South and South-North cooperation through capacity development of ILO constituents and advocacy carried out with government counterparts resulted in mainstreaming human-rights-based standards for protecting vulnerable people workers, including women and youth, in project activities. Moreover, ILO's principles and work on fair recruitment align well with IOM`s approaches to protecting and promoting the labour market needs of

[21] Global Compact for Safe, Orderly and Regular Migration
https://refugeesmigrants.un.org/sites/default/files/180713_agreed_outcome_global_compact_for_migration.pdf

refugees or other displaced categories of people. In this regard, the project is well-aligned with the IOM's *Migration Governance Framework (MiGOF)*, which was endorsed by IOM Member States in November 2015, through the Council Resolution 1310, that encompasses a set of three principles and three objectives which, if respected and fulfilled, would ensure that migration is humane, orderly, and benefits migrants and society.[22] At a regional level, the THAMM project aligns with MENA-level objectives and more specific objectives outlined for North Africa, as presented in IOM's *Middle East and North Africa Regional Strategy 2017--2020*, and the updated Middle East and North Africa – Regional Strategy 2020–2024 available since June 2021, which are themselves aligned with MiGOF principles and objectives.

At the national level, the project addresses gaps in existing strategies and policies on labour migration and the human-rights protection of migrant workers.

In **MOROCCO,** the migration policy was initially oriented towards Moroccans abroad, with the creation of a dedicated Ministry in 1990 (The Ministry in charge of Moroccans Living Abroad), the creation of the Hassan II Foundation for Moroccans Abroad in 1990 and the creation of the Council of the Community of Moroccans Abroad in 2007. However, following the regularisation process in 2014, the policy orientations evolved to integrate issues related to immigrants on Moroccan territory.

Migration issues are mainly governed, at the national level, by Law 02-03 of 2003, which sets out the terms of entry and residence of foreigners in Morocco, and by the constitutional reform of 2011, which, on the one hand, strengthens the place of Moroccans Living Abroad and provides for their participation in political life, and, on the other hand, clarifies the situation of foreigners living in Morocco. In addition, since 2016, Law No. 27-14 on the fight against human trafficking has completed this legal set. In addition, a draft law on asylum has just been introduced into the legislative adoption process, and a draft law on immigration is being prepared. Morocco is also a signatory to several international treaties on human rights and migration and has concluded several bilateral treaties and agreements dealing with migration.

Currently, the New Migration Policy is implemented through two complementary strategies: the National Strategy for MREs (SNMRE), on the one hand, and the National Strategy for Immigration and Asylum (SNIA), on the other. In addition, with the adoption in 2006 of the "National Strategy for Gender Equity and Equality", the gender perspective has been strengthened in the sector in a context of increasing feminisation of migration in Morocco.

The SNMRE and the SNIA are not at the same stage of development. Indeed, the migrant integration sector is a very recent field of action for the vast majority of SNIA public operators, despite the fact since 2016 there is a structured and functional GTMA (Groupe de Travail Migration et Asyle) among UN agencies reporting annually against the SNIA workplan. Moreover, even if a large part of the administrative and legal constraints have been lifted, allowing public services to be opened to regularised migrants, for many operators, their care is based on a new profession requiring adaptations in order to take into account the specificity of the migrant public; this involves the refinement of sectoral planning linked to the care of migrants in a context where this remains difficult to control, and few ministerial departments are, therefore, in a position to establish medium and long term forecasts for the integration of migrants.

The migration sector in **TUNISIA** is based on a relatively old institutional framework. Initially constructed around the issue of the diaspora, it got progressively strengthened to open more recently on the subject of

[22] IOM-Migration Governance Framework-MIGOF, https://www.iom.int/sites/g/files/tmzbdl486/files/about-iom/migof_brochure_a4_en.pdf

foreign residents in Tunisia[23], followed by the creation of complementary structures such as the National Migration Observatory and a Secretariat of State in charge of migration and Tunisians abroad.

In the meantime, Tunisia joined a global commitment to migration, taking into account the protection of migrants, asylum seekers and refugees, including the fight against trafficking in people.[24] As a result, Tunisia has developed a National Migration Policy in 2017. Although it has not yet been approved, one of the country's main problems is the inability to validate national strategies and policies, such as the SNE, SNM, SNEI, nevertheless represents a global framework that structures public action.

Given the rising migratory trends**, EGYPT** has taken significant steps towards developing a comprehensive strategy to curb smuggling and trafficking activities on its territory. In October 2016, the Government of Egypt launched a new "National Strategy on Combating Illegal Migration" for 2016-2026. The new 10-year strategy includes a two-year Action Plan for implementation and monitoring. The strategy was spearheaded by the National Committee for Combating and Preventing Illegal Migration (NCCPIM). In addition, a strategy for combatting trafficking in persons was also finalised in 2016 by the National Coordinating Committee on Combatting and Preventing Trafficking in Persons (NCCTIP).

The NCCPIM and NCCTIP have recently been merged into one new coordinating committee (the NCCPIM-TIP), which is the government focal point for coordinating policies in preventing irregular migration and combating smuggling and trafficking of human beings.

The NCCPIM-TIP's mandate is to strengthen the cooperation between and among the National parties (governmental and non-governmental) with regional and international parties to achieve a comprehensive developmental approach to curb irregular migration.

Many interviewed stakeholders agreed that introducing new concepts, like fair and ethical recruitment, requires time for a government institution to accept and to adapt its normative framework, develop policies and operations. A good example is the case of Egypt, where the unfamiliarity of national partners with the ILO and IOM-wording of “fair” and “ethical” in the labour market context and their connotation in Arabic, slowed down the planning phase of the project.

A few stakeholders also mentioned there are visible overlaps in the existing initiatives, studies, and research designed and implemented in parallel. Sometimes, many organisations and institutions work on the same issue without sharing results and building on existing findings. According to one interviewee, in Egypt, for example, there were many youth-related labour migration projects in the last five years, and the question is how all these efforts are building on one another.

EQ2. *Does the programme theory of change present a technically adequate solution to the development problem at hand in terms of link of project outputs, outcomes and impact and its links to external factors?*
EQ3*. Have the programme assumptions held true? Were some critical assumptions missed?*
EQ4*. Are activities and outputs tailored to local needs and the requirements of ownership and accountability?*
EQ5.*Has the project integrated gender equality, disability inclusion and COVID19 resilience? To what extent has the project integrated the cross-cutting themes in the design?*

[23] Stratégie Nationale Migratoire, Ministère des Affaires Sociales, Juillet 2017

[24] Cadre de politique migratoire pour l’Afrique révise et plan d’Action (2018 – 2030), Union Africaine, Mai 2018

Finding 2: Project Theory of Change and Design

For the most part, the assumptions put forward in the Theory of Change remained valid throughout the Project's implementation period. Out of 18 assumptions formulated at the outcome-output level, only four assumptions have been modified, showing a high degree of compatibility with the project`s goals, principles and the needs expressed by governments and tripartite constituents in each country at the National Programming Workshops. The project showed a high degree of flexibility in adjusting to the COVID-19 pandemic but less integration of the cross-cutting themes of gender equality and disability inclusion.

The Theory of Change (TOC) was fundamental to this evaluation, shown by the work done by an external consultant hired by ILO and IOM to review and visualize the TOC within a year into the programme implementation. The objective of this review was to "articulate all specific outcomes and outputs as well as ensure that all programme team members have the same granular understanding of the programme logic and outcomes." [25] However, as already outlined in the methodological section of this report, the ToC hasn`t been explicitly specified, therefore, the evaluators looked into the validity of the TOC, based on desk review, the inputs provided by the external consultant and information received from KIIs.

To achieve the project outputs, the following activities have been planned:

- Under SO1: case studies, pilot intervention and policy workshop, linking employment and education/training; orientation sessions and ethical recruitment workshops; studies, reports and workshops on model employment contracts; pre-departure orientation (PDO) sessions, guides and technical support.
- Under SO2: technical assistance to national institution in elaborating roadmap on mutual recognition of skills; tripartite meetings on vocational training (VT) diplomas
- Under SO3: North-Africa labour migration statistics and training on data collection in this field; Research and capacity building activities on identification of potential labour market
- Under SO5: regional conference on inter-regional mobility and fair migration and two workshops

As a result of these activities, information and tools and technical expertise on labour migration are available; capacities to strengthen national frameworks and understanding of issues related to recruitment are enhanced; model employment contracts are ready to use; counselling, referral systems and training manuals on PDO are available for migrant workers; capacities on labour migration data analysis are strengthened, and regional dialogue on labour migration is initiated.

The specific objectives will be reached if national governments will support labour migration by harmonizing labour market needs with skills development, applying fair and ethical recruitment principles, matching jobseekers' needs with labour market demands nationally and abroad, by using demographic and labour market data for future projections and by sharing all this knowledge and experiences at the regional level, with other emigration and destination countries.

As already highlighted, the majority of the assumptions remained unchanged. The political situation in Morocco and Tunisia, including the diplomatic hurdles with Germany that started in 2020 and continued in 2021 and the security clearance process in Egypt, contributed to altering or invalidating some of the underlying assumptions of the Theory of Change. Other unexpected factors contributing to changed assumptions include i) the unfamiliarity with the "fair" and "ethical recruitment" concepts of the host governments, ii) the recognition of missing capacities to institutionalise the national level policy reforms and iii) unfamiliarity of some national counterparts of how to link the concepts of "fair" and "ethical" to their labour policy.

Relevant examples of the changed assumptions are outlined below.

[25] Inception Report. Katie Planthoff January 2021.

Out of 18 assumptions formulated at the outcome-output level, only four assumptions have been modified. The assumption of Immediate Outcome 1.3, "*Fair and ethical recruitment remains among the political priorities of the target countries"* has been changed to "*There is sufficient interest in the concepts of Fair and Ethical recruitment by target governments to make space for reform*", showing that the concept and practice of fair recruitment doesn`t represent an urgent priority of country governments.

The assumption of Immediate Outcome 2.1, "*There is sufficient coordination of government actors to effect systemic change"* was validated in the following form: "*There is a sufficient level of acknowledgement for the need to improve coordination among government actors to strengthen labour migration governance"*, recognising the need to improve existing coordination mechanisms. For example, in Egypt, the Security Clearance was granted in July 2020, therefore, bilateral meetings with line ministries were not allowed by the government before obtaining security clearance for implementation. This process also caused delays in setting up a governance structure of the THAMM programme. The Egyptian project work plan was adopted only in September 2020 at the National Programming Workshop and was pending endorsement by the Government for a few months.

In Morocco, the project faced significant delays regarding the absence of interlocutors in some key institutions, particularly within MoFA, due to the disappearance of the Ministry delegate for Moroccans Abroad since September 2021.

The assumption for Immediate Outcome 3.1, "*ILO standard tools are compatible with the existing infrastructure in target countries",* has been invalidated by the Programme Management, revealing that ILO International standards are not yet mainstreamed at law and policy level.
The fourth assumption that has been modified changed the wording of the formulation. For Outcome 1.2, instead of "*There is sufficient consensus on measures need to address recruitment malpractices*" the assumption was changed to "*There is sufficient appetite on measures need to address recruitment malpractices*" highlighting an interest, instead of a commonly agreed practice, to change recruitment procedures and processes.

The evaluation found a high degree of compatibility with the project's goals, principles and the needs expressed by governments and tripartite constituents. Even in Egypt, where the approval of the project commencement suffered considerable delays, stakeholders admitted there is a significant sense of ownership and responsibility regarding the proper implementation of the project.
In all three countries, the National Programming Workshop's (NPW) objective was to strengthen and validate the proposed objectives of the THAMM project tailor it to local needs, including changing activities when it was considered necessary. The participants at these workshops agreed on developing workplans that correspond to national priorities which were shared with social partners. Besides aligning the project with existing needs, participants formed the project Technical Coordination Committees (TCC) and governance structure and discussed collaboration and mutual learning among the three countries involved in the region. These events were organized having broad participation of national partners, the EU Member States, diplomatic representatives and the media.
In Tunisia, the participatory approach adopted during the National Programming Workshop was particularly appreciated by the interviewees because they felt that, within the already set structure of the project, the activities specifically formulated for the country are relevant to the specific strategies of their own organizations. They also appreciate that this approach was used even during the implementation. In fact, it was strongly felt that if one of the stakeholders expresses a need or a request, project management is ready to consider it if the request is in line with the project objectives.

During the desk review, the evaluation team could not find significant references on how the project has integrated cross-cutting themes and approaches with a specific analysis of the practical and strategic needs of different categories of migrant workers, like migrants with disability, women and youth. Although, the

information received from the key informant interview reveals the same pattern, a few stakeholders mentioned that youths and women migrants had been the focus of certain project components. This practice shows that the widespread understanding of the gender focus is limited to ensuring equal participation in activities, whereas more structured intervention would be required in order to mainstream gender. The targeting of disabled migrant workers is entirely missing. The same applies to environmental sustainability and the creation of "green jobs", concepts that are entirely missing from project documents and narrative reports but also in the practice of the three countries.

Still, many key informants considered that gender and human rights are more visible than disability inclusion or the creation of green jobs. In Morocco, for example, the training concepts and many policies mention gender and disability, such as the new tools designed by ANAPEC related to the protection of migrant workers. Tunisia also has relevant results, but it is considered an early starter. Desk review shows that regular migration-related documents in the country also address youths' needs.
In line with this assessment, some key informants revealed that although gender data exist in their organisations` database, the interest and focus on disaggregation and following up and updating the information along gender criteria in the database is missing.

However, the project showed a high degree of flexibility in adjusting to the COVID-19 pandemic. The project management successfully prioritized activities that could be carried out remotely, like working on policy papers advocacy tools, organizing online events, and delayed the implementation of face-to-face activities.

According to a few respondents, the program wants to achieve too much, and it`s too ambitious. Although the problem statement of the ToC is not explicitly written, its presence can be seen from the logframe and the logical chain of the activities, outputs, and results/outcomes. Each country has a different context and labour migration policies that were not validated prior to the commencement of the project. Among the three countries, Tunisia is more advanced in fair recruitment, while Morocco had a relatively low level of exposure to the topic. However, it was open and showed interest in exploring the labour migration field and acknowledged its need in the country. In Egypt, national partners agreed to use the term "recruitment" only to avoid misunderstandings related to the definition and interpretations in Arabic of the concepts of "fair" and "ethical".

EQ6.Is the programme working with the right partners to meet the intended outcomes?
EQ7. To what extent do the intended specific outcomes and immediate objectives continue to meet the priorities of the main programme partners (government institutions and social partners including employers and workers organisations)?
EQ8. Have key stakeholders (including employers and workers organizations) participated in the project design and implementation, how?
EQ9.To what extent do the intended specific outcomes and immediate objectives continue to meet the needs of final beneficiaries?

Finding 3: Programme Partners and their needs

The tripartite programme structure of ILO provided the framework of the project, applying an inclusive and collaborative approach of dialogue among government institutions, workers` and employers` organisations, education and training institutions and private companies. However, project partners' perception and motivation to meet project outcomes and objectives are contexts-and culture-specific. The diplomatic tensions between Morocco and Germany, Spain and Algeria, and political tensions in Tunisia, coupled with the ongoing discussion between ILO and the Government of Egypt on recognising the most representative workers` and employers` organisations, delayed the planning and kick-off project. This impasse, coupled with the Egyptian Government focusing their attention more on the Egyptian workers abroad, affects the project's relevance.

ILO and IOM assumed a facilitation role in this process, very well exemplified in the case of Egypt, where while awaiting the security clearance for the project, the Programme Coordination Unit (PCU), through ad-hoc

workshops, managed to lay down the operational steps and workplans of implementation. The appointment of the TCC Chair was debated between the Ministry of Manpower and the Ministry of State for Emigration and Egyptian Expatriates Affairs (MoSEEEA). In contrast, MoFA was decided to chair the PCC. The programme held regular meetings with both the TCC and PCC and ensured that the legal and institutional frameworks match international standards, the vision of skill supply with the existing capacities for training and tools development, and the recognition of skills will gain support in destination countries. Technical Working Groups were created to meet every Specific Objective, and there are interlinkages and synergies among labour mobility strategies and practices.

According to opinions expressed by a few project partners, they have not been consulted in writing the project proposal, but this information is country-specific. In Morocco, under the lead of EUD, there were two consultation meetings before the project agreements, the signature of the contract and the NPW. In other circumstances, participants of the NPWs received an already developed project, with set objectives and outcome-level results that were tailored to national needs. For example, the concepts of fair and ethical recruitment and the creation of green jobs through the environmentally- sustainable lens were relatively new concepts for Egypt's government counterparts and tripartite constituents. The high turnover of staff in ministries and some changes in policy priorities also influenced the way local partners perceived the project, at least in the initial phase. Another important factor worth mentioning is the Ministry of Labour and Education's role in different countries. In Egypt, for example, it is not the Ministry of Labour that deals with migration and not the Education Ministry that manages labour skills projects, therefore government ministries needed more time to decide which department should coordinate, lead, or chair the Programme and the Working Groups and to make the necessary structural adjustments within their own structures. The Egyptian "Action Plan on Institutional Strengthening in the Area of Labour Migration" and the ILO-supported study from 2016 on "The Recruitment of Migrant Workers from Egypt" represented a starting point for discussion among the government and the private sector and IOM on policies that promote workers` rights. ILO`s addition with the mapping of the Egyptian system governing labour migration, distributed as part of the NPW and the Diagnostic study on Fair Recruitment in Egypt: "Analyzing the regulatory framework and actual practices shaping the recruitment of Egyptian workers for the international market" contributed to lay the ground for a solid conceptual and empirical framework about labour migration.
In Morocco, there was already a continuation of previous projects that collaborated with trade unions and the private sector, promoting the principle of ethical recruitment and the right of migrant workers abroad, valued by the federations of employers and trade unions. A good example in this regard is the existence of a Charter with social partners in the country.

In Tunisia, social partners are very much connected with the issue of labour migration and with the project. There are six labour migration centres created for the upskilling of migrant workers, and the signs of migrant workers being integrated into the trade unions are apparent. Considering this solid background, some social partners in Tunisia would have welcomed an earlier engagement in the project, taking part in formulating objectives and outcome-level results, meaning the project was not as relevant to their organization as for the other stakeholders.

However, social partners' presence depends on each country separately. The situation in Egypt is challenging because of the ongoing discussion between ILO and the Government of Egypt on the Most representative workers` and employers` organisations. The Federation of the Egyptian Industry works with ILO on fair recruitment, and IOM will involve them in ethical recruitment. The cooperation between the government and ILO about freedom of association of the workers to organise themselves is promising. So far, one workers` organisation is fully recognized by the government. Still, the Egyptian workers abroad represent a more attractive target group for the country because ILO supports the country government to improve refugees' access and their host communities to educational, employment, and livelihood opportunities through the PROSPECTS project financed by the Government of the Netherlands.

In Tunisia, there was a time when social partners` engagement with the project was minimal due to the political situation in the country, and the whole project experienced a stalemate. Furthermore, the project in Morocco was affected by the national elections and the new government's formation, which also impacted the formation of partnerships between the government and the social partners.

Although the specific objectives and immediate outcomes are expected to contribute to setting the conditions for the needs of final beneficiaries to be met, their potential to affect these needs within the duration of the project is fragile. Their contribution is a rather indirect one. Moreover, a certain amount of time is required before the different institutional, and legal frameworks that the project is set up are operational and effective. For this reason, it is not possible to assess appropriately within the framework of a mid-term evaluation whether intended specific outcomes and immediate objectives continue to meet the needs of final beneficiaries.

COHERENCE

EQ10. To what extent does the Programme seek and effectively create synergies with other interventions within the agencies and countries UNDSCFs and DWCPs ILO and IOM own outcomes (e.g. P&B)?
EQ11. Is the Programme consistent with SDGs 8.8 and 10.7; the Valetta Action Plan domain 2; the EUTF Strategic Objective 3 and EUTF North of Africa Strategic Objective 2?

Finding 4: Programme synergies and complementarity with other interventions within the agencies and countries

The evaluation found important contributions of previous projects to the cause of labour migration and ethical recruitment implemented by both organisations in Morocco, Tunisia, and Egypt. In addition, the programme management successfully developed advocacy tools and materials that enhance the programme's outreach and visibility. The internal monitoring and evaluation tool called THAMM knowledge products, comprising research reports, studies, training curricula and other data stored on the implementing agencies' website, represents an excellent addition to the road towards sustainability of the project.

The IOM project "*Safeguarding migrant workers on the move*" in Egypt, Jordan and Morocco aimed at contributing to the protection of migrant workers on the move in the MENA region, showcasing relevant awareness-raising material in Egypt. The project "Strengthening National Capacities in Applying International Standards to Improve Labour Migration Management in the MENA Region" has also availed baseline material to THAMM, including labour migration management systems mapping in the three countries. In Morocco, the abovementioned project was implemented in continuation of another project, entitled "*Initiative for Ethical Recruitment in Morocco* (IREM)", carried out at the national level by IOM Morocco from March 2018 – May 2019. [26] The latter provided important information for the THAMM project in Egypt for its component of ethical recruitment. In the case of Morocco, it provided solid recommendations for the national policy on employment of migrants in Morocco and placement of Moroccans abroad. Also, in Egypt, the PROSPECTS project represented an important milestone for refugee protection and implicitly addressed the protection issues of migrant workers. ILO`s "*Improving the Governance of Labour Migration and the Protection of Migrant Workers' Rights in Tunisia, Morocco, Libya and Egypt*" (IRAM) is another good example of how already existent studies, pieces of research or projects can pave the way for opening up doors for mainstreaming labour migration standards. In Tunisia, the survey on the impact of the covid of Tunisians abroad was carried out with the "*Appui a la Migration Equitable au Maghreb*" (AMEM) project ILO implements in Tunisia and Morocco, and with the RDPP project of IOM.

[26] Final Evaluation report-IOM.

The evaluation did not find many synergies with ILO and IOM mandates linked to cross-cutting issues. For example, environmental concerns are not visible in the programme outcomes and budget allocation, which applies to migrant workers with disabilities. Even though in the ILO`s Strategic Plan for 2018-2021, the mainstreaming of international standards, social dialogue, and gender equality would gain equal importance, the evaluation did not find an emphasis on the latter, only a slight integration of gender-sensitive indicators into the monitoring and evaluation system.

Despite these shortcomings, the programme management successfully developed advocacy tools and materials that enhance the outreach and visibility of the programme. For example, the joint *Communication and Visibility Plan* has a Newsletter that was issued the first time in February 2021, providing highlights and important information for national partners about the implementation of the THAMM program.

As an innovative tool, the programme also developed an internal monitoring and evaluation tool called THAMM knowledge products, comprising research reports, studies, training curricula and other data stored on the implementing agencies website and can be internally accessed by programme partners and donors.

The Desk review showcased the project`s coherence with the *Valletta Action Plan* domain 2, the EUTF Strategic Objective 3, and EUTF North of Africa Strategic Objective 2.[27]

The *Global Compact for Safe, Orderly and Regular Migration*`s objectives mentioned in the introduction section of this report is aligned with the Sustainable Development Goals (SDGs) objectives to ensure safe, orderly and regular migration through well-managed migration policies, namely with:

- SDG 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all," especially target 8.6, to "by 2020, substantially reduce the proportion of youth not in employment, education or training", and target 8.8 to "protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment;"
- SDG 10 "Reduce inequality within and among countries", especially target 10.7 to "facilitate orderly, safe, and responsible migration and mobility of people, including through planned and well-managed migration policies".

IOM contributed with the *International Recruitment Integrity System (IRIS)* - a voluntary multi-stakeholder certification system for labour recruiters - to support the ethical recruitment of migrant workers. In November 2020, the programme organized a webinar to stakeholders in Morocco, Tunisia, and Egypt to present the Montreal Recommendations on Recruitment, resulting from a global conference organized in Montreal in 2019. The event provided an opportunity for peer-to-peer exchange regarding recruitment regulation and migrant worker protection. The diagnostic study commissioned by ILO in Egypt about the regulatory framework and actual practices of recruitment of Egyptian workers has a strong labour data collection and analysis component as well, that is linked to strategies and indicators on how to achieve SDGs, mainly SDG 10.7, as reported by stakeholders during interviews.

The project shows important linkages not only to regional strategic frameworks, such as the Hammamet Declaration, but continuity with the AMEM and IRAM [28]projects. Furthermore, the German Immigration Act,

[27] THAMM project proposal-Description of the Action

[28] The Italian Agency for Development Cooperation (AICS) and the International Labour Organization (ILO) concluded in May 2018 a partnership agreement for the implementation of AMEM project (Appui à la Migration Equitable pour le Maghreb), to improve the governance of migration and the promotion of fair labour migration in the Maghreb (Libya, Morocco, Mauritania, Tunisia). The main objective of the project was to strengthen the capacities of the constituents in target countries to better manage labour migration and to ensure a continuum of protection of the rights of migrant workers, nationals emigrated and migrants from other countries employed in their territories.

To enhancing the governance of labour migration and the protection of migrant workers' rights in Tunisia, Morocco, Egypt and Libya", the (IRAM) project is executed by the ILO with funding from the Swiss Agency for Development and Cooperation. The project aims to

adopted in March 2020, is closely followed by the project, trying to adapt the skills development component to the identified needs and skills set of migrant workers. In this aspect, IOM`s action plan for implementing SO3 received considerable attention, indicated by a few respondents who highlighted the importance of aligning the process of skills recognition with the actual capacity of local partners to absorb and apply their knowledge on a) how to properly link indicators to SDGs, b) how to determine connections between migration, education and labour indicators, c) how to use big data and information technology, d) how to use the *European Skills/Competences, Qualifications and Occupations* (ESCO)classification to select qualified workers. All the training provided in these areas will need to be followed up by elaborating more for the local partners on using and integrating these tools and principles in their work.

Another feedback that the evaluation received by stakeholders is that the project has a strong linkage with other projects in the region, linking the skills development of women migrants who are attending technical courses in Spain and who will return to their home countries to start their entrepreneurship.

EFFECTIVENESS

EQ12.To what extent is the Programme reaching its intended outputs and immediate outcomes? Have unintended results of the project been identified?
EQ13.Which have been the main contributing and challenging factors towards the project's success in attaining its targets? Has the project been successful in addressing these obstacles, and how? How did they affect the overall effectiveness of the project? What is the assessment regarding the quality of the project outputs?

Finding 5. Programme`s outcomes and contributing and challenging factors toward results

An analysis of the Project's progress against outcome-level indicators for all outcomes makes it clear that the Project, to a large extent, is on track to obtain results. The majority of the targets set in the project and budget (P&B) documents are in progress. The project was the most successful in achieving results under SO1 and advancing slowly under SO2. Initially, results under SO5 were less visible, but the THAMM regional conference and the capacity-building workshops with the Friedrich Ebert Stiftung Foundation of Tunis proved to be very successful. *The highest number of ongoing activities happened under SO1, contributing to a higher implementation rate of activities under SO1. Many of these results are rated as low/medium in their significance level among the overall set of achievable targets, but in the meantime, they have been scored with a medium/high level of contribution to achieve the project objectives, as can be seen in the Outcome Mapping Journal.*

The available post-course evaluation data also suggest that most participants at training events highly value the quality of the training, they acquired more than two skills, and they are using and applying their new skillset at their workplace.[29] Human interactions among ILO and IOM teams and the social dialogue among tripartite constituents are highly valued among project staff and partner organisations. The geopolitical context and the motivation of some partners to participate in the project are cited as the most common impediments in advancing the project.

provide national stakeholders with adequate knowledge, capacities and practical tools to elaborate and implement coherent rights-based and gender-sensitive labour migration policies/strategies, through a highly participatory approach of consultation with social partners and relevant civil society organizations.

[29] Annex 5

The qualitative changes at the personal and institutional level could be only partially assessed, based on data from KII's and the available skill development surveys/questionnaires' results. These results could be verified through two sets of tools the project uses to measure the knowledge and skills of training participants. One tool, entitled *Partners Perception Survey*, contains questions developed for data collection for the THAMM logframe and provides feedback from the partners to THAMM teams on specific activities' impact. The tool was not administered yet by the project due to risk considerations related to partner fatigue. Therefore, there were no answers/data to share with the evaluation team, only the assessment of the nature and type of the survey questions. Another evaluation tool used is the *Response sheets* of course participants, considered post-tests after a training/workshop event. These results have neither been consolidated in a report, therefore, the evaluation extrapolated the existing raw data from the available response sheets. Partial results of these surveys can be seen in Annex 5. Other documents available and used for assessing outcome-level changes in knowledge and skills were the *Outcome mapping journal data and analysis* and the *Outcome Mapping Mock report*.

The achieved results documented till September 2021 are outlined below, and they should be reviewed by using the Performance Assessment table available in Annex 4 of this evaluation:

Immediate Outcome 1.1 Government authorities in North Africa acquire or improve the knowledge and tools needed to mainstream labour migration into employment and education / training and to increase coherence among relevant policies.

Output 1.1.1. Information and tools to promote policy coherence among employment, education/training and migration policies are available to government authorities

Output 1.1.2 Targeted expertise and training workshops on mainstreaming labour migration into employment, education / training and social protection policies are provided

Many targets and set milestones have been achieved under **Immediate Outcome 1.1,** measuring the "*Number of governmental institutions using tools and approaches to analyse coherence between labour migration, employment, education & vocational training, and social protection policies by the end of the programme*".
In Tunisia and Morocco, the mainstreaming of national strategies for employment and the development of constitutional roadmaps for employment are ongoing. In Egypt, MoM is currently working on a national employment strategy focusing on internal and external employment dimensions. Survey response sheets of training participants in Tunisia on the fair recruitment and the Iris training reveal that most training participants found the training event very useful, and they acquired new skills they will apply at their workplace.

Output 1.1.1 proved highly satisfactory results. In Tunisia, there are two ongoing processes a) Mainstreaming of National Migration and International Placement into the National Strategy for Employment, and b) development of the National Strategy for International Employment and the protection of migrant workers` rights (SNEI). The validation workshop was organized in February 2021, and part of this process was the undertaking of a desk review and a diagnosis of the state of governance of labour migration in the country.
In Morocco, the preparatory work to elaborate on the institutional roadmap to enhance policy coherence has been initiated with key national institutions, based on a recent study by IOM on recruitment processes and practices of migrant workers (Moroccans abroad and foreign nationals in Morocco). A Logical Framework for the capacity development of the labour migration government sector was also under discussion as of March 2021.
In Egypt, MoM is currently working on a national employment strategy focusing on both internal and external employment dimensions. THAMM can provide technical support towards strengthening the coherence

between the internal and external dimensions of employment; however, the exact needs are yet to be defined based on consultations with MoM. The development of targeted tools is planned as a follow-up to this first activity.

Output 1.1.2 focuses on training/workshops. In Egypt, it was about developing an Internal Standard Operating Procedures (SoP) within ministries on legal & administrative procedures for labour migration & mobility, aiming to complete at least one by 2022. The development of such SoP in Egypt is ongoing. It will standardize and harmonize the steps and procedures to be taken by all concerned MoM staff members to optimise MoM's work on external employment.

Morocco was successful in organizing three training events – out of nine -on labour migration, namely the a) *Online training course on Fair Recruitment/ILO Standards and General Principles* and *Operational Guidelines for Fair Recruitment and IOM IRIS standards*, b) "*E-learning course on skills dimension of labour migration to promote decent employment for all*", and the c) "*Acadèmie sur le migration de main d`oeuvre qui aura lieu du 9/11-18/12 2020".*

In Egypt, the ILO and IOM supported the participation of two female representatives from the Ministry of Social Solidarity (MoSS) and from the Ministry of State for Emigration and Egyptian Expatriates Affairs (MoSEEEA) in the "*Online training course on Fair Recruitment/ILO Standards and General Principles and Operational Guidelines for Fair Recruitment*".

In Tunisia, three trainings have been organised: a) *Introduction to IRIS Standard*, b) a regional Webinar on the *Montreal Recommendations*, c) the 6th edition of *IOM Summer School on Migration and Employment*, d) a regional meeting on the *New Global Policy Network on Recruitment (GPN*) and e) *ITC's "E-Academy on Labour Migration*". The information session was provided for 23 attachés by the Office for Tunisians Abroad (OTE), as part of the continuous training program for social attachés, where IOM presented the instruments relating to professional mobility between Tunisia and European countries, was also of particular importance under this project component. Results obtained in the survey response sheets of training participants in Tunisia on the fair recruitment and the Iris training reveal that most training participants found the training event sufficiently useful or useful, indicating they have acquired two or more skills during the training. Most of them also expressed they are/will apply the knowledge and skills acquired in their professional life and workspace.[30] In addition, the training events had a very high level of gender parity. The IRIS training had 12 men and 11 women participants, while women were overrepresented in the Fair Recruitment training courses.

Immediate Outcome 1.2 Increased key stakeholder understanding of issues related to the fair and ethical recruitment.
Output 1.2.1. Roundtables and campaigns on ethical recruitment implemented.

Training events in Tunisia has sensitized participants to the Fair Recruitment approach and its various technical dimensions. In Egypt, an action plan is currently under development to identify the way forward and how to best engage stakeholders on issues pertaining to fair and ethical recruitment. An outstanding event under **Immediate Outcome 1.2** was the organization in Egypt of the Regional webinar on the *Montreal Recommendations on Recruitment*, with 40 participants. The number of tools produced for stakeholders exceeded the expectations, as there were three sensitization video clips produced in French, English and Arabic with subtitles, and two Guidance Notes in French (*COVID Recruiters and Employers Guidance note* - translated by IOM Tunisia for Franco-phone countries

[30] Annex 5

Regarding **output 1.2.1**, referring to the number of activities/events explicitly dedicated to raising awareness and sensitivity regarding migration, out of 7 targets, six have been achieved so far. Initially, the target has been set for 14 events, but the Tunisian project reduced the targets to two events.

Out of 327 participants targeted to participate in training and roundtable events, the project managed to train 45 government structure representatives and social partners (21 women and 24 men) through the online ILO e-learning course "*E-learning for Fair Recruitment Procedures for Practitioners*", organized between 7 Sept-16 Oct.2020. This training has sensitized participants to the Fair Recruitment approach and its various technical dimensions (general principles, recruitment practices, professionalization of public and private employment agencies, contract of employment, protection mechanisms, etc.)

In Egypt, an action plan is currently under development to identify the way forward and how to best engage stakeholders on issues pertaining to fair and ethical recruitment. Besides the engagement of government stakeholders, the plan will have an integrated approach focusing on the engagement of trade unions, the private sector, employers' organizations, and relevant chambers of commerce. Initial sectors of interest are the tourism sector, food processing, building and wood, as well as the ready-made-garment sector, which informally hires a high number of migrants and mainly women.

An outstanding event was the organization in Egypt of the Regional webinar on the *Montreal Recommendations on Recruitment*, with 40 participants. Morocco also organized two webinars on *Experience Sharing on Labour Migration Governance* and *Governance of Labour Migration* with ESCO. Tunisia implemented one *Summer School on Migration*, followed by the Global Policy Network meeting to promote ethical recruitment. The Regional webinar on the *Montreal Recommendations* and one training event, "*Introduction to IRIS standard*" completed the training series under this output.
The number of tools produced for stakeholders exceeded expectations. Three sensitisation video clips were produced in French, English and Arabic with subtitles, and two Guidance Notes in French (*COVID Recruiters and Employers Guidance note* - translated by IOM Tunisia for Francophone countries).

Immediate Outcome 1.3 Increased capacity of relevant institutions to enhance national legislation and/or regulations as well as bilateral or regional agreements related to fair and ethical recruitment

Output 1.3.1 Trainings and workshops on international fair and ethical recruitment standards and existing social compliance tools and drafting on legislation are conducted
Output 1.3.2. Model employment contracts aligned to international obligations both for placement abroad and recruitment of foreign workers are available.

Overall, **Immediate Outcome 1.3** produced better results for Egypt and had considerable progress in Tunisia. In Egypt, ILO, in coordination with MoM finalised a "Diagnostic study analysing the regulatory framework and actual practices shaping the recruitment of Egyptian workers for the international market." In Tunisia, IOM supported the design of two guides for employers in ensuring the protection of migrant workers in their operation and supply chain. However, most activities planned under this outcome are still lagging behind and have not yet started.

Under **Output 1.3.1**, to shape the activities on fair recruitment, the ILO, in coordination with MoM commissioned a "*Diagnostic study analyzing the regulatory framework and actual practices shaping the recruitment of Egyptian workers for the international market*." Based on the current information in the reporting documents, the first draft of the study will be presented to the ILO by the end of August/beginning of September. Still, in Egypt, an update based on current reports/studies on the legislative framework, the effective practices of recruitment of migrant workers in addition to the stakeholder's role in the recruitment and inspection process is under review with MoM. A draft action plan for IOM activities about ethical

recruitment, including THAMM activities, has been developed. A meeting was held with MoM, and their initial feedback is being incorporated in the draft.
In Tunisia, IOM supported the design of two guides to help employers respond more effectively to COVID 19 and enhance the protection of migrant workers in the operations and supply chain. These guides have been disseminated to 13 agencies, partner institutions and social partners.

Activities under **Output 1.3.2** regarding model employment contract haven`t been implemented yet.

Immediate Outcome 1.4 Strengthened official systems for matching jobseekers with opportunities on the domestic labour market and abroad and preparing them before departure

Output 1.4.1. Regional and national PDO manuals organized by sectors and foreign markets are available
Output 1.4.2. Trainings for staff on counselling, referral and PDO for potential migrant workers are conducted
Output 1.4.3. Trainings for labour attachés on how to identify labour opportunities are implemented
Output 1.4.4. Capacity building for institutional service providers on how to provide high quality, appropriate guidance, counselling, and job matching are provided

Most activities planned under **Immediate Outcome 1.4** are still lagging behind and not yet started, but with a higher success rate in Morocco and Tunisia in drafting reports about skills development and qualifications framework and assessment of pre-departure orientation. Morocco submitted a draft report about improving national authorities' skills development/qualification frameworks regarding labour market analysis, candidates' preparation, and follow-up. Tunisia launched the study related to "*Mapping the existing services for potential migrant workers and identifying gaps*. Egypt assessed that there is a need for building the capacities of labour attaches expected to travel during the second half of 2022 through training workshops. These workshops will cover ethical and fair recruitment and labour migration in general. The modules' design and the target group's definition are currently under discussion.

Under **Output 1.4.1**, Egypt recruited a consultant to study existing services and frameworks for potential migrant workers in terms of career counselling, job placement, pre-departure orientation. Morocco submitted a draft report about improving skills development/qualification frameworks for national authorities regarding labour market analysis, preparation, and follow-up of candidates. In addition, a workshop organised by ANAPEC redefined orientation processes for potential mobility candidates. In this aspect, the project shows a certain level of gender mainstreaming, directed towards meeting the needs of female agricultural workers who received special attention by creating awareness-raising tools addressed to meet their needs and knowledge.

Tunisia launched the study related to "*Mapping the existing services for potential migrant workers and identification of gaps*". IOM organized, in partnership with Observatoire National des Migrations (ONM), a forum entitled "*Promote Scientific Research for Better Governance of Migration and Employment*", followed by two studies that were carried out by IOM and ONM, respectively: "*The migration of highly skilled Tunisians*", and the "*Analysis of the labour migration management system in Tunisia*".

Under **Output 1.4.3**., It was agreed with MoM in Egypt that there is a need for building the capacities of labour attaches expected to travel during the second half of 2022 through training workshops. These workshops will cover ethical and fair recruitment and labour migration in general. The designing of modules and choosing the target group are currently under discussion.

Morocco is more advanced in the labour attaches capacity development activities, as 23 labour attaches were able to attend an information session organized by OTA with support of IOM.

In Tunisia, five designated participants from ANETI, ATCT and DCPMEOE took part in an online training under the Joint Programme on Labour Migration Governance for Development and Integration in Africa (JLMP).

Under **Output 1.4.4,** in Tunisia, the DGPEMOE has developed a platform for migrant recruitment to offer better service to firms wishing to hire migrant workers, making the entire process digital. In addition, to facilitate access to the online system, an application is being developed. Also, the production of an animated video that will help the companies to understand the recruitment process for migrants and the use of digital applications is ongoing.

Immediate Outcome 2.1 National authorities of North Africa dealing with education and training plan and implement skills development, assessment, and certification policies and programmes to prepare job seekers for labour mobility generally

Output 2.1.1. Tripartite meeting/workshop to discuss how to develop policies that recognize vocational training diplomas conducted.
Output 2.1.2. Tools for skills identification, assessment, certification, recognition of skills abroad are available.

Modest Results could be detected under **Immediate Outcome 2.1**, related to mechanisms for assessment, certification, and validation of migrants` skills. Outcome indicator 2.1.a, showing the "*Number of education/training institutions that have undergone a process of upgrade of curricula and/or facilities and/or establishment of skills qualification frameworks or assessment tools*" in Egypt, presents specific results. In addition, government and CAPMAS representatives participated in training courses supported by ILO and IOM, and a working group coordinated by MOM has been formed to support the implementation of SO2.
This working group's already visible first step was to determine the scope of two research studies, and the requests for proposals have already been launched.

Under **Output 2.1.1**. ILO supported in Egypt the participation of three representatives from MoM in the ITC's e-learning course on "*Skills dimensions of labour migration to promote decent employment for all*."
A working group on SO2 was formed with the participation of the Ministry of Higher Education and Scientific Research (MoHESR), the Ministry of Education and Technical Education (MoETE), MoM and CAPMAS to identify a concrete action plan for the implementation of SO2. Bringing different stakeholders to the table, the group has convened twice and is set to meet regularly. The discussions have ambitious objectives, and if completed, they would considerably advance the achievements under SO2. The project reporting documents highlight that discussions involved a) analysing available data on the sectoral and occupation levels, b)identifying the status quo and way forward in terms of skills assessment and qualification, c) mapping the available technological schools and their international accreditation, the existing vocational training centres and their capacities for potential soft skills upgrade, d) carrying out a comparative study on labour market needs and accreditation in the EU, the Gulf countries and East Asia.
This working group's visible first step was to determine the scope of two research studies, and the requests for proposals have already been launched.

Under **Output 2.1.2**, IOM has coordinated the participation of officials from the three countries, including CAPMAS in Egypt and ANAPEC in Morocco in a training programme organized by the European Training Foundation (ETF) on "*Big Data for Labour Market Intelligence: Online Job Vacancy analysis***."**
In Morocco, 1) a report of mapping of actors involved in the mutual recognition of skills and analysis of past pilot initiatives on skills recognition has been realized, and 2) a Taskforce between DPF, OFPPT and IOM has been formed to elaborate a roadmap on how to mutually recognize skills.

Immediate Outcome 3.1 Relevant institutions in North Africa have acquired the capacity to produce, collect and analyse labour migration statistics using ILO standard data collection and analysis tools.
Output 3.1.1. Training workshops on the collection and analysis of labour migration data for data producers and users are implemented
Output 3.1.2. North Africa report on labour migration statistics available to stakeholders

Immediate Outcome 3.1. could achieve a few but relevant results in Egypt and Tunisia, involving institutions collecting, producing and analysing labour migration statistics or related reports using ILO standards. Through a number of bilateral meetings, CAPMAS and ILO agreed that THAMM will support CAPMAS to conduct a diagnostic study to map and review existing labour migration data collection mechanisms in cooperation with the relevant national partners. Many surveys and reports are in their phase of implementation. Examples of such surveys are on how the project mitigated the Covid 19 impact and how this affected the recruitment cost. Evaluation of pension plans for Moroccans living abroad under covid 19 is also underway, together with assessing vulnerabilities of migrant workers. Progress is also recorded under the JLMP initiative within the labour Migration Statistics component. The ILO through THAMM is supporting the production of the analytical section of the first labour migration statistics report of the Union du Maghreb Arabe, which will include a section on Morocco and one on Tunisia.

For **Output 3.1.1**, within the capacity building interventions of this project component, the ILO in Egypt covered the participation of four female officials from MoM at the ITC's "*E-learning course on measuring and analyzing labour migration*".

Through several bilateral meetings, CAPMAS and ILO agreed that THAMM would support CAPMAS to conduct a diagnostic study to map and review existing labour migration data collection mechanisms in cooperation with the relevant national partners. Accordingly, the ILO has undertaken several consultations with CAPMAS to identify current specific needs and put in place a capacity development plan regarding labour migration statistics and evidence-based policymaking. As a result, the action plan for carrying out the study has been finalised, and the data collection process has already started.

CAPMAS is taking the lead in Egypt in chairing a working group under Outcome 3, and among the tentative plans already agreed are the organisation of a webinar for the working group on the *ILO 2018 Guidelines on international labour migration statistics* and the implementation of a more extended, two-day regional workshop with Tunisia and Morocco, to share information about different experiences on how to diagnose labour migration indicators and develop integrated information systems.

Output 3.1.2 successfully met its targets in conducting at least one field study, research report or other pieces of research. This completion rate is partly achieved due to the project`s lessons learned integration and follow up on results already achieved in Tunisia under ILO`s AMEM project. In the view of contributing to a strategy for improving the matching of Tunisian jobseekers with opportunities in the international and domestic labour market, two studies are under preparation a) "*Evaluation of the Tunisian labour market: identify sectors where there are labour surpluses, and where is labour-shortage"*, and b) "*Study on the international labour market and exploring opportunities for Tunisians to secure employment abroad"*.
Many surveys and reports are in their phase of implementation. Examples of such surveys are how the project mitigated the Covid 19 impact and how this affected the recruitment cost. Evaluation of pension plans for Moroccans living abroad under covid 19 is also underway, together with assessing vulnerabilities of migrant workers.

Progress is also recorded under the JLMP initiative within the labour Migration Statistics component. The ILO through THAMM supports the production of the analytical section of the first labour migration statistics report of the Union du Maghreb Arabe (UMA), which will include a section on Morocco and one on Tunisia. Data

collection for the report has been completed, and the first draft of the descriptive report has been shared and is currently under review. The publication is planned for the end of 2021. In addition, a North Africa report under THAMM, including Egypt, is still planned for 2022.

Immediate Outcome 3.2 Relevant institutions in North Africa have acquired knowledge, skills and techniques to use demographic and labour market data to identify and respond to gaps in the national labour market as well as in potential partner countries whose labour market needs align with their own

Output 3.2.1. Capacity building on techniques to identify potential sectors and corridors for labour migration based on skills complementarity provided.

Under **Immediate Outcome 3.2**, based on CAPMAS' request in Egypt for capacity building in areas of big data, IOM in collaboration with IOM's Global Migration Data Analysis Centre (GMDAC) plan, 19 government officials from Morocco participated in training related to ILO standards and fair recruitment.

Under **Output 3.2.1**, 19 government officials from Morocco participated in training, such as a) *Online training course on Fair Recruitment/ILO Standards and General Principles and Operational Guidelines for Fair Recruitment*, b) *E-learning course on skills dimension of labour migration to promote decent employment for all*, and c) *Acadèmie sur le migration de main d`oeuvre.*

In Egypt, based on CAPMAS' request for capacity building in areas of big data, IOM, in collaboration with IOM's Global Migration Data Analysis Centre (GMDAC) started setting the broad lines for a joint action plan. The plan is aligned with other interventions in the region, mainly in data innovation for migration policy and data disaggregation.

Immediate Outcome 5.1 National institutions in North Africa countries are capacitated to promote south-south cooperation in labour mobility to the benefit of destination and origin countries as well as migrants

Output 5.1.1. Regional conferences and meetings on intra- and/or inter-regional mobility and fair migration conducted
Output 5.1.2. Piloting of south-south labour mobility programmes incorporating knowledge acquired under other outputs / activities is promoted.
Output 5.1.3. Joint mission to one Gulf country conducted

One of the biggest achievements under **Immediate Outcome 5.1** was the 1st THAMM Regional Conference organized online between 5-7 July 2021 entitled "*Labour Migration Responses to the COVID-19 Crisis in European and North African Countries: Strategic and Operational Trends, Lessons and Sharing of Experience.* Also, in Egypt, ILO supports the development of a technical note on the proposed dialogue between Egypt and Jordan around the coordination of the social protection systems of both sides. Best practices and lessons learnt related to implementing south-south mobility have been confirmed through key stakeholders in Morocco.

25 focal points from the RSMMS (Réseau Syndical Migration Méditerranée-Afrique Sub-Saharienne -16 trade unions from Europe and Africa) were trained through the first two online workshops of a series of four in partnership with the network and the Friedrich Ebert Foundation.

The 1st THAMM Regional Conference under **Output 5.1.1**, organized between 5-7 July 2021, received the endorsement of government authorities, national leads and implementing agencies and saw the participation of over 180 stakeholders, involving 40 speakers from a broad range of institutions, geographical coverage, and

fields. An original research paper was published before the conference and shared in 3 languages. In addition, the conference report, also in 3 languages, containing key recommendations that was shared with stakeholders from the entire THAMM database (over 300 recipients).

Egypt updated Output 5.1.3 from “Joint mission to one Gulf country” to “Joint mission to one Gulf or other country in the region to discuss labour migration issues” to reflect its extensive work already underway with Jordan. This collaboration aims to set up bilateral channels for social protection issues for both Jordanian and Egyptian migrant workers. As such, following the bilateral meeting with MoSS on April 12th, a formal request by MoSS was submitted to the ILO for support in developing a Social Security Agreement between the two countries. In response to the request, the ILO coordinated with the ILO Regional Office for the Arab States (ROAS) and ILO Jordan to decide on the next steps with the relevant national partners in Jordan, resulting in a recent visit carried out to Jordan at the end of November 2021.

A full breakdown of the project`s targets and results by countries and achieved milestones is available in Annex 4 and Annex 5 of this evaluation report.

Regarding the project`s ability to reach its goals and targets, the feedback received by the evaluation team from interviews and surveys reveals a general agreement that the project is overambitious in setting up goals and targets. Reasons listed among key factors are the short timeframe through which the projects intend to change structures, legislation and introduce new policies, the fact that objective SO4 (implemented by GIZ), is perceived as standing as a separate building block of the project, and finally, the insufficient resources the project has in order to reach beneficiaries effectively.

The complex environment in which the project operates impacted different actors` engagement and their ability and capacity to comply with deadlines and engage with the implementing agencies. For example, initially, the new government in Tunisia could not indicate for the THAMM project who will be the Technical Lead among the new ministries. As a result, the project's official launch planned for the end of 2020 has been delayed. In addition, the political situation in the country also affected the adoption of the National Employment Strategy.

In Morocco, the diplomatic hurdles with Germany were deteriorating in 2021, which caused tensions with some partners, although indirectly, due to confusions related to funding sources. In addition, the intensification of the irregular migrant crossing over Ceuta, Spain, brought a lot of attention to the situation of migration that could affect THAMM program. Besides these external factors, internal factors, like the election of new executives in national partner institutions.
Despite these impediments, the project managed to overcome difficult situations, like In Egypt, where the change in focal points under MoSEEA was well managed. Moreover, both ILO and IOM teams established a good working relationship with the institution.

A positive perception of the project in all three countries relates to the multi-stakeholder approach and the capacity of the project to bringing together many relevant stakeholders at the discussion table. The fact the project was inspired and designed based on existing studies and pieces of research facilitated not only the mapping of the existing structures, mechanisms and main actors in place in each country in the field of labour migration and mobility, but also the identification of new partners (trade unions in Egypt) and new topics that these stakeholders brought to the table, such as the concept of fair and ethical recruitment, perspectives of looking at migrants not only as individuals needing protection but as workers with human rights, the different needs and interests of employers` organisations.

The following factors have been mentioned by respondents as challenging factors in project implementation a) the overall project design, and the creation of structures and coordination mechanisms b) the administrative work and the monitoring and evaluation system, that takes up enormous time of staff and project managers

to track results and changes c) the external factors, such as the political situation and obtaining security clearances and project approval d) the overlapping of different projects, agencies involved, and government structures that makes it hard for project stakeholders to have a transparent overview of tasks and responsibilities e) despite the fact government structures are very cooperative, the high turnover of staff, mainly at middle-, or junior level professionals, creates the situation that capacity development efforts, like training and workshop results, are lost; the same phenomena applies to some high-level officials, depending on the country and the institution f) change of counterparts, that resulted in sometimes changing national priorities and vision g) lack of institutional capacity of governments, to easily and rapidly adapt to new structures and processes; h) difficult to reach the diaspora community; and i) lack of capacity of national partners and expert organisations in absorbing all the technical knowledge and expertise required from them, without proper capacity development and technology support.

Many respondents agree that engaging government entities in policy development and strategy design require time. However, the project was unsuccessful in anticipating the challenges of time constraints related to obtaining the security clearances and setting up the coordination structures and joint decision-making structures that allow the project to move forward. In addition, the outbreak of the COVID-19 pandemic additionally delayed project implementation, mainly slowing down activities that required physical presence, like training, workshop, and conferences.

Both IOM and ILO and the stakeholders pointed out coordination/communication issues as one of the main challenges. This aspect was mainly due to some factors outlined above and to the highly complex governance structure of the project.

As can be seen from the project results and achievements, many THAMM activities and milestones have become operational in the spring and summer of 2021. The no-cost extension of the project will allow the project management teams in all countries to complete their activities and re-program project funds.

At the same time, feedback from interviewees about conducting social dialogues and setting up consultation mechanisms among the government, trade unions and the private sector was mentioned as being challenging. In Egypt, for example, sometimes there is a need for more time and effort to build up trust and effective and efficient collaboration processes among different groups and institutions

Few respondents mentioned that activities related to research are doable and important, but not necessarily essential to advance the cause of labour migration.
In Tunisia, the interviewees mentioned the most appreciated aspects of the project: the possibility to communicate and exchange among different kinds of organisations and institutions, providing a venue for mutual learning.

EQ14.Are gender equality and disability inclusion effectively integrated in planning and implementation of the programme?
EQ15.How effectively are the project results being monitored? Is the monitoring and evaluation system results-based and facilitates an adaptive management and learning?

Finding 6: Monitoring and evaluation system and adaptive management
Combining the external -EUTF – and internal monitoring and reporting system, structures, and tools is difficult to follow. EUTF reporting is designed differently and relies on many quantitative indicators without providing the option of measuring changes in knowledge, skills, and competencies results that the project intends to capture. Even with a coherent, well-developed monitoring and evaluation system, the evaluators found it challenging to navigate among the different tools used for recording progress. As a result, outcome and output results have been mixed sometimes or double reported. The challenges resulting from the usage of the joint

monitoring and reporting tools have been signalled by project staff, who mentioned they are spending an overwhelming majority of time with monitoring and reporting activities.

The qualitative, outcome-oriented monitoring and evaluation tool was developed only in 2021. Project teams are confident the tool will showcase the results of their work and, most importantly, show ongoing processes and improve communicating project results. The evaluation could not find evidence of mainstreaming disability inclusion and environment-related concepts, strategies, and tools.

The evaluation team could follow the mainstreaming of the sex- and age-disaggregated data in its monitoring and reporting documents. Still, these data were referred mainly to the gender parity of training participants. The interviews in Morocco and Tunisia show that the widespread understanding of the practice of mainstreaming cross-cutting issues is the application of gender quota, which has already been introduced in government programs. However, in Morocco, some interviewees expressed concerns that affirmative measures such as preference for certain social groups might compromise the merit-based approach to recruitment.

It is assessed that IOM has a stronger gender focus on the pre-departure training component, focusing on female seasonal workers. The promotion of human rights can be seen in the promotion of ethical recruitment, social protection, research on migrant workers, pre-departure orientation-related activities.

Additionally, many topics of the 1st Regional Conference also addressed the role of female migrants, while disability inclusion and green jobs creation have a normative aspect, very relevant for the post-COVID period of the project, but not evidenced by the evaluation team.

The project developed a joint Monitoring and Evaluation Strategy, based on the Results-Based Management Approach, besides the EUTF`s own monitoring and reporting system. The standardization of the implemented activities and joint overview of reported data is supposed to respond better to the expectations of the donor, ILO-IOM and the national partners. However, as already highlighted by the external consultant`s Inception report and feedback of project staff, the result matrix was unable to capture enough the changes achieved during ongoing processes and acquired skills and competencies, the qualitative data that was missing from the logframe and the respective qualitative indicators. *"Sometimes we reported 0 because there was no possibility to capture an ongoing process"-mentioned a key informant.*

The evaluation team also concluded that the EU TF logical framework and monitoring system is not effective to capture the changes produced by the project. However, the indicators in the logframe are the ones for which ILO and IOM are accountable to the EU DG NEAR, so relevant data should be collected and recorded accurately. The fact that the evaluators struggled to find evidence about effectiveness clearly shows that the project should improve the EUTF monitoring and reporting.

Fortunately, the external consultant successfully supported the THAMM teams to operationalize the logframe (review for quality, develop a monitoring plan and necessary tools for data collection for indicators) as well as create a monitoring mechanism to complement the logframe and help the teams improve ongoing reporting. The data analysis and visualization were complemented by developing the Outcome Mapping Tools, including the Outcome Mapping Mock report and the ToC graphic.

Part of these tools is the *Partners Perception Surveys***,** a tool/set of questions developed to provide feedback on specific activities' impact. The *Participants` Response Sheets* are course evaluation tools that were used to measure post-test perceptions of training and workshop participants. Despite the initial intentions, the project did not apply systematic pre, and post-training evaluations and the results of the perception surveys were not disclosed at the time of the evaluation. Therefore, the evaluation team could not corroborate the quantitative results with empirical evidence of acquired skills and knowledge and their usage.

Despite these challenges, project staff are confident that with the help of the Outcome Mapping tools, the qualitative results will be reflected in forthcoming Annual Reports.

EQ16.To what extent has the project management and governance structure worked strategically with IOM and ILO tripartite constituents and stakeholders and partners in the project to achieve project goals and objectives?
EQ17.What is the assessment regarding how the project management has managed the contextual and institutional risks and assumptions (external factors to the project)?
EQ18.Do government and non-government partners perceive their access to resources, including skills and knowledge building, availability of expertise and technical support, enhanced as a result of the Programme?
EQ19.Do partners perceive the resources offered by the programme effective in supporting the achievement of intended programme objectives?
EQ20.To what extent is the COVID-19 pandemic influencing project results and effectiveness and how has the project addressed this influence? Has it been ready to adapt to changes for at least some time from now-on?
EQ21. Does the (adapted) intervention models used in the project suggest intervention models for similar crisis to COVID 19- response?

Finding 7: Contextual risk management and strategic partnerships
The weekly and monthly coordination meetings helped reach commonly agreed conclusions and strategies in dealing with project implementation's internal and external risks and threats. Key stakeholders agreed that ILO and IOM were successful in trying to implement a one-UN approach, modelling good working relationships, and avoiding repetitions. The ILO and IOM join cooperation's added value has been seen more useful at the human interaction component than the specific technical expertise per se. THAMM successfully managed the COVID-19 pandemic by adjusting its activities to hybrid work methods. However, the lack of physical interaction and impossibility of having face-to-face discussions and debates in policy work or training participants to experience applying a policy or strategy in practice has consequences in outputs quality and knowledge and skill transfer.

Among the positive aspects that mark the cooperation between the two agencies, interviewees mentioned a) the partnership agreement signed between IOM and ILO in 2020 b) the expertise of ILO in technical aspects related to labour standards, and the agility of IOM to respond quickly to migrant`s protection needs, including fair recruitment c) sharing and relying on both organisations' skills and competencies, like IOM`s good relationship with the media, and the overall mobilization capacity of social partners, d) good quality outputs, like the organization of the 1st regional THAMM Conference, e) designing and collaborating on a "knowledge kodex", that includes more than 40 skills and competencies. However, there are a few challenges in the coordination and implementation capacity due to the overall management structure of the programme. The four agencies -ILO, IOM, ENABEL and GIZ – need to take joint decisions, on an equal basis, including organizing and holding public events. Tunisia has a solid coordination structure, where all partners are working together and providing relevant technical assistance to the government. In Tunisia, interviewees mentioned a fruitful and close ongoing collaboration between ILO and IOM, allowing for complementarity and avoiding overlapping and a prompt reaction when needed. Morocco`s coordination management is weaker, and in Egypt, the trade unions` recognition is still under discussion with a division of work among different agencies and stakeholders.

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The political context posed several challenges the project had to deal with. First, the appointment of the new government in Tunisia and the changes in the ministerial structure saw a swift response from ILO and IOM, who contacted the National Lead and monitored the political situation.

Because the Ministry of Foreign Affairs has prohibited all Moroccan government entities from engaging with any German government entity, bilateral cooperation institutions and foundations in Morocco as of 1st March 2021, GIZ and BMZ decided not to participate in THAMM governance meetings until further notice.

On the same action line, IOM and ILO Morocco team faced difficulty in obtaining appointments with certain governmental entities, which the team suspects due to the confusion that THAMM program being associated with Germany, therefore the IOM and ILO teams tried to clarify the fact that ILO-IOM has a separate contract with EU under THAMM programme in order not to be associated with GIZ/BM and the regional conference adopted a very conservative approach to media coverage with Moroccan media.

Other regional factors played a significant role in the project's way forward. For example, on 24 August 2021, Algeria announced that it was ending its diplomatic relations with Morocco. This resulted in the closing of the Moroccan and Algerian Embassies in each country, which might impact especially ILO, which works as a sub-regional office managed from Algiers.

It is impossible to provide a clear-cut answer to whether or not skills training reached their desired effect since the training satisfaction surveys were not available, and the outcome mapping tools developed by the external consultant are yet to be used systematically, and available data are available very few. However, some indications came from the interviews and surveys. In Tunisia, stakeholders have reasonable satisfaction in acquiring new knowledge and competencies and putting them into practice in their work. Also, resources are considered satisfactory.

The pandemic outbreak resulted in a swift reaction from the Contracting Authority-DG NEAR- and the implementing agencies. As a result, a full COVID-19 Mitigation Plan was developed in April 2020 and approved together with the project Inception report. This plan is regularly updated in each country and follows the government regulations. Country workplans have also been adjusted to the new situation that required postponement of activities and methodologies change. The Communication and Visibility Plan of the project also undergone changes in disclaimers and the inter-agency visual identity.

Related to the restrictions imposed by authorities regarding COVID-19 related freedom of movement, the project worked together to a) use of video conferencing tools in organizing online meetings, b) revision of Workplans, c) postpone activities to the 2nd year of the project, d) use online training platforms, e) focuses on activities which can be carried out remotely, like conducting studies, research, elaboration of ToRs for external consultants, development of SoPs, and f) conduct regular coordination calls with national partners in order to identify priority actions, including finding national partners.

Key stakeholders agreed that ILO and IOM were successful in trying to implement a one-UN approach, modelling good working relationships, and avoiding repetitions. As labour migration is a political issue, this collaboration is needed and valued on a political dimension. On a technical level, the evaluators assessed that there are too many partners in this project, having different mandates, operational procedures, structures and internal decision-making cultures. The ILO and IOM join cooperation's added value has been seen more useful at the human interaction component than the specific technical expertise per se.

An interesting but important element is the mandate and motivation of different government agencies. As already highlighted previously, labour migration sometimes is not within the mandate of the National Lead Agency. Because of the government reshuffle, the Lead Agency lost this aspect from its mandate, which affects the focus and priorities of the respective Ministry. Traditionally, Ministries of Education were not dealing with education of migrant workers, so this new task represents an additional burden to deal with.

The sensitive issue of external interference by ILO and IOM also impacts how national partners understand their ownership over the project.

COVID-19 impacted the project's human interaction side, which was very important and culturally appropriate in the North Africa region. The hybrid methodology applied during the lockdown, including online learning and meetings, represented only a partial solution. Face-to-face encounters, policy discussions, and training are essential methodologies to be restarted soon. Some Interviews results also provided this feedback. For example, in Tunisia, respondents agreed that the flexibility and adaptability of the project and its capacity to carry out at least some of the activities online is very much appreciated. However, some online fatigue is felt, and the need to resume activities in presence is expressed.

EFFICIENCY

EQ22.Have resources (financial, human, technical support, etc.) been allocated strategically to achieve project outputs, and especially outcomes? If not, why and which measures were taken to work towards the achievement of project outcomes and impact?
EQ23.What measures have been put in place to ensure a good management of programme resources?
EQ24.Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
EQ25.How has the programme management adapted to the restrictions imposed by the global COVID-19 pandemic to continue to respond to implementation needs?

Finding 8. Allocation of programme resources and operational efficiency

The project shows financial stability, based on the financial information for the project that was up-to-date and available until the end of 2020. The financial reports for 2021 are not yet available; therefore the evaluation team could not assess the financial and operational efficiency.
As per the ILO-IOM COVID-19 Mitigation Plan[31] , and project reporting, the delivery rates for the project were slowed during the project's first phase of operation, in 2019 and 2020, due to external factors and including delays related to COVID-19. These developments prompted a re-sequencing of project outputs.

External and internal factors, like the diplomatic tensions between Morocco and Germany, and Spain and Algeria, and the political tension in Tunisia, the halting of project activities due to COVID-19 contributed to long delays in project implementation, during which some changes in national priorities emerged, that changed the priorities of some national stakeholders. Feedback from national partners highlighted the need to see more resources allocated to labour migration activities, while project staff expressed the necessity of having more senior-level experts in managerial positions.

A cost-sharing formula to better coordinate inter-agency programmes has been developed among all four agencies-ENABEL, GIC, ILO, IOM – and adopted in July 2020. The objective of this financial instrument is to "allow for a fair distribution of costs and allocation of the responsibility of event organization together with the adoption of common standards to ensure similar service quality across events."[32] It has been used to organise the National Programming Workshop in Egypt the launch events in Morocco and Egypt, and based on the efficiency study carried out by the implementing agencies in 2021, it will be used in the future. However, the evaluation team could not assess the result of the tool's efficiency.

As already highlighted in this report, COVID-19 and other political factors affected the commencement of the project and the rollout of project activities. However, the contracting authority and the implementing agencies showed flexibility in readjusting workplans and postponing/delaying activities.

[31] ILO-IOM COVID 19 Contextual Analysis and Mitigation Plan for the THAMM project (18.04.2020)
[32] ILO-IOM COVID 19 Contextual Analysis and Mitigation Plan for the THAMM project (18.04.2020)

In Tunisia, IOM supported the Ministry of Health in the first equipment and sensibilization campaign on COVID-19 awareness and contacted donors for additional funds to cope with the situation. These measures implied the re-allocation of certain funds. In Morocco, the project developed Standard Operating Procedures (SOPs) for COVID-19 and continued to provide essential assistance with its partners to vulnerable groups, particularly migrant populations. In Egypt, the project management continued to hold regular meetings with ILO Constituents, and the mission developed Standard Operating Procedures for COVID-19.

Due to these factors, the project experienced under-expenditure and re-allocation of funds and could not deliver most of the planned outputs. As a result, some activities have not started at the time of writing this report, determining the project Management to request a no-cost extension of the project that will enable more successful use of time and resources available, health situation allows.

IOM-ILO cooperation is regarded as being useful, enriching, and supportive. The two teams working together helps avoid duplication, overlaps, and creates personal connections. Project Management meets weekly, and there are monthly meetings at the national level. The teams developed a better understanding of who does what, where and how to support each other.

The Project Management developed workplans to specify what was 100 % joint action and which technical inputs fall within each agency`s responsibility to maximise project efficiency. Compared to other joint projects, a few interviewees mentioned this as an exemplary way of working together.
At the national level, the Technical Coordination Committees have working groups in education, labour and expatriates abroad, like in Morocco and Egypt.

The financial support of the project to achieve its objectives is considered sufficient by the project team but insufficient by the national stakeholders. Many of them think that labour migration would need more resources to uptake and deliver on skills development and skill recognition, that is, to reach the beneficiaries. Because of the COVID pandemic, funds haven`t been completely used, therefore, the no-cost extension will allow to roll out the activities for another year.

The COVID-19 Mitigation Plan developed jointly by ILO-IOM served as the guiding document, with additional workplans for Morocco and Tunisia to adapt to the changed circumstances in each country. Changed strategies have accompanied the management decisions of changing working habits and methodologies on how and when to carry out the activities that required face-to-face interactions. The analysis of the adjusted COVID-19 related workplans shows that 17 activities are ongoing in Morocco, one activity is on hold, six activities have been postponed, and two activities need redesign. All these changes will imply budget modifications in the case of four activities, while there is no need for financial adjustments in all other instances.
In Tunisia, 18 activities are ongoing, and nine activities are postponed, with one activity needing change. Budget modifications have been planned for five activities.
Due to the delays incurred with granting the security clearance of the programme in Egypt, COVID-19 did not seriously impact the programming aspect of the THAMM intervention.

The table below summarizes the project operations, in line with the cOVID-19 Mitigation Plan and country-based workplans.

Table 3. Operationalisation of THAMM project activities according to the COVID-19 Mitigation Plan.[33]

Country	On Hold	On-going	Postponed	Redesigned	TOTAL
Tunisia		**18** SO1-13 SO2-2 SO3-1 SO5-2	**8** SO1-3 SO2-1 SO3-4	**1** SO5-1	27
Morocco	**1**	**17** SO1-12 SO2-3 SO5-2	**6** SO1-2 SO3-4	**2** SO1-1 SO5-1	26
TOTAL	**1**	**35**	**14**	**3**	**53**

The data in the table show that most of the activities are ongoing, and the major needs for shifts for re-design are under SO5.

The general agreement is that time constraints are challenging, and this hasn`t been considered when designing the project.

COVID and the remote working environments changed mindsets and working habits, and abilities in using online tools improved. Now, with mainly online events, the project is reaching around 170-180 participants per event, compared to 70 participants usually present in face-to-face interactions. Online activities also contributed to enormous savings, mainly related to funds on logistics and travel expenses. Moreover, instead of international experts, national consultants are preferred.

IMPACT ORIENTATION AND SUSTAINABILITY

EQ26. To what extent has the programme been able to influence the integration of labour migration concerns in the priorities and strategies of policymakers and national partners?
EQ27. What are the most significant, expected or unexpected, positive and negative changes observed as a result of the programme at institutional and final beneficiaries' levels so far?
EQ28. What do stakeholders perceive to be the significant changes linked to the project contribution to themselves and their institutions?
EQ29.Is the project contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts?
EQ30. To what extent did host-country stakeholders participate in the planning and steering of the priorities and activities of the programme?
EQ31. Is the programme supported by government institutions and well-integrated with local socio-political and cultural conditions?
EQ32. Can the types of changes sought by the programme intervention be maintained by partners when donor support is withdrawn? Which are the gaps?
EQ33. To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)?
EQ34. How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 situation in the context of the national responses?
EQ35. Has the project developed and implemented any exit strategy

[33] Egypt activities are implemented as planned

Finding 9: Impact Orientation and Sustainability

The project is on track to laying the ground for an exit strategy and sustainable continuation of the already started activities. Still, measurement of impact and evidence of long-lasting change is too early to estimate at this point of project implementation and under this mid-term evaluation.

While only limited results are observed to date, some already tangible outputs with potentially high impact at the national level are available such as the mainstreaming of labour migration into the Tunisian National Employment Strategy, the development of a draft National Strategy on International Employment, and the protection of migrant workers in Tunisia. Sensitization tools for national institutions have also been developed and finalised.

During implementation, the project management and partners developed a COVID-19 Mitigation Plan that ensures the re-scheduling of project activities will advance according to the schedule. In addition, the creation of the Technical Working Groups that facilitates collaboration, sharing experiences and expertise, and the overarching strategy of linking together the views, policies, and strategies of migrant workers, with protection and education, are innovations that present strong evidence of being sustained after the project ends.

Yet, few of the interviewed stakeholders were directly engaged in the project's design. The project was mainly discussed and designed between the EUTF, ILO, and IOM. At the national planning workshops and launch events in Morocco and Egypt of the THAMM project, participants voiced their clear commitments to ethical recruitment, which can be partly credited to the preparatory work done.

Another possible contribution made by the project is the creation of Technical Working Groups that facilitate collaboration, sharing of experiences and expertise. Complementary to this is the overarching strategy of linking together the views, policies and strategies of migrant workers ` protection with education and the cross-cutting issues of gender, disability and environmental sustainability, even though - as already highlighted previously - the mainstreaming of cross-cutting issues in the project design is not evident, , evidenced by the desk review and mentioned by many interviewed stakeholders.

A few interviewed stakeholders consider the concepts of fair recruitment and the principles of decent work as further additions to their knowledge of what labour migration means and the being aware of the specific needs of women migrant workers.

The research products, such as the study on ethical recruitment in Morocco, were always intended to provide the baseline and its recommendations the foundation for a roadmap to working with the government on elaborating a new employment strategy for Morocco – this is now taking place under the THAMM project. Likewise, the three pieces of research conducted in Egypt on the legal framework for the employment of foreigners, the priority sectors that employ mostly migrant workers, and the study on supply chains are feeding into the policy work and capacity building activities under the project, especially on ethical recruitment.

Most interviewees mentioned that traces of sustainability could be seen and observed, however, at this stage of the project, these are only assumptions without knowing what will happen in the future, after the project ends

Another important and long-lasting change is expected to happen at some process and product level. For example, the close engagement of the social partners with government structures is expected to improve the socio-political dialogue. The training products, curricula, all the tools that incorporate important international standards are expected to be used internally and nationally in all three countries. A relevant example is from Morocco, where the project and ANAPEC developed an audio-visual tool for illiterate migrant workers. The technical working groups represent professional spaces that fill in essential coordination and collaboration needs, hopefully staying after the project's end.

The information management system and the database are also a long-term investments that will utilise local experts and knowledge for its management and future use.

CROSS-CUTTING THEMES

Gender and Non-Discrimination

The project presents weaknesses in mainstreaming cross-cutting issues, like gender disability. For example, during the desk review, the evaluation team could not find significant references on how the project has integrated cross-cutting themes and approaches with a specific analysis of the practical and strategic needs of different categories of migrant workers, like migrants with disability, women and youth. Yet, a few key informants still considered that gender and human rights are more visible than disability inclusion or the creation of green jobs. A few stakeholders mentioned that youths and women migrants had been the focus of specific components of the project.

A good example of mainstreaming gender approaches is the work of IOM focusing on migrant women. According to one key informant, in Morocco, for example, the training concepts and already developed labour migration policies mention gender and disability, as in the new tools designed by ANAPEC related to the protection of migrant workers. The same respondent argues that Tunisia also has very good results. Still, it is considered an "early starter", and that regular migration-related documents also address the needs of youths. The different opinions expressed in KIIs shows that the widespread understanding of the gender focus is limited to ensuring the equal participation of men and women in activities. In contrast, a more structured intervention would be required for mainstreaming gender.

Tripartite Issues Assessment

The tripartite programme structure of ILO provided the framework of the project, applying an inclusive and collaborative approach of dialogue among government institutions, workers' organizations, education and training institutions or employers` organisations and private companies. This structure is sufficiently backed up by government and coordination structures created by the project. An important consideration when looking at governments' interest and priorities, and their engagement with tripartite constituents, is that labour issues and all the associated protection issues - like social protection, organizational safe and health - are not dealt by only by the Labour Ministries, but they fall under the responsibilities of different line ministries, like Foreign Relation, Health, Social Solidarity etc. The project`s educational component added an additional difficulty in how to integrate labour mobility with protection and education. The representation of migrant workers is sometimes challenging due to the dispersed organizational and legal structure, like in Egypt, where the project doesn`t engage with migrant workers. Nevertheless, the evaluation assessed that the involvement of the ILO's tripartite partners in preparations and guidance documents, engaging with Ministries and other stakeholders, participating in roundtables and discussions ensured that their concerns were taken into account, and according to a few respondents, they benefitted a lot, and they would like to continue the social dialogue process in the future as well.

International Labour Standards Assessment

The Tunisian National Employment Strategy, the development of a draft National Strategy on International Employment, and the protection of migrant workers in Tunisia are highly relevant and impactful examples of ILO`s work in mainstreaming international labour standards. The ILO ,with its specific mandate on leading global migration issues, adopts right-based approaches to topics involving labour migration and mobility, a finding that a few stakeholders have highlighted. A key initiative in this work is the fair and ethical recruitment approach, which is one of the key building blocks of THAMM project, and ILO has relevant initiatives in this regard through the IRAM and AMEM projects in all three countries under evaluation. These initiatives paved the way for THAMM in the promotion and application of ILO standards through the strategic documents, such as ILO`s Strategic Plan for 2018-2021, and although THAMM doesn`t target ratification of international labour

migration conventions, the project is set to protect migrant workers. A highly appreciated activity highlighted by national partners is the support the project provides to create the data ecosystem in labour migration, which collates worldwide and country-specific data and is aligned to international labour migration and protection standards.

Environmental Sustainability

The project, as a whole, is assessed as missing opportunities to strengthen environmental sustainability and the creation of green jobs, which is one of the recent cross-cutting issues adopted by ILO in its strategic document. However, countries are not yet equipped to deal with this issue because it's a relatively new concept, not even under the THAMM project. The interviewees themselves have confirmed this information.

3. CONCLUSIONS

The project approaches, strategies and practices were innovative and flexible enough to advance the labour migration governance and mobility agenda in Morocco, Egypt and Tunisia. Inspired by other similar projects in the target countries and the North-Africa region, THAMM successfully leveraged national ownership and buy-in of national stakeholders. However, the changing political context, diplomatic tensions and the COVID-19 pandemic came up as solid external factors that slowed down the overall implementation timeline of the project. Still, despite these challenges, the project achieved significant results in its mid-term assessment, with a few targets already achieved and many milestones showing progress for completion.

The main conclusions following the evaluation criterion are as follows:

10. The evaluation found the project highly relevant for government institutions, tripartite constituents, and social partners.
11. The continuous engagement and social dialogue carried out with tripartite constituents lead organisations and institutions toward the internalization of commonly agreed values, principles, and the promotion of international labour migration and protection standards.
12. For the most part, the assumptions put forward in the Theory of Change remained valid throughout the Project's implementation period, and the four modified assumptions mainly relate to national priorities and existing systemic mechanisms that guide labour migration and mobility.
13. The evaluation found significant contributions of previous projects concerning ethical recruitment, implemented by IOM and ILO in Morocco, Tunisia and Egypt.
14. An analysis of the Project's progress against *outcome*-level indicators for all outcomes makes clear that the Project, to a large extent, is on track to obtain results. Most of the targets set in the project and budget (P&B) documents are in progress, but few targets have been met. The project was most effective under SO1 and showed fewer results under SO2.
15. The project's complexity affects the monitoring and reporting system, which is overloaded with different tools that are not synchronized and make it difficult for the project to track and capture quantitative and qualitative results.
16. ILO and IOM successfully implemented a one-UN approach, modelled good working relationships, and avoided overlapping or duplication in implementing their activities. Moreover, the ILO and IOM joint cooperation's added value has been recognized as even more helpful at the level of human interaction between individuals and teams.
17. The creation of the Technical Working Groups, which facilitate collaboration, sharing experiences and expertise, and the overarching strategy of linking together the views, policies, and strategies of migrant workers ` protection with education and skills development, are viewed as essential contributions of THAMM with high potential of sustainability.
18. Overall, the project contributed to protecting human rights in general, but the project presents weaknesses in mainstreaming cross-cutting issues, such as disability inclusion and environmental sustainability. Youths and women migrants have been the focus of specific components of the project,

reflected mainly in the work of IOM. The tripartite programme structure of ILO provided the framework of the project, applying an inclusive and collaborative approach of dialogue among government institutions, workers' organizations, education and training institutions or employers` organisations and private actors.

4. LESSONS LEARNED

1. **Social dialogue** processes are appreciated and considered very beneficial, but they should be more structured and separated at the decision-making and operational levels to achieve better effectiveness. For example, setting up sectoral sub-groups whose conclusions feed into the discussions at the political level might produce more relevant results.
2. **Projects aiming at policy changes need an appropriate timeframe**, therefore, the normal cycle of 3 years might not be enough to achieve the expected changes. Thus, longer timeframes should be foreseen or less ambitious actions.
3. **Training and sensitisation activities should be foreseen continuously,** using different methodologies such as refresher training, workshops, roundtable discussions.
4. **The integration of cross-cutting themes of gender equality and disability inclusion should be strengthened at every step of the project cycle**, including the knowledge and awareness of stakeholders in these areas.

5. EMERGING GOOD PRACTICES

1. **The project developed a joint Monitoring and Evaluation Strategy, based on the Results-Based Management Approach, besides the EUTF`s monitoring and reporting system**. This methodology will capture the changes achieved during ongoing processes and acquired skills and competencies by the stakeholders.
2. **The project developed standards (checklists) and cost-sharing formula for joint national events** and meetings of national governance structure, and who is to organize which event throughout the programme.

6. RECOMMENDATIONS

To assure coherence and clarity of the evaluation results, the evaluation team linked the findings with evaluation questions and criteria formulated in the evaluation matrix attached to this report. The conclusions have been drawn based on their direct link with the overall findings, followed by recommendations that emerged from conclusions.

Table 4: Evaluation Findings and Recommendations

RELEVANCE **Finding 1: Relevance to current policies and administrative systems of the host countries** The project is broadly aligned with international labour and protection standards, and the topic of labour migration and the social protection of migrant workers is of broad interest and in accordance with constituents` needs. The relevance of applying international standards of labour migration in host countries doesn't necessarily translate into government priorities
RECOMMENDATION 1: Share achievements, good practices and benefits of labour migration and protection of bilateral and multilateral agreements with host governments. Use advocacy tools, audio-

visual products, exchange visits with national counterparts to ensure the necessary buy-in of national experts for international collaboration and cooperation.

Addressed to	Priority	Timeframe	Resources
Project Management ILO and IOM Country teams	Medium	Six months	High financial and human resources implications.

RECOMMENDATION 2. Support social partners and the government in absorbing the technical inputs provided by the project in the field of labour migration statistics and in collecting, disaggregating, storing and disseminating data based on cross-cutting issues. Ministries and stakeholders involved in managing the migration data ecosystem should work together to define the sources of migration data and ensuring access to available resources and databases.

Addressed to	Priority	Timeframe	Resources
Project Management ILO and IOM Country teams National Stakeholders	Medium	One year	Medium-financial and human resources implications.

RECOMMENDATION 3. Ensure that the training and capacity building activities in data management have quality content and that the methodology is adapted so it is fully applicable according to local needs, in the areas of a) alignment of data with national-level SDG`s, b) linkage between migration, education and labour statistics.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office Donor-EU DG NEAR National Stakeholders	High	Three months	Low financial and human resources implications.

RELEVANCE

Finding 2: Project Theory of Change and Design

For the most part the assumptions put forward in the Theory of Change remained valid throughout the Project's implementation period. The project showed a high degree of flexibility in adjusting to the COVID-19 pandemic but less integration of the cross-cutting themes of gender equality, and disability inclusion.

RECOMMENDATION 4: Systematically apply social inclusion/human rights principles. Gender equality and the inclusion of people with disability that were identified as the most pertinent cross-cutting issues for THAMM should be mainstreamed at all pillars of the program. To this aim, **the project stakeholders should be trained on diversity and inclusion in general, and in the field of labour migration in particular. Additionally, the programme/project proposal should integrate gender-responsive situational analysis that would analyse how the intervention will affect women, men and gender relations in the countries of implementation. The capacities of governments, workers` and employers` organization to mainstream gender and to monitor gender equality should be reflected in the M&E system of the programme/project**.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office Donor-EU DG NEAR	Low	Project timeframe	High financial and human resources implications.

RELEVANCE

Finding 3: Programme partners and their needs.

The tripartite programme structure of ILO provided the framework of the project, applying an inclusive and collaborative approach of dialogue among government institutions, trade and workers' unions, education and training institutions and private companies. Project partners' perception and motivation to meet project outcomes and objectives is very much context-, and culture-specific.

RECOMMENDATION 5. Expand the online resource library already developed within THAMM, coupled with developing online training courses in the field of labour migration and protection, that could be accessed by project participants.

Addressed to	*Priority*	*Timeframe*	*Resources*
Project Management ILO Regional Office IOM Morocco Office	Low	Project timeframe	Medium financial and human resources implication.

COHERENCE

Finding 4: Programme synergies and complementarity with other interventions within the agencies and countries

The project demonstrates a strong internal and external coherence, both internally, within the agencies, and with other projects and strategic frameworks at the regional level. THAMM represents a successful continuation of previous projects implemented by both IOM and ILO in all three countries. The advocacy tools, knowledge products, visibility materials enhance the outreach and the visibility of the joint programme.

RECOMMENDATION 6. Develop an Action Plan on how to share and disseminate the existing research papers, studies conducted within the project timeframe. Make sure all the relevant stakeholders, including the Programme Steering Committee and DG NEAR receives the available documentation for future planning and strategy development

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office	High	Three months	Low financial and human resource implications.

IOM Morocco Office ILO and IOM country offices National Stakeholders			

EFFECTIVENESS

Finding 5: Programme`s path of achieving results

The Project to a large extent is on track to obtain results. The majority of the targets set in the project and budget (P&B) documents are in progress, being most effective under SO1. Human interactions among ILO and IOM teams, and the social dialogue among tripartite constituents are highly valued among project staff and partner organisations. The geo-political context and the motivation of some partners in taking part in the project are cited as the most common impediments in advancing the project

RECOMMENDATION 7. Focus more on empowerment and national ownership, by using the already existent skills` training materials for conducting training at national level. Apply a Training of Trainers (ToT) approach to develop national capacities, in order to foster cooperation and collaboration in the North-Africa region.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office National stakeholders	Medium	Six months	High financial and human resources implication.

RECOMMENDATION 8. Develop "labour migration and protection" key term glossaries for national counterparts, using country-specific Arabic language (for Egypt and Morocco, for example).

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office	High	Three months	Low financial and human resources implications.

EFFECTIVENESS

Finding 6: Monitoring and evaluation and adaptive management system

EUTF monitoring and reporting relies mainly on quantitative indicators, without providing the option of measuring changes in knowledge, skills and competencies. The commitment of THAMM staff and teams to follow and to improve their monitoring and reporting using a qualitative measurement tool contributes to a better capturing of results already in progress.

RECOMMENDATION 9. Maintain and continue using the Outcome Mapping Monitoring and Evaluation Tools. Link the 35 milestones in the outcome mapping tool with indicators in the logframe and the workplans

Addressed to	*Priority*	*Timeframe*	*Resources*
Project Management ILO and IOM Country Teams	High	Three months	Medium human resources implications.

EFFECTIVENESS

Finding 7: Contextual risk management and strategic partnerships

ILO and IOM were successful in trying to implement a one-UN approach, modelling good working relationships, and avoiding overlapping. Project staff considers the added value of the ILO and IOM joint cooperation more useful at the human interaction component, while the Technical Working Groups are seen as innovative initiatives, providing working structures and spaces for collaboration.

RECOMMENDATION 10. Maintain the Technical Working Groups and explore opportunities of expanding their role and function of becoming a peer-exchange and support network, both with national and international (EU, UN) organisations.

Addressed to	Priority	Timeframe	Resources
Project Management National stakeholders	Low	Project timeframe	Low financial and human resource implications.

EFFICIENCY

Finding 8: Allocation of programme resources and operational efficiency

Financial information for the project was up-to-date and available, showing the project is financially stable. External and internal factors prompted a re-sequencing of project deliverables under the no-cost extension phase of the project

RECOMMENDATION 11. Improve knowledge management and data coordination, mainly under SO2, in the field of recognition of skills and qualifications. Ensure to provide guidelines for social partners and the government on how to integrate ESCO classification in the skills recognition process.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office National Stakeholders Donor-EU DG NEAR	High	Three months	Medium financial and human resource implications.

IMPACT AND SUSTAINABILITY

Finding 9: Impact and Sustainability

Measurement of impact and evidence of long-lasting change is too early to estimate at this point of project implementation and under this mid-term evaluation. The project is on track on laying the ground for an exit strategy and sustainable continuation of the already started activities, by developing sustainability plans – COVID-19 Mitigation Plan - and applying for a no-cost extension that allows for continuation of the planned activities.

RECOMMENDATION 12. Be more mindful of facilitated migration and **involve non-governmental stakeholders and civil society in providing information to migrants about destination countries, visa procedures, skills recognition, human rights and social protection.**

Explore new possibilities offered by the post-COVID context, to ensure more integration of remote working into national labour market development strategies.

Addressed to	Priority	Timeframe	Resources
Project Management ILO Regional Office IOM Morocco Office National Stakeholders Donor-EU DG NEAR	Low	Project timeframe	Medium financial and human resources implications.

Annex 1

TERMS OF REFERENCE

Mid-term independent evaluation for the programme

Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)

Project Title:	Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)
Project Countries	Egypt, Morocco, Tunisia
Partners	Governmental and non-governmental actors (including social partners) in the three countries concerned by the labour migration governance
Donor	DG NEAR / EU (The European Union Emergency Trust Fund for Stability and Addressing the Root Causes of Irregular Migration and Displaced Persons in Africa)
Budget in EUR/USD	7 million EUR
Implementation Period	36 months (November 2019 – October 2022)
Type of Evaluation	Independent Mid-Term Project Evaluation
Timing of the evaluation	1 September – 31 October 2021
Contract reference	Agreement Number: T05 - EUTF-NOA-REG-06

1. CONTEXT

THAMM, which stands for "Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa", is an international cooperation programme implemented by the International Labour Organisation (ILO), the International Organisation for Migration (IOM), the Belgian Development Cooperation Agency Enabel and the Deutsche Gesellschaft für InternationaleZusammenarbeit (GIZ) GmbH. Enabel has joined the THAMM programme in August 2020. This programme is co-financed under the North Africa window of the EU Emergency Trust Fund for Africa (EUTF) by the European Union (EU) and the German Federal Ministry for Economic Cooperation andDevelopment (BMZ). The ILO and the IOM implement four (SO1, SO2, SO3 and SO5) of its five Specific Objectives (see below) on funding from the European Union only through Agreement T05 -EUTF-NOA-REG-06.

THAMM proposes to approach labour migration holistically, in terms of both technical dimensions (governance frameworks, skills recognition and qualification, statistical data and information systems) and end beneficiaries (integration of foreign workers into labour markets and assistance tonational workers seeking employment abroad).
The programme aims to improve the governance of labour migration and the protection of migrantworkers in the North of Africa by supporting the development and implementation of coherent andcomprehensive policy frameworks guided by relevant human rights and labour standards and based on reliable data and evidence. These are essential for fair and effective labour migration governanceand decent work. The THAMM Programme builds on the experience of the implementation institutions in North Africa and beyond to foster mutually beneficial migration and mobility for North African countries. The programme addresses both the South-North and the South-South dimensionsof labour migration and mobility through regional dialogue and cooperation. Planned over 36 months, it covers three countries: Egypt, Morocco and Tunisia and is inclusive of and open to otherNorth Africa countries for sub-regional activities.
In addition, THAMM is aligned with existing policy frameworks at the global level (Sustainable Development Goals, Global Compact for Safe, Orderly and Regular Migration), regional (African Union Migration Policy Framework and Africa Plan of Action 2018-2030) and builds on the recommendations of national stakeholders gathered in the consultation phase and during nationalprogramming workshops.
Final beneficiaries of the programme are citizens of North African countries in working age, prone to seek job opportunities (abroad or in their country), and migrants working in North Africa.

The Overall Objective of the programme is to foster mutually beneficial legal migration and mobilityand is achieved through the following specific objectives:

- SO 1: Policy, legislative, institutional and regulatory frameworks in the field of legal migration & mobility are progressively established across the North African countries;
- SO 2: Mechanisms for assessment, certification, validation and recognition of migrants' skills and qualifications are improved;
- SO 3: Migration related knowledge and data management in the field of legal migration and mobility is improved;
- SO 4: Mobility-schemes are established and/or improved (Not implemented under the IOM/ILO Agreement);
- SO 5: Cooperation between relevant stakeholders in the field of legal migration and mobility, in particular job placement, is improved.

2. EVALUATION PURPOSE

The purpose of this mid-term evaluation is threefold:

- Assess the relevance and coherence of project's design regarding countries needs and how the project is perceived and valued by project beneficiaries and partners;
- Identify the contributions of the project to the SDGs, the country´s UNDAF and DWCPs, the ILO and IOM objectives and its synergy with other projects and programs in both countries;
- To test the overall project theory of change
- Analyse the extent of achievements of outcomes and impact and implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively);
- Review the institutional set-up, capacity for project implementation and coordination mechanisms;
- Assess the implementation efficiency of the project;
- Review the strategies for outcomes' sustainability and orientation to impact;
- Identify lessons and potential good practices for the tripartite constituents, stakeholders and partners; and
- Provide strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives, (including adjustments to the theory of change, gender equality, disability inclusion and COVID-19 resilience.

Evaluation findings will be used by the programme teams and stakehoders to understand what, if anything, needs to be amended to increase the likelihood of achieving the programme specific objectives and overall outcome. The evaluation is also expected to document lessons and good practices to ensure those are built upon in the remaining implementation time.

3. EVALUATION SCOPE

The midterm evaluation will cover the three current THAMM implementation countries, namely Morocco, Tunisia and Egypt and both implementing agencies, the IOM and ILO. It will look at the work completed in the first half of the programme, from November 2019 to the beginning of September 2021.

The evaluation should help to understand how and why the project has advanced or is in the wayto obtain (or not obtain) the specific results from outputs, potential outcomes and impact.

4. EVALUATION CRITERIA AND QUESTIONS

The midterm evaluation should look at the relevance, effectiveness, coherence, sustainability and impact of the THAMM programme. The list of questions below is indicative and should be reviewedwith the evaluation managers during the inception phase:

The evaluation questions should integrate gender equality and non-discrimination as a crosscuttingconcern throughout its deliverables and process. Furthermore, it should pay attention to issues related to social dialogue and tripartism, international labour standards and a fair transition on environment issues. Moreover, the impact of the COVID-19 in the completion of the project will be

taken into account. All these aspects should be reflected in the evaluation questions to be finalizedat the Inception report.

Relevance:

- To what extent do the intended specific outcomes and immediate objectives continue to meet the needs of final beneficiaries?
- To what extent do the intended specific outcomes and immediate objectives continue to meet the priorities of the main programme partners (government institutions and social partners including employers and workers organizations)?
- Is the programme well aligned with the current policies and administrative systems of the host-countries at national and regional levels frameworks such as those of ILO and IOM?
- Are activities and outputs tailored to local needs and to the requirements of ownership and accountability?
- Have key stakeholders (including employers and workers organizations) participated in the project design and implementation, how?
- Does the programme theory of change present a technically adequate solution to the development problem at hand in terms of link of project outputs, outrcomes and impact and its links to external factors.?
- Have the programme assumptions held true? Were some critical assumptions missed?
- Is the programme working with the right partners to meet the intended outcomes?
- Has the project integrates gender equality, disability inclusion and COVID19 resilience.
- To what extent has the project integrated the cross cutting themes in the design?

Coherence:

- To what extent does the programme seek and effectively create synergies with other interventions within the agencies and countries?
- Is the programme consistent with SDGs 8.8 and 10.7; the Valetta Action Plan domain 2; the EUTF Strategic Objective 3 and EUTF North of Africa Strategic Objective 2 and countries UNDSCFs a nd DWCPs ILO and IOM own outcomes (e.g. P&B)?

Effectiveness:

- To what extent is the programme reaching its intended outputs and immediate outcomes?
- Have unintended results of the project been identified?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets? Has the project been successful in addressing these obstacles and how? How did they affect the overall effectiveness of the project? What is the assessment regarding the quality of the project outputs?
- Are gender equality and disability inclusion effectively integrated in planning and implementation of the programme?
- How effectively are the project results being monitored? Is the monitoring and evaluation system results-based and facilitates an adaptive management and learning?
- To what extent has the project management and governance structure put in place worked strategically with IOM and ILO tripartite constituents and stakeholders and partners in the project, to achieve project goals and objectives?

- Do government and non-government partners perceive their access to resources, including skills and knowledge building, availability of expertise and technical support, enhanced as a result of the programme?

- Do partners perceive the resources offered by the programme effective in supporting the achievement of intended programme objectives?
- What is the assessment regarding how the project management has managed the contextual and institutional risks and assumptions (external factors to the project)?
- To what extent is the COVID-19 pandemic influencing project results and effectiveness and how has the project addressed this influence? Has it been ready to adapt to changes for at least some time from now-on?
- Does the (adapted) intervention models used in the project suggest intervention models for similar crisis to COVID 19- response?

Efficiency:

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures taken to work towards achievement of project outcomes and impact?
- What measures have been put in place to ensure a good management of programme resources?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
- How has the programme management adapted to the restrictions imposed by the global COVID-19 pandemic to continue to respond to implementation needs?

Impact:

- To what extent has the programme been able to influence the integration of labour migration concerns in the priorities and strategies of policymakers and national partners?
- What are the most significant, expected or unexpected, positive and negative changes observed as a result of the programme at institutional and final beneficiaries levels so far?
- What do stakeholders perceive to be the major changes linked to the project contribution on themselves and their institutions?
- Is the project contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts?

Sustainability:

- To what extent did host-country stakeholders participate in the planning and steering of the priorities and activities of the programme?
- Is the programme supported by government institutions and well-integrated with local socio-political and cultural conditions?
- Can the types of changes sought by the programme intervention be maintained by partners when donor support is withdrawn? Which are the gaps?
- To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)?
- How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 situation in the context of the national responses?
- Has the project developed and implemented any exit strategy?

5. EVALUATION METHODOLOGY

The evaluation should begin with a programme documents review. IOM and ILO will provide the necessary documentation, including the approved programme proposal; work plans; activity and project reports, M&E tools and monitoring data collected, financial data and relevant correspondence. Assuming travel remains restricted, all subsequent data collection shall be done using email, online questionnaires, calls and video interviews with programme staff and stakeholders, unless field visits and face-to-face interviews become possible. An indicative list of persons to be interviewed will be prepared by the THAMM Team in consultation with the evaluator.
The evaluator or evaluation team will be expected to develop a more detailed evaluation methodology at the inception phase to explain how the various criteria will be addressed, using a mixed methodology, including triangulation to increase the validity and rigor of the evaluation findings, engaging with tripartite constituents, stakeholders and partners of the project, as much asfeasible, at all levels during the data collection and reporting phases.
Finally, the evaluator must follow the IOM Data Protection Principles, UNEG norms and standards for evaluation, and relevant ethical guidelines. The independent mid-term evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO and IOM'sevaluation procedures. The evaluation will follow all relevant evaluation guidelines and checklist from ILO and IOM Evaluation Offices to be provided at the start of the inception phase. All deliverables should approved by the evaluation mangers.

The ILO and IOM adhere to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined bythe consultant in consultation with the Evaluation Managers.

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation willbe conducted in the context of criteria and approaches outlined in the ILO internal guide: "Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation"(version March 25, 2020).

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor.

At the data collection phase interviews with project staff, tripartite constituents, stakeholders and partners will be conducted. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager.

A virtual stakeholders' workshop will be organized toward the end of the evaluation, with participation from key stakeholders, ILO and IOM staff and partners. This is an opportunity to present the preliminary findings, invite the participants to validate them and fill in any data gaps. A compilation of a draft evaluation report will follow (see below deliverables for details). The draft will be subject of a methodological review by the evaluation manager, and upon the necessary adjustments, it will be circulated among the key stakeholders. Subsequently, the evaluation manager will consolidate any written the comments and provide to the evaluator - who will develop the finalversion of the report, addressing the comments - or explain the reason for not addressing the comments, if that would be the case.

6. EVALUATION DELIVERABLES AND MANAGEMENT

The deliverables of the evaluation are:

- An **inception report** that outlines clearly the evaluation approach and tools to be used. The inception report must also include an evaluation matrix which includes the methodology to be used, indicators, evaluation questions and detailed work plan.

The inception report will:

- Describe the conceptual framework that will be used to undertake the evaluation;
- Elaborate the methodology proposed in the TOR with changes as required;
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions,(emphasizing triangulation as much as possible) data collection methods, and purposive sampling
- Selection criteria for individuals for interviews (as much as possible should include men youth and women);
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
- Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions;
- Set out the agenda for the stakeholders workshop;
- Set out outline for the final evaluation report;
- Interview guides and other data collection tools

- A **maximum of 30-page long draft evaluation report** in English and without annexes (including an executive summary and outlining the progress of the project indicators, data sources and findings of the evaluation, good practices, lessons learnt, missed opportunities, strengths and failures, gaps and challenges on the design, management and implementation of the project). The draft of the report will be presented to IOM for comments and inputs, after which the evaluator will finalize the report and submit the final evaluation report to IOM.

Evaluation report outline:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms and abbreviations
- Context and description of the project including reported key reported results
- Methodology and limitations
- Findings (this section's content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
- Conclusions
- Recommendations (i.e. for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
- Lessons learned and good practices
- Annexes:

- TOR
- List of persons consulted
- Schedule of work (briefings, data collection, interviews, field visits, workshop/s)
- Documents consulted
- Evaluation matrix
- Data collection tools
- Logical framework analysis matrix
- Lessons learned
- Emerging good practices

- A **final evaluation report** that reflects comments/feedback from stakeholders consolidates by the evaluation managers as well as annexes to include electronic copies of raw data, copies of the data collection tools, the list of staff and stakeholders interviewed or organizations included in surveys. Report submission shall be followed by a **briefing session** to present findings and recommendations shall be schedule with the THAMM team to closer to the date.

- A **two-page evaluation brief** in English, French and Arabic in ILO and IOM formats.

The evaluation will be jointly managed by the ILO and the IOM; this joint management structure willconsist of two evaluation managers representing ILO and IOM. IOM will manage the evaluation administratively but all deliverables will be approved by both evaluation managers.

The evaluation managers is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders;
- Develop the Call for expression of interest and select the independent evaluator;
- Brief the evaluator on ILO and IOM evaluation policies and procedures;
- Initial coordination with the project team on the development of the data collection process and the preliminary results workshop;
- Circulate the first draft of the evaluation report to the key stakeholders requesting written comments within 10 working days;
- Consolidate the received written comments received to send the evaluator and
- Ensure the final version of the evaluation report addresses the stakeholders' comments (or an explanation why any has not been addressed) and meets ILO and IOM evaluation offices requirements.

7. TIMELINE

The evaluation should take approximately 8 weeks at most and begin on the 1st of September at thelatest. Evaluation findings shall be integrated in an annual report and therefore the deadline for thesubmission of the draft report is inflexible. The evaluation will be home-based with in person interaction only if feasible depending on COVID 19 measures in place at the time of the evaluation.

The following is a tentative timeline for the implementation of the evaluation:

No.	Key activity	Deadline
0.	Selection process (Tentative interview date: 26 July)	31 July 2021

1	Desk-based documents review & consultations	06 September 2021
2	Inception report submission	10 September 2021
3	Data collection and analysis	01 October
4	Virtual stakeholders workshop to present preliminary results	10 October
5	Draft report submission	15 October 2021
6	Final report & briefs submission and briefing session	31 October 2021

8. EVALUATION BUDGET AND PAYMENT

The evaluation fee is all-inclusive. The financial proposal should include the evaluator's daily rate and a breakdown of the number of days for each of the tasks planned under the methodology. If travel becomes possible, all costs related to flights, hotel accommodation, evaluation field trips to project implementation sites and any other cost associated with a field evaluation should be indicated as a separate item. Disbursement of the evaluation consultancy fees will be paid upon satisfactory submission and approval by IOM of agreed deliverables.

9. REQUIRED QUALIFICATIONS

The evaluator or evaluation team are expected to have the following minimum qualifications andexperience:

- Minimum master's degree in social research and/or evaluation methods, social science, Development studies, or similar disciplines;
- Minimum of 7 years of experience in evaluating development programmes or initiatives including Theory of change approach on evaluation, Human Rights Based Approach programming, and Results Based Management;;
- Demonstrated knowledge of the Middle East and North Africa (MENA) and familiarity with labour migration issues;
- Knowledge of ILO's roles and mandate and its tripartite structure, and IOM's roles and mandate
- Strong background in local economic and enterprise development as well as Fluency in English and French is required, working knowledge of Arabic is an advantage;
- Demonstrated skills and experience in quantitative and qualitative data collection and related technical and analytical report writing;
- Strong conceptual, analytical and communicational abilities;
- Demonstrated ability to deliver quality assignments under tight timeframes and managing a multi-country evaluation remotely.

Annex 2 Evaluation matrix

TYPE	EVALUATION QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
	1.To what extent do the intended specific outcomes and immediate objectives continue to meet the needs of final beneficiaries?	Evidence of needs assessment at the national level, conducted with migrant workers, including women, youth and people with disabilities. Existent literature confirms the relevance of the project related to migration-related needs in the North-Africa region.	Project Documents Description of the Action Needs assessment/Context Analysis ILO-IOM websites Open source research and publications	Desk review KII
Relevance	2.To what extent do the intended specific outcomes and immediate objectives continue to meet the priorities of the main programme partners (government institutions and social partners including employers and workers organisations)?	Evidence that the project funding and country-level strategies are flexible enough to enable partners to adapt to changing contexts and tailor the country-specific interventions. To what extent do government institutions, employers` and workers` organisations perceive the project as tailored to their priorities in the field of labour migration governance and labour mobility? Progress reports confirm that SO and IO continue to meet the priorities.	Project Documents, including project proposal- Description of the Action Amendment to the Action Document Project Logframe and Budget Consultant Inception report Needs assessment/Context Analysis THAMM project Workplans THAMM National Programming Workshops Annual Intermediate Report. Quarterly Flash reports. ILO-IOM websites Open source research and publications.	Desk Review KII Survey

			ILO, IOM, staff; Ministry officials; Tripartite constituents representatives. Donor representatives.	
	3. Is the programme well aligned with the current policies and administrative systems of the host-countries at national and regional levels frameworks such as those of ILO and IOM?	Alignment with national and regional plans on migration, including country government priorities, as well as with ILO and IOM policies and strategies.	Desk review IOM and ILO standards Valetta Action Plan SDGs UNDevelopment Assistance Framework Decent Work Country programmes	Desk review KII
	4. Are activities and outputs tailored to local needs and the requirements of ownership and accountability?	Situational analysis with need assessment/project appraisal documents has been developed to inform the project. The findings from the above document have been mainstreamed in the log frame To what extent stakeholders have been involved in the design of the project	Document review of political, social, economic context. Project design documentation Country Context and analysis Regional Context and Analysis THAMM project Workplans THAMM National Programming Workshops	Desk Review KII Survey

		To what extent project partners had the chance to identify possible gaps and challenges in the project design and implementation and propose actions for adaptation and mitigation	Annual Intermediate Report. Quarterly Flash reports. Mitigation Plan-COVID-19 adaptation. ILO, IOM, staff; Ministry officials; Tripartite constituents' representatives. Donor representatives	
	5. Does the programme theory of change present a technically adequate solution to the development problem at hand in terms of link of project outputs, outcomes and impact and its links to external factors.?	Number of outputs and outcomes achieved/in process and the adjustments made to achieve impact.	Desk Review Project design Logframe and ToC M&E reports Project Reports Risk and Mitigation Measures	Desk review KII
	6. Have key stakeholders (including employers and workers organizations) participated in the project design and implementation, how?	The extent of participation of project stakeholders in project conceptualization, design, and inception phase.	Document review. Participants` list, governance structures meeting minutes Project reports National Planning Workshops.	Desk review KII Survey

	7. Have the programme assumptions held true? Were some critical assumptions missed?	The degree to which the project assumptions have been designed according to contextual, social, political and migration-, and mobility-related analysis, including needs assessment and baseline data.	Document review of political, social, economic context. Project design documentation TOC graphs Consultant Inception report THAMM ICMPD monitoring and evaluation framework Monitoring and Evaluation Frameworks Outcome Mapping pilot. ILO, IOM, staff Donor representatives Ministry officials; Tripartite constituents' representatives.	Desk Review KII
	8. Is the programme working with the right partners to meet the intended outcomes?	Evidence of needs assessment at the national level, conducted with government institutions and social partners. To what extent do government institutions, employers` and workers` organisations perceive the project as tailored to their priorities in the field of labour migration governance and labour mobility?	Document review of political, social, economic context. Project design documentation Country Context and analysis Regional Context and Analysis	Desk Review KII

	9.Has the project integrates gender equality, disability inclusion and COVID19 resilience?	Content analysis of project documents Number of women, youth, persons with disability participating in project activities. Number of examples provided by Key Informants.	Desk Review Interview transcripts	Desk Review KII Survey
	10. To what extent has the project integrated the cross-cutting themes in the design?	To what degree the concepts of gender, human rights protection, disability inclusion, fair and ethical recruitment, social collaboration, and environmental protection have been mainstreamed into project activities, SO and IO? Stakeholders find that cross-cutting issues are an inseparable part of the program activities. Stakeholders have the skills to integrate cross-cutting issues.	Document review of political, social, economic context. Project design documentation TOC graphs Consultant Inception report THAMM ICMPD monitoring and evaluation framework Monitoring and Evaluation Frameworks Outcome Mapping pilot. Narrative Reports. Communication and Visibility Plan. ILO, IOM, staff Donor representatives Ministry officials; Tripartite constituents' representatives.	Desk Review KII Survey

	11. To what extent does the Programme seek and effectively create synergies with other interventions within the agencies and countries?	To what extent does the project reinforce efforts that already started within IOM and ILO by representing a continuation of previously implemented projects and positive dynamics? The perceptions of stakeholders and partners that the new tools developed by the IOM-ILO partnership advance the cause of migration and labour mobility in all three countries and North Africa.	Project Documents, including project proposal- Description of the Action Amendment to the Action Document Project Logframe and Budget Needs assessment/Context Analysis THAMM project Workplans THAMM National Programming Workshops Annual Intermediate Report. Quarterly Flash reports. ILO-IOM websites Open-source research and publications. ILO, IOM, staff; Ministry officials; Tripartite constituents' representatives. Donor representatives.	Desk Review KII Survey

Coherence	12. Is the Programme consistent with SDGs 8.8 and 10.7; the Valetta Action Plan domain 2; the EUTF Strategic Objective 3 and EUTF North of Africa Strategic Objective 2 and countries UNDSCFs and DWCPs ILO and IOM own outcomes (e.g. P&B)?	The number of strategic priorities covered by the project, related to SDG 8.8 and 10.7; the Valetta Action Plan. Match between the strategic priorities chosen by the project from the main international and national strategic frameworks and IOM-ILO and partners` perceptions about key labour mobility and migration challenges.	Project Documents, including project proposal-Description of the Action Amendment to the Action Document Project Logframe and Budget Needs assessment/Context Analysis THAMM project Workplans THAMM National Programming Workshops Annual Intermediate Report. Quarterly Flash reports. ILO-IOM websites Open-source research and publications. ILO, IOM, staff; Ministry officials; Tripartite constituents representatives. Donor representatives.	Desk Review KII

Effectiveness	13. To what extent is the Programme reaching its intended outputs and immediate outcomes? Have unintended results of the project been identified?	The degree to which reached milestones, achieved outputs and already visible changes the project managed to attain. Perceptions of stakeholders and partners about unintended results of the project.	Document review of political, social, economic context. Project design documentation TOC graphs Consultant Inception report THAMM ICMPD monitoring and evaluation framework Monitoring and Evaluation Frameworks Annual Intermediate Report. Flash Quarterly reports. Outcome Mapping pilot. Visibility products. Various training, capacity development and workshop reports and materials. ILO, IOM, staff	Desk Review KII Survey

			Donor representatives Ministry officials; Tripartite constituents' representatives.	
	14. Which have been the main contributing and challenging factors towards the project's success in attaining its targets? Has the project been successful in addressing these obstacles, and how? How did they affect the overall effectiveness of the project? What is the assessment regarding the quality of the project outputs?	Evidence that the project has recognised challenges in implementation, including the impact of COVID-19, and initiated steps for adaptation and mitigation measures. Perceptions of stakeholders about the project's capacity to adapt to changing circumstances, provided by relevant examples or personal experiences.	THAMM ICMPD monitoring and evaluation framework Monitoring and Evaluation Frameworks Annual Intermediate Report. Flash Quarterly reports. Outcome Mapping pilot. Visibility products. Various training, capacity development and workshop reports and materials. Mitigation Plan-COVID-19. Budget and Financial Reports ILO, IOM, staff Donor representatives Ministry officials; Tripartite constituents' representatives.	Desk Review KII Survey

	15. Are gender equality and disability inclusion effectively integrated in planning and implementation of the programme?	Content analysis of project documents Number of women, youth, persons with disability participating in project activities. Number of examples provided by Key Informants.	Desk Review Interview transcripts	Desk review KII Survey
	16. How effectively are the project results being monitored? Is the monitoring and evaluation system results-based and facilitates adaptive management and learning?	The extent to which the project's existing monitoring and evaluation system captures both quantitative and qualitative data. Evidence that the monitoring and evaluation system captures the desired changes and the adaptations to project implementation.	Project design documentation TOC graphs Consultant Inception report THAMM ICMPD monitoring and evaluation framework Monitoring and Evaluation Frameworks Workplans. ILO and IOM staff.	Desk Review
	17. To what extent has the project management and governance structure been put in place, worked strategically with IOM and ILO tripartite constituents	Evidence that coordination and collaboration entities, structure and working groups between ILO/IOM and tripartite constituents are put in place.	Project design documentation Annual Intermediate Report. Flash Quarterly reports.	KII

	and stakeholders and partners in the project to achieve project goals and objectives?	The stakeholders' perceptions – ILO/IOM and employers` and workers` organisation - about the usefulness and fruitful cooperation aspect of the project's governance structure. The extent to which ILO-IOM partnership represents an added value for the two organisations and partners.	Various training, capacity development and workshop reports and materials. ILO, IOM, staff Donor representatives Ministry officials; Tripartite constituents' representatives.	
	18. Do government and non-government partners perceive their access to resources, including skills and knowledge building, availability of expertise and technical support, enhanced because of the Programme?	Evidence that government and non-government partners produced or/and used the newly acquired knowledge, skills and capacities either personally or at their institution. Perception of government and non-government partners about access to capacity development activities, considering gender, disability inclusion.	Annual Intermediate Report. Flash Quarterly reports. Various training, capacity development and workshop reports and materials. Visibility products. Policies, reports, new legislation, modified legislation Advocacy materials ILO, IOM, staff Ministry officials; Tripartite constituents' representatives.	Desk Review KII Survey

	19. Do partners perceive the resources offered by the programme effective in supporting the achievement of intended programme objectives?	Risk assessments and mitigation strategies were effectively used for project adaptation during COVID-19. The extent to which the project reported on gender, disability inclusion and green jobs.	Project reports. Budgets and workplans. Financial reports Project Reports.	Desk Review KII Survey
	20. What is the assessment regarding how the project management has managed the contextual and institutional risks and assumptions (external factors to the project)?	The extent to which the coordination and governances structures of the project shared mitigation strategies and followed up on their implementation.	Document review. Analysis of relevant data and means of verification. Review and analysis of coordination structure functioning and reports.	Desk review. KII Survey
	21. To what extent is the COVID-19 pandemic influencing project results and effectiveness and how has the project addressed this influence? Has it been ready to adapt to changes for at least some time from now-on?	Number of activities, outputs and objectives that have been changed/adjusted. Number of assumptions revised/adjusted.	Document reviews. Logframe. M&E reports. Narrative Reports.	Desk review KII Survey

	22. Does the (adapted) intervention models used in the project suggest intervention models for similar crisis to COVID 19-response?	Number of suggestions for change/adaptation, present in project reports and meeting minutes.	Document reviews. Governance structures` meeting minutes and reports. Financial reports.	Desk review KII Survey
Efficiency	23. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve project outputs, especially outcomes? If not, why and which measures were taken to achieve project outcomes and impact?	Evidence that the project's financial, human and technical support has been strategically used, considering cross-cutting issues and providing qualitative services to stakeholders.	Project documents. Monitoring and evaluation framework. Project logframe and TOC. Workplans. Project budget Narrative Reports. Quarterly Flash report. ILO, IOM, staff Donor representatives Ministry officials; Tripartite constituents' representatives	Desk Review KII

	24. What measures have been put in place to ensure a good management of programme resources?	Number of governance structures and monitoring and evaluation tools, that were useful in project resources allocation and implementation.	Desk review. Monitoring and evaluation framework. Project logframe and TOC. Workplans. Project budget Narrative Reports. Quarterly Flash report	Desk Review KII
	25. Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?	Number of activities/operations which have been delayed due to COVID-19 restrictions or other external/internal factors.	Desk review. Monitoring and evaluation framework. Project logframe and TOC. Workplans. Project budget Narrative Reports. Quarterly Flash report	Desk Review KII
	26. How has the programme management adapted to the restrictions imposed by the global	Level and degree of involvement of partners in coordination mechanisms and joint risk mitigation measures in place.	Document reviews. Governance structures` meeting minutes and reports. Context and Risk analysis.	Desk review KII Survey

	COVID-19 pandemic to continue to respond to implementation needs?			
	27. To what extent has the programme been able to influence the integration of labour migration concerns in the priorities and strategies of policymakers and national partners?	Number of policies, advocacy materials, communication and visibility plans that include the integration of labour migration standards of ILO and IOM. Number of examples provided by policymakers and national partners.	Project documentation. Narrative Reports Updated and new policies/strategies. Labour migration frameworks designed with gender-lens and environmental-friendly principels and concepts.	Desk Review. KII Survey
	28. What are the most significant, expected or unexpected, positive and negative changes observed as a result of the programme at institutional and final beneficiaries levels so far?	Evidence of institutional and structural changes. Evidence of integrating cross-cutting issues – gender, disability, environment – into institutional labour migration strategies, tools and practices. Number of examples provided ny national stakeholders and social partners.	Project documentation. Narrative Reports Updated and new policies/strategies. Labour migration frameworks designed with gender-lens and environmental-friendly principels and concepts.	Desk Review KII Survey

Impact	29. What do stakeholders perceive to be the significant changes linked to the project contribution on themselves and their institutions?	Perceptions of stakeholders provided through examples, good practices, personal experiences, that project actions, implemented activities, partnerships and social dialogue, drafted laws and regulations, changed policies, new policies, advocacy tools designed for improving labour migration and mobility at the national level has visible results either on their personal life or in their institutions.	Annual Intermediate Report. Flash Quarterly reports. Various training, capacity development and workshop reports and materials. Visibility products. Policies, reports, new legislation, modified legislation Advocacy materials ILO, IOM, staff Ministry officials; Tripartite constituents' representatives.	Desk Review KII Survey
	30. Is the project contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts?	The extent to which the impact studies, lessons learned and good practices have been highlighted in project reports. Number of examples provided by Key Informants, including project staff.	Project documents. Narrative Reports Outcomes and Results of the 1st THAMM Regional Conference.	Desk review KII Survey

	31. To what extent did host-country stakeholders participate in the planning and steering of the priorities and activities of the programme?	Evidence that the project funding and country-level strategies are flexible enough to enable partners to adapt to changing contexts and tailor the country-specific interventions. Progress reports confirm that SO and IO continue to meet the priorities.	Project Documents, including project proposal- Description of the Action Amendment to the Action Document Project Logframe and Budget Consultant Inception report Needs assessment/Context Analysis THAMM project Workplans THAMM National Programming Workshops	Desk Review KII Survey
	32. Is the programme supported by government institutions and well-integrated with local sociopolitical and cultural conditions?	To what extent do government institutions, employers` and workers` organisations perceive the project as tailored to their priorities in the field of labour migration governance and labour mobility	Project Documents, including project proposal- Description of the Action Context Analysis Amendment to the Action Document Project Logframe and Budget Needs assessment/Context Analysis THAMM project Workplans THAMM National Programming Workshops	Desk review KII Survey

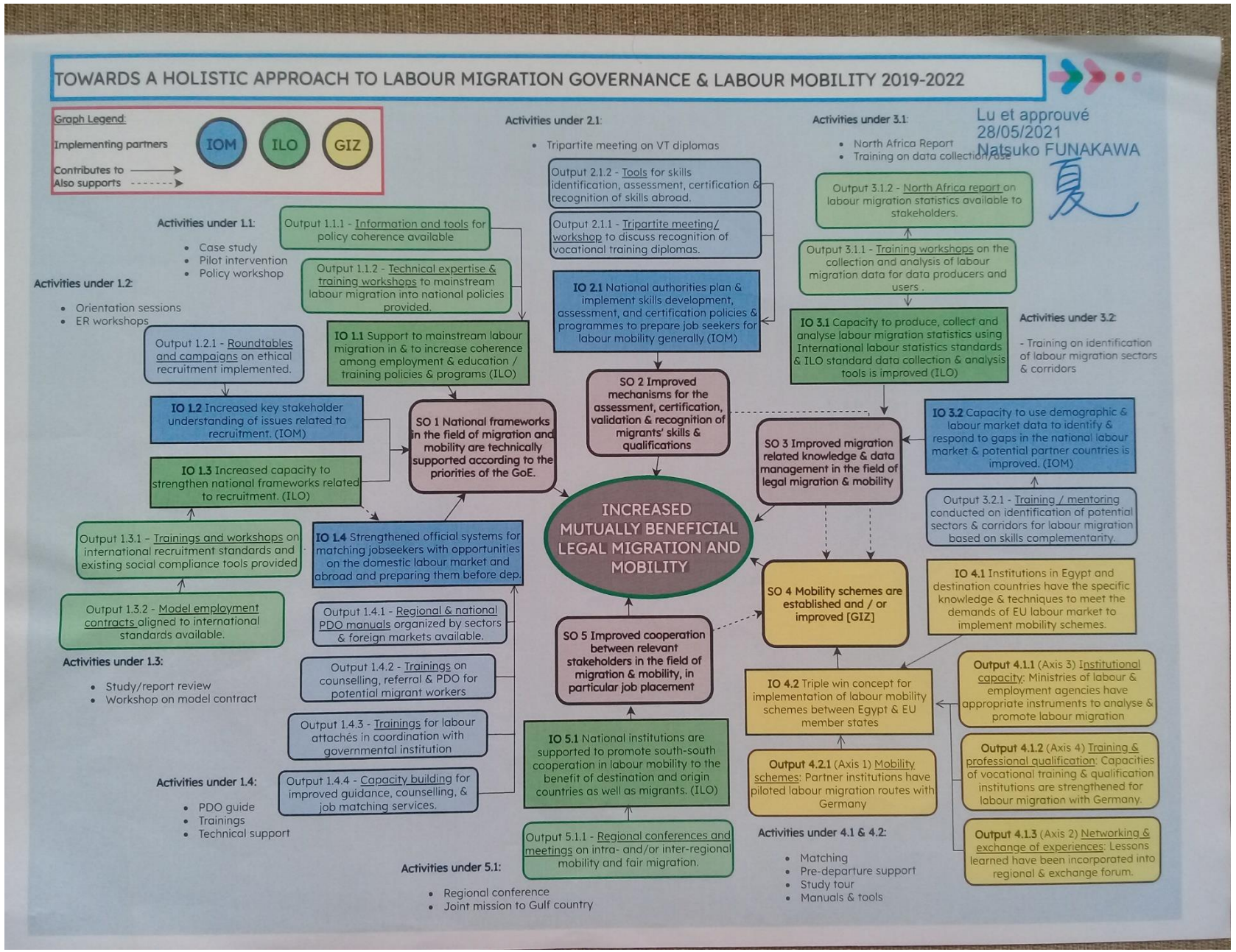
	33. Can the types of changes sought by the programme intervention be maintained by partners when donor support is withdrawn? Which are the gaps?	Number of follow-up projects and interventions that are already in conceptualisation/design phase.	Project Documentation. Project reports. 1st THAMM Regional Conference outcome and follow-up.	Desk review KII Survey
	34. To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)?	Comparison of project results with SDG National Targets in the three countries.	Project reports. M&E reports Project Logframe. SDG National Country Plans and Targets under SDG 8.8. and SDG 10.7.	Desk Review KII
Sustainability	35. How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 situation in the context of the national responses?	The extent to which the project was able to mitigate the effects - positive and negative- of the COVID-19 pandemic through advancing the application of relevant ILO and IOM standards in legislation, policies and social dialogue. Evidence of institutionalising the rights of women, youth, people with disabilities, principles of climate change and fair recruitment principles into migration and labour mobility practice.	Annual Intermediate Report. Flash Quarterly reports. Various training, capacity development and workshop reports and materials. Visibility products. Policies, reports, new legislation, modified legislation Advocacy materials ILO, IOM, staff	Desk Review KII Survey

			Ministry officials; Tripartite constituents' representatives	
	36. Has the project developed and implemented any exit strategy?	Evidence of an exit strategy document.	Project Documentation. Project Reports. Planning Meeting reports. Governance structure meeting minutes.	Desk Review KII
Non-Discrimination	37. How well does the project respond to the needs of institutions and service providers for the creation of policies related to advancing gender equality and inclusion of people with disability and youth, as well with environmental protection and the creation of green jobs?	The extent to which social dialogue processes among tripartite constituents include and represents the voices of the vulnerable population, including women, people with disability, youths. Evidence that decent employment opportunities are accessible and reachable to the most vulnerable segment of migrants, including women, youth and people with disability.	Annual Intermediate Report. Flash Quarterly reports. Various training, capacity development and workshop reports and materials. Visibility products. Policies, reports, new legislation, modified legislation Advocacy materials ILO, IOM, staff	Desk Review KII Survey

			Ministry officials; Tripartite constituents' representatives	
	38. What additions or variations the project's activities could made to increase the impact of labour mobility advantages for women, youth and persons with disability?	Evidence of lessons and good practices that existing policies, pieces of new legislation are incorporating ILO and IOM standards related to labour mobility and migration and/or the practical application of these standards improved considerably the access of the vulnerable migrants -women, youth and people with disability-into the labour markets.	Annual Intermediate Report. Flash Quarterly reports. Various training, capacity development and workshop reports and materials. Visibility products. Policies, reports, new legislation, modified legislation Advocacy materials ILO, IOM, staff Ministry officials; Tripartite constituents' representatives	Desk Review KII Survey

Annex 3 Theory of change

TOWARDS A HOLISTIC APPROACH TO LABOUR MIGRATION GOVERNANCE & LABOUR MOBILITY 2019-2022



ANNEX 4

PROJECT PERFORMANCE INDICATORS AND TARGETS

No.	Indicator	Baseline/Target	Achievement	Status
Specific Objective 1-SO 1 *Immediate Outcome 1.1* Government authorities in North Africa acquire or improve the knowledge and skills needed to mainstream labour migration into employment and education / training policies and programmes and to increase coherence among relevant policies (ILO lead)				
1.1.a Number of governmental institutions using tools and approaches to analyse coherence between labour migration, employment, education & vocational training, and social protection policies by the end of the programme.		Baseline: **0** Target**: 10**	Result – 5 institutions	**Satisfactory**
Output 1.1.1.	1.1.1.a Number of strategies, policies and plans developed and /or directly validated (or endorsed) (EUTF Common Output Indicators [COI] 4.6)	Baseline:**0** Target: **1** across the three countries by 2022	Result – 2 strategies/policies	**Highly Satisfactory**
	1.1.1.b At least one institutional mechanism established by national institutions to ensure better policy coherence between labour migration and education / vocational training, employment and social protection.	Baseline:TBD Target: Morocco **0** and Tunisia **1** coordinating mechanism by 2022	Result – 2 institutional mechanisms	**Highly satisfactory**

	1.1.1c One desk review consolidating all migration project policy studies developed for **Tunisia** and used as a reference document to inform the development of policy coherence tools	Baseline: **0** Target Tunisia: **1** desk review completed by 2022	Result - 1 desk review	**Highly Satisfactory**
Output 1.1.2.	1.1.2.a Number of representatives from Egypt participating in sub-regional workshop (disaggregated by gender, organization and country) Suggested new indicator Egypt (30 April 2021) *1.1.2.a Internal SoPs developed within ministries on legal & administrative procedures for labor migration & mobility.*	Baseline:**0** Target**: 6** participants from Egypt by 2022 *New target: At* least ***one*** *complete draft by* *2022.*	Result - **1** participant in progress	**Satisfactory**
	1.1.2.b. Number of sensitization and training activities on labour migration	Baseline:**3** Target: **9**	Result – 8 sensitization and training activities	**Highly Satisfactory**

Immediate Outcome 1.2. Increased key stakeholder understanding of issues related to the fair and ethical recruitment. (IOM lead)			
1.2.a Number of stakeholders reporting an increased knowledge on ILO's General Principles for Fair recruitment and IOM IRIS standard (disaggregated by gender, type of institutions/organizations) Suggested addition as per 30 April 2021 for Egypt 1.2 b Percentage of stakeholders reporting having applied the skills and knowledge acquired in trainings on ILO's General Principles for Fair recruitment and IOM IRIS standard (disaggregated by gender, type of institutions/organizations), among those surveyed.	Baseline: Tunisia: Knowledge currently limited to managerial staff in 30 governmental organizations and social partners in 2019 Morocco: Limited knowledge to less than 10 ILO constituents trained at ITC-ILO in 2019 Egypt: Very limited knowledge less than 10 constituents in 2019 Target: **327** At least 50 % of those surveyed	Result - 45 participants	**Unsatisfactory**

		report having applied new skills or knowledge		
Output 1.2.1	1.2.1.a Number of activities/events explicitly dedicated to raising awareness and sensitivity regarding migration (EUTF COI 3.11)[34]	Baseline:**0** Target: **14** initially, **7** final	Result - 6 awareness raising events	**Highly Satisfactory**
	1.2.1.b Number of tools in French/Arabic accessible to stakeholders	Baseline:0 Target:**4**	Result – 5 tools in French/Arabic	**Highly Satisfactory for Tunisia** **Unsatisfactory for Morocco**
Immediate Outcome 1.3. *Increased capacity of relevant institutions to enhance national legislation and/or regulations as well as bilateral or regional agreements related to fair and ethical recruitment. (ILO lead)*				
1.3.a. Number of government institutions and private recruitment agencies that have reflected ILO's General Principles for Fair Recruitment and		Baseline: TBD Target: **5**	Result – 2 institutions	**Moderately Unsatisfactory**

[34] The wording of this indicator reflects the EUTF standard formulation however in Egypt this project will focus on government and private sector as target audience for the awareness events.

IOM's IRIS Standard in their recruitment practices by the end of the programme (per country)				
Output 1.3.1.	1.3.1.a Number of institutions and non-state actors applying the knowledge and skills acquired through capacity building or operational support on protection and migration management. (EUTF COI 3.6)	Baseline:TBD Target: **5** Egypt: 1 Morocco: **2** Tunisia: **2**	Result – 1 institution in progress	**Unsatisfactory** **Satisfactory-Egypt**
	1.3.1.b. Number of private employment agencies granted quality assurance by MTIP (Morocco)	Baseline **TBD** Target:**1**	Result - 0	**Unsatisfactoy**
Output 1.3.2.	1.3.2.a Number of staff from relevant institutions reporting an increased knowledge on international standards regarding model employment contracts on ethical recruitment, counter smuggling or trafficking	Baseline: **0** Target: **TBD**	Result - 0	**Unsatisfactory**
	1.3.2.b Number of organisations that have introduced draft model employment contracts or revised existing ones based on ILO standards and	Baseline:0 Target:To be determined following study planned in Activity 1.3.1	Result - 0	**Unstafistactory**

	model BLA agreements (per country/type of organisations)	**At least 2, (DGPEMOE ATCT, ANETI or AEP)**		
	1.3.2.c. Adoption of at least one mechanism for the registration and monitoring of complaints related to the work relations for placement abroad	Baseline: 1 in Tunisia; 0 in Morocco; 0 in Egypt Target:**1**	Result - 0	**Unsatisfactory**
Immediate Outcome 1.4. *Strengthened official systems for matching jobseekers with opportunities on the domestic labour market and abroad and preparing them before departure. (IOM lead)*				
1.4.a Percentage of trained staff working on public or private entities demonstrated increased knowledge of PDO standards. (disaggregated by gender, institutions, country). Suggested change: 1.4.b Number of measures taken to improve services.		Baseline: 0 Target: 80% by 2022 Egypt : At least 1 by 2022 (Pre-and post training tests)	Result - 0	**Unsatisfactory**
Output 1.4.1	1.4.1.a Number of service review reports elaborated to improve services.	Baseline:0 Target:**3**	Result- 2 reports in progress	Satisfactory

	1.4.1.b Number of institutions and non-state actors applying the knowledge and skills through capacity building or operational support on protection and migration management. (EUTF COI 3.6)	Baseline:0 Target:2	Result - 0	**Unsatisfactory**
	1.4.1.c Number of PDO guides developed to enhance PDO delivery.	Baseline 0 Target:6	Result – 5 PDO guides in progress	**Satisfactory**
Output 1.4.2.	1.4.2.a # of officials trained	Baseline 0 Target: 60 by 2022	Result - 0	**Unsatisfactory**
	1.4.2.b One institutional roadmap on best practice labour emigration system published	Baseline 0 Target Tunisia: 1 by 2022	Result - 0	**Unsatisfactory**
Output 1.4.3.	1.4.3.a # of Labour attachés trained	Baseline 0 Target: **90** by 2022	Result -28 trained labour attachés	**Moderately Unsatisfactory**
	1.4.3.b # of trainings	Baseline 0	Result- 2 training	**Satisfactory**

		Target: 3 by 2022		
Output 1.4.4.	1.4.4.a Number of staff from local authorities and basic service providers benefitting from capacity building for strengthening services delivery (EUTF COI 2.8) (Disaggregated by gender, institutions, country).	Baseline 0 Target Egypt: 20 Morocco: 45 Tunisia: 241 by 2022	Result- 0	**Unsatisfactory**
	1.4.4.b Number of measures taken to improve services.	Baseline 0 Target 3 (1 per country) by 2022	Result- 1 mesasure	**Moderately Unsatisfactory** **Highly satisfactory for Tunisia**
Specific Objective 2-SO2 Immediate Outcome 2.1. *National authorities of North Africa, dealing with education and training, plan and implement skills development, assessment, and certification policies and programmes to prepare job seekers for labour mobility generally. (IOM lead)*				

2.1.a Number of education/training institutions that have undergone a process of upgrade of curricula and/or facilities and/or establishment of skills qualification frameworks or assessment tools.		Baseline 0 Target: 3 (1 per country) by 2022	Result-in progress	**Moderately Unsatisfactory**
Output 2.1.1.	2.1.1.a Number of participants	Baseline 0 Target: Egypt:20 by 2022	Result -3 participants	**Unsatisfactory**
Output 2.1.2	2.1.2a Number of national institutions using enhanced tools for skills development, assessment, and recognition.	Baseline 0 Target: 3 (1 per county)	Result -1 national institution in progress	**Moderately Unsatisfactory**
	2.1.2b Number of tools developed	Baseline 0 Target: 3 (1 per county) by 2022	Result -0	**Unsatisfactory**
Specific Objective 3-SO3				

Immediate Outcome 3.1. *Relevant institutions in North Africa have acquired the capacity to produce, collect and analyse labour migration statistics using ILO standard data collection and analysis tools (ILO lead)*				
3.1.a Number of institutions collecting / producing / analysing labour migration statistics or related reports using ILO standards		Baseline 0 Target: At least **1** per country (3)	Result -3 institutions	**Highly Satisfactory**
Output 3.1.1.	3.1.1.a Number of planning, monitoring, learning, data collection and analysis tools set up, implemented and/or updated (EUTF COI 5.2)	Baseline **0** Target: At least **1** per country by 2022	Result -2 M&E tools Tunisia:	**Satisfactory**
Output 3.1.2.	3.1.2a Number of field studies, surveys and other research conducted (EUTF COI 5.3)	Baseline 0 Target: **1**	Result- 1 research	**Highly Satisfactory**
Immediate Outcome 3.2. *Relevant institutions in North Africa have acquired knowledge, skills and techniques to use demographic and labour market data to identify and respond to gaps in the national labour market as well as in potential partner countries whose labour market needs align with their own. (IOM lead)*				
3.2.a Percentage of trained staff who report acquisition of new knowledge and skills on labour migration data standards, methodology and collection (per country/institution/gender)		Baseline 0 Target: 80% by 2022		**Moderately Unsatisfactory**

3.2.b Number of potential foreign labour markets of destination for job seekers from target countries identified (country/ profession)		Baseline 0 Target: 3 (1 per country) by 2022	Results-in progress Tunisia: Germany (activities carried out by GIZ)	**Moderately Unsatisfactory**
Output 3.2.1.	3.2.1.a Number of staff development plans elaborated including labour migration data training.	Baseline 0 Target: 2	Result- 0	**Unsatisfactory**

	3.2.2.a Number of individuals trained on migration management (EUTF COI 3.7)	Baseline 0 Target:55	Result - 19 trained participants	**Satisfactory**

				Highly Satisfactory- Morocco

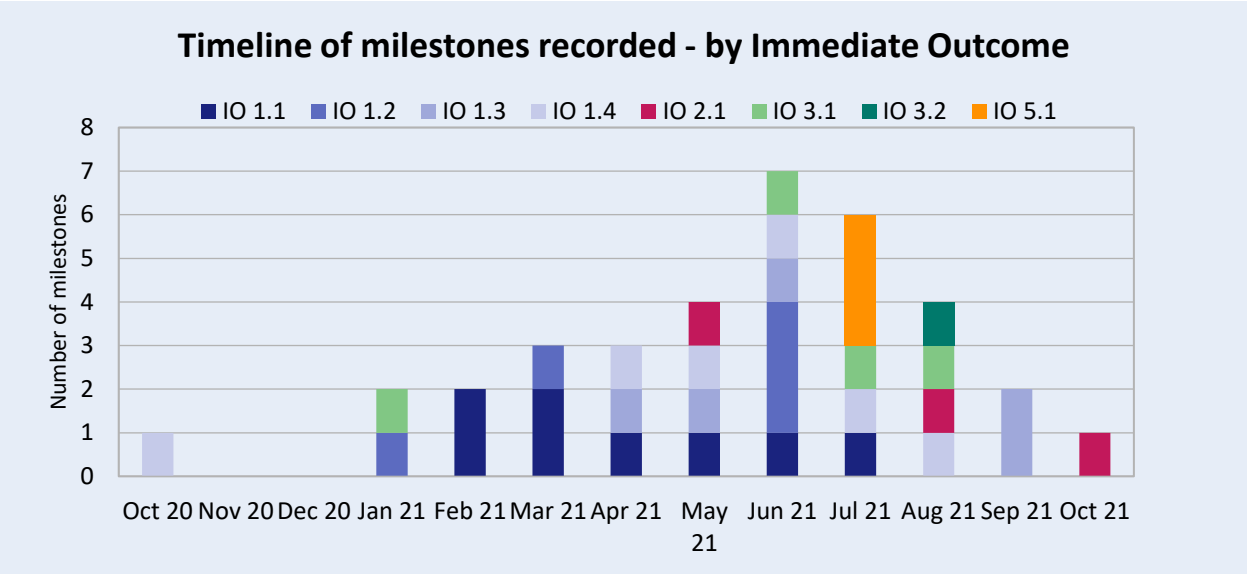
	3.2.2.b Number of tools such as digital platform is elaborated (Indicator doesn`t correspond to existing output)	Baseline 0 Target:1	Result -0	**Unsatisfactory**
Specific Objective 5-SO5 *Immediate Outcome 5.1. National institutions in North African countries are capacitated to promote south-south cooperation in labour mobility to the benefit of countries of origin and destination as well as migrants. (ILO lead)*				
5.1.a Number of best practices and lessons learnt related to implementation of south-south mobility confirmed through key stakeholders		Baseline 0 Target: 9	Result -1 south-south mobility lesson learned in progress	**Moderately Unsatisfactory**
5.1.b Number of national/regional/local networks and dialogues on migration related issues newly established or functionally enhanced (EUTF COI 4.8)		Baseline 0 Target: **2**	Result-1st THAMM regional Conference	**Satisfactory**
Output 5.1.1.	5.1.1a Number of organisations involved in tripartite intra- or inter-regional consultations on fair migration (per country / type of organisation)	Baseline 0 Target: 9	Result - 0	**Unsatisfactory**
	5.1.1.b Number of staff from relevant stakeholders (ILO constituents and beyond) trained to ILO standards	Baseline 0 Target: 45	Result -0	**Unsatisfactory**

	related to BLAs and to intervention models			
Output 5.1.2.	5.1.2.a Number of sub-regional knowledge –sharing events focusing on south-south labour migration and mobility organised between participating countries.	Baseline 0 Target: 2	Result -2 knowledge-sharing event focusing on south-south labour migration	**Highly Satisfactory**
Output 5.1.3.	5.1.3 a Number of institutions participating in the joint mission Egypt changed to "Joint mission to one Gulf or other country in the region to discuss labour migration issues	Baseline 0 Target: At least 5 key institutions per country/3 for Egypt	Result – 1 Mission to Jordan in progress	**Moderately Unsatisfactory**

ANNEX 5

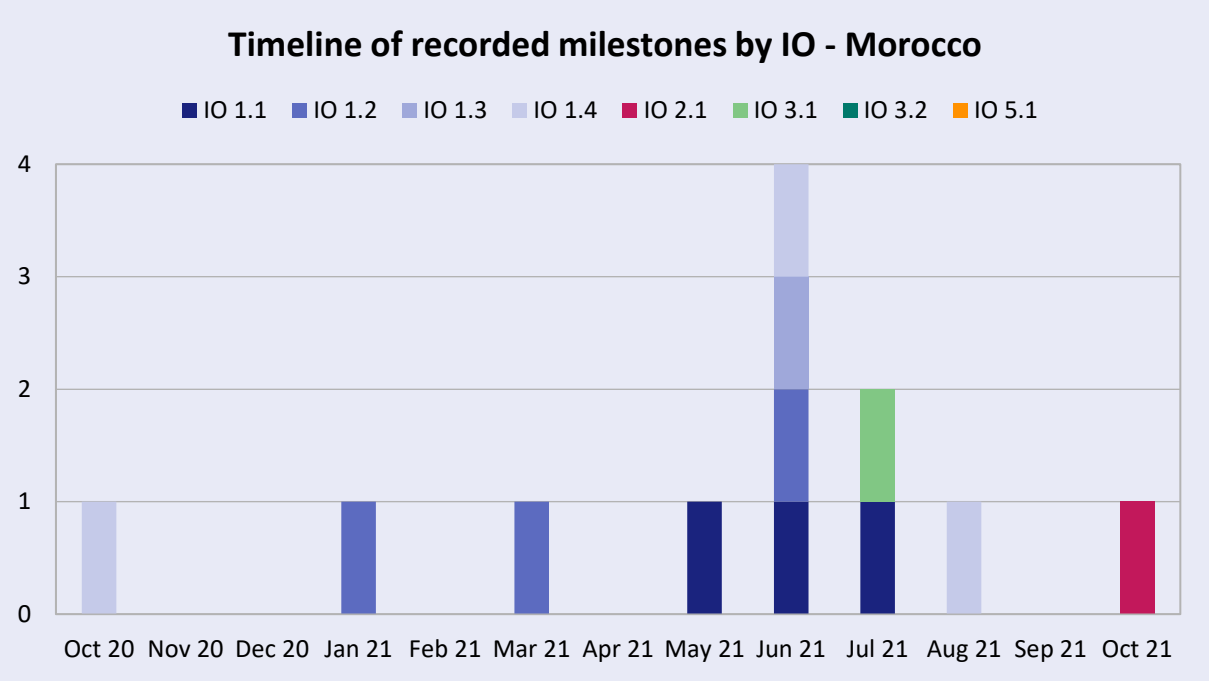
OUTCOME MAPPING RESULTS[35]

TIMELINE OF MILESTONES RECORDED BY IMMEDIATE OUTCOME

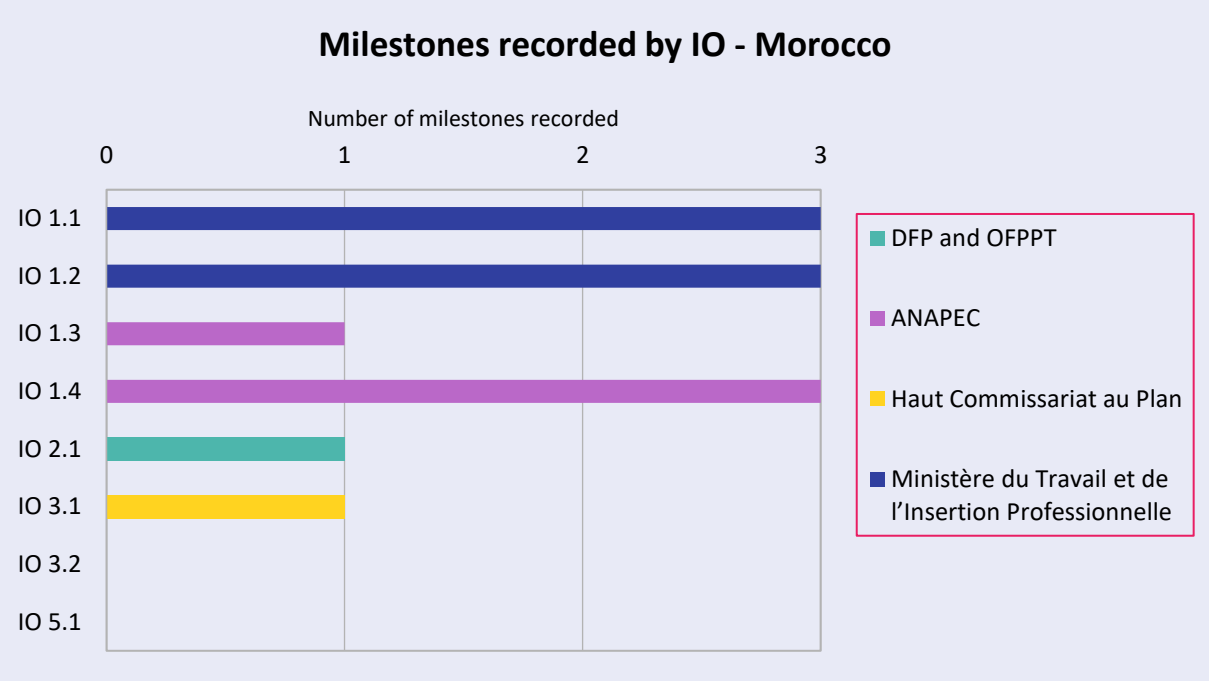


TIMELINE OF RECORDED MILESTONES BY IO MOROCCO

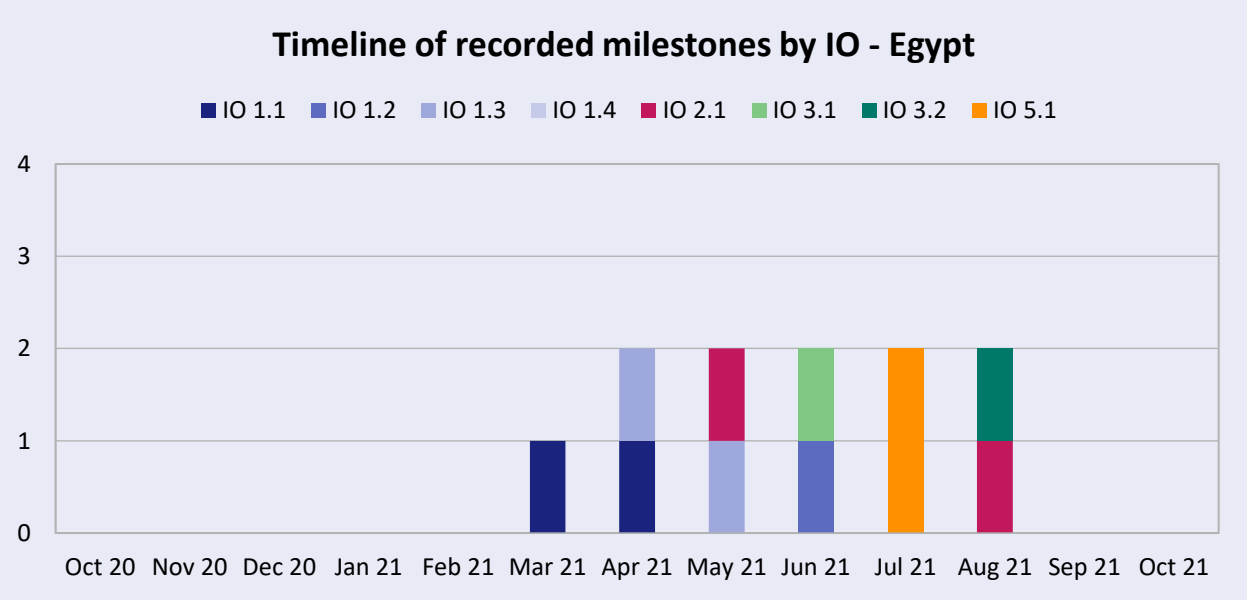
[35] From Katie Plathonoff, 211115 Outcome Mapping Journal and Analysis



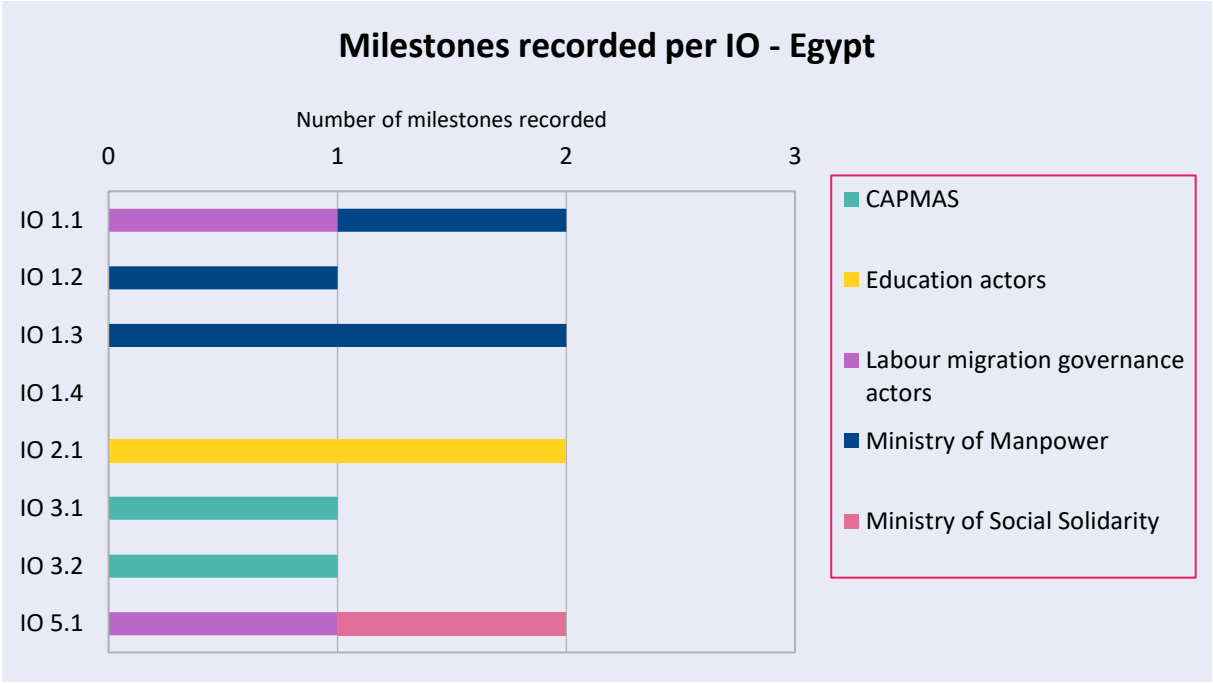
MILESTONES RECORDED BY IO MOROCCO


Milestones recorded by IO - Morocco
Number of milestones recorded
0
1
2
3
IO 1.1
IO 1.2
IO 1.3
IO 1.4
IO 2.1
IO 3.1
IO 3.2
IO 5.1
DFP and OFPPT
ANAPEC
Haut Commissariat au Plan
Ministère du Travail et de l'Insertion Professionnelle

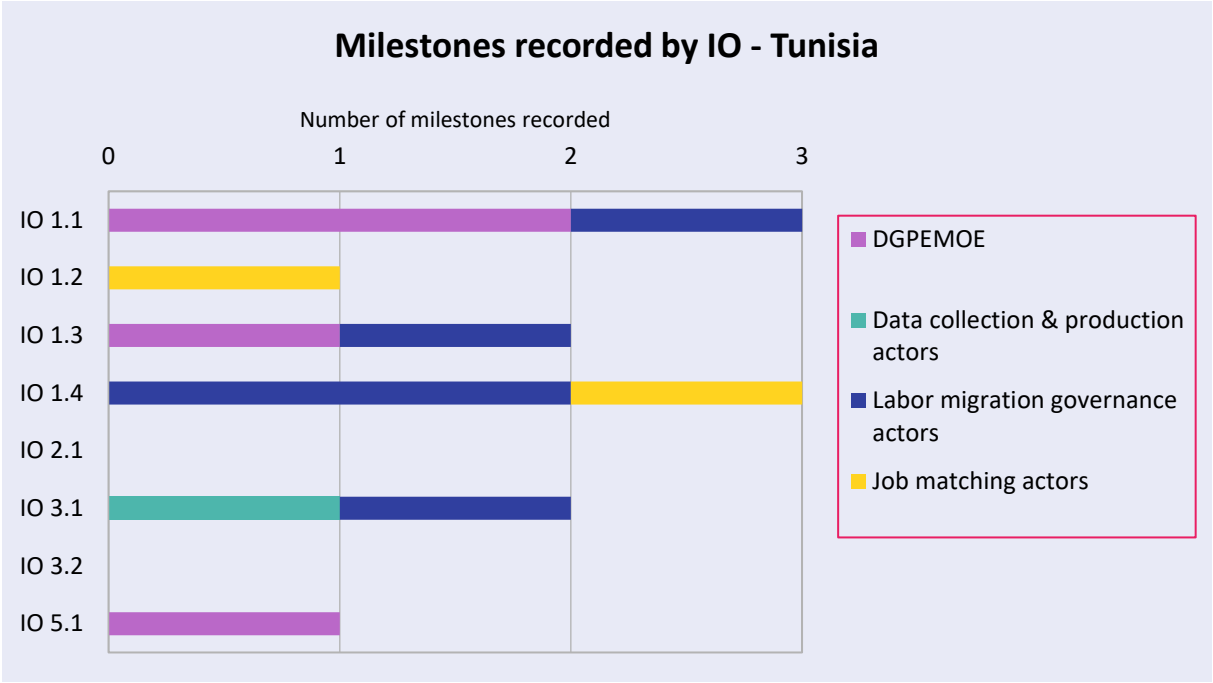
TIMELINE OF RECORDED MILESTONES BY IO EGYPT



MILESTONES RECORDED BY IO EGYPT

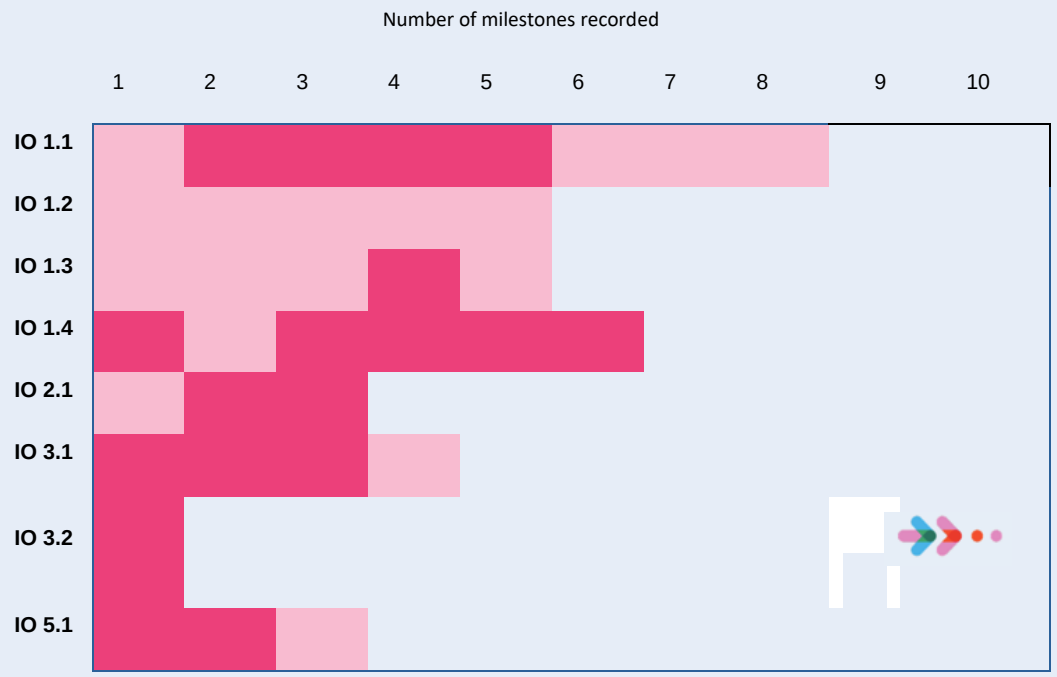


TIMELINE OF RECORDED MILESTONE BY TUNISIA



SIGNIFICANCE OF MILESTONES ACHIEVED BY IO

Heatmap - Significance of milestones achieved per IO (total in 3 countries)



No milestone recorded

“Expect to see” milestone – expected result as partners engage with THAMM

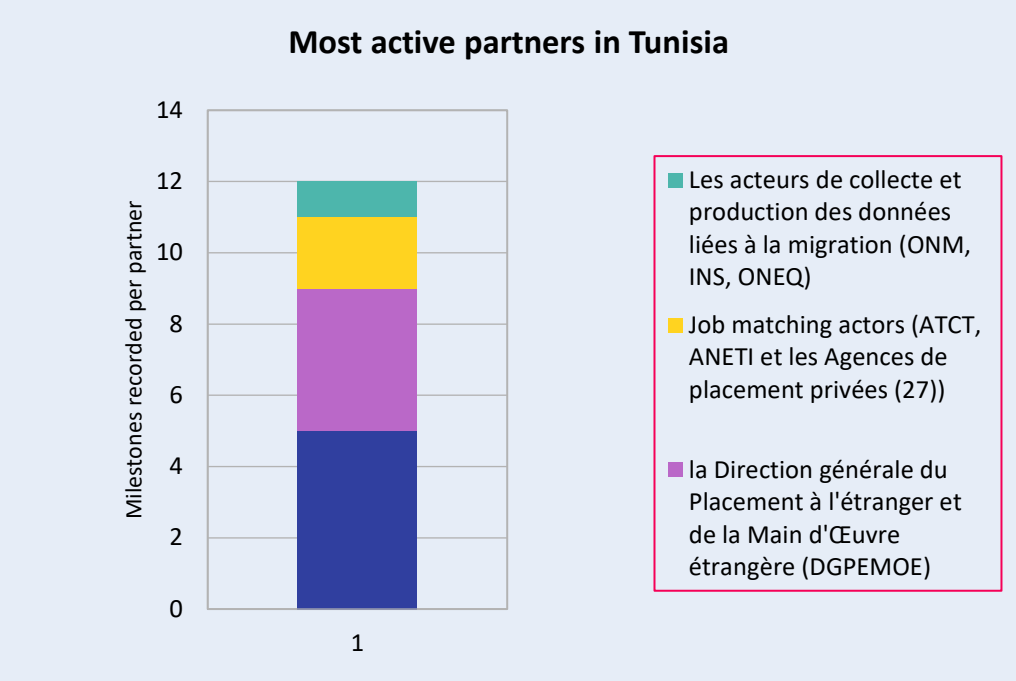
“Like to see” milestone – result reflecting important/desired change in partners

NUMBER OF MILESTONES RECORDED PER SPECIFIC OUTCOME

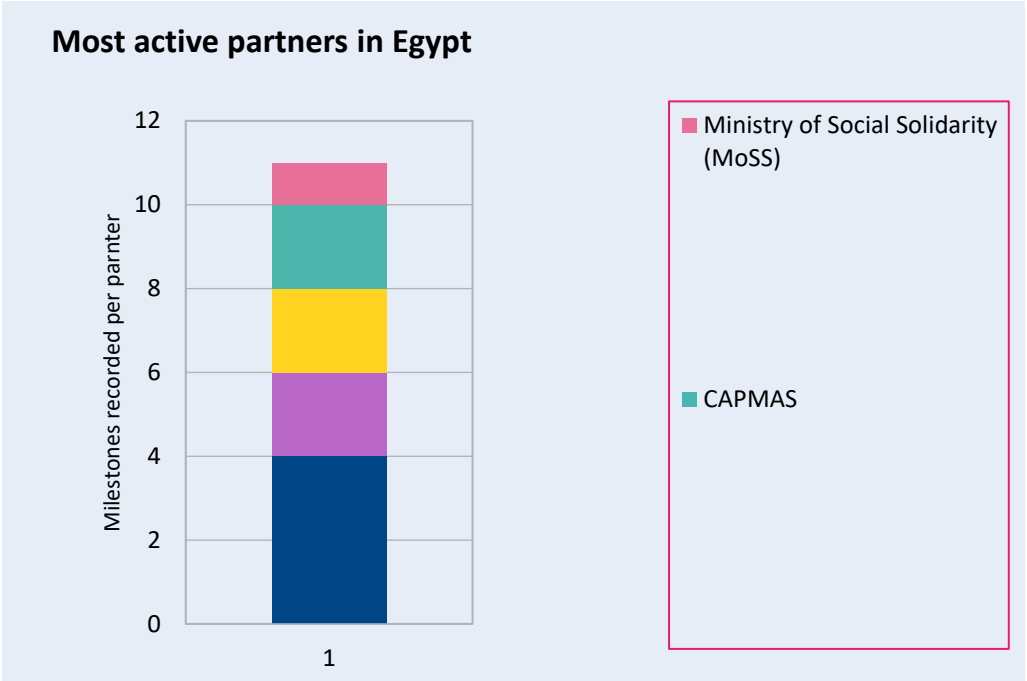
Number of milestones recorded per Specific Outcome (total in 3 countries)

SO 1 – Establishment of policy, legislative institutional & regulatory frameworks	**24**
SO 2 – Improvement of assessment, certification, validation & recognition mechanisms	**5**
SO 3 – Improvement of labour migration knowledge and data management	**3**
SO 5 – Improvement of cooperation between migration & mobility stakeholders	**3**

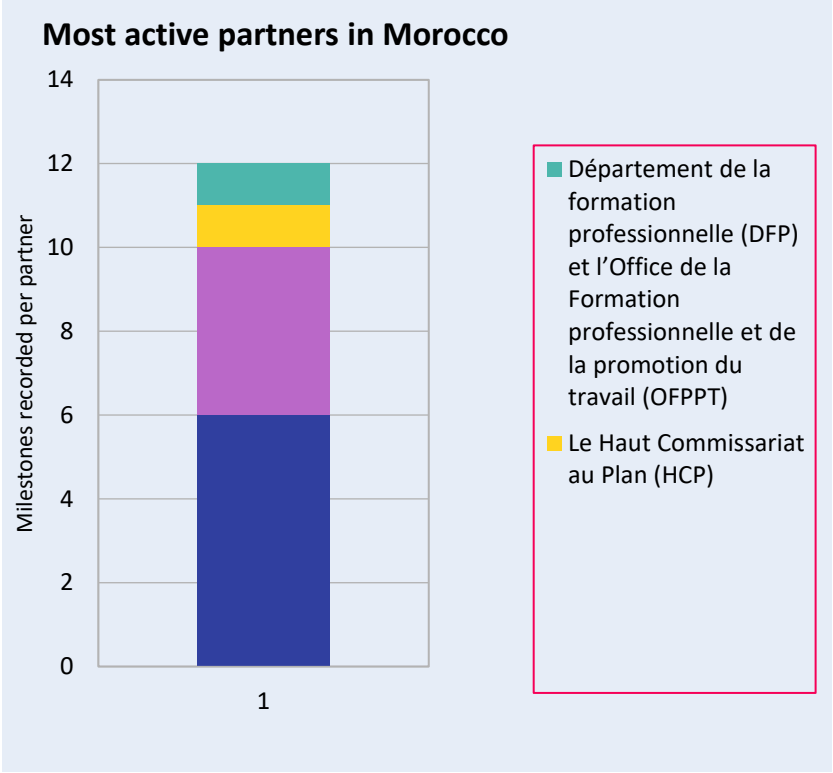
MOST ACTIVE PARTNERS IN TUNISIA


Most active partners in Tunisia
Milestones recorded per partner
14
12
10
8
6
4
2
0
1
Les acteurs de collecte et production des données liées à la migration (ONM, INS, ONEQ)
Job matching actors (ATCT, ANETI et les Agences de placement privées (27))
la Direction générale du Placement à l'étranger et de la Main d'Œuvre étrangère (DGPEMOE)

MOST ACTIVE PARTNERS IN EGYPT

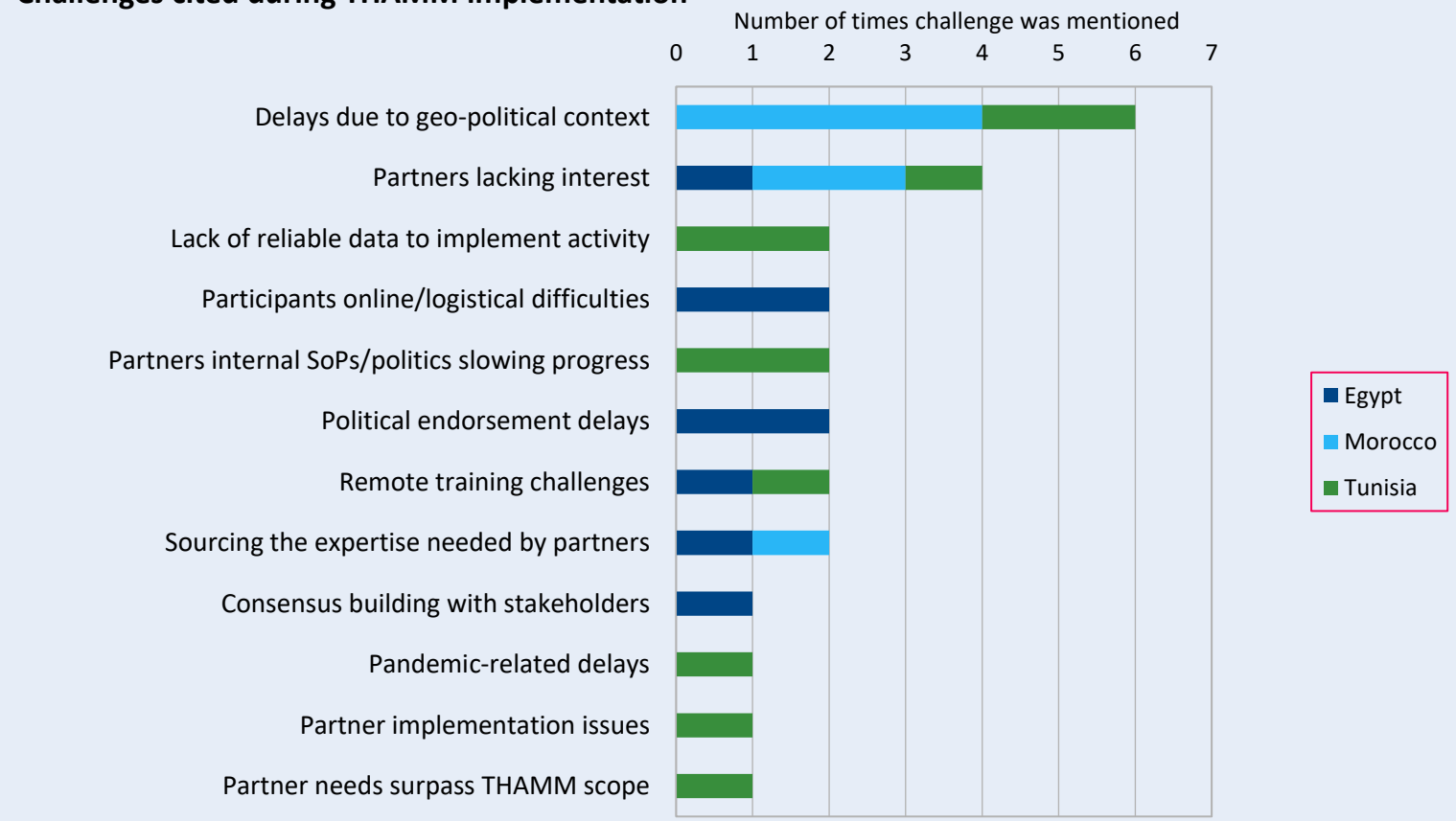


MOST ACTIVE PARTNERS IN MOROCCO



CHALLENGES CITED DURING THAMM IMPLEMENTATION

Challenges cited during THAMM implementation



ANNEX 6

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ANNEX 7

LIST OF KEY STAKEHOLDERS INTERVIEWED

N.	Name	Organisation	Position
	PROGRAMME MANAGEMENT-DONOR AND REGIONAL HQ		
1	Helena Valdenassi	EC -DG NEAR	Programme Manager
2	Peter Van Rooij	ILO Regional Office in Abidjan	Deputy Director
3	Diop Coumba	ILO regional Office in Abidjan	Labour Migration Specialist
4	Isabelle Kronisch	ILO Cairo	Decent Work Team Specialist
5	Chris Oechslin	ILO Cairo	Director
6	Jo de Hollander	ILO HQ Algeria	Partnering for Development (PARDEV) Officer
7	Rania Bikhazi	ILO HQ Algeria	ILO Director for the Country Office Morocco, Libya, Algeria, Mauritania, Tunisia
8	Katie Plathonoff	External Consultant	
PROJECT MANAGEMENT MOROCCO			
9	Aurelia Segatti	ILO	Gestionnaire régionale THAMM
10	Abderrahim Amraoui	ILO	Coordinateur national THAMM
11	Natsuko Funakawa	IOM	Focal Point for Morocco/ Chargée de Programme
	KEY STAKEHOLDERS MOROCC0		
12	Salima Bensalem	ANAPEC-Main Focal Point	Chef de la division du Placement à l'international
13	Abdelkarim Isbayene	MTIP- Ministry of Labour	Director, International Cooperation and Partnerships

14	Karima Belhaj	HCP	
15	Ali Serhani	Workers` Union	
16	Lahsen Hansali	Private Sector Representative	
	PROJECT MANAGEMENT TUNISIA		
17	Ahlem Amri	ILO	THAMM
18	Meriem Essoussi	ILO	THAMM
19	Brendan Kelly	IOM	THAMM
	KEY STAKEHOLDERS TUNISIA		
20	Ahmed Messaoudi	DGPEMOE	DG du placement à l'étranger et de la main d'œuvre étrangère
21	Med Hedi Beldhiafi	ATCT	Directeur
22	Tarek Lakhdher	CNSS	Directeur Adjoint à la direction de la coopération et des relations internationales
23	Zied Charfi	UTICA	Administrateur à la DCS Représantant de l'organisation des employeurs
	PROJECT MANAGEMENT EGYPT		
24	Farah El Batrawy	ILO	
25	Tanja Dedovic	IOM	
26	Marwa Mostafa	IOM	
	KEY STAKEHOLDERS EGYPT		
27	Amb Neveen El Husseiny	Ministry of Foreign Affairs (MoFA)	

28	Nehmedo Mohamed Hassan	Ministry of Manpower (MoM)	
29	Mrs Dr. Amal Abdou Almawgood	Ministry of Manpower (MoM)	Head of External Relations De.
30	Mr Yasser Ghazi,		Head of Diplomacy Dep
31	Mrs Abdou Fouad		Head of Statistics Dep
32	Mrs. Hagir Alaa Dinu Hassan	Ministry of Manpower (MoM) International and Regional affairs Dep	Coordinator
33	Mrs Amira Zakki	Ministry of Manpower (MoM)Internal and Regional Affaires Dept	Researcher
34	Mr. Wail Abdou Esabour	Vocational training	Researcher
35	Ms. Sohair Metwally	CAPMAS (THAMM Technical Committee)	Head of Migration Data Analysis Unit.
36	Dr. Waleed Amin	CAPMAS (THAMM Technical Committee)	Statistician in Migration Data Analysis Unit
37	Mrs. Hoda Mostafa	CAPMAS (THAMM Political Committee)	Head of International Cooperation Department
38	Mrs. Shaymaa Wael	CAPMAS- International Cooperation Department	
39	Ms. Sondos Mahmoud	CAPMAS- International Cooperation Department	

ANNEX 8

INTERVIEW GUIDES AND PROTOCOLS

KEY INFORMANT INTERVIEW GUIDE WITH GOVERNMENT, STATE INSTITUTIONS AND OTHER AGENCIES

Name:

Date:

Organisation:

Function:

Dear Respondent!

Thank you for your time in talking with me today!

I am part of a team of external evaluators who are conducting an independent and external mid-term evaluation of the THAMM project.

The project's overall goal is *to improve the governance of labour migration and the protection of migrant workers in the North of Africa by supporting the development and implementation of coherent and comprehensive policy frameworks guided by relevant human rights and labour standards and based on reliable data and evidence.*

We are looking for specific examples of where you think that the project is in the process of achieving its intended objectives, or where it has failed to do so, and the reasons for successes or failures.

Lessons from this evaluation will help IOM and ILO to have a holistic overview of the project direction and make necessary changes and improvements for the remaining project implementation. The information

you provide will be kept confidential and used only for this evaluation and future planning activities of ILO and IOM.

Please note that this interview is entirely voluntary, and you can withdraw from the interview at any time.

RELEVANCE

1. What was your involvement in the project?

2. Do you think the project is useful for the objectives of your organisation/institution?

3. Have you identified gaps in the project design and challenges in its implementation? If yes, could you raise your concerns at the Planning Workshops and have your view been considered?

5. Do you feel that gender and disability inclusion has been integrated into project design, and you have the capacity and ability to incorporate these concepts in your work and practice?

COHERENCE

6. Do you think that the IOM-ILO partnership better supports migration and labour mobility in your country and your institution?

EFFECTIVENESS

7. What have been the major contributions of you and your institution in achieving the outputs and outcomes/initiating changes in labour mobility and migration?

8. Could your organisation be involved in the decision-making process? For example, do the governance bodies allow for discussion and take into consideration everybody's perspective?

9. Do you feel whether the project facilitated enough discussions among different categories of social actors?

10. Do you consider that the project's governance structure worked well with your organisation, and roles and responsibilities have been clearly defined and assumed that facilitated project implementation?

11. How were your and your institution's capacities in labour migration and skills development strengthened by the project? Are you satisfied with the project results? Why? Why not?

EFFICIENCY

12. Were any challenges encountered in terms of the available resources? Do you think you were successful in mitigating risks and dealing with delays?

IMPACT

13. To what extent do you think that the improved capacities of yourself and your organisation contributed/is contributing to improving the integration into the labour market of migrant workers, with a particular focus on women, youth, and persons with disabilities?

SUSTAINABILITY

14. Despite COVID-19 and the restrictive measures, do you feel the project advanced in designing, adapting existing legislation and policies to IOM and ILO standards regarding labour migration and possibly a positive future for the migrant workers?

15. How do you perceive the institutionalisation of the principles of gender equality, fair and ethical recruitment, environmental protection through the creation of green jobs, and protection of migrant workers with disabilities? Are these concepts internalised by your organisation, and is there capacity and willingness to apply them after the project ends?

NON-DISCRIMINATION

16. Do you feel that the THAMM project contributes to strengthening the overall human rights protection according to ILO and IOM standards of vulnerable migrant groups?

SURVEY QUESTIONS FOR GOVERNMENT, PROJECT PARTNERS AND AGENCIES

Date:

Sex:

Dear Respondent!

Thank you for your time in filling out this survey!

I am part of a team of external evaluators conducting an independent and external mid-term evaluation of the THAMM project.

The project's overall goal is *to improve the governance of labour migration and the protection of migrant workers in the North of Africa by supporting the development and implementation of coherent and comprehensive policy frameworks guided by relevant human rights and labour standards and based on reliable data and evidence.*

We are looking for specific examples of where you think that the project is in the process of achieving its intended objectives, or where it has failed to do so, and the reasons for successes or failures.

Lessons from this evaluation will help IOM and ILO to have a holistic overview of the project direction and make necessary changes and improvements for the remaining project implementation. The information you provide will be kept confidential and used only for this evaluation, immediate adjustments and future planning activities of ILO-IOM.

Please note that filling out the survey is entirely voluntary.

---

1. What is your affiliation?

Government Representative☐ Education Partner☐ Labour migration governance reps. ☐

Labour market reps. ☐ Workers` Union reps. ☐ Trade Union reps. ☐

If other, please specify_____

2. Did you / your institution participate in any consultation process to design this project?

Yes ☐ No ☐

3. If yes, was your contribution valued?

Yes ☐ No ☐ Partially ☐ I don't know ☐

4. Do you think the project is useful for the work of your organisation?

Very much ☐ Somewhat ☐ Undecided ☐ Not really ☐ Not at all ☐ I don't know ☐

5. From your perspective, is the project intervention appropriate to promote the rights of women, youths, people with disabilities, and the principles of fair and ethical recruitment and the creation of green jobs?

Yes ☐ No ☐ Partially ☐ I don't know ☐

6. Which among the above concepts is better targeted and promoted through the project intervention? Thick all that apply.

Migrants` rights in general ☐

Women and youth rights ☐

Rights of people with disabilities ☐

Fair and ethical recruitment ☐

Social collaboration among tripartite constituents ☐

Decent work through the creation of green jobs ☐

7. Could you see any results/changes due to the project in your work so far?

Yes ☐ Partially ☐ Not at all ☐ I don't know ☐

8. Do you feel there were some changes that you didn't expect from the project?

Yes ☐ No ☐

9. If yes, these non-expected results are positive or negative?

Positive ☐ Negative ☐ Both ☐

10. Have you participated in any training or attended workshops organised by the project?

Yes ☐ No ☐

11. Do you feel that your knowledge, skills, and competence in dealing with labour migration and mobility issues improved as a result of training and/or workshop activities?

Very much ☐ Somewhat☐ Undecided ☐ Not really ☐ Not at all ☐ I don't know ☐

12. Have you applied your new learning, skills and competencies in labour migration and mobility in practice, personally or at your organisation?

Very much ☐ Somewhat☐ Not really ☐ Not at all ☐

13. Which factors among the list below do you think impacted your and your organisation's ability to use and apply the acquired learning in labour migration and mobility?

Workshops and training events ☐
Development of new tools and frameworks ☐
Fair recruitment approach ☐
Data collection systems and mechanisms ☐
Social collaboration ☐
Developing manuals, guidance notes, policies ☐
Protection of labour migrants and their rights ☐
Advocacy strategies and communication ☐

Other, please specify_____

14. In your opinion, project stakeholders, including IOM and ILO, have successfully established a more conducive environment for applying labour mobility and migration-related international standards while mitigating the challenges of the COVID-19 pandemic?

Very much ☐ Somewhat☐ Undecided ☐ Not really ☐ Not at all ☐ I don't know ☐

15. Do you think the project is improving/will improve the services provided to labour migrants, especially access to skills development and to the labour market of those more vulnerable, such as women, youth, and people with disabilities?

Very much ☐ Somewhat☐ Undecided ☐ Not really ☐ Not at all ☐ I don't know ☐

16. Is there anything you would do differently? If yes, what? Please explain briefly.

Thank you!

Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (T05 - EUTF-NOA-REG-06)

LOG FRAME

The Logical framework (logframe) matrix should evolve during the Action project (i.e. the project's) lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant, and values will be regularly updated in the column foreseen for reporting purpose (see "Current value"). The term "results" refers to the outputs, outcome(s) and impact of the Action.

The logframe can be revised as necessary (in line with the provisions defined in Article 9.4 of the General Conditions).

	Result chain	*Indicator*	*Baseline (value & reference year)*	*Target (value & reference year)*	*Current value* (reference year)*	*Source and mean of verification*	*Assumptions*
Overall objective	*To Increase Mutually Beneficial Legal Migration and Mobility (EUTF NOA Strategic Objective 2)*	*To be measured by EU at level of Trust Fund Window.*					*Not applicable*
Specific objective 1	*Policy, legislative, institutional and regulatory frameworks in the field of legal migration & mobility, in particular those aiming at enhancing migrant workers' rights and combatting forced labour, child labour and slavery are progressively established*	*To be measured by EU at level of Trust Fund Window.*					*Continued political stability in the target countries.*
Immediate Outcome 1.1	*1.1 Government authorities have acquired the knowledge and tools to mainstream labour migration in employment and education/training and to strengthen policy coherence. (ILO lead)*	1.1.a Number of governmental institutions using tools and approaches to analyse coherence between labour migration, employment, education & vocational training, and social protection policies by the end of the programme.	0 in 2019	Egypt: 2 MoM, Ministry of Education Morocco: 3 (MTIP, MCMREAM, ANAPEC, OFPPT) Tunisia: 5 (MFPE, MAS, ANETI, OTE, ATCT) by 2022	0 in 2019	Document review of policy documents and official declarations Final / Post-project Evaluation report	*Labour migration remains a political priority for Government in target countries.*
Output 1.1.1	*Information and tools to promote policy coherence among employment, education/training and migration policies are available to government authorities.*	1.1.1.a Number of strategies, policies and plans developed and /or directly validated (or endorsed) (EUTF Common Output Indicators [COI] 4.6)	0 in 2019	1 across the three countries by 2022	0 in 2019	Draft policies and plans	*There is sufficient broad-based political will to utilise the information and tools made available.*

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and mean of verification	Assumptions
		1.1.1.b At least one institutional mechanism established by national institutions to ensure better policy coherence between labour migration and education / vocational training, employment and social protection.	Baseline to be developed on the basis of the study planned for in Activity 2.1.1.	Morocco and Tunisia: 1 coordinating mechanism by 2022	0 in 2019	Ministries/Morocco: MCMREAM, MTIP, MEN, MAS Ministries/Tunisia: MFPE, MAS, MEN Terms of reference of mechanism; meeting agendas	
		1.1.1c One desk review consolidating all migration project policy studies developed for **Tunisia** and used as a reference document to inform the development of policy coherence tools	0 in 2019	Tunisia: 1 desk review completed by 2022	0 in 2019	Final desk review report	
Output 1.1.2	*Targeted expertise and training workshops on mainstreaming labour migration into employment, education / training and social protection policies are provided*	1.1.2.a Number of representatives from Egypt participating in sub-regional workshop (disaggregated by gender, organization and country)	0 in 2019	6 participants from Egypt by 2022	0 in 2019	Invitations, Flight tickets, photos, and participant lists.	
Immediate Outcome 1.2	*Increased key stakeholder understanding of issues related to the fair and ethical recruitment. (IOM lead)*	1.2.a Number of stakeholders reporting an increased knowledge on ILO's General Principles for Fair recruitment and IOM IRIS standard (disaggregated by gender, type of institutions/organizations)	Tunisia: Knowledge currently limited to managerial staff in 30 governmental organizations and social partners in 2019 Morocco: Limited knowledge to less than 10 ILO constituents trained at ITC-ILO in 2019 Egypt: Very limited knowledge less than 10 constituents in 2019	Morocco: 70 Egypt: 6 government officials from MoM, MoFA, MoE, MoTI, MoSEEA, MoIIC as well as 10 private sector companies Tunisia: 241 (ANETI: 100; OTE: 14; ATCT: 2; Career Centre: 125) by 2022	Tunisia: 30 in 2019 Morocco: Less than 10 in 2019 Egypt: Less than 10 in 2019	Pre- and post-training knowledge evaluation questionnaires. Final / Post-project Evaluation report	*There is sufficient consensus on measures need to address recruitment malpractices.*
Output 1.2.1	*Roundtables and campaigns on ethical recruitment implemented.*	1.2.1.a Number of activities/events explicitly dedicated to raising awareness and sensitivity regarding migration (EUTF COI 3.11)[36]	0	Egypt: 3 Morocco: 2	0	Promotion materials for events, sign in sheets, photos, and media coverage.	*There is sufficient broad-based political will to utilise the information*

[36] The wording of this indicator reflects the EUTF standard formulation however in Egypt this project will focus on government and private sector as target audience for the awareness events.

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and mean of verification	Assumptions
				Tunisia: Participation in 9 international careers' fairs, (Tunis: 3; Sfax: 3; Sousse: 3)			*and tools made available.*
		1.2.1.b Number of tools in French/Arabic accessible to stakeholders	0	Egypt: N/A Morocco: 2 Tunis: 2 by 2022	0	Materials related to the tools developed (ex. booklet, website)	
Immediate Outcome 1.3	*Increased capacity of relevant institutions to enhance national legislation and/or regulations as well as bilateral or regional agreements related to fair and ethical recruitment. (ILO lead)*	1.3.a. Number of government institutions and private recruitment agencies that have reflected ILO's General Principles for Fair Recruitment and IOM's IRIS Standard in their recruitment practices by the end of the programme (per country)	Baseline to be developed from study planned in Activity 1.3.1.	Egypt: 1 (Ministry of Manpower) Morocco: 2 Public and private institutions (ANAPEC under MTIP, CGEM) Tunisia: 2 (ANETI under MFPE and UTICA) by 2022	N/A	Document review, interviews and questionnaires. Final / Post-project Evaluation report	*Fair and ethical recruitment remains among the political priorities of the target countries.* *Existing regulations have gaps to cater for with regard to fair and ethical recruitment*
Output 1.3.1	*Trainings and workshops on international fair and ethical recruitment standards and existing social compliance tools and drafting on legislation are conducted*	1.3.1.a Number of institutions and non-state actors applying the knowledge and skills acquired through capacity building or operational support on protection and migration management. (EUTF COI 3.6)	Baseline to be developed from study planned in Activity 1.3.1.	Egypt: 1 (Ministry of Manpower) Morocco: 2 Public and private institutions (ANAPEC, CGEM) in addition to 50 individuals Tunisia: 2 (ANETI and UTICA) by 2022	N/A	Participant lists, minutes of meetings, and interviews and questionnaires.	*There is sufficient broad-based political will to utilise the information and tools made available.*
Output 1.3.2	*Model employment contracts aligned to international obligations both for placement abroad and recruitment of foreign workers are available.*	1.3.2.a Number of staff from relevant institutions reporting an increased knowledge on ethical recruitment, counter smuggling or trafficking	0 in 2019	To be determined following study planned in Activity 1.3.1	0 in 2019	Pre- and post-training knowledge evaluation questionnaires	

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and mean of verification	Assumptions
		1.3.2.b Number of organisations that have introduced draft model employment contracts or revised existing ones based on ILO standards and model BLA agreements (per country/type of organisations)	0 in 2019	To be determined following study planned in Activity 1.3.1	0 in 2019	Document review, interviews and questionnaires.	
Immediate Outcome 1.4	*Strengthened official systems for matching jobseekers with opportunities on the domestic labour market and abroad and preparing them before departure. (IOM lead)*	1.4.a Percentage of trained staff working on public or private entities demonstrated increased knowledge of PDO standards. (disaggregated by gender, institutions, country).	0 in 2019	80% by 2022	0 in 2019	Post-training knowledge assessment, and interviews.	*High level political buy-in to operational level improvements.*
Output 1.4.1	*Regional and national PDO manuals organized by sectors and foreign markets are available*	1.4.1.a Number of service review reports elaborated to improve services.	0 in 2019	Egypt: 1 Morocco: 1 Tunisia: N/A by 2022	0 in 2019	Service review report.	*The knowledge, equipment, and other resources given to service providers are maintained and effectively employed as originally foreseen in order to support jobseekers.*
		1.4.1.b Number of institutions and non-state actors applying the knowledge and skills through capacity building or operational support on protection and migration management. (EUTF COI 3.6)	0 in 2019	Egypt: N/A Morocco: 1 Tunisia: 1 (ANETI) by 2022	0 in 2019	Participant lists and training reports.	
		1.4.1.c Number of PDO guides developed to enhance PDO delivery.	0 in 2019	Regional: 1 Egypt: 1 Morocco: 3 Tunisia: 1 (in French & Arabic) by 2022	0 in 2019	Materials related to the tools developed (ex. manuals, videos, etc)	
Output 1.4.2	*Trainings for staff on counselling, referral and PDO for potential migrant workers are conducted*	1.4.2.a # of officials trained	0 in 2019	60 by 2022	0 in 2019	Sign in sheets	

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and mean of verification	Assumptions
		1.4.2.b One institutional roadmap on best practice labour emigration system published	0 in 2019	Tunisia: 1 by 2022	0 in 2019	The roadmap itself	
Output 1.4.3	*Trainings for labour attachés on how to identify labour opportunities are implemented.*	1.4.3.a # of Labour attachés trained	0 in 2019	90 by 2022	0 in 2019	Sign in sheets	
		1.4.3.b # of trainings	0 in 2019	3 by 2022	0 in 2019	Agendas, invitations, photos	
Output 1.4.4	*Capacity building for institutional service providers on how to provide high quality, appropriate guidance, counselling, and job matching are provided*	1.4.4.a Number of staff from local authorities and basic service providers benefitting from capacity building for strengthening services delivery (EUTF COI 2.8) (Disaggregated by gender, institutions, country).	0 in 2019	Egypt: 20 Morocco: 45 ANAPEC staff Tunisia: 241 by 2022	0 in 2019	Participant lists and training reports, and interviews.	
		1.4.4.b Number of measures taken to improve services.	0 in 2019	3 (1 per country) by 2022	0 in 2019	Training reports, bills of quantity, and deeds of donation.	
Specific objective 2	*Mechanisms for assessment, certification, validation and recognition of migrants' skills and qualifications are improved*	*To be measured by EU at level of Trust Fund Window.*					*Labour markets in the destination countries absorb additional supply from migration.*
Immediate Outcome 2.1	*National authorities of North Africa, dealing with education and training, plan and implement skills development, assessment, and certification policies and programmes to*	2.1.a Number of education/training institutions that have undergone a process of upgrade of curricula and/or facilities and/or establishment of skills qualification frameworks or assessment tools.	0 in 2019	3 (1 per country) by 2022	0 in 2019	Document review of curricula and minutes of meetings and workshops.	*There is sufficient coordination of government actors to effect systemic change.*

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and mean of verification	Assumptions
	prepare job seekers for labour mobility generally. (IOM lead)					Final / Post-project Evaluation report	
Output 2.1.1	*Tripartite meeting/workshop to discuss how to develop policies that recognize vocational training diplomas conducted*	2.1.1.a Number of participants	0 in 2019	20 by 2022	0 in 2019	Post-workshop evaluation, and interviews Study on sectors and skills gaps.	*A critical mass of trained staff keep their functions.*
Output 2.1.2	*Tools for skills identification, assessment, certification, recognition of skills abroad are available.*	2.1.2a Number of national institutions using enhanced tools for skills development, assessment, and recognition.	0 in 2019	3 (1 per county) Tunisia: Ministry of Labour by 2022	0 in 2019	Training reports, bills of quantity, and deeds of donation.	
		2.1.2b Number of tools developed	0 in 2019	3 (1 per county) by 2022	0 in 2019	Training reports, bills of quantity, and deeds of donation.	
Specific objective 3	*Migration related knowledge and data management in the field of legal migration and mobility is improved.*	*To be measured by EU at level of Trust Fund Window.*					*New labour migration data is utilised for policy making and planning.*
Immediate Outcome 3.1	*Relevant institutions in North Africa have acquired the capacity to produce, collect and analyse labour migration statistics using ILO standard data collection and analysis tools (ILO lead)*	3.1.a Number of institutions collecting / producing / analysing labour migration statistics or related reports using ILO standards	0 in 2019	At least 1 per country	0 in 2019	Survey questionnaires (migration modules); survey reports Final / Post-project Evaluation report	*ILO standard tools are compatible with the existing infrastructure in target countries.*
Output 3.1.1	*. Training workshops on the collection and analysis of labour migration data for data producers and users are implemented*	3.1.1.a Number of planning, monitoring, learning, data collection and analysis tools set up, implemented and/or updated (EUTF COI 5.2)	0 in 2019	At least 1 per country (either census, labour force, household survey or other types of surveys recommended by stakeholders) by 2022	0 in 2019	Survey questionnaires (migration modules); survey reports	*A critical mass of trained staff keep their functions.*
Output 3.1.2	*North Africa report on labour migration statistics available to stakeholders.*	3.1.2a Number of field studies, surveys and other research conducted (EUTF COI 5.3)	0 in 2019	1 report on labour migration statistics at N+2 by 2022	0 in 2019	Final published report.	

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and mean of verification	Assumptions
Immediate Outcome 3.2	*Relevant institutions in North Africa have acquired knowledge, skills and techniques to use demographic and labour market data to identify and respond to gaps in the national labour market as well as in potential partner countries whose labour market needs align with their own. (IOM lead)*	3.2.a Percentage of trained staff who report acquisition of new knowledge and skills on labour migration data standards, methodology and collection (per country/institution/gender)	0 in 2019	80% by 2022	0 in 2019	Pre- and post-training knowledge evaluation questionnaires Final / Post-project Evaluation report	*Trained staff have sufficient access to demographic and labour market data for potential countries of destination.*
		3.2.b Number of potential foreign labour markets of destination for job seekers from target countries identified (country/ profession)	0 in 2019	3 (1 per country) by 2022	0 in 2019		
Output 3.2.1	*Capacity building on techniques to identify potential sectors and corridors for labour migration based on skills complementarity provided.*	3.2.1.a Number of staff development plans elaborated including labour migration data training.	0 in 2019	Egypt: at least 2 (one for CAPMAS and another for MoM) Morocco: 1 Tunisia: N/A by 2022	0 in 2019	The staff development plans themselves.	*A critical mass of trained staff keep their functions.*
		3.2.2.a Number of individuals trained on migration management (EUTF COI 3.7)	0 in 2019	Egypt: 15 Morocco: 15 Tunisia: 25 Ministry of Labour staff trained on LMIS by 2022	0 in 2019	Participant lists and training reports.	
		3.2.2.b Number of tools such as digital platform is elaborated	0 in 2019	Egypt: N/A Morocco: 1 Tunisia: N/A by 2022	0 in 2019	Materials related to the tools developed	
Specific objective 5	*Cooperation between relevant stakeholders in the field of legal migration and mobility, in particular job creation placement, is improved.*	*To be measured by EU at level of Trust Fund Window.*					*Legal migration continues to be a top priority in the agenda of EU MSs and target countries*

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and mean of verification	Assumptions
Immediate Outcome 5.1	*National institutions in North African countries are capacitated to promote south-south cooperation in labour mobility to the benefit of countries of origin and destination as well as migrants. (ILO lead)*	5.1.a Number of best practices and lessons learnt related to implementation of south-south mobility confirmed through key stakeholders 5.1.b Number of national/regional/local networks and dialogues on migration related issues newly established or functionally enhanced (EUTF COI 4.8)	0 in 2019 0 in 2019	At least 3 per country by 2022 2 (1 : Hammamet Steering Committee; 1: bilateral trade union agreement between country of origin and destination within the Trade Union Network on Mediterranean Sub-Saharan Migration) by 2022	0 in 2019 0 in 2019	Meeting reports, minutes of meetings, joint communiqués, and declarations. ILO Good Practice Database for Labour Migration Final / Post-project Evaluation report Minutes of meetings and training reports.	*Political tensions among neighbouring countries does not significantly hinder potential cooperation.* *Low turnover of Ministries or high-level partners.*
Output 5.1.1	*Regional conferences and meetings on intra- and/or inter-regional mobility and fair migration conducted.*	5.1.1a Number of organisations involved in tripartite intra- or inter-regional consultations on fair migration (per country / type of organisation)	0 in 2019	At least 3 per country (1 staff from each ILO constituent) by 2022	0 in 2019	Invitations, Flight tickets, photos, and participant lists. Final / Post-project Evaluation report	*Participants in regional and inter-regional dialogues have the political authority to reach and move forward agreements.* *Relevant countries remain committed to implementation of Hammamet Programme of Action.*
		5.1.1.b Number of staff from relevant stakeholders (ILO constituents and beyond) trained to ILO standards related to BLAs and to intervention models	0 in 2019	At least 3 per stakeholder participating in the programme (potentially 45 staff in managerial positions in key institutions/organizations) by 2022	0 in 2019	Training workshops reports, attendance list, and pre- and post-training knowledge evaluation questionnaires	
Output 5.1.2	*Piloting of south-south labour mobility programmes incorporating knowledge acquired under other outputs / activities is promoted.*	5.1.2.a Number of sub-regional knowledge – sharing events focusing on south-south labour migration and mobility organised between participating countries.	0 in 2019	At least 2 by 2022	0 in 2019	Meeting reports, minutes of meetings, joint communiqués, and declarations.	

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and mean of verification	Assumptions
Output 5.1.3	*Joint mission to one Gulf country conducted*	5.1.3 a Number of institutions participating in the joint mission	0 in 2019	At least 5 key institutions per country	0 in 2019	ToRs of mission; mission report and conclusions; action points adopted	*Low turnover of Ministries or high-level partners.*

Activity Matrix

Activities / Outputs		***Assumptions***
To Achieve Output 1.1.1 *1.1.1.1 Carry out country level case studies to analyse how coherence takes place among employment, education/training, social protection and migration policies* *1.1.1.2. Develop practical tools to foster coherent rights-based and gender sensitive labour migration policies and action plans.* *1.1.1.3. Develop communication products on migrant workers' rights, in particular on social protection (Egypt and Tunisia)*	***Means*** *1) Project management at regional and country level, project assistants and support staff;* *3) External expert consultants, researchers, and training facilitators;* *4) Office equipment, computers, vehicles, fuel and other transportation costs;* *5) Training materials, application forms, informational brochures;* *6) Beneficiary travel costs;* *7) Office premises in all target, conference venues, meeting rooms, and training facilities;* *8) Funding for project activities.* ***Costs*** ***What are the action costs? How are they classified? (Breakdown in the Budget for the Action)***	*There are no major changes in ministerial boundary definitions and Government reshuffling due to political changes in beneficiary countries which could delay activities in Outputs 1.1.1*
To Achieve Output 1.1.2 *1.1.2.1. Provide targeted technical assistance and provide training to enhance the coherence between employment, education/training, social protection and (labour) migration policies* *1.1.2.2. Facilitate the participation of Egypt in a sub-regional workshop on migrant workers' social protection. (Egypt only)*		*Egyptian Government continues to identify the Programme as a priority and delays designation of Egyptian participants*
To Achieve Output 1.2.1 *1.2.1.1. Organise orientation session, trainings, and other events on ILO standards and General Principles and Operational Guidelines for Fair Recruitment and the IOM IRIS standard.* *1.2.1.2. Organise roundtables with private sector companies to promote fair recruitment and the IRIS standard* *1.2.1.3. Conduct sensitization campaign on fair recruitment processes (Tunisia and Morocco)*		*Ministries of Labour and Trade / SMEs and social partners do not become reluctant to support fair and ethical recruitment and increased regulation.)*
To Achieve Output 1.3.1		

1.3.1.1. Review national legislation and/or regulations in terms of international obligations. *1.3.1.2. Support the piloting of the ILO Fair recruitment approach and intervention tools and IOM IRIS ethical recruitment standard. (Egypt and Morocco)*	*Political tensions do not stall legislative activity in Parliament which could delay legislative reform*
To Achieve Output 1.3.2 *1.3.2.1. Technical assistance to draft model contracts based on ILO standards and model BLA agreement.* *1.3.2.2. Set up and support the operationalization and implementation of fair, ethical recruitment programmes and model employment contracts*	*Relevant ministries and agencies continue to identify the need for model contracts and monitoring tools*
To Achieve Output 1.4.1 *1.4.1.1 In-depth mapping of current institutional frameworks and practices that provide potential migrant workers with career counselling, job matching, and pre-departure orientation (PDO), building on existing institutional assessments where available.*	*The relevant government authorities grant approval and provide the required access to be able to carry out a mapping of sufficient depth*
1.4.1.2 Development of a regional PDO guide, outlining the minimum standards and good practices that PDO should include, (as identified through the mapping) *1.4.1.3 Capacity building for relevant institutions aimed at developing at least one tailored, country-specific PDO manual per country using the standards outlined in the regional PDO guide;* ***To Achieve Output 1.4.2*** *1.4.2.1 Joint staff trainings on counselling, referral and PDO for workers willing to migrate (based on good practices and recommendations resulting from mapping).*	*Institutions providing PDO are willing to share best practices for create of regional guide and to engage in development of country specific manuals based upon it*
To Achieve Output 1.4.3 *1.4.3.1 Pre-departure joint trainings for selected labour attachés on identifying labour opportunities in the countries to which they are deployed and on bilateral labour migration agreements negotiation.*	*Ministries of Labour and Foreign Affairs can reach consensus on the profile, training needs and job description of labour attachés*
To Achieve Output 1.4.4 *1.4.4.1 Support the relevant authorities to upgrade procedures, manuals, technical equipment, and infrastructure as identified through the mapping and produced through above activities. (Morocco and Tunisia)* *1.4.4.2 Support for implementation and operationalization of the upgraded procedures, manuals, technical equipment, and infrastructure, as well as monitoring their use and support. (Morocco only)* *1.4.4.3 Tracking of beneficiaries receiving enhanced guidance, counselling, referral, job matching and PDO and their results on the local and foreign labour markets, including direct feedback to further improve the services and results. (Morocco and Egypt)*	*Service providers identify capacity building needs in line with the priorities of the Action* *Service providers are willing to share information on beneficiaries*

To Achieve Output 2.1.1 *2.1.1.1 Organisation of a tripartite meeting/workshop to discuss how to develop policies that recognize vocational training diplomas from the beneficiary countries as appropriate qualifications for jobs in main destination countries.*		*Participants with the proper profile can be identified in order to have a constructive dialogue*
To Achieve Output 2.1.2 *2.1.2.1 Support the relevant national institutions to upgrade curricula and facilities to improve skills development as well as establish or enhance skills qualification frameworks for assessment and certification of skills to meet occupational standards of main destination countries'* *2.1.2.2 Development of new procedures and/or implementation/operationalization plans for recognizing migrant workers' vocational training diplomas as suitable qualification for job placement. (Morocco only)*		*Relevant national institutions can agree on the approach toward improving skills development and recognition*
To Achieve Output 3.1.1 *3.1.1.1. Conduct trainings/workshops (or other capacity building measures) on how to produce, collect, analyse and use labour migration statistics*		*Access to data does not prove to be a challenge due to tensions between ministries and unclear identification of activity as a priority*
To Achieve Output 3.1.2 *3.1.2.1 Production of a North Africa report on labour migration statistics*		*No country decides not to avail any data for political reasons (tensions with African Union) or due to lack of robust data.*
To Achieve Output 3.2.1 *3.2.1.1 Assess the current capacities among staff of relevant institutions for analysis of foreign and domestic labour market and trends and how these shape potential migration trends, building on and complementing existing assessments where available. (Egypt and Morocco)*		*Staff of target institutions are willing to share accurate information regarding their capacities and training needs*
3.2.1.2 Conduct trainings, mentoring, and other forms of capacity building on techniques to identify potential sectors and corridors for labour migration based on skills complementarity		*Staff with the correct technical profile are available to participate in the capacity building activities*
To Achieve Output 5.1.1 *5.1.1.1 Organization of regional conferences on intra- and / or inter-regional mobility, including BLAs, Hammamet Programme for Action (opened to the participation of other North African countries) and support to the RSMMS network among others*		*Stakeholders are ready to participate in regional conference and continue to express interest in developing a south-south pilot labour mobility programme; Governments and social partners continue to agree with the priorities listed in the Hammamet Programme for Action.*
To Achieve Output 5.1.2 *5.1.2.1 Consultations to develop specific, pilot south-south labour mobility programmes that incorporate good practices, model contracts, PDO, etc conducted. (Tunisia and Morocco)*		*Stakeholders are interested in piloting a labour migration and mobility programme among themselves and volunteer to do so.*

To Achieve Output 5.1.3 *5.1.3.1 Facilitation of a joint mission to one Gulf country*		*No political tensions arise regarding support to labour migration regulation through BLAs; support to migration towards Gulf countries is not politically undermined*

ANNEX 10
EVALUATION SCHEDULE

ACTION	TIMELINE
Evaluation starts	24 September
Inception Report	6 October
Finalised Inception Report	21 October
Data collection	21 October – 10 December
Presentation of the evaluation findings	26 November
Draft Evaluation Report	13 December
Feedback to the Draft Evaluation Report	7 February 2022
Final Evaluation Report and the ILO and IOM required Summaries	18 March 2022

Annex 11 Lessons learned and Good practices

LESSONS LEARNED

ILO Lesson Learned Template

Project Title: Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)
Project TC/SYMBOL: RAF/17/06/EUR
Name of Evaluator: Cecilia Deme, PhD & Paola Chianca & Lejla Sunagic
Date: 27 november 2021
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Social dialogue processes are appreciated and considered very beneficial but in order to achieve better effectiveness they should be more structured and separate decision-making level and operational level. The setting up of sectoral sub-groups whose conclusions feed into the discussions at political level might produce more relevant results.
Context and any related preconditions	In the intervention countries, the governance bodies are represented by a Technical Coordination Committee (TCC) and a Political Coordination Committee (PCC), except in Tunisia were a single structure "the National Steering Committee (NSC) was set up. All these bodies are mainly composed by high level officials.
Targeted users / Beneficiaries	ILO and IOM implementation team
Challenges /negative lessons - Causal factors	The presence of high-level officials in the technical groups limits their effectiveness because very operational issues are not discussed in-depth and lower-level official might not feel comfortable to express clearly their concerns or proposals.
Success / Positive Issues - Causal factors	The setting up of structures that put together different stakeholders fosters beneficial dynamics for policy development because it allows for the sharing of resources and experiences, the development of professional connections and networking and serves better the needs of social partners
ILO Administrative Issues (staff, resources, design, implementation)	implementation

ILO Lesson Learned

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Project TC/SYMBOL: RAF/17/06/EUR
Name of Evaluator: Cecilia Deme, PhD & Paola Chianca & Lejla Sunagic
Date: 27 november 2021
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Projects aiming at policy changes need an appropriate timeframe to be implemented whereas the normal cycle of 3 years might not be enough to achieve the expected changes. Longer timeframes should be foreseen or less ambitious actions
Context and any related preconditions	The project aims to support the development and implementation of coherent and comprehensive policy frameworks in the 3 countries of intervention, guided by relevant human rights and labour standards. These policy frameworks are expected to be based on reliable data and evidence. In addition, the project is expected to contribute to preparing, putting in place or improving **legal migration and mobility schemes** in cooperation with targeted North African countries and EU Member States, in particular Germany.
Targeted users / Beneficiaries	ILO and OIM staff responsible to formulate projects
Challenges /negative lessons - Causal factors	The development of new policy frameworks requires a substantial amount of time to be accepted by governments and institutions, especially where the institutionalization of international (and therefore "external") standards is expected. Moreover, the policy development cycle is very much affected by the political context and its cycles in each country. This implies stalemates can be experienced, increasing the time required to produce significant changes.
Success / Positive Issues - Causal factors	A sequence of steps should be followed such as sensitization, training, coaching, application, first draft, revision logic. This process is usually finalized with coaching in order to be able to apply the changes at policy level.
ILO Administrative Issues (staff, resources, design, implementation)	Design

ILO Lesson Learned Template

Project Title: Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)
Project TC/SYMBOL: RAF/17/06/EUR
Name of Evaluator: Cecilia Deme, PhD & Paola Chianca & Lejla Sunagic
Date: 27 november 2021
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Trainings and sensitizations should be foreseen on continuous basis, using different kinds of methodologies such as refresher trainings, workshops, roundtable discussions.
Context and any related preconditions	The project foresees trainings to stakeholders' members but the turnover of medium level is very high and the reshuffling of government offices quite frequent.
Targeted users / Beneficiaries	ILO and IOM project team
Challenges /negative lessons - Causal factors	The frequent changes imply that trained people might not be involved anymore in project-related actions, making their training rather ineffective (and somehow at risk of wasting resources).
Success / Positive Issues - Causal factors	Increasing the number of trained staff of the different stakeholders organizations can contribute to a better ownership of the overall new concepts within the organization and not limited to a few people, producing a longer lasting effect.
ILO Administrative Issues (staff, resources, design, implementation)	Implementation

ILO Lesson Learned Template

Project Title: Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)
Project TC/SYMBOL: RAF/17/06/EUR
Name of Evaluator: Cecilia Deme, PhD & Paola Chianca & Lejla Sunagic
Date: 27 november 2021
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Trainings and sensitizations should be foreseen on continuous basis, using different kinds of methodologies such as refresher trainings, workshops, roundtable discussions.
Context and any related preconditions	The project foresees trainings to stakeholders' members but the turnover of medium level is very high and the reshuffling of government offices quite frequent.
Targeted users / Beneficiaries	ILO and IOM project team
Challenges /negative lessons - Causal factors	The frequent changes imply that trained people might not be involved anymore in project-related actions, making their training rather ineffective (and somehow at risk of wasting resources).
Success / Positive Issues - Causal factors	Increasing the number of trained staff of the different stakeholders organizations can contribute to a better ownership of the overall new concepts within the organization and not limited to a few people, producing a longer lasting effect.
ILO Administrative Issues (staff, resources, design, implementation)	Implementation

EMERGING GOOD PRACTICES

ILO Emerging Good Practice Template

Project Title: Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)

Project TC/SYMBOL: RAF/17/06/EUR

Name of Evaluator: Cecilia Deme, PhD & Paola Chianca & Lejla Sunagic

Date: 27 november 2021

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project developed a joint Monitoring and Evaluation Strategy, based on the Results-Based Management Approach, besides the EUTF`s own monitoring and reporting system. This methodology will allow to capture the changes achieved during ongoing processes and acquired skills and competencies by the stakeholders. The introduction of this practice is a good example of the importance of taking into account qualitative aspects in the implementation and monitoring of a project. The standardization of the implemented activities and the better overview of reported data is supposed to respond better to the expectations of the donor, ILO-IOM and the national partners.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The Outcome Mapping methodology is particularly relevant when an intervention focuses on change processes rather than quantitative results. A key innovation of outcome mapping is to look at development results as changes in behavior and relationships of actors with which the program interacts directly.
Establish a clear cause-effect relationship	Being funded under the Trust Fund framework, the THAMM project has to comply with the monitoring system of the whole program and take into consideration a number of set indicators. However, the result matrix was unable to capture enough the changes, not providing a strong enough monitoring system to feed strategic decisions in the project implementation.
Indicate measurable impact and targeted beneficiaries	Targeted beneficiaries are the ILO and IOM teams implementing the project. The impact is a better-informed implementation of the project.
Potential for replication and by whom	The adoption of qualitative monitoring methods can be replicated in any project which focuses on processes and behavioral changes.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	N/A
Other documents or relevant comments	Outcome mapping journal developed by the external consultant

ILO Emerging Good Practice Template

Project Title: Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)

Project TC/SYMBOL: RAF/17/06/EUR

Name of Evaluator: Cecilia Deme, PhD & Paola Chianca & Lejla Sunagic

Date: 27 november 2021

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project developed standards and cost-sharing formula for joint national events and governance structure meetings, and on the allocation of events throughout the duration of the programme. Each event is under the responsibility of a single coordinating and implementing agency, responsible for all its costs, while other agencies will contribute technically (to concept notes, with speakers, etc). Standards checklists have been developed for specific types of events to be followed by country teams. For the setting up of the practice, weekly and monthly coordination meetings to try to set and agree on joint standards about quality visual identity products, SoP in organizing joint events which meet the standards of all partners
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This practice is relevant in case a project in implemented jointly by different organizations and foresees cross-cutting events and activities.
Establish a clear cause-effect relationship	This formula allows for a fair distribution of costs and allocation of the responsibility of event organization together with the adoption of common standards to ensure similar service quality across events
Indicate measurable impact and targeted beneficiaries	Targeted beneficiaries are the ILO and IOM teams implementing the project. The impact is an optimized use of financial resources. .
Potential for replication and by whom	The adoption of a cost-sharing formula can be replicated in any project which is implemented by different agencies and foresees joint activities.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	N/A
Other documents or relevant comments	N/A